# RESTAURANT FINANCE MONITOR'S **RESTAURANT FINANCE MONITOR'S DEVELOPMENT FINANCE &** NOVEMBER 13-15, 2023 • BELLAGIO • LAS VEGAS



 $\sqrt{}$  Meet the top lenders and investors in the restaurant business  $\sqrt{}$  Attend expert financial workshops  $\sqrt{}$  Find new expansion opportunities  $\sqrt{}$  Buy and sell restaurant businesses  $\sqrt{}$  Make valuable contacts and more



www.restfinance.com

# **ABOUT THE CONFERENCE**

# About **RFDC**

The **Restaurant Finance Monitor's** annual **Restaurant Finance & Development Conference** is the restaurant industry's premier event for company owners, operators and financial executives.

**RFDC** is all about the business side of the restaurant industry and an opportunity to get "up to speed" with what's happening in the restaurant sector and capital markets. Attendees **gain key insight** by attending **expert educational sessions** covering a wide variety of financial, economic, accounting, technology, strategy, real estate and restaurant operations topics.

In addition to an excellent educational forum, attendees have the opportunity to meet with a wide variety of financial sources during the conference.

# Who Should Attend?

Restaurant owners, operators, executives and board members of multi-unit restaurant companies—public, private, franchised, non-franchised and independent restaurant groups send multiple representatives to the conference each year. Attendees include owner-operators and their partners, board members, CFOs, controllers, senior executives in finance, operations, development, legal, real estate and franchising.

Also invited are lenders, investment bankers, real estate developers, accountants, attorneys, private and public equity investors, consultants, family offices, and other firms with investments in the restaurant industry.

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# **RFDC Finance & Development Mall** Attendees to RFDC can meet with

Attendees to RFDC can **meet with representatives** of banks, finance companies, investment banks, private equity firms, merger and acquisition specialists, private investors, real estate developers, sale-leaseback providers, consultants, business brokers and other financial intermediaries to find financing, buy or sell restaurant businesses and real estate, or locate new concepts or existing business opportunities. A variety of financing and deal sources are on hand.

# Time is Money Meetings are typically arranged in advance

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Meetings are typically arranged in advance or by visiting the **Finance & Development Mall** during the conference. If you prefer, we'll help with introductions or set up one-on-one meetings for you. **Consider RFDC a most efficient use of your time!** The conference allows attendees to accomplish a year's worth of travel and financial meetings in just three days!



# **THE FINANCE & DEVELOPMENT MALL**

# Registered attendees gain access to the Finance & Development Mall and Private Meetings

The **Finance & Development Mall** is an outstanding venue to meet multiple financing and development sources that can help your company grow. Banks, finance companies and other lenders that specialize in restaurant financing exhibit in the Mall–so do real estate owners, property developers and brokers. You can find financing, discover new growth and development opportunities, network with restaurant buyers and sellers looking to make deals, locate important financial services from experts who specialize in restaurants, or simply refine your business strategy or share market intelligence with other attendees.

The **Finance & Development Mall** is the only venue of its kind in the restaurant industry. The Mall is an efficient way to meet with as many financial contacts as you can over a three-day period. The **networking and deal possibilities** at the Restaurant Finance & Development Conference are the best in the industry and that's why industry participants come back year after year.

# A Variety of Financing and Deal Sources Are on Hand!

The Finance & Development Mall is the place to discuss your financing and development needs one-on-one with restaurant lenders, investors and intermediaries who specialize in:

- Acquisition loans
- Bank syndications
- Build-to-suit leases
- Businesses for sale
- Buy-out funds
- Construction loans
- Equipment leases
- Equipment loans
- Franchise financing

- Franchise opportunities
- Hedge fund loans
- Investment banking
- IPO's
- Leasehold loans
- Mezzanine loans
- Property development
- Private Placements
- Private Equity

- Real estate loans
- Recapitalizations
- Refinancings
- Sale-leasebacks
- SBA 7(a) and 504 loans
- Senior debt
- Valuations
- Venture capital





# MORE ABOUT THE CONFERENCE



## Follow the Money!

No other restaurant industry event is as important to the success of your business than the Restaurant Finance & Development Conference! Attendees have the opportunity to meet with representatives of banks, finance companies, investment banks, private equity firms, merger and acquisition specialists, private investors, real estate developers, saleleaseback providers, consultants, business brokers and other financial intermediaries.





