



Annual RR Databook 2019-2020

Benchmarking for \$1B+ Chains and Other Select Concepts

Unit Sales & Margins, Build Costs, Valuations, System Stats, Units by State

Casual	Five Guys
Applebee's	Hardee's
BJ's Restaurants	Jack in the Box
Buffalo Wild Wings	McDonald's
Cheesecake Factory	Sonic Drive-In
Chili's Grill & Bar	Taco Bell
Long Horn	Wendy's
Olive Garden	Whataburger
Outback	Zaxby's
Red Robin	Sub-sandwich
Texas Roadhouse	Firehouse Subs
TGI Friday's	Jersey Mike's
Family	Jimmy John's
Cracker Barrel	Subway
Denny's	Pizza
Golden Corral	Domino's
IHOP	Little Caesar's
Perkin's	Papa John's
Fast Casual	Pizza Hut
Chipotle	Chicken
Moe's Southwest Grill	Bojangles'
Panera Bread	Church's
Qdoba	KFC
Sandwich	Popeyes
Arby's	Wingstop
Burger King	Coffee/Bakery
Carl's Jr.	Dunkin Donuts
Checkers/Rally's	Krispy Kreme
Chick-fil-A	Starbucks
Culver's	Tim Horton's
Dairy Queen	

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Applebee's

Casual

RR Dashboard - Domestic System

	Chain	Segment Avg./Total	Chain	Segment Avg./Total
System Scale				
System Sales (\$'000)	\$4,211,000	\$30,928,000		
Market Share by Sales	13.6%			
System Units	1,693	8,823		
Market Share by Units	19.2%			
Growth				
System Sales 2 Yr. Avg.	-2.3%	1.0%		
System Sales 10 Yr. Avg.	-0.6%	2.3%		
Gross New Units 2 Yr. Avg.	0.3%	1.3%		
Gross New Units 10 Yr. Avg.	0.9%	2.7%		
Same-Store-Sales (Systemwide Calendar Year)				
2 Yr. Avg.	-0.2%	0.8%		
10 Yr. Avg.	-0.5%	0.3%		
RR SSS Index (Base Yr. 2008)	99.1	109.6		
Unit Closures				
2 Yr. Avg.	4.9%	1.9%		
10 Yr. Avg.	1.9%	1.3%		
Marketing				
Gross Local Contribution	0.25%	0.7%		
Gross National Contribution	3.88%	3.2%		
Total Media Ad Spend (\$ MM)	\$167	\$952		
Segment Market Share	17.5%			
Menu, Marketing & Promotions				
Menu Size	83	90		
# New Products 2018	16	18		
# New Products YTD 2019	13	9		
Average check	\$14.50	\$18.48		
Daypart sales				
Breakfast	0%	N/a		
Lunch	19%	N/a		
Dinner	48%	N/a		
Afternoon & Late Night	33%			
Store Level Labor Structure				
Total Hourly/Crew Employees	70 - 90	50 - 200		
Average Employees @ Peak Shift	25 - 40	25 - 40		
Unit Economics				
Average Unit Volume "AUV"	Dec-18	FYE '18E		
COGs	\$2,428,000	\$4,446,000		
Labor	26.0%	26.8%		
EBITDAR (Pre G&A)	33.3%	33.3%		
	17.0%	17.4%		
Unit Level M&A Multiple				
	4.60	4.64		
Unit Transfers				
2 Yr. Avg. (2017-2018)	1.6%	1.9%		
10 Yr. Avg. (2009-2018)	3.6%	2.6%		
New Build Economics				
New Build AUV	\$2,600,000	\$3,635,714		
New Build Costs (Ex. Land)	\$2,172,400	\$3,119,879		
Building Size (Sq. Ft.)	5,410	6,016		
Sales-to-Investment Ratio	1.20	1.17		
Sales/Sq. Ft.	\$480.6	\$604.4		
Investment/Sq. Ft.	\$401.6	\$518.6		
New Build Cost/Acquisition Cost	3.07			
Unlevered New Build ROI	13.2%	14.3%		
System Condition				
% of System Built in Last 7 Years	7.5%	16.6%		
Franchise Summary				
Total # Franchised Units	1,624	3,192		
% of System Franchised	95.9%	36.2%		
Total Franchisees	32	229		
Avg. # Units/Franchisee	50.8	13.9		
Initial & Development Fees (Net)	\$35,000	\$41,429		
Royalty Fee	4.0%	4.1%		
Minimum Net Worth Requirement	\$500,000	\$1,666,667		
Franchisor Condition				
S&P Debt Rating	Not Rated			
Stock Performance LTM	-6.7%	12.4%		
Leverage (Net Debt/EBITDA)	6.41	3.93		

