

# Restaurant Monthly Update

October 2016



## Q Market Update

Despite positive overall economic news, the restaurant industry has continued to experience a downward slide in same-store sales throughout 2016, with a marked decline experienced throughout the summer months. July represented the weakest performance for existing restaurant sales since December 2013, with same-store sales declining -1.4% and traffic falling -3.9%. Restaurant sales continued their negative trend in August as the industry reported its third consecutive month of declines. On the positive side, although August recorded a -0.6% decline, the figure represented a slight improvement of 80 percentage points from the prior month. Traffic for the industry has been negative since early 2015, and August was no different. Same-store traffic declined -2.7% in August following a -3.9% decline in July. The increase in average guest checks moderated in August, recording a +2.3% increase, marking the lowest year-over-year change recorded since March.

California has been the best performing region in 2016, logging positive same-store sales growth of +1.7% in August, albeit with declining traffic of -1.1%. The worst performing region was the Southwest, which reported same-store sales and traffic declines of -4.9% and -6.5%, respectively.

Based on same-store sales performance, QSR (Quick Service Restaurants) continued to be the top performing segment during August for the seventh consecutive month, with same-store sales hovering around +2% for the year. Upscale Casual and Family Dining were the only other segments that achieved positive sales growth, while Fast Casual, Fine Dining, and Casual Dining all experienced same-store sales declines in August.

While certain Wall Street analysts have called for a “restaurant recession,” declines in same-store sales and traffic don’t present a complete view of the state of the restaurant industry and overall U.S. economy. According to U.S. Census data, overall restaurant sales have increased, which is reflective of the large number of new entrants, particularly in the Fast Casual segment, combined with new unit expansion driven by the availability and lower cost of capital. U.S. second quarter GDP was revised up to +1.4% growth, and economists estimate that third quarter GDP could post annualized growth of 3% or more. Positive GDP growth, lower unemployment, and higher household incomes - median income grew +5.2% last year - all point to a modestly stronger economy, which should continue to support restaurant sales through 2016.

### KEY INFORMATION



August same-store sales and traffic declined -0.6% and -2.7%, respectively



Expected Q3 U.S. GDP annualized growth rate of +3%

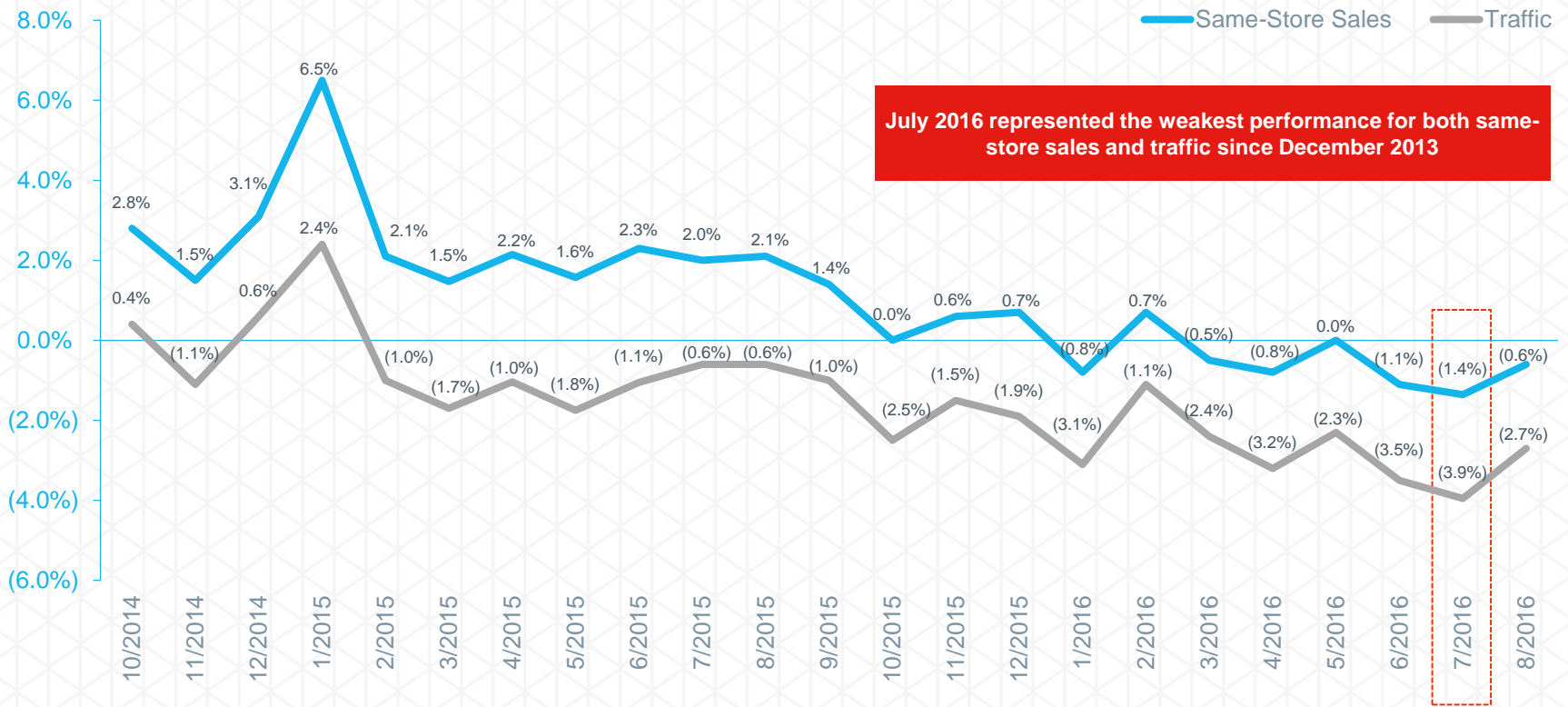


Public market valuations remain strong, however, valuation multiples have moderated off highs achieved in late 2014 / early 2015



M&A activity remains strong with continued interest in the sector from private equity funds