Leading industry experts provide crucial financial and development information, and attendees will hear from restaurant operators candidly discussing their approach to opportunities and challenges in their businesses.



### **RFDC Dealmakers Lounge**

The Restaurant Finance & Development Conference provides the best venue for one-on-one dealmaking in the industry. The conference networking lounge provides a perfect place to conduct meetings. Coffee is served throughout the day. Think of it as your RFDC conference room!



## **RFDC Connect**

RFDC thrives on one-on-one appointments which can be set up in advance before you arrive on-site. You can make your own appointments or our RFDC staff can assist you. Email rfdcconnect@restfinance.com and we'll get to work setting up appointments for you.



## Let's Make a Deal

The **RFDC Finance & Development Mall** is a great place to make deals. We guarantee the contacts you make at RFDC will be some of the most important ones in your business career. Restaurant dealmaking has never been more important so register now and start connecting!



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## **RFDC Mobile App**

Connect with other attendees via the attendee list, track agenda times, download detailed workshop presentations, find exhibitors and sponsors, set your schedule, and much more on the RFDC mobile conference app.

# **Continuing Education Credits**

Our sessions are professionally presented and offer CPE credits in accounting for CPAs. You may also be eligible for real estate credits from your local board.

# AGENDA AT-A-GLANCE

# Monday, November 13, 2023

2:00 pm-4:00 pm-Opening General Session

#### **KEYNOTE SPEAKER**

A Conversation with Patrick Doyle Chairman, Restaurant Brands International



Patrick Doyle

The Future of Remote Work and What it Means for Restaurants **Nicholas Bloom, Economist and Stanford University Professor** *Sponsored by: Toast* 



Nicholas Bloon

4:00 pm-7:00 pm-Finance & Development Mall and Dealmakers Reception

## Tuesday, November 14, 2023

7:00 am-8:00 am-Opening Breakfast

8:00 am-10:00 am-General Session

Around the Industry: What Wall Street Top Analysts Say About 2024

What Restaurant Operators Should Know About Inflation, Recession, Fed Policy and the Prospects for Credit in 2024 Jason Trennert, CEO, Strategas



10:30 am–12:20 pm—Specialty Workshops

12:30 pm-1:30 pm-Networking Luncheon

 Interview with Michelle Korsmo, National Restaurant Association and Matt Haller, International Franchise Association (12:45–1:15 pm)

1:30 pm-4:20 pm—Specialty Workshops

## Tuesday, November 14, 2023, cont.

2:30 pm-6:30 pm—Finance & Development Mall and Dealmakers Reception

• Special Meet & Greet from 4:30 to 5:30 pm with Jerry Rice, Hall of Fame Receiver

# Wednesday, November 15, 2023

7:30 am-8:00 am-Annual Success Breakfast

8:00 am–9:00 am—Chris Mumm, Shareholder, Monroe Moxness Berg interviews Hall of Fame Receiver Jerry Rice

9:10 am-12:00 pm-Specialty Workshops

12:00 pm—Conference Concludes

## Make Plans to Stay for THE SUCCESS BREAKFAST WEDNESDAY, NOVEMBER 15TH

Sponsored by Monroe Moxness Berg

Featuring Jerry Rice, Former San Francisco 49er, Super Bowl MVP and NFL Hall of Fame Receiver

Join us for an exclusive conversation with one of the greatest football players in the history of the game and how his belief, "The enemy of the best is 'good,'" led him to make more than 1,500 catches in his career, and win numerous awards and accolades.



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# **FEATURED SPEAKERS**



#### Patrick Doyle

Executive Chairman, Restaurant Brands International

Restaurant Brands International is the public company that owns and operates Burger King, Popeyes, Tim Hortons and Firehouse Subs. Patrick was previously the CEO of Domino's Pizza.



#### Jerry Rice Famed NFL Receiver

Hall of Fame wide receiver and three-time Super Bowl champion Jerry Rice is widely regarded as the best wide receiver to ever play in the National Football League, and arguably the greatest player of all time.



Brett Schulman Co-Founder & CEO CAVA



Kamal Singh Founder & President Emerge!



