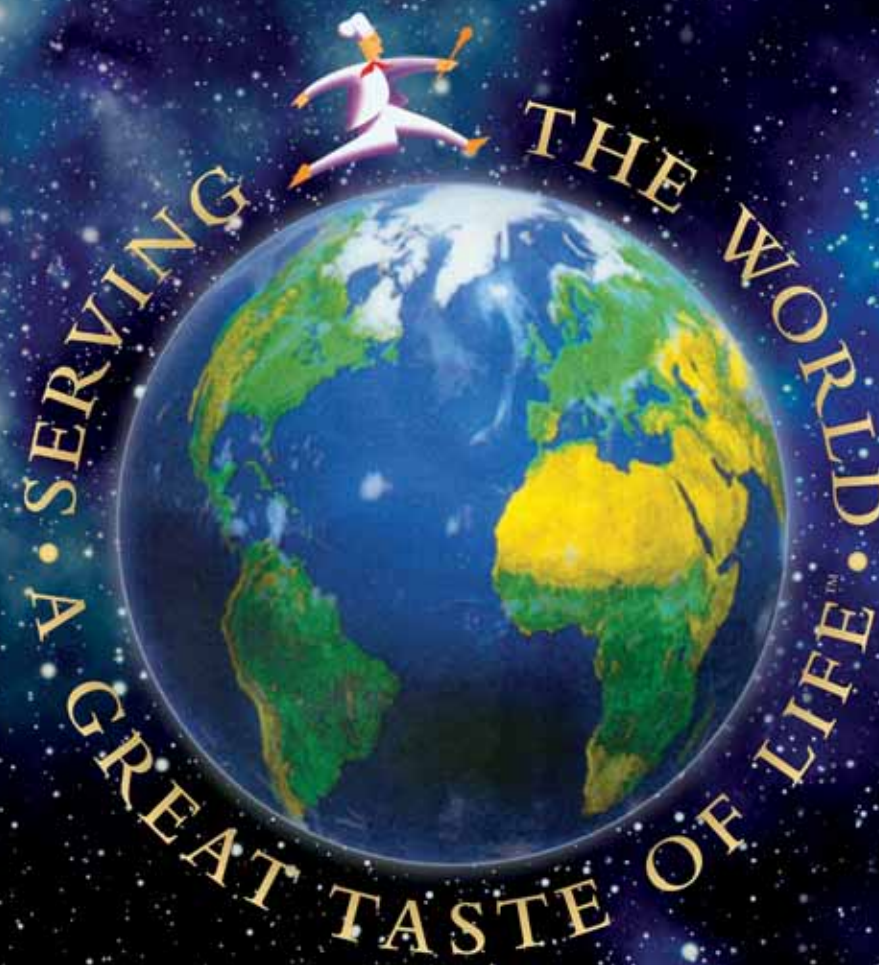
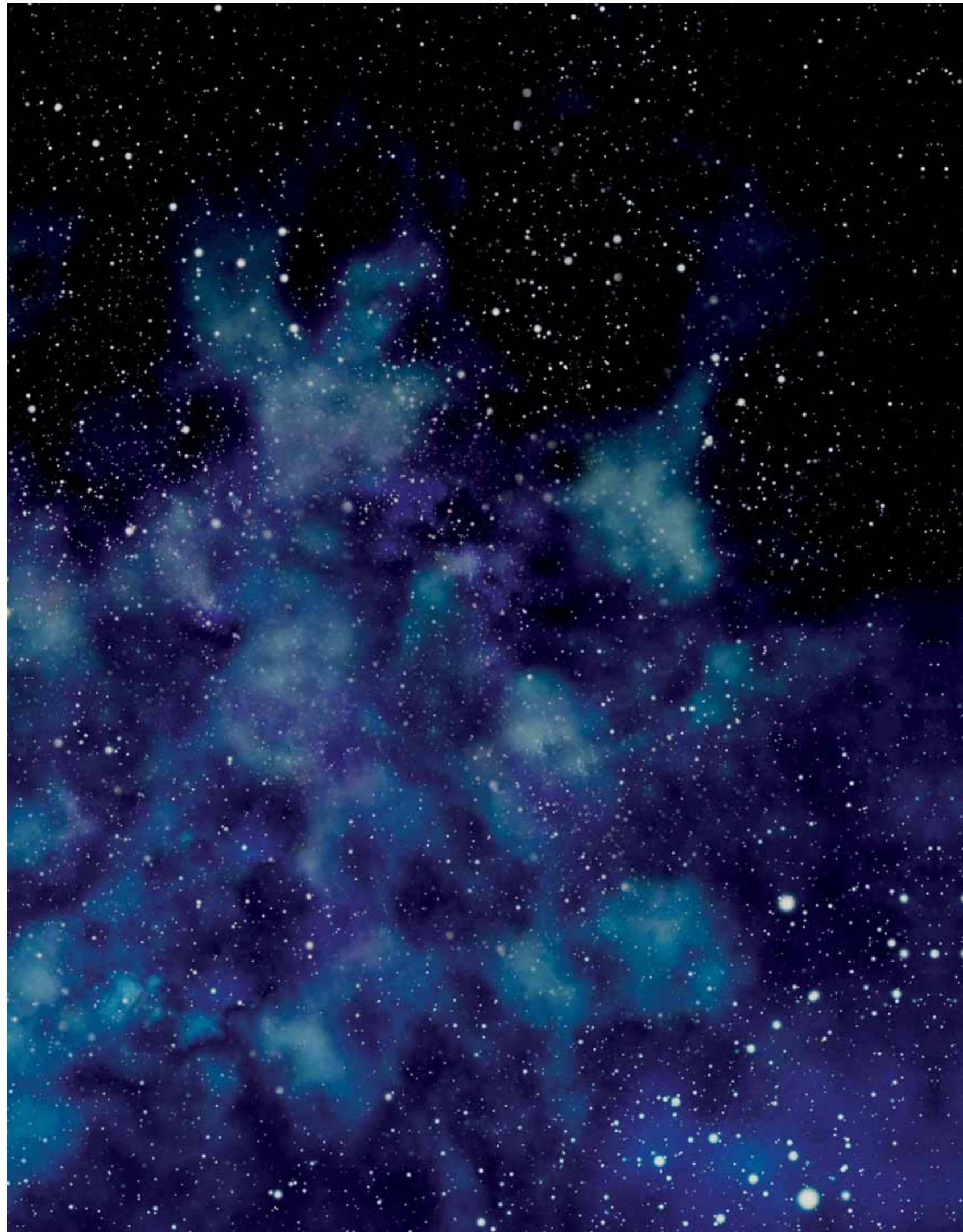


