

CITY OF ROCHESTER HILLS
CLASS C LIQUOR LICENSE APPLICATION

APPLICANT'S CHECK LIST FOR SUBMISSION

- Completed Application
- Listing of Corporation/Partners
- Building/Site Plans
- Financial Statement 10Q/10K
- Lease Agreement (if applicable)
- Menu
- Training Policy
- n/a Fingerprints
- n/a Dance/Entertainment Agreement (if applicable)

CARRABBA'S ITALIAN GRILL

CITY OF ROCHESTER HILLS

CLASS C LIQUOR LICENSE APPLICATION

Date: March 29, 2006

- New Class C License
 Transfer Class C License
 Dance Permit
 Entertainment Permit
 Dance Entertainment Permit

Applicant's Name: Carrabba's/Mid East, Limited Partnership Phone No. 813-282-1225
Address: 2202 N. West Shore Blvd., 5th Floor City Tampa State STFL
Age: _____ Citizenship: _____ Date of Birth _____ Birthplace: _____
If naturalized, year and place: _____

If a partnership, please complete the following:

Partner's Name: See attached Ownership Chart Phone No. _____
Address: _____ City _____ State ST
Age: _____ Citizenship: _____ Date of Birth _____ Birthplace: _____
If naturalized, year and place: _____

Manager's Name: Lynn Brown Phone No. 440-236-6334
Address: 24051 West Reserve City Columbia Station State SPH
Age: 47 Date of Birth: 11/6/58

If a corporation, the names, addresses of the officers and directors, date of birth and age of each:
See attached Liquor Control Commission forms lc-52 for:

1. Carrabba's Italian Grill, Inc.
2. Outback Steakhouse, Inc.
3. LCB Cody, Inc.

Page 2

Liquor License Application

Location of Proposed License: space in City Walk Shopping Center, SE corner of Rochester Road and Tienken

Does applicant presently own the premises? No

If not, name of owner of premise: _____

Legal Description of Property (Sidwell #) Attached

Length of time business has been in operation: new restaurant

Has applicant ever been convicted of a felony? Yes ___ No X

If convicted of felony, explain: _____

Has applicant previously applied for liquor license? Year requested: not in Rochester Hills

Location of business: A list of licensed Carrabba's restaurants in the State

Was liquor license granted: _____ of Michigan is attached.

Have any of the applicants or persons listed above been convicted of a violation of federal or state law concerning the manufacture, possession or sale of alcoholic beverages? Yes ___ No X

Name of person _____

What is the applicant's current business? Ownership and operation of Carrabba's Italian Grill restaurants in Michigan.

Length of time in named business? _____

List all uses in addition to sale of alcoholic beverages: Full service casual dining Italian themed restaurant

Does applicant presently operate a restaurant? Yes X No ___

Name and address of restaurant: See attached list. There are also restaurants nationally operated by Carrabba's Italian Grill, Inc..

Does applicant presently hold a Class C liquor license? Yes X No ___

Name and address of restaurant: See attached list.

List record and history of any liquor license violations by the applicant for preceding ten (10) years

There have been a few violations for the 9 stores but overall Carrabba's has an excellent record.

Liquor License Application

Record history of any liquor license violations by the corporation or by a parent or subsidiary corporation of the applicant for the immediate preceding ten (10) years

Outback Steakhouse, Inc. operates 22 restaurants under the name Outback Steakhouse, Carrabba's Italian Grill, Bonefish Grill and 2 Cheeseburger in Paradise and has had infrequent violations for service minors at the restaurants and has an excellent overall record.

<u>Proposed Liquor Establishment:</u>	<u>Existing Building</u>	<u>New Construction</u>
Size of Site:	<u>N/A</u>	<u>12.4 acres</u>
Size of Building:	<u>N/A</u>	<u>5,980 sq. ft.</u>
Size of Kitchen:	<u>N/A</u>	<u>1,778 sq.ft. (30%)</u>
Seating Capacity:	<u>N/A</u>	<u>224 seats</u>
Size of Dance Floor, if any:	<u>N/A</u>	<u>N/A</u>
Percentage of Floor Area for Dining:	<u>N/A</u>	<u>1,875 sq. ft. 31%</u>
Percentage of Floor Area for Bar:	<u>N/A</u>	<u>604 sq.ft. 10%</u>
Present Zoning:	<u>N/A</u>	<u>B-3</u>
Required Zoning:	<u>N/A</u>	<u>B-3</u>
Cost of Remodeling:	<u>N/A</u>	<u>N/A new construction</u>
Cost of Construction:	<u>N/A</u>	<u>750,000 Carrabba's build-out</u>
Estimated Dates of Construction	Start: <u>8/06</u>	Completion: <u>11/06</u>

