

In these unprecedented times, Piper Sandler hopes you and your families are healthy and safe. We have compiled this industry update to assist operators, investors and industry participants in this time of tremendous upheaval. We look forward to better times and continuing our relationship with you all.

### CARES Act Funding ... but Not to All

- Restaurant companies of all sizes received CARES Act funding of up to \$10 million
- However funding for the program ran out on April 16th leaving many operators out in the cold and the industry advocating for additional funding, in particular for independent restaurants

### Large Companies Beef up Balance Sheets

- Large restaurant companies have gone on the offensive to strengthen balance sheets through drawdowns of revolver and new debt and equity issuances
- Notable financings announced from Landry's, YUM!, Dave & Buster's, Shake Shack, Cheesecake Factory and Darden
- Investor focus on liquidity likely indicates more public company financings to come

### Disruption Continues to be Widespread

- Massive unemployment across the industry impacting lives and broader economy
- Bankruptcies and permanent closures begin spreading
- M&A markets meaningfully disrupted including terminated TGI Fridays merger into a SPAC

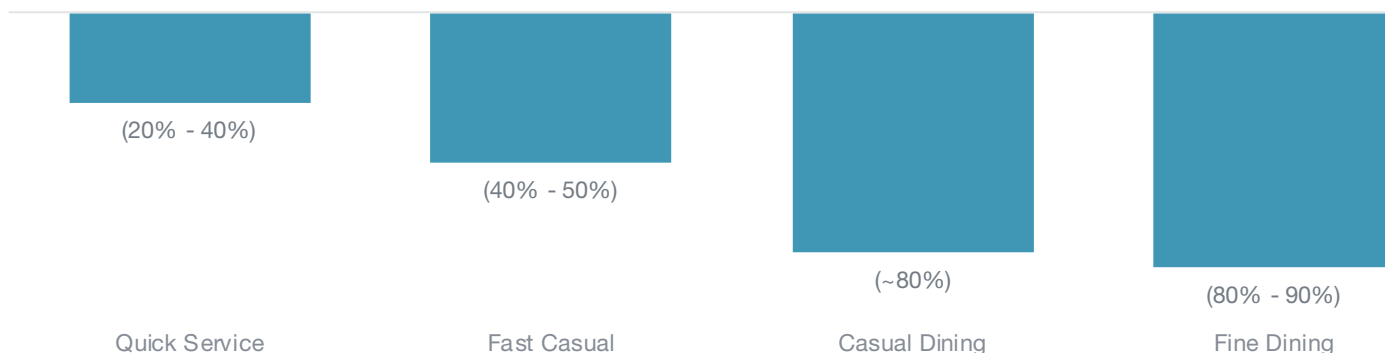
### Restaurant Industry Rallies To Support Employees

- The restaurant industry has come together like never before to offer support and assistance to industry employees experiencing extraordinary hardship in the wake of the coronavirus outbreak. The following are just a few of many initiatives providing immediate relief to restaurant workers: [James Beard foundation food & beverage industry relief fund](#), [#restaurantrescue](#), [#saverestaurants](#), [ROAR \(relief opportunities for all restaurants\) on change.org](#), [CARES Act](#), [Restaurant relief America](#)

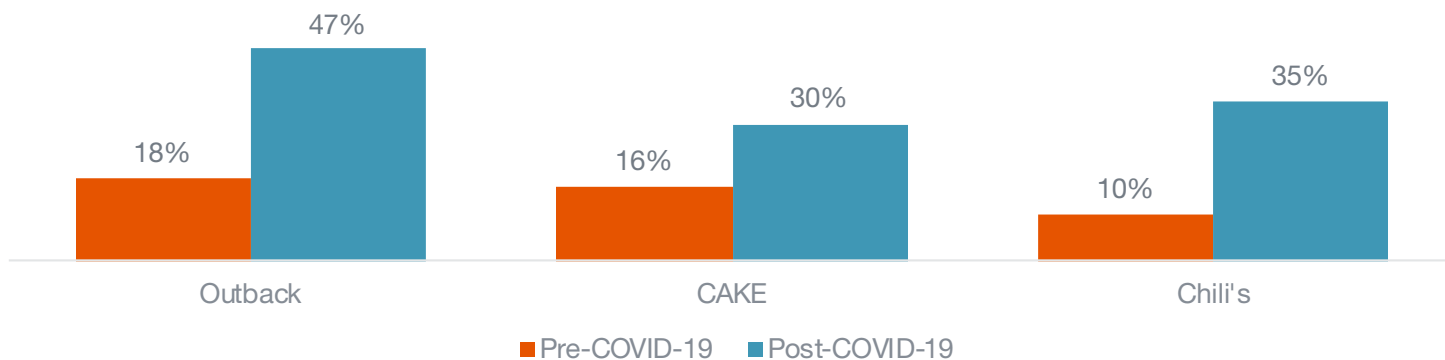
## COVID-19's Unprecedented Impact to the Restaurant Industry

While the sales impact to Restaurants is severe, consumers are embracing off-premise in a big way including Full Service and Fine Dining restaurants that may create a positive long-term sales layer for these concepts

### Estimated SSS Impact by Segment through May <sup>(1)</sup>

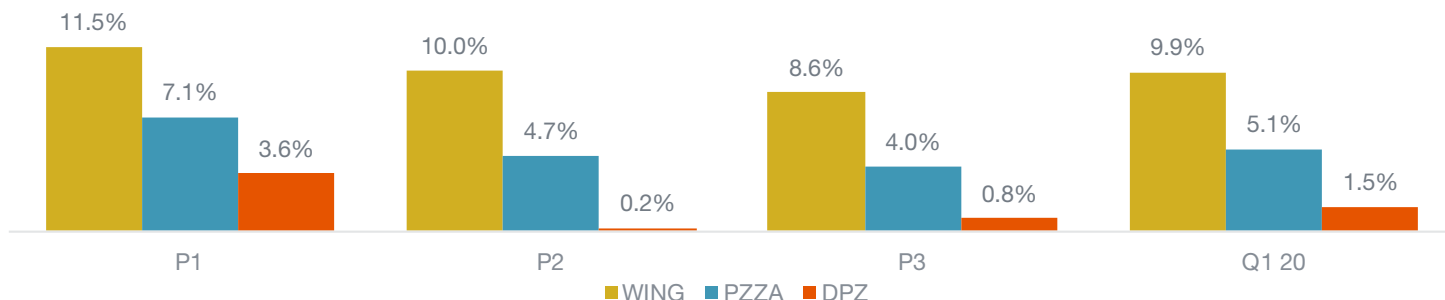


### Casual Dining Concepts Growing Off-Premise Sales: AUV Off-Premise Sales Mix



### Pizza and Wing Concepts SSS Performance (Franchise Q1 2020 SSS)

Pizza and Wing brands benefitting from delivery focus with closures of dining rooms