Brinker International, Inc.  
2003 Annual Report





At Brinker International<sup>®</sup>, we strive to be the best in the business – today and in the future. So, while taking care of day-to-day business, we’re also looking ahead, building on our resources, and reaching for new goals. The Brinker logo symbolizes our mission. Three stars represent our strengths: People, Quality, and Profitability. They remind us that we’re only as good as the people we employ, we never settle for offering our guests less than the best, and we sustain that quality and grow our business through profits. Eight flames blaze under the stars, depicting the driving forces that ignite our purpose: Customers, Shareholders, Food, Team, Concepts, Culture, Partners, and Community. These aspects are the heart and soul of Brinker International, responsible for our integrity, dedication, and passionate commitment to “Serving the World a Great Taste of Life!”<sup>™</sup>



**Brinker International, Inc.** is the parent company of a diverse portfolio of casual dining restaurant concepts. We are principally engaged in the ownership, operation, development, and franchising of Chili's Grill & Bar, Romano's Macaroni Grill, On The Border Mexican Grill & Cantina, Maggiano's Little Italy, Corner Bakery Cafe, Big Bowl Asian Kitchen, and Rockfish Seafood Grill. As of June 25, 2003, Brinker's system of company-operated, jointly developed, and franchised units included 1,402 restaurants located in 49 states and 22 countries with annual revenue of \$3.8 billion dollars. Brinker International, Inc. is based in Dallas, Texas, and is publicly traded on the New York Stock Exchange under the symbol EAT.

---

**Contents**

Selected Financial Highlights	3
To Our Shareholders	4
A Tribute to Dynamic Leadership	6
Chili's Grill & Bar	8
Romano's Macaroni Grill	10
On the Border Mexican Grill & Cantina	12
Maggiano's Little Italy	14
Corner Bakery Cafe	16
Big Bowl Asian Kitchen	18
Rockfish Seafood Grill	20
Board of Directors and Principal Officers	23
Principal Officers in Restaurant Concepts	24
Shareholder Information	25

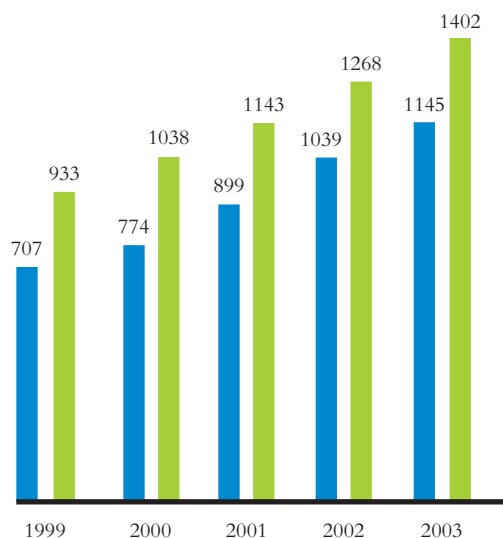


## Selected Financial Highlights

(Amounts in thousands, except per share amounts)

	2003	2002	2001
Systemwide Sales	\$ 3,807,272	\$ 3,401,652	\$ 3,040,377
Revenues	3,285,394	2,887,111	2,406,874
Operating costs and expenses:			
Cost of sales	900,379	796,714	663,357
Restaurant expenses	1,828,496	1,591,367	1,303,349
Depreciation and amortization	158,153	130,102	100,064
General and administrative	131,763	121,420	109,110
Total operating costs and expenses	3,018,791	2,639,603	2,175,880
Operating Income	266,603	247,508	230,994
Interest expense	12,449	13,327	8,608
Other, net	567	2,332	459
Income before provision for income taxes	253,587	231,849	221,927
Provision for income taxes	84,951	79,136	76,779
Net income	\$ 168,636	\$ 152,713	\$ 145,148
Basic net income per share	\$ 1.74	\$ 1.56	\$ 1.46
Diluted net income per share	\$ 1.70	\$ 1.52	\$ 1.42
Basic weighted average shares outstanding	97,096	97,862	99,101
Diluted weighted average shares outstanding	99,135	100,565	102,098