Total cost to be expended by licensee for the licensed premises: \$ 1,295,000

Building Plans Submitted – 3 Sets Required: Number of Copies Enclosed: 3

Site Plans Submitted – 6 Sets Required: Number of Copies Enclosed: 6

Do Site Plans show off-street parking and lighting? Yes x No _____ - Park. sig. only

Liquor License Application

Describe the proposed character/type of establishment (e.g. theme, entertainment, food)

Festive, casual, comfortable. A spirited gathering place for friends and family. High quality, flavorful, handmade Italian dishes served in a warm, casual environment. Food and hospitality are the passion and service is engaging and generous.

Describe the proposed full food menu:

Menu is attached. House favorites include calamari, chick marsala, steamed mussels, homemade lasagne and pizza baked in a wood-fired oven; unique pasta with a variety of homemade sauces and fresh fish, seafood and meats cooked over a wood-fired grill.

Proposed menu attached: Yes X No

Describe the surrounding neighborhood and explain how the proposed establishment fits this location in Rochester Hills.

Carrabba's is to be located in the City Walk Shopping Center which is specifically designated as a retail and restaurant district to attract patrons as a destination. The Mall parking, lighting and services are specifically designed to accommodate retail and restaurants.

Revenues: Provide a breakdown of the anticipated revenues from food, alcoholic beverages and other revenues (copy must be attached): _____

Evidence of Financial Responsibility:

Amount of Funds supplied by Principals: _____
Amount of Funds to be Financed: _____
Name of Financer/Phone Number: _____

All funds to be supplied by internally generated funds of Outback Steakhouse, Inc. a publicly traded corporation, through the operations of its restaurants.

Personal References/Phone Number:

Business References/Phone Number:

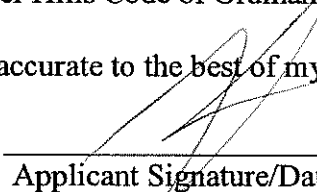
Has applicant completed a certified training program? Yes ___ No X*All restaurants
operated by Applicant have completed
certified training programs as will this
Have employees completed a certified training program? Yes ___ No X restaurant.
Names and addresses of those completing program

Applicant understands that should any of the above information prove to be inaccurate or untruthful, it will be grounds to deny applicant's request or revoke any approvals.

I (We) Carrolla & Mio East Limited Partnership
affirm I (We) will not violate any of the laws of the State of Michigan or of the United States or any ordinances of the City of Rochester Hills in the conduct of my (our) business, and acknowledge receipt of a copy of Chapter 6, Alcoholic Liquor of the Rochester Hills Code of Ordinances.

I hereby certify the above information to be true and accurate to the best of my (our) knowledge.

