

PEAKSTONE

www.peakstone.com

Restaurant M&A Update: Spotlight on Fast Casual

January 2017

Restaurant Industry Update

- For announced transactions, restaurant multiples saw a modest decrease from 10.1x EBITDA and 1.03x revenue in 2015 to 9.6x EBITDA and 0.9x revenue in 2016.
- Recent notable publicly announced M&A transactions:
 - Peakstone advises PepperJax Grill on sale of company to TA Associates for an undisclosed amount.
 - Cortland Capital Market Services LLC entered in an agreement to acquire Garden Fresh Restaurant Corp. for approximately \$98 million.
 - REINS international Inc. agreed to acquire Reins International (USA) Co Ltd for approximately \$87 million.
 - BDT Capital Partners made a significant investment in Lou Malnati's for an undisclosed sum. The deal is expected to close in early October.
 - Roark Capital Group acquired majority stake in Jimmy John's Franchise, LLC for an undisclosed amount.
 - The Arlon Group acquired Cicis for an undisclosed amount.
 - CenterOak Partners LLC acquired an unknown majority stake in Wetzel's Pretzels, LLC for an undisclosed amount.
 - Cotton Parent, Inc. entered into a definitive agreement to acquire Krispy Kreme Doughnuts, Inc. for approximately \$1.3 billion.

PepperJax Grill sold to TA Associates



Peakstone served as exclusive M&A advisor to PepperJax Development Company (“PepperJax” or the “Company”) in connection with its sale to TA Associates. Peakstone also advised the Company on the acquisition of its franchisees and assisted in negotiating and structuring critical contracts and leases associated with the transaction.

PepperJax is a rapidly growing fast-casual restaurant offering “America’s Best Philly” and other made-to-order, customizable sandwiches and flavorful entrees. PepperJax currently operates approximately 40 company-owned locations throughout the Midwest.

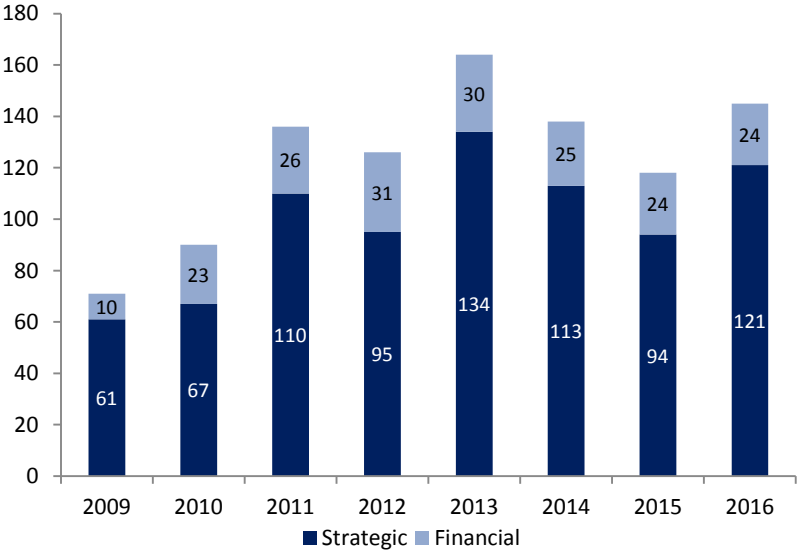
"It was a gut-wrenching decision to select an M&A Advisor. I had been approached by some potential buyers and wasn't sure if I needed an M&A Advisor. I ultimately picked Peakstone because of their restaurant expertise and the hustle and thoughtfulness they demonstrated. I had high expectations, and in this deal Peakstone blew them away. They executed on a successful strategy to find the right partner that shares our strategic vision for PepperJax and can help drive continued growth for the business. They were very thoughtful in how they positioned the business to buyers, managed the sale process and negotiated a number of important terms in the transaction. Their expertise, daily commitment, and creativity were essential to getting a great deal done," said Gary Rohwer, Founder of PepperJax.

Terms of the transaction were not disclosed.

