LET’S MAKE A DEAL!

NETWORK WITH LENDERS AND INVESTORS • BUY AND SELL RESTAURANT BUSINESSES AND REAL ESTATE • ATTEND EXPERT FINANCIAL WORKSHOPS • RECEIVE CPE CREDITS • MAKE VALUABLE CONTACTS AND MORE!

CAPITAL · CONTACTS · GROWTH

Space is Limited • Register Today!
About the Conference

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

Attendees will gain key insight into the restaurant business by attending expert educational sessions covering a wide variety of financial, economic, accounting, technology, delivery and restaurant business topics.

The conference is all about the business side of restaurants and an opportunity to get “up to speed” on what’s happening in the industry and the capital markets.

Who Should Attend?

Restaurant owners, operators, and executives of multi-unit restaurant companies—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 private and public equity investors, lenders, investment bankers, real estate developers, accountants, attorneys, consultants, family offices, and other financial firms with investments or operations in the restaurant industry.

RFDC Finance & Development Mall

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, 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.

Meetings can be 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 this: The conference allows attendees to accomplish a year’s worth of travel and meetings in just three days!

Let’s Make a Deal!

Register Today – Last Year’s Event Sold Out!
Monday, November 11, 2019

Registration begins at 11:00 a.m.

Pre-Conference Workshop
12:45 p.m. – 1:45 p.m.

- Building Blocks Will Take Your Company to New Heights: Case Studies of a Serial Entrepreneur
- The Consensus Forming Around Delivery, Technology and Labor

Opening General Session — 2:00 p.m.

- Special Guest: Wendy’s CEO Todd Penegor
- MOD Pizza: Building an Organization Based on Principles, Not Policies
- Question: Is A Recession On Or Off the Table for 2020? – David Rosenberg, Economist, Gluskin Sheff + Associates and Brain Belski, Chief Investment Strategist, BMO Capital Markets

Finance & Development Mall and Dealmakers Reception
4:00 p.m.–7:00 p.m.
Reception begins at 5:30 p.m.

Meet with exhibiting lenders, investors, brokers and other firms in the Finance & Development Mall.

Tuesday, November 12, 2019

Opening General Session and Breakfast
6:30 a.m. – 7:30 a.m. – Breakfast
7:30 a.m.–9:30 a.m. – Around the Industry: Ideas You Can Put To Use Now

Specialty Workshops
9:45 a.m. – 12:30 p.m. and 2:30 p.m. – 4:30 p.m.

Luncheon & Guest Speakers
12:30 p.m. – 2:15 p.m.
Relax at lunch and catch up with friends and business contacts. ESPN’s Jay Williams and NBA Hall of Famer Bill Walton provide the fun and entertainment.

Finance & Development Mall and Dealmaker’s Reception
3:30 p.m.–7:00 p.m.

Wednesday, November 13, 2019

Success Breakfast—7:00 a.m. – 9:00 a.m.
Featuring Lt. Colonel Dan Rooney–8:00 a.m.

Specialty Workshops
9:10 a.m. – 12:00 p.m.

Networking Luncheon
12:00 p.m. – 1:00 p.m.

Attendees with late flights or those staying over are welcome to join fellow attendees, speakers and staff for a light lunch to cap off the conference.

The conference will conclude at approximately 1:00 p.m.
Major Dan Rooney is a fighter pilot with three combat tours in Iraq. He is also a card-carrying PGA Golf Professional and the founder of the Folds of Honor, a charity that provides educational scholarships to spouses and children of America’s fallen and disabled service members. A decorated aviator, Major Rooney is currently stationed at Tyndall AFB Florida as a member of 301st Fighter Squadron.

Jay Williams (L) is a former standout point guard at Duke University and played professionally for the Chicago Bulls. He joined ESPN as an analyst in 2014 on College GameDay—the popular Saturday morning and evening college basketball program. Bill Walton (R) is one of sports' most recognizable and beloved figures. Bill was inducted into the Basketball Hall of Fame and was named as one of the “50 Greatest NBA Players of All-Time.” After his playing career ended, he pursued broadcasting and is currently covering college basketball on ESPN.