# Restaurant Sector Monthly Same-Store Sales and Traffic Growth





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

	2014				2015				2016							
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2				
<b>Mass Casual</b>																
Cracker Barrel Old Country Store, Inc.	3.3%	↑	7.9%	↑	5.2%	↑	3.8%	↑	2.5%	↑	0.6%	↔	2.3%	↑	3.2%	↑
Brinker International, Inc.																
Chili's Grill & Bar	2.3%	↑	4.2%	↑	2.2%	↑	0.1%	↔	(1.1%)	↓	(2.1%)	↓	(3.6%)	↓	(1.8%)	↓
Maggiano's Little Italy	0.6%	↔	2.3%	↑	0.1%	↔	(0.1%)	↔	(1.7%)	↓	(1.8%)	↓	0.2%	↔	(1.7%)	↓
Bloomin' Brands, Inc.																
Bonefish Grill	2.6%	↑	0.7%	↔	0.9%	↔	(4.6%)	↓	(6.1%)	↓	(5.4%)	↓	(2.7%)	↓	0.9%	↔
Carrabba's Italian Grill	(1.2%)	↓	0.3%	↔	1.9%	↑	0.9%	↔	(2.0%)	↓	(4.0%)	↓	(2.0%)	↓	(4.8%)	↓
Fleming's Prime Steakhouse & Wine Bar	4.8%	↑	3.4%	↑	3.0%	↑	3.2%	↑	(0.6%)	↔	(0.3%)	↔	1.3%	↑	(0.8%)	↔
Outback Steakhouse	4.8%	↑	6.4%	↑	5.0%	↑	4.0%	↑	0.1%	↔	(2.2%)	↓	(1.3%)	↓	(2.5%)	↓
DineEquity, Inc.																
Applebee's	1.7%	↑	2.8%	↑	2.9%	↑	1.0%	↑	(0.5%)	↔	(2.5%)	↓	(3.7%)	↓	(4.2%)	↓
IHOP	2.4%	↑	6.1%	↑	4.8%	↑	6.2%	↑	5.8%	↑	1.4%	↑	1.5%	↑	0.2%	↔
Bob Evans Farms, Inc.	0.0%	↔	3.8%	↑	2.1%	↑	(0.3%)	↔	(3.2%)	↓	(3.6%)	↓	(3.0%)	↓	(3.2%)	↓
Biglari Holdings Inc.	2.6%	↑	2.9%	↑	6.0%	↑	4.8%	↑	3.0%	↑	3.6%	↑	1.8%	↑	(0.7%)	↔
Denny's Corporation	2.4%	↑	4.7%	↑	7.2%	↑	7.3%	↑	6.1%	↑	2.9%	↑	2.5%	↑	(0.5%)	↔
Red Robin Gourmet Burgers Inc.	1.4%	↑	4.3%	↑	3.8%	↑	3.6%	↑	3.7%	↑	(1.6%)	↓	(2.2%)	↓	(3.2%)	↓
Ruby Tuesday, Inc.	1.1%	↑	(1.0%)	↓	(0.3%)	↔	(1.7%)	↓	0.6%	↔	0.8%	↔	(3.1%)	↓	(3.7%)	↓
Luby's, Inc.	0.4%	↔	0.2%	↔	3.1%	↑	(1.0%)	↓	0.2%	↔	1.2%	↑	3.1%	↑	(0.6%)	↔
Ignite Restaurant Group, Inc.																
Brick House Tavern + Tap	7.5%	↑	5.7%	↑	5.4%	↑	2.8%	↑	(0.7%)	↔	(2.8%)	↓	(4.5%)	↓	(6.3%)	↓
Joe's Crab Shack	(4.4%)	↓	(4.5%)	↓	(3.8%)	↓	(4.0%)	↓	(6.6%)	↓	(2.9%)	↓	(1.3%)	↓	(6.8%)	↓
Famous Dave's of America Inc.	(2.3%)	↓	(4.0%)	↓	(4.9%)	↓	(9.2%)	↓	(9.8%)	↓	(10.6%)	↓	(7.7%)	↓	(6.4%)	↓
<b>Median</b>	<b>2.0%</b>	<b>↑</b>	<b>3.2%</b>	<b>↑</b>	<b>3.0%</b>	<b>↑</b>	<b>1.0%</b>	<b>↔</b>	<b>(0.6%)</b>	<b>↔</b>	<b>(2.0%)</b>	<b>↓</b>	<b>(1.7%)</b>	<b>↓</b>	<b>(2.2%)</b>	<b>↓</b>
<b>Mean</b>	<b>1.7%</b>	<b>↑</b>	<b>2.6%</b>	<b>↑</b>	<b>2.5%</b>	<b>↑</b>	<b>0.9%</b>	<b>↔</b>	<b>(0.6%)</b>	<b>↔</b>	<b>(1.6%)</b>	<b>↓</b>	<b>(1.2%)</b>	<b>↓</b>	<b>(2.4%)</b>	<b>↓</b>

Source: SEC filings, Capital IQ, MergerMarket, Company Press Releases, and various news sources (e.g. NY Times Dealbook, the Deal, 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

# Quarterly Same-Store Sales Performance – Last 2 Years

●○○○○○

	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>Specialty Casual</b>								
Darden Restaurants, Inc.								
Bahama Breeze	1.1% ↑	(0.6%) ↔	3.2% ↑	1.7% ↑	1.8% ↑	2.4% ↑	9.9% ↑	5.4% ↑
The Capital Grille	3.9% ↑	5.0% ↑	6.1% ↑	4.4% ↑	7.2% ↑	1.5% ↑	5.3% ↑	1.5% ↑
Eddie V's	2.5% ↑	4.9% ↑	9.6% ↑	5.2% ↑	5.1% ↑	1.1% ↑	4.1% ↑	0.9% ↔
LongHorn Steakhouse	2.8% ↑	2.6% ↑	5.4% ↑	5.2% ↑	4.4% ↑	2.6% ↑	5.2% ↑	1.1% ↑
Olive Garden	(1.3%) ↓	0.5% ↔	2.2% ↑	3.4% ↑	2.7% ↑	1.0% ↑	6.8% ↑	1.6% ↑
Seasons 52	(0.3%) ↔	1.2% ↑	5.2% ↑	3.1% ↑	3.9% ↑	4.5% ↑	5.7% ↑	3.7% ↑
Yard House	2.3% ↑	3.7% ↑	5.4% ↑	3.2% ↑	3.4% ↑	1.7% ↑	3.9% ↑	1.4% ↑
Texas Roadhouse, Inc.	5.8% ↑	6.8% ↑	8.7% ↑	8.0% ↑	7.0% ↑	4.4% ↑	4.3% ↑	4.5% ↑
Buffalo Wild Wings Inc.	5.8% ↑	5.5% ↑	6.5% ↑	3.3% ↑	2.6% ↑	1.0% ↑	(2.0%) ↓	(2.1%) ↓
Dave & Buster's Entertainment, Inc.	8.7% ↑	10.5% ↑	9.9% ↑	11.0% ↑	8.8% ↑	6.0% ↑	3.6% ↑	1.0% ↑
BJ's Restaurants, Inc.	0.3% ↔	1.2% ↑	3.2% ↑	0.5% ↔	2.3% ↑	0.7% ↔	0.6% ↔	(0.2%) ↔
Chuy's Holdings, Inc.	3.0% ↑	3.8% ↑	1.9% ↑	3.2% ↑	4.2% ↑	3.2% ↑	3.2% ↑	1.0% ↑
<b>Median</b>	<b>2.7% ↑</b>	<b>3.8% ↑</b>	<b>5.4% ↑</b>	<b>3.4% ↑</b>	<b>4.1% ↑</b>	<b>2.1% ↑</b>	<b>4.2% ↑</b>	<b>1.3% ↑</b>
<b>Mean</b>	<b>2.9% ↑</b>	<b>3.8% ↑</b>	<b>5.6% ↑</b>	<b>4.4% ↑</b>	<b>4.5% ↑</b>	<b>2.5% ↑</b>	<b>4.2% ↑</b>	<b>1.7% ↑</b>

Source: SEC filings, Capital IQ, MergerMarket, Company Press Releases, and various news sources (e.g. NY Times Dealbook, the Deal, 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