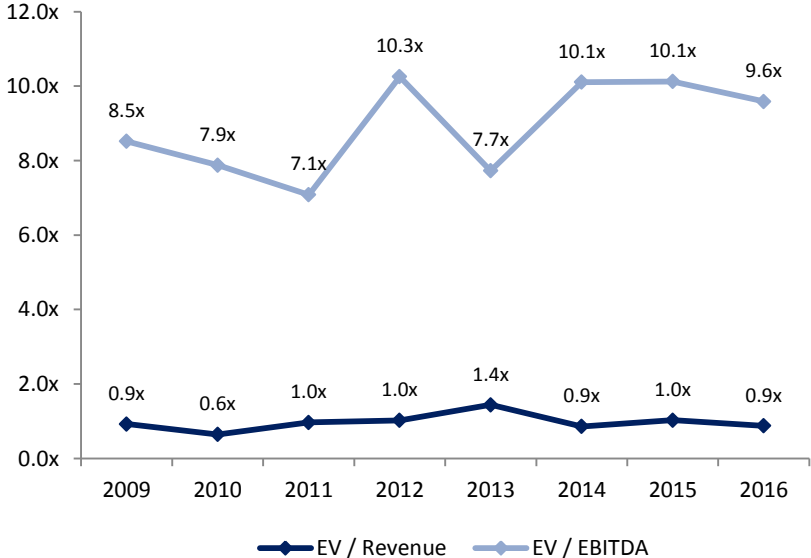
Restaurant - M&A Market Overview

Restaurant transaction activity has been strong with favorable valuation trends

U.S. Restaurant Transactions by Buyer Type



U.S. Restaurant Transaction Multiples

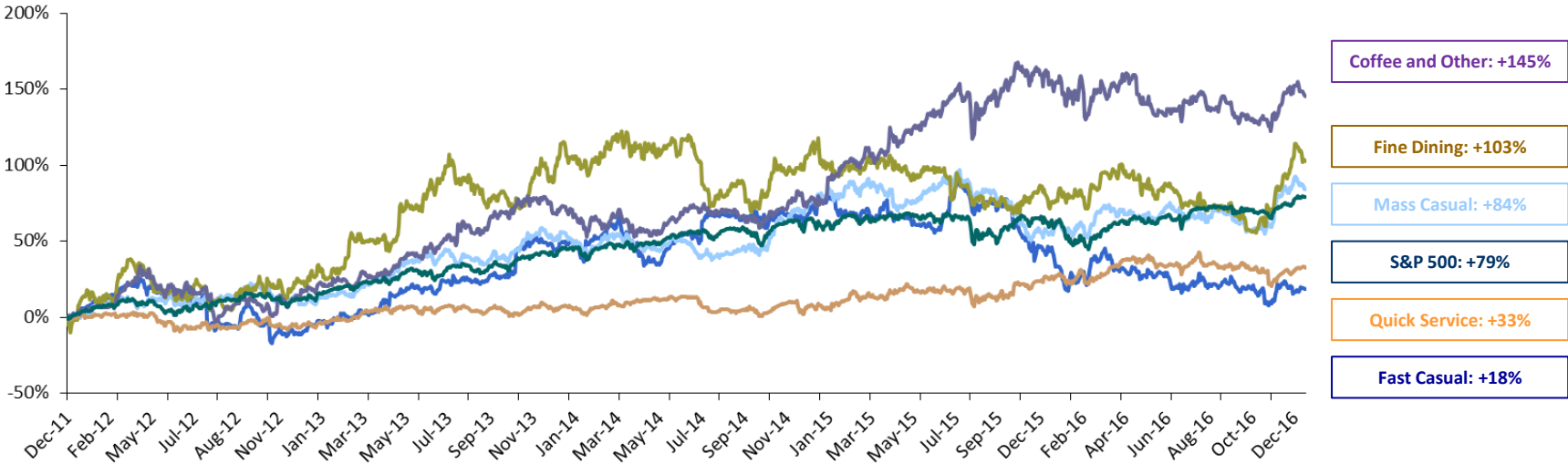


Source: Peakstone & Capital IQ

Peakstone Restaurant Index - Trading Statistics

Most Restaurant categories have outperformed the S&P 500 over the last 5 years

Relative Stock Performance



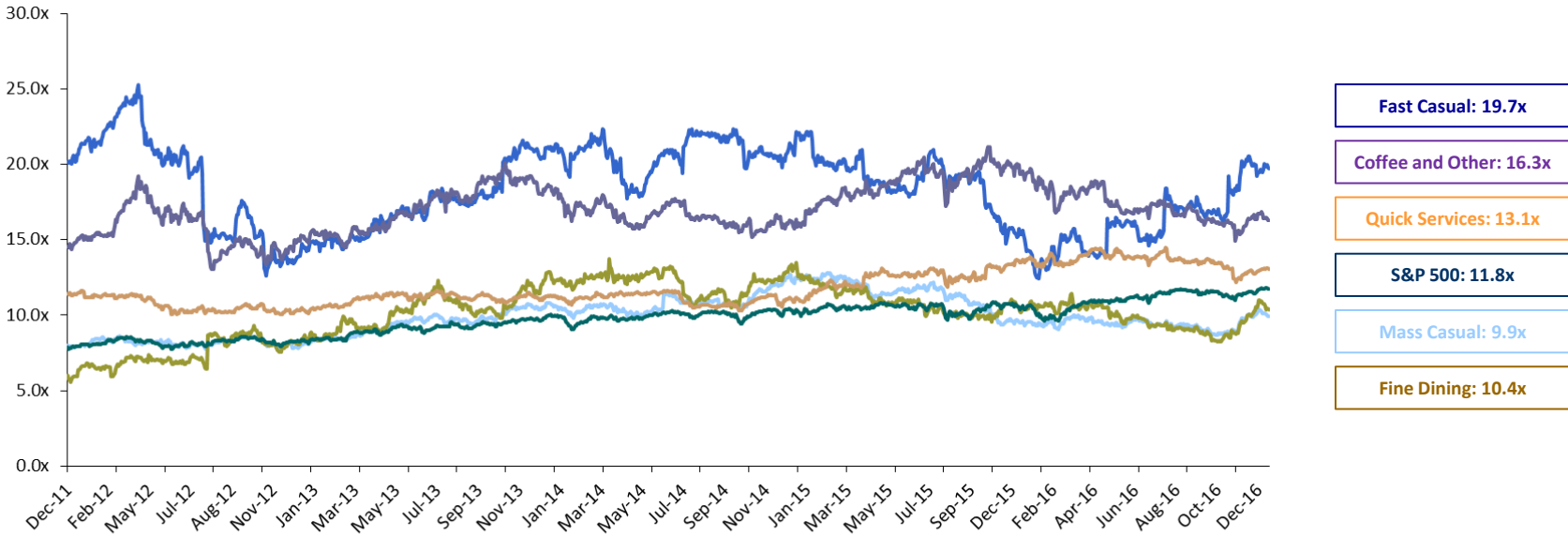
Peakstone Restaurant Index: (as of December 26, 2016)

- Fast Casual:** BOJA, CMG, TACO, LOCO, FRGI, NDLS, PNRA, PBPB, SHAK, HABT, WING, ZOES
- Mass Casual:** BH, BJRI, BLMN, BOBE, BBRG, EAT, BWLD, CHUY, CBRL, DRI, DENN, DIN, DAVE, KONA, LUB, RRGB, RT, TXRH, CAKE
- Fine Dining:** DFRG, RUTH, STKS
- Coffee & Other:** DNKN, JMBA, SBUX
- Quick Service:** TAST, DPZ, JACK, MCD, PZZA, SONC, WEN, YUM

Peakstone Restaurant Index - Trading Statistics

Most Restaurant categories have outperformed the S&P 500 over the last 5 years

Comparable Valuation Trends – Enterprise Value/ EBITDA

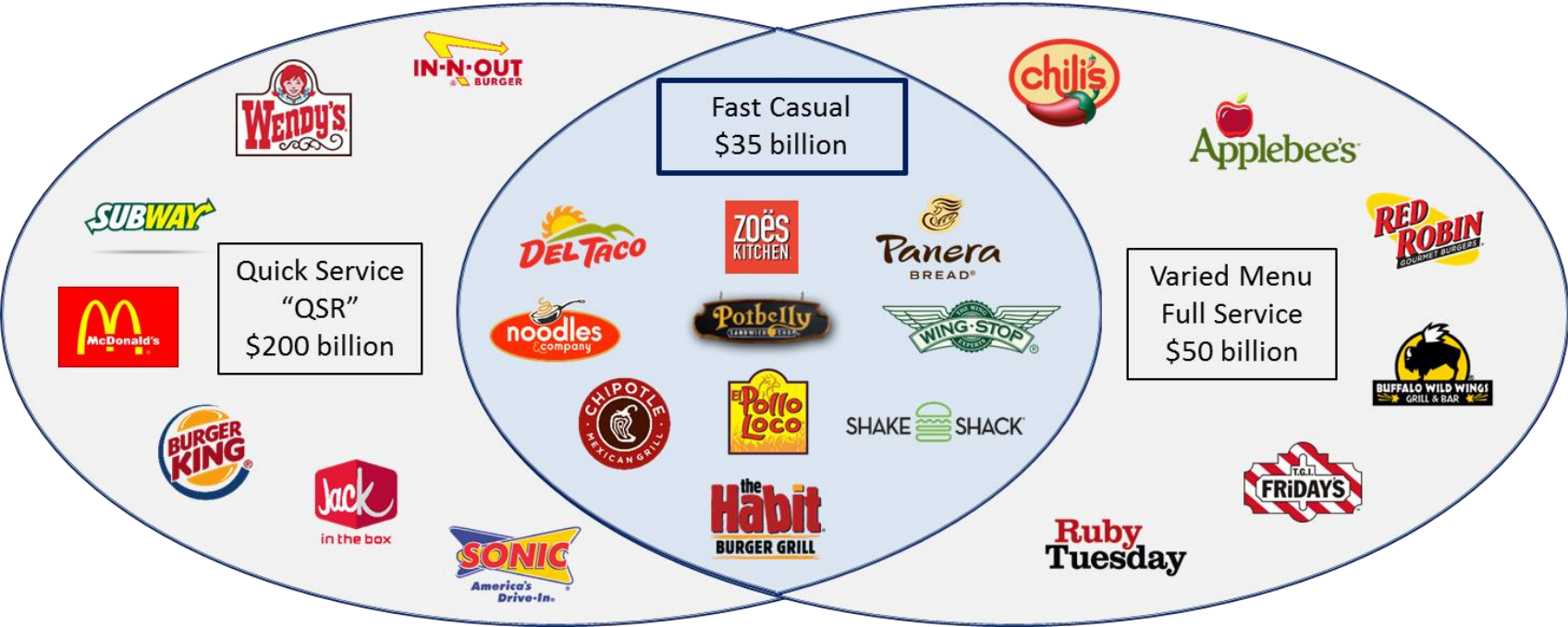


- Peakstone Restaurant Index:** (as of December 26, 2016)
- Fast Casual:** BOJA, CMG, TACO, LOCO, FRGI, NDLS, PNRA, PBPB, SHAK, HABT, WING, ZOES
 - Mass Casual:** BH, BJRI, BLMN, BOBE, BBRG, EAT, BWLD, CHUY, CBRL, DRI, DENN, DIN, DAVE, KONA, LUB, RRGB, RT, TXRH, CAKE
 - Fine Dining:** DFRG, RUTH, STKS
 - Coffee & Other:** DNKN, JMBA, SBUX
 - Quick Service:** TAST, DPZ, JACK, MCD, PZZA, SONC, WEN, YUM