Above Average

Below Average

Applebee's

Domestic System Statistics (*)

FYE December	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Outlook	10 yr. Average ('09-'18)
Systemwide Sales (\$'000)												
Systemwide Sales	\$4,390,000	\$4,328,000	\$4,440,000	\$4,515,000	\$4,530,000	\$4,590,000	\$4,712,000	\$4,419,000	\$4,117,000	\$4,211,000		
% Growth	-2.1%	-1.4%	2.6%	1.7%	0.3%	1.3%	2.7%	-6.2%	-6.8%	2.3%		-0.6%
Segment % Growth	-0.5%	0.3%	4.5%	5.0%	2.9%	3.4%	4.6%	0.5%	0.4%	1.6%		2.3%
Segment Market Share	17.8%	17.5%	17.2%	16.6%	16.2%	15.9%	15.6%	14.6%	13.5%	13.6%		
Market Share Change	-0.3%	-0.3%	-0.3%	-0.5%	-0.4%	-0.3%	-0.3%	-1.0%	-1.0%	0.1%		-0.4%
Same Store Sales												
Franchised	-4.4%	0.6%	2.0%	1.3%	-0.3%	N/a	N/a	N/a	N/a	N/a	N/a	-0.2%
Company	-4.8%	-1.9%	1.8%	0.6%	N/a	N/a	N/a	N/a	N/a	N/a	N/a	-1.1%
Total System	-4.5%	0.3%	2.0%	1.2%	-0.3%	1.1%	0.2%	-5.0%	-5.3%	5.0%	2.0% to 4.0%	-0.5%
Segment SSS	-4.8%	-0.1%	2.2%	1.9%	0.2%	1.8%	2.1%	-1.4%	-0.4%	1.9%		0.3%
Unit Counts												
Franchised	1,470	1,553	1,694	1,862	1,838	1,847	1,878	1,858	1,782	1,624		
Company	<u>398</u>	<u>309</u>	<u>177</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>69</u>		
Total	1,868	1,862	1,871	1,885	1,861	1,870	1,878	1,858	1,782	1,693		
% Net Growth	-0.4%	-0.3%	0.5%	0.7%	-1.3%	0.5%	0.4%	-1.1%	-4.1%	-5.0%		-1.0%
Segment % Net Growth	2.2%	1.6%	2.4%	2.2%	2.3%	1.7%	1.9%	1.0%	-0.6%	-0.6%		1.4%
Gross New Unit Development												
Franchised	18	14	15	20	20	29	27	19	10	2	0	
Company	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	18	14	15	20	20	29	27	19	10	2	0	
% Growth	1.0%	0.7%	0.8%	1.1%	1.1%	1.6%	1.4%	1.0%	0.5%	0.1%	0.0%	0.9%
Segment % Growth	3.7%	2.8%	3.2%	3.1%	3.4%	2.9%	2.8%	2.2%	1.4%	1.2%	1.0%	2.7%
Transfers & Closure Rates												
Franchised Transfers	1.0%	0.5%	3.5%	15.5%	8.3%	1.0%	2.8%	0.0%	0.6%	2.7%		3.6%
Segment Transfers	0.7%	0.6%	2.5%	8.5%	4.7%	0.9%	3.3%	0.7%	1.7%	2.2%		2.6%
Franchised Closings	1.7%	1.0%	0.4%	0.4%	2.4%	1.1%	1.0%	2.1%	4.6%	5.1%		2.0%
Company Closings	<u>0.0%</u>	<u>1.5%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>		0.2%
System Closings	1.3%	1.1%	0.3%	0.3%	2.3%	1.1%	1.0%	2.1%	4.6%	5.1%		1.9%
Segment Closings	1.5%	1.2%	0.7%	0.9%	1.2%	1.2%	0.9%	1.2%	2.0%	1.8%		1.3%

