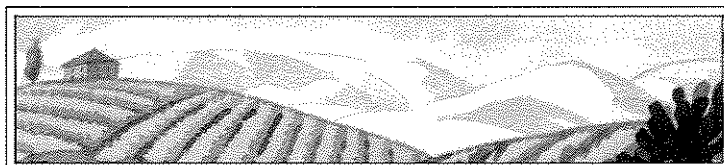




Fact Sheet

HOURS	Dinner served seven days a week
WEB SITE ADDRESS	www.carrabbas.com
CONCEPT	High quality, flavorful, handmade Italian dishes served in a warm, casual environment. Food and hospitality are the passions here, and service is engaging and generous. Authentic aromas and distinctive flavors emanate from a lively and interactive exhibition kitchen where each meal is prepared to order. Many of Carrabba's recipes have been handed down in the Carrabba family for generations, originating from the family's native Italy.
FOUNDERS	Johnny Carrabba and Damian Mandola (Houston, Texas, 1986)
DISTINCTIONS	PBS cooking show, "Cucina Toscana" starring founders Johnny Carrabba and Damian Mandola and cookbooks <i>Ciao Y'all</i> , <i>Ciao Sicily</i> and <i>Ciao Tuscany</i> available at most bookstores.
SIGNATURE MENU	House specialties include crispy calamari, chicken marsala, steamed Prince Edward Island mussels, homemade pasta topped with mouth watering sauces, and fresh fish, seafood and meats cooked over a wood-fired grill. Traditional dishes such as Margherita pizza, lasagne, spaghetti with meatballs, and chicken parmesan share the spotlight. A well-priced wine list featuring Italian and California vintages are a wonderful companion to the meal. A full selection of liquor and beer are available. Little ones ten and under will like the "Bambini Menu". Pizza dough is offered to keep young customers happy.
DÉCOR	The interiors of Carrabba's glow with the earthy tones of the Tuscan countryside, along with the restaurant's lively vibe, draw in guests who love the welcoming atmosphere. Colorful Italian ceramics, memorabilia, copper pots and framed black and white photos of the Carrabba family enhance the familial feelings of the restaurant.
RESTAURANT SPECS	6,300 square feet including dining room and bar seating 246 guests. Patio areas available.
AMENITIES	Carside Carry-Out ~ Call-Ahead Seating ~ Handicap accessible
PUBLIC COMPANY INFORMATION	New York Stock Exchange — OSI





For the Love of the Food!

There's an almost imperceptible hum that comes from the methodical chopping of just delivered fresh herbs and produce used in the day's sauces, soups and daily specials. Echoed by the soft cadence of swift steps back and forth from stove and cutting board. Here, there is a passion, respect and love for food—food prepared from scratch from recipes handed down over the generations that inspires those who love to cook and those who love to eat. This is a spirit and way of life passed down in a family who share an appreciation for wonderful food. It goes back to tradition and the pleasure of sharing a meal with family and friends.

Welcome to Carrabba's Italian Grill. The legacy of founders Johnny Carrabba and Damian Mandola, along with their parents and grandparents who have created the recipes now prepared by chefs and enjoyed by a legion of fans that fill the restaurants nightly.

Crates of fresh produce, seafood, herbs, meats and imported pasta and extra virgin olive oil are delivered to each kitchen daily. "It's not enough to have good ingredients," says Johnny Carrabba, "it's about ingredients that are great."

Carrabba's uses only the finest ingredients available, searching the world for mussels, rope grown off the coast of Prince Edward Island, Garofalo pasta imported from a small town outside Pompei, Italy, extra virgin olive oil from Spain, Canadian scallops and Genovese basil.

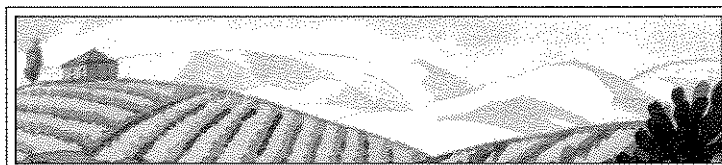
Just like the original kitchens from which these recipes descend, Carrabba's food is pre-

pared with that day's meal in mind. Processed and pre-packaged are not found in Carrabba's vocabulary. What one finds simmering on stoves are sauces made by hand with fresh ingredients, prepared from recipes that both time and tastes continue to grace with favor.

Combined, the food and design of the restaurant provide timeless warmth. Coupled by the crisply attired, friendly and knowledgeable service staff; there is a feeling of genuine hospitality. The interiors glow with the earthy tones of the Tuscan countryside, and along with the restaurant's lively vibe, draw guests who love the welcoming atmosphere. Colorful Italian ceramics, copper pots and framed black and white photos of the Carrabba/Mandola clan enhance the familial feelings of the restaurant. The large exhibition kitchen, wood-fired grill and flickering embers from the pizza oven further enhance the bustling scene. Several prime seats fronting the open kitchen allow diners to watch as teams of chefs orchestrate plates prepared to order, full of antipasti, fresh grilled fish, seafood and meats, pasta and other classic Italian dishes. Pair any menu item with a glass of full-bodied Chianti and you have the quintessential night out.

Carrabba's timeless, family influenced recipes, the glorious flavors of Italy and the use of the finest ingredients make Carrabba's Italian Grill a favorite destination. Carrabba's follows the Italian tradition of keeping centuries-old recipes alive. It's about food that never goes out of style and the legacy of a family.