Industry Landscape

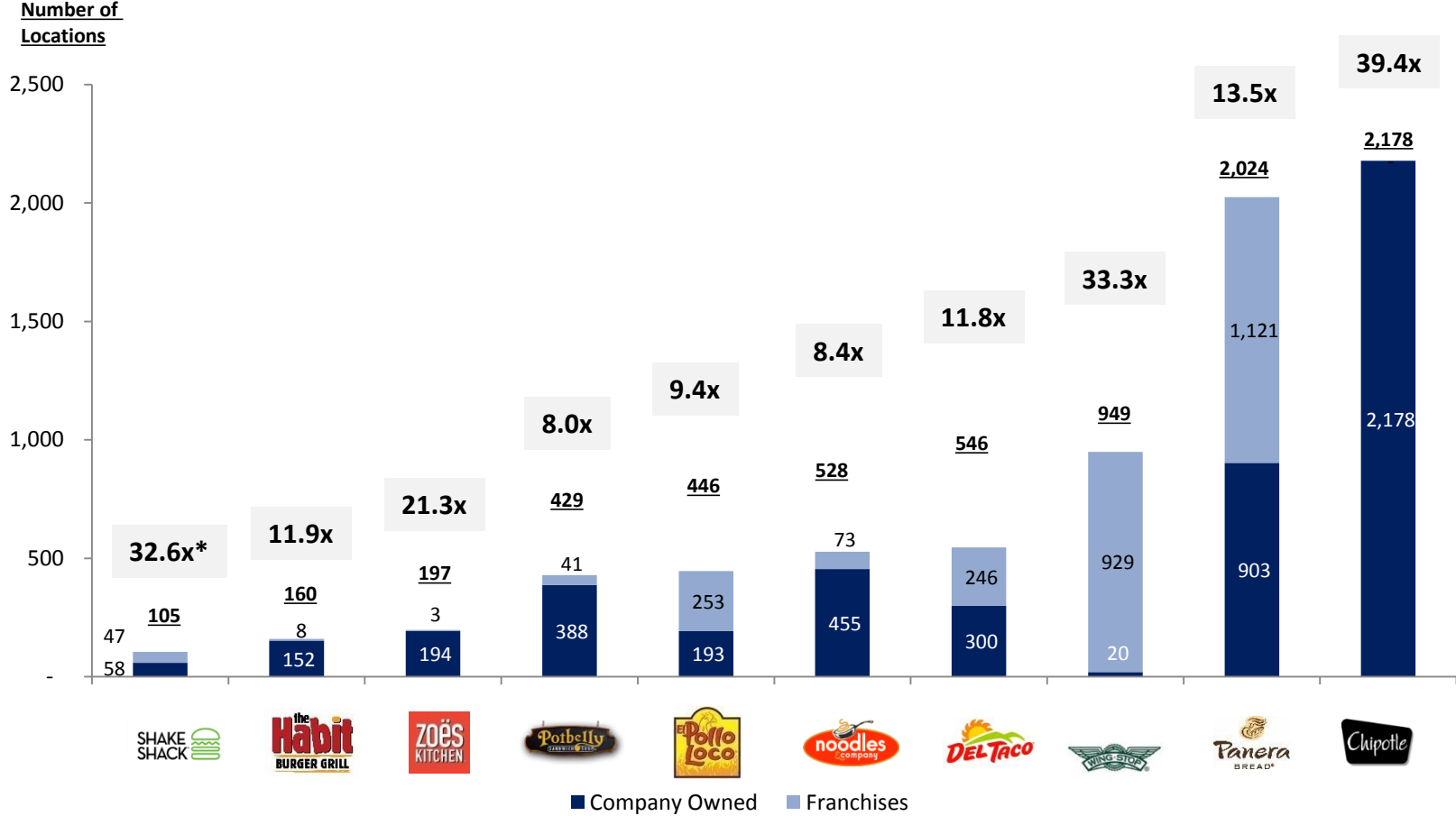
Fast Casual concepts have been growing rapidly in the restaurant industry

- Fast casual concepts attract customers away from other restaurant segments and, accordingly, are generating faster growth than the overall restaurant industry and increasing market share relative to other segments.