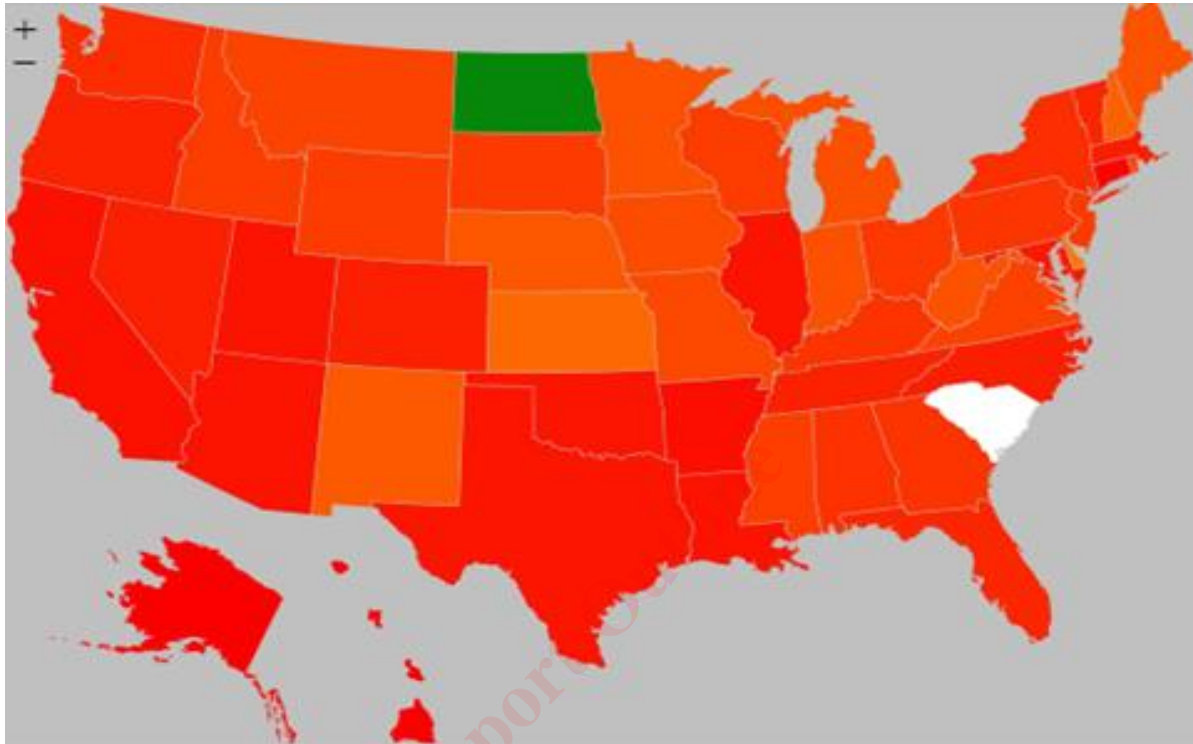
(*) Concept results reflect company's fiscal year. Segment results reflect an average of individual concept results based on their fiscal year end closest to December.

Applebee's

2018 State Unit Concentration (Units/Million People)

Lowest Concentration

Highest Concentration



Total Gross New Unit Development (2017-2019P)



