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Restaurant Sector

Challenging Operating Conditions Persist in CQ4-2025



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Summary

The S&P 500 Restaurant Index experienced a significant contraction during the three months ended November 28, 2025, **declining 6.21%** and **underperforming the S&P 500 by 7.78%**, while **outperforming the broader Restaurant Industry Index by 2.45%**.

The only company within the S&P 500 Restaurant Index that had a net increase to its share price during the period was **Yum! Brands**, which saw a **gain of 4.25%**. Companies that experienced a decrease during the period **lost an average of 8.30%** of their total share value.

The restaurant industry faces continued challenges going into 2026, with modest growth expected to come primarily from pricing rather than traffic.

Share Price % Gains Across the Industry^{4*}



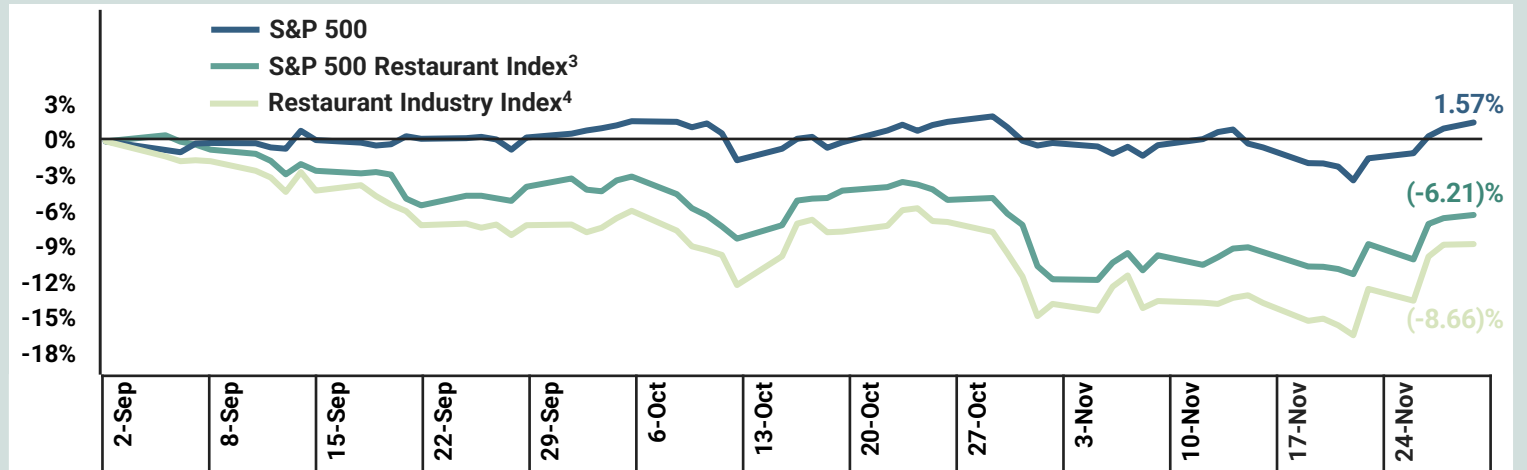
Share Price % Losses Across the Industry^{4*}



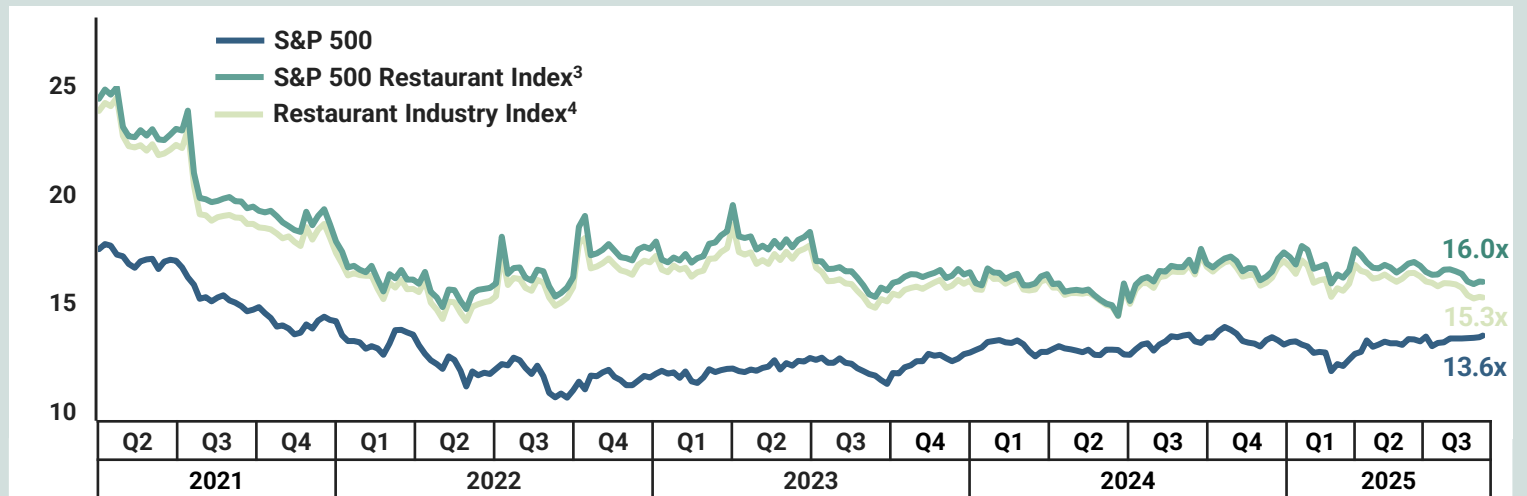
⁴ Capital IQ; Criteria: equal-weighted index; market cap >\$100 million, U.S. or CAN location; Full service, Fast food or Tea/Coffee shop classification; excluding QSP.UN, ACI, ARMK, BNED, and AEI

* Source: Capital IQ; trailing 3 months ending November 28, 2025

Trailing Three Months Price Change: S&P 500 vs. S&P 500 Restaurant Index vs. Restaurant Industry Index¹



Historical EV/EBITDA Multiples: S&P 500 vs. S&P 500 Restaurant Index vs. Restaurant Industry Index²



¹ Source: Capital IQ; trailing 3 months ending November 28, 2025

² Source: Capital IQ; includes data through September 30, 2025

³ Source Capital IQ; equal-weighted index of MCD, SBUX, CMG, YUM, DRI, and DPZ

Key Themes

1

Fast Casual: Premium Pricing Hits Reality

The restaurant industry has faced a **35% increase in food and labor costs** over the last five years, with 52% of operators citing **food inflation as their top 2025 concern**.

Fast Casual \$15 - \$20 meal prices have become increasingly unaffordable, with **~40% of consumers viewing Fast Casual as too expensive** and the core demographic of **25-34-year-olds cutting back on spending**.

Unlike QSRs offering aggressive value deals, Fast Casual chains are stuck: **they are too costly to compete with QSR, yet not premium enough to justify the price**.

Fast Casual Stocks' Price Performance			
	EOM 11/24	EOM 11/25	% Change
El Pollo Loco	\$12.72	\$10.91	-14.23%
Wingstop	\$328.77	\$264.73	-19.48%
Shake Shack	\$133.73	\$87.48	-34.58%
Chipotle	\$61.52	\$34.52	-43.89%
Portillo's	\$11.55	\$5.22	-54.81%
Cava	\$140.90	\$48.89	-65.30%
Sweetgreen	\$40.98	\$6.49	-84.16%

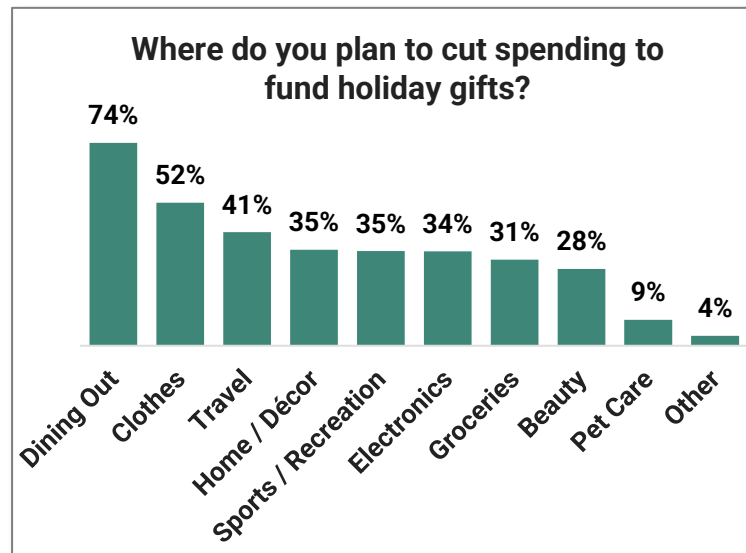
Sources: CapitalIQ; end of month November 2024 and 2025

2

Dining Cuts Fund Holiday Gift Giving

Restaurant sector traffic is expected to remain challenged heading into the holiday season. Consumers, faced with still-high inflation, are notably **more pessimistic about the economy** compared to prior years – and this is defining holiday spending habits.

In Ankura's 2025 Holiday Survey, **one third of respondents plan to decrease spending in certain areas to manage gift giving budgets. Dining out was cited as the number one area to be cut** – highlighting the need for restaurants to offer deals and perceived value to draw budget constrained consumers.



Source: Ankura 2025 Holiday Survey

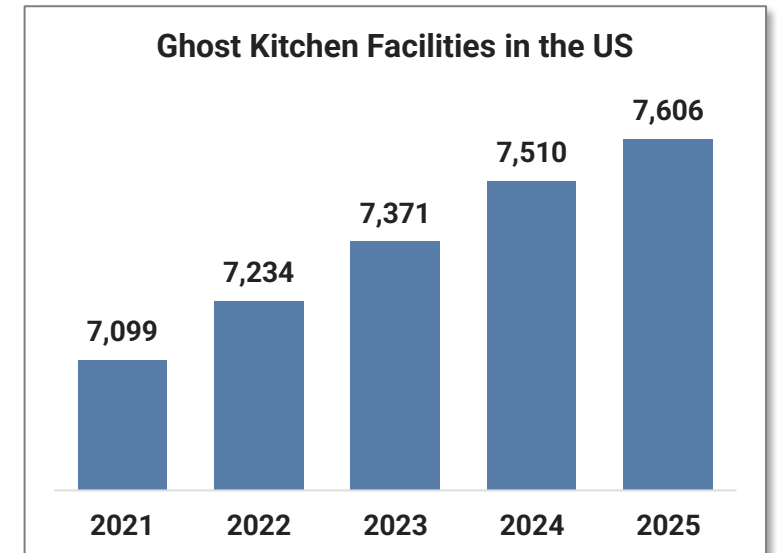
3

Ghost Kitchens, A Very Visible Impact

About **7,600+ ghost kitchens** (delivery-only kitchens with no storefront) now operate across the U.S., making this delivery-first format one of the most scaled yet least visible parts of the modern foodservice landscape.