Fast Casual Snapshot

Company-Owned / Franchise Locations

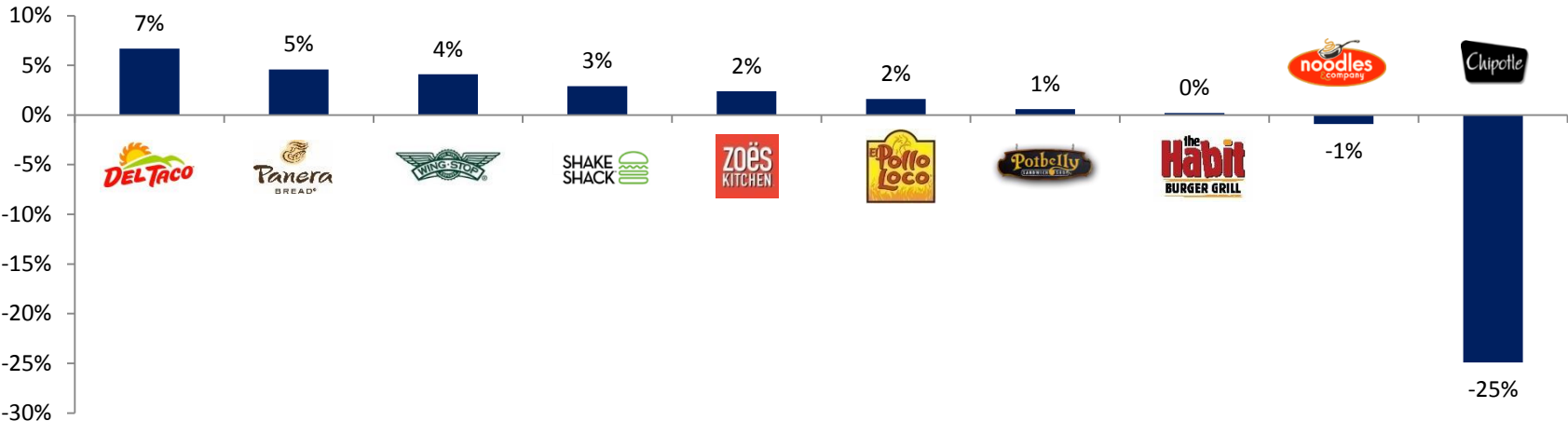


Note: EV / EBITDA Multiple

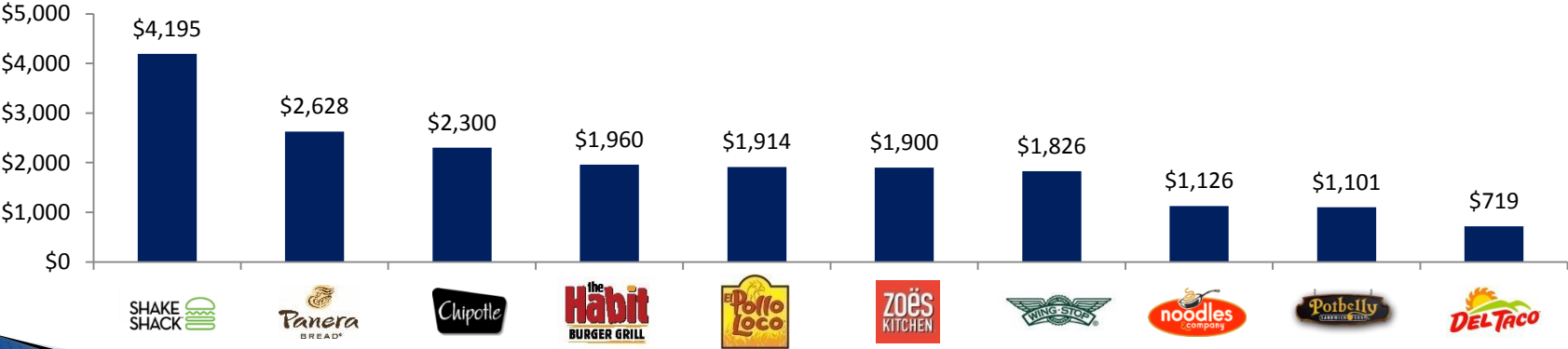
Source: Public Company Filings
As of Q3 2016

Fast Casual Snapshot (continued)

YTD Same-Store-Sales Growth



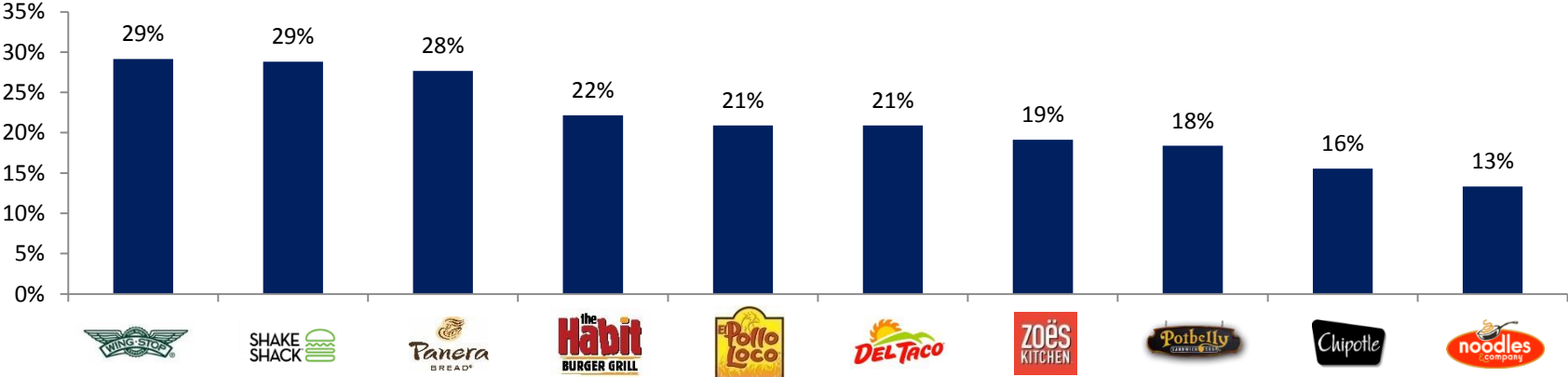
Average Unit Volume (\$ in thousands)



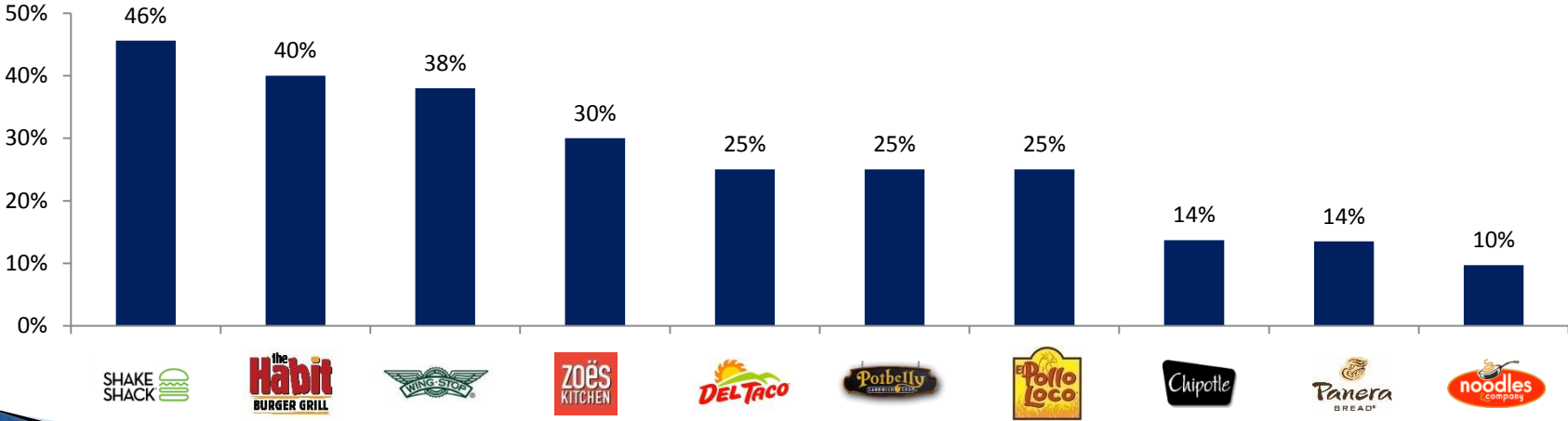
Source: Public Company Filings & Wall Street Research
As of Q3 2016

Fast Casual Snapshot (continued)