Dec. 12, 2005
Applicant Signature/Date

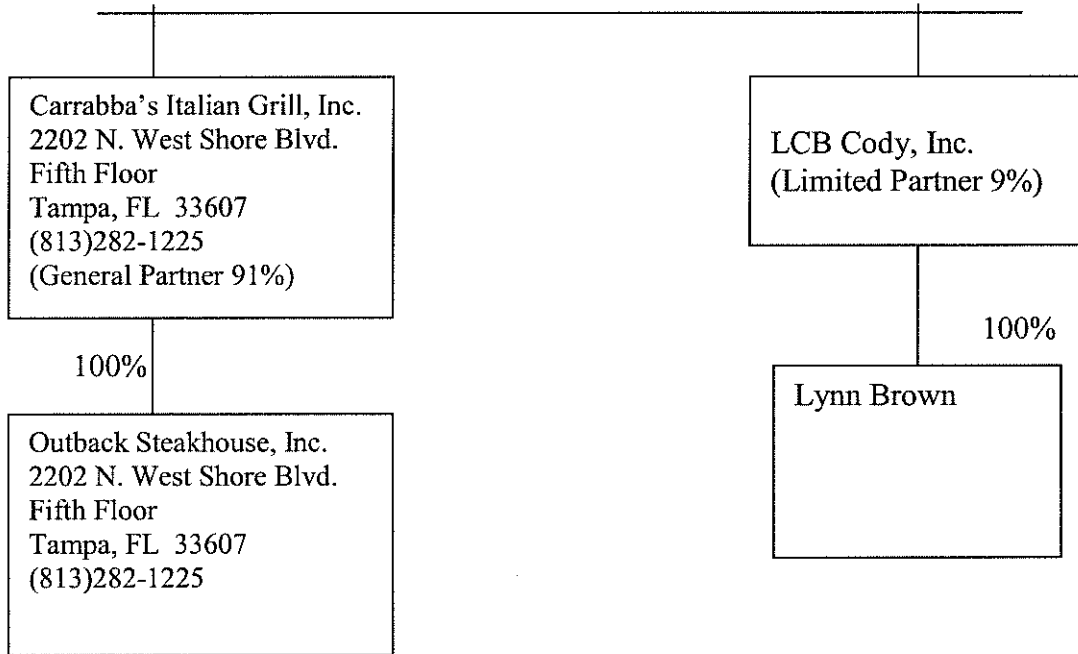

Applicant Signature/Date

This application is not considered complete until applicant has made contact with the Rochester Hills Contingent of the Oakland County Sheriff's Department and complied with fingerprinting and any other necessary requirements of the Oakland County Sheriff's Department.

OWNERSHIP CHART

Carrabba's/Mid East, Limited Partnership (Rochester Hills)

Carrabba's/Mid East, Limited Partnership



Michigan Department of Consumer & Industry Services
LIQUOR CONTROL COMMISSION
 7150 Harris Drive, P.O. Box 30005 – Lansing, Michigan 48909-7505

REPORT OF CORPORATE OFFICERS, BOARD OF DIRECTORS, AND STOCKHOLDERS

Important: Under Michigan Law (MCL 436.1501(2)), a license or an interest in a license shall not be transferred from one person to another without prior consent of the Commission.

Instructions: This report is part of the license application and must be completed by an officer of the corporation who is authorized to sign and execute documents.
 - PUBLIC CORPORATIONS – Complete sections 1-5 and 7-9 and sign the AFFIDAVIT on page 2 of this form.
 - PRIVATELY HELD CORPORATIONS – Complete sections 1-9 and sign the AFFIDAVIT on page 2 of this form.

1. Name and registered address of corporation Carrabba's Italian Grill, Inc. 2202 North Westshore Blvd., 5 th Floor Tampa, FL 33607	
2. Type of license Class C and SDM	3. State in which Articles of Incorporation filed Florida
4. Date authorized to do business in Michigan or date Articles of Incorporation filed with Michigan Corporation Division. <p align="center">_____</p> <p align="center">10/21/96</p>	5.. Check type of corporation: <input checked="" type="checkbox"/> Privately held (not traded on a stock exchange). <input type="checkbox"/> Public Corporation

This section must be completed by all privately held corporations.

6. NAME AND ADDRESS OF STOCKHOLDERS	STOCK CERTIFICATE NO.	DATE ISSUED	NO. OF SHARES
1. Outback Steakhouse, Inc.	1	1/13/95	1,000,000
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If more listings are needed, please attach an additional page showing the same information. (continued)

7. CORPORATE OFFICERS	NAME AND ADDRESS
President	See attached
Vice President	
Secretary	
Treasurer	
Ass't Secretary	

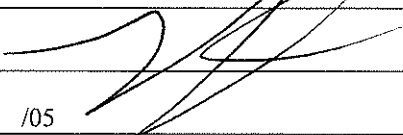
8. BOARD OF DIRECTORS	NAME AND ADDRESS
Chairperson	See attached
Vice-Chairperson	
Secretary	
Director	
Director	
Director	
Director	

9. NAME AND ADDRESS OF OFFICERS, DIRECTORS, STOCKHOLDERS AND OTHER PERSONS AUTHORIZED TO SIGN THE APPLICATION AND ANY DOCUMENTS REQUIRED BY THE MICHIGAN LIQUOR CONTROL COMMISSION.
Joseph J. Kadow, Stephen T. Shlemon, Mark Wibel, John B. Carlin, Jr. and/or Scott Edwards

WARNING: The Liquor Control Code of 1998 provides as follows in 436.2003 Section 1003 states that: A person who makes a false or fraudulent statement to the Commission, orally or in writing, for the purpose of inducing the Commission to act or refrain from taking action, or for the purpose of enabling or assisting a person to evade the provisions of this act is guilty of a violation of this act punishable in the manner provided for in Section 909.