Josh Boshard Chief Operating Officer Savory Restaurant Fund



James McGehee CFO Dave's Hot Chicken



John Butcher President & CEO Caribou Coffee



CFO Nobu Restaurant Group



Tony Owen Partner DOM Food Group



Eric Easton CFO Ampex Brands



Lance Trenary President & CEO Golden Corral



Andy Hooper CEO & President Hart House



Nicole Miller Regan CFO 7Brew



Cindy McLoughlin Managing Partner CohnReznick



Scott Deviney President & CEO Chicken Salad Chick



**Nick Rhoads** Co-Founder Heritage Partners Group



Shehzaan Chunara Vice President Chunara Group



**Susan Miller** Partner Morgan Kingston Advisors



Leigh Burnside CFO Little Caesars



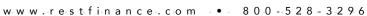
**Mike James** CEO Guernsey Holdings



**Geno Orrico** CFO, Anchor Point Managment Group



**Clayton Harmon** Managing Director Roark Capital Group



# **FEATURED SPEAKERS**



### Nicholas Bloom

Professor of Economics, Stanford University Nicholas is the William Eberle Professor of Economics at Stanford University. He has been researching remote work for almost 20 years, winning a Guggenheim Fellowship in 2022.



## Jason Trennert

**Co-Founder & CEO, Strategas** Jason is known as one of Wall Street's top thought leaders on the subject of markets and economic policy. His research is read by leading institutional investors and corporate executives across the globe and he is widely quoted in the press.



**Cristin O'Hara** MD & Group Head Bank of America



Michelle Korsmo President & CEO National Restaurant Assoc.



Sandra McCraren Sr. Managing Director Wintrust Franchise Finance



Dana Zukofsky Advisory Director Aprio



**Thomas Hung** EVP & Head of Rest. Fin. First Horizon Bank



**Matt Haller** President & CEO International Franchise Assoc.



Michael Eagen Senior Director Synovus Bank



Guillermo Perales CEO, President, Owner Sun Holdings



Armando Pedroza Managing Director Citizens Bank



**Michael Halen** Sr. Restaurant Analyst Bloomberg Intelligence



David Stiles Managing Director Citizens Bank



**Rick Ormsby** Managing Director Unbridled Capital



Nick Cole Managing Director MUFG



**Lisa Miller** President Lisa W. Miller & Assoc.



Shaun Coard Senior Vice President Bremer Bank



Amy Cheng Partner Cheng Cohen



Matt DiFrisco Managing Director Wells Fargo



Christopher Flis Principal Flis Enterprises



Michael Phalen Managing Director Truist Securities



Mark Wasilefsky Head of Franchise Finance, TD Bank

# **CONFERENCE PRESENTATIONS**

#### Restaurant Leaders: Their Top Initiatives for 2024 Brett Schulman, Co-Founder & CEO, Cava Michael Gottlieb, Managing Director, CohnReznick Lance Trenary, President & CEO, Golden Corral

John Butcher, President & CEO, Caribou Coffee Scott Deviney, President & CEO, Chicken Salad Chick

#### Restaurant CFO Panel: How Restaurant CFOs are Making Their Finance Teams Digital and Data-Driven. Are You Doing the Same?

Dana Zukofsky, Advisory Director, Aprio Leigh Burnside, CFO, Little Caesars James McGehee, CFO, Dave's Hot Chicken Nicole Miller Regan, CFO, 7Brew Geno Orrico, CFO, Anchor Point Mangement Group (7 Brew, Buffalo Wild Wings, TB)

Navigating an Acquisitions Path for Growth Nick Cole, Managing Director, MUFG Rick Ormsby, Managing Director, Unbridled Capital Clay Harmon, Managing Director, Roark Capital Group Barry Dubin, Chief Strategy Officer, KBP Brands

# Founder Sale Options: Finding Liquidity in a Tumultuous Market

Susan Miller, Partner, Morgan Kingston Advisors Ron Feldman, Franchise Strategy Solutions Sean Morrison, CEO, Diversified Royalty Corp. Tom Wells, Managing Partner, 10 Point Capital

Credit and Banking-The Latest in Loan Documentation, Financial Covenants and Ratios that Banks Use to Measure Compliance Alex Mattera, Esquire, Pierce Atwood Christopher Currier, Esquire, Pierce Atwood