The sector has stabilized into a **roughly \$3 billion U.S. market that is expected to continue to grow**.

For brands like Chick-fil-A, Wendy's, and Taco Bell, ghost kitchens are **shifting from a stopgap to a strategic growth lever**, enabling cost-effective expansion into new trade areas and increased brand visibility.



Source: IBIS; Ankura Analysis

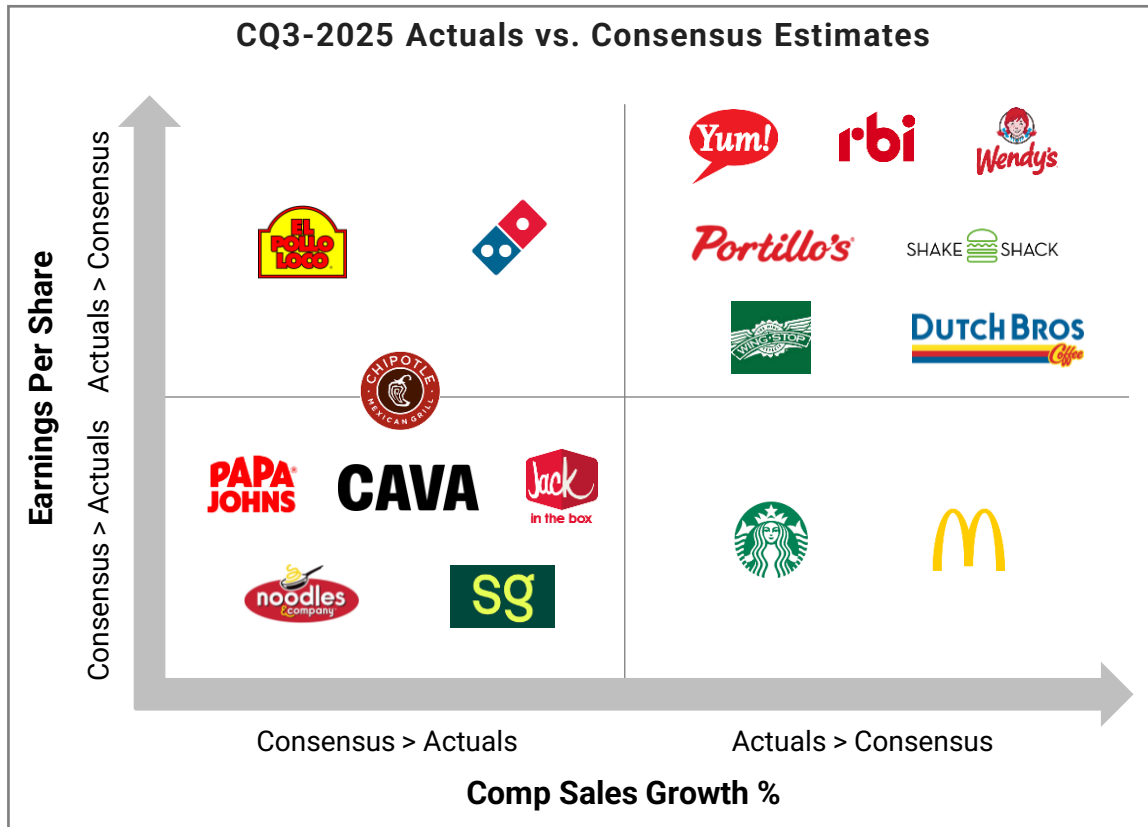
Performance to Plan

QSR & Fast Casual

7 of 17 beat EPS and Comp Sales estimates in CQ3-2025*

Notable comp sales growth results: **Papa Johns** missed estimates 4.47%, **Sweetgreen** missed estimates by 2.98%, and **Shake Shack** beat estimates by 2.11%.

Notable EPS results: **Portillo's** beat estimates by 250%, **Noodles** missed estimates by 100%, and **Sweetgreen** missed estimates by 72%.

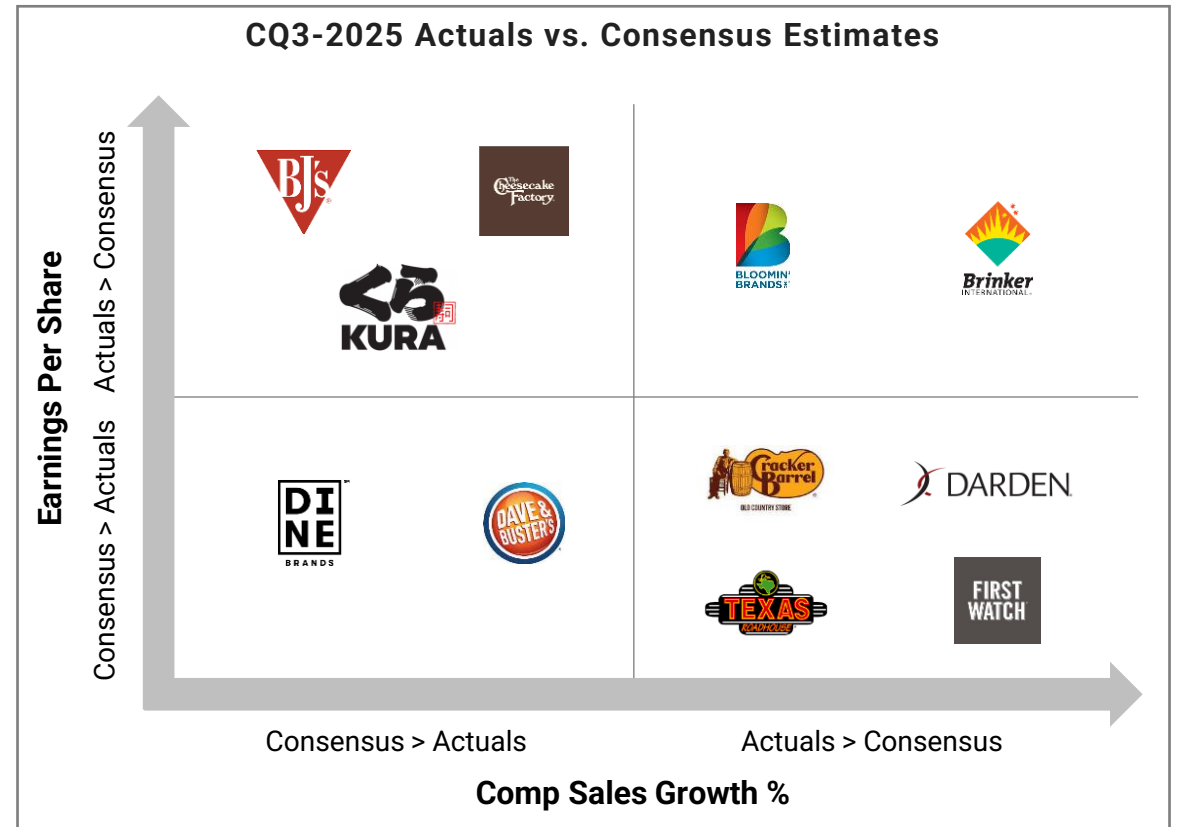


Casual & Fine Dining

2 of 11 beat EPS and Comp Sales estimates in CQ3-2025*

Notable comp sales growth results: **First Watch** beat estimates by 2.38%, **Bloomin' Brands** beat estimates by 1.90%, and **Cracker Barrel** beat estimates by 1.80%.

Notable EPS results: **Bloomin' Brands** beat estimates by 77%, **Dave & Buster's** missed estimates by 57%, and **BJ's Restaurants** beat estimates by 33%.



Source: Capital IQ - "Plan" and "Consensus" and "Estimates" refer to consensus estimates per Capital IQ

Note: includes companies that reported CQ3-2025 results as of November, 28 2025

* Cracker Barrel and Dave & Buster's - quarter ended Jul-25; DRI - quarter ended Aug-25

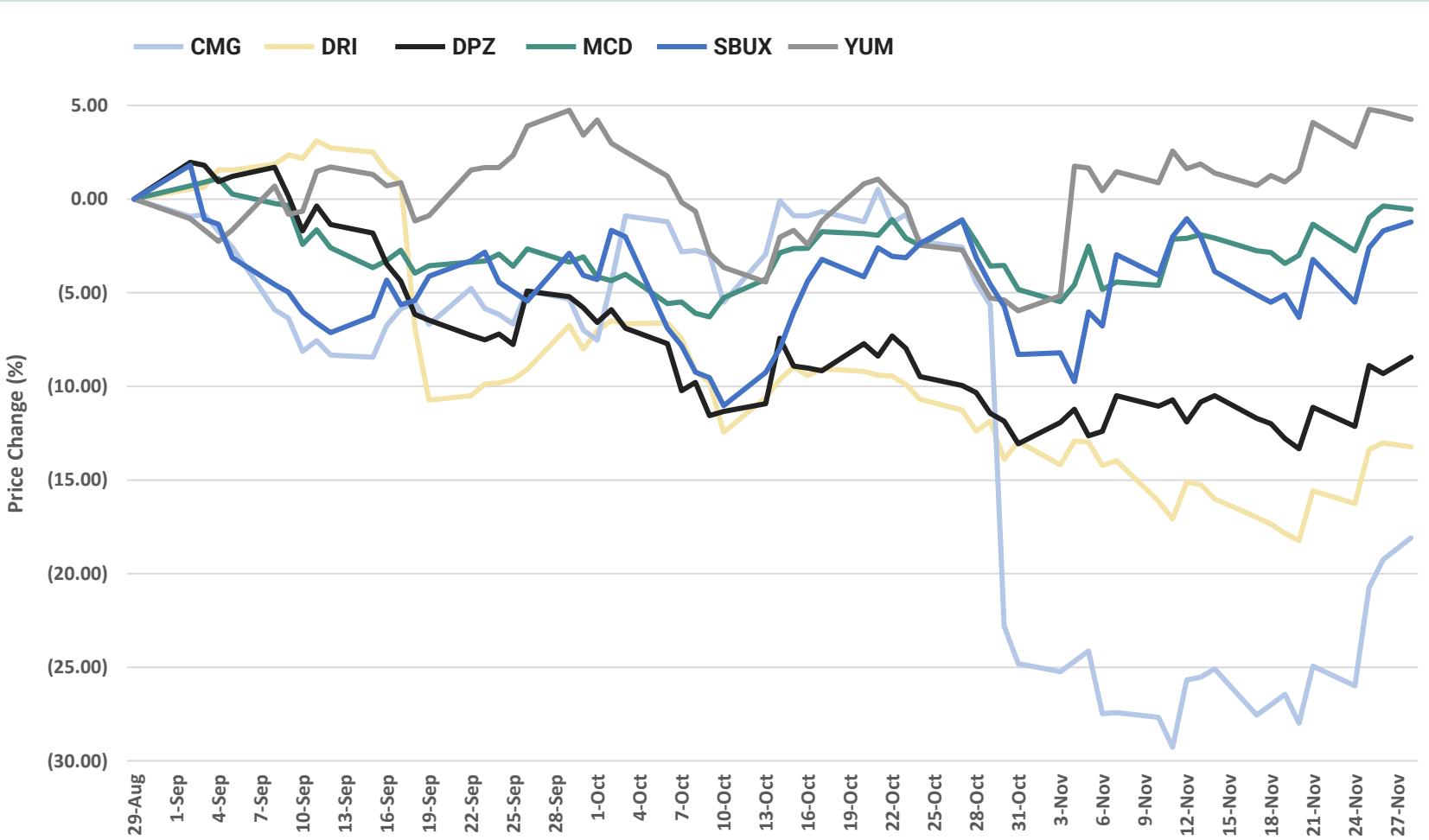
S&P 500 Restaurant Index Performance

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S&P 500 Restaurant Index Performance