AFFIDAVIT

I certify that the information contained in this report and any attachments is complete, true and taken from the records of this corporation and that I understand the WARNING above.

Signature: 	Print Name: Joseph J. Kadow
Date: 12 / 02 / 05	Position: Vice President, General Counsel and Secretary

Subscribed and sworn to me this 2nd DAY of December MONTH, 2005 YEAR
 Notary Public Signature Carrie Chadbourne
 In and for the County Hillsborough Michigan. My commission expires August 24, 2009 (DATE)
Florida

AUTHORITY: MAC R436.1109 COMPLETION: Mandatory PENALTY: No Certification	The Department of Consumer & Industry Services will not discriminate against any individual or group because of race, sex, religion, age, national origin, color, marital status, disability or political beliefs. If you need help with reading, writing, hearing, etc., under the Americans with Disabilities Act, you may make your needs known to this agency.
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CARRABBA'S ITALIAN GRILL, INC.
a Florida corporation
2202 North Westshore Boulevard, 5th Floor
Tampa, Florida 33607
(813) 288-8286/Fax (813) 288-1779

Officers

Robert D. Basham
934 South Golf View Circle
Tampa, Florida 33629
SSN: 231-68-6578
DOB: 05/08/47
Home Phone: 813-251-4141

Chairman of the Board

Robert S. Merritt
4226 W. Culbreath Avenue
Tampa, Florida 33609
SSN: 220-50-6274
DOB: 01/08/52
Home Phone: 813-286-3697

Sr. Vice President, Chief Financial Officer
Assistant Secretary and Treasurer

Steven T. Shlemon
5214 Neptune Way
Tampa, Florida 33609
SSN: 266-67-7803
DOB: 12/13/59
Home Phone: 813-282-1497

President

Joseph J. Kadow
1001 South Rome Avenue, Unit 13
Tampa, Florida 33606
SSN: 187-48-9505
DOB: 10/06/56, Scranton, PA
Home Phone: 813-765-2220

Vice President and Secretary

William J. Kadow
210 Ruffed Grouse Way
Duluth, Georgia 30097
SSN: 193-42-4709
DOB: 7/25/51, Scranton, PA
Home Phone: 770-418-0566

Vice President of Operations

CARRABBA'S ITALIAN GRILL, INC.
a Florida Corporation
2202 North Westshore Boulevard, 5th Floor
Tampa, Florida 33607
(813)288-8286/Fax (813)288-1779

Directors

Chris T. Sullivan
96 Martinique
Tampa, FL 33606
SSN: 219-48-7049
DOB: 02/15/48
Home Phone: 813-251-1787

Robert D. Basham
934 South Golf View Circle
Tampa, Florida 33629
SSN: 231-68-6578
DOB: 05/08/47
Home Phone: 813-251-4141

Steven T. Shlemon
5214 Neptune Way
Tampa, Florida 33609
SSN: 266-67-7803
DOB: 12/13/59, Waukegan, IL
Home Phone: 813-282-1497

Robert S. Merritt
4226 West Culbreath Avenue
Tampa, FL 33609
SSN: 220-50-6274
DOB: 01/08/52
Home Phone: 813-286-3697

Michigan Department of Consumer & Industry Services
LIQUOR CONTROL COMMISSION
 7150 Harris Drive, P.O. Box 30005 – Lansing, Michigan 48909-7505

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 - PRIVATELY HELD CORPORATIONS – Complete sections 1-9 and sign the AFFIDAVIT on page 2 of this form.

1. Name and registered address of corporation Outback Steakhouse, Inc. 2202 North West Shore Blvd., 5 th Floor Tampa, FL 33607	
2. Type of license Class C and SDM	3. State in which Articles of Incorporation filed: Delaware
4. Date authorized to do business in Michigan or date Articles of Incorporation filed with Michigan Corporation Division. _____ N/A _____	5.. Check type of corporation: _____ Privately held (not traded on a stock exchange). <u> X </u> Public Corporation

This section must be completed by all privately held corporations.