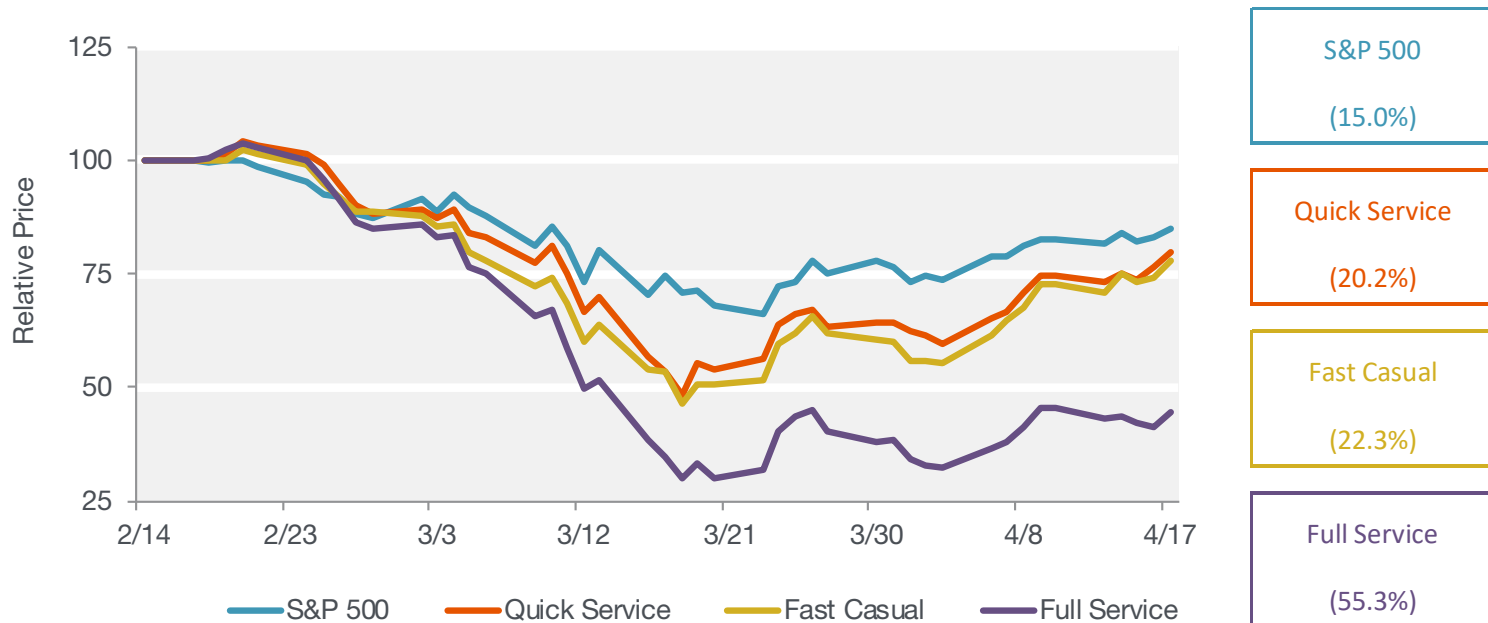


(1) Wall Street equity research

## COVID-19's Unprecedented Impact to the Restaurant Industry (Cont.)

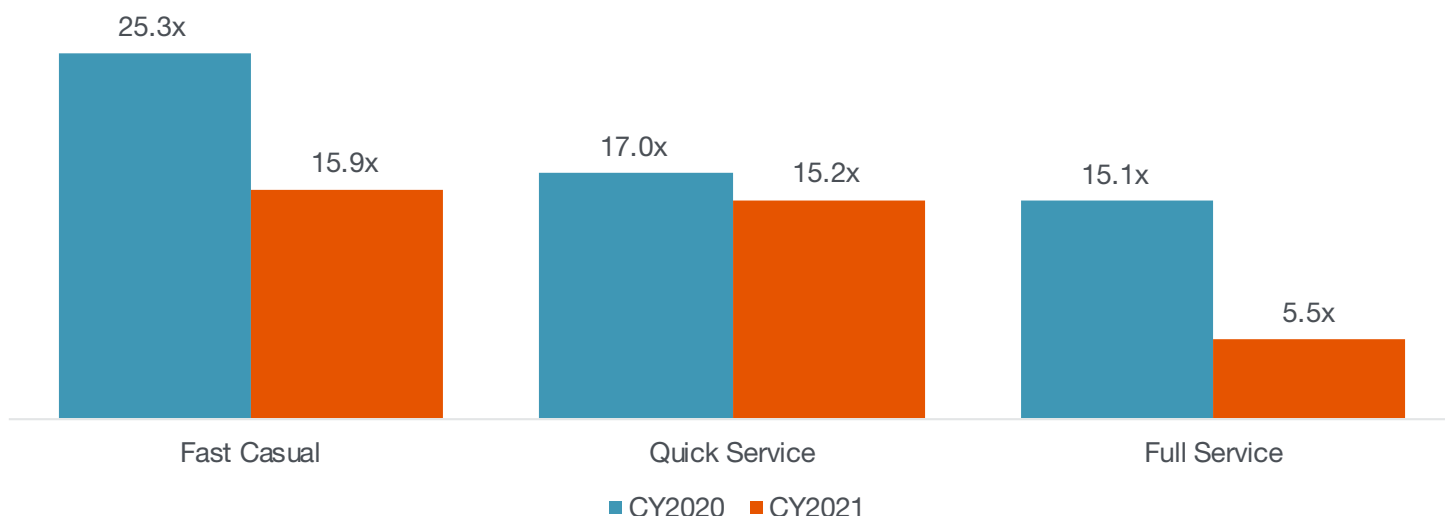
Relative Price Chart: 02/14/20 – 04/17/20 <sup>(1)(2)(3)</sup>

Investor reaction to public restaurant companies has been severe and well beyond the broader market despite a recent rebound in the past few days



Median EV / EBITDA <sup>(1)(2)(3)(4)</sup>

COVID-19 impact on forward multiples by segment



Source: Capital IQ as of 04/17/20

(1) Quick Service Index includes: DPZ, DNKN, JACK, LOCO, MCD, PZZA, QSR, TACO, TAST, WEN, YUM

(2) Fast Casual Index includes: CMG, FAT, FRGI, NDLS, PBPB, SBUX, SHAK, WING

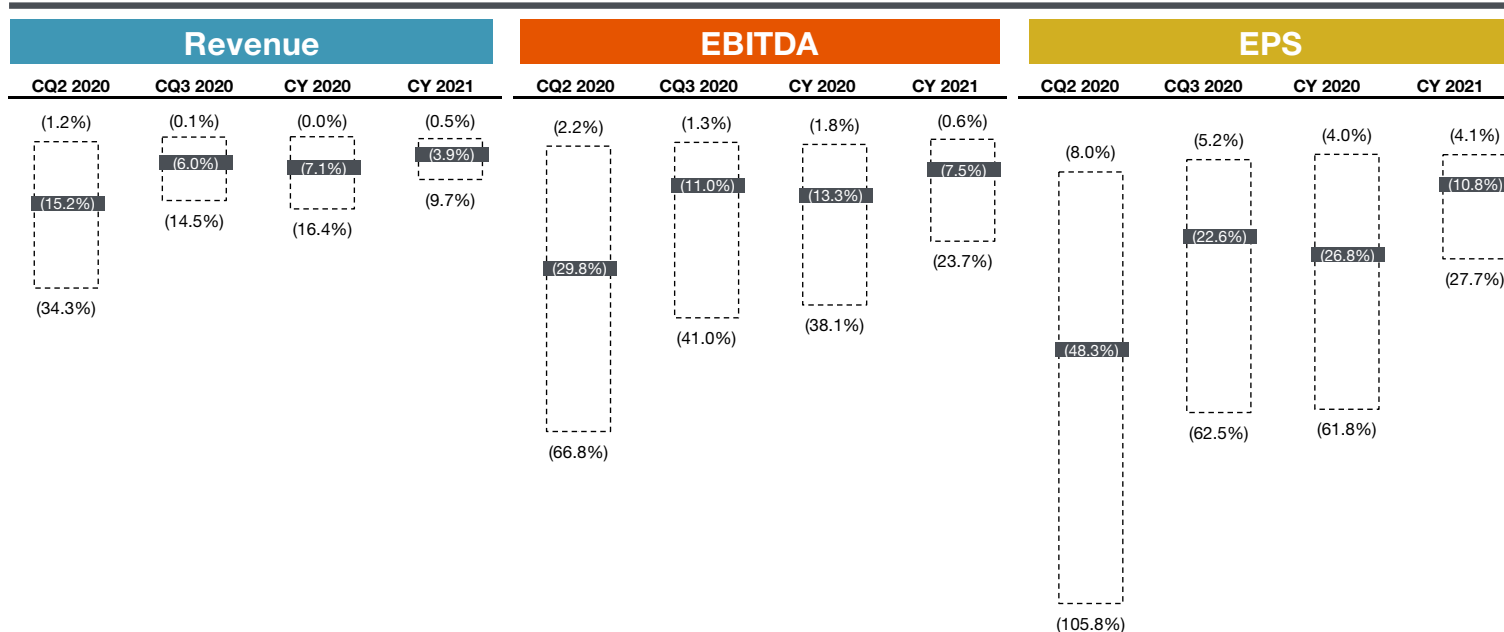
(3) Full Service Index includes: ARKR, BBQ, BJRI, BLMN, CAKE, CBRL, CHUY, DENN, DIN, DRI, EAT, JAX, KRUS, LUB, PLAY, RRGB, RUTH, STKS, TXRH

(4) Per Wall Street consensus estimates; represents EBITDA after pre-opening and share-based compensation expense