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Founders

Johnny Carrabba
& Damian Mandola

If any two people were "born to cook," it is certainly the founders of Carrabba's Italian Grill, the loveable duo of Johnny Carrabba and his uncle Damian Mandola. These two kindred spirits share a passion for food and hospitality matched only by their love of family and friends. Part of a close-knit family whose ancestors came to the United States from Sicily in the late 1890s, Johnny and Damian grew up surrounded by wonderful food.

Food was not just for sustenance, rather an occasion to gather and discuss the events of the day and celebrate good times. Food is a part of their inherent personalities because that is how they were raised. Food was central to births, christenings, weddings, graduations and funerals. Most family conversations begin with, "Whadya eat?" It is no wonder these two talented impresarios have made decades-long careers in the restaurant business and have spanned the highly acclaimed PBS cooking program "Cucina Toscana" and the cookbook, *Ciao Tuscany*.

Viewers of the fun-loving cooking program may find the southern accents of Johnny and Damian a bit strange. They will tell you their Texas twang is simply the result of an immigrant family who had the good fortune to settle on the Gulf Coast of Texas.

Childhoods spent in the kitchen gave Johnny and Damian their knowledge of Italian food and the original family recipes used to this day at Carrabba's Italian Grill. As young boys they spent many hours in their grandmothers' kitchens inhaling the smells of fresh produce used in the many dishes served for Sunday supper, memorable meals that resembled most family reunions. Small backyard gardens provided fresh herbs and produce that were paired with homemade pasta and grilled meats. The family used seeds and cuttings from the "old country" to grow what they couldn't find in the small neighborhood grocery stores.

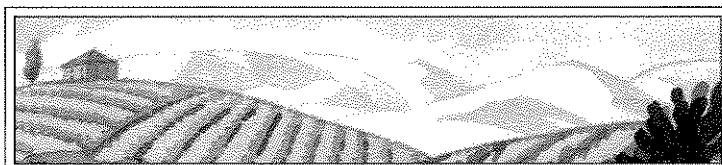
Both Johnny and Damian grew up working in restaurants owned by aunts and uncles in their hometown Houston. Damian was the first to venture on his own, opening a small pizzeria, Damian's, during his college years at Sam Houston State in Huntsville, TX. After graduation, he opened what would become a Houston favorite, Damian's Cucina Italiana, a fine dining restaurant located near the city's downtown business district.

Johnny was also making a name for himself in the restaurant industry managing his Uncle Tony's Blue Oyster Café. It was after many conversations and the realization that Houston was sorely lacking in the Italian casual dining experience that the two discussed creating a new restaurant of their own. The desire for a restaurant that was original—"not your typical Italian"—gave birth to Carrabba's in 1986.

The restaurant's interiors were designed with the family kitchen in mind—the one place everyone gathers when friends and family get together. The wood-burning pizza oven and grill were part of the exhibition kitchen that allowed diners to take in the bustle of the cooks as they prepared the time-honored family recipes. One thing led to another; they soon had a second location that was as popular as the first.

In 1993, a joint venture partnership was formed with Outback Steakhouse, Inc. Under the partnership, ten locations were opened in Houston and Florida. In January 1995, OSI acquired the rights to develop Carrabba's nationally.

Today Johnny and Damian are busy developing new recipes, visiting restaurants, and sharing their family heritage with "Carrabbamicos" (employees) across the country. They most enjoy the opportunity to share their passion for wonderful food with fans around the world.





Accolades

**"Carrabba's worth its wait in
savory Italian flavors."**

Washington Post: 2001

"Carrabba's: This chain is pure gold."

Boston North Shore Sunday: 2003

**"Carrabba's Italian Grill
does not disappoint."**

Detroit Free Press: 2003

**"Carrabba's is worth a visit. Families
and casual diners will enjoy its upbeat
atmosphere and well-prepared food."**

The Cleveland Plain Dealer: 2000

"Mama mia! Now that's Italian."

Tulsa WORLD: 2001

**"...the ooohs and ahhs of customers as
their food arrives all combine to create
a sense of warmth and welcome."**

The Canton Repository: 2001

**"...Carrabba's Italian Grill is not
your typical restaurant..."**

Las Vegas Review-Journal: 2001

**"Carrabba's scores with its great service,
its very good wine...and an accessible menu
of updated Italian-American favorites."**

Lexington Herald-Leader: 2002

**"Carrabba's Italian Grill shouts,
'Buon Appetito!'"**

Ahwatukee Foothills News: 2001

**"Menu is a crowd pleaser at
Carrabba's Italian Grill."**

Miami Herald: 2001

**"...Carrabba's Italian Grill continues the
tradition of time-tested family recipes."**

Tulsa WORLD: 2003

"Carrabba's is Highly Recommended."

Tulsa Broken Arrow Express: 2001

"It's a darned good restaurant..."

Gainesville Sun: 2002

"Authentically Italiano..."

Myrtle Beach Sun News: 2001

"...ay Carrabba's!"

The Detroit News: 2003

**"Carrabba's advances Italian dining
in Chattanooga."**

Chattanooga Times Free Press: 2003

**"New Carrabba's Italian Grill
a winner all around."**

The Post-Standard: 2003

"...ay Carrabba's!"

