

Restaurant Monthly Update

May 2017



Q Market Update

April restaurant survey data indicated a -1.0% decline in same-store sales (SSS) and -3.3% decline in traffic. Although industry same-store sales have remained negative for 12 out of the past 13 months, April results reflected a marginal improvement from the results seen in both February and March. Overall, the first quarter recorded a -1.6% decline in same-store sales and a -3.6% decline in traffic compared to the same period in 2016.

California emerged as the best-performing region in the first month of the second quarter, logging same-store sales gains of +1.9% in April amid declining traffic of -0.7%. The worst-performing region in April was the U.S. Southwest area, which reported significant same-store sales and traffic declines of -2.7% and -4.9%, respectively, and fell below the New York-New Jersey area, which was the worst performing region in March.

Based on performance, fine dining, upscale casual, and family casual displayed the strongest gains in same-store sales and traffic improvements in April. These three segments were all positively impacted by a shift in the Easter holiday. The two weakest sectors in the first month of the second quarter were QSR, which had previously been one of the top performing industry segments, and fast casual.

The first quarter of 2017 marked the fifth consecutive quarter of negative results, highlighting the persistent difficulties throughout the industry. Employee turnover rates remain on the forefront of issues facing restaurant operators, who have consistently seen increased labor market challenges amid pressures to control costs. According to TDn2K's Black Box report, year-over-year job growth fell -2.3% in March but saw a +1.5% rise in April. To reverse this trend, the top-performing restaurants have begun finding ways to improve the employee experience by investing in staff development and technology improvements. Furthermore, nearly 80% of restaurant companies surveyed by the report have begun offering additional financial incentives, such as higher base pay, to attract candidates to tougher-to-recruit positions.

Despite the catch-up of delayed IRS tax refunds in March, the near industrywide decline in same-store sales and traffic for the month of April highlights that restaurants have not yet found a way to overcome the general industry malaise driven by the oversupply of concepts and grocery-pricing disparity.

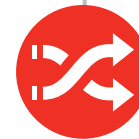
KEY INFORMATION



April same-store sales and traffic declined -1.0% and -3.3%, respectively



Fine dining, upscale casual and family casual restaurants were the strongest performing sectors of the month



Year-over-year job growth grew +1.5% in April, demonstrating an improvement in persistent industry workforce difficulties



Numerous restaurant concepts have turned toward offering additional financial incentives to attract candidates to tougher-to-recruit positions

Darden Restaurants' Acquisition of Cheddar's Scratch Kitchen

Despite challenges faced in the industry, M&A activity remain strong and strategics have increased their appetite in acquiring concepts that provide an avenue for increased growth.

On March 27, 2017, Darden Restaurants announced its acquisition of Cheddar's Casual Café, the Dallas-based operator and franchisor of casual dining concept Cheddar's Scratch Kitchen, from existing shareholders L Catterton and Oak Investment Partners for \$780 million in cash. Founded in 1979, Cheddar's specializes in the made-from-scratch cooking of American cuisine favorites within its modern décor design. According to Darden's Q3 2017 investor presentation, Cheddar's Scratch Kitchen restaurants generated \$617 million in revenue and \$72 million in adjusted EBITDA in 2016. Furthermore, the concept generates an average customer check of \$13.50 and average restaurant volume of \$4.4 million. Darden will look to support Cheddar's expansion pipeline, which currently includes three locations under construction, six signed leases and three additional letters of intent for new units.

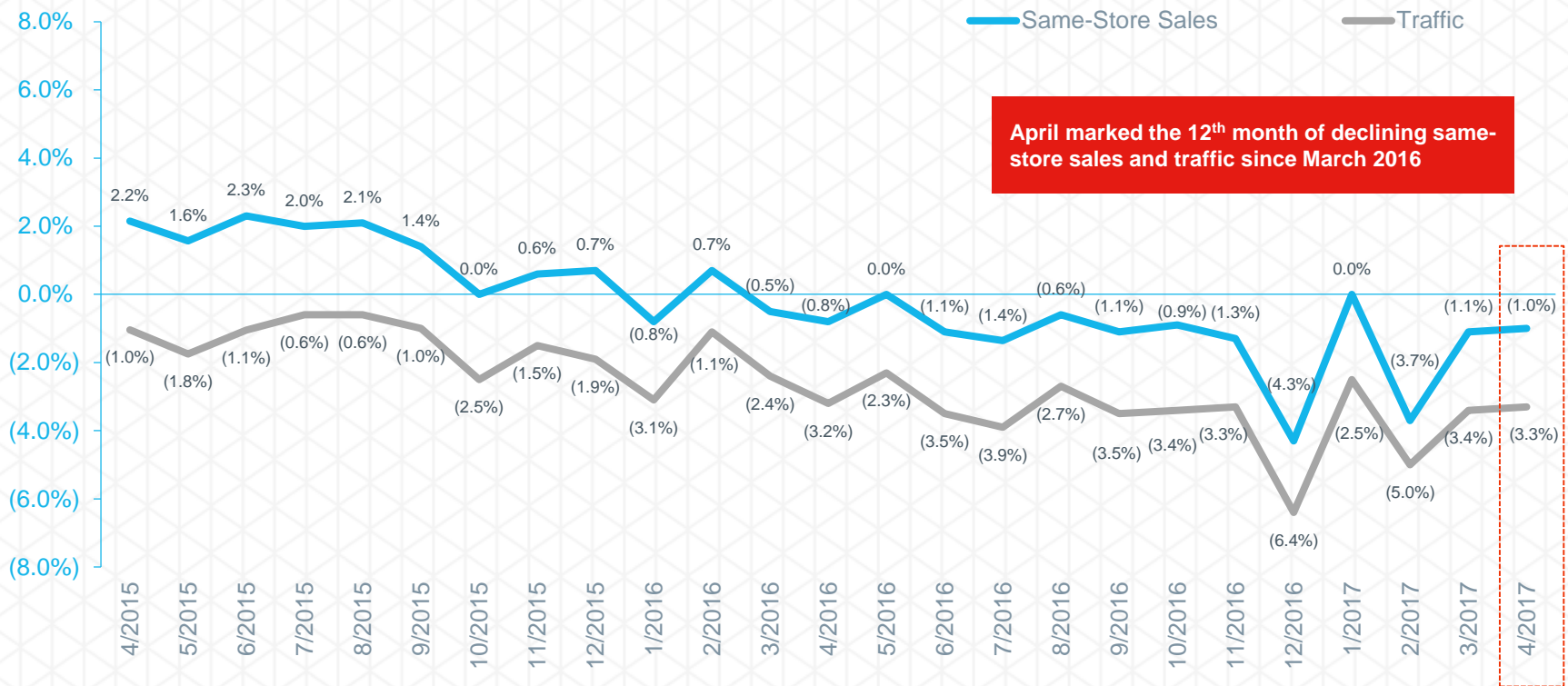
The acquisition comes after Cheddar's acquired 44-unit Greer Companies, its largest franchisee, in January 2017, increasing its company-owned restaurant count to 140 out of 165 total locations nationwide. Cheddar's will add to Darden's diverse restaurant portfolio, which currently includes Olive Garden, LongHorn Steakhouse, The Capital Grille, Yard House and others. The LTM transaction multiple was approximately 10.4x EBITDA, net of approximately \$30 million in estimated tax benefits. Darden expects to realize run-rate synergies of \$20 million to \$25 million, representing approximately 4% of sales. Pro forma for synergies, Darden's acquisition multiple was roughly 8x EBITDA. Darden completed the transaction on April 24, 2017, funded with cash on hand and the proceeds of \$500 million of 3.85% senior notes maturing in 2027.