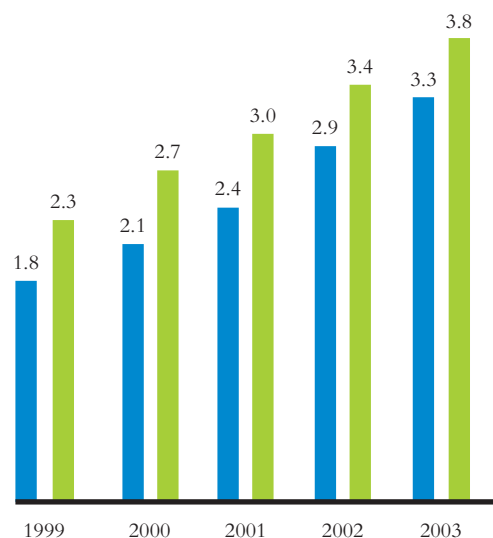
### NUMBER OF RESTAURANTS



■ Company Operated    ■ Systemwide

### REVENUES

(in billions)



## To Our Shareholders, Employees, and Guests

Brinker International's impressive portfolio of restaurant concepts has achieved another successful year. We consider our portfolio a dynamic entity, subject to change, evolution, and evaluation. Our track record of exceeding the S&P average over the past 5 year period demonstrates the success of this philosophy, garnering Brinker International numerous industry accolades through the years for its outstanding performance. And we are meeting the challenges of working in a business climate that has changed dramatically over the past couple of years by focusing our resources on Brinker's long-term strategy and the core strengths of our business.

As in the past, the key aspects that drive our business – the time crunch, dual income households, consumer lifestyles, and the inconvenience of cooking at home – remain valid and pertinent for the future. After all, dining out is a way of life for our guests, and they've shown us again and again how much they appreciate our modest price points and unwavering commitment to excellence. However, complacency is not part of Brinker International's vocabulary. We are remarkably well positioned for the growth and development of lively restaurants, keeping an eye on trends to reaffirm our claim to the "casual side of casual dining." Franchising will continue to play an important part in the growth of the company. But we're also exploring new avenues for growth in non-traditional locations like college campuses, condominium and office complexes, malls, airports, train stations, and military bases. In addition, Brinker International restaurant gift cards have become another popular way for our guests to share with family and friends the good times and good food we offer. Gift card sales increased over 30 percent this year and we expect to see sales continue to rise.

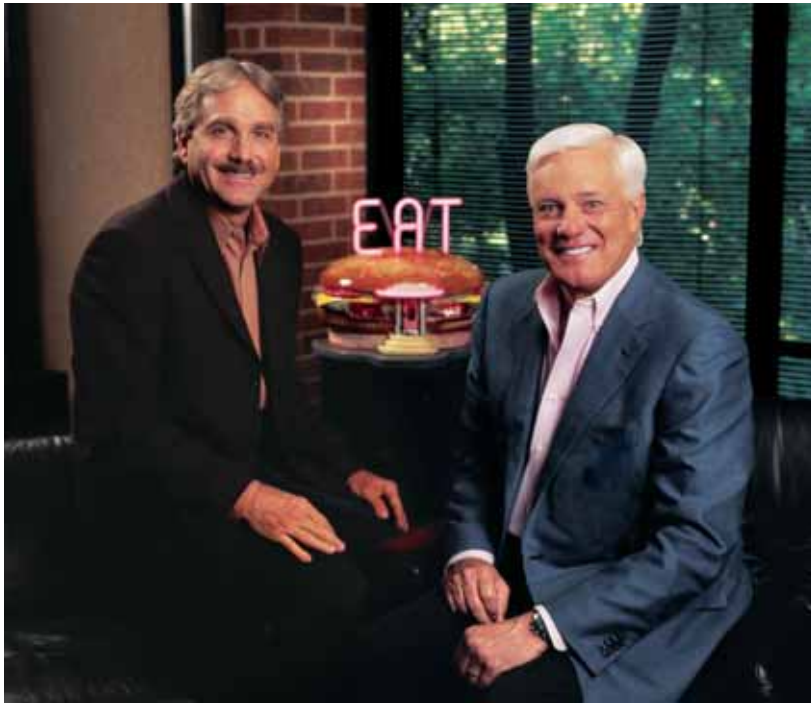
Brinker International's tradition of innovation and dynamic leadership has resulted in another year of strong results along with several noteworthy milestones:

- Added 134 new restaurants, bringing our systemwide total to 1,402 units.
- Systemwide sales surpassed \$3.8 billion.
- Named as one of "America's Most Admired Companies" by *Fortune* magazine.
- *Restaurants & Institutions'* "Platinum Choice in Chains" awarded to Romano's Macaroni Grill for the fifth straight year.
- Received a Platinum Award from *Forbes* magazine as one of "America's Best Big Companies."
- Stock price hit an all-time high.

These milestones have been realized by actively improving our competitive edge. Our innovative concept teams regularly scrutinize the fundamentals of their operations, looking for ways to augment our product offerings and service while exercising fiscal stewardship and satisfying the refined tastes of our guests. Emphasis on the fundamentals while improving standards, cultivation of a talented team of creative employees in pace with disciplined growth, and dedication to integrity are among the key principles that assure the sustained achievements and positive outlook of the Brinker company.

Our enthusiasm remains undimmed because we love what we do. At Brinker, we take our jobs seriously, not ourselves – work is meant to be enjoyed and savored, just like our cuisine. Our core values of Growth, Diversity, Family, Integrity, Balance, and Passion have set the pace of our company and raised the bar for an entire industry.