Restaurant-Level EBITDA Margin



Cash-on-Cash Return



Source: Public Company Filings & Wall Street Research
As of Q3 2016

Selected Public Trading Comparables

Selected Public Trading Comparables

<i>(\$ in millions)</i>	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
Company Name			Revenue	EBITDA	EBIT			
Fast Casual								
Chipotle Mexican Grill, Inc.	\$11,284	\$10,925	2.8x	39.4x	80.9x	51.1x	30%	7%
Panera Bread Company	\$4,904	\$5,257	1.9x	13.5x	21.9x	28.5x	34%	14%
Wingstop Inc.	\$851	\$1,005	11.5x	33.3x	36.9x	47.0x	72%	35%
Shake Shack Inc.	\$924	\$899	3.7x	32.6x	62.3x	68.2x	41%	11%
Bojangles', Inc.	\$700	\$884	1.7x	11.1x	13.7x	19.7x	23%	15%
Fiesta Restaurant Group, Inc.	\$802	\$867	1.2x	9.1x	14.5x	22.4x	25%	13%
Del Taco Restaurants, Inc.	\$572	\$731	1.7x	11.8x	18.2x	25.0x	27%	14%
El Pollo Loco Holdings, Inc.	\$491	\$592	1.6x	9.4x	12.4x	18.1x	25%	17%
Zoe's Kitchen, Inc.	\$483	\$501	1.9x	21.3x	60.6x	202.4x	21%	9%
The Habit Restaurants, Inc.	\$340	\$328	1.2x	11.9x	23.9x	61.6x	21%	10%
Potbelly Corporation	\$344	\$315	0.8x	8.0x	18.8x	33.5x	31%	10%
Noodles & Company	\$127	\$209	0.4x	8.4x	NM	NM	14%	5%
Fast Casual Median	\$636	\$799	1.7x	11.8x	21.9x	33.5x	26%	12%
Mass Casual								
Darden Restaurants, Inc.	\$9,167	\$9,491	1.4x	10.2x	14.0x	18.3x	22%	13%
Cracker Barrel Old Country Store, Inc.	\$4,086	\$4,377	1.5x	11.8x	15.0x	20.1x	34%	13%
Brinker International, Inc.	\$2,500	\$3,911	1.2x	8.1x	12.1x	14.3x	19%	15%
Texas Roadhouse, Inc.	\$3,465	\$3,443	1.8x	13.1x	18.7x	25.2x	20%	13%
Bloomin' Brands, Inc.	\$1,925	\$3,104	0.7x	7.2x	12.9x	13.1x	17%	10%
Buffalo Wild Wings Inc.	\$2,914	\$3,000	1.5x	9.8x	19.3x	26.1x	22%	16%
The Cheesecake Factory Incorporated	\$2,769	\$2,802	1.3x	10.0x	14.5x	20.1x	44%	13%
DineEquity, Inc.	\$1,425	\$2,727	4.2x	10.4x	11.8x	12.8x	60%	40%
Bob Evans Farms, Inc.	\$1,066	\$1,423	1.1x	11.9x	31.3x	22.7x	37%	9%
Biglari Holdings Inc.	\$999	\$1,192	1.4x	20.9x	35.1x	41.9x	22%	7%
Denny's Corporation	\$949	\$1,191	2.4x	12.9x	16.8x	22.9x	40%	18%
Red Robin Gourmet Burgers Inc.	\$726	\$1,026	0.8x	7.1x	16.9x	19.2x	22%	11%
BJ's Restaurants, Inc.	\$904	\$987	1.0x	7.7x	15.2x	20.7x	20%	13%
Chuy's Holdings, Inc.	\$554	\$540	1.7x	13.3x	20.6x	29.0x	20%	13%
Ruby Tuesday, Inc.	\$186	\$341	0.3x	4.9x	17.8x	0.0x	17%	6%

Selected Public Trading Comparables (continued)

Selected Public Trading Comparables

(\$ in millions) Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
			Revenue	EBITDA	EBIT			
Luby's, Inc.	\$124	\$160	0.4x	8.3x	NM	0.0x	31%	5%
Kona Grill Inc.	\$134	\$153	0.9x	23.6x	NM	NM	15%	4%
Bravo Brio Restaurant Group, Inc.	\$59	\$110	0.3x	4.3x	37.5x	21.4x	13%	6%
Famous Dave's of America Inc.	\$33	\$39	0.4x	9.2x	102.2x	23.8x	22%	4%
Mass Casual Median	\$999	\$1,192	1.2x	10.0x	16.9x	20.4x	22%	13%
Fine Dining								
Ruth's Hospitality Group Inc.	\$559	\$593	1.5x	10.1x	13.0x	18.1x	27%	15%
Del Frisco's Restaurant Group, Inc.	\$415	\$415	1.2x	9.0x	15.2x	21.6x	23%	13%
The ONE Group Hospitality, Inc.	\$55	\$68	1.0x	NM	NM	10.5x	21%	-2%
Fine Dining Median	\$415	\$415	1.2x	9.6x	14.1x	18.1x	23%	13%
Coffee and Other								
Starbucks Corporation	\$82,972	\$84,376	4.0x	16.2x	20.2x	26.7x	32%	23%
Dunkin' Brands Group, Inc.	\$4,916	\$7,085	8.7x	16.2x	18.0x	22.4x	81%	52%
Jamba, Inc.	\$157	\$142	1.7x	NM	NM	39.6x	52%	-4%
Coffee and Other Median	\$4,916	\$7,085	4.0x	16.2x	19.1x	26.7x	52%	23%
Quick Service								
McDonald's Corp.	\$102,261	\$126,001	5.1x	13.7x	16.4x	20.5x	41%	37%
Yum! Brands, Inc.	\$23,419	\$29,774	2.3x	9.8x	12.8x	24.2x	29%	23%
Sonic Corp.	\$6,385	\$11,251	2.2x	13.8x	17.7x	19.1x	33%	16%
Domino's Pizza, Inc.	\$7,768	\$9,969	4.2x	21.3x	22.6x	33.0x	31%	20%
The Wendy's Company	\$3,542	\$5,749	3.6x	14.1x	20.0x	32.1x	45%	25%
Jack in the Box Inc.	\$3,603	\$4,581	2.9x	13.7x	18.9x	23.7x	28%	21%
Papa John's International Inc.	\$3,209	\$3,523	2.1x	18.2x	23.0x	32.0x	25%	11%
Carrols Restaurant Group, Inc.	\$534	\$739	0.8x	8.3x	16.8x	30.3x	20%	10%
Quick Service Median	\$4,994	\$7,859	2.6x	13.7x	18.3x	27.2x	30%	20%
Restaurant Total Median	\$924	\$1,026	1.5x	11.8x	18.1x	22.9x	25%	13%