Darden Restaurants' SSS Performance and Unit Count

	2016			
	Q1	Q2	Q3	Q4
Bahama Breeze	9.9% ↑	5.4% ↑	3.9% ↑	2.6% ↑
The Capital Grille	5.3% ↑	1.5% ↑	(1.2%) ↓	1.2% ↑
Eddie V's	4.1% ↑	0.9% ↔	(1.7%) ↓	2.7% ↑
LongHorn Steakhouse	5.2% ↑	1.1% ↑	0.6% ↔	0.1% ↔
Olive Garden	6.8% ↑	1.6% ↑	2.0% ↑	2.6% ↑
Seasons 52	5.7% ↑	3.7% ↑	0.7% ↔	(0.3%) ↔
Yard House	3.9% ↑	1.4% ↑	0.0% ↔	0.7% ↔



Restaurant Sector Monthly Same-Store Sales and Traffic Growth



Quarterly Same-Store Sales Performance – Last 2 Years ●○○○○○

	2014		2015				2016											
	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
Mass Casual																		
Cracker Barrel Old Country Store, Inc.	7.9%	↑	5.2%	↑	3.8%	↑	2.5%	↑	0.6%	↔	2.3%	↑	3.2%	↑	1.3%	↑	0.6%	↔
Brinker International, Inc.																		
Chili's Grill & Bar	4.2%	↑	2.2%	↑	0.1%	↔	(1.1%)	↓	(2.1%)	↓	(3.6%)	↓	(1.8%)	↓	(1.4%)	↓	(3.1%)	↓
Maggiano's Little Italy	2.3%	↑	0.1%	↔	(0.1%)	↔	(1.7%)	↓	(1.8%)	↓	0.2%	↔	(1.7%)	↓	(0.6%)	↔	(0.8%)	↔
Bloomin' Brands, Inc.																		
Bonefish Grill	0.7%	↔	0.9%	↔	(4.6%)	↓	(6.1%)	↓	(5.4%)	↓	(2.7%)	↓	0.9%	↔	1.7%	↑	(1.9%)	↓
Carrabba's Italian Grill	0.3%	↔	1.9%	↑	0.9%	↔	(2.0%)	↓	(4.0%)	↓	(2.0%)	↓	(4.8%)	↓	(2.1%)	↓	(2.3%)	↓
Fleming's Prime Steakhouse & Wine Bar	3.4%	↑	3.0%	↑	3.2%	↑	(0.6%)	↔	(0.3%)	↔	1.3%	↑	(0.8%)	↔	(1.9%)	↓	0.2%	↔
Outback Steakhouse	6.4%	↑	5.0%	↑	4.0%	↑	0.1%	↔	(2.2%)	↓	(1.3%)	↓	(2.5%)	↓	(0.7%)	↔	(4.8%)	↓
DineEquity, Inc.																		
Applebee's	2.8%	↑	2.9%	↑	1.0%	↑	(0.5%)	↔	(2.5%)	↓	(3.7%)	↓	(4.2%)	↓	(5.2%)	↓	(7.2%)	↓
IHOP	6.1%	↑	4.8%	↑	6.2%	↑	5.8%	↑	1.4%	↑	1.5%	↑	0.2%	↔	(0.1%)	↔	(2.1%)	↓
Biglari Holdings Inc.	2.9%	↑	6.0%	↑	4.8%	↑	3.0%	↑	3.6%	↑	1.8%	↑	(0.7%)	↔	0.2%	↔	(0.4%)	↔
Denny's Corporation	4.7%	↑	7.2%	↑	7.3%	↑	6.1%	↑	2.9%	↑	2.5%	↑	(0.5%)	↔	1.0%	↑	0.5%	↔
Red Robin Gourmet Burgers Inc.	4.3%	↑	3.8%	↑	3.6%	↑	3.7%	↑	(1.6%)	↓	(2.2%)	↓	(3.2%)	↓	(3.6%)	↓	(4.3%)	↓
Ruby Tuesday, Inc.	(1.0%)	↓	(0.3%)	↔	(1.7%)	↓	0.6%	↔	0.8%	↔	(3.1%)	↓	(3.7%)	↓	(2.7%)	↓	(4.1%)	↓
Luby's, Inc.	0.2%	↔	3.1%	↑	(1.0%)	↓	0.2%	↔	1.2%	↑	3.1%	↑	(0.6%)	↔	0.7%	↔	(2.3%)	↓
Ignite Restaurant Group, Inc.																		
Brick House Tavern + Tap	5.7%	↑	5.4%	↑	2.8%	↑	(0.7%)	↔	(2.8%)	↓	(4.5%)	↓	(6.3%)	↓	(8.9%)	↓	N/A	
Joe's Crab Shack	(4.5%)	↓	(3.8%)	↓	(4.0%)	↓	(6.6%)	↓	(2.9%)	↓	(1.3%)	↓	(6.8%)	↓	(6.5%)	↓	N/A	
Famous Dave's of America Inc.	(4.0%)	↓	(4.9%)	↓	(9.2%)	↓	(9.8%)	↓	(10.6%)	↓	(7.7%)	↓	(6.4%)	↓	(1.0%)	↓	(5.0%)	↓
Median	2.9%	↑	3.0%	↑	1.0%	↑	(0.5%)	↔	(1.8%)	↓	(1.3%)	↓	(1.8%)	↓	(1.0%)	↓	(2.3%)	↓
Mean	2.5%	↑	2.5%	↑	1.0%	↑	(0.4%)	↔	(1.5%)	↓	(1.1%)	↓	(2.3%)	↓	(1.8%)	↓	(2.5%)	↓

Source: SEC filings, S&P Global Market Intelligence, Mergermarket, company press releases and various news sources (e.g., *New York Times DealBook*, *The Deal*, *The Wall Street Journal*, etc.)

Same-store sales represents the change in year-over-year sales for restaurants that have been open for at least 18 months. Represents most actively traded public restaurant companies; Mass Casual set excludes Bob Evans due to transaction announcement

Quarterly Same-Store Sales Performance – Last 2 Years

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	2014		2015						2016			
	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Specialty Casual												
Darden Restaurants, Inc.												
Bahama Breeze	(0.6%) ⇔		3.2% ↑	1.7% ↑	1.8% ↑	2.4% ↑		9.9% ↑	5.4% ↑	3.9% ↑	2.6% ↑	
The Capital Grille	5.0% ↑		6.1% ↑	4.4% ↑	7.2% ↑	1.5% ↑		5.3% ↑	1.5% ↑	(1.2%) ↓	1.2% ↑	
Eddie V's	4.9% ↑		9.6% ↑	5.2% ↑	5.1% ↑	1.1% ↑		4.1% ↑	0.9% ⇔	(1.7%) ↓	2.7% ↑	
LongHorn Steakhouse	2.6% ↑		5.4% ↑	5.2% ↑	4.4% ↑	2.6% ↑		5.2% ↑	1.1% ↑	0.6% ⇔	0.1% ⇔	
Olive Garden	0.5% ⇔		2.2% ↑	3.4% ↑	2.7% ↑	1.0% ↑		6.8% ↑	1.6% ↑	2.0% ↑	2.6% ↑	
Seasons 52	1.2% ↑		5.2% ↑	3.1% ↑	3.9% ↑	4.5% ↑		5.7% ↑	3.7% ↑	0.7% ⇔	(0.3%) ⇔	
Yard House	3.7% ↑		5.4% ↑	3.2% ↑	3.4% ↑	1.7% ↑		3.9% ↑	1.4% ↑	0.0% ⇔	0.7% ⇔	
Texas Roadhouse, Inc.	6.8% ↑		8.7% ↑	8.0% ↑	7.0% ↑	4.4% ↑		4.3% ↑	4.5% ↑	3.4% ↑	1.2% ↑	
Buffalo Wild Wings Inc.	5.5% ↑		6.5% ↑	3.3% ↑	2.6% ↑	1.0% ↑		(2.0%) ↓	(2.1%) ↓	(1.7%) ↓	(4.0%) ↓	
Dave & Buster's Entertainment, Inc.	10.5% ↑		9.9% ↑	11.0% ↑	8.8% ↑	6.0% ↑		3.6% ↑	1.0% ↑	5.9% ↑	3.2% ↑	
BJ's Restaurants, Inc.	1.2% ↑		3.2% ↑	0.5% ⇔	2.3% ↑	0.7% ⇔		0.6% ⇔	(0.2%) ⇔	(3.4%) ↓	(2.2%) ↓	
Chuy's Holdings, Inc.	3.8% ↑		1.9% ↑	3.2% ↑	4.2% ↑	3.2% ↑		3.2% ↑	1.0% ↑	0.3% ⇔	(1.1%) ↓	
Median	3.8% ↑		5.4% ↑	3.4% ↑	4.1% ↑	2.1% ↑		4.2% ↑	1.3% ↑	0.5% ⇔	1.0% ⇔	
Mean	3.8% ↑		5.6% ↑	4.4% ↑	4.5% ↑	2.5% ↑		4.2% ↑	1.7% ↑	0.7% ⇔	0.6% ⇔	