Financing a Transaction: What the Higher Cost of Capital Means for Getting a Deal Done in 2024 Ryan Palmer, Partner, Lathrop GPM Thomas Hung, EVP & Head of Restaurant Finance,

First Horizon Bank Brett Bishov, Managing Partner, Capital Insight Glen Kunofsky, Founder & CEO, STNL Advisors Paddy King, Director, Transaction Advisory, RSM US

# Capital Markets Update: Who's Likely to Get Financed in 2024?

John Hamburger, Restaurant Finance Monitor Cristin O'Hara, MD & Group Head, Bank of America Michael Phalen, Managing Director, Truist Securities Shaun Coard, Senior Vice President, Bremer Bank Armando Pedroza, Managing Director, Citizens Bank

#### M&A Outlook for 2024

Michael Halen, Senior Analyst, Bloomberg Intelligence www.restfinance.com

Matt DiFrisco, Managing Director, Wells Fargo Ashish Seth, Founder, Harrington Park Advisors Josh Benn, Managing Director, Kroll David Stiles, Managing Director, Citizens Bank

# What Tighter Lending Conditions Mean for Your Credit Agreement in 2024

Mary Jo Larson, Restaurant Finance Monitor Sandy McCraren, Senior Managing Director,, Wintrust Franchise Finance

Mark Wasilefsky, Head of Franchise Finance, TD Bank Todd Maldonado, Managing Director, BMO Harris Bank John Dysart, Head of Franchise Finance, M&T Bank

#### Four Under 40: The New Breed of Multi-Concept Franchise Operators Committed to Rapid Growth

Michael Eagen, Senior Director, Synovus Bank Kamal Singh, President, Emerge! (KFC, PH, Sonic, TB) Shehzaan Chunara, Vice President, Chunara Group (Checkers, Church's Chicken, Dunkin', Popeye's, TGI Fridays) Nick Rhoads, Co-Founder, Heritage Partners Group (Papa John's, Wendy's)

**Mike James,** CEO, Guernsey Holdings (Little Caesars, Sonic)

#### The Brand Beyond: How Luxury and Lifestyle Brands Are Succeeding Outside the Four Walls

**Cindy McLoughlin**, Managing Partner, CohnReznick **Christine Longfield**, CFO, Nobu Restaurant Group **Andy Hooper**, CEO & President, Hart House **Tony Owen**, Partner, DOM Food Group (Goop Kitchen)

# Update With The National Restaurant Association and International Franchise Association CEOs

Laura Michaels, Editor in Chief, Franchise Times Michelle Korsmo, President & CEO, NRA Matt Haller, President & CEO, IFA

Reimagining a Partnership Approach to Franchising Dennis Monroe, Chair, Monroe Moxness Berg Dan Rowe, CEO, Fransmart Aziz Hashim, CEO, NRD Capital

Guillermo Perales, CEO & President, Sun Holdings

#### **Quick Hitters in Accounting and Finance**

Karen Blacik, Principal, CLA Andy Lester, CEO, Tablespoon The Future of Remote Work and What it Means for Restaurants Nicholas Bloom, Professor of Economics, Stanford

University

#### Improving the Profitability of Labor

Sarah Lockyer, Chief Brand Officer, The Elliot Group Luke Fryer, CEO, Harri Josh Boshard, COO, Savory Restaurant Fund

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# **CONFERENCE PRESENTATIONS**

# Unlocking the GenAl Revolution for Unprecedented Value Creation in the Restaurant Industry

Allan Hickok, Sr. Advisor, Boston Consulting Group Dylan Bolden, Managing Dir., Boston Consulting Group Mary Martin, Managing Dir., Boston Consulting Group

Success(ion)!: Continuity Planning and Durable Capital Structures for Franchisee Businesses Christopher Flis, CFP, Resilient Asset Management and Burger King Franchisee

"The New World of Foodservice Distribution and the Challenges to Access, Cost and Resiliency"

John Gordon, Founding Principal, Pacific Management Consulting Group

Bob Sala, Partner & Co-Founder, FoodSupplyIQ Joe Hinton, Sr. Dir. Supply Chain, Brinker International Jerry Baldwin, Chief Procurement, Steak 'n Shake