# Quarterly Same-Store Sales Performance – Last 2 Years

○○●○○○

	2014				2015				2016							
	Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2	
<b>Polished Casual</b>																
The Cheesecake Factory Incorporated	2.1%	↑	1.4%	↑	4.2%	↑	2.8%	↑	2.2%	↑	1.1%	↑	1.7%	↑	0.3%	↔
J. Alexander's Holdings, Inc.																
J. Alexander's/Redlands Grill	NA		NA		NA		NA		(0.2%)	↔	1.4%	↑	(3.0%)	↓	(1.8%)	↓
Stoney River Steakhouse and Grill	NA		NA		NA		NA		4.7%	↑	6.2%	↑	0.7%	↔	1.8%	↑
Kona Grill Inc.	2.7%	↑	3.1%	↑	2.2%	↑	1.0%	↑	1.6%	↑	3.2%	↑	3.6%	↑	2.5%	↑
Bravo Brio Restaurant Group, Inc.																
Bravo! Cucina Italiana	(6.7%)	↓	(3.9%)	↓	(1.7%)	↓	(2.1%)	↓	(3.1%)	↓	(5.2%)	↓	(4.1%)	↓	(8.4%)	↓
Brio Tuscan Grille	(5.2%)	↓	(4.2%)	↓	(1.0%)	↓	(1.6%)	↓	(3.8%)	↓	(4.3%)	↓	(2.1%)	↓	(6.4%)	↓
<b>Median</b>	<b>(1.6%)</b>	<b>↓</b>	<b>(1.3%)</b>	<b>↓</b>	<b>0.6%</b>	<b>↔</b>	<b>(0.3%)</b>	<b>↔</b>	<b>0.7%</b>	<b>↔</b>	<b>1.3%</b>	<b>↑</b>	<b>(0.7%)</b>	<b>↔</b>	<b>(0.8%)</b>	<b>↔</b>
<b>Mean</b>	<b>(1.8%)</b>	<b>↓</b>	<b>(0.9%)</b>	<b>↔</b>	<b>0.9%</b>	<b>↔</b>	<b>0.0%</b>	<b>↔</b>	<b>0.2%</b>	<b>↔</b>	<b>0.4%</b>	<b>↔</b>	<b>(0.5%)</b>	<b>↔</b>	<b>(2.0%)</b>	<b>↓</b>
<b>Fine Dining</b>																
Ruth's Hospitality Group Inc.	4.8%	↑	5.0%	↑	2.8%	↑	4.2%	↑	3.3%	↑	3.2%	↑	3.1%	↑	1.5%	↑
Fogo de Chao, Inc.	NA		NA		NA		4.2%	↑	2.8%	↑	3.5%	↑	1.1%	↑	(1.6%)	↓
Del Frisco's Restaurant Group, Inc.																
Del Frisco's Double Eagle Steak House	8.4%	↑	4.8%	↑	2.3%	↑	1.0%	↑	(1.4%)	↓	(1.6%)	↓	(0.1%)	↔	(1.9%)	↓
Del Frisco's Grille	NA		NA		(3.5%)	↓	(6.3%)	↓	(3.5%)	↓	(4.5%)	↓	(2.8%)	↓	(2.0%)	↓
Sullivan's Steakhouse	0.6%	↔	1.8%	↑	4.8%	↑	(3.0%)	↓	1.2%	↑	(1.8%)	↓	(1.8%)	↓	2.9%	↑
The ONE Group Hospitality, Inc.	5.7%	↑	2.6%	↑	(3.5%)	↓	3.1%	↑	0.3%	↔	(0.8%)	↔	2.8%	↑	(5.2%)	↓
<b>Median</b>	<b>5.3%</b>	<b>↑</b>	<b>3.7%</b>	<b>↑</b>	<b>2.3%</b>	<b>↑</b>	<b>2.1%</b>	<b>↑</b>	<b>0.8%</b>	<b>↔</b>	<b>(1.2%)</b>	<b>↓</b>	<b>0.5%</b>	<b>↔</b>	<b>(1.8%)</b>	<b>↓</b>
<b>Mean</b>	<b>4.9%</b>	<b>↑</b>	<b>3.6%</b>	<b>↑</b>	<b>0.6%</b>	<b>↔</b>	<b>0.5%</b>	<b>↔</b>	<b>0.5%</b>	<b>↔</b>	<b>(0.3%)</b>	<b>↔</b>	<b>0.4%</b>	<b>↔</b>	<b>(1.1%)</b>	<b>↓</b>

Source: SEC filings, Capital IQ, MergerMarket, Company Press Releases, and various news sources (e.g. NY Times Dealbook, the Deal, 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

# Quarterly Same-Store Sales Performance – Last 2 Years

○○○●○○

	2014				2015				2016							
	Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2	
<b>Fast Casual</b>																
Chipotle Mexican Grill, Inc.	19.8%	↑	16.1%	↑	10.4%	↑	4.3%	↑	2.6%	↑	(14.6%)	↓	(29.7%)	↓	(23.6%)	↓
Panera Bread Company	1.4%	↑	3.0%	↑	0.7%	↔	1.8%	↑	2.8%	↑	2.3%	↑	4.7%	↑	2.6%	↑
Shake Shack Inc.	NA		7.2%	↑	11.7%	↑	12.9%	↑	17.1%	↑	11.0%	↑	9.9%	↑	4.5%	↑
El Pollo Loco Holdings, Inc.	7.9%	↑	7.6%	↑	5.1%	↑	1.3%	↑	0.6%	↔	1.8%	↑	0.7%	↔	2.4%	↑
Zoe's Kitchen, Inc.	5.9%	↑	7.8%	↑	7.7%	↑	5.6%	↑	4.5%	↑	7.7%	↑	8.1%	↑	4.0%	↑
The Habit Restaurants, Inc.	NA		13.2%	↑	12.6%	↑	8.9%	↑	2.9%	↑	3.3%	↑	2.0%	↑	4.0%	↑
Noodles & Company	1.7%	↑	1.3%	↑	0.9%	↔	0.1%	↔	(0.9%)	↔	(1.1%)	↓	(0.1%)	↔	(1.0%)	↓
Potbelly Corporation	0.5%	↔	3.7%	↑	5.4%	↑	4.9%	↑	3.7%	↑	3.7%	↑	3.7%	↑	1.7%	↑
Fiesta Restaurant Group, Inc.																
Pollo Tropical	5.9%	↑	7.7%	↑	6.4%	↑	4.3%	↑	4.2%	↑	0.4%	↔	0.0%	↔	(1.4%)	↓
Taco Cabana	3.5%	↑	6.1%	↑	3.8%	↑	5.6%	↑	4.8%	↑	3.3%	↑	1.7%	↑	(3.8%)	↓
Wingstop Inc.	12.4%	↑	12.5%	↑	10.7%	↑	9.0%	↑	6.3%	↑	5.9%	↑	4.6%	↑	3.1%	↑
<b>Median</b>	5.9%	↑	7.6%	↑	6.4%	↑	4.9%	↑	3.7%	↑	3.3%	↑	2.0%	↑	2.4%	↑
<b>Mean</b>	6.6%	↑	7.8%	↑	6.9%	↑	5.3%	↑	4.4%	↑	2.2%	↑	0.5%	↔	(0.7%)	↔

Source: SEC filings, Capital IQ, MergerMarket, Company Press Releases, and various news sources (e.g. NY Times Dealbook, the Deal, 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