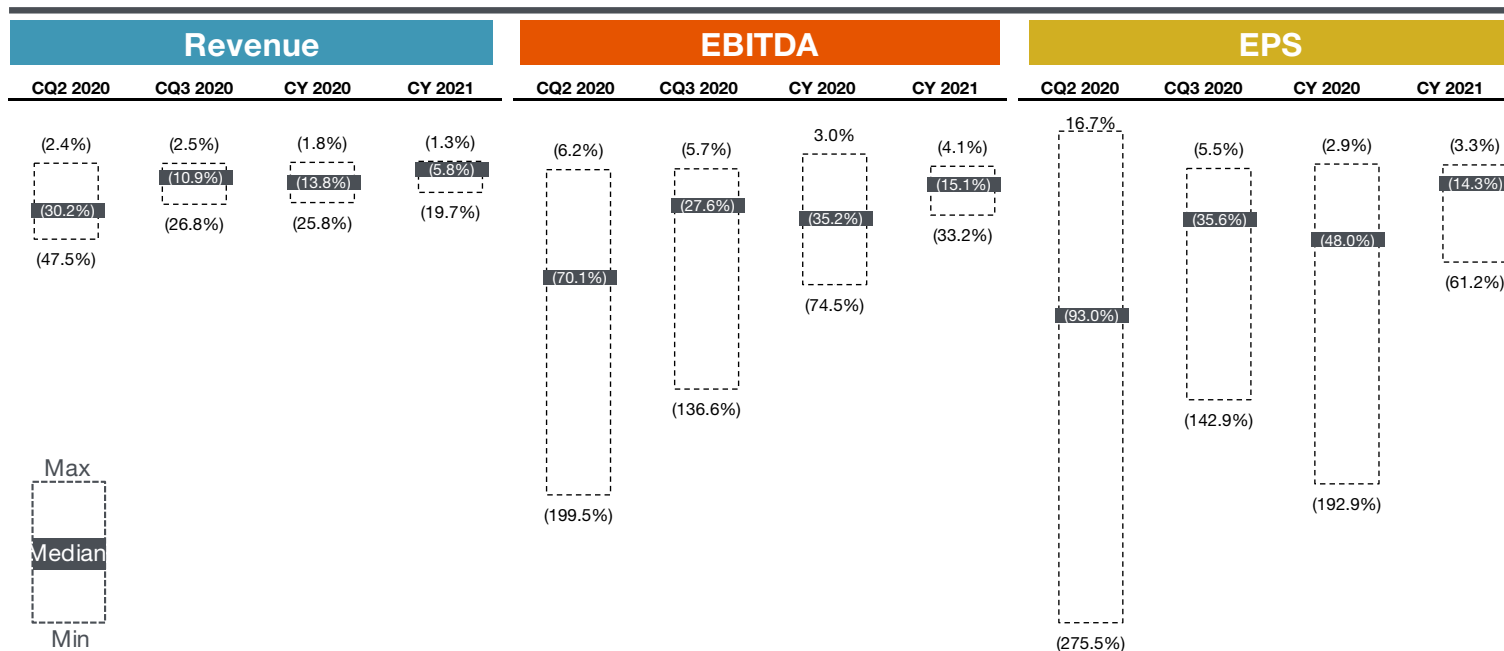
Research analysts estimates of the impact of COVID-19 vary broadly with some projecting modest sales and profitability declines in the second half of 2020 and near full recovery in 2021 while the more bearish views project significant sales declines throughout 2020 and lingering effects through 2021. This will be an evolving story that Piper will continue to monitor.

## COVID-19's Unprecedented Impact to the Restaurant Industry (Cont.)

### Quick Service: Consensus Estimates % Change 02/14/20 – 04/17/20 <sup>(1)(3)</sup>



### Fast Casual: Consensus Estimates % Change 02/14/20 – 04/17/20 <sup>(2)(3)</sup>



Source: Capital IQs of 02/14/20 and 04/17/20

(1) Quick Service Index includes: DNKN, DPZ, JACK, LOCO, MCD, PZZA, QSR, TACO, TAST, WEN, YUM

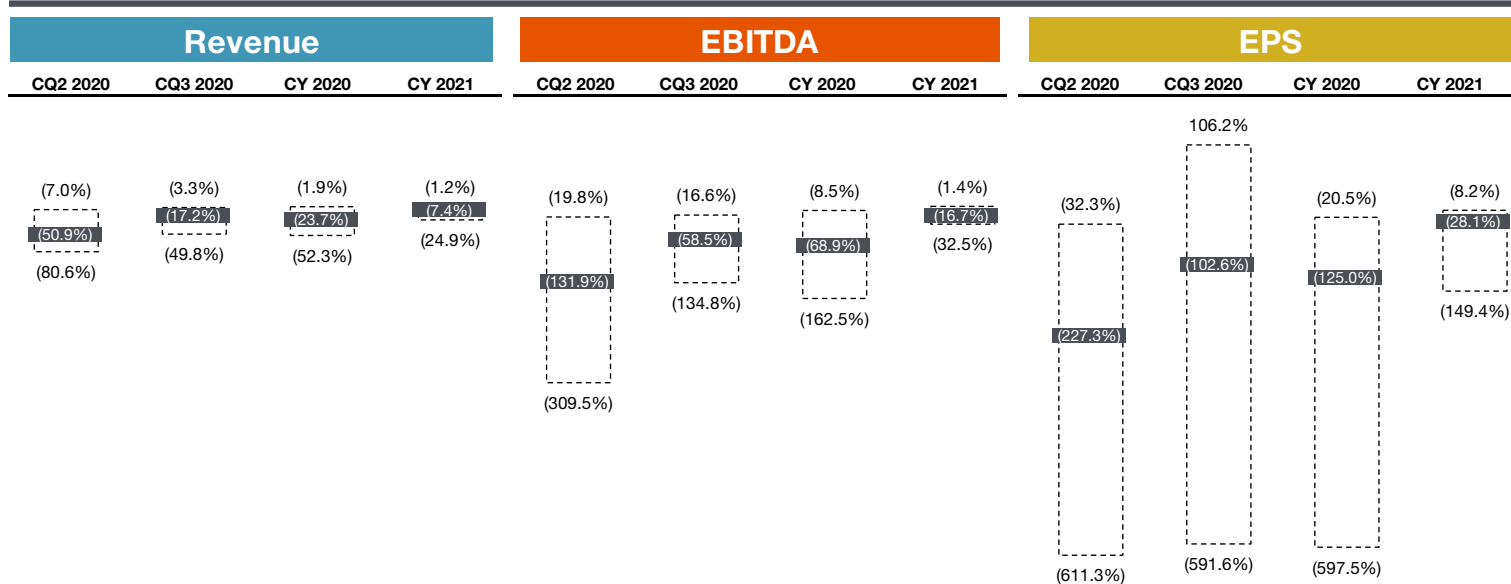
(2) Fast Casual Index includes: CMG, FAT, FRGI, NDLS, PBPB, SBUX, SHAK, WING

(3) Per Wall Street consensus estimates; represents EBITDA after pre-opening and share-based compensation expense

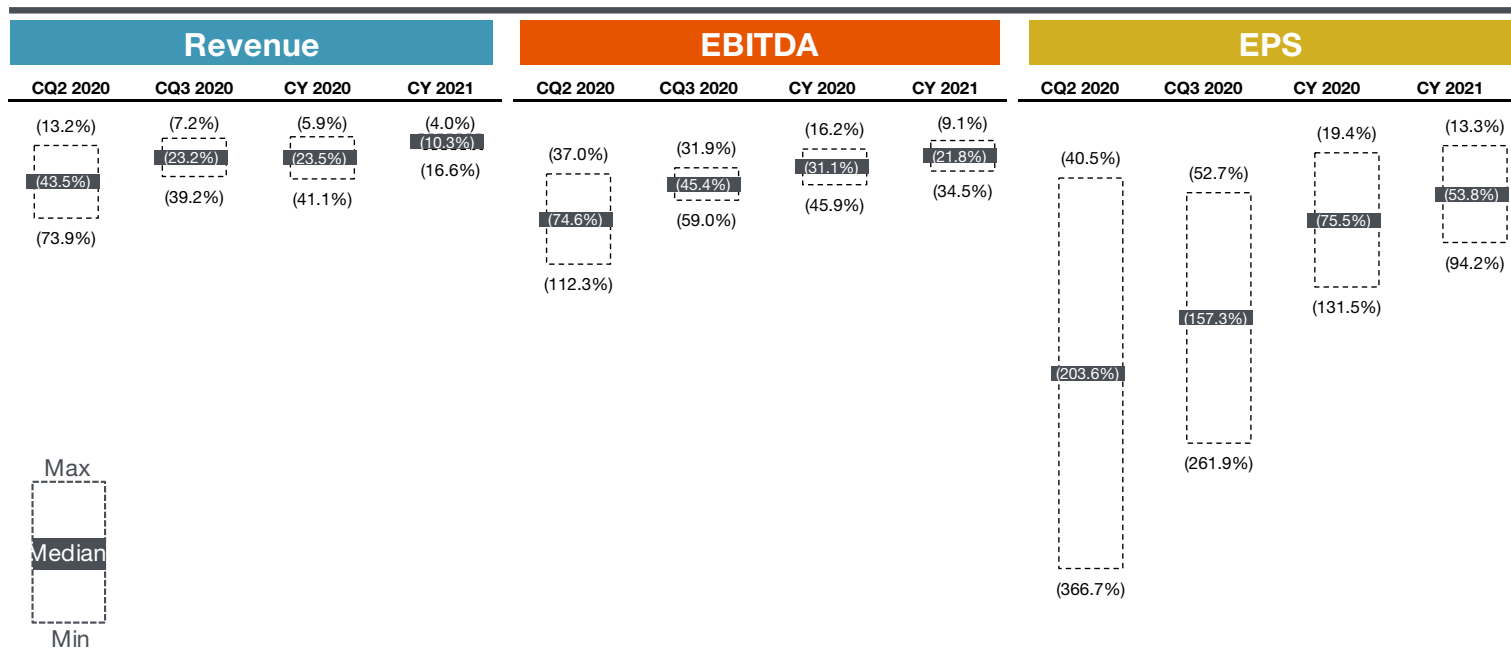
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## COVID-19's Unprecedented Impact to the Restaurant Industry (Cont.)