Douglas H. Brooks  
President

Ronald A. McDougall  
Chairman of the Board and  
Chief Executive Officer

Brinker International is a global business, but our heart is rooted in the communities we serve. Providing a “great taste of life” isn’t just about great food. It’s also about sharing the fruits of our success and improving quality of life by getting involved. We’re proud to be part of a team that is committed, not only to good business but to good works. Brinker International sponsors and operates The Pavilion at the annual Byron Nelson Golf Classic, donating the proceeds to a number of charities including the Salesmanship Club, Texas Scottish Rite Hospital for Children, and Limbs for Life. In addition, our team members provide fundraising efforts, sponsorships, and untold volunteer hours in support of local charities each year.

We are fortunate, indeed, to have brought together such a resource of talent and commitment at all levels of Brinker International management. This strength is allowing us to make an almost seamless transition at the helm of the company. Ron McDougall will be ending his extremely successful tenure as Chief Executive Officer while retaining his responsibilities as Chairman of the Board. He hands his executive duties to 25-year Brinker veteran Doug Brooks, President and Chief Operating Officer since 1999.

Doug’s successor as Chief Operating Officer is Todd Diener, formerly President of our flagship concept, Chili’s Grill & Bar, and member of the Brinker team since 1981.

Individually strong, we’re unbeatable as a team. As in the past, we will adapt to the shifting external landscape, capitalize on the enormous energy we’ve generated, and maintain our unwavering dedication to quality, our growth plan, and common vision. Our strong foundation for continued expansion and enhanced value remains strategically sound. We have the right concepts, the right leaders, and the right game plan.

We thank you, our shareholders, employees, and guests, for sharing our commitment and being such an integral part of our success. It’s an exciting time to be together as we move forward with passion and confidence.

Ronald A. McDougall  
Chairman of the Board  
and Chief Executive Officer

Douglas H. Brooks  
President



## A Tribute to Dynamic Leadership

After 20 years of exemplary leadership, Ron McDougall, Chairman and CEO, is relinquishing his responsibilities as Chief Executive Officer, effective January 1, 2004. Ron's long-term commitment to Brinker International will continue in his role as Chairman of the Board. A dynamic leader since joining the company in 1983, Ron's drive and passion have propelled Brinker International to its outstanding record of growth and achievement.

*Back then, we only had 23 Chili's Grill & Bars in six states with 1,800 employees and annual sales of \$30 million. Today, Brinker International has grown to over 1,400 restaurants in 49 states and 22 countries with 90,000 employees and annual sales approaching \$4 billion. Our success has been built on a balanced approach of long term thinking while simultaneously focusing on the day-to-day fundamentals.*

A strategic visionary, he has been the chief architect of the company's premier portfolio of restaurant companies.

*Industry analysts have dubbed our portfolio "the mutual fund of casual dining." Assembling this great line-up of concepts had challenges, but it has provided a solid foundation of high potential opportunities for the future. Orchestrating the innovative "dream team" partnerships with creative talents like Rich Melman and Phil Romano to infuse new ideas into our concepts has also left an indelible mark on the company.*

A marketing maverick, Ron created distinctive and memorable ad campaigns and corporate identities over the years.

*It was a very exciting creative experience developing the "No Place Else Is Chili's" marketing campaign, and writing the award-winning "Reunion" commercial that introduced fajitas and launched Chili's on double-digit comp store sales increases for the following year. The design of Brinker's widely acclaimed "8 Flames" logo was inspired to help provide visual imagery for our values and our passion for the business.*



A strong advocate of the power of teamwork, Ron has been instrumental in building a team of talented and creative professionals. Brinker International has been consistently named one of *Fortune's* "Most Admired Companies" and raised the bar for an entire industry.

*The key is to surround yourself with high caliber individuals with innovative ideas and positive, team-oriented attitudes. My trademark motto, "The power of the pack is in the wolf; the power of the wolf is in the pack," means that I want individually strong teammates who will work together and who are unbeatable as a team. A tradition of highly informative, entertaining employee meetings and offbeat events like the annual indoor Carpetbagger Golf Tournament were developed to nurture and reinforce our unique corporate culture.*



Ron embodies a winning "can-do" philosophy of innovation, commitment, and teamwork while maintaining an active, fun-loving, and healthy lifestyle. He has received numerous honors including *Restaurants and Institutions' Executive of the Year* and the MUFSSO Gold Chain awards.

*It has been an exhilarating journey, and I have been very fortunate to be surrounded by incredible teammates who have made significant contributions to the enterprise. I wholeheartedly believe that Brinker International is extremely well positioned for a very exciting and rewarding future.*





Like No Place Else®

---



**C**hili's Grill & Bar® is a popular gathering place to enjoy a delicious meal with family and friends in a fun and energetic atmosphere. We serve up a healthy mix of fresh American favorites with a unique twist that sets our menu apart. Guests return again and again to savor signature offerings like classic Big Mouth Burgers®, sizzling Fajitas, and, of course, our famous Baby Back Ribs. And the hand-shaken Presidente Margarita® is the signature drink of Chili's Margarita Bar®, a destination for any true margarita connoisseur. In addition, the convenience and quality of our To Go service has ensured the success of this rapidly growing part of Chili's® business. Clearly, our loyal customers are determined to recreate the fun, fresh, and flavorful experience of Chili's no matter where they are.



Eighty-six new Chili's restaurants opened around the nation and the world in the past year, bringing the now familiar  brand icon to an ever-increasing market. More people are also finding us in high-traffic spots like regional malls, airports, and college campuses. We introduced our "Tastemonials" advertising campaign, featuring real people whose performances demonstrate their love of Chili's.