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	2014		2015				2016											
	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
Polished Casual																		
The Cheesecake Factory Incorporated	1.4%	↑	4.2%	↑	2.8%	↑	2.2%	↑	1.1%	↑	1.7%	↑	0.3%	↔	1.7%	↑	1.1%	↑
J. Alexander's Holdings, Inc.																		
J. Alexander's/Redlands Grill	N/A		N/A		N/A		(0.2%)	↔	1.4%	↑	(3.0%)	↓	(1.8%)	↓	1.4%	↑	1.8%	↑
Stoney River Steakhouse and Grill	N/A		N/A		N/A		4.7%	↑	6.2%	↑	0.7%	↔	1.8%	↑	1.8%	↑	(1.7%)	↓
Kona Grill Inc.	3.1%	↑	2.2%	↑	1.0%	↑	1.6%	↑	3.2%	↑	3.6%	↑	2.5%	↑	0.7%	↔	(4.1%)	↓
Bravo Brio Restaurant Group, Inc.																		
Bravo! Cucina Italiana	(3.9%)	↓	(1.7%)	↓	(2.1%)	↓	(3.1%)	↓	(5.2%)	↓	(4.1%)	↓	(8.4%)	↓	(8.0%)	↓	(7.5%)	↓
Brio Tuscan Grille	(4.2%)	↓	(1.0%)	↓	(1.6%)	↓	(3.8%)	↓	(4.3%)	↓	(2.1%)	↓	(6.4%)	↓	(3.7%)	↓	(4.3%)	↓
Median	(1.3%)	↓	0.6%	↔	(0.3%)	↔	0.7%	↔	1.3%	↑	(0.7%)	↔	(0.8%)	↔	1.1%	↑	(2.9%)	↓
Mean	(0.9%)	↔	0.9%	↔	0.0%	↔	0.2%	↔	0.4%	↔	(0.5%)	↔	(2.0%)	↓	(1.0%)	↓	(2.5%)	↓
Fine Dining																		
Ruth's Hospitality Group Inc.	5.0%	↑	2.8%	↑	4.2%	↑	3.3%	↑	3.2%	↑	3.1%	↑	1.5%	↑	2.1%	↑	0.0%	↔
Fogo de Chao, Inc.	N/A		N/A		4.2%	↑	2.8%	↑	3.5%	↑	1.1%	↑	(1.6%)	↓	0.6%	↔	(1.0%)	↓
Del Frisco's Restaurant Group, Inc.																		
Del Frisco's Double Eagle Steak House	4.8%	↑	2.3%	↑	1.0%	↑	(1.4%)	↓	(1.6%)	↓	(0.1%)	↔	(1.9%)	↓	(3.7%)	↓	0.1%	↔
Del Frisco's Grille	N/A		(3.5%)	↓	(6.3%)	↓	(3.5%)	↓	(4.5%)	↓	(2.8%)	↓	(2.0%)	↓	(1.4%)	↓	2.1%	↑
Sullivan's Steakhouse	1.8%	↑	4.8%	↑	(3.0%)	↓	1.2%	↑	(1.8%)	↓	(1.8%)	↓	2.9%	↑	(3.2%)	↓	0.9%	↔
The ONE Group Hospitality, Inc.	2.6%	↑	(3.5%)	↓	3.1%	↑	0.3%	↔	(0.8%)	↔	2.8%	↑	(5.2%)	↓	(4.2%)	↓	(6.0%)	↓
Median	3.7%	↑	2.3%	↑	2.1%	↑	0.8%	↔	(1.2%)	↓	0.5%	↔	(1.8%)	↓	(2.3%)	↓	0.1%	↔
Mean	3.6%	↑	0.6%	↔	0.5%	↔	0.5%	↔	(0.3%)	↔	0.4%	↔	(1.1%)	↓	(1.6%)	↓	(0.7%)	↔

Source: SEC filings, S&P Global Market Intelligence, Mergermarket, company press releases and various news sources (e.g., *New York Times DealBook*, *The Deal*, *The Wall Street Journal*, etc.)

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Quarterly Same-Store Sales Performance – Last 2 Years ○○○●○○

	2014		2015						2016									
	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4							
Fast Casual																		
Chipotle Mexican Grill, Inc.	16.1%	↑	10.4%	↑	4.3%	↑	2.6%	↑	(14.6%)	↓	(29.7%)	↓	(23.6%)	↓	(21.9%)	↓	(4.8%)	↓
Panera Bread Company	3.0%	↑	0.7%	↔	1.8%	↑	2.8%	↑	2.3%	↑	4.7%	↑	2.3%	↑	1.7%	↑	0.7%	↔
Shake Shack Inc.	7.2%	↑	11.7%	↑	12.9%	↑	17.1%	↑	11.0%	↑	9.9%	↑	4.5%	↑	2.9%	↑	1.6%	↑
El Pollo Loco Holdings, Inc.	7.6%	↑	5.1%	↑	1.3%	↑	0.6%	↔	1.8%	↑	0.7%	↔	2.4%	↑	1.6%	↑	(1.3%)	↓
Zoe's Kitchen, Inc.	7.8%	↑	7.7%	↑	5.6%	↑	4.5%	↑	7.7%	↑	8.1%	↑	4.0%	↑	2.4%	↑	0.7%	↔
The Habit Restaurants, Inc.	13.2%	↑	12.6%	↑	8.9%	↑	2.9%	↑	3.3%	↑	2.0%	↑	4.0%	↑	0.2%	↔	1.7%	↑
Noodles & Company	1.3%	↑	0.9%	↔	0.1%	↔	(0.9%)	↔	(1.1%)	↓	(0.1%)	↔	(1.0%)	↓	(0.7%)	↔	(0.8%)	↔
Potbelly Corporation	3.7%	↑	5.4%	↑	4.9%	↑	3.7%	↑	3.7%	↑	3.7%	↑	1.7%	↑	0.6%	↔	0.1%	↔
Fiesta Restaurant Group, Inc.																		
Pollo Tropical	7.7%	↑	6.4%	↑	4.3%	↑	4.2%	↑	0.4%	↔	0.0%	↔	(1.4%)	↓	(1.0%)	↓	(4.0%)	↓
Taco Cabana	6.1%	↑	3.8%	↑	5.6%	↑	4.8%	↑	3.3%	↑	1.7%	↑	(3.8%)	↓	(4.1%)	↓	(3.5%)	↓
Wingstop Inc.	12.5%	↑	10.7%	↑	9.0%	↑	6.3%	↑	5.9%	↑	4.6%	↑	3.1%	↑	4.1%	↑	1.0%	↑
Median	7.6%	↑	6.4%	↑	4.9%	↑	3.7%	↑	3.3%	↑	2.0%	↑	2.3%	↑	0.6%	↔	0.1%	↔
Mean	7.8%	↑	6.9%	↑	5.3%	↑	4.4%	↑	2.2%	↑	0.5%	↔	(0.7%)	↔	(1.3%)	↓	(0.8%)	↔

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Quarterly Same-Store Sales Performance – Last 2 Years ○○○○●○