Trailing Three Months Nov 2025 Price Change: S&P 500 Restaurant Index Stocks



Stock	Price Change
CMG – Chipotle	(18.1%)
DRI – Darden	(13.2%)
DPZ – Domino’s	(8.4%)
MCD – McDonald’s	(0.6%)
SBUX – Starbucks	(1.2%)
YUM – Yum! Brands	4.3%
S&P 500 Restaurant Index*	(6.2%)

Select Commentary

- Among the six stocks in the Restaurant Index, **Yum! Brands was the clear winner with a 4.3% gain during the period.**
- Chipotle **dropped 13%** on Oct 29th as the company lowered its full year **comp sales guidance to a decline in the low-single digits.**
- Brian Niccol completed his first full fiscal year as CEO of Starbucks in September, and his **Back to Starbucks strategy** has begun to gain traction despite facing headwinds from **elevated coffee prices** and a **challenging consumer environment**, with the company delivering its **first positive comp quarter in seven quarters.**

Source: Capital IQ; trailing 3 months ending November 28, 2025

*Source Capital IQ; market cap-weighted index

S&P 500 Restaurant Index Performance | Chipotle



[^]Consensus estimates as of November 20, 2025 / Source: Capital IQ

CQ3-2025 Headlines

1

Revenue Growth

- Total revenue hit \$3.003 billion, up 7.5% YoY, fueled by 84 new restaurant openings and 0.3% comparable sales growth.
- Digital sales remained robust at 36.7% of food and beverage revenue, showcasing strong online adoption amid transaction declines of 0.8%.

2

Margin Compression

- Operating margin dipped 100 basis points to 15.9%, with restaurant-level margin falling from 25.5% to 24.5% due to higher labor (25.2% of revenue) and other costs.
- Food costs improved to 30.0% of revenue, but wage inflation and lower volumes offset pricing gains of 1.1% on average check.

3

Aggressive Expansion Strategy

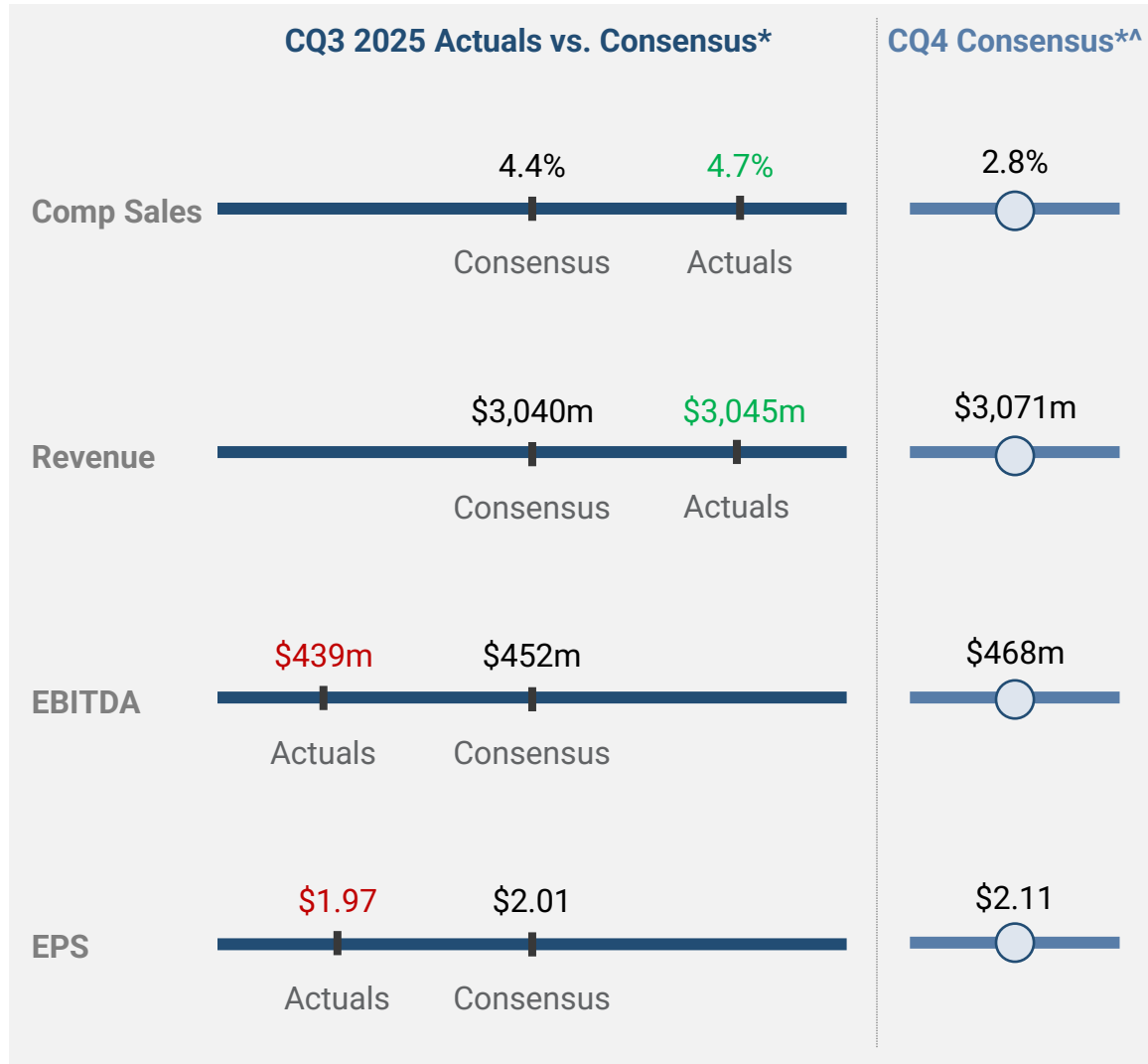
- Opened 84 company-owned restaurants in Q3 (76% with Chipotlane – the digital order pickup window at a Chipotle restaurant), growing total to 3,916.
- 2025 guidance: 315-345 new openings (over 80% Chipotlane); 2026 plans 350-370 total, including 10-15 international partners.

4

Capital Allocation

- Repurchased \$686.5 million in shares at \$42.39 average price, reducing diluted shares to 1.34 billion and boosting EPS accretion.
- New \$500 million authorization approved; nine-month total buybacks reached \$1.68 billion, with \$652.3 million remaining.

S&P 500 Restaurant Index Performance | Darden



CQ3-2025 Headlines

1

Strong Top-Line Growth

- Total sales +10.4% to \$3.045 billion, powered by the Chuy's acquisition (103 restaurants) and 22 net new openings.
- Consolidated same-restaurant sales +4.7%, with Olive Garden (+5.9%) and LongHorn (+5.5%) significantly outperforming the industry.

2

Solid Underlying Profitability

- Adjusted EPS +12.6% to \$1.97 (reported \$2.19 included \$0.26 gain from Canada sale).
- Segment profits rose across Olive Garden (+6.9%), LongHorn (+5.1%), and Other Business (+29.5% boosted by Chuy's); Fine Dining flat.

3

Active Shareholder Returns

- Repurchased \$183 million in shares; \$865 million still available under the \$1 billion program.
- Quarterly dividend maintained at \$1.50/share (\$175 million paid in the quarter).