Todd Penegor has served as The Wendy’s Company president and chief executive officer since May 2016 and prior to that was the company’s CFO. His vision is to create a company culture where Wendy’s people feel empowered, valued and appreciated to be their very best, and one where there is a strong, collaborative partnership with the franchise community.

Brian Belski is BMO Capital Markets senior chief investment strategist and leader of the investment strategy group. He has been consistently bullish on stocks and the U.S. economy since the recession.

David Rosenberg is Gluskin Sheff + Associates Inc.’s chief economist and strategist and a frequent guest speaker on CNBC, Bloomberg and at major investment conferences. He was previously the chief North American economist at Bank of America Merrill Lynch for seven years, during which time he was consistently ranked as an Institutional Investor All-Star.
Scott & Ally Svenson are co-founders of MOD Pizza. Today, the artisan-style pizza company has over 400 units. The husband wife duo built and sold two companies, Seattle Coffee Co. in London to Starbucks, and Carluccio’s in the U.K., an Italian deli-café concept, which went public in 2005 and was subsequently sold in 2010. Today, Scott serves as MOD’s CEO and Ally as MOD’s Protector of the Purpose.

Kate Jaspon is the CFO of Dunkin’ Brands. She is responsible for all-things finance including global financial planning and analysis, accounting, reporting, analytics, tax, debt, insurance and cash management. Kate has lead Dunkin’s finance team through a number of transactions including the company’s IPO and follow-on equity offerings, securitization and numerous debt transactions.

Tom Hubler began his family business consulting practice in 1980 as one of the few professionals addressing family owned businesses. As a trusted advisor, he has counseled more than 500 private family businesses.

Dana Telsey is the CEO of Telsey Advisory Group (TAG), a research, trading and investment banking firm focused on retail. A former Wall Street analyst, she is a regular guest analyst on both CNN and CNBC and was recently elected to the International Council of Shopping Center’s (ICSC) Board of Trustees.

Nicole Miller Regan is managing director and senior research analyst at Piper Jaffray, where she covers over 22 restaurant stocks and is a member of the Society of Fellows at the Culinary Institute of America.

Allison Schulder has served as CFO of True Food Kitchen since October 2016 where she has led the company’s finance, accounting, supply chain and IT functions. Allison has played a significant role in the growth and development of the rapidly expanding brand.

Thomas Song is the CFO for the Applebee’s and IHOP franchisor, Dine Brands Global. Thomas is responsible for the company’s financial management including treasury, corporate development accounting, tax and financial reporting.

Complete listing of speakers on the following pages.
Presentations

SPECIAL GUEST SPEAKERS

MONDAY, NOVEMBER 11TH

Question: Is A Recession On or Off the Table for 2020?
David Rosenberg, Chief Economist, Gluskin Sheff + Associates
Brian Belski, Senior Chief Investment Officer, BMO Capital Markets

The highly regarded economist, David Rosenberg, takes on BMO’s investment strategist, Brian Belski, in a classic economic debate. (The appearance of David Rosenberg is sponsored by Regions Bank)

Scott & Ally Svenson of MOD Pizza: Building an Organization Based on Purpose, Not Policies
Moderator: Nicole Miller Regan, Managing Director, Piper Jaffray
Scott & Ally Svenson, Founders, MOD Pizza

For the married co-founders of MOD Pizza, building a chain of artisan-style pizza restaurants was about striving to be a force for positive change in their employees’ lives and the communities they serve. You’ll hear directly from this dynamic duo!

Special Guest: Wendy’s CEO Todd Penegor

Restaurant Finance Monitor publisher John Hamburger talks restaurants with The Wendy’s Company CEO Todd Penegor.

TUESDAY, NOVEMBER 12TH

Luncheon and Guest Speakers
Bill Walton, Broadcaster and NBA Legend
Jay Williams, Analyst, ESPN’s College GameDay

Lunch is the perfect time to break from conference meetings to relax and catch up with friends and business contacts. Former standout college and NBA player and analyst on ESPN’s College GameDay, Jay Williams, and NBA legend and true original, Bill Walton, discuss what it takes to rise to a challenge and overcome adversity. “Those not willing to risk going too far will never know how far they can go.”