# Quarterly Same-Store Sales Performance – Last 2 Years

○○○○●○

	2014				2015				2016							
	Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2	
<b>Quick Service</b>																
McDonald's Corp.	(3.3%)	↓	(1.7%)	↓	(2.6%)	↓	(2.0%)	↓	0.9%	↔	5.7%	↑	5.4%	↑	3.1%	↑
Yum! Brands, Inc.																
KFC	2.0%	↑	6.0%	↑	7.0%	↑	3.0%	↑	0.0%	↔	3.0%	↑	1.0%	↑	2.0%	↑
Pizza Hut	(2.0%)	↓	0.0%	↔	(1.0%)	↓	1.0%	↑	0.0%	↔	2.0%	↑	5.0%	↑	0.0%	↔
Taco Bell	3.0%	↑	7.0%	↑	6.0%	↑	6.0%	↑	4.0%	↑	4.0%	↑	1.0%	↑	(1.0%)	↓
Restaurant Brands International Inc.																
Burger King	3.6%	↑	4.2%	↑	6.9%	↑	7.9%	↑	5.2%	↑	2.8%	↑	4.4%	↑	3.9%	↑
Tim Hortons	6.8%	↑	4.1%	↑	8.9%	↑	7.0%	↑	4.3%	↑	5.8%	↑	5.8%	↑	4.8%	↑
Domino's Pizza, Inc.	7.7%	↑	11.1%	↑	14.5%	↑	12.8%	↑	10.5%	↑	10.7%	↑	6.4%	↑	9.7%	↑
The Wendy's Company	0.8%	↔	1.7%	↑	3.2%	↑	2.2%	↑	3.1%	↑	4.8%	↑	3.6%	↑	0.3%	↔
Jack in the Box Inc.	3.1%	↑	4.4%	↑	8.9%	↑	7.3%	↑	6.2%	↑	1.4%	↑	0.0%	↔	1.1%	↑
Papa John's International Inc.	7.4%	↑	4.1%	↑	6.5%	↑	5.5%	↑	3.0%	↑	1.9%	↑	0.1%	↔	4.8%	↑
Sonic Corp.	3.5%	↑	8.5%	↑	11.5%	↑	6.1%	↑	4.9%	↑	5.3%	↑	6.5%	↑	2.0%	↑
Popeyes Louisiana Kitchen, Inc.	7.2%	↑	10.7%	↑	7.0%	↑	7.9%	↑	5.6%	↑	2.0%	↑	1.1%	↑	0.7%	↔
Bojangles', Inc.	5.3%	↑	7.0%	↑	7.9%	↑	4.4%	↑	4.1%	↑	0.6%	↔	2.0%	↑	0.2%	↔
Del Taco Restaurants, Inc.	NA		NA		7.7%	↑	6.0%	↑	5.6%	↑	5.8%	↑	3.2%	↑	3.3%	↑
Nathan's Famous Inc.	3.0%	↑	(2.0%)	↓	(2.8%)	↓	(0.7%)	↔	0.5%	↔	(1.3%)	↓	0.2%	↔	(2.2%)	↓
Papa Murphy's Holdings, Inc.	4.6%	↑	8.4%	↑	5.6%	↑	4.5%	↑	1.4%	↑	(3.1%)	↓	(2.8%)	↓	(4.0%)	↓
<b>Median</b>	3.5%	↑	4.4%	↑	7.0%	↑	5.8%	↑	4.1%	↑	2.9%	↑	2.6%	↑	1.6%	↑
<b>Mean</b>	3.5%	↑	4.9%	↑	6.0%	↑	4.9%	↑	3.7%	↑	3.2%	↑	2.7%	↑	1.8%	↑

Source: SEC filings, Capital IQ, MergerMarket, Company Press Releases, and various news sources (e.g. NY Times Dealbook, the Deal, 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



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

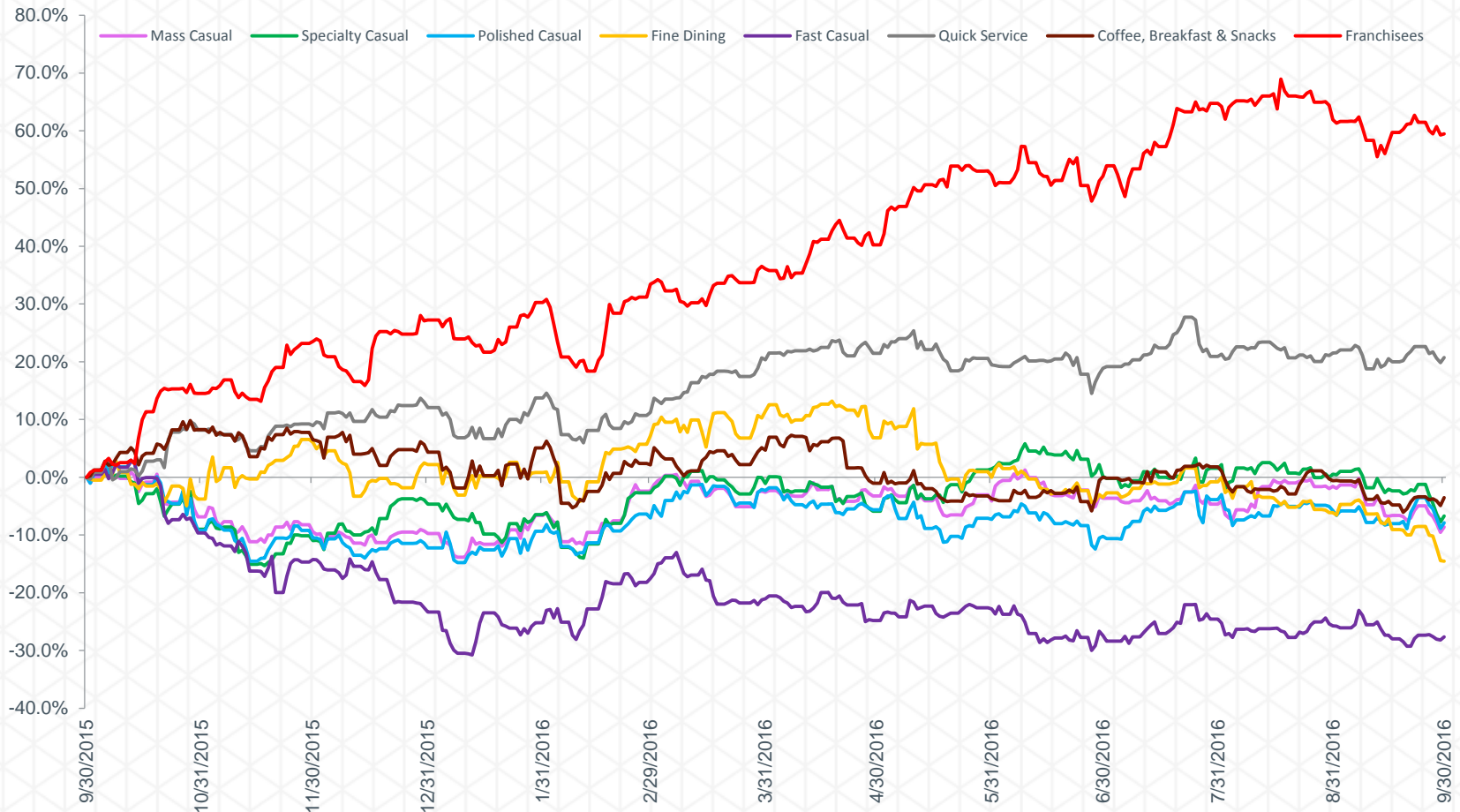
	2014				2015				2016							
	Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2	
<b>Coffee, Breakfast, &amp; Snacks</b>																
Starbucks Corporation	5.0%	↑	5.0%	↑	7.0%	↑	8.0%	↑	9.0%	↑	9.0%	↑	7.0%	↑	4.0%	↑
Dunkin' Brands Group, Inc.																
Dunkin' Donuts	2.0%	↑	1.4%	↑	2.7%	↑	2.9%	↑	1.1%	↑	1.8%	↑	2.0%	↑	0.5%	↔
Baskin Robbins	5.8%	↑	9.3%	↑	8.0%	↑	3.4%	↑	7.5%	↑	4.4%	↑	5.0%	↑	0.6%	↔
Jamba, Inc.	3.7%	↑	4.9%	↑	5.0%	↑	(5.9%)	↓	6.6%	↑	5.4%	↑	(2.1%)	↓	4.2%	↑
<b>Median</b>	4.4%	↑	5.0%	↑	6.0%	↑	3.2%	↑	7.1%	↑	4.9%	↑	3.5%	↑	2.3%	↑
<b>Mean</b>	4.1%	↑	5.2%	↑	5.7%	↑	2.1%	↑	6.1%	↑	5.2%	↑	3.0%	↑	2.3%	↑
<b>Franchisees</b>																
Alsea, S.A.B. De C.V.	2.0%	↑	2.4%	↑	6.3%	↑	8.0%	↑	11.4%	↑	10.4%	↑	10.1%	↑	9.6%	↑
Domino's Pizza Enterprises Limited	NA		NA		NA		NA		NA		NA		NA		NA	
Arcos Dorados Holdings, Inc.	7.4%	↑	15.4%	↑	9.4%	↑	8.5%	↑	9.4%	↑	12.0%	↑	15.9%	↑	9.5%	↑
Domino's Pizza Group plc	NA		NA		NA		NA		NA		NA		NA		NA	
Carrols Restaurant Group, Inc.	3.3%	↑	3.6%	↑	8.4%	↑	10.3%	↑	6.5%	↑	5.1%	↑	5.7%	↑	0.7%	↔
<b>Median</b>	3.3%	↑	3.6%	↑	8.4%	↑	8.5%	↑	9.4%	↑	10.4%	↑	10.1%	↑	9.5%	↑
<b>Mean</b>	4.2%	↑	7.1%	↑	8.0%	↑	8.9%	↑	9.1%	↑	9.2%	↑	10.6%	↑	6.6%	↑