4

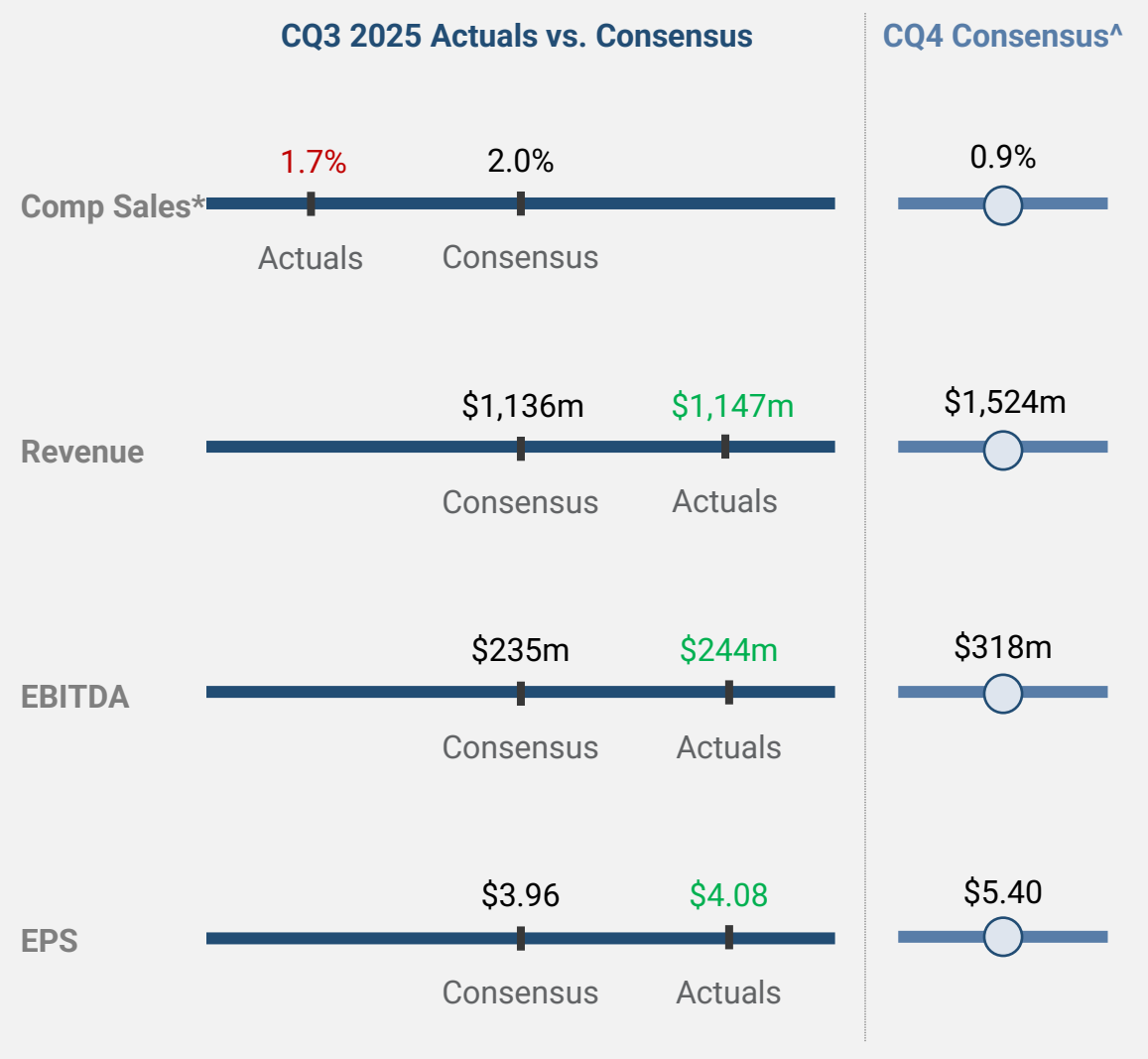
FY2026 Guidance Reflects Confidence

- Total sales growth now expected 7.5–8.5% (includes 53rd week benefit).
- Same-restaurant sales outlook 2.5–3.5%; adjusted EPS guidance lifted to \$10.50–\$10.70 (includes ~\$0.20 from 53rd week).
- Plans ~65 new restaurants and capex of \$700–750 million.

*CQ3 2025 includes DRI's fiscal quarter ended Aug-25; CQ4 2025 includes DRI's fiscal quarter ending Nov-25

^AConsensus estimates as of November 23, 2025 / Source: Capital IQ

S&P 500 Restaurant Index Performance | Domino's



CQ3-2025 Headlines

1 Sales Momentum

- Revenue hit \$1.147 billion, as U.S. same-store sales surged 5.2% driven by positive transaction growth.
- Both delivery (+2.5%) and carryout (+8.7%) posted positive growth; carryout strength attributed to loyalty program and value initiatives.

2 Franchise-Friendly Value Strategy

- Best Deal Ever promotion (\$9.99 any pizza) extended at franchisee request due to strong profitability and volume.
- Parmesan Stuffed Crust met expectations across mix, new customers, and franchisee economics; now permanent menu item.

3 Disciplined Expansion

- Added 29 net U.S. stores (total 7,090) with broadened franchisee builder base; maintaining 175+ full-year target.
- International added 185 net stores despite DPE closures; China targeting 300 stores, India 250 in fiscal year.

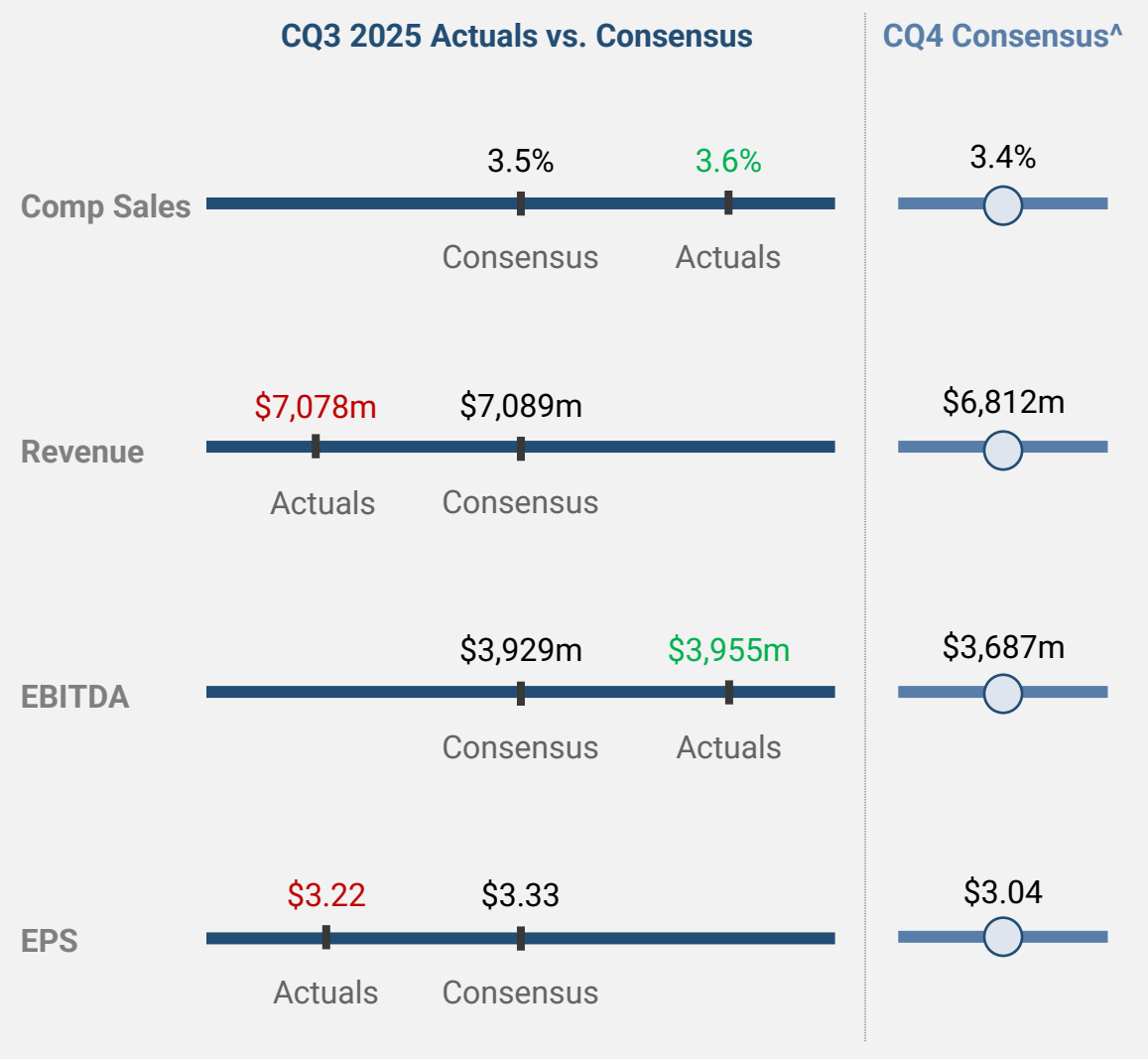
4 Resilient Profit Growth Despite Macro

- Operating income grew 11.8% (ex-FX); EPS at \$4.08.
- Refinanced \$1 billion debt at ~5.1% blended rate with minimal impact on 2025-2026 interest expense.
- Returned \$75M via buybacks at \$450/share; \$540M remaining authorization with continued 3% U.S. comp confidence.

*DPZ reports US and Int'l Comp Sales; this figure represents Int'l Comp Sales given it represents majority of system

[^]Consensus estimates as of November 20, 2025 / Source: Capital IQ

S&P 500 Restaurant Index Performance | McDonald's



CQ3-2025 Headlines

1 Resilient Growth Despite Consumer Headwinds

- Global comp sales +3.6% with all segments positive (U.S. +2.4%, IOM +4.3%, IDL +4.7%) despite low-income QSR traffic down double digits.
- System-wide sales grew 6%+ in constant currency; restaurant margin dollars exceeded \$4 billion for first time (+4% CC).

2 Strategic Value Reinvestment

- Relunched Extra Value Meals at \$5 and \$8 price points (30% of transactions) with 15% minimum discount vs. prior 11%.
- McDonald's co-investing ~\$90 million to support transition, tapering support in Q1 2026.
- Initiative resulting in improved value scores and gaining share with lower-income consumers.

3 Innovation Driving Category Growth

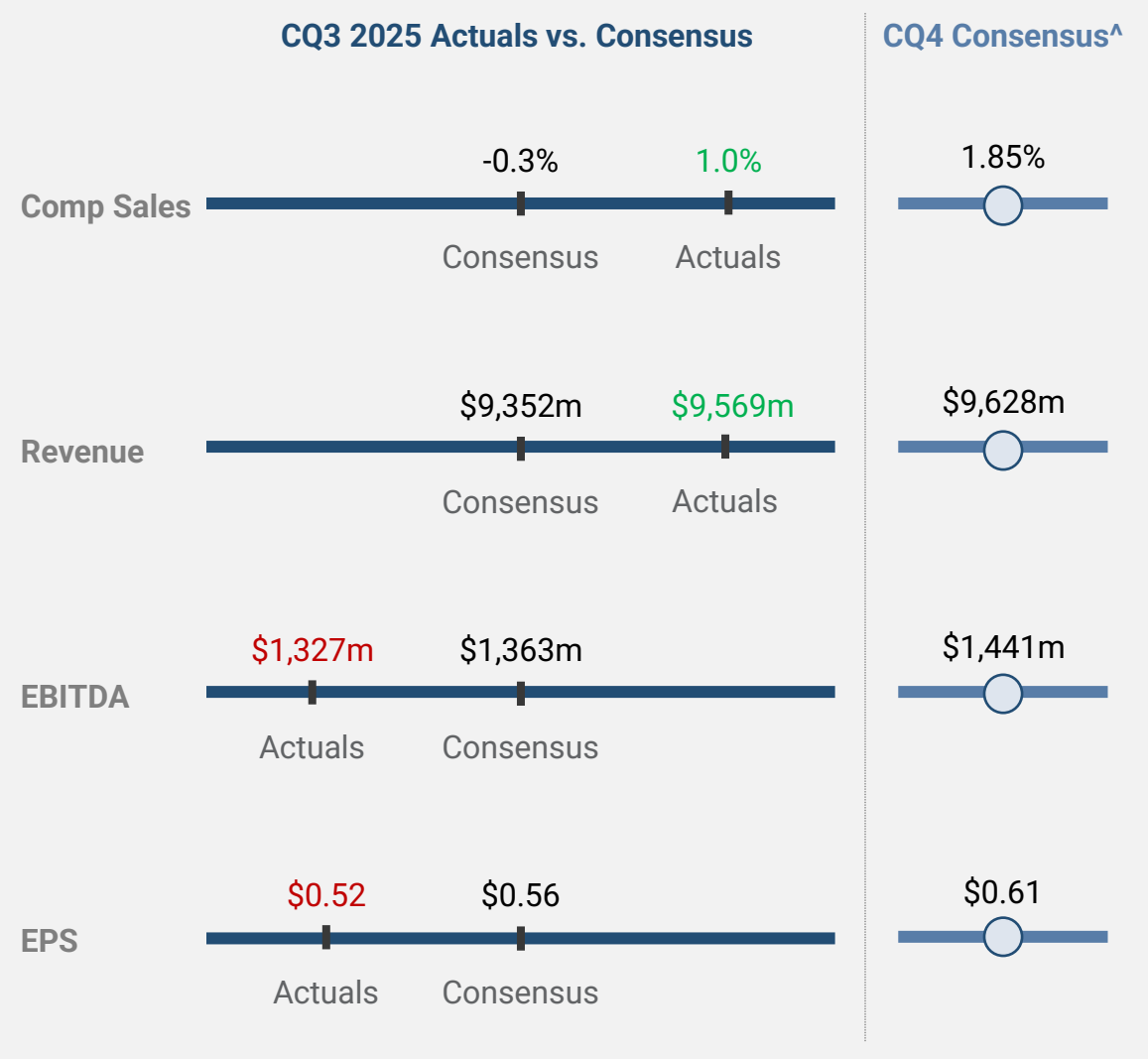
- Beverage test in 500+ restaurants exceeding expectations; driving incremental occasions and higher check across dayparts.
- Snack Wraps at \$2.99 most successful chicken launch in recent history; 1 in 5 customers purchased in first 4 weeks.