### Casual Dining: Consensus Estimates % Change 02/14/20 – 04/17/20 <sup>(1)(3)</sup>



### Fine Dining: Consensus Estimates % Change 02/14/20 – 04/17/20 <sup>(2)(3)</sup>



Source: Capital IQ as of 02/14/20 and 04/17/20

(1) Casual Dining Index includes: BBQ, BJRI, BLMN, CAKE, CBRL, CHUY, DENN, DIN, DRI, EAT, JAX, KRUS, LUB, PLAY, RRGB, TXRH

(2) Fine Dining Index includes: ARKR, RUTH, STKS

(3) Per Wall Street consensus estimates; represents EBITDA after pre-opening and share-based compensation expense

## COVID-19's Unprecedented Impact to the Restaurant Industry (Cont.)

### Consensus Research Change in Projected Performance: Pre-COVID 19 to Current

	Revenue				EBITDA				EPS			
	CQ2 2020	CQ3 2020	CY 2020	CY 2021	CQ2 2020	CQ3 2020	CY 2020	CY 2021	CQ2 2020	CQ3 2020	CY 2020	CY 2021
<b>Quick Service (1)(5)</b>												
Min	(34.3%)	(14.5%)	(16.4%)	(9.7%)	(66.8%)	(41.0%)	(38.1%)	(23.7%)	(105.8%)	(62.5%)	(61.8%)	(27.7%)
Max	(1.2%)	(0.1%)	(0.0%)	(0.5%)	(2.2%)	(1.3%)	(1.8%)	(0.6%)	(8.0%)	(5.2%)	(4.0%)	(4.1%)
Average	(15.0%)	(6.2%)	(7.0%)	(4.0%)	(30.1%)	(15.6%)	(16.7%)	(8.2%)	(47.6%)	(25.6%)	(26.1%)	(12.2%)
Median	(15.2%)	(6.0%)	(7.1%)	(3.9%)	(29.8%)	(11.0%)	(13.3%)	(7.5%)	(48.3%)	(22.6%)	(26.8%)	(10.8%)
<b>Fast Casual (2)(5)</b>												
Min	(47.5%)	(26.8%)	(25.8%)	(19.7%)	(199.5%)	(136.6%)	(74.5%)	(33.2%)	(275.5%)	(142.9%)	(192.9%)	(61.2%)
Max	(2.4%)	(2.5%)	(1.8%)	(1.3%)	(6.2%)	(5.7%)	3.0%	(4.1%)	16.7%	(5.5%)	(2.9%)	(3.3%)
Average	(25.3%)	(12.5%)	(12.7%)	(7.2%)	(91.3%)	(46.2%)	(33.9%)	(17.1%)	(116.9%)	(68.7%)	(79.1%)	(24.4%)
Median	(30.2%)	(10.9%)	(13.8%)	(5.8%)	(70.1%)	(27.6%)	(35.2%)	(15.1%)	(93.0%)	(35.6%)	(48.0%)	(14.3%)
<b>Casual Dining (3)(5)</b>												
Min	(80.6%)	(49.8%)	(52.3%)	(24.9%)	(309.5%)	(134.8%)	(162.5%)	(32.5%)	(611.3%)	(591.6%)	(597.5%)	(149.4%)
Max	(7.0%)	(3.3%)	(1.9%)	(1.2%)	(19.8%)	(16.6%)	(8.5%)	(1.4%)	(32.3%)	106.2%	(20.5%)	(8.2%)
Average	(44.9%)	(20.4%)	(22.5%)	(9.0%)	(129.1%)	(61.1%)	(68.5%)	(17.2%)	(271.6%)	(147.1%)	(181.5%)	(40.0%)
Median	(50.9%)	(17.2%)	(23.7%)	(7.4%)	(131.9%)	(58.5%)	(68.9%)	(16.7%)	(227.3%)	(102.6%)	(125.0%)	(28.1%)
<b>Fine Dining (4)(5)</b>												
Min	(73.9%)	(39.2%)	(41.1%)	(16.6%)	(112.3%)	(59.0%)	(45.9%)	(34.5%)	(366.7%)	(261.9%)	(131.5%)	(94.2%)
Max	(13.2%)	(7.2%)	(5.9%)	(4.0%)	(37.0%)	(31.9%)	(16.2%)	(9.1%)	(40.5%)	(52.7%)	(19.4%)	(13.3%)
Average	(43.5%)	(23.2%)	(23.5%)	(10.3%)	(74.6%)	(45.4%)	(31.1%)	(21.8%)	(203.6%)	(157.3%)	(75.5%)	(53.8%)
Median	(43.5%)	(23.2%)	(23.5%)	(10.3%)	(74.6%)	(45.4%)	(31.1%)	(21.8%)	(203.6%)	(157.3%)	(75.5%)	(53.8%)
<b>Overall Industry (5)</b>												
Min	(80.6%)	(49.8%)	(52.3%)	(24.9%)	(309.5%)	(136.6%)	(162.5%)	(34.5%)	(611.3%)	(591.6%)	(597.5%)	(149.4%)
Max	(1.2%)	(0.1%)	(0.0%)	(0.5%)	(2.2%)	(1.3%)	3.0%	(0.6%)	16.7%	106.2%	(2.9%)	(3.3%)
Average	(31.1%)	(14.3%)	(15.5%)	(7.1%)	(85.7%)	(42.1%)	(41.6%)	(14.4%)	(168.3%)	(94.2%)	(107.1%)	(28.5%)
Median	(25.7%)	(11.1%)	(13.5%)	(6.0%)	(69.1%)	(32.5%)	(35.6%)	(12.0%)	(99.6%)	(49.6%)	(56.1%)	(15.8%)

Source: Capital IQ as of 02/14/20 and 04/17/20

(1) Quick Service Index includes: DNKN, DPZ, JACK, LOCO, MCD, PZZA, QSR, TACO, TAST, WEN, YUM

(2) Fast Casual Index includes: CMG, FAT, FRGI, NDLS, PBPB, SBUX, SHAK, WING

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(4) Fine Dining Index includes: ARKR, RUTH, STKS

(5) Per Wall Street consensus estimates; represents EBITDA after pre-opening and share-based compensation expense