WEDNESDAY, NOVEMBER 13TH

Success Breakfast
Featuring: Major Dan Rooney
Fighter Pilot, PGA Golf Professional and Founder of Folds of Honor, which provides scholarships for family members of KIA or disabled veterans. Major Rooney will inspire you to achieve the highest levels in your life professionally and personally.

Sponsored by Monroe Moxness Berg
The CFO Forum: Top CFOs Take on the Technology, Labor and Delivery Challenges
Moderator: Michael Gottlieb, Assurance Partner – Global Leader Restaurant Services, Ernst & Young
Kate Jaspon, CFO, Dunkin’ Brands
Thomas Song, CFO, Dine Brands Global
Allison Schulder, CFO, True Food Kitchen
Laurie Lawhorne, CFO, Mendocino Farms

What Wall Street Investors Are Saying About the Restaurant Industry in 2020
Moderator: Roger Lipton, President, Lipton Financial
Gregory Francfort, Vice President, Bank of America
John Weiss, Investor and Former Restaurant Analyst
Eric Gonzalez, Sr. Analyst, KeyBanc Capital Markets

Family Offices and Private Investors: What You Need to Know to Attract Them to Your Deal
Moderator: Bob Bielinski, Managing Director, AB Private Credit Investors
Rick Ormsby, Managing Dir., Unbridled Capital
Matt Ailey, Managing Ptr., GenRock Capital Mgmt
Paul Edgerley, Managing Dir., VantEdge Partners

Capital Raising Options for Brands Under $2 Million of EBITDA
Dennis Monroe, Chair, Monroe Moxness Berg
Scott Deviney, CEO, Chicken Salad Chick
David Barr, Managing Partner, Franworth and Chairman, International Franchise Association
Anand Gala, Managing Partner, Gala Capital Partners

Alphabet Soup of Restaurant Finance: PE, SPAC’s and VC Investment
Moderator: Don Duffy, President, ICR
John Tibe, Managing Director, Jefferies
Mark Leavitt, CIO, Union Square Hospitality Group

Multi-Unit Franchising: Is Brand Diversification an Effective Risk Mitigation Strategy?
Moderator: Chris Kelleher, Director, Auspex Capital
Jeff Engler, COB, Border Foods (Taco Bell)
Anil Yadav, President/CEO, Yadav Enterprises (Jack-in-the Box, Denny’s)
Barry Dubin, CDO, KBP Investments (KFC, Taco Bell)
Bob Schermer, CEO, Meritage Hospitality Group

Full-Service Restaurants are Alive and Well, but Will the Negative Sentiment Ever Change in the Capital Markets?
Moderator: Allan Hickok, Advisor, Boston Consult.
Greg Grambling, Managing Dir., PJ Solomon Co.
Larry Reinstein, CEO, LJR Hospitality Ventures
Norman Abdallah, CEO, Del Frisco’s Rest. Group

The Outlook for Franchise M&A in 2020
Moderator: John Gordon, Principal, Pacific Management Consulting Group
Carty Davis, Partner, C Squared Advisors
Chad Spaulding, Managing Director, CapitalSpring
Alan Gallup, Principal, National Franchise Sales
Stuart Adair, Sr. Vice President, City National Bank

What Lenders are Saying About the Risk and Credit Profile of the Restaurant Industry and How It Might Impact Your Credit Agreement in 2020
John Hamburger, Restaurant Finance Monitor
Nick Cole, Exec. VP, Wells Fargo Restaurant Finance
Cristin O’Hara, Managing Dir., Bank of America
N.A., BofA Securities
Armando Pedroza, Managing Dir., Citizens Bank
Thomas Hung, Managing Dir., First Tennessee Bank

M&A: How Generational Change Is Impacting Restaurant Dealmaking. Is Your Concept on Board With What New Buyers Are Demanding?
David Farkas, Restaurant Finance Monitor
Anish Gandhi, Managing Dir., Brookwood Assoc.
Alex Sloane, Partner, Garnett Station
Matt Perelman, Partner, Garnett Station
Henry Heinerscheid, Managing Director, PWP Growth Equity

Restaurant Lenders Provide Tips For Restaurant Owners Seeking New or Expanded Credit Facilities in 2020
Mary Jo Larson, Restaurant Finance Monitor
Bernard Lajeunesse, SVP, MidCap Fiancial
Michael Pura, Managing Director, Chase
Len Baccaro, SVP Franchise & Hospitality, Ascentium Capital
Presentations