Chili's is truly *Like No Place Else* and part of the reason is our ChiliHead team of managers and employees. Being part of the ChiliHead culture means each and every employee that our guests encounter at Chili's is team-spirited, knowledgeable, and friendly. This *sizzle service* is just one more way visitors feel assured that their experience at Chili's will always be *different, delicious, and distinctive*.

*Baby Back Ribs*



# Romano's Macaroni GRILL®

Making Life Delicious<sup>SM</sup>

---



Romano's Macaroni Grill is *Making Life Delicious* in a warm, relaxing atmosphere redolent with the flavors and culture of the Tuscan countryside. As in any true Italian home, our open kitchen is the heart of our restaurant, where friends and family gather to share wonderful food, wine, and good times. We showcase the award-winning talent of our chefs with unique monthly features such as Salmon with Sherry and Lobster Sauce, our famous Create Your Own Pasta, and menu favorites like Twice-Baked Lasagna with Meatballs, and our ever-popular Penne Rustica. To complement our classic Italian specialties, Macaroni Grill® offers one of the most extensive wine selections in casual dining. In addition to our famous wine honor program, we've introduced the Wine Tasting Trio, two-ounce pours of three distinctive wines, allowing guests to sample different selections. And taking the flavors of our kitchen to yours, through our award-winning curbside delivery service, has become a popular way to experience Macaroni Grill's Italian delights in any setting.



Guests continue to show appreciation for our efforts. For the fifth year in a row, Macaroni Grill has received the Platinum Award in the Annual "Choice In Chains" survey based on customer satisfaction. They've told us what keeps them coming back again and again and allowed us to expand in established markets and move into new regions. A new national advertising initiative is





reaching out to first-time guests in all markets. In fact, our once-perceived unit potential of 150 has grown to embrace as many as 500. We opened 23 new restaurants in the past year and anticipate 22 more in the months ahead. Macaroni Grill also remodeled 8 restaurants last year, incorporating the casual warmth and comfort our guests are enjoying in our newest prototype. We expect to complete more remodels over the next few years, ensuring that we remain consumers' favorite Italian kitchen, wherever they live, work or play.

Everything we do, everything we say, everything we serve comes from our heart. Each and every detail is focused towards delivering an exceptional experience for our guests. The old-world tastes and aromas of Tuscany, surrounded by fresh white gladiolas, string lights, warm, outgoing service, and a relaxed atmosphere create a unique setting for any dining occasion. At Romano's Macaroni Grill we're welcoming our guests *into our kitchen and into our heart.*



# ON THE BORDER



## MEXICAN GRILL & CANTINA

SM

On The Border. Off The Map.®

---



**A** visit to On The Border Mexican Grill & Cantina proves that life is a fiesta. Our lively atmosphere of fun and flavor in the midst of family and friends makes every meal with us a memorable occasion. Keeping a consistent eye on quality, we have refined the presentation of menu favorites like our sizzling Mesquite-Fired Fajitas, Quesadillas, and celebrated Border Sampler, the ultimate sharing experience. The introduction of The BIG Bordurrito™ has been a hit with our guests, who have given it rave reviews. And for those who feel adventuresome, we offer Create Your Own Fajitas, where you can mix and match from seven different options. Or, there are always the Tex-Mex Combos that can be the perfect answer to that craving for some great traditional Mexican food. Over the past year, we have also concentrated on providing to our visitors the best bar service possible through our “Cantina Rocks” initiative, a 16-city training program for managers and bartenders. A frosty Borderita Grande or ice cold Mercedes Margarita is the perfect accompaniment to any favorite On The Border® offering.





7-Pepper Steak Fajitas

Close attention to the details is paying off – over the past several months our guest traffic has increased on a per-unit basis, even as we remodeled over 70 more restaurants and opened 5 new locations. The bolder, more colorful décor, new signage, and dedicated, convenient To Go entrances central to the remodeling program will be introduced to all remaining stores in the coming year. To Go service has become a very important part of our business at On The Border, and catering services are expanding to all our locations within the year. Advertising continues to support our success, reinforcing the message that a gathering at On The Border is an encounter filled with good friends, great food and great margaritas, all at an exceptional value. An *On The Border. Off The Map.* experience!



# MAGGIANO'S LITTLE ITALY®

You Just Can't Get More Italian.

---



**M**aggiano's Little Italy welcomes guests to the authentic flavors of Southern Italian cuisine in an inviting, comfortable setting reminiscent of New York City's Little Italy. Lavish portions of simple classics and rich ingredients, served family style or a la carte, make every meal a celebration. Our guests enjoy made-from-scratch menu favorites such as Rigatoni "D"<sup>®</sup>, Shrimp Oreganata, Chicken Scallopine, Veal Chop Contadina, and an assortment of signature salads, prime steaks, and fresh fish. And few visitors can resist our delectable dessert selections like Nonna's Pound Cake, Chocolate Zuccotto Cake, or our signature Vera's Lemon Cookies.



Maggiano's<sup>®</sup> is an ideal backdrop for casual get-togethers or



formal gatherings, where company is encouraged to linger over conversations and food with family and friends. Surrounded by richly polished oak wainscoting and warm colors, our tables are topped with red and white checkered linen tablecloths and fresh flowers, while the buzzing atmosphere at the main bar is perfect for sipping that after-dinner Cognac or Grappa. During warm weather, there's nothing like our outdoor patio for lunch, dinner, or a cup of cappuccino and profiteroles.