#### 4 for '24 Recession Playbook: How the Consumer Will Influence Experience, Menu and Pricing Decisions in 2024

Lisa Miller, President, Lisa W. Miller & Associates Neil Culbertson, Founder & President, Growth Partners

# Negotiating 3PD Delivery Contracts and Automating Reconciliation

Tom Kaiser, Editor, Food On Demand Amy Cheng, Partner, Cheng Cohen Eric Easton, CFO, Ampex Brands Vishal Agarwal, Founder/CEO, ItsaCheckmate.com

# Emerging Brands: What Are My Equity Fundraising Options?

Janice Meyer, Managing Partner, Rellevant Partners Jessica Kates, Managing Partner, Rellevant Partners Andrew Smith, Managing Director, Savory Fund

#### Strengthening Real Estate Portfolios and Balance Sheets in a Challenging Business Environment

Joe McKesha, Sr. Managing Dir., A&G Real Estate Robert Hersch, Sr. Managing Dir., Mastodon Ventures Dan Dooley, Principal & CEO, MorrisAnderson Joshua Acheatel, Partner, Monarch Alternative Capital

What Restaurant Operators Should
Know About Inflation, Fed Policy and the
Prospects for Credit in 2024
Jason Trennert, Co-Founder and CEO, Strategas

10 Restaurant Tax Topics You Need to Know Keith Foster, Tax Partner, Forvis Davy Parson, Senior Manager, Forvis Mike McDevitt, Partner, Forvis

# What to Know in 2024 Regarding Gift Card Escheatment

Ty Riley & Matthew Chenowth, Partner, Baker Tilly

How Loyalty Programs Actually Work—It's Not How You Think Kevin O'Connell, Managing Director, Grant Thornton Aaron Noveshen, Founder and CEO, Starbird

Growing Intelligently: Leveraging Data, Human-Centered Design and Market Analysis in the Restaurant Industry Chris Banse, Partner, RSM USA

Joshua Benton, Principal, RSM USA

#### **Boosting Your Off-Premises Economics**

Bernadette Heier, Associate Editor, Food On Demand Jim Balis, Managing Director, CapitalSpring Michael Lukianoff, CEO, Extropy 360 Meredith Sandland, CEO, Empower Delivery

Blockchain and Web 3—If You Want Guests, You Must Invest! Paul Barron, CEO, Rever Networks Rob Grimes, CEO, IFBTA

How to Attract and Retain Key Employees Through Deferred Compensation Plans Jay Silverstein, Partner, Moss Adams

How to Negotiate Rent Reductions and Terminate Commercial Leases as a Strategy to Fight Higher Costs Lewis Gelmon, Managing Partner, Acuity North America

#### Things I Wish I Knew Before I Bought/Sold My Restaurant Company

**Ben Johnson**, Director, BDO **Spencer Manke**, Former CFO and Restaurant Expert **Erik Herrmann**, Partner, CapitalSpring

#### Around the Industry—What Wall Street's Top Analysts Have to Say About 2024

Moderator: Fred LeFranc, CEO, Results thru Strategy Joshua Long, Managing Director, Stephens Gregory Francfort, Director, Guggenheim Securities Sharon Zackfia, Partner, William Blair Eric Gonzalez, Sr. Analyst, KeyBanc Capital Markets R.J. Hottovy, Head of Analytical Research, Placer.ai Gregg Nabhan, Capital Markets, Bank of America Thomas Bailey, Senior Analyst, Rabobank Lauren Silberman, Equity Research, Deutsche Bank Malcolm Knapp, President, Malcolm M. Knapp

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NETWORKING EVENTS



# **REGISTRATION AND HOTEL INFO**

#### HOTEL INFORMATION Bellagio Hotel

3600 S Las Vegas Blvd, Las Vegas NV 89109.

The conference rate is \$289 + \$39 resort fee (before the Monday, October 23, 2023 cut-off date). Or until the block is full.

**Note:** Early arrival and late departure rates differ from the quoted rate.

To reserve a room at the hotel you need to be registered and paid for the conference. Paid registrants will be given a conference code to make hotel reservations at the Bellagio Hotel.