BUSINESS STRATEGY & OPERATIONS

Your State Just Increased (or Wants to) the Minimum Wage. Now What?
Moderator: John Kujawa, Founder, JAK Advisors
Vicki Chancellor, Owner/Operator, McDonald’s
Jeffrey Gates, Partner, The Aquitaine Group
Ryan Dion, Partner, 110 Grill Restaurant Group
Mark Kashgegian, Partner, Antares Group

Case Studies: Get Your Arms Around Managing Labor Now!
Moderator: Andrew Peskoe, Chairman, Golenbock Eiseman Assor Bell & Peskoe
Dean Haskell, Partner, Nat’l Retail Concept Partners
Candice Barnett, Sr. Director, P.F. Chang’s
Karina Coen, Dir. Labour Productivity, Fourth + Hot Schedules
Mike Stringer, Dir., Casual Dining Group (CDG)

Creating the Next Great Brand: Cutting Edge Operators Talk Capital, Technology, Talent and Growth
Moderator: Cindy McLoughlin, Managing Partner Consumer & Restaurant, CohnReznick
Chris Gannon, CEO & Co-Founder, Bolay
Nicholas Stone, Founder & CEO, Bluestone Lane
Kim Malek, President & CEO, Salt & Straw

DELIVERY & OFF PREMISE

Delivery’s Next Stop: Moving Beyond the Early Adopters
Tom Kaiser, Editor, Food On Demand News
Dan Mosher, Senior Vice President, Postmates
Zachary Morgan, Dir. National Accounts, Waitr
Chris Ager, Dir. Restaurant Operations, Uber

The Consensus Forming Around Delivery, Technology and Labor
Moderator: Fred LeFranc, CEO, Results thru Strategy
David Cantu, Co-Founder, HotSchedules + Fourth
Christopher Sebes, Partner, Results thru Strategy
Rob D’Ambrosia, Founder & CEO, Ctuit Software

CFO’s on Making the Right Economic Decision Concerning Off-Premise Sales and Investment
Moderator: Dana Zukofsky, Director, BDO USA
Michael Montagano, CFO, Kitchen United
Matthew Wilber, CFO, Upward Projects
Todd Wilson, CFO, Hopdoddy Burger Bar
David Husack, CFO, Crews

Behind the Line: Inside the Economics of A Virtual Restaurant
Moderator: Nicholas Upton, Editor, Franchise Times
Meredith Sandland, COO, Kitchen United
Desi Saran, CEO/Founder, Sweetberry Bowls
André Vener, Founding Partner, Dog Haus
ACCOUNTING & ANALYTICS
Lease Accounting Standards: Lessons Learned from Public Restaurant Companies
John Nicolopoulos, National Retail and Restaurant Sector Leader, RSM US
Jon Howie, CFO, Chuy’s
Tyler Loy, CFO, The ONE Group
Stacy Dow, Technical Accounting Consulting, RSM US

Restaurant Pricing Strategies: A Data-Driven Way to Adjust Menu Pricing
Todd Bernhardt, Partner and Ollie East, Consulting Director, Baker Tilly

More Tax Planning Opportunities Post Tax Reform
Keith Foster and Mike McDevitt, Directors, BKD

When Finance Partners with Operations – Profits Ensue!
Karen Black, CFO, CliftonLarsonAllen (CLA)
Bre Waters, VP Operations, Bartmann Group

Are You Getting All the Tax Savings from Your M&A Transaction?
Tim Watt, Partner, Bennett Thrasher

REAL ESTATE
Navigating the Complexity of Real Estate Development: Tips for Building Stores on Time and on Budget
Moderator: Ken Gold, CEO, Skilken|Gold Real Estate Development
Brenna Wadleigh, CEO, N3 Real Estate
Jim Kerr, Executive Vice President, Dairy Queen
Shane Clark, Dir. Construction, Dunkin’ Brands
Cheryl Fletcher, SVP Development, Tropical Smoothie Cafe

Have I Got a Site for You! Real Estate Brokers from Across the USA Offer Up Opportunities
Moderator: Gary Chou, SVP & Senior Director, Matthews Real Estate Investment Services

SPECIAL SESSIONS
Building Blocks Will Take Your Company to New Heights: Case Studies of a Serial Entrepreneur
Gary Shamis, CEO, Winding River Consulting

Gary Shamis built the restaurant-focused SS&G accounting firm into one of the fastest-growing firms in the country before combining it with BDO in 2015. In his new book, Building Blocks, Gary writes about what is required of entrepreneurs and executives to build a truly great company. Highlighting not only his triumphs, but his stumbles along the way, he will share the critical characteristics, habits and strategies that he now counsels business owners and senior executives to follow to success.