Maggiano's distinctive blend of old-world recipes and modern-day style has expanded to 25 locations around the country. Each offers elegantly appointed banquet rooms and a catering staff prepared to turn every event into a lifetime memory. From business meetings to weddings and other celebrations of life, we're committed to making that important day a success. When people choose to spend their time with us, we want them to feel at home, taken care of, in an authentic Italian-American atmosphere. For our visitors, a meal at Maggiano's Little Italy is both filling and fulfilling.



*Bombalina Appetizer Platter*





# corner bakery

C A F E<sup>®</sup>

Feed the Day<sup>®</sup>

---



Our guests know that Corner Bakery Café is the perfect place to go when they're hungry for great food. Our bold black-and-white awnings welcome them morning, noon and night for fresh meals and sweets prepared with quality ingredients and served in a friendly, relaxed atmosphere. We offer locations in convenient and popular destinations.

Breakfast guests enjoy fresh baked Cinnamon Rolls, hot Ham and Cheddar Panini, and decadent Baked French Toast. At lunch and dinner, menu favorites include our Harvest Salad with roasted chicken, our Ham on Pretzel sandwich with Dijon-mayo, and the Trio Salad – a combination of seasonal sides such as D.C. Chicken, Spring Penne Pasta and Mixed Berry salad. And, when guests are





*Trio Salad*

ready for a morning break or afternoon treat, our Fudge Brownies, tangy Lemon Bars and Baby Bundt Cakes are ready to satisfy.

Lately, we've modified our service style to better meet the needs of our customers. Dining in? We'll bring a Chicken Pesto or Southwest Roast Beef sandwich to the table. Getting food To Go? Call ahead and we'll have it ready upon arrival. Need to feed a sales force? Our flourishing catering business proves we're bringing the best we have to every part of the day. That's why we have some of the most loyal guests in the industry contributing to the growth of our business. In the past year, Corner Bakery Cafe opened 13 new locations in established markets. Additional sites in existing markets will open in the months ahead.

Whether it's a quick breakfast on the go or lunch with co-workers, a business meeting or department mixer, or a party for a best friend, Corner Bakery Cafe is here to *Feed the Day*.





## Fresh Asian Cooking

---



**B**ig Bowl Asian Kitchen offers guests a unique approach to Asian cuisine. We blend Chinese, Thai, and Vietnamese traditions to present the best variety of Asian cooking, encouraging visitors to experiment with our hand-crafted dishes, special sauces, and our unique “You Choose” stir-fry bar. At Big Bowl Asian Kitchen, signature selections like Crispy Lemon Chicken, Crunchy Sichuan Sesame Shrimp, Potstickers, and Chicken Pad Thai continue to tempt taste buds, while new offerings like our Lettuce Wrap appetizers and Thai Basil Chicken are quickly emerging as new favorites. Unique beverages such as Fresh Ginger Soda, Frozen Mai Tai, and Hibiscus Tea refresh our guests in a casually inviting atmosphere, warm with honey maple wood, bamboo, and the soft glow of parchment-paper lanterns.

Our generous portions signal a welcome to families, as do our award-winning kids menu and call-ahead seating option. And, for the times when relaxing in our dining room just isn't possible, we offer the convenience of take-out with a



*Crispy Lemon Chicken*



separate service area to provide guests with flavorful specialties to go. Big Bowl Asian Kitchen is bringing the fresh Asian cooking experience to growing markets with 7 new openings in the past year, including a new presence in Raleigh, North Carolina. In the coming months, we will continue expansion in Denver, Dallas, Minneapolis, and the Washington, D.C. area, and introduce ourselves to diners in Madison, Wisconsin.

Delicious Asian classics and distinctive signature dishes served with flair by a knowledgeable and helpful service team in delightful and comfortable surroundings combine to make Big Bowl Asian Kitchen an experience our guests want to enjoy together and often.



# ROCKFISH



## SEAFOOD GRILL®

Fish Happens™

---



**R**ockfish Seafood Grill® serves classic seafood dishes with a creative spin. Our guests return again and again to sample our extensive menu, and try the latest Chalkboard specials served up by Chef Partners who operate each Rockfish<sup>SM</sup> location. Favorites like our Old Fashioned Shrimp Basket, New England Baked Stuffed Fish, Santa Fe Fish Tacos, and Mexican Shrimp Martini™ are supplemented by new choices such as the Surf and Turf, an eight-ounce filet with



grilled shrimp, or the Cedar-Plank Salmon. The Chalkboard always has something freshly caught and flown in daily, such as our annual Copper River Salmon promotion. And executive chef Kenny Bowers, recently named by *Nation's Restaurant News* as one of the Top 50 Culinarians in America, is always experimenting with new tastes to lure our visitors.

The award-winning entrepreneurial spirit at Rockfish is taking us to new locations around the country. An opening this spring in Albuquerque leads



expansion into New Mexico, followed later this year with an entrance into the Raleigh-Durham, North Carolina market. We're strengthening our presence in Texas, too, with openings in Houston, Lubbock, and additional Dallas area locations. All our new sites feature a separate To Go entrance to make room for a steadily growing segment of our business we call *Fish on the Fly*<sup>SM</sup>. At Rockfish, our ambiance is all about the water; an experience that may offer the rustic surroundings of a mountain fly-fishing lodge or the sleek, streamlined look of a mahogany-planked speedboat.