Selected Restaurant Transactions

Selected Restaurant Transactions

Date	Target	Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
12/20/2016	Garden Fresh Restaurant Corp.	\$98	Cortland Capital Market Services LLC	-	Cortland Capital Market Services LLC along with other lenders entered in an agreement to acquire Garden Fresh Restaurant Corp. for \$97.9 million on December 20, 2016.
11/25/2016	Reins International (USA) Co. Ltd.	\$87	REINS international inc.	-	REINS international inc. agreed to acquire Reins International (USA) Co Ltd for \$87 million on November 25, 2016. REINS international inc. will acquire 13.5 million shares of Reins International (USA) Co Ltd.
11/10/2016	Portfolio of Sixteen KFC Restaurant Properties	\$21	Four Corners Property Trust, Inc. (NYSE:FCPT)	-	Four Corners Property Trust, Inc. (NYSE:FCPT) acquired Portfolio of Sixteen KFC Restaurant Properties for \$21.1 million on November 10, 2016.
10/26/2016	Pacific Island Restaurants, Inc.	\$105	Restaurant Brands New Zealand Limited (NZSE:RBD)	5.5x	Restaurant Brands New Zealand Ltd. (NZSE:RBD) entered into an agreement to acquire Pacific Island Restaurants, Inc. from Nimes Capital, LLC for approximately \$110 million on October 26, 2016.
10/24/2016	Two Darden-Leased Restaurant Properties	\$25	-	-	Four Corners Property Trust, Inc. (NYSE:FCPT) sold Two Darden-Leased Restaurant Properties for \$24.8 million on October 24, 2016. Four Corners Property sold an Olive Garden restaurant property in Pembroke Pines, Florida and a Bahama Breeze restaurant property in Tampa, Florida.
10/10/2016	Red Lobster Master Holdings, L.P.	\$575	Thai Union Group Public Company Limited (SET:TU)	8.8x	Thai Union Group Public Company Limited (SET:TU) entered into securities purchase agreement to acquire 25% stake in Red Lobster Master Holdings, LP from funds managed by Golden Gate Private Equity, Inc. and others for approximately \$580 million on October 10, 2016.
09/27/2016	Last Call Guarantor, LLC	\$30	Fun Eats and Drinks LLC	-	Fun Eats and Drinks LLC entered into an agreement to acquire substantially all assets of Last Call Guarantor on September 29, 2016.
09/21/2016	Lou Malnati's	-	BDT Capital Partners, LLC	-	BDT Capital Partners has agreed to take a significant stake in Chicago pizza restaurant chain Lou Malnati's in a deal that's expected to close in early October.
09/08/2016	Jimmy John's Franchise, LLC	-	Roark Capital Group	-	Roark Capital Group acquired majority stake in Jimmy John's Franchise, LLC from Weston Presidio and others on September 8, 2016. Jimmy John Liautaud founder of Jimmy John's Franchise, LLC will remain chairman, and James North will remain president and CEO.
09/07/2016	Cicis	-	The Arlon Group	-	The Arlon Group has acquired the pizza buffet chain Cicis on September 7, 2016. Terms of the deal were not disclosed. Senior management, led by Cicis CEO Darin Harris, will remain with the Coppell, Texas-based operator, which has 440 locations in 33 states.
09/02/2016	Wetzel's Pretzels, LLC	-	CenterOak Partners LLC	-	CenterOak Equity Fund I, L.P. managed by CenterOak Partners LLC acquired an unknown majority stake in Wetzel's Pretzels, LLC from Levine Leichtman Capital Partners on September 1, 2016. Bill Phelps will continue to be the Chief Executive Officer of Wetzel's Pretzels.
08/24/2016	Seven Burger King Restaurants in Portland, Maine	-	Carrolls Restaurant Group, Inc. (NasdaqGS:TAST)	-	Carrolls Restaurant Group, Inc. (NasdaqGS:TAST) acquired seven Burger King Restaurants in Portland, Maine on August 23, 2016.
06/29/2016	The Wendy's Company, 39 Wendy's Restaurants	\$37	NPC Quality Burgers, Inc.	-	NPC Quality Burgers, Inc. entered into an asset purchase agreement to acquire 39 Wendy's Restaurants from Wendy's International, LLC for \$36.6 million on June 24, 2016.
Q2 2016	Pepper Jax Grill	-	TA Associates	-	Pepper Jax Grill was acquired by TA Associates on [TBU] for an undisclosed sum. Peakstone acted as exclusive advisor to Pepper Jax Grill.
05/25/2016	Kahala Corp. (OTCPK:KAHL)	\$302	MTY Food Group Inc. (TSX:MTY)	-	MTY Food Group Inc. (TSX:MTY) entered into an agreement to acquire Kahala Corp. (OTCPK:KAHL) from Delavaco Group, Serruya Private Equity, and others for approximately \$300 million in cash and stock on May 25, 2016. The transaction is expected to be immediately accretive.
05/09/2016	Krispy Kreme Doughnuts, Inc. (NYSE:KKD)	\$1,348	Cotton Parent, Inc.	18.1x	Cotton Parent, Inc. entered into a definitive merger agreement to acquire Krispy Kreme Doughnuts, Inc. (NYSE:KKD) for \$1.3 billion in cash on May 8, 2016. Under the terms of agreement Cotton Parent, Inc. will pay \$21 per share. Krispy Kreme may be required to pay Cotton a termination fee of \$42 million. At the close of the transaction, Krispy Kreme will be privately owned and will continue to be independently operated from Krispy Kreme's current headquarters in Winston-Salem, N.C.
03/22/2016	Bellacino's Pizza & Grinders	-	Healthy & Tasty Brands Corporation (OTCPK:GRLT)	-	Healthy & Tasty Brands Corporation (OTCPK:GRLT) entered into an agreement to acquire Bellacino's Pizza & Grinders on March 22, 2016. Following the acquisition, Bellacino's Pizza & Grinders will rename as SOONER BREAD COMPANY.
03/21/2016	13 Red Robin Franchised Restaurants in Texas	-	Red Robin Gourmet Burgers Inc. (NasdaqGS:RRGB)	-	Red Robin Gourmet Burgers Inc. (NasdaqGS:RRGB) acquired 13 Red Robin Franchised Restaurants in Texas from Cowboy Red, LLC, Cowgirl Red, LLC, and Texas Red Real Estate, Ltd. and Robert Y Reynolds and Carolyn Frost Keenan on March 21, 2016.
03/09/2016	TH & I Corporation	\$1	AP Company USA Inc.	-	AP Company USA Inc. acquired TH & I Corporation for \$1.4 million on March 1, 2016. Purchase price will be paid on the last day of March 2016.
03/04/2016	CulinArt Inc.	-	Compass Group USA, Inc.	-	Compass Group USA, Inc. acquired CulinArt Inc. on March 4, 2016. CulinArt's management will be retained as part of the merger. CulinArt had revenues of \$265 million in 2015.
03/03/2016	Twelve Restaurants Located in Central Pennsylvania	-	Carrolls Restaurant Group, Inc. (NasdaqGS:TAST)	-	Carrolls Restaurant Group, Inc. (NasdaqGS:TAST) acquired twelve restaurants located in central Pennsylvania on February 23, 2016.
02/22/2016	19 Casual and Polished-Casual Dining Restaurants in Midwest and Mid-Atlantic States	-	Meritage Hospitality Group Inc. (OTCPK:MHGU)	-	Meritage Hospitality Group Inc. (OTCPK:MHGU) entered into an agreement to acquire 19 Casual and Polished-Casual Dining Restaurants in Midwest and Mid-Atlantic States on February 22, 2016. The deal is subject to due diligence including debt and financing agreements and it is expected to close in summer 2016.

Selected Restaurant Transactions (continued)