## Publicly-Traded Restaurants by Segment

\$ in millions, except per share data

Company Name	Share Price 04/17/20	Price Performance		Equity Value	Enterprise Value	EV / EBITDA Multiple (1)			LTM Margins		LT Growth Rate	P / E Multiple		PEG Ratio		Credit Statistics (2)	
		CY 2019	YTD			LTM	CY 2020	CY 2021	RL EBITDA	EBITDA		CY 2020	CY 2021	CY 2020	CY 2021	Leverage	Lease-Adj.
<b>Quick Service:</b>																	
McDonald's Corporation	\$186.10	11.3%	(5.8%)	\$139,892	\$173,170	16.3x	19.3x	15.8x	17.6%	50.5%	7.1%	29.8x	22.4x	4.2x	3.1x	3.1x	3.1x
Yum! Brands, Inc.	\$84.17	9.6%	(16.4%)	\$25,761	\$35,718	18.3x	19.2x	16.8x	20.1%	34.9%	12.1%	25.6x	20.9x	2.1x	1.7x	4.9x	4.9x
Domino's Pizza, Inc.	\$362.97	18.5%	23.6%	\$14,513	\$18,437	26.6x	24.9x	22.9x	23.7%	19.1%	12.3%	35.3x	31.0x	2.9x	2.5x	5.5x	5.5x
Restaurant Brands International Inc.	\$45.98	21.9%	(27.9%)	\$13,915	\$26,299	11.8x	13.1x	11.1x	---	39.8%	12.3%	21.0x	16.0x	1.7x	1.3x	4.5x	4.5x
The Wendy's Company	\$18.40	42.3%	(17.2%)	\$4,192	\$6,664	16.1x	17.7x	15.4x	15.5%	24.2%	12.0%	40.4x	28.2x	3.4x	2.3x	4.6x	4.6x
Papa John's International, Inc.	\$65.13	58.6%	3.1%	\$2,114	\$2,688	20.8x	18.9x	17.1x	19.3%	8.0%	9.1%	49.5x	37.2x	5.4x	4.1x	2.1x	2.1x
Jack in the Box Inc.	\$56.40	0.5%	(27.7%)	\$1,304	\$2,560	9.8x	11.3x	9.5x	25.8%	27.1%	5.4%	18.8x	12.0x	3.5x	2.2x	4.6x	4.6x
El Pollo Loco Holdings, Inc.	\$10.75	(0.2%)	(29.0%)	\$390	\$479	8.0x	12.5x	8.9x	18.8%	13.5%	10.0%	35.1x	16.1x	3.5x	1.6x	1.4x	3.3x
Del Taco Restaurants, Inc.	\$4.66	(20.9%)	(41.0%)	\$178	\$322	5.8x	5.7x	5.4x	17.3%	10.9%	NA	14.0x	12.0x	NA	NA	2.2x	4.5x
Carrols Restaurant Group, Inc.	\$3.04	(28.4%)	(56.9%)	\$160	\$619	7.8x	8.9x	6.2x	10.7%	5.4%	NA	NM	NM	NA	NA	5.3x	6.8x
<b>Average</b>		<b>11.3%</b>	<b>(19.5%)</b>			<b>14.1x</b>	<b>15.1x</b>	<b>12.9x</b>	<b>18.8%</b>	<b>23.3%</b>	<b>10.1%</b>	<b>30.0x</b>	<b>21.7x</b>	<b>3.3x</b>	<b>2.4x</b>	<b>3.8x</b>	<b>4.4x</b>
<b>Median</b>		<b>10.4%</b>	<b>(22.4%)</b>			<b>14.0x</b>	<b>15.4x</b>	<b>13.3x</b>	<b>18.8%</b>	<b>21.6%</b>	<b>11.0%</b>	<b>29.8x</b>	<b>20.9x</b>	<b>3.4x</b>	<b>2.3x</b>	<b>4.5x</b>	<b>4.5x</b>
<b>Fast Casual:</b>																	
Chipotle Mexican Grill, Inc.	\$820.27	93.9%	(2.0%)	\$23,372	\$22,491	31.0x	37.7x	22.3x	20.5%	13.0%	17.5%	85.6x	41.3x	4.9x	2.4x	(1.1x)	1.6x
Wingstop Inc.	\$107.14	34.3%	24.2%	\$3,197	\$3,495	69.9x	56.3x	47.5x	25.9%	25.0%	17.3%	127.7x	98.5x	7.4x	5.7x	5.2x	5.4x
Shake Shack Inc.	\$43.50	31.2%	(27.0%)	\$1,666	\$1,615	22.5x	40.2x	20.0x	22.3%	12.0%	NA	NM	159.8x	NA	NA	(0.8x)	2.5x
Noodles & Company	\$5.22	(20.7%)	(5.8%)	\$234	\$266	7.4x	25.3x	6.9x	16.1%	7.8%	NA	NM	28.4x	NA	NA	0.8x	4.5x
Fiesta Restaurant Group, Inc.	\$7.27	(36.2%)	(26.5%)	\$193	\$256	4.6x	3.9x	4.0x	16.5%	8.4%	NA	14.5x	15.0x	NA	NA	1.0x	4.3x
Potbelly Corporation	\$3.60	(47.6%)	(14.7%)	\$87	\$74	3.2x	5.1x	3.9x	15.0%	5.8%	NA	NM	NM	NA	NA	(0.7x)	5.3x
FAT Brands Inc.	\$3.60	(1.1%)	(20.9%)	\$43	\$87	14.3x	---	---	---	27.3%	NA	---	---	NA	NA	4.5x	4.5x
<b>Average</b>		<b>7.7%</b>	<b>(10.4%)</b>			<b>21.8x</b>	<b>28.1x</b>	<b>17.4x</b>	<b>19.4%</b>	<b>14.2%</b>	<b>17.4%</b>	<b>75.9x</b>	<b>68.6x</b>	<b>6.1x</b>	<b>4.0x</b>	<b>1.3x</b>	<b>4.0x</b>
<b>Median</b>		<b>(1.1%)</b>	<b>(14.7%)</b>			<b>14.3x</b>	<b>31.5x</b>	<b>13.4x</b>	<b>18.5%</b>	<b>12.0%</b>	<b>17.4%</b>	<b>85.6x</b>	<b>41.3x</b>	<b>6.1x</b>	<b>4.0x</b>	<b>0.8x</b>	<b>4.5x</b>
<b>Coffee &amp; Snack:</b>																	
Starbucks Corporation	\$77.10	36.5%	(12.3%)	\$91,599	\$100,140	14.9x	24.6x	15.9x	23.8%	24.9%	14.7%	48.3x	25.6x	3.3x	1.7x	1.2x	2.6x
Dunkin' Brands Group, Inc.	\$61.41	17.8%	(18.7%)	\$5,103	\$7,525	14.8x	17.0x	15.2x	---	37.2%	9.4%	22.6x	19.1x	2.4x	2.0x	4.6x	4.6x
<b>Average</b>		<b>27.2%</b>	<b>(15.5%)</b>			<b>14.8x</b>	<b>20.8x</b>	<b>15.6x</b>	<b>23.8%</b>	<b>31.0%</b>	<b>12.0%</b>	<b>35.4x</b>	<b>22.3x</b>	<b>2.8x</b>	<b>1.9x</b>	<b>2.9x</b>	<b>3.6x</b>
<b>Median</b>		<b>27.2%</b>	<b>(15.5%)</b>			<b>14.8x</b>	<b>20.8x</b>	<b>15.6x</b>	<b>23.8%</b>	<b>31.0%</b>	<b>12.0%</b>	<b>35.4x</b>	<b>22.3x</b>	<b>2.8x</b>	<b>1.9x</b>	<b>2.9x</b>	<b>3.6x</b>
<b>Casual Dining:</b>																	
Darden Restaurants, Inc.	\$63.35	9.2%	(41.9%)	\$7,832	\$8,438	6.8x	19.4x	7.5x	18.6%	14.1%	10.0%	NM	12.6x	NA	1.3x	0.5x	2.2x
Texas Roadhouse, Inc.	\$46.49	(5.7%)	(17.5%)	\$3,269	\$3,179	9.6x	34.1x	9.3x	17.3%	12.1%	11.3%	NM	18.5x	NA	1.6x	(0.3x)	0.8x
The Cheesecake Factory Inc.	\$18.72	(10.7%)	(51.8%)	\$875	\$1,106	4.3x	15.6x	5.4x	15.7%	10.3%	14.0%	NM	8.6x	NA	0.6x	0.8x	3.6x
Bloomin' Brands, Inc.	\$9.28	23.4%	(58.0%)	\$824	\$1,812	4.6x	23.9x	4.8x	14.9%	9.6%	(5.7%)	NM	7.5x	NA	(1.3x)	2.3x	4.0x
Brinker International, Inc.	\$15.89	(4.5%)	(62.2%)	\$610	\$1,899	5.0x	15.1x	5.5x	13.3%	11.4%	4.3%	NM	4.6x	NA	1.1x	3.0x	4.5x
Dave & Buster's Entertainment, Inc.	\$11.90	(9.9%)	(70.4%)	\$365	\$988	3.5x	16.4x	4.6x	27.2%	20.8%	7.1%	NM	12.3x	NA	1.7x	2.0x	4.0x
BJ's Restaurants, Inc.	\$17.39	(24.9%)	(54.2%)	\$336	\$457	3.8x	19.7x	4.2x	16.0%	10.4%	14.0%	NM	12.5x	NA	0.9x	0.9x	3.1x
Chuy's Holdings, Inc.	\$14.23	46.1%	(45.1%)	\$243	\$232	5.9x	11.8x	7.5x	16.7%	9.2%	15.0%	NM	23.8x	NA	1.6x	(0.2x)	2.7x
Red Robin Gourmet Burgers, Inc.	\$11.73	23.6%	(64.5%)	\$153	\$339	3.3x	6.8x	3.9x	17.9%	7.7%	7.5%	NM	NM	NA	NA	1.7x	4.8x
Kura Sushi USA, Inc.	\$10.60	---	(58.3%)	\$91	\$61	19.4x	NA	6.9x	17.6%	4.6%	NA	NM	25.5x	NA	NA	(7.3x)	0.8x
J. Alexander's Holdings, Inc.	\$4.92	16.2%	(48.5%)	\$75	\$78	3.5x	---	---	16.8%	9.1%	NA	---	---	NA	NA	0.0x	2.5x
BBQ Holdings, Inc.	\$2.07	(14.4%)	(47.3%)	\$19	\$20	6.9x	NA	---	(0.1%)	3.5%	NA	NM	---	NA	NA	0.4x	4.4x
<b>Average</b>		<b>4.4%</b>	<b>(51.6%)</b>			<b>6.4x</b>	<b>18.1x</b>	<b>6.0x</b>	<b>16.0%</b>	<b>10.2%</b>	<b>8.6%</b>	<b>NA</b>	<b>14.0x</b>	<b>NA</b>	<b>0.9x</b>	<b>0.3x</b>	<b>3.1x</b>
<b>Median</b>		<b>(4.5%)</b>	<b>(53.0%)</b>			<b>4.8x</b>	<b>16.4x</b>	<b>5.5x</b>	<b>16.8%</b>	<b>9.9%</b>	<b>10.0%</b>	<b>NA</b>	<b>12.5x</b>	<b>NA</b>	<b>1.2x</b>	<b>0.6x</b>	<b>3.3x</b>
<b>Upscale Dining:</b>																	
Ruth's Hospitality Group, Inc.	\$8.50	(4.2%)	(60.9%)	\$249	\$308	4.1x	4.8x	4.3x	18.9%	16.0%	NA	7.1x	6.2x	NA	NA	0.7x	2.9x
Ark Restaurants Corp.	\$12.38	22.5%	(45.0%)	\$43	\$63	4.7x	---	---	13.5%	8.2%	NA	---	---	NA	NA	1.4x	4.8x
The ONE Group Hospitality, Inc.	\$1.46	18.6%	(59.9%)	\$43	\$76	5.8x	5.9x	4.5x	11.8%	10.8%	NA	NM	97.3x	NA	NA	2.3x	4.7x
<b>Average</b>		<b>12.3%</b>	<b>(55.3%)</b>			<b>4.9x</b>	<b>5.4x</b>	<b>4.4x</b>	<b>14.8%</b>	<b>11.7%</b>	<b>NA</b>	<b>7.1x</b>	<b>51.7x</b>	<b>NA</b>	<b>NA</b>	<b>1.4x</b>	<b>4.1x</b>
<b>Median</b>		<b>18.6%</b>	<b>(59.9%)</b>			<b>4.7x</b>	<b>5.4x</b>	<b>4.4x</b>	<b>13.5%</b>	<b>10.8%</b>	<b>NA</b>	<b>7.1x</b>	<b>51.7x</b>	<b>NA</b>	<b>NA</b>	<b>1.4x</b>	<b>4.7x</b>
<b>Family Dining:</b>																	
Cracker Barrel Old Country Store, Inc.	\$91.68	(3.8%)	(40.4%)	\$2,200	\$2,587	6.4x	9.2x	7.4x	17.9%	12.9%	5.3%	19.8x	11.6x	3.7x	2.2x	0.9x	2.1x
Dine Brands Global, Inc.	\$33.90	24.0%	(59.4%)	\$571	\$1,872	7.1x	7.6x	6.9x	10.9%	28.9%	12.4%	5.7x	4.7x	0.5x	0.4x	4.3x	4.3x
Denny's Corporation	\$9.47	22.6%	(52.4%)	\$547	\$797	8.8x	21.9x	8.5x	15.7%	16.6%	9.0%	NM	12.3x	NA	1.4x	2.4x	2.9x
Luby's, Inc.	\$0.76	83.3%	(65.5%)	\$24	\$69	NA	---	---	9.4%	0.1%	NA	---	---	NA	NA	29.3x	10.9x
<b>Average</b>		<b>31.5%</b>	<b>(54.4%)</b>			<b>7.5x</b>	<b>12.9x</b>	<b>7.6x</b>	<b>13.5%</b>	<b>14.6%</b>	<b>8.9%</b>	<b>12.7x</b>	<b>9.5x</b>	<b>2.1x</b>	<b>1.3x</b>	<b>9.2x</b>	<b>5.0x</b>
<b>Median</b>		<b>23.3%</b>	<b>(55.9%)</b>			<b>7.1x</b>	<b>9.2x</b>	<b>7.4x</b>	<b>13.3%</b>	<b>14.7%</b>	<b>9.0%</b>	<b>12.7x</b>	<b>11.6x</b>	<b>2.1x</b>	<b>1.4x</b>	<b>3.3x</b>	<b>3.6x</b>