6. NAME AND ADDRESS OF STOCKHOLDERS	STOCK CERTIFICATE NO.	DATE ISSUED	NO. OF SHARES
1. N/A public corporation			
2.			
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If more listings are needed, please attach an additional page showing the same information. (continued)

7. CORPORATE OFFICERS	NAME AND ADDRESS
President	See attached list
Vice President	
Secretary	
Treasurer	
Ass't Secretary	

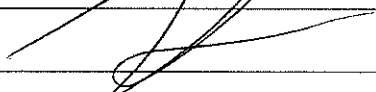
8. BOARD OF DIRECTORS	NAME AND ADDRESS
Chairperson	See attached list
Vice-Chairperson	
Secretary	
Director	
Director	
Director	
Director	
Director	

9. NAME AND ADDRESS OF OFFICERS, DIRECTORS, STOCKHOLDERS AND OTHER PERSONS AUTHORIZED TO SIGN THE APPLICATION AND ANY DOCUMENTS REQUIRED BY THE MICHIGAN LIQUOR CONTROL COMMISSION.
Chris Sullivan, Robert Basham, John Gannon, Joseph Kadow and John B. Carlin, Jr and Scott Edwards

WARNING: The Liquor Control Code of 1998 provides as follows in 436.2003
 Section 1003 states that: A person who makes a false or fraudulent statement to the Commission, orally or in writing, for the purpose of inducing the Commission to act or refrain from taking action, or for the purpose of enabling or assisting a person to evade the provisions of this act is guilty of a violation of this act punishable in the manner provided for in Section 909.

AFFIDAVIT

I certify that the information contained in this report and any attachment is complete, true and taken from the records of this corporation and that I understand the WARNING above.

Signature: 	Print Name: Joseph Kadow
Date: <u>December 2</u> , 2005	Position: Vice President, General Counsel and Secretary

Subscribed and sworn to me this 2nd (DAY) of December (MONTH), 2005 (YEAR)
 Notary Public Signature Carrie Chadbourne
 In and for the County Hillsborough Michigan. My commission expires Aug. 24, 2009 (DATE)
Florida

AUTHORITY: MAC R436.1109 COMPLETION: Mandatory PENALTY: No Certification	The Department of Consumer & Industry Services will not discriminate against any individual or group because of race, sex, religion, age, national origin, color, marital status, disability or political beliefs. If you need help with reading, writing, hearing, etc., under the Americans with Disabilities Act, you may make your needs known to this agency.
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Blmfield.05258.12921.367165-1

CARRIE CHADBOURNE
 Notary Public, State of Florida
 My comm. exp. Aug. 24, 2009
 Comm. No. DD 460341

OUTBACK STEAKHOUSE, INC.

a Delaware corporation

2202 North West Shore Blvd, 5th Floor, Tampa, Florida 33607

Charter Number and Date: 2260998; 4/23/91, EIN 59-3061413

Outback Steakhouse, Inc., a Delaware corporation, whose shareholders are the public and its stock is traded on the New York Stock Exchange under the symbol "OSI"

OFFICERS AND DIRECTORS

<u>Position</u>	<u>Name, Address, and Other Information</u>
Chairman	Chris Thomas Sullivan 96 Martinique Tampa, Florida 33606
CO-Chairman	Robert Danker Basham 4930 Andros Drive Tampa, FL 33629 (Robert D. Basham and Bob Basham are the same as Robert Danker Basham)
Director and CEO	A William Allen, III 4303 W. Sylvan Ramble Street Tampa, FL 33609 (A William Allen, III is the same as Bill Allen)
COO	Paul Edward Avery 16205 Sonsoles De Avila Tampa, Florida 33613
Senior Vice President	John Timothy Gannon 4903 Lyford Kay Road Tampa, Florida 33629 (J. Timothy Gannon and Tim Gannon are the same as John Timothy Gannon)
Executive Vice President, Chief Officer - Legal and Corporate Affairs, Secretary	Joseph John Kadow 850 South Newport Avenue Tampa, FL 33606
Director	John Anderson Brabson, Jr. 5425 Lykes Lane Tampa, Florida 33629 (John A. Brabson, Jr. and John Brabson are the same as John Anderson Brabson, Jr.)
Director	William Russell Carey, Jr. 665 River Knoll Marietta, Georgia 30067 (W. R. Carey, Jr. and Max Carey are the same as William Russell Carey, Jr.)
Director	Lee Roy Selmon 18255 Wayne Road Odessa, Florida 33556