4 International Market Share Gains

- Germany: Strongest comps in 2 years, extending 4-year share gain streak with "Taste of the World" campaign.
- Australia: Gained share for 2nd straight quarter; locked value prices for 12 months starting July.
- Japan: 6 quarters of share gains; China adding 1,000 restaurants despite macro pressures.

[^]Consensus estimates as of November 20, 2025 / Source: Capital IQ

S&P 500 Restaurant Index Performance | Starbucks



CQ3-2025 Headlines

1 Turnaround Momentum Building

- First positive global comp sales (+1%) in 7 quarters; U.S. flat, International +3%, with September turning positive driven by transactions.
- Revenue grew 5% to \$9.569 billion; U.S. transactions improved sequentially with more than triple the stores showing positive transaction comps YoY.

2 Green Apron Service

- Rolled out new service standard across all U.S. stores in August with increased staffing and Smart Queue sequencing algorithm.
- 80%+ of stores achieving <4 minute cafe service times; record low hourly partner turnover and improved customer scores.
- Initial 650 pilot stores continue outperforming.

3 Strategic Portfolio Optimization

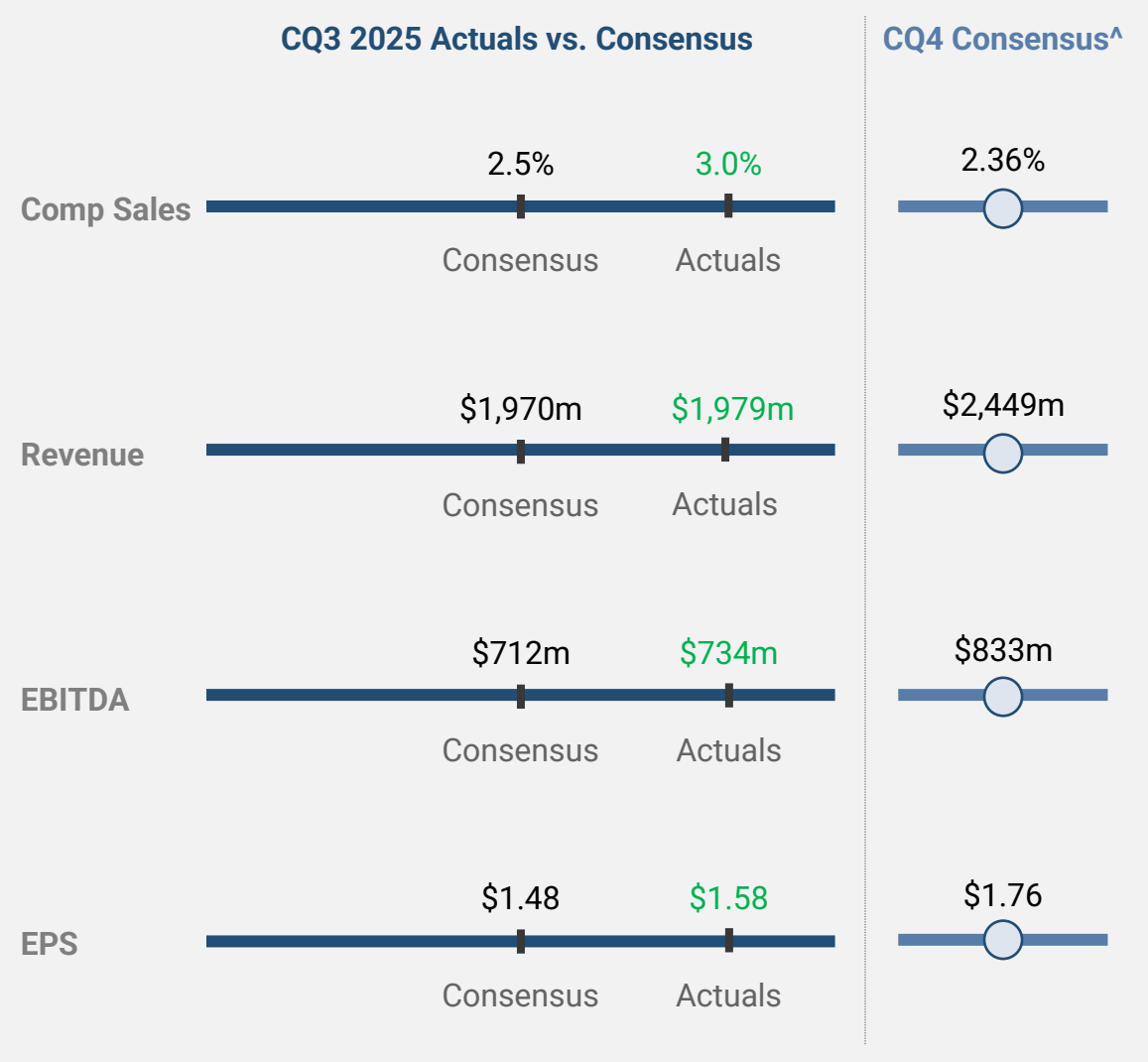
- Closed 107 net stores globally deemed unable to meet profitability or experience standards; slightly accretive to margins.
- Completed ~70 coffeehouse uplifts in NY/Southern California showing sales/transaction improvements; targeting 1,000+ by FY26 end.

4 Innovation & Brand Strength

- Protein platform launch exceeding expectations with customization across 90% of menu; bringing less frequent customers back.
- Brand affinity at highest since 2023; value perception strengthened across all generations despite removing non-dairy upcharges.

[^]Consensus estimates as of November 23, 2025 / Source: Capital IQ

S&P 500 Restaurant Index Performance | Yum! Brands



CQ3-2025 Headlines

1 Strong Core Brand Performance

- System sales up 5% with 3% unit growth; core operating profit up 7%.
- KFC delivered 14% operating profit growth with record development pace and 3% comp sales.
- Taco Bell achieved industry-leading 7% U.S. comp sales; international accelerated to 6% comp growth with momentum building.

2 Pizza Hut Strategic Review

- Exploring strategic options including potential sale to maximize value and position for success.
- Structural advantages: #1 gross unit developer in pizza QSR for 15 of last 16 quarters globally.
- No change to asset-light strategy; focusing resources on KFC and Taco Bell representing ~90% of divisional operating profit.

3 Strategic Taco Bell Acquisition

- Acquiring 128 Southeast U.S. restaurants for ~\$670M in Q4; expected to add ~\$70M EBITDA in 2026.
- Transaction accelerates regional development in high white-space market beginning 2027.
- Deal financed with cash on hand; maintains net leverage at target 4x level.

4 Leadership & Digital Transformation

- New CEO Chris Turner appointed; created Chief Consumer Officer and Chief Scale Officer roles.
- Digital sales reached \$10B with ~60% mix; Byte platform expanded to 28,000+ restaurants globally.
- KFC U.S. showing turnaround signs with 2% comp growth; new strategies driving brand relevance and youth engagement.

[^]Consensus estimates as of November 23, 2025 / Source: Capital IQ

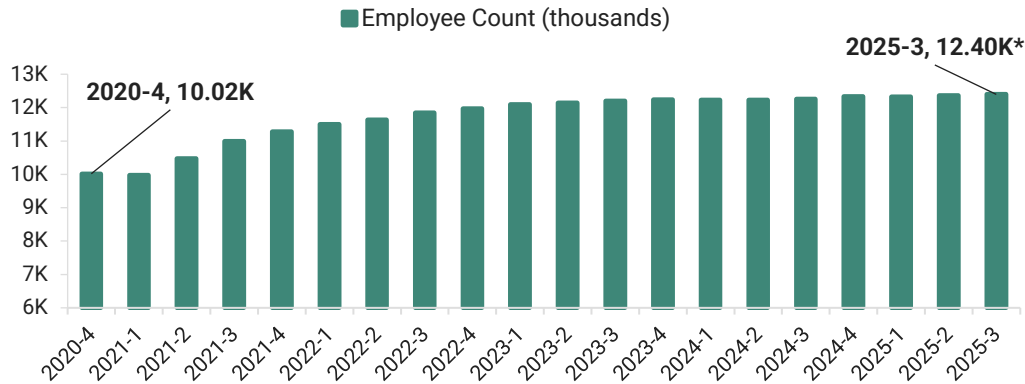
Macro Environment

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Macro Environment: Food Service Labor Market

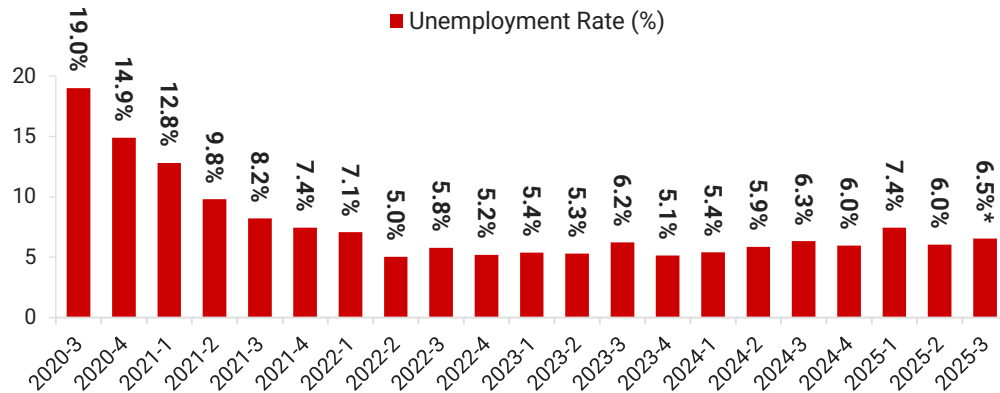
All Employees (thousands)



The employee count in Q3 2025 was approximately 0.3% higher than in Q2 2025. The industry overall has reached a **plateau phase** after strong post-pandemic recovery.