### Notes:

(1) Represents EBITDA after pre-opening costs and stock based compensation

(2) Represents EBITDA before pre-opening costs and stock based compensation

## Equity Market Backdrop

Current environment driven by fear of the unknown has generated extreme volatility and pull-back in the S&P 500

### One of the Most Significant Pull-Backs in 15 years <sup>(1)</sup>



	1	2	3	4
<b>Start of Pull-Back</b>	5/30/2008	11/3/2015	11/23/2018	2/27/2020
<b>Low Point</b>	3/9/2009	2/11/2016	12/24/2018	TBD
<b>End of Pull-Back</b>	3/28/2013	7/11/2016	4/12/2019	4/17/2020
<b>% Off From Peak</b>	(56.8%)	(13.3%)	(18.8%)	(15.1%)
<b>Months to Low Point</b>	9.4	3.3	1.0	TBD

### S&P Earnings: What Do You Need to Believe?

2020E					
	P/E Multiple				
	12.5x	14.0x	16.5x	17.5x	18.5x
<b>EPS</b>					
\$158.00	\$1,975.00	\$2,212.00	\$2,607.00	\$2,765.00	\$2,923.00
\$162.00	\$2,025.00	\$2,268.00	\$2,673.00	\$2,835.00	\$2,997.00
\$166.00	\$2,075.00	\$2,324.00	\$2,739.00	\$2,905.00	\$3,071.00
\$170.00	\$2,125.00	\$2,380.00	\$2,805.00	\$2,975.00	\$3,145.00
\$174.00	\$2,175.00	\$2,436.00	\$2,871.00	\$3,045.00	\$3,219.00

Feb. 1, 2020 levels (shaded green) | April 3, 2020 levels (shaded red)

### Consumer Offering Summary During Recent Pull-Backs

	1 Year Prior to Pull-Back				Pull-Back Period					6 Months After Low Point				
	1	2	3	4	1	2	3	3	4	1	2	3	3	4
<b># IPOs / Month</b>	0.7	1.3	0.6	1.2	0.1	0.3	0.0	0.0	TBD	0.0	0.8	0.0	1.2	TBD
<b># Follow-ons / Month</b>	1.4	4.8	3.6	2.5	0.5	1.8	0.0	1.9	TBD	3.5	3.0	0.0	2.7	TBD
<b># Converts / Month</b>	1.2	0.2	0.3	0.6	0.4	0.3	0.0	0.0	TBD	1.3	0.0	0.0	0.3	TBD
<b>Total</b>	40	76	55	52	10	8	0	2	TBD	29	23	0	25	TBD
<b>IPO Proceeds / Month (\$M)</b>	\$146	\$341	\$180	\$480	\$0	\$157	\$77	\$59	TBD	\$0	\$402	\$0	\$410	TBD
<b>Follow-on Proceeds / Month (\$M)</b>	\$340	\$2,095	\$1,555	\$961	\$170	\$772	\$1,025	\$277	TBD	\$1,249	\$942	\$0	\$491	TBD
<b>Conver Proceeds / Month (\$M)</b>	\$430	\$48	\$186	\$210	\$118	\$12	\$118	\$18	TBD	\$344	\$0	\$0	\$86	TBD
<b>Total</b>	\$11,137	\$30,227	\$23,381	\$20,094	\$3,495	\$11,445	\$14,844	\$4,306	TBD	\$9,556	\$8,062	\$0	\$5,927	TBD