Source: SEC filings, Capital IQ, MergerMarket, Company Press Releases, and various news sources (e.g. NY Times Dealbook, the Deal, 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

# Indexed Stock Price Performance – Last 12 Months



Source: Capital IQ; data as of 9/30/2016. Fast Casual index includes Chipotle Mexican Grill, Panera Bread Company, 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., Popeyes Louisiana Kitchen, Bojangles, Del Taco Restaurants, Nathan's Famous Inc., Papa Murphy's Holdings. Coffee, Breakfast, & Snacks index includes Starbucks Corporation, Dunkin' Brands Group, Jamba. Franchisees index includes Domino's Pizza Enterprises Limited, Alsea S.A.B., Domino's Pizza Group, Arcos Dorados Holdings, Carrols Restaurant Group. Mass Casual index includes Brinker International, Cracker Barrel Old Country Store, Bloomin' Brands, DineEquity, Bob Evans Farms, 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	% of	Market	Enterprise	Enterprise Value as a Multiple of						LTM	
		Price				Value	Value	Revenue			LTM	EBITDA	EBITDA
		30-Sep-16						52 Wk High	LTM	2016E			
<b>Mass Casual</b>													
Brinker International, Inc.	40%	\$50.43	91.4%	\$2,784	\$3,870	1.19x	1.18x	1.17x	7.9x	8.0x	8.5x	15.1%	
Cracker Barrel Old Country Store, Inc.	0%	132.22	76.5%	3,178	3,450	1.18x	1.17x	1.13x	9.6x	9.3x	8.7x	12.3%	
Bloomin' Brands, Inc.	11%	17.24	86.7%	1,930	3,109	0.72x	0.72x	0.70x	7.1x	7.0x	6.9x	10.1%	
DineEquity, Inc.	100%	79.19	80.1%	1,442	2,739	4.17x	4.23x	4.11x	10.3x	10.3x	10.0x	40.4%	
Bob Evans Farms, Inc.	0%	38.30	79.4%	757	1,117	0.84x	0.85x	0.84x	9.6x	8.2x	7.9x	8.8%	
Biglari Holdings Inc.	30%	436.02	94.8%	901	1,107	1.29x	1.27x	1.24x	19.5x	17.5x	16.4x	6.6%	
Denny's Corporation	90%	10.69	89.9%	800	1,029	2.07x	2.03x	1.97x	11.3x	10.6x	10.2x	18.4%	
Red Robin Gourmet Burgers Inc.	16%	44.94	54.4%	597	876	0.69x	0.66x	0.61x	5.9x	6.0x	5.5x	11.6%	
Ruby Tuesday, Inc.	12%	2.50	37.0%	148	305	0.28x	NA	NA	3.8x	NA	NA	7.3%	
Luby's, Inc.	37%	4.29	84.1%	124	159	0.37x	NA	NA	7.7x	NA	NA	4.8%	
Ignite Restaurant Group, Inc.	1%	0.66	12.1%	17	130	0.27x	0.28x	0.30x	5.9x	5.8x	5.5x	4.7%	
Famous Dave's of America Inc.	75%	5.48	42.8%	38	46	0.44x	0.46x	0.48x	9.8x	6.4x	5.8x	4.5%	
<b>Median</b>			<b>79.8%</b>	<b>\$778</b>	<b>\$1,068</b>	<b>0.78x</b>	<b>1.01x</b>	<b>0.99x</b>	<b>8.7x</b>	<b>8.1x</b>	<b>8.2x</b>	<b>9.5%</b>	
<b>Mean</b>			<b>69.1%</b>	<b>\$1,060</b>	<b>\$1,495</b>	<b>1.13x</b>	<b>1.29x</b>	<b>1.26x</b>	<b>9.0x</b>	<b>8.9x</b>	<b>8.5x</b>	<b>12.0%</b>	

# Public Restaurant Valuations ●○○○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price	% of	Market	Enterprise	Enterprise Value as a Multiple of						LTM
		30-Sep-16	52 Wk High	Value	Value	LTM	Revenue 2016E	2017E	LTM	EBITDA 2016E	2017E	EBITDA Margin
<b>Specialty Casual</b>												
Darden Restaurants, Inc.	3%	\$61.32	88.9%	\$7,861	\$8,027	1.16x	1.15x	1.11x	8.9x	8.4x	7.8x	13.0%
Texas Roadhouse, Inc.	17%	39.03	79.7%	2,749	2,712	1.42x	1.35x	1.22x	10.9x	10.2x	9.0x	13.0%
Buffalo Wild Wings Inc.	49%	140.74	70.9%	2,575	2,661	1.37x	1.31x	1.17x	8.9x	8.6x	7.6x	15.4%
Dave & Buster's Entertainment, Inc.	0%	39.18	78.5%	1,648	1,915	2.05x	1.90x	1.70x	8.8x	8.0x	7.2x	23.3%
BJ's Restaurants, Inc.	0%	35.55	74.1%	859	927	0.97x	0.92x	0.84x	7.1x	7.1x	6.5x	13.7%
Chuy's Holdings, Inc.	0%	27.94	74.0%	469	455	1.47x	1.36x	1.16x	11.5x	10.5x	9.2x	12.7%
<b>Median</b>			<b>76.3%</b>	<b>\$2,112</b>	<b>\$2,288</b>	<b>1.39x</b>	<b>1.33x</b>	<b>1.16x</b>	<b>8.9x</b>	<b>8.5x</b>	<b>7.7x</b>	<b>12.0%</b>
<b>Mean</b>			<b>77.7%</b>	<b>\$2,694</b>	<b>\$2,783</b>	<b>1.40x</b>	<b>1.33x</b>	<b>1.20x</b>	<b>9.3x</b>	<b>8.8x</b>	<b>7.9x</b>	<b>11.4%</b>
<b>Polished Casual</b>												
The Cheesecake Factory Incorporated	5%	\$50.06	90.1%	\$2,313	\$2,325	1.07x	1.03x	0.98x	8.6x	8.2x	7.8x	12.5%
J. Alexander's Holdings, Inc.	0%	10.13	83.7%	149	166	0.76x	0.75x	0.67x	7.7x	6.8x	5.7x	9.8%
Kona Grill Inc.	0%	12.57	68.5%	132	146	0.93x	0.83x	0.70x	12.2x	10.8x	7.5x	7.6%
Bravo Brio Restaurant Group, Inc.	1%	4.78	37.8%	70	112	0.27x	0.27x	0.28x	3.6x	4.3x	4.2x	7.5%
<b>Median</b>			<b>76.1%</b>	<b>\$140</b>	<b>\$156</b>	<b>0.84x</b>	<b>0.79x</b>	<b>0.68x</b>	<b>8.2x</b>	<b>7.5x</b>	<b>6.6x</b>	<b>8.7%</b>
<b>Mean</b>			<b>70.0%</b>	<b>\$666</b>	<b>\$687</b>	<b>0.76x</b>	<b>0.72x</b>	<b>0.66x</b>	<b>8.0x</b>	<b>7.5x</b>	<b>6.3x</b>	<b>9.4%</b>