*Latest data as of September 2025

Unemployment Rate

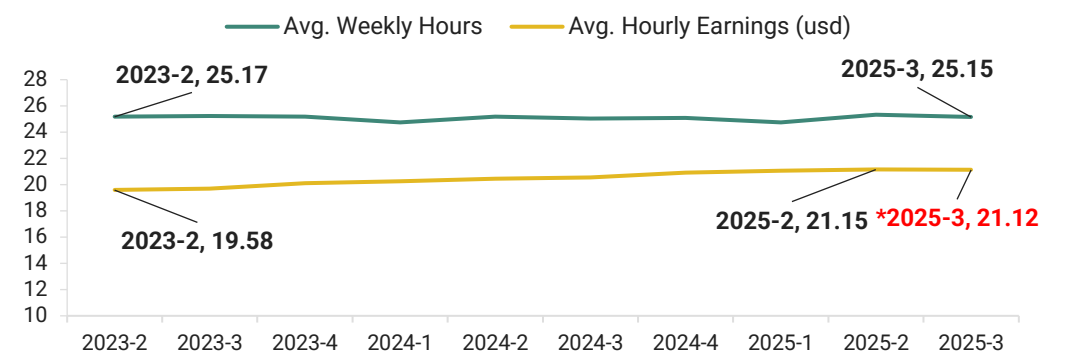


Q1 2025 unemployment spiked to **7.4%** as restaurant sales and traffic fell, with more consumers opting for cheaper and takeout-only dining—reducing staffing needs.

*Latest data as of September 2025

Source: <https://www.bls.gov/>

Average Weekly Hours & Hourly Earnings



The labor market has been remarkably stable over the past year with flat weekly hours. Q2-Q3 2025 shows a -0.14% decrease (first decrease since Q3 2020), possibly due to incomplete data. Will monitor full Q3 and Q4 data to determine if this is a warning sign.

*Latest data as of August 2025

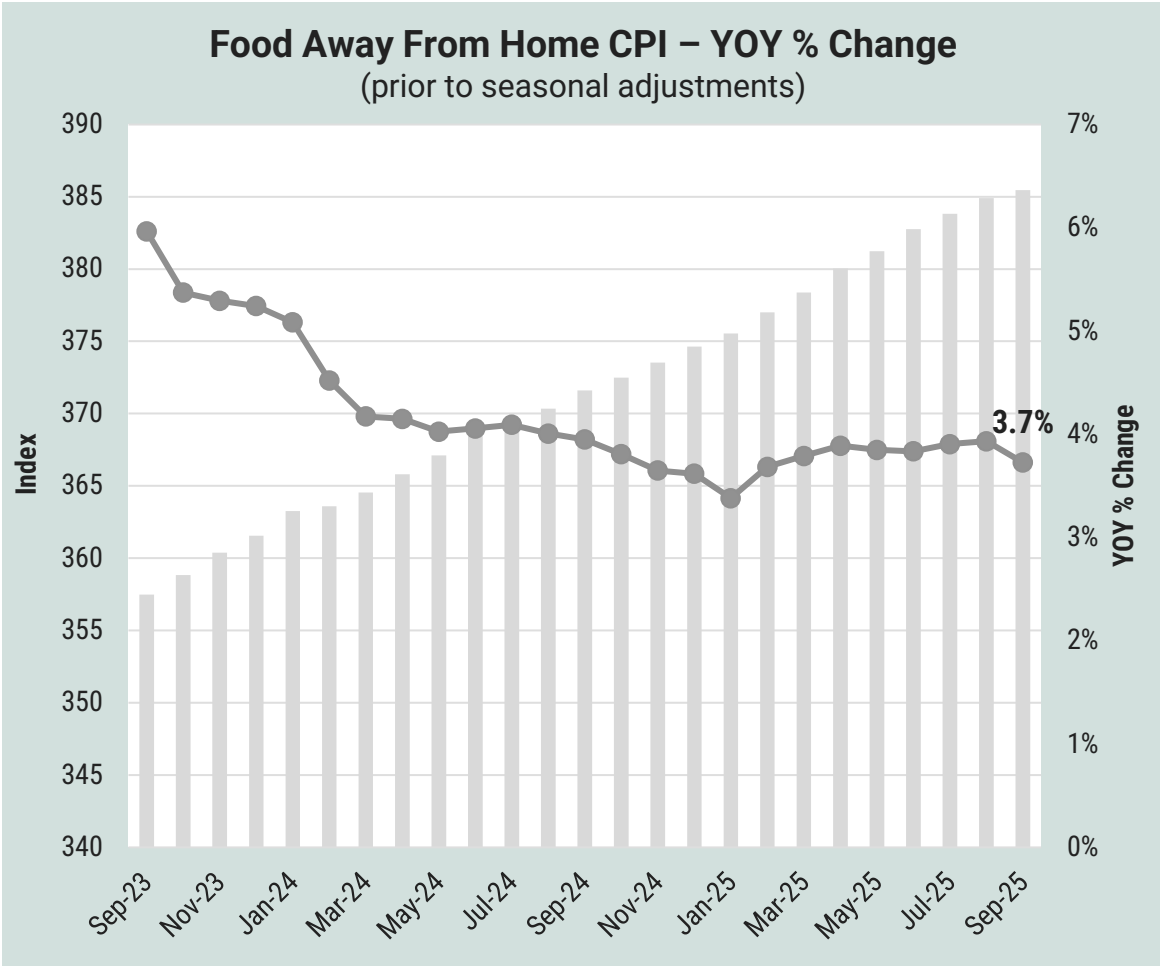
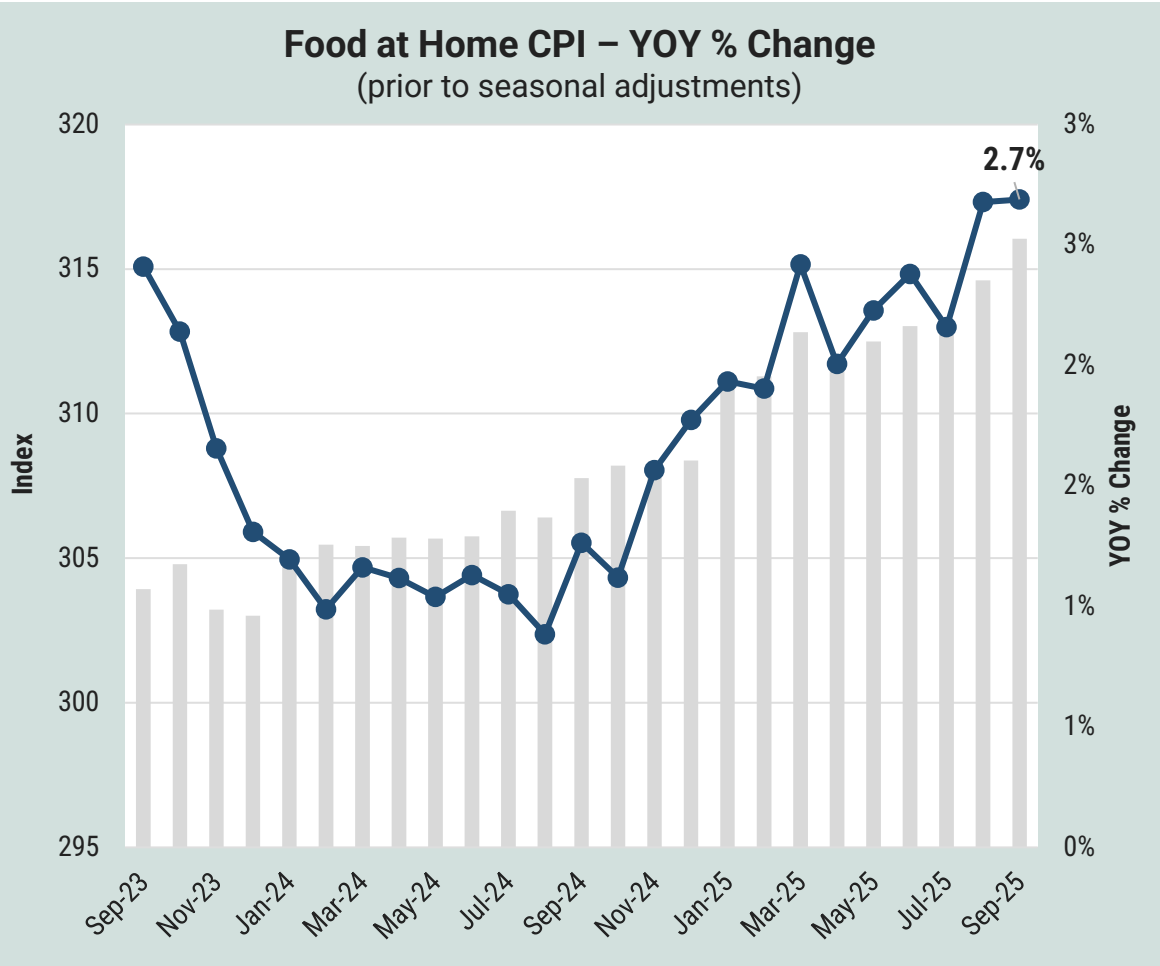
Key Takeaways (% Increase/Decrease)

Timeframe	Employee Count	Unemployment Rate (%)	Avg. Weekly Hours	Avg. Hourly Earnings (usd)
Q3 2025 vs. Q2 2025	● 0.30%	● 8.29%	● -0.72%	● -0.14%

- **Employee count** continued to grow, at similar plateaued levels.
- **Hourly earnings** decrease, if still negative after all data is in, would be a negative indicator for workers.
- **Unemployment rate** increased in Q3 2025, The slight rise is notable, potentially due to same-store sales declining, rising costs, and quick service/fast-casual outperforming full-service/casual dining.
- **Average weekly hours worked** decreased, indicating reduced demand or underemployment.