We are also working diligently to improve the overall dining experience for everyone who comes in our door. Our Rock Solid culture of Respect, Attitude, Empowerment, and Integrity continues to drive the success of our business, from corporate planning to knowledgeable and efficient wait staff. By consistently providing our guests with more than they expected, for less than they anticipated, in friendly and relaxed surroundings, Rockfish is catching more enthusiastic patrons every day!



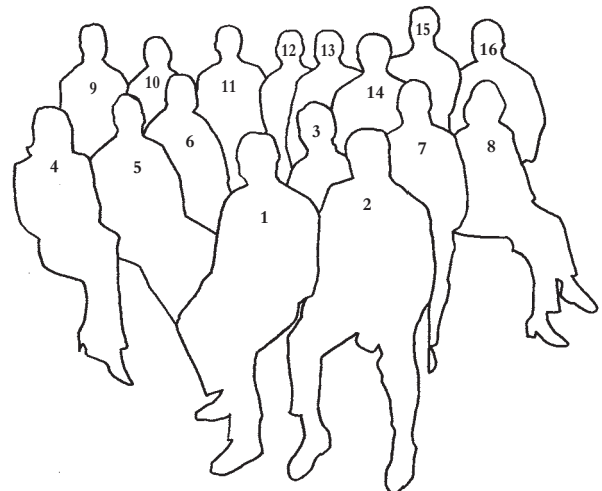
*Fire & Ice Sampler*





SENIOR MANAGEMENT TEAM OF BRINKER INTERNATIONAL, INC.

- |                      |                     |
|----------------------|---------------------|
| 1. Doug Brooks       | 9. Wilson Craft     |
| 2. Ron McDougall     | 10. Dave Orenstein  |
| 3. Randy DeWitt      | 11. John Miller     |
| 4. Starlette Johnson | 12. Mark Tormey     |
| 5. Mike Webberman    | 13. David Doyle     |
| 6. Jay Tobin         | 14. Roger Thomson   |
| 7. Todd Diener       | 15. J. J. Buettgen  |
| 8. Jean Birch        | 16. Chuck Sonstebly |



## BOARD OF DIRECTORS

Ronald A. McDougall  
*Chairman of the Board and  
Chief Executive Officer,  
Brinker International, Inc.*

Douglas H. Brooks  
*President, Brinker International, Inc.*

Dan W. Cook, III  
*Senior Advisor, MHT Partners, L.P.*

Robert M. Gates  
*President, Texas A&M University*

Marvin J. Girouard  
*Chairman of the Board and  
Chief Executive Officer,  
Pier 1 Imports, Inc.*

Ron Kirk  
*Partner, Gardere Wynne Sewell, LLP*

George R. Mrkonic  
*Director and Former Vice Chairman,  
Borders Group, Inc.*

Erle Nye  
*Chairman of the Board and  
Chief Executive, TXU Corp.*

James E. Oesterreicher  
*Retired Chairman of the Board,  
J.C. Penney Company, Inc.*

Cece Smith  
*Managing General Partner,  
Phillips-Smith-Machens Venture Partners*

Roger T. Staubach  
*Chairman of the Board and  
Chief Executive Officer,  
The Staubach Company*

## CHAIRMAN EMERITUS

Norman E. Brinker

## PRINCIPAL OFFICERS

Ronald A. McDougall  
*Chairman of the Board and  
Chief Executive Officer*

Douglas H. Brooks  
*President*

Todd E. Diener  
*Executive Vice President and  
Chief Operating Officer*

Starlette B. Johnson  
*Executive Vice President and  
Chief Strategic Officer*

Charles M. Sonstebly  
*Executive Vice President and  
Chief Financial Officer*

Roger F. Thomson  
*Executive Vice President,  
Chief Administrative Officer,  
General Counsel and Secretary*

Michael B. Webberman  
*Executive Vice President of Concept Services*

Jean M. Birch  
*Senior Vice President and  
Corner Bakery Cafe President*

James J. Buettgen  
*Senior Vice President and  
Big Bowl Asian Kitchen President*

Wilson L. Craft  
*Senior Vice President and  
Chili's Grill & Bar President*

David R. Doyle  
*Senior Vice President and Controller*

John C. Miller  
*Senior Vice President and  
Romano's Macaroni Grill President*

David M. Orenstein  
*Senior Vice President and On The Border  
Mexican Grill & Cantina President*

David C. Schmille  
*Senior Vice President and  
Romano's Macaroni Grill  
Chief Operating Officer*

Jay L. Tobin  
*Senior Vice President, Deputy General  
Counsel and Assistant Secretary*

Mark F. Tormey  
*Senior Vice President and  
Maggiano's Little Italy President*

William B. Davenport  
*Vice President of Finance –  
Emerging Brands*

Leon M. De Wet  
*Vice President of Business Intelligence*

Lisa F. Dickson  
*Vice President of Strategic Sourcing*

Patrick A. Drosch  
*Vice President of Beverage*

Johnny R. Earl  
*Vice President of Integrated Technology*

Stan A. Fletcher  
*Vice President of Executive Development*

Laurie A. Gaines  
*Vice President of Integrated Technology*

George N. Hailey  
*Vice President of Planning and Analysis*

Robert P. Hall  
*Vice President of Food and  
Beverage Purchasing*

Jeffrey A. Hoban  
*Vice President and Assistant General Counsel*

Randall R. Kies  
*Vice President of Marketing –  
Chili's Grill & Bar*

Theodore V. Leovich  
*Vice President of Franchise Operations*

Richard A. McCaffrey  
*Vice President of Design and Architecture*

Bryan D. McCrory  
*Vice President, Assistant General Counsel  
and Assistant Secretary*