# Public Restaurant Valuations ○○●○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price 30-Sep-16	% of 52 Wk High	Market Value	Enterprise Value	Enterprise Value as a Multiple of					LTM	
						Revenue		EBITDA		EBITDA Margin		
						LTM	2016E	2017E	LTM	2016E	2017E	
<b>Fine Dining</b>												
Ruth's Hospitality Group Inc.	54%	\$14.12	75.2%	\$444	\$470	1.24x	1.21x	1.13x	8.3x	7.7x	7.1x	15.0%
Fogo de Chao, Inc.	0%	10.57	38.9%	297	429	1.55x	1.52x	1.34x	7.8x	7.7x	6.9x	19.8%
Del Frisco's Restaurant Group, Inc.	0%	13.47	78.5%	315	310	0.90x	0.88x	0.81x	6.8x	6.5x	6.0x	13.2%
The ONE Group Hospitality, Inc.	0%	2.50	67.5%	62	73	1.08x	0.96x	0.81x	NM	8.9x	5.0x	NM
<b>Median</b>			<b>71.4%</b>	<b>\$306</b>	<b>\$369</b>	<b>1.16x</b>	<b>1.09x</b>	<b>0.97x</b>	<b>7.8x</b>	<b>7.7x</b>	<b>6.5x</b>	<b>15.0%</b>
<b>Mean</b>			<b>65.0%</b>	<b>\$280</b>	<b>\$320</b>	<b>1.19x</b>	<b>1.14x</b>	<b>1.02x</b>	<b>7.6x</b>	<b>7.7x</b>	<b>6.3x</b>	<b>16.0%</b>
<b>Fast Casual</b>												
Chipotle Mexican Grill, Inc.	0%	\$423.50	55.9%	\$12,331	\$12,060	2.98x	2.99x	2.55x	24.9x	38.5x	19.4x	12.0%
Panera Bread Company	54%	194.72	86.9%	4,640	4,888	1.78x	1.75x	1.62x	12.7x	12.0x	10.9x	14.1%
Shake Shack Inc.	48%	34.67	64.8%	1,257	1,239	5.51x	4.80x	3.70x	49.2x	28.7x	22.3x	11.2%
Wingstop Inc.	98%	29.30	88.5%	842	917	10.85x	10.00x	9.03x	30.1x	27.0x	23.5x	36.1%
Fiesta Restaurant Group, Inc.	11%	24.00	54.2%	640	707	1.00x	0.98x	0.90x	7.5x	7.3x	6.6x	13.3%
El Pollo Loco Holdings, Inc.	57%	12.59	81.5%	484	591	1.61x	1.54x	1.40x	9.3x	8.9x	8.3x	17.3%
Zoe's Kitchen, Inc.	2%	22.19	53.1%	432	445	1.74x	1.60x	1.34x	19.4x	18.2x	15.5x	9.0%
The Habit Restaurants, Inc.	4%	14.00	49.9%	364	356	1.38x	1.25x	1.02x	13.2x	11.7x	9.6x	10.5%
Potbelly Corporation	6%	12.43	82.9%	313	284	0.72x	0.69x	0.61x	7.5x	7.2x	6.2x	9.7%
Noodles & Company	14%	4.76	31.8%	133	209	0.45x	0.43x	0.41x	7.6x	7.1x	6.5x	5.9%
<b>Median</b>			<b>60.4%</b>	<b>\$562</b>	<b>\$649</b>	<b>1.68x</b>	<b>1.57x</b>	<b>1.37x</b>	<b>12.9x</b>	<b>11.8x</b>	<b>10.2x</b>	<b>11.6%</b>
<b>Mean</b>			<b>65.0%</b>	<b>\$2,143</b>	<b>\$2,170</b>	<b>2.80x</b>	<b>2.60x</b>	<b>2.26x</b>	<b>18.1x</b>	<b>16.7x</b>	<b>12.9x</b>	<b>13.9%</b>

# Public Restaurant Valuations ○○○●○○○

(\$ in millions, except per share data)

	% Franchised	Stock Price		Market Value	Enterprise Value	Enterprise Value as a Multiple of						
		30-Sep-16	% of 52 Wk High			LTM	Revenue 2016E	2017E	LTM	EBITDA 2016E	2017E	LTM EBITDA Margin
<b>Quick Service</b>												
McDonald's Corp.	82%	\$115.36	87.4%	\$98,444	\$121,326	4.83x	4.97x	5.31x	13.3x	13.0x	12.5x	36.3%
Yum! Brands, Inc.	77%	90.81	98.7%	35,406	40,032	3.08x	3.02x	2.99x	13.6x	13.2x	12.4x	22.7%
Restaurant Brands International Inc.	99%	44.58	90.8%	10,423	23,381	5.79x	5.64x	5.31x	13.8x	12.7x	11.7x	42.1%
Domino's Pizza, Inc.	97%	151.85	97.9%	7,328	9,520	4.12x	3.97x	3.64x	21.3x	19.9x	17.7x	19.3%
The Wendy's Company	90%	10.80	94.9%	2,822	5,064	3.00x	3.58x	4.36x	12.7x	12.8x	13.0x	23.6%
Jack in the Box Inc.	75%	95.94	93.4%	3,135	4,025	2.59x	2.48x	2.58x	12.8x	12.2x	10.9x	20.2%
Papa John's International Inc.	85%	78.85	95.5%	2,916	3,239	1.95x	1.89x	1.80x	17.3x	17.1x	16.0x	11.3%
Sonic Corp.	89%	26.18	72.0%	1,245	1,748	2.82x	2.89x	3.33x	10.1x	10.2x	10.3x	28.1%
Popeyes Louisiana Kitchen, Inc.	97%	53.14	84.3%	1,131	1,269	4.81x	4.65x	4.33x	15.3x	14.4x	13.0x	31.5%
Bojangles', Inc.	58%	15.96	80.8%	580	774	1.51x	1.46x	1.32x	9.9x	9.8x	9.0x	15.2%
Del Taco Restaurants, Inc.	45%	11.92	81.9%	453	609	1.43x	1.36x	1.30x	9.9x	8.7x	8.0x	14.4%
Nathan's Famous Inc.	98%	52.55	93.7%	219	297	2.98x	NA	NA	10.8x	NA	NA	27.5%
Papa Murphy's Holdings, Inc.	90%	6.45	42.5%	109	220	1.76x	1.63x	1.46x	9.4x	9.1x	8.4x	18.8%
<b>Median</b>			<b>90.8%</b>	<b>\$2,822</b>	<b>\$3,239</b>	<b>2.98x</b>	<b>2.96x</b>	<b>3.16x</b>	<b>12.8x</b>	<b>12.8x</b>	<b>12.0x</b>	<b>22.7%</b>
<b>Mean</b>			<b>85.7%</b>	<b>\$12,632</b>	<b>\$16,269</b>	<b>3.13x</b>	<b>3.13x</b>	<b>3.14x</b>	<b>13.1x</b>	<b>12.8x</b>	<b>11.9x</b>	<b>23.9%</b>