Director

Debbi Fields
1267 East Massey Road
Memphis, TN 38120

Director

Toby Stack Wilt
Post Office Box 50879
Nashville, Tennessee 37205-0879

Director

Thomas A. James
880 Carillon Parkway
St. Petersburg, FL 33716

Michigan Department of Consumer & Industry Services
LIQUOR CONTROL COMMISSION
 7150 Harris Drive, P.O. Box 30005 – Lansing, Michigan 48909-7505

REPORT OF CORPORATE OFFICERS, BOARD OF DIRECTORS, AND STOCKHOLDERS

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 - PUBLIC CORPORATIONS – Complete sections 1-5 and 7-9 and sign the AFFIDAVIT on page 2 of this form.
 - PRIVATELY HELD CORPORATIONS – Complete sections 1-9 and sign the AFFIDAVIT on page 2 of this form.

1. Name and registered address of corporation LCB-Cody, Inc. 24051 West Rim Reserve Columbia Station, OH 44028	
2. Type of license Class C and SDM	3. State in which Articles of Incorporation filed Michigan
4. Date authorized to do business in Michigan or date Articles of Incorporation filed with Michigan Corporation Division. <p align="center">_____</p> <p align="center">October 19, 2000</p>	5. Check type of corporation: XX Privately held (not traded on a stock exchange). _____ Public Corporation

This section must be completed by all privately held corporations.

6. NAME AND ADDRESS OF STOCKHOLDERS	STOCK CERTIFICATE NO.	DATE ISSUED	NO. OF SHARES
1. Lynn Brown	1	10/25/00	100
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If more listings are needed, please attach an additional page showing the same information. (continued)

7. CORPORATE OFFICERS	NAME AND ADDRESS
President	Lynn Brown
Vice President	
Secretary	Lynn Brown
Treasurer	Lynn Brown
Ass't Secretary	

8. BOARD OF DIRECTORS	NAME AND ADDRESS
Chairperson	
Vice-Chairperson	
Secretary	
Director	Lynn Brown
Director	
Director	
Director	

9. NAME AND ADDRESS OF OFFICERS, DIRECTORS, STOCKHOLDERS AND OTHER PERSONS AUTHORIZED TO SIGN THE APPLICATION AND ANY DOCUMENTS REQUIRED BY THE MICHIGAN LIQUOR CONTROL COMMISSION.
Lynn Brown, Mark Wibel, Chris Sullivan, Robert Basham, John Gannon, Joseph Kadow, John B. Carlin, Jr. and Scott Edwards

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AFFIDAVIT

I certify that the information contained in this report and any attachments is complete, true and taken from the records of this corporation and that I understand the WARNING above.

Signature: <i>Lynn C. Brown</i>	Print Name: Lynn Brown <i>Lynn C. Brown</i>
Date: 1 / 104	Position: President

Subscribed and sworn to me this 13th DAY of February MONTH, 2006 YEAR
 Notary Public Signature *Matt Kosowski*
 In and for the County Washtenaw Michigan. My commission expires _____ (DATE)

AUTHORITY: MAC R436.1109 COMPLETION: Mandatory PENALTY: No Certification	The Department of Consumer & Industry Services will not discriminate against any individual or group because of race, sex, religion, age, national origin, color, marital status, disability or political beliefs. If you need help with reading, writing, hearing, etc., under the Americans with Disabilities Act, you may make your needs known to this agency.
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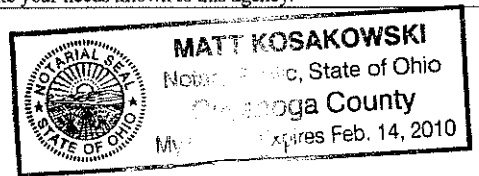


Exhibit "A-1"

UPDATED DESCRIPTION OF REAL ESTATE PER ATWELL-HICKS, INC.