Noah Pollack  
*Vice President and Assistant General Counsel*

E. Miguel Rossy  
*Vice President of Finance –  
Chili's Grill & Bar*

Susan J. Sandidge  
*Vice President and Assistant General Counsel*

Susan L. Sieker  
*Vice President of Finance, Benefits and Risk  
Management and Treasurer*

Jeffrey S. Smith  
*Vice President of Construction*

Joseph G. Taylor  
*Vice President of Corporate Affairs*

David N. Tyner  
*Vice President of Franchise Business  
Development*

Kelli A. Valade  
*Vice President of Human Resources –  
Emerging Brands*

Kimberly D. Williams  
*Vice President of Property Development*

Jeffrey C. Wood  
*Vice President of Concept Development –  
Emerging Brands*



## PRINCIPAL OFFICERS IN RESTAURANT CONCEPTS

### **Chili's Grill & Bar**

Wilson L. Craft  
*President*

Scott D. Nietschmann  
*Senior Vice President and  
Chief Operating Officer*

Larry J. Lindsey  
*Senior Vice President of Operations*

John T. McGlone  
*Senior Vice President of Operations*

Jan M. Barr  
*Vice President of Human Resources*

Jon B. Burgin  
*Vice President and Assistant General Counsel*

Randall R. Kies  
*Vice President of Marketing*

Brian J. Kolodziej  
*Vice President of Culinary Operations*

Robert J. Murphy  
*Vice President of New Market Development*

Joseph A. Mutti  
*Vice President of Concept Development*

Vickie D. Parker  
*Vice President of Training and Development*

E. Miguel Rossy  
*Vice President of Finance*

### **Maggiano's Little Italy**

Mark F. Tormey  
*President and Chief Operating Officer*

Jonathan A. Fox  
*Senior Vice President of Beverage and  
Culinary Development*

Yorgo Koutsogiorgas  
*Senior Vice President of Human Resources*

Amy E. Filley  
*Vice President of Concept Development*

Tamara A. Wallace  
*Vice President of Finance*

### **Romano's Macaroni Grill**

John C. Miller  
*President*

David C. Schmille  
*Senior Vice President and  
Chief Operating Officer*

Theodore G. Croft  
*Vice President of Finance*

Dale A. Goss  
*Vice President of Concept Development*

Jennifer A. Hartley  
*Vice President of Human Resources  
and Training*

Diana L. Hovey  
*Vice President of Marketing*

William J. Richardson  
*Regional Vice President of Operations*

### **On the Border Mexican Grill & Cantina**

David M. Orenstein  
*President*

Krista M. Gibson  
*Vice President of Marketing and  
Food and Beverage*

Lisa S. Warren  
*Vice President of Concept Development*

### **Corner Bakery Cafe**

Jean M. Birch  
*President*

Nancy L. Hampton  
*Vice President of Marketing*

Riccardo R. Scicchitano  
*Vice President of Commissary Operations*

James D. Vinz  
*Vice President of Operations*

### **Big Bowl Asian Kitchen**

James J. Buettgen  
*President*

John J. Hatton  
*Vice President of Marketing*

Tommy A. Lee  
*Vice President of Operations*

Matthew P. McMillin  
*Vice President of Culinary*

Dan A. Ormond  
*Vice President of Culinary Operations*

### **Rockfish Seafood Grill**

Randall M. DeWitt  
*President*

Timothy G. Fox  
*Vice President of Development*

Clay D. McAfee  
*Vice President of Operations*

Kenneth S. Bowers  
*Executive Chef*



#### SHAREHOLDER INFORMATION

##### Executive Offices

Brinker International, Inc.  
6820 LBJ Freeway  
Dallas, TX 75240

##### Annual Meeting

Thursday, November 13, 2003 at 10:00 a.m.  
Doubletree Hotel at Lincoln Center  
5410 LBJ Freeway  
Dallas, TX 75240

##### Stock Transfer Agent and Registrar

Mellon Investor Services LLC  
85 Challenger Road  
Ridgefield Park, NJ 07660  
Customer Service (800) 635-9270  
TDD for Hearing Impaired (800) 231-5469  
You can now access your Brinker Shareholder  
Account online via Investors Service Direct.<sup>®</sup>  
Visit us on the web at [www.melloninvestor.com](http://www.melloninvestor.com)  
and follow the easy access instructions.

NYSE Symbol: EAT

##### Auditors

KPMG LLP  
200 Crescent Court, Suite 300  
Dallas, TX 75201-1885

##### 10-K Availability

The Company will furnish to any shareholder,  
without charge, a copy of the Company's annual  
report filed with the Securities and Exchange  
Commission on Form 10-K for the 2003 fiscal year  
from our website at [www.brinker.com](http://www.brinker.com) or upon  
written request from the shareholder addressed to:

##### Secretary/Investor Relations

Brinker International, Inc.  
6820 LBJ Freeway  
Dallas, TX 75240  
(972) 980-9917

*Chili's Grill & Bar, Romano's Macaroni Grill, On The Border  
Mexican Grill & Cantina, Maggiano's Little Italy, Big Bowl  
Asian Kitchen, and Corner Bakery Cafe are registered and/or  
proprietary trademarks of Brinker Restaurant Corporation.  
Rockfish Seafood Grill is a registered trademark of Rockfish  
Seafood Grill, L.P.*