	2014		2015						2016									
	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4							
Quick Service																		
McDonald's Corp.	(1.7%)	↓	(2.6%)	↓	(2.0%)	↓	0.9%	↔	5.7%	↑	5.4%	↑	3.1%	↑	3.5%	↑	2.7%	↑
Yum! Brands, Inc.																		
KFC	6.0%	↑	7.0%	↑	3.0%	↑	0.0%	↔	3.0%	↑	1.0%	↑	2.0%	↑	4.0%	↑	3.0%	↑
Pizza Hut	0.0%	↔	(1.0%)	↓	1.0%	↑	0.0%	↔	2.0%	↑	5.0%	↑	0.0%	↔	(1.0%)	↓	(2.0%)	↓
Taco Bell	7.0%	↑	6.0%	↑	6.0%	↑	4.0%	↑	4.0%	↑	1.0%	↑	(1.0%)	↓	3.0%	↑	3.0%	↑
Restaurant Brands International Inc.																		
Burger King	4.2%	↑	6.9%	↑	7.9%	↑	5.2%	↑	2.8%	↑	4.4%	↑	3.9%	↑	1.7%	↑	2.8%	↑
Tim Hortons	4.1%	↑	8.9%	↑	7.0%	↑	4.3%	↑	5.8%	↑	5.8%	↑	4.8%	↑	2.0%	↑	0.2%	↔
Domino's Pizza, Inc.	11.1%	↑	14.5%	↑	12.8%	↑	10.5%	↑	10.7%	↑	6.4%	↑	9.7%	↑	13.0%	↑	12.2%	↑
The Wendy's Company	1.7%	↑	3.2%	↑	2.2%	↑	3.1%	↑	4.8%	↑	3.6%	↑	0.3%	↔	1.4%	↑	0.8%	↔
Jack in the Box Inc.	4.4%	↑	8.9%	↑	7.3%	↑	6.2%	↑	1.4%	↑	0.0%	↔	1.1%	↑	2.0%	↑	3.1%	↑
Papa John's International Inc.	4.1%	↑	6.5%	↑	5.5%	↑	3.0%	↑	1.9%	↑	0.1%	↔	4.8%	↑	5.5%	↑	3.8%	↑
Sonic Corp.	8.5%	↑	11.5%	↑	6.1%	↑	4.9%	↑	5.3%	↑	6.5%	↑	2.0%	↑	(2.0%)	↓	(2.0%)	↓
Popeyes Louisiana Kitchen, Inc.	10.7%	↑	7.0%	↑	7.9%	↑	5.6%	↑	2.0%	↑	1.1%	↑	0.7%	↔	1.8%	↑	2.4%	↑
Bojangles', Inc.	7.0%	↑	7.9%	↑	4.4%	↑	4.1%	↑	0.6%	↔	2.0%	↑	0.2%	↔	0.8%	↔	5.5%	↑
Del Taco Restaurants, Inc.	N/A		7.7%	↑	6.0%	↑	5.6%	↑	5.8%	↑	3.2%	↑	3.3%	↑	6.7%	↑	(1.3%)	↓
Nathan's Famous Inc.	(2.0%)	↓	(2.8%)	↓	(0.7%)	↔	0.5%	↔	(1.3%)	↓	0.2%	↔	(2.2%)	↓	(6.3%)	↓	N/A	
Papa Murphy's Holdings, Inc.	8.4%	↑	5.6%	↑	4.5%	↑	1.4%	↑	(3.1%)	↓	(2.8%)	↓	(4.0%)	↓	(5.8%)	↓	(7.8%)	↓
Median	4.4%	↑	7.0%	↑	5.8%	↑	4.1%	↑	2.9%	↑	2.6%	↑	1.6%	↑	1.9%	↑	2.7%	↑
Mean	4.9%	↑	6.0%	↑	4.9%	↑	3.7%	↑	3.2%	↑	2.7%	↑	1.8%	↑	1.9%	↑	1.8%	↑

Source: SEC filings, S&P Global Market Intelligence, Mergermarket, company press releases and various news sources (e.g., *New York Times DealBook*, *The Deal*, *The Wall Street Journal*, etc.)

Same-store sales represents the change in year-over-year sales for restaurants that have been open for at least 18 months. Represents most actively traded public restaurant companies; Mass Casual set excludes Bob Evans due to transaction announcement

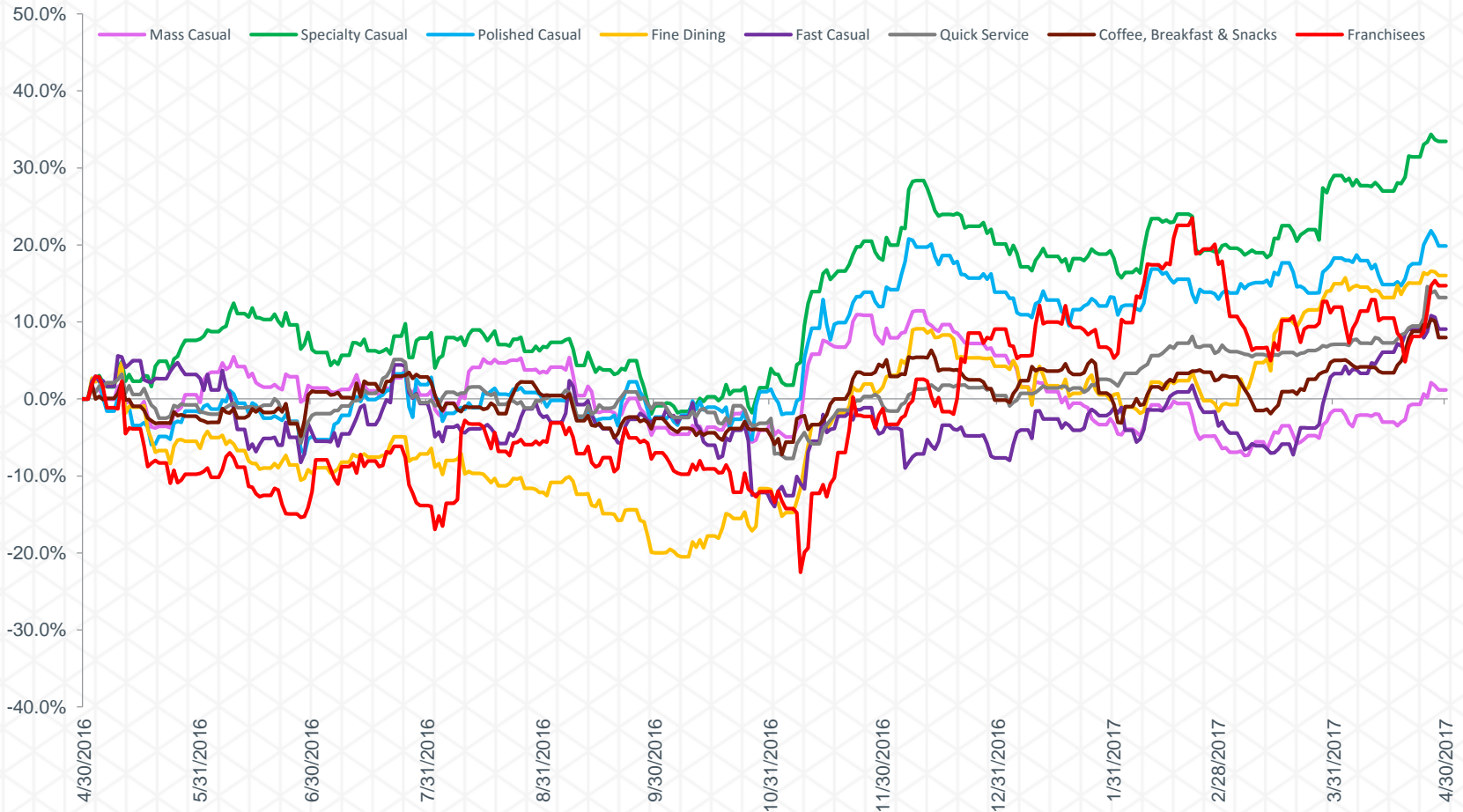
Quarterly Same-Store Sales Performance – Last 2 Years ○○○○○●