Macro Environment: U.S. Food Price Inflation

Consumers face the dual challenge of rising grocery costs and persistently high restaurant prices, intensifying the financial strain on households already dealing with elevated costs across other necessities



Source: U.S. Bureau of Labor Statistics

Macro Environment: Commodities

Quarterly Highlights

Overview of key changes in United States commodity prices between Q2 2025 and Q3 2025:

Poultry: Poultry prices dipped, giving operators margin relief and promoting chicken-based menu deals; domestic sourcing is recommended for cost and sustainability.

Beef: Wholesale beef prices up ~8% QoQ and expected to continue rising due to tight supply and demand for premium cuts; operators should secure contracts or pivot to more affordable beef blends.

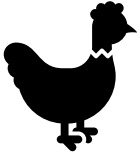
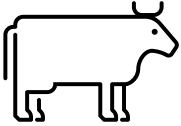


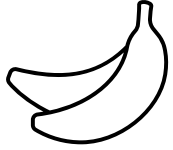





Fruits & Veggies: Prices rebounded slightly, driven by summer harvests, with fruits like bananas and tomatoes seeing 3–4% increases. Opportunities exist for fresh, locally sourced menu specials.

Coffee: Coffee futures averaged 4.6% lower in Q3 2025 vs. Q2 2025 as prices declined from their Spring peaks by September, though prices remained high due to ongoing supply constraints and geopolitical disruptions.

2026 Outlook

Food Price Inflation: Food prices in 2026 are expected to increase more slowly, with overall inflation predicted at 2.7% and restaurant prices up 3.3%.

Dining Trends: Dining trends will favor local sourcing, comfort foods, and value-focused menus, with restaurant operators aiming to balance creativity, and affordability for increasingly cost-conscious consumers.

Key Commodity Trends (Q2 2025 vs. Q3 2025)		
 <p>Poultry</p>	 <p>Beef</p>	 <p>Pork</p>
 <p>Coffee</p>	 <p>Fruits & Vegetables</p>	 <p>Dairy</p>
 <p>Freight</p>	 <p>Packaging</p>	 <p>Fuel</p>
 <p>Restaurant Sales</p>		

Source: Capital IQ
 Source: U.S. Bureau of Labor Statistics
 Source: fred.stlouisfed.org
 Source: pos.toasttab.com
 Source: National Restaurant Association

Macro Environment: International View – MENA

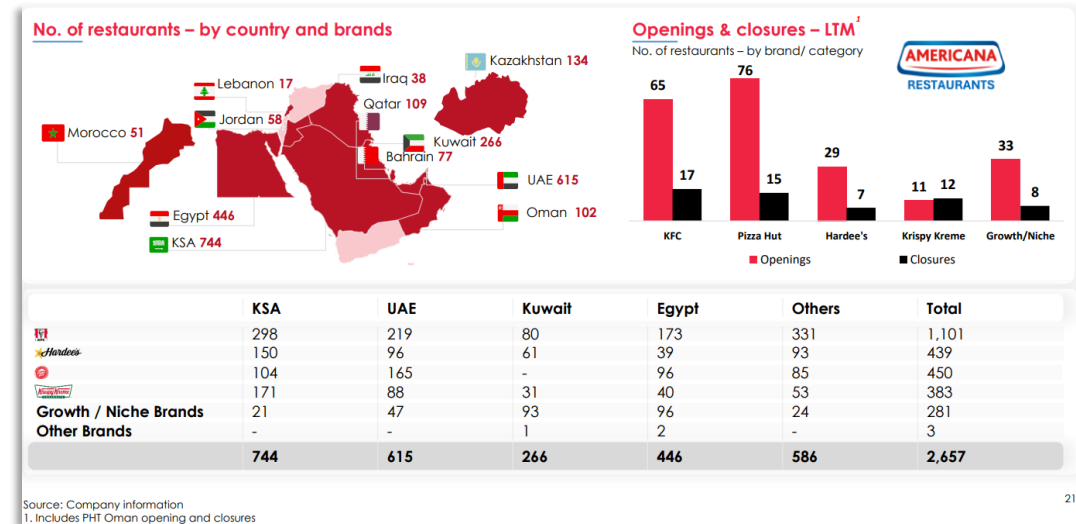
Quarterly Highlights & 2026 Outlook

MENA as an Emerging Hotspot

- The MENA (Middle East and North Africa) food service market, is valued at \$101B in 2025 is an emerging hotspot, with a CAGR of 9.4% through 2032.
- Americana Brand Expansions:** Americana Restaurants (owner of brands including KFC, Pizza Hut, Peet's Coffee and many more), opened 2657 restaurants across 12 countries, stretching from Kazakhstan in the east to Morocco in the west, becoming the leading restaurant group across the MESA region.
- Digital/Cloud Boom:** The Middle East cloud/ghost kitchen market, though currently only ~8% of the global share, is one of the fastest-growing regions with an expected CAGR of nearly 19% through 2030, led by rapid expansion in the UAE (especially Dubai with 200+ facilities) and strong demand for delivery-only food concepts.

2026 Outlook

- Middle East foodservice market to grow at fastest regional CAGR of ~15% through 2030, driven by Saudi Vision 2030, UAE development, and food security focus.
- Cloud kitchens in the region surging at 18.2% CAGR, fueled by Qatar's 2025 regulations and Gulf-wide QSR franchise expansion.



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Sources

https://www.americanarestaurants.com/wp-content/uploads/2025/11/AMR_9M-2025A_Earnings-Presentation_vF.pdf

<https://www.grandviewresearch.com/industry-analysis/cloud-kitchen-market>

<https://www.mordorintelligence.com/industry-reports/food-service-market>

Digital Engagement

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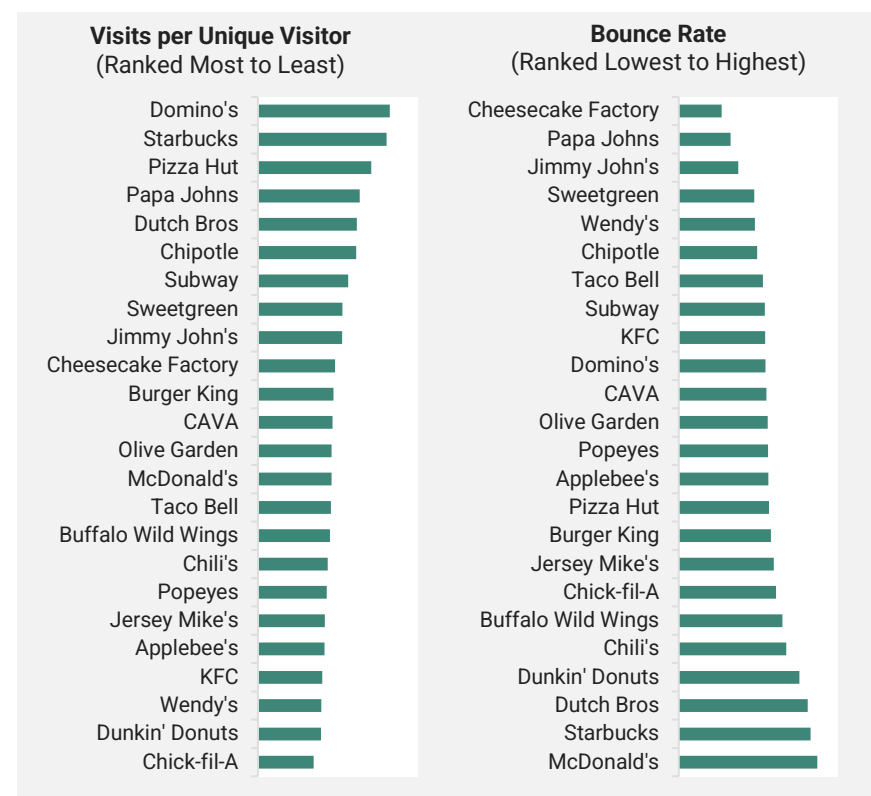
Digital Engagement

Key Metrics: Aug – Oct 2025 Site Speed, Unique Traffic, and Engagement

		Traffic	Est. Traffic (Millions)		All Traffic Engagement				Site Speed (Seconds)	Device Distribution		
			Industry Rank	Monthly Visits	Monthly UVs	Visits / UV	Pages per Visit	Bounce	Time on Site	Mobile	Device Distribution	
											Desktop	Mobile
Subs	Jersey Mike's	54	4.6	3.2	Lagging	Average	Average	Average	2.2	Average	Average	
	Jimmy John's	78	4.0	2.6	Average	Average	Leading	Average	3.6	High	Low	
	Subway	29	10.1	6.4	Average	Average	Average	Average	5.9	Average	Average	
Burgers	Burger King	45	5.9	4.0	Average	Average	Average	Average	5.1	Average	Average	
	McDonald's	11	24.0	16.4	Average	Lagging	Lagging	Lagging	2.2	Average	Average	
	Wendy's	46	5.8	4.2	Lagging	Average	Average	Average	2.4	Average	Average	
Chicken	Chick-fil-A	30	10.4	7.7	Lagging	Average	Average	Average	2.0	Average	Average	
	KFC	71	4.9	3.5	Lagging	Average	Average	Average	N/A	Average	Average	
	Popeyes	61	4.4	3.1	Average	Average	Average	Average	5.3	Average	Average	
Mexican	Buffalo Wild Wings	83	4.5	3.1	Average	Average	Average	Average	4.8	Low	High	
	Chipotle	36	10.9	6.7	Leading	Lagging	Average	Average	5.8	Average	Average	
	Taco Bell	31	10.6	7.3	Average	Average	Average	Average	2.1	Average	Average	
Pizza	Domino's	5	31.3	17.1	Leading	Leading	Average	Leading	3.2	Average	Average	
	Papa John's	23	10.7	6.6	Leading	Leading	Leading	Leading	5.9	Average	Average	
	Pizza Hut	22	13.1	7.7	Leading	Average	Average	Leading	7.3	Average	Average	
Health	CAVA	186	1.8	1.3	Average	Average	Average	Average	1.4	High	Low	
	Sweetgreen	280	1.0	0.7	Average	Average	Leading	Average	2.2	High	Low	
Coffee	Starbucks	14	16.8	9.3	Leading	Lagging	Lagging	Lagging	1.4	High	Low	
	Dunkin' Donuts	84	4.6	3.3	Lagging	Lagging	Lagging	Lagging	2.7	Average	Average	
	Dutch Bros	181	2.1	1.3	Leading	Lagging	Lagging	Lagging	1.6	Low	High	
Other	Cheesecake Factory	102	2.9	2.0	Average	Leading	Leading	Leading	2.1	Average	Average	
	Applebee's	60	4.2	3.0	Lagging	Leading	Average	Leading	1.3	Low	High	
	Olive Garden	41	6.0	4.1	Average	Leading	Average	Leading	2.7	Average	Average	
	Chili's	62	4.4	3.1	Average	Average	Lagging	Average	2.5	Low	High	