## **CPE CREDITS FOR ACCOUNTANTS:**

The conference producer is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Web site: www. nasba.org

#### Earn Up to 15 CPE Credits Program Level: Basic; Delivery Method: Group-Live

Prerequisites: None

**Learning Objectives:** 1. Discover the types of lending programs available; 2. Find accurate financial, economic and operating information; 3. Network with lenders and dealmakers; 4. Hear from national restaurant industry speakers; 5. Recognize the economic forecast.

**Applying for Credits**: Within the RFDC Mobile App, you will simply scan the QR code for each session you attend. When the conference is completed you will receive a certificate of participation with your CPE credits.

## **CONFERENCE POLICIES**

With written cancellation notice received by October 31, 2023, you will receive a refund (credit card payments are subject to a \$50 administrative charge). Cancellations after this date are non-refundable. Substitution of attendees is permitted. No shows will not receive refunds. For more information regarding administrative policies such as complaint and refund, please email our offices at info@restfinance.com.

## **REGISTRATION INFORMATION** Restaurant Operators: \$795

Additional attendees from the same restaurant company, who register at the same time, before the cut-off date below, may register at a discounted registration fee of \$695 each. (Note: all registrations received after November 1, 2023, the fee is \$895 per person.)

Attendees that register under the restaurant operator category must either own, be employed by, or serve as a board member of a restaurant company and must be registered under that restaurant company's name.

## All Others: \$1,495

The conference registration fee for all other attendees is \$1,495 per person, before the cut-off date. \$1,595 after the November 1st cut-off date.

#### All registrations are subject to approval.

## **REGISTRATION INCLUDES:**

- Admittance to all conference sessions and workshops.
- All conference sponsored meals-breakfasts, lunches, breaks and receptions—are included.
- Access to the Finance & Development Mall, Dealmakers Lounge and Private Meeting areas.
- Valuable conference materials containing speaker and lender profiles and workshop outlines.
- Conference mobile app download and start networking before the conference begins!
- A one-year paid subscription to the Restaurant Finance Monitor. The Monitor is a monthly publication which highlights key financial and investment trends in the restaurant business. This represents a \$495 value and includes back issues going back to 2019. Registration also includes a subscription to Franchise Times magazine.

## **CONFERENCE ATTIRE:**

The conference is business professional attire.

**REGISTER ONLINE** www.restfinance.com

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## RESTAURANT FINANCE & DEVELOPMENT CONFERENCE REGISTRATION

#### **Restaurant Finance Monitor**

2808 Anthony Lane S., Minneapolis, MN 55418 Phone: (612) 767-3200 • Fax: (612) 767-3230 E-mail: info@restfinance.com



**Register Online:** www.restfinance.com

Name				
Title	Company			
Address	City	State	Zip	
Phone	Cell Number			

\*E-mail:

\*(Required for pre-conference updates and to receive preliminary agenda)

### **REGISTRATION FEES**

#### RESTAURANT OPERATORS: \$795 per person

Restaurant operators who register two or more attendees, from the same company, at the same time, before the November 1st cut-off date, the price per additional attendee is \$695 each. (Note: all registrations received after November 1, 2023, the fee is \$895 per person.) Fed I.D. 41-1649668

Attendees that register under the restaurant operator category must own, be employed, or serve as a board member of a restaurant company and must be registered under the name of such restaurant company.

Franchisor Franchisee Independent Restaurant(s) Concept(s): \_\_

#### ALL OTHERS: \$1,495 per person

Registrations after November  $\dot{1}$ ,  $2\dot{0}23$  the fee is \$1,595 per person

List what type of firm you work for (ie. lender, financial consultant, advisor, lawyer, accountant, M&A, real estate, private equity firm, etc. Please list what type: \_\_\_\_\_

• If you are attending with a sponsor or exhibiting company, please call your corporate office to register at their contract rate.

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Special Dietary needs: \_\_\_\_\_

### PAYMENT

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NOTE: Restaurant Finance Monitor reserves the right to approve all registrations. Only registered attendees will be admitted to the conference sessions, private meeting rooms, networking areas, meal functions and the Finance & Development Mall.

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### **Restaurant Finance Monitor** 2808 Anthony Lane South Minneapolis, MN 55418

Attend the Restaurant Dealmaker's Event!

November 13-15, 2023 Bellagio, Las Vegas

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