Selected Restaurant Transactions

Date	Target	Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
02/12/2016	The Fresh Diet, Inc.	\$9	New Fresh Co., LLC	-	New Fresh Co., LLC signed a letter of intent to acquire 90% stake in The Fresh Diet, Inc. from Innovative Food Holdings, Inc. (OTCPK:IVFH) for \$8.7 million on February 9, 2016.
02/10/2016	10 Central Ohio Restaurants	-	Long John Silver's, LLC	-	Long John Silver's, LLC acquired 10 Central Ohio restaurants on February 10, 2016. Long John Silver's, LLC will use this market for product testing and training.
01/11/2016	42 BURGER KING Restaurants and 5 All-in-One Convenience Stores in Tennessee, Arkansas, Mississippi	-	Cambridge Franchise Holdings, LLC	-	Cambridge Franchise Holdings acquired 42 BURGER KING® restaurants and 5 All-in-One convenience stores in Tennessee, Arkansas and Mississippi from Mirabile Investment Corp on January 11, 2016.
01/06/2016	Sincerely Yogurt, Inc.	-	Ablak Holdings, LLC	-	Ablak Holdings, LLC acquired the assets of Sincerely Yogurt, Inc. from Michael Mathias, Craig Cozza and Fernando Esquivel on January 1, 2016. Sincerely Yogurt generated sales of \$6 million for the year ended on December 31, 2015.
01/05/2016	Airport Shoppes Corp. and International Meal Company DR S.R.L. and Inversiones Llers S.A.	\$50	Management Group Investor, LLC	-	Management Group Investor, LLC agreed to acquire Airport Shoppes Corp. and International Meal Company DR S.R.L. and Inversiones Llers S.A. from International Meal Company Alimentação S.A. (BOVESPA:MEAL3) for approximately \$49.3 million on January 5, 2016.
12/18/2015	\$210.5 million pool of restaurants	-	Golden Gate Capital	-	Golden Gate Capital acquired \$210.5 million pool of restaurants from VEREIT, Inc. (NYSE:VER) on December 18, 2015.
12/18/2015	Famous Dave's of America Inc., Seven Locations In Chicago Area	\$1	Elliott Baum	-	Elliott Baum entered into an asset purchase agreement to acquire seven restaurant locations from Famous Dave's of America Inc. (NasdaqGS:DAVE) for \$1.15 million on December 14, 2015.
12/15/2015	EBC Public House, Inc.	\$1	Evans Brewing Company Inc.	-	Evans Brewing Company Inc. entered into an agreement to acquire EBC Public House, Inc. from Michael J. Rapport for \$1 million on December 10, 2015. Under the terms of the deal, Evans Brewing Company will issue 1 million Series A Preferred Stock.
12/09/2015	41 Burger King Locations across Indiana, Kentucky, Michigan and New Jersey	-	Carrols Restaurant Group, Inc. (NasdaqGS:TAST)	-	Carrols Restaurant Group, Inc. (NasdaqGS:TAST) acquired 41 Burger King Restaurants across Indiana, Kentucky, Michigan and New Jersey on December 9, 2015.
11/16/2015	Vetri Family of Restaurants	-	Urban Outfitters Inc. (NasdaqGS:URBN)	-	Urban Outfitters Inc. (NasdaqGS:URBN) entered into an agreement to acquire substantially all The Vetri Family group of restaurants from Marc Vetri and Jeff on November 16, 2015. Vetri, the boutique Italian restaurant that was their first business when it opened on Spruce Street in 1998, will not be included in the sale. Vetri's restaurants could become part of Urban Outfitters' lifestyle village in Devon. Vetri Family will become a subsidiary of Urban Outfitters Inc., known as URBN. No branding or logo modifications are planned, and no employee moves are expected. Marc and Jeff shall join Urban Outfitters. The deal is expected to be completed by the end of the year.
11/09/2015	Houlihan's Restaurants, Inc.	-	York Capital Management	-	York Capital Management, Michael Archer and members of the management team agreed to acquire Houlihan's Restaurants, Inc. from Marathon Fund Limited Partnership V, fund of Goldner Hawn Johnson & Morrison Inc. on November 9, 2015.
11/05/2015	Ruby Tuesday, Inc., Eight Corporate-Owned Lime Fresh Mexican Grill Locations in Florida	\$6	Rubio's Restaurants, Inc.	-	Rubio's Restaurants, Inc. entered into an agreement eight corporate-owned Lime Fresh Mexican Grill locations in Florida from Ruby Tuesday, Inc. (NYSE: RT) for approximately \$6.3 million on November 5, 2015. The deal is subject to customary closing conditions, including obtaining certain consents and permits, and is expected to for January of 2016. Melissa Calandrucchio and Liz DiTrapanolcr, Llc acted as public relation officer for the transaction.
11/03/2015	Golden Gate Bread, LLC, 2 Panera Bakery Cafes	-	Flynn Restaurant Group LLC	-	Flynn Restaurant Group acquired 2 Panera Bakery Cafes from Golden Gate Bread, LLC on November 3, 2015.
11/02/2015	The Panera, LLC, 45 Panera Bakery Cafes	-	Flynn Restaurant Group LLC	-	Flynn Restaurant Group acquired 45 Panera Bakery Cafes from The Panera, LLC on November 2, 2015. In a related transaction, Flynn Restaurant Group acquired 2 Panera Bakery Cafes from Golden Gate Bread, LLC. The Panera, LLC portfolio includes an additional six bakery cafes in development that are expected to open in 2016, bringing Flynn Restaurant Group's total to 53 units.
11/11/2015	Olga's Kitchen, Inc.	\$8	SOK Venture LLC	-	SOK Venture LLC agreed to acquire assets of Olga's Kitchen, Inc. for \$8 million in October 2015. SOK Venture will acquire the assets for \$8 million plus a \$0.31 million payment to creditor Sysco Corp. SOK Venture will acquire 15 restaurants independently operated by Olga's Kitchen and the 11 restaurants owned by a joint venture between SOK and Olga's Kitchen's OKI LLC.
10/29/2015	Nobu Hospitality LLC	\$100	Crown Resorts Limited (ASX:CWN)	-	Crown Resorts Limited (ASX:CWN) acquired 20% stake in Nobu Hospitality LLC for \$100 million on October 29, 2015.
10/14/2015	Yum Brands Restaurants in Chicago	\$20	KBP Foods, LLC	-	KBP Foods, LLC acquired Yum Brands restaurants in Chicago for \$20 million on October 14, 2015.
10/12/2015	Smashburger Master LLC	\$99	Jollibee Foods Corp. (PSE:JFC)	-	Jollibee Foods Corp. (PSE:JFC) entered into a definitive agreement to acquire 40% stake in Smashburger Master LLC for \$99 million in cash on October 12, 2015. The purchase price values Smashburger at an enterprise value of approximately \$340 million.

Selected Restaurant Transactions (continued)