PARCEL A:

A parcel of Land in the Northwest $\frac{1}{4}$ of Section 11, Town 3 North, Range 11 East, City of Rochester Hills, Oakland County, Michigan, described as: Commencing at the Northwest Corner of said Section 11; thence East 150.00 feet along the North Line of said Section 11 and along the Centerline of Tienken Road (variable width) for a PLACE OF BEGINNING; thence continuing East 505.93 feet along said North Line and along said Centerline; thence South 327.25 feet; thence N89°40'00"W 596.49 feet; thence N00°05'51"E 174.11 feet; thence N31°05'32"E 174.78 feet to the North Line of said Section 11 and the said Centerline of Tienken Road and to the Place of Beginning, containing 4.30 acres of land, more or less, subject to easements, exceptions, conditions and requirements, if any.

PARCEL B:

A parcel of Land in the Northwest $\frac{1}{4}$ of Section 11, Town 3 North, Range 11 East, City of Rochester Hills, Oakland County, Michigan, described as: Commencing at the Northwest Corner of said Section 11; thence East 655.93 feet along the North Line of said Section 11 and along the Centerline of Tienken Road (variable width) for a PLACE OF BEGINNING; thence continuing East 203.57 feet along said North Line and along said Centerline to the Northwest Corner of "Junction Land Company's Subdivision" as recorded in Liber 22, Page 28, Oakland County Records; thence South 328.43 feet along the West Line of said Subdivision; thence N89°40'00"W 203.59 feet; thence North 327.25 feet to the North Line of said Section 11 and the said Centerline of Tienken Road and to the Place of Beginning, containing 1.53 acres of land, more or less, subject to easements, exceptions, conditions and requirements, if any.

PARCEL C:

A parcel of Land in the Northwest $\frac{1}{4}$ of Section 11, Town 3 North, Range 11 East, City of Rochester Hills, Oakland County, Michigan, described as: Commencing at the Northwest Corner of said Section 11; thence East 859.50 feet along the North Line of said Section 11 and along the Centerline of Tienken Road (variable width) to the Northwest Corner of "Junction Land Company's Subdivision" as recorded in Liber 22, Page 28, Oakland County Records; thence South 328.43 feet along the West Line of said Subdivision for a PLACE OF BEGINNING; thence continuing South 320.49 feet along the West Line of said Subdivision; thence S89°55'43"W 864.61 feet to the West Line of Section 11; thence N00°27'00"E 397.99 feet along said West Line; thence N31°05'32"E 119.53 feet; thence S00°05'51"W 174.11 feet; thence S89°40'00"E 800.06 feet to the North Line of said Section 11 and the said Centerline of Tienken Road and to the Place of Beginning, containing 6.59 acres of land, more or less, subject to easements, exceptions, conditions and requirements, if any.

CARRABBA'S ITALIAN GRILL
MICHIGAN RESTAURANTS

1. Carrabba's/Michigan, Limited Partnership
1 Town Parkway Rd. 10/1 to present
East of I-196
Grandville, MI
Class C- SS OP (food)
2. Carrabba's/Michigan, Limited Partnership
6540 W. Saginaw 9/01 to present
Lansing, MI
(Delta Township)
Class C – SS OP (food)
3. Carrabba's/Metro, Limited Partnership
Unit 2 Canton Commercial Center 10/02 to present
Canton, MI 48188
Class C – SS OP (food)
4. Carrabba's/Metro, Limited Partnership
43455 W. Oaks 11/02 to present
Novi, MI 48377
Class C – SS OP (food)
5. Carrabba's/Birchwood, Limited Partnership
4061 SE Twenty Eighth St. 10/03 to present
Kentwood, MI 49512
Class C-SS-OP (food)
6. Carrabba's/Birchwood, Limited Partnership
44695 Schoenherr 03/04 to present
Sterling Heights, MI 48313
Class C and SDM-SS-OP (food)
7. Carrabba's/Birchwood, Limited Partnership
14805 Dix-Toledo Rd. 05/04 to present
Southgate, MI 48197
Class C and SDM-SS-OP (food)
8. Carrabba's/Birchwood, Limited Partnership 12/04 to present
5690 S. Westnedge
Portage, MI 49002
Class C and SDM-SS-OP (food) (1 Bar)

December 30, 2005

Blmfield.13142.03972.365682-1

Revenue Breakdown

Food	\$2,688,000	(84%)
Alcoholic Beverages	<u>\$ 512,000</u>	(16%)
Total Revenue	\$3,200,000	

Blmfield.13142.54601.735534-1

Responsible Alcohol Operations and Policies

Outback Steakhouse, Inc. promotes and encourages responsible alcohol consumption in all of its affiliated restaurants. It is essential that we maintain responsible alcohol policies and procedures in our organization. This responsibility requires on-going communication training and follow-up on your part to assure our standards are not compromised.