	2014		2015								2016							
	Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
Coffee, Breakfast and Snacks																		
Starbucks Corporation	5.0%	↑	7.0%	↑	8.0%	↑	9.0%	↑	9.0%	↑	7.0%	↑	4.0%	↑	5.0%	↑	3.0%	↑
Dunkin' Brands Group, Inc.																		
Dunkin' Donuts	1.4%	↑	2.7%	↑	2.9%	↑	1.1%	↑	1.8%	↑	2.0%	↑	0.5%	↔	2.0%	↑	1.9%	↑
Baskin-Robbins	9.3%	↑	8.0%	↑	3.4%	↑	7.5%	↑	4.4%	↑	5.0%	↑	0.6%	↔	(0.9%)	↔	(0.9%)	↔
Jamba, Inc.	4.9%	↑	5.0%	↑	(5.9%)	↓	6.6%	↑	5.4%	↑	(2.1%)	↓	4.2%	↑	(1.1%)	↓	(2.2%)	↓
Median	5.0%	↑	6.0%	↑	3.2%	↑	7.1%	↑	4.9%	↑	3.5%	↑	2.3%	↑	0.6%	↔	0.5%	↔
Mean	5.2%	↑	5.7%	↑	2.1%	↑	6.1%	↑	5.2%	↑	3.0%	↑	2.3%	↑	1.3%	↑	0.5%	↔
Franchisees																		
Diversified Restaurant Holdings, Inc.	5.8%	↑	7.6%	↑	4.2%	↑	1.5%	↑	0.8%	↔	(1.0%)	↓	(2.7%)	↓	(1.8%)	↓	(5.4%)	↓
Carrols Restaurant Group, Inc.	3.6%	↑	8.4%	↑	10.3%	↑	6.5%	↑	5.1%	↑	5.7%	↑	0.7%	↔	0.0%	↔	3.2%	↑
Median	4.7%	↑	8.0%	↑	7.3%	↑	4.0%	↑	3.0%	↑	2.4%	↑	(1.0%)	↓	(0.9%)	↔	(1.1%)	↓
Mean	4.7%	↑	8.0%	↑	7.3%	↑	4.0%	↑	3.0%	↑	2.4%	↑	(1.0%)	↓	(0.9%)	↔	(1.1%)	↓

Source: SEC filings, S&P Global Market Intelligence, Mergermarket, company press releases and various news sources (e.g., *New York Times DealBook*, *The Deal*, *The Wall Street Journal*, etc.)

Same-store sales represents the change in year-over-year sales for restaurants that have been open for at least 18 months. Represents most actively traded public restaurant companies; Mass Casual set excludes Bob Evans due to transaction announcement

Indexed Stock Price Performance – Last 12 Months



Sector index weight based upon company market capitalization at valuation date

(1) Calculation of Market Sector LTM EV/EBITDA multiples excludes companies lacking analyst estimates for 2017E EBITDA figures

Source: S&P Global Market Intelligence; data as of 4/30/2017. Fast Casual index includes Chipotle Mexican Grill, Shake Shack Inc., Wingstop Inc., Fiesta Restaurant Group, El Pollo Loco Holdings, Zoe's Kitchen, The Habit Restaurants, Potbelly Corporation, Noodles & Company. Quick Service index includes McDonald's Corp, Yum! Brands, Restaurant Brands International Inc., Domino's Pizza, The Wendy's Company, Jack in the Box Inc., Papa John's International Inc., Sonic Corp., Bojangles, Del Taco Restaurants, Nathan's Famous Inc., Papa Murphy's Holdings. Coffee, Breakfast and Snacks index includes Starbucks Corporation, Dunkin' Brands Group, Jamba. Franchisees index includes Carrols Restaurant Group, Inc., Diversified Restaurant Holdings, Inc. Mass Casual index includes Brinker International, Cracker Barrel Old Country Store, Bloomin' Brands, DineEquity, Biglari Holdings, Denny's Corporation, Red Robin Gourmet Burgers, Ruby Tuesday, Luby's, Ignite Restaurant Group, Famous Dave's of America. Specialty Casual index includes Darden Restaurants, Texas Roadhouse, Buffalo Wild Wings, Dave & Buster's Entertainment, BJ's Restaurants, Chuy's Holdings. Polished Casual index includes The Cheesecake Factory, J. Alexander's Holdings, Kona Grill, Bravo Brio Restaurant Group. Fine Dining index includes Ruth's Hospitality Group, Fogo de Chao, Del Frisco's Restaurant Group, The ONE Group Hospitality. Represents most actively traded public restaurant companies

Sector Stock Price Performance

(\$ in millions, except per share data)

Market Sector	Number of Companies	Avg. Equity Market Value 28-Apr-17	Avg. % Change in Market Value			Avg. EV / EBITDA Multiple	
			1 Month	3 Months	12 Months	LTM ⁽¹⁾	2017E
Mass Casual	10	\$1,206	2.6%	4.4%	1.2%	10.1x	10.0x
Specialty Casual	6	3,448	4.4%	15.2%	33.4%	11.2x	10.4x
Polished Casual	4	812	1.6%	6.7%	19.9%	8.9x	7.3x
Fine Dining	4	386	1.1%	15.4%	16.0%	10.2x	9.3x
Fast Casual	9	1,975	5.8%	10.3%	9.1%	18.6x	12.1x
Quick Service	12	14,333	6.0%	11.0%	13.2%	13.9x	13.2x
Coffee, Breakfast and Snacks	3	30,935	3.0%	8.7%	8.0%	17.3x	12.7x
Franchisees	2	286	2.8%	9.4%	14.7%	8.5x	7.9x
Market Indices							
S&P 500 Index		\$2,384	0.9%	4.6%	15.4%		
Dow Jones Industrials		20,941	1.3%	5.4%	17.8%		
Russell 2000 Index		1,400	1.0%	2.8%	23.8%		
S&P Restaurant Index		1,313	5.3%	10.9%	11.8%		

Sector index weight based upon company market capitalization at valuation date

(1) Calculation of Market Sector LTM EV/EBITDA multiples excludes companies lacking analyst estimates for 2017E EBITDA figures

Source: S&P Global Market Intelligence; data as of 4/30/2017. Fast Casual index includes Chipotle Mexican Grill, Shake Shack Inc., Wingstop Inc., Fiesta Restaurant Group, El Pollo Loco Holdings, Zoe's Kitchen, The Habit Restaurants, Potbelly Corporation, Noodles & Company. Quick Service index includes McDonald's Corp, Yum! Brands, Restaurant Brands International Inc., Domino's Pizza, The Wendy's Company, Jack in the Box Inc., Papa John's International Inc., Sonic Corp., Bojangles, Del Taco Restaurants, Nathan's Famous Inc., Papa Murphy's Holdings. Coffee, Breakfast and Snacks index includes Starbucks Corporation, Dunkin' Brands Group, Jamba. Franchisees index includes Carrols Restaurant Group, Inc., Diversified Restaurant Holdings, Inc. Mass Casual index includes Brinker International, Cracker Barrel Old Country Store, Bloomin' Brands, DineEquity, Biglari Holdings, Denny's Corporation, Red Robin Gourmet Burgers, Ruby Tuesday, Luby's, Ignite Restaurant Group, Famous Dave's of America. Specialty Casual index includes Darden Restaurants, Texas Roadhouse, Buffalo Wild Wings, Dave & Buster's Entertainment, BJ's Restaurants, Chuy's Holdings. Polished Casual index includes The Cheesecake Factory, J. Alexander's Holdings, Kona Grill, Bravo Brio Restaurant Group. Fine Dining index includes Ruth's Hospitality Group, Fogo de Chao, Del Frisco's Restaurant Group, The ONE Group Hospitality. Represents most actively traded public restaurant companies