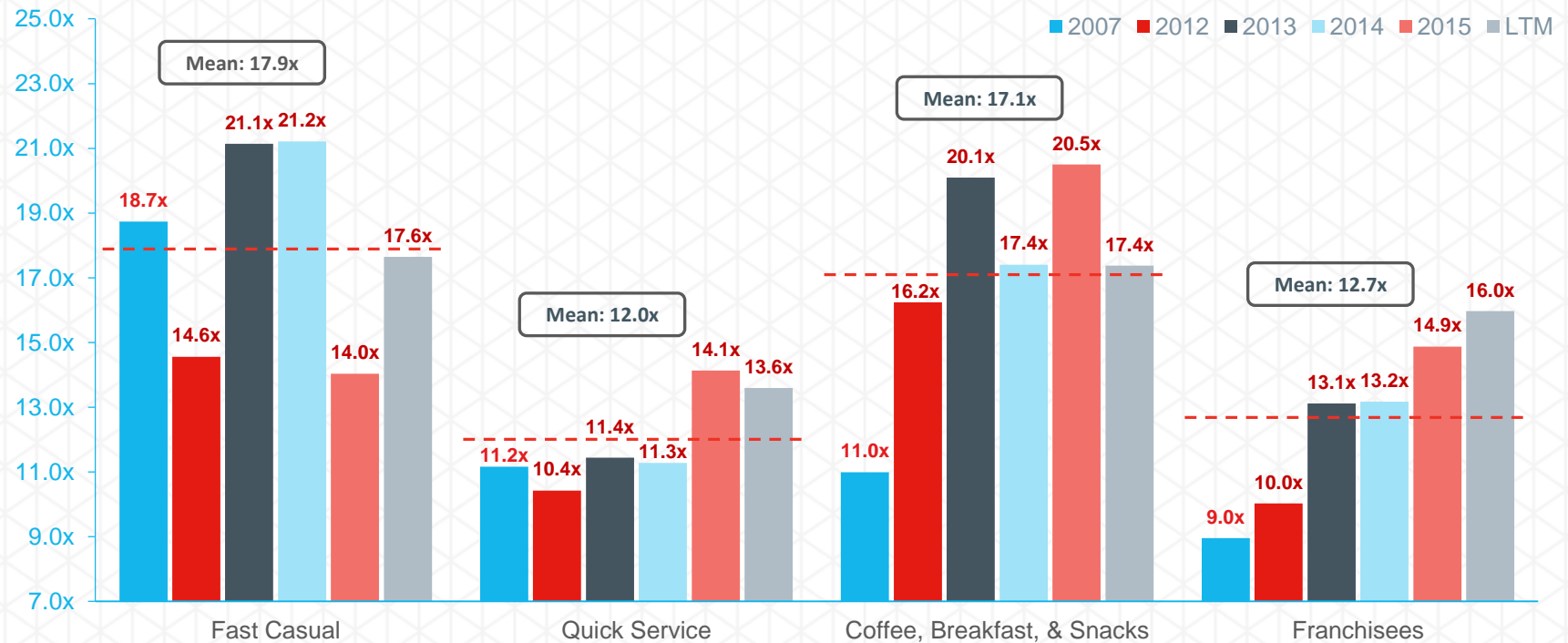
# Public Restaurant Valuations ○○○○●○○

(\$ in millions, except per share data)

	% Franchised	Stock Price		Market Value	Enterprise Value	Enterprise Value as a Multiple of						LTM EBITDA Margin
		30-Sep-16	% of 52 Wk High			Revenue		EBITDA				
						LTM	2016E	2017E	LTM	2016E	2017E	
<b>Coffee, Breakfast, &amp; Snacks</b>												
Starbucks Corporation	47%	\$54.14	84.6%	\$79,402	\$80,690	3.93x	3.70x	3.41x	17.4x	15.1x	13.6x	22.6%
Dunkin' Brands Group, Inc.	100%	52.08	99.7%	4,778	6,974	8.51x	8.30x	8.07x	16.7x	15.2x	14.6x	50.9%
Jamba, Inc.	92%	10.92	72.7%	167	151	1.58x	1.87x	1.78x	NM	15.0x	12.1x	NM
<b>Median</b>			<b>84.6%</b>	<b>\$4,778</b>	<b>\$6,974</b>	<b>3.93x</b>	<b>3.70x</b>	<b>3.41x</b>	<b>17.0x</b>	<b>15.1x</b>	<b>13.6x</b>	<b>36.8%</b>
<b>Mean</b>			<b>85.7%</b>	<b>\$28,115</b>	<b>\$29,272</b>	<b>4.67x</b>	<b>4.63x</b>	<b>4.42x</b>	<b>17.0x</b>	<b>15.1x</b>	<b>13.4x</b>	<b>36.8%</b>
<b>Franchisees</b>												
Domino's Pizza Enterprises Limited	77%	\$53.90	87.1%	\$4,896	\$5,100	7.20x	6.38x	5.32x	41.5x	32.0x	25.1x	17.4%
Alsea, S.A.B. De C.V.	0%	3.40	90.4%	2,846	3,519	1.96x	1.85x	1.64x	14.4x	13.5x	11.5x	13.6%
Domino's Pizza Group plc	98%	4.86	92.1%	2,401	2,416	5.48x	5.04x	4.58x	22.5x	20.3x	18.2x	24.3%
Arcos Dorados Holdings, Inc.	26%	5.27	88.0%	1,110	1,661	0.58x	0.58x	0.54x	6.3x	8.0x	7.2x	9.3%
Carrols Restaurant Group, Inc.	0%	13.21	89.3%	579	773	0.85x	0.82x	0.79x	8.7x	8.3x	7.8x	9.7%
<b>Median</b>			<b>89.3%</b>	<b>\$2,401</b>	<b>\$2,416</b>	<b>1.96x</b>	<b>1.85x</b>	<b>1.64x</b>	<b>14.4x</b>	<b>13.5x</b>	<b>11.5x</b>	<b>13.6%</b>
<b>Mean</b>			<b>89.4%</b>	<b>\$2,367</b>	<b>\$2,694</b>	<b>3.21x</b>	<b>2.93x</b>	<b>2.57x</b>	<b>18.7x</b>	<b>16.4x</b>	<b>14.0x</b>	<b>14.9%</b>

# Historical Public Restaurant Trends ○○○○○●○

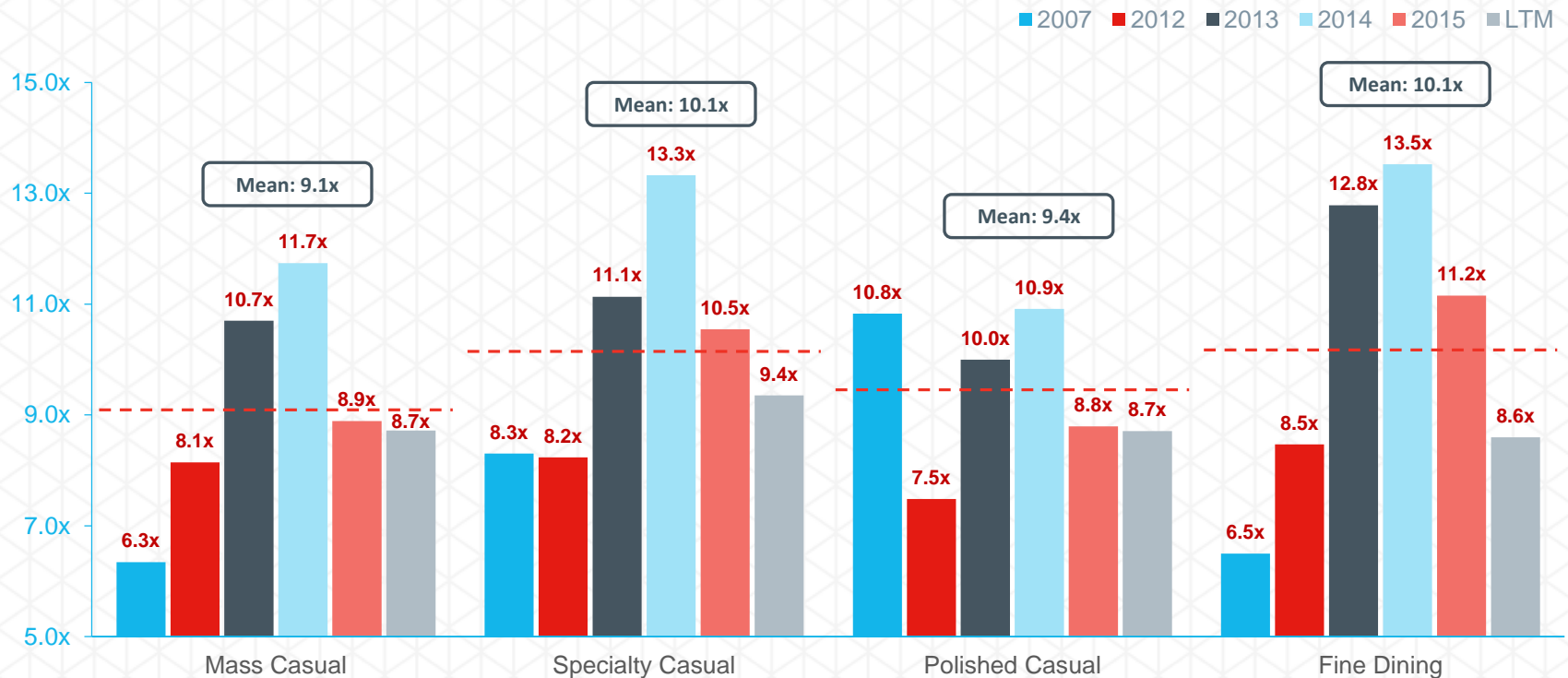
## Enterprise Value as a Multiple of EBITDA