As Proprietor it is your responsibility to make sure that each of your staff is fully trained in and understands our Responsible Alcohol Policies. This requires proper orientation and training of new employees and continuing training and reinforcement for existing employees.

INTOXICATED CUSTOMERS

We do not serve visibly intoxicated guests and make every reasonable effort to prevent visibly intoxicated guests from driving. We will not knowingly allow visibly intoxicated guests to enter the restaurant, nor knowingly serve alcohol to visibly intoxicated guests.

SIGNS OF INTOXICATION

Physical Indications

Irregular or slurred speech
Poor coordination
Dazed, glassy look
Inability to complete sentences
Spilling food or drink
Inability to sit up properly
Swaying or drowsiness
Loud Speech

Personal Judgment

Overly friendly
Aggression
Change in speech pattern
Annoying other people
Crude behavior or language
Boasting
Inappropriate flirting
Complaining loudly
Changing consumption rates
Buying drinks for everyone
Irrational statements

- ◆ NOTIFY MANAGER IF YOU OBSERVE THESE BEHAVIORS. WE DO NOT SERVE INTOXICATED CUSTOMERS. MANAGEMENT IS COMMITTED TO SUPPORTING OUR STAFF IN ADDRESSING INTOXICATED CUSTOMERS.

The above information was taken directly from an employee file folder. During orientation, each topic on the folder is clearly explained to each new employee who will be asked to sign each area of the folder where a signature and date is requested. A new restaurant employee is also asked to complete a questionnaire reiterating our policies on alcohol and drug awareness.

MINORS

- ◆ We do not serve alcohol to minors in our restaurants.
- ◆ We only employ servers of alcoholic beverages that are of legal serving age.
- ◆ Two current ID checking guides are to be positioned in each restaurant. (Bar & Kitchen)
- ◆ Any customer that is of questionable drinking age must show proper identification per your ID checking guide. As a guideline, any customer that does not clearly look over 30 years of age should be ID'ed.

EMPLOYEES

- ◆ The Employees (including management) of legal drinking age are permitted to drink alcoholic beverages at the bar after his/her shift providing:
 - ◆ The Employee is out of uniform.
 - ◆ They are not utilizing needed seating for waiting customers.
 - ◆ The Employee pays full price for alcoholic beverages.
 - ◆ It is within normal operating hours. When the restaurant closes, no one is to be drinking in the restaurant.
- ◆ Management is not permitted to drink during his/her scheduled shift, if the restaurant is closed or not. (Closing Managers)
- ◆ All employees will always pay full price for alcoholic beverages, there are no comp privileges whatsoever.

OPERATIONS

- ◆ When the restaurant is closed for operations for the evening, there is to be no one in the restaurant other than the closing staff members.
- ◆ You are expected to be fully knowledgeable and within compliance of your local and state alcoholic beverage laws and operating guidelines.
- ◆ The only time that alcoholic beverages may be provided to our staff within the restaurant is the trainer celebration during the opening process. The Joint Venture Partner and Managing Partner bear the responsibility of providing a responsible environment and transportation at the end of the celebration.
- ◆ **Special Events:** Our staff is not to be consuming alcoholic beverages during special events. If you wish to provide an appreciation party afterwards, it is strongly encouraged. Again, minors are never served alcohol or knowingly allowed to consume alcohol.
- ◆ **Company Sponsored Events** such as Christmas Parties, Anniversary Parties, Athletic Events, etc. You are responsible to assure proper and responsible liquor service is being conducted at all times.
- ◆ Management is committed to supporting our staff in addressing intoxicated guests.
- ◆ Bartenders and servers are to be fully knowledgeable of their personal liabilities in regard to alcoholic beverage service.
- ◆ All existing and newly hired employees are to have the Alcohol & Drug Awareness signed on his/her employee file folder or amendment sheet.

As always, we are expected to utilize good judgment at all times. *Fun* is one of our five Principles that must continue to be strength of our organization. We need to invest our time, thoughts and efforts into a *fun* culture. However, *Fun* has never included a lack of **Responsibility**. We can and must maintain a responsible organization.