Public Restaurant Valuations ●○○○○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price 28-Apr-17	% of 52 Wk High	Market Value	Enterprise Value	Enterprise Value as a Multiple of						LTM
						LTM	Revenue 2017E	2018E	LTM	EBITDA 2017E	2018E	EBITDA Margin
Mass Casual												
Cracker Barrel Old Country Store, Inc.	0%	\$160.19	91.5%	\$3,851	\$4,072	1.39x	1.35x	1.30x	10.6x	10.1x	9.7x	13.2%
Brinker International, Inc.	40%	44.19	79.1%	2,160	3,480	1.08x	1.10x	1.08x	7.6x	8.0x	8.0x	14.2%
Bloomin' Brands, Inc.	20%	21.69	100.0%	2,235	3,156	0.75x	0.74x	0.73x	7.6x	7.3x	7.3x	9.8%
DineEquity, Inc.	99%	56.54	63.9%	1,017	2,295	3.66x	3.66x	3.63x	9.8x	9.6x	9.5x	37.4%
Denny's Corporation	90%	12.70	89.1%	895	1,153	2.27x	2.19x	2.12x	12.0x	11.2x	10.7x	19.0%
Biglari Holdings Inc.	37%	426.63	86.8%	882	1,064	1.25x	1.24x	1.21x	19.5x	18.6x	17.2x	6.4%
Red Robin Gourmet Burgers, Inc.	16%	58.75	87.6%	756	1,045	0.81x	0.76x	0.75x	7.6x	7.1x	6.8x	10.6%
Ruby Tuesday, Inc.	12%	2.55	56.0%	152	333	0.34x	NA	NA	8.5x	NA	NA	4.0%
Luby's, Inc.	37%	2.94	57.6%	86	121	0.31x	NA	NA	9.3x	NA	NA	3.3%
Famous Dave's of America, Inc.	80%	4.00	59.4%	28	35	0.35x	0.38x	0.36x	8.4x	7.7x	11.9x	4.2%
Median			82.9%	\$889	\$1,109	0.94x	1.17x	1.14x	8.9x	8.8x	9.6x	10.2%
Mean			77.1%	\$1,206	\$1,676	1.22x	1.43x	1.40x	10.1x	10.0x	10.1x	12.2%

Public Restaurant Valuations ●○○○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price 28-Apr-17	% of 52 Wk High	Market Value	Enterprise Value	Enterprise Value as a Multiple of					LTM EBITDA Margin	
						LTM	Revenue 2017E	2018E	LTM	EBITDA 2017E		2018E
Specialty Casual												
Darden Restaurants, Inc.	3%	\$85.19	98.6%	\$10,592	\$10,642	1.51x	1.47x	1.42x	11.3x	10.6x	10.0x	13.4%
Texas Roadhouse, Inc.	16%	46.88	92.8%	3,324	3,251	1.59x	1.49x	1.36x	12.4x	11.4x	10.2x	12.8%
Dave & Buster's Entertainment, Inc.	0%	64.01	99.2%	2,741	2,985	2.97x	2.55x	2.29x	12.5x	10.8x	9.8x	23.8%
Buffalo Wild Wings, Inc.	49%	157.55	90.0%	2,543	2,887	1.43x	1.36x	1.37x	10.1x	9.7x	9.1x	14.2%
BJ's Restaurants, Inc.	0%	45.10	94.8%	986	1,145	1.14x	1.09x	1.03x	9.1x	9.1x	8.5x	12.5%
Chuy's Holdings, Inc.	0%	29.80	78.9%	503	489	1.48x	1.28x	1.12x	12.0x	10.7x	9.5x	12.4%
Median			93.8%	\$2,642	\$2,936	1.50x	1.41x	1.36x	11.6x	10.7x	9.6x	13.1%
Mean			92.4%	\$3,448	\$3,567	1.69x	1.54x	1.43x	11.2x	10.4x	9.5x	14.8%
Polished Casual												
The Cheesecake Factory Incorporated	7%	\$64.16	98.2%	\$2,955	\$2,997	1.32x	1.27x	1.21x	10.4x	10.4x	9.8x	12.7%
J. Alexander's Holdings, Inc.	0%	11.00	90.9%	162	179	0.81x	0.77x	0.73x	9.0x	7.3x	7.1x	9.0%
Bravo Brio Restaurant Group, Inc.	1%	4.85	55.9%	73	114	0.28x	0.28x	0.29x	NM	4.0x	4.1x	(9.7%)
Kona Grill, Inc.	0%	5.70	39.5%	57	88	0.52x	0.44x	0.41x	7.3x	7.7x	5.4x	7.1%
Median			73.4%	\$118	\$146	0.67x	0.60x	0.57x	9.0x	7.5x	6.2x	8.0%
Mean			71.1%	\$812	\$844	0.73x	0.69x	0.66x	8.9x	7.3x	6.6x	4.8%

Public Restaurant Valuations ○○●○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price 28-Apr-17	% of 52 Wk High	Market Value	Enterprise Value	Enterprise Value as a Multiple of						LTM EBITDA Margin
						LTM	Revenue 2017E	2018E	LTM	EBITDA 2017E	2018E	
Fine Dining												
Ruth's Hospitality Group, Inc.	53%	\$19.90	96.8%	\$636	\$647	1.68x	1.55x	1.49x	10.6x	10.0x	9.5x	15.8%
Fogo de Chao, Inc.	0%	16.95	98.6%	479	595	2.06x	1.87x	1.71x	11.0x	9.7x	8.8x	18.8%
Del Frisco's Restaurant Group, Inc.	0%	17.20	91.5%	375	389	1.10x	1.06x	0.99x	9.0x	8.2x	7.5x	12.2%
The ONE Group Hospitality, Inc.	0%	2.22	64.7%	56	71	0.98x	0.94x	NA	NM	9.4x	NM	NM
Median			94.2%	\$427	\$492	1.39x	1.31x	1.49x	10.6x	9.6x	8.8x	15.8%
Mean			87.9%	\$386	\$425	1.45x	1.36x	1.40x	10.2x	9.3x	8.6x	15.6%
Fast Casual												
Chipotle Mexican Grill, Inc.	0%	\$474.47	95.4%	\$13,600	\$13,023	3.15x	2.81x	2.49x	39.4x	23.7x	17.8x	8.0%
Panera Bread Company	55%	312.68	98.9%	7,105	7,439	2.62x	2.51x	2.32x	17.6x	16.8x	15.1x	14.9%
Wingstop Inc.	98%	29.43	88.1%	849	991	10.85x	9.90x	8.90x	30.8x	24.9x	21.3x	35.3%
Shake Shack Inc.	44%	33.94	79.0%	864	849	3.16x	2.39x	1.89x	20.1x	15.1x	12.1x	15.8%
Fiesta Restaurant Group, Inc.	11%	24.35	71.9%	656	724	1.02x	1.00x	0.94x	8.3x	7.9x	7.3x	12.2%
El Pollo Loco Holdings, Inc.	56%	12.55	85.9%	483	578	1.52x	1.42x	1.31x	9.4x	8.8x	8.1x	16.1%
Zoe's Kitchen, Inc.	1%	18.05	43.2%	352	376	1.36x	1.16x	0.97x	16.5x	0.9x	12.1x	8.3%
The Habit Restaurants, Inc.	7%	18.90	94.5%	382	368	1.30x	1.08x	0.91x	12.6x	10.8x	9.3x	10.3%
Potbelly Corporation	11%	13.95	95.7%	350	323	0.79x	0.71x	0.66x	7.8x	7.4x	6.7x	10.1%
Noodles & Company	15%	5.85	50.4%	240	301	0.62x	0.65x	0.63x	22.1x	9.6x	8.7x	2.8%
Median			87.0%	\$569	\$651	1.44x	1.29x	1.14x	17.0x	10.2x	10.7x	11.3%
Mean			80.3%	\$2,488	\$2,497	2.64x	2.36x	2.10x	18.5x	12.6x	11.9x	13.4%