# Historical Public Restaurant Trends ○○○○○○●

**Enterprise Value as a Multiple of EBITDA**



# Recent Restaurant M&A Transaction Activity

## **BDT Capital Partners invests in Lou Malnati's (September 22)**

On September 22, 2016, BDT Capital Partners agreed to take a significant stake in Malnati Organization, a Chicago, Illinois-based casual pizza restaurant chain that operates under the name Lou Malnati's Pizzeria. The company currently operates 46 of its 47 stores within the Chicago area and will look to utilize the investment to expand the family-owned concept into new markets within the coming year.

## **MTY acquires Baja Fresh and La Salsa (September 9)**

On September 9, 2016, MTY Food Group, the Canadian franchisor of quick service restaurants, acquired BF Acquisition Holdings, the Irvine, California-based operator of Mexican restaurant businesses Baja Fresh Mexican Grill ("Baja Fresh") and La Salsa Fresh Mexican Grill ("La Salsa"), for \$27M in cash. BF Acquisition Holdings currently franchises and operates 162 Baja Fresh and 23 La Salsa restaurants in the US, Dubai, and Singapore. Duff & Phelps acted as sell-side M&A advisor to Baja Fresh and La Salsa.

## **Arlon Group acquires Cicis Pizza (September 7)**

On September 7, 2016, Arlon Group completed its acquisition of Cicis, the Coppell, Texas-based family-friendly pizza buffet restaurant chain. Since its founding in 1985, Cicis has grown to more than 450 restaurants in 33 states. As part of the investment, Arlon will partner with Cicis' management team, led by CEO Darin Harris who has presided over the brand's revitalization since joining the company in 2013, to continue guiding the business.

## **L Catterton acquires Velvet Taco (September 2)**

On September 2, 2016, L Catterton completed a majority investment in Velvet Taco, the Dallas, Texas-based fast casual taco restaurant. Concurrent with the investment, L Catterton has initiated a search process with the founder of Velvet Taco to appoint the next CEO of the restaurant chain. Velvet Taco will utilize the growth investment to continue expanding its presence in new and existing markets.

## **Oath Craft Pizza receives \$4.5M Series A Funding (September 13)**

On September 13, 2016, Oath Craft Pizza, the Boston, Massachusetts-based fast casual pizza restaurant, closed a \$4.5M Series A investment led by Breakaway Ventures, a Boston-based venture capital firm. The company currently operates four locations in Massachusetts and will utilize this funding to further accelerate rapid growth into new geographic markets, including New York and Washington, DC.

## **Roark Capital Group acquires Jimmy John's (September 8)**

On September 8, 2016, Jimmy John's, the Champaign, Illinois-based fast-casual restaurant chain, sold a majority stake to Roark Capital for undisclosed terms. The announcement comes nine months after Founder and CEO James John Liautaud abandoned plans to launch an IPO. Jimmy John's currently has more than 2,500 locations generating \$2 billion in system-wide sales. The Company has opened more than 200 locations in each of the last five years, with a new-unit pipeline of more than 1,100 locations to be opened over the next several years.

## **CenterOak Partners acquires Wetzel's Pretzels (September 2)**

On September 2, 2016, CenterOak Partners completed a majority investment in Wetzel's Pretzels, the Pasadena, California-based owner and franchisor of soft pretzel stores, for an undisclosed sum. Wetzel's Pretzels has more than 300 company-owned and franchised locations in 28 states. The company will remain in Pasadena and will look to utilize CenterOak's expertise in the restaurant industry to expand its geographical footprint.

## **Goode Partners acquires Silver Diner (August 24)**

On August 24, 2016, Goode Partners completed a majority investment in Silver Diner, Inc., the Rockville, Maryland-based operator of classic American diner concepts, Silver Diner, Silver Diner Airport, and Silver restaurants. The company operates 15 total locations and will look to utilize the investment to fund its geographic expansion and accelerate growth across all three segments of the business. Duff & Phelps acted as financial advisor to the Board of Silver Diner.

## Recent Wave of Bankruptcies


It is no surprise that declining same-store sales and rising labor costs, employee turnover and rent expenses have resulted in the perfect storm for several restaurant chains burdened with high debt loads and/or struggling through multiple years of poor financial performance.

As a result, the industry has experienced eight major bankruptcy filings in the past twelve months, with more likely on the horizon. Many of the recent victims are familiar with the bankruptcy process with some having filed for bankruptcy protection multiple times in their histories.

## Company List:

- 1) Così (September 2016)
- 2) Zio's Italian Kitchen (September 2016)
- 3) Fox & Hound / Champ's (August 2016)
- 4) Logan's Roadhouse (August 2016)
- 5) Johnny Carino's (July 2016)
- 6) Ovation Brands (March 2016)
- 7) Black-Eyed Pea (December 2015)
- 8) Quaker Steak & Lube (November 2015)

# Selected Recent Duff & Phelps Restaurant Transactions

<p>Sell-Side Advisor</p>  <p>has been acquired by</p> 	<p>Board Advisor</p>  <p>has been acquired by</p> 	<p>Sell-Side Advisor</p>  <p>has been acquired by</p> 	<p>Sell-Side Advisor</p>  <p>has been acquired by</p> 	<p>Board Advisor</p>  <p>has completed a spin-off of Four Corners Property Trust</p>
<p>Sell-Side Advisor</p>  <p>has been acquired by</p> 	<p>Sell-Side 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>has completed a going private transaction</p>	<p>Board Advisor</p>  <p>has completed a leveraged dividend recapitalization transaction</p>



# Contact Us



**Joshua Benn**

Global Head of Restaurants  
Retail, Consumer and Food  
+1 212 450 2840  
joshua.benn@duffandphelps.com



**Darren Gange**

Managing Director  
+1 212 871 9429  
darren.gange@duffandphelps.com



**Farzad Mukhi**

Director  
+1 424 249 1661  
farzad.mukhi@duffandphelps.com

# About Duff & Phelps

Duff & Phelps is the premier global valuation and corporate finance advisor with expertise in complex valuation, disputes and investigations, M&A, real estate, restructuring, and compliance and regulatory consulting. The firm's more than 2,000 employees serve a diverse range of clients from offices around the world.

M&A advisory, capital raising and secondary market advisory services in the United States are provided by Duff & Phelps Securities, LLC. Member FINRA/SIPC. Pagemill Partners is a Division of Duff & Phelps Securities, LLC. M&A advisory and capital raising advisory services are provided in a number of European countries through Duff & Phelps Securities Ltd, UK, which includes branches in Ireland and Germany. Duff & Phelps Securities Ltd, UK, is regulated by the Financial Conduct Authority.

For more information please visit:  
[www.duffandphelps.com](http://www.duffandphelps.com)