Creating A Common Vision for A Family Enterprise
Tom Hubler, President, Hubler For Business Families

In his book, The Soul of Family Business, Tom Hubler writes about how family businesses can successfully manage the boundary between business and family relationships. During this session you’ll learn Tom’s Five Secrets to Highly Successful Family Businesses and how to overcome the major obstacles to family business succession planning. Attendees at Tom’s session will receive a copy of his book.

Issues in Franchising That Impact Finance
Moderator: John Hamburger, Restaurant Finance Monitor
Panel Members: Keith Miller, Subway Franchisee
Robert Branca, Dunkin’ Donuts Franchisee
Maruti Seth, Burger King Franchisee

Panelists are members of The Coalition of Franchisee Associations which is holding its Legal Symposium on Wednesday afternoon November 13th at the Bellagio. Additional details may be found at: http://www.cvent.com/events/2019-cfa-legal-symposium/event-summary-6273ed8a4472416b83b4b4ff9c76ee6.aspx
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- Midcap Financial
- Northern Bank
- Regions
- Pacific Premier Bank Franchise Capital

# FINANCE & REAL ESTATE EXHIBITORS

- Acclivity Financial
- Advanced Restaurant Sales
- Armstrong Development Properties
- Ascentium Capital
- B+E
- BoeFly
- Broadstone Real Estate
- Buttry & Brown
- CRE Companies
- The Cypress Group
- DCV Franchise Group
- Excess Space Retail Services
- Falcon Realty Advisors
- Franchise Capital Solutions
- Guggenheim Retail RE Partners
- Harbert Retail
- Issenberg & Britti Group
- Live Oak Bank
- MarshallMorgan
- Medefind Retail
- National Restaurant Brokers
- Palio Partners
- Realty Income
- Retail Brokers Network
- Sands Investment Group
- SkilkenGold Real Estate Dev.
- SRS Real Estate
- Sterling National Bank
- Streetlight Ventures
- Unbridled Capital
- Valbridge Property Advisors
REGISTRATION INFORMATION

Restaurant Operators: $795
Restaurant operators who register two or more attendees at the same time, from the same restaurant company before the October 28th cut-off date, the price per attendee is $695 each.

All Other Attendees: The conference registration fee for all other attendees is $1,195 per person, before the cut-off date. Check to see if your company is sponsoring or exhibiting to receive a discounted rate.

Note:
All registrations are subject to approval.

REGISTER:
Call (800) 528-3296 or register online at www.restfinance.com

REGISTRATION INCLUDES

Admittance to all conference sessions and workshops.

All conference-related meals–breakfasts, lunches, breaks and receptions.

Access to the Finance & Development Mall, Dealmakers Lounge and Private Meeting areas.

Valuable conference manual containing speaker and lender profiles and workshop outlines in your choice of hard copy, flash-drive format, mobile app or online.

Conference mobile app – download and start networking before the conference!

RFDCconnect: We’ll help introduce you to other attendees or help in setting up meetings in advance. Simply email your request and we will connect you. rfdcconnect@restfinance.com

Continuing education credit is available in Accounting (CPE) and Franchising (ICFE Credits)

A one-year paid subscription to the Restaurant Finance Monitor. This complimentary subscription represents a $495 value!

HOTEL INFORMATION

Bellagio Hotel
3600 S Las Vegas Blvd, Las Vegas NV 89109.

The conference rate is $192 + $34 resort fee (before the Monday, October 21, 2019 cut-off date).

To reserve a room at the hotel you need to be registered for the conference. Paid registrants will be given a conference code to make online reservations. PLEASE be aware of hotel scams. Neither the Bellagio or the conference will contact you directly to solicit rooms.