Public Restaurant Valuations ○○○●○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price 28-Apr-17	% of 52 Wk High	Market Value	Enterprise Value	Enterprise Value as a Multiple of						LTM EBITDA Margin
						Revenue		EBITDA		LTM		
						LTM	2017E	2018E	LTM	2017E	2018E	
Quick Service												
McDonald's Corporation	85%	\$139.93	98.0%	\$114,288	\$139,083	5.70x	6.22x	7.04x	14.6x	14.1x	14.0x	39.0%
Yum! Brands, Inc.	94%	65.75	71.5%	23,162	31,744	4.99x	5.68x	6.97x	16.2x	15.6x	15.1x	30.9%
Restaurant Brands International Inc.	100%	56.17	95.8%	13,235	27,357	6.47x	6.05x	5.64x	14.7x	13.2x	12.1x	44.0%
Domino's Pizza, Inc.	97%	181.39	94.5%	8,723	10,851	4.24x	3.94x	3.58x	21.7x	19.3x	17.2x	19.5%
The Wendy's Company	95%	14.74	98.7%	3,632	5,991	4.17x	5.03x	4.87x	15.8x	14.9x	13.8x	26.5%
Jack in the Box Inc.	75%	101.97	90.0%	3,227	4,411	2.73x	2.77x	3.01x	12.7x	11.8x	11.3x	21.5%
Papa John's International, Inc.	85%	79.06	87.4%	2,912	3,206	1.87x	1.80x	1.73x	16.4x	15.5x	14.5x	11.4%
Sonic Corp.	93%	26.88	75.9%	1,141	1,720	3.09x	3.71x	3.73x	10.5x	11.5x	11.0x	29.4%
Bojangles', Inc.	57%	21.95	99.8%	803	971	1.83x	1.71x	1.61x	11.6x	11.9x	11.0x	15.7%
Del Taco Restaurants, Inc.	45%	13.15	85.8%	507	672	1.49x	1.42x	1.32x	10.2x	9.3x	8.6x	14.5%
Nathan's Famous, Inc.	98%	68.20	98.8%	285	360	3.73x	NA	NA	13.1x	NA	NA	28.4%
Papa Murphy's Holdings, Inc.	89%	4.88	37.7%	83	191	1.51x	1.46x	1.54x	8.7x	8.2x	7.5x	17.3%
Median			92.2%	\$3,069	\$3,809	3.41x	3.71x	3.58x	13.9x	13.2x	12.1x	24.0%
Mean			86.2%	\$14,333	\$18,880	3.48x	3.62x	3.73x	13.9x	13.2x	12.4x	24.8%

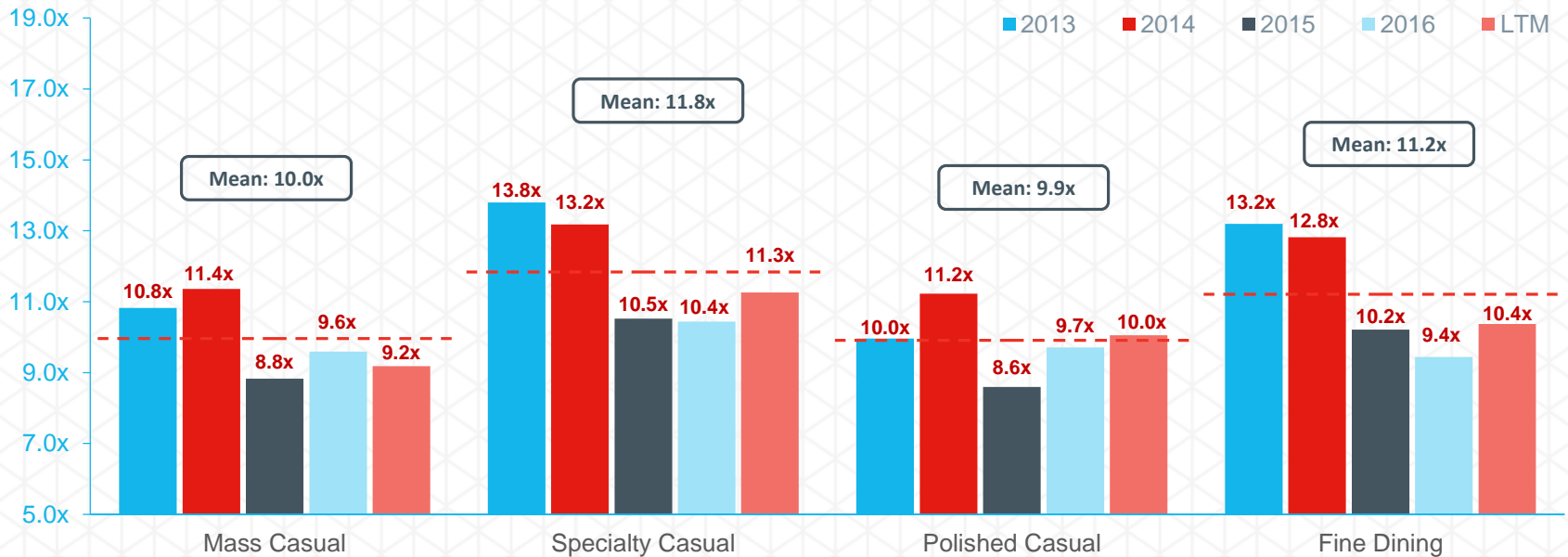
Public Restaurant Valuations ○○○○●○○

(\$ in millions, except per share data)

	% Franchised	Stock Price 28-Apr-17	% of 52 Wk High	Market Value	Enterprise Value	Enterprise Value as a Multiple of						LTM EBITDA Margin
						Revenue			EBITDA			
						LTM	2017E	2018E	LTM	2017E	2018E	
Coffee, Breakfast and Snacks												
Starbucks Corporation	50%	\$60.06	97.0%	\$87,531	\$89,110	4.05x	3.83x	3.46x	17.8x	15.5x	13.6x	22.8%
Dunkin' Brands Group, Inc.	100%	55.86	95.6%	5,143	7,250	8.75x	8.57x	8.15x	16.7x	15.3x	14.3x	52.3%
Jamba, Inc.	85%	8.52	63.9%	131	116	1.42x	1.54x	1.51x	NM	7.3x	11.8x	NM
Median			95.6%	\$5,143	\$7,250	4.05x	3.83x	3.46x	17.3x	15.3x	13.6x	37.5%
Mean			85.5%	\$30,935	\$32,159	4.74x	4.65x	4.37x	17.3x	12.7x	13.2x	37.5%
Franchisees												
Carrols Restaurant Group, Inc.	0%	\$14.00	79.8%	\$499	\$738	0.78x	0.71x	0.69x	8.5x	7.9x	7.4x	9.1%
Diversified Restaurant Holdings, Inc.	0%	2.74	98.2%	73	187	1.12x	1.07x	NA	8.4x	7.8x	NM	13.4%
Median			89.0%	\$286	\$463	0.95x	0.89x	0.69x	8.5x	7.9x	7.4x	11.3%
Mean			89.0%	\$286	\$463	0.95x	0.89x	0.69x	8.5x	7.9x	7.4x	11.3%

Historical Public Restaurant Trends ○○○○○●○

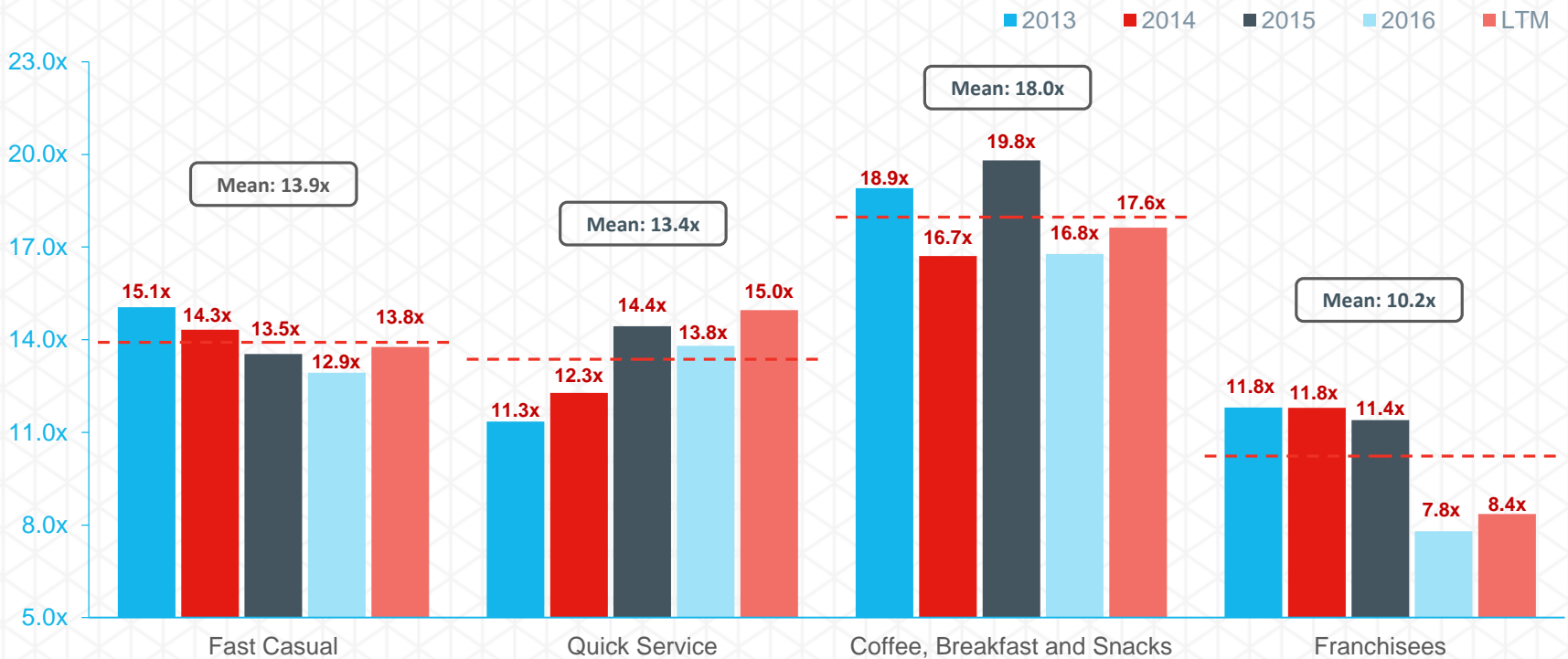
Enterprise Value as a Multiple of EBITDA⁽¹⁾