Selected Restaurant Transactions

Date	Target	Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
10/02/2015	Five BURGER KING® Restaurants in Ohio and West Virginia	-	Carrols Restaurant Group, Inc. (NasdaqGS:TAST)	-	Carrols Restaurant Group, Inc. (NasdaqGS:TAST) acquired Five BURGER KING Restaurants in Ohio and West Virginia on October 1, 2015.
09/24/2015	Hooters of Rockford, LLC	\$2	-	-	A private investor acquired Hooters at 6904 Argus Drive in Rockford from Midwest based developer for \$1.9 million on September 24, 2015.
09/14/2015	Real Estate for 19 Greater Cincinnati Frisch Big Boy Restaurants	\$47	National Retail Properties, Inc. (NYSE:NNN)	-	National Retail Properties, Inc. (NYSE:NNN) acquired real estate for 19 Greater Cincinnati Frisch's Big Boy Restaurants from NRD Capital Management, LLC for \$46.9 million on September 3, 2015.
09/09/2015	Apple Sauce, Inc., 10 Applebee's Neighborhood Grill & Bar Restaurants in South Florida	-	Doherty Enterprises, Inc.	-	Doherty Enterprises, Inc. acquired 10 Applebee's Neighborhood Grill & Bar restaurants in South Florida from Apple Sauce, Inc. on September 9, 2015. The locations include Applebee's Neighborhood Grill & Bar locations in Coral Springs, Margate, Pembroke Pines, Sunrise, Tamarac, Cutler Bay, Doral, Hialeah, Southwest Ranches and Florida City.
09/01/2015	Apple Sauce, Inc., 33 Applebee's Restaurants in Indiana and Ohio	-	RMH Franchise Corporation	-	RMH Franchise Corporation acquired 33 Applebee's Restaurants in Indiana and Ohio from Apple Sauce, Inc. on August 27, 2015.
09/01/2015	19 Frisch's Big Boy Restaurants	\$47	National Retail Properties, Inc. (NYSE:NNN)	-	National Retail Properties, Inc. (NYSE:NNN) acquired 19 Frisch's Big Boy Restaurants from NRD Capital Management, LLC for \$46.7 million on August 24, 2015. Proceeds from the sale will be used to capitalize the business.
08/07/2015	Five Burger King Restaurants in Rock Hill and Fort Mill, South Carolina	-	Carrols Restaurant Group, Inc. (NasdaqGS:TAST)	-	Carrols Restaurant Group, Inc. (NasdaqGS:TAST) acquired five Burger King restaurants in Rock Hill and Fort Mill, South Carolina on August 4, 2015.
08/04/2015	Starr Restaurants Catering Group GP, LLC	-	TrustHouse Services Group, Inc.	-	TrustHouse Services Group, Inc. acquired Starr Restaurants Catering Group on August 4, 2015. Starr Restaurants Catering Group has about 1,500 employees and entire staff will remain in place.
08/03/2015	Little Big Burger LLC	\$6	American Roadside Burgers, Inc.	-	American Roadside Burger, Inc. signed a membership interest purchase agreement to acquire Little Big Burger from Katherine J. Poppe, Micah L. Camden, Michael John Poppe, Basil Bullard, Renee Donna Cote, Rob John Cote and Gary Byron Rothenberger for \$6.1 million in cash and stock on July 31, 2015.
07/23/2015	Z'Tejas, Inc.	\$4	Cornbread Ventures, LP	7.2x	Cornbread Ventures, LP entered into a purchase agreement to acquire Z'Tejas, Inc. from KarpReilly LLC, JPMorgan Chase & Co. (NYSE:JPM) and others for \$3.7 million on July 22, 2015.
07/07/2015	Fazolli's System Management, LLC	-	Sentinel Capital Partners, L.L.C.	-	Sentinel Capital Partners, L.L.C. acquired Fazolli's System Management, LLC from Sun Capital Partners, Inc. on July 7, 2015.
07/07/2015	TGI Friday's Inc., 48 Fridays Restaurants Across the Midwest	-	JIB Management, Inc.	-	JIB Management, Inc. acquired 48 Fridays restaurants across the Midwest from TGI Friday's Inc. on July 7, 2015.
06/25/2015	Pepper Dining, Inc.	\$107	Brinker International, Inc. (NYSE:EAT)	-	Brinker International, Inc. (NYSE:EAT) acquired Pepper Dining, Inc. from Olympus Growth Fund IV, L.P. managed by Olympus Partners and others for approximately \$110 million on June 25, 2015. The purchase price of \$106.5 million was funded with availability under Brinker's existing credit facility. The acquisition is expected to be EPS accretive in fiscal year 2016.
06/24/2015	One World Foods, Inc.	\$100	McCormick & Company, Incorporated (NYSE:MKC)	-	McCormick & Company, Incorporated (NYSE:MKC) signed an agreement to acquire One World Foods, Inc. for \$100 million in cash on June 24, 2015. The purchase price is subject to certain closing adjustments. McCormick intends to maintain the headquarters in Texas.
06/11/2015	6 Entities and Certain Subsidiary and Affiliated Operating Entities	\$160	Buffalo Wild Wings Inc. (NasdaqGS:BWLD)	-	Buffalo Wild Wings Inc. (NasdaqGS:BWLD) exercised its right of first refusal to acquire substantially all of the assets of AlamoWing Development, LLC, B III Wing, LLC, RioWing Development, LLC, AlamoWing NM Partners, LLC, AlamoWing NM Partners II, LLC, Southseas Wings, LLC and certain subsidiary and affiliated operating entities for approximately \$160 million on June 11, 2015. Under the terms, assets to be acquired consist primarily of 38 existing Buffalo Wild Wings® restaurants located in Texas, New Mexico and Hawaii and 3 Buffalo Wild Wings restaurants under development in New Mexico and Hawaii.
06/04/2015	Biglari Holdings Inc. (NYSE:BH)	\$259	Biglari Capital Corp.	21.3x	Lion Fund II, L.P. managed by Biglari Capital Corp. made a bid to acquire additional 27.8% stake in Biglari Holdings Inc. (NYSE:BH) for approximately \$240 million on June 4, 2015. Lion Fund II commenced a tender offer for up to 0.58 million Biglari shares at \$420 per share.
06/01/2015	PF Hospitality Group, Inc., Prior to Reverse Merger with Pizza Fusion Holdings, Inc	-	PF Hospitality Group, Inc (OTCPK:KHGT.D)	-	Pizza Fusion Holdings, Inc. agreed to acquire Kalahari Greentech, Inc. (OTCPK:KHGT) in a reverse merger transaction on May 26, 2015. Board and a majority of Kalahari Greentech, Inc.'s shareholders approved a reverse stock split on a 1 share per 2,000 basis.
05/27/2015	TGI Friday's Inc., 16 Restaurants in the Miami, 16 Florida Locations and Two Locations in Charlotte	-	Jackmont Hospitality, Inc	-	Jackmont Hospitality, Inc acquired 16 Fridays Restaurants in the Miami, 16 Florida Locations and two additional locations in Charlotte from TGI Friday's Inc. on May 27, 2015.

Peakstone Vendor Spotlight – ReviewTrackers

It is very challenging to manually monitor all relevant review sites for multi-location businesses efficiently...

<p>81% Of consumers have searched for a restaurant on a mobile app in the last six months.</p> <p>Single Platform, 2013</p>	<p>A half-star improvement in Yelp’s 5-star rating makes it 30 to 49 percent more likely that a restaurant will sell out seats during its peak hours.</p> <p>Berkeley, 2011</p>	<p>A one-star improvement in a restaurant’s Yelp rating leads to a 9 percent revenue increase.</p> <p>Harvard Business School, 2011</p>
--	---	---

SOLUTION	FEATURES	
<p>ReviewTrackers automatically monitors and increases online reviews from one easy to-use dashboard.</p> <p>www.reviewtrackers.com</p>	<p>Centralize All Your Reviews Monitor all of your locations in one dashboard. Includes 80+ review websites such as Yelp, Facebook, Google+, Foursquare, TripAdvisor, and more.</p> <p>Powerful Reporting Segment customer data by location, rating, or sentiment using proprietary text analytics. Schedule automated email summaries.</p>	<p>Customized Alerts When a new review is identified, ReviewTrackers sends a notification straight to your inbox and adds it to your dashboard.</p> <p>Improve Your Reviews Generate additional reviews from your customers with an easy-to-use review request feature.</p> <p>Experienced Support Team Every account comes with phone and email support.</p>

To learn more – contact Josh@ReviewTrackers.com

Contact Us

Peakstone is an investment bank that specializes in mergers and acquisitions advisory and capital raising for middle market clients. Our team is comprised of senior investment banking professionals who have decades of experience and have executed hundreds of transactions totaling billions of dollars. For additional information, visit www.peakstone.com or contact Alex Fridman at afridman@peakstone.com or 312-346-7303.