Conference Policies

With written cancellation notice received by October 28, 2019, you will receive a refund (credit card payments will be subject to a $50 administrative charge on cancellations). Cancellations after this date are non-refundable. Notices of cancellation must be received by the Restaurant Finance Monitor office by the October 28, 2019 deadline.

Substitution of enrolled attendees is permitted. No shows will not receive refunds.

For more information regarding administrative policies such as complaint and refund, please contact our offices at (800) 528-3296.

Conference Attire
The conference is business attire.

ABOUT THE MONITOR:
For more than 30 years, the conference host, Restaurant Finance Monitor, has been the restaurant industry’s trusted source for finance and deal information. Attendees receive a complimentary one-year paid subscription to the Monitor.
THINGS YOU NEED TO KNOW ABOUT THE CONFERENCE

Conference Mobile App
The mobile app is your ticket to connect with fellow attendees. Registered attendees may contact other registered attendees, speakers, sponsors and exhibitors via the conference app to arrange meetings or request information. Sponsors and exhibitors may contact conference attendees to set up meetings or provide invitations to attend social gatherings held during the conference. Please note that we do not sell the conference attendee list to third parties.

Finance & Development Mall
The Mall is a one-of-a-kind exhibit hall that offers you an opportunity to meet and make deals with multiple financing and development sources.

RFDC Dealmakers Lounge
The conference provides the best venue for one-on-one dealmaking. The Lounge is meeting space that provides a perfect place to conduct meetings, and even charge your phone!

RFDC CONNECT
RFDCconnect (Appointments)
One-on-one meetings can be booked in advance by our appointments team. Email: rfdcconnect@restfinance.com

Conference Manual
Every attendee is provided a valuable manual complete with copies of presentations, finance contacts, speaker bios, attendee list and more! Your choice is to receive the manual via hard copy, flash-drive or online only.

CPE CREDITS FOR ACCOUNTANTS

ACCOUNTING: 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:
- Discover the types of lending programs available
- Find accurate financial, economic and operating information
- Network with lenders and dealmakers
- Hear from national restaurant industry speakers
- Recognize the economic forecast

FRANCHISING: The conference is approved by the Institute of Certified Franchise Executives (ICFE) for 300 credits towards the Certified Franchise Executive (CFE) Program.

APPLYING FOR CPE CREDITS:
Attendees will receive credit for each session they attend. Conference staff will provide the workshop code for each session at the conclusion of the presentation. Simply complete the CPE request form in the attendee manual and turn in at the on-site conference registration desk.

Bring Plenty of Business Cards
The networking at the Restaurant Finance & Development Conference is the absolute best in the restaurant business!
**REGISTRATION**

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

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

- Check here if you are a restaurant operator.
- Franchisor
- Franchisee
- Non-Franchised Restaurant(s)

- Concept(s) __________________________________________________________________________

- Check here if you are a lender, financial consultant, advisor, lawyer, accountant, M&A, real estate, private equity, etc. Please list what type (i.e. debt financing, attorney, etc.): __________________________________________________________________________

- I would like to receive conference materials: (choose one)  
  - Manual  
  - Flash Drive  
  - Online Only  
  - Mobile App Only

- Please do not share my e-mail

- Special Dietary needs: __________________________________________________________________________

**REGISTRATION FEES:**

- **RESTAURANT OPERATORS:** $795. Restaurant operators (franchisor, franchisee or non-franchised restaurant) who register 2 or more attendees at the same time, from the same restaurant company, before the cut-off date below, the price per attendee is only $695 each. (Registrations after October 28, 2019, the fee is $895 per person).

- **ALL OTHERS:** $1,195 per person (after October 28, 2019, the fee is $1,395 per person).

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

  - Restaurant Finance Monitor reserves the right to approve all registrations.

- Charge my American Express/MasterCard/VISA/Discover

  - Please register me and send an invoice.

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  Name of cardholder (if different from above)

  Signature of cardholder

  Card billing address (if different from above) 3 or 4-digit security code

Only registered attendees will be admitted to the conference sessions, private meeting rooms, meal functions and the Finance & Development Mall. No one will be admitted to any conference session without proper registration credentials.