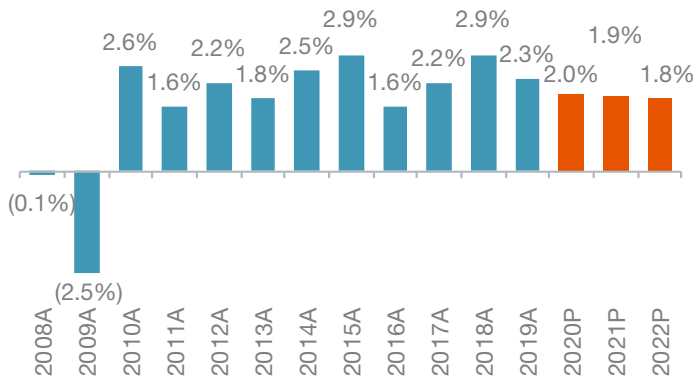
Source: S&P CapitalIQ & Factset as of 04/17/20

(1) Shading denotes length of time from start of pull-back to low point

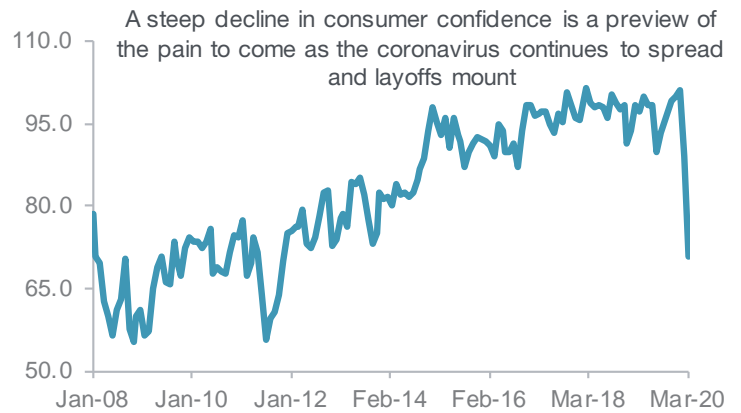


### The Current Macro Environment

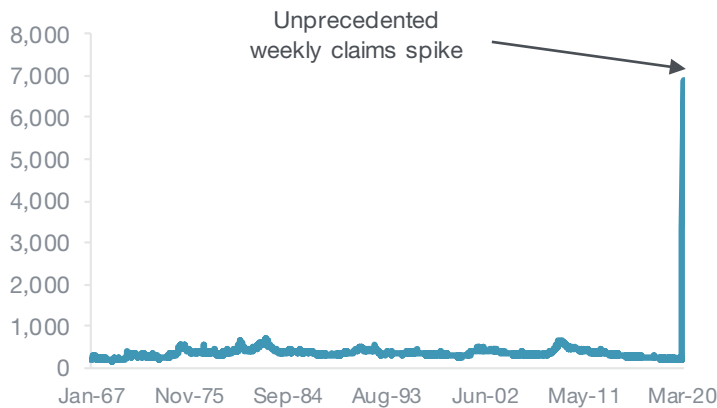
#### Historical & Projected Real GDP Growth <sup>(1)</sup>



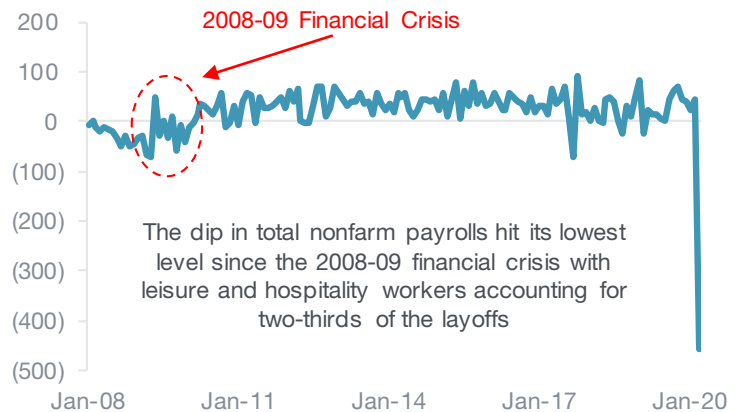
#### Consumer Confidence Slowly Eroding



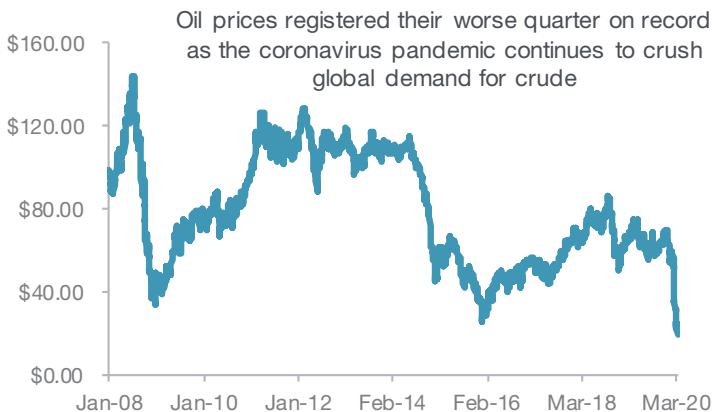
#### Initial Jobless Claims: 17M and Counting (000s)



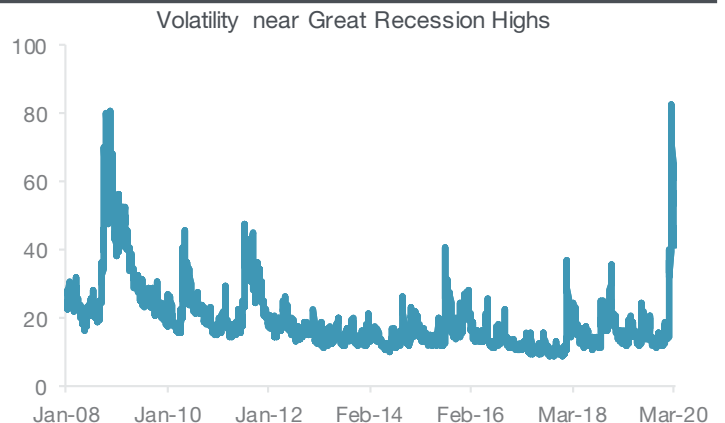
#### Leisure & Hospitality Payrolls Collapse (000s)



#### The Price of Oil (Brent Crude, \$ per barrel)



#### VIX Index (2008 – 2020 YTD)



Source: Bureau of Economic Analysis, Federal Reserve Bank of St. Louis / University of Michigan, Bureau of Labor Statistics and market data of 04/17/20  
 (1) Projected GDP growth from FOMC meeting as of 12/11/19 and does not reflect any impact from the coronavirus pandemic