Applebee's Unit Activity by State

State	2018 Unit Count				Gross Openings					Closings				Net Openings				Transfers			
	Total	Franchised	Company	% Total	2015	2016	2017	2018	2019E	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
Alabama	29	29		1.7%			1			1	1	1		(1)			(1)				
Alaska	1	1		0.1%							1				(1)					1	
Arizona	22	22		1.3%	1						2	4		1		(2)	(4)				
Arkansas	8	8		0.5%							1	2			(1)		(2)				3
California	114	114		6.7%	6	2	1			2	2	4	4	4		(3)	(4)	8			13
Colorado	24	24		1.4%	1						1		2	1	(1)		(2)				
Connecticut	6	6		0.4%																	
Delaware	12	12		0.7%																	
Dist. of Columbia																					
Florida	105	105		6.2%	2	5	2			5	1	6	1	(3)	4	(4)	(1)	10			
Georgia	63	63		3.7%	3	1					3	4	4	3	(2)	(4)	(4)				
Hawaii	2	2		0.1%		1	2						1		1	2	(1)				
Idaho	12	12		0.7%																	
Illinois	39	39		2.3%		1					1		8				(8)				
Indiana	58	58		3.4%	1						2	1	5	1	(2)	(1)	(5)	22			3
Iowa	26	26		1.5%																	1
Kansas	32	32		1.9%							1	1			(1)	(1)					
Kentucky	27	27		1.6%							3	3	4		(3)	(3)	(4)				6
Louisiana	15	15		0.9%							1		1		(1)		(1)				
Maine	12	12		0.7%																	
Maryland	22	22		1.3%		1							3		1		(3)				
Massachusetts	28	28		1.7%		2				1			1	(1)	2		(1)				
Michigan	86	86		5.1%	2			1			1	3		2	(1)	(3)	1				
Minnesota	50	50		3.0%								3	5			(3)	(5)				
Mississippi	21	21		1.2%		1				1		1		(1)	1	(1)					
Missouri	49	49		2.9%							2	4	3		(2)	(4)	(3)				
Montana	8	8		0.5%																	
Nebraska	18	18		1.1%	1	1				2			1	(1)	1		(1)				1
Nevada	13	13		0.8%								1				(1)					
New Hampshire	14	14		0.8%																	
New Jersey	60	60		3.5%	2									2							
New Mexico	20	20		1.2%		1						1			1	(1)					
New York	109	109		6.4%	2						1	3	2	2	(1)	(3)	(2)				1
North Carolina	43	1	42	2.5%						1	3	4	9	(1)	(3)	(4)	(9)				
North Dakota	11	11		0.6%								1				(1)					
Ohio	77	77		4.5%						1	2	3	9	(1)	(2)	(3)	(9)	11			
Oklahoma	13	13		0.8%	1						4	6	1	1	(4)	(6)	(1)				7
Oregon	19	19		1.1%									2				(2)				
Pennsylvania	80	80		4.7%	2								1	2			(1)				
Rhode Island	8	8		0.5%																	
South Carolina	27		27	1.6%	1						1	6	6	1	(1)	(6)	(6)				
South Dakota	6	6		0.4%																	6
Tennessee	30	30		1.8%						1	3	8	1	(1)	(3)	(8)	(1)				7
Texas	97	97		5.7%	1	2	2				1	8	4	1	1	(6)	(4)				
Utah	10	10		0.6%						2	2	2		(2)	(2)	(2)				10	
Vermont	3	3		0.2%																	
Virginia	63	63		3.7%		1	2			1	1	7	4	(1)		(5)	(4)				
Washington	41	41		2.4%									1				(1)				
West Virginia	16	16		0.9%								1				(1)					
Wisconsin	40	40		2.4%	1			1		1	1	2			(1)	(2)	1				
Wyoming	4	4		0.2%									1				(1)				
Total	1,693	1,624	69	100.0%	27	19	10	2	0	19	39	86	91	8	(20)	(76)	(89)	51	0	11	48
% YOY Growth	-5.0%	-8.9%			1.4%	1.0%	0.5%	0.1%		1.0%	2.1%	4.6%	5.1%	0.4%	-1.1%	-4.3%	-5.3%	2.8%		0.6%	2.7%

Please note state unit data is derived from FDDs and may vary from figures reported in 10-Ks and annual reports.

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Concept Benchmarking Reports

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Hardee's	IHOP	Jack in the Box	KFC
McDonald's	Panera Bread	Papa John's	Pizza Hut
Popeyes	Sonic Drive-In	Subway	Taco Bell
TGI Friday's	Wendy's	Quarterly Concept Updates*	

Industry Benchmarking (50+ Chains)

Store Level	Systemwide	Finance
New Unit Investment Report	Quarterly Same Store Sales Database*	Unit Level
Remodeling Report	Annual RR Databook*	Valuations Report
Unit Economics Report	Unit & Sales Growth Analysis Report	Franchise Finance
Marketing Spend Report	Menu & Promotions Report	Report
	Commodities Database*	

* Only available as part of subscription.

FDD/UFOC library for 40+ Chains

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