(1) Index calculation excludes any companies with non-meaningful trading multiples
 Source: S&P Global Market Intelligence; LTM values as of 4/28/2017
 Segments weighted based on market cap values at period end
 Represents most actively traded public restaurant companies

Historical Public Restaurant Trends ○○○○○○●

Enterprise Value as a Multiple of EBITDA⁽¹⁾



(1) Index calculation excludes any companies with non-meaningful trading multiples
 Source: S&P Global Market Intelligence; LTM values as of 4/28/2017
 Segments weighted based on market cap values at period end

Recent Restaurant M&A Transaction Activity

Balmoral Funds Acquires MOOYAH Holdings

On April 28, 2017, Balmoral Funds acquired MOOYAH Holdings, a Plano, Texas-based franchisor of fast casual burgers, for an undisclosed sum. MOOYAH specializes in customizable burgers, milkshakes and fries with 73 locations in the U.S. and 20 international stores. Balmoral Funds will look to utilize its resources and experience in the restaurant franchisee space to continue geographic expansion and building the brand name.

General Atlantic Invests in Torchy's Tacos

On April 18, 2017, General Atlantic made an undisclosed minority investment in Torchy's Tacos, the Austin, Texas-based fast-casual chain. The company, which was founded with a single food trailer in South Austin in 2006, has grown to 46 company-owned locations in three states over the past decade. The transaction marks the third restaurant investment made by General Atlantic over the past 18 months, with previous deals made with Barteca Holdings and Joe and the Juice. Torchy's Tacos will utilize the deal to fund new-unit expansion in west Houston, Tulsa, Oklahoma, and other geographic markets.

JAB Holdings Acquires Panera Bread Company for \$7.6B

On April 5, 2017, Netherlands-based JAB Holdings has acquired Panera Bread Company, the St. Louis, Missouri-based operator and franchisor of over 2,000 fast casual bakery-cafes, for \$315 per share in cash, equating to a total transaction value of \$7.6B. Panera has gained significant momentum in recent months, with same-store sales increasing 11.5% on a two-year basis due to the implementation of kiosks, table service and a smartphone app to speed service. Backed by Germany's billionaire Reimann family, JAB Holdings has spent roughly \$40B on deals in the U.S. over the past decade with the previous acquisitions of Keurig Green Mountain, Peet's Coffee and Krispy Kreme. The transaction multiple was 17.7x Panera's LTM EBITDA.

Kitchen Fund Invests in The Hummus & Pita Co.

On April 3, 2017, growth equity firm Kitchen Fund made an investment in The Hummus & Pita Co., the New York-based fast casual Mediterranean concept. Kitchen Fund was founded in 2016 by Dan Rowe and Greg Golkin, two financiers who have made investments in a handful of concepts, including Inday, The Pie Hole and Mr. Holmes Bakehouse, to make early-stage investments in unique restaurant concepts. The Hummus & Pita Co. will look to utilize the investment to begin franchising locations and expand its geographic footprint outside of the New York area.

Four Foods Group Acquires Little Caesars Restaurant Group

On March 29, 2017, Utah-based Four Foods Group acquired 48 Little Caesars restaurants in Alabama and Louisiana for an undisclosed sum. Founded in 2008, Four Foods Group currently operates 44 Kneaders Bakery & Café restaurants, two R&R Barbecue locations and Gilbert, Arizona-based The Soda Shop. The transaction announcement came the day after Four Foods secured a \$33M financing from CIT Group, private investors and current shareholders.

Cava Group Receives \$30M Investment from Existing Investors

On March 28, 2017, Washington, D.C.-based, Mediterranean-focused Cava Group received a \$30M investment from existing equity holders Invus, Revolution Growth and Swan & Legend in a series C funding round. Cava has 27 locations across Washington, D.C., Los Angeles, Orange County and New York City and sells its packaged dips and spreads in more than 200 Whole Foods Market stores. The three investors were part of a \$45M Series B investment in the company in September 2015 and look to continue ongoing innovation and footprint expansion in the future.


























Darden Restaurants to Acquire Cheddar's Casual Café for \$780M

On March 27, 2017, Darden Restaurants agreed to acquire Cheddar's Casual Café, the Dallas-based operator and franchisor of casual dining concept Cheddar's Scratch Kitchen, for \$780M in cash. The acquisition comes after Cheddar's acquired 44-unit Greer Companies, its largest franchisee, in January 2017 and gives Darden Restaurants its eighth brand. Cheddar's 165 locations will add to Darden's portfolio, which currently includes LongHorn Steakhouse, The Capital Grille, Yard House and others. The LTM transaction multiple was approximately 10.4x EBITDA.

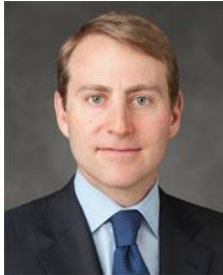
Noodles & Co. Sells \$31.5M of Shares to Mill Road Capital

On March 14, 2017, Mill Road Capital acquired \$31.5M of newly issued common stock in Noodles & Co, the Broomfield, Colorado-based fast casual noodles and pasta concept. The transaction marks the second stock sale this year for Noodles & Co., which sold \$18.5M in preferred stock to L Catterton in February concurrently with its announcement to close 55 underperforming restaurants. The company, which has nearly 500 locations nationwide, has faced a precipitous decline in same-store sales and traffic over the past year, leading to a \$71.7M loss on \$487.5M in 2016 revenue.

Selected Recent Duff & Phelps Restaurant Transactions

<p>Sell-Side Advisor</p>  <p>PIZZERIA & GRILL a portfolio company of</p>  <p>TWIN HAVEN has been acquired by</p>  <p>NEWPORT GLOBAL ADVISORS</p>	<p>Sell-Side Advisor</p>  <p>has been acquired by</p> 	<p>Board Advisor</p>  <p>has been acquired by</p> 	<p>Placement Agent</p>  <p>has secured senior debt financing from</p> 	<p>Sell-Side Advisor</p>  <p>HOULIHAN'S a portfolio company of</p>  <p>has been acquired by</p> 
<p>Board Advisor</p>  <p>has completed a spin-off of</p>  <p>YumChina</p>	<p>Board Advisor</p>  <p>a portfolio company of</p>  <p>ROARK CAPITAL GROUP has completed a leveraged dividend recapitalization transaction.</p>	<p>Sell-Side Advisor</p>  <p>Ovation BRANDS a portfolio company of</p>  <p>TWIN HAVEN has been acquired by</p> 	<p>Sell-Side Advisor</p>  <p>MAX & ERMA'S a division of</p>  <p>AMERICAN BLUE RIBBON HOLDINGS has been acquired by</p> 	<p>Sell-Side Advisor</p>  <p>FAZOL'S a portfolio company of</p>  <p>SUN CAPITAL PARTNERS, INC. has been acquired by</p> 

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