## Restaurant Bankruptcies

Filing Date	Chapter	Company	Brands
04/11/20	11	FoodFirst Global Restaurants	Brio Tuscan Grille and Bravo Cucina Italiana
03/04/20	11	CraftWorks Holdings	Logan's Roadhouse, Rock Bottom Restaurant, and Gordon Biersch
02/25/20	11	Cosi Inc.	Cosi Coffee
01/27/20	11	Bar Louie	Bar Louie
01/20/19	11	The Krystal Company	Krystal
11/14/19	11	HRI Holding Corp.	Houlihan's Restaurants
08/06/19	11	Perkins & Marie Callender's Holding LLC	Perkins and Marie Callender's
08/05/19	11	iPic Entertainment	IPIC Theaters
07/11/19	11	Perkins Restaurant & Bakery (27 unit franchisee)	Perkins Restaurant & Bakery
07/08/19	11	Restaurants Unlimited	Fondi Pizzeria, Henry's Taver, Palisade, Palomino, Scott's Bar and Grill, etc.
04/30/19	11	Kona Grill Inc.	Kona Grill
04/13/19	11	Integrity Brands LLC	Uncle Maddio's
03/07/19	11	Just One More Restaurant Corp.	The Palm
01/08/19	11	Sovrano LLC	Gigi's Cupcakes, Mr. Gatti's Pizza
11/06/18	11	Taco Bueno Restaurants L.P.	Taco Bueno
11/05/18	11	D'Angelo Grilled Sandwiches	D'Angelo Grilled Sandwiches, Papa Gino's
09/28/18	7	Taylor Gourmet	Taylor Gourmet
09/06/18	11	Ruby's Diner Inc.	Ruby's Diners
09/06/18	11	Mike Isabella Concepts	Arroz G, Kapnos and Graffiato, Isabella Eatery, Kapnos Taverna, Pepita and Yona
08/15/18	11	Noon Mediterranean Grill	Noon Mediterranean Grill
08/06/18	11	Real Mex Restaurants Inc.	El Torito, Acapulco, Chevys Fresh Mex, Sinigual brands
05/08/18	11	RMH Franchise	Applebee's Franchisee
04/16/18	11	Bertucci's Corporation	Bertucci's
10/30/17	11	Vasari LLC	Dairy Queen (23 units)
10/18/17	11	Mac Acquisition LLC	Romano's Macaroni Grill
06/14/17	11	Soupman Inc.	The Original Soup Man
06/06/17	11	Ignite Restaurant Group	Brick House Tavern + Tap, Joe's Crab Shack
10/04/16	11	Rita Restaurant Corp.	Don Pablo's / Hops
10/03/16	11	Garden Fresh Restaurant Corporation	Souplantation and Sweet Tomatoes
09/30/16	11	Cosi Inc.	Cosi
09/08/16	11	Zio's Italian Kitchen	Zio's Italian Kitchen
08/08/16	11	Logan's Roadhouse Inc.	Logan's Roadhouse
07/30/15	11	Z'Tejas Southwestern Grill	Z'Tejas
07/27/15	11	Frontier Star LLC	Hardee's Franchisee
02/17/15	11	Saladworks LLC	Saladworks
07/14/14	11	Crumbs Bake Shop Inc.	Crumbs
06/17/14	11	Elephant Bar Global Grill / Wok Kitchen	Elephant Bar
03/31/14	11	Fired Up Inc.	Johnny Carino's
03/14/14	11	Quiznos Sub	Quiznos Sub
03/10/14	11	Sbarro LLC	Sbarro Pizza
02/04/14	11	Buffet Partners, L.P.	Furr's Fresh Buffet
02/03/14	11	HDOS Enterprises	Hot Dog on a Stick
12/15/13	11	F&H Acquisition Corp.	Fox & Hound sports bar and Champps casual dining chains
12/18/12	11	UFood Restaurant Group	UFood Grill
10/17/12	11	Back Yard Burgers Inc.	Back Yard Burgers Inc.
10/10/12	11	TC Global	Tully's Coffee Chain
09/12/12	11	Piccadilly Restaurants LLC	Piccadilly Cafeteria
05/14/12	11	Golden Griddle Family Restaurants	Golden Griddle Family Restaurants
01/18/12	11	Buffets Inc.	Old Country Buffet, HomeTown Buffet, Ryan's steak-buffet

## Recent Piper Sandler Restaurant Team Transactions

\$384,731,800



*has been acquired by*



March 2020

**H**

**HOULIHAN'S**

*has been acquired by*



*in a 363 sale process*

December 2019

**CAFÉ**

**ZUPAS**

*Refinancing of  
Credit Facility*

December 2019



*has been acquired by*



Old Country Store

October 2019

**KONA GRILL**  
Kitchen • sushi • cocktails

*has been acquired by*



*in a 363 sale process*

October 2019

\$650,418,760




DEL FRISCO'S RESTAURANT GROUP

*has been acquired by*



September 2019

\$350,000,000



*Senior Secured  
Credit Facility*

February 2019



*a portfolio company of*



LEVINE LEIGHMAN CAPITAL PARTNERS

*has been acquired*

November 2018

\$298,253,655



*has been acquired by*



November 2018

**SULLIVAN'S**  
STEAKHOUSE

*has been acquired by*



September 2018

\$325,000,000



DEL FRISCO'S RESTAURANT GROUP

*has acquired*

**BARTECA**

June 2018

**BRAVO | BRIO**  
RESTAURANT GROUP


*has been acquired by*

**GP Investments**

May 2018

**UPWARD**  
PROJECTS

*has received a significant  
equity investment from*



November 2017

**Cafe Rio**  
MEXICAN GRILL.

*a portfolio company of*



*has been acquired by*



Freeman Spogli & Co.

September 2017




*has been acquired by*




*in a 363 sale process*

August 2017


\$525,000,000



*a portfolio company of*



*has been acquired by*



April 2017

Recent Piper Sandler Debt Capital Markets Team Transactions

Undisclosed

**Capital Brands**

*Sr. Secured Term Loan & Revolver*

Sole Underwriter/Admin.  
December 2019

\$33,000,000

**CAFE ZUPAS**

*Senior Secured Debt*

Sole Placement Agent  
December 2019

\$90,000,000

**HE HUWA ENTERPRISES**

*ABL & Senior Secured Debt*

Sole Placement Agent  
August 2019

\$190,000,000

**CRUNCH**

*Sr. Secured Term Loan & Revolver*

Sole Underwriter/Admin.  
June 2019

\$50,000,000

**HE HUWA ENTERPRISES**

*Bridge Financing*

Sole Placement Agent  
May 2019

Undisclosed

**STEP2 DISCOVERY**

*Senior Secured Debt*

Exclusive Debt Advisor  
April 2019

\$125,000,000

**zoosk**

*Staple Financing*

Sole Placement Agent  
March 2019

\$25,000,000

**DFRG DEL FRISCO'S RESTAURANT GROUP**

*Term Loan B Tap*

Sole Placement Agent  
February 2019

\$335,000,000

**National Restaurant Franchisee**

*Sr. Secured Term Loan Delayed Draw & Revolver*

Sole Placement Agent  
December 2018

Undisclosed

**BIG Beauty Industry Group**

*Sr. Secured Term Loan Delayed Draw & Revolver*

Sole Placement Agent  
November 2018

\$270,000,000

**NEW ERA**

*ABL & Senior Secured Debt*

Sole Placement Agent  
September 2018

\$160,000,000

**TIGER RENTALS**

*ABL & Senior Secured Debt*

Sole Placement Agent  
August 2018

\$440,000,000

**Publicly Traded National Restaurant Chain**

*Sr. Secured Term Loan & Revolver*

Sole Financial Advisor  
June 2018

Undisclosed

**ShelterLogic**

*Senior Secured Debt*

Sole Financial Advisor  
June 2018

Undisclosed

**Central Conveyor COMPANY**

*Staple Financing*

Sole Placement Agent  
June 2018

\$120,000,000

**MARTIN RESOURCE MANAGEMENT**

*Senior Secured Debt*

Financial Advisor  
January 2018

Recent Piper Sandler Restructuring & Special Situations Team Transactions

Undisclosed



**COLORADO PREMIUM**  
CRAFTING QUALITY MEATS

M&A

February 2020

H

**HOULIHAN'S**

363 asset sale process


December 2019

**KONA GRILL**  
kitchen • sushi • cocktails

363 asset sale process

October 2019

\$20,500,000




*Shari's Berries*

363 asset sale process

August 2019

\$18,100,000




*Personal Creations*

363 asset sale process

August 2019

\$19,908,000



**WILLOWOOD USA**

363 asset sale process

April 2019

\$77,500,000




**FAIRWAY ENERGY**

363 asset sale process

April 2019

\$50,000,000



**BELL MEX**  
RESTAURANTS

363 asset sale process

October 2018

\$97,750,000



**MAGIC BULLET**  
**NUTRIBULLET**

M&A

July 2018

Undisclosed

**AEROSOLES**

363 asset sale process

March 2018

Undisclosed

**PORTRAIT INNOVATIONS**

In-Court Restructuring

December 2017

\$57,000,000



**IGNITE**  
RESTAURANTS

363 asset sale process

August 2017

\$94,500,000



**Strack & Van Til**  
food market

buyside in a 363 asset sale process

November 2017

Undisclosed




**SWD**

363 asset sale process

September 2017

\$90,500,000




**Garden Fresh**  
Restaurants LLC

363 asset sale process

August 2017

Undisclosed



**RDT**

363 asset sale process

April 2017

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