- Pizza restaurants demonstrate the strongest site engagement metrics, likely driven by consumers spending time on site browsing menu items and pizza toppings. Coupled with high audience overlap on the following page, this suggests that while diners explore other restaurant options, they engage most with pizza shops
- McDonald's and coffee chains show weaker site engagement, partly due to reliance on apps or because users tend to move quickly through checkout

Site Unique Visitor Frequency and Bounce Rate



- Domino's and Starbucks demonstrate strong customer loyalty, as shoppers who visit the site are likely to return. This trend is most prominent among pizza chains
- Starbucks and McDonald's show high bounce rates, suggesting that customers may be leaving the site to complete their journey on the app

Digital Engagement: Audience Overlap

Visitors to a "Primary Site" who also visited a "Secondary Site" on the same day over the Aug – Oct 2025 period

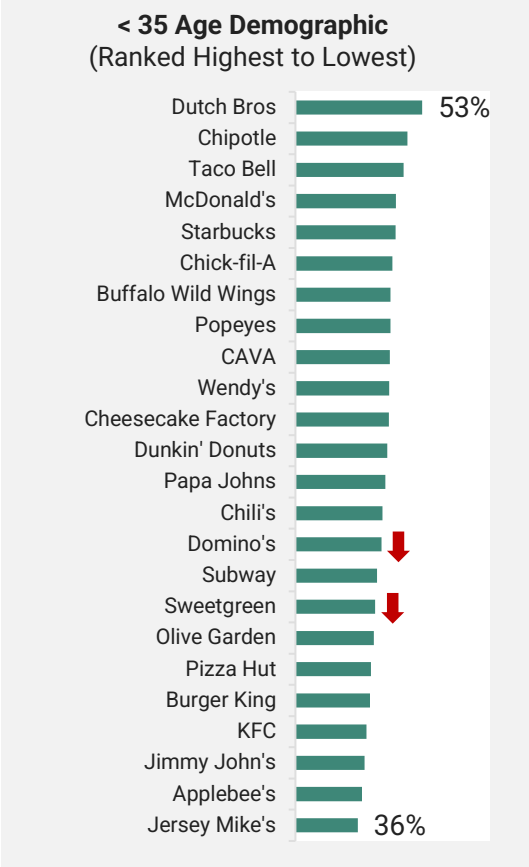
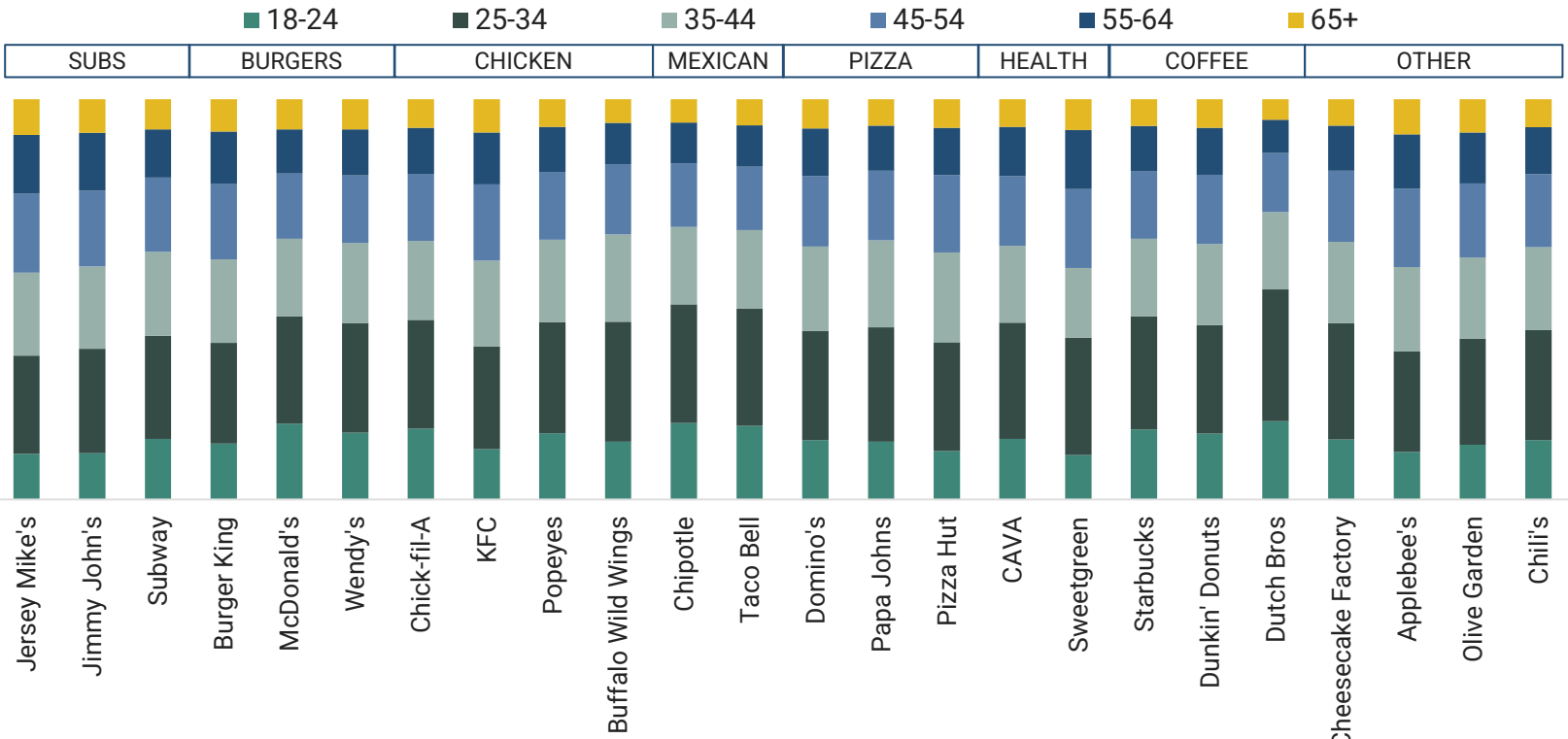
		Subs		Burgers		Chicken			Mexican		Pizza		Coffee		Other									
		Cross-Browsing Behaviors																						
... Also Visited (i.e. Secondary Sites)		Jersey Mike's	Jimmy John's	Subway	Burger King	McDonald's	Wendy's	Chick-fil-A	KFC	Popeyes	Buffalo Wild Wings	Chipotle	Taco Bell	Domino's	Papa Johns	Pizza Hut	Starbucks	Dunkin' Donuts	Dutch Bros	Cheesecake Factory	Applebee's	Olive Garden	Chili's	CAVA
Subs	Jersey Mike's	4.5%	4.6%	3.4%	3.7%	0.8%	3.0%	3.3%	0.9%	2.9%	3.1%	2.8%	3.9%	3.2%	4.1%	2.9%	1.9%	1.2%	N/A	N/A	0.9%	2.1%	0.8%	
	Jimmy John's	5.5%	4.8%	0.8%	3.9%	2.7%	2.6%	N/A	0.6%	1.4%	2.8%	5.2%	5.1%	4.8%	5.1%	N/A	2.3%	N/A	N/A	1.5%	N/A	0.7%	N/A	
Burgers	Subway	1.7%	1.5%	1.6%	2.3%	1.4%	1.5%	1.5%	1.3%	0.9%	1.4%	1.6%	1.9%	1.2%	1.6%	1.3%	1.6%	N/A	0.3%	1.2%	0.8%	0.9%	0.4%	
	Burger King	2.4%	N/A	2.2%	5.4%	2.7%	2.4%	2.8%	2.3%	1.4%	2.3%	3.5%	2.6%	2.1%	2.4%	2.3%	2.1%	N/A	N/A	2.1%	0.7%	2.2%	N/A	
Chicken	McDonald's	0.5%	0.3%	0.8%	1.1%	0.8%	0.8%	0.5%	0.6%	0.5%	0.5%	1.1%	0.8%	0.6%	0.6%	0.6%	0.6%	0.3%	0.3%	0.4%	0.5%	0.3%	N/A	
	Wendy's	2.2%	1.9%	2.4%	3.6%	5.6%	2.3%	2.4%	2.3%	2.0%	2.1%	4.3%	2.3%	2.1%	2.1%	2.2%	2.1%	N/A	0.6%	1.9%	0.7%	1.9%	0.7%	
Mexican	Chick-fil-A	1.6%	1.4%	1.6%	1.8%	2.5%	2.1%	1.8%	1.7%	1.6%	1.9%	1.8%	1.7%	1.6%	1.8%	1.5%	1.4%	0.7%	N/A	1.7%	1.3%	1.6%	1.3%	
	KFC	3.1%	N/A	3.4%	3.4%	3.4%	3.2%	3.5%	5.3%	4.9%	2.9%	2.9%	4.5%	3.5%	3.1%	3.4%	1.9%	0.8%	N/A	N/A	1.8%	N/A	1.1%	N/A
Pizza	Popeyes	0.8%	1.9%	3.4%	3.7%	3.6%	3.1%	3.3%	5.3%	3.4%	3.1%	4.4%	3.9%	3.1%	3.5%	0.9%	N/A	N/A	N/A	1.2%	N/A	N/A	0.8%	
	Buffalo Wild Wings	1.9%	0.9%	2.4%	2.1%	3.6%	2.2%	3.6%	4.2%	4.0%	3.8%	3.7%	4.2%	3.4%	3.7%	3.6%	N/A	N/A	2.0%	3.9%	0.9%	3.9%	1.0%	
Coffee	Chipotle	1.0%	1.0%	1.7%	1.1%	1.5%	0.7%	1.8%	1.0%	1.1%	1.7%	1.6%	1.6%	1.5%	1.8%	1.1%	1.1%	0.5%	0.7%	0.9%	0.8%	2.1%	1.1%	
	Taco Bell	1.2%	1.0%	1.5%	2.0%	3.1%	1.7%	1.5%	2.0%	1.7%	1.3%	1.7%	2.1%	1.3%	1.7%	1.4%	1.2%	0.4%	0.4%	1.4%	1.0%	1.4%	0.9%	
Other	Domino's	0.4%	0.4%	0.6%	0.5%	0.7%	0.4%	0.5%	0.5%	0.5%	0.5%	0.7%	3.7%	4.9%	0.4%	0.4%	N/A	0.3%	0.4%	0.3%	0.5%	0.2%		
	Papa Johns	0.7%	0.5%	1.1%	1.6%	1.7%	0.3%	1.2%	1.7%	1.0%	1.2%	1.6%	1.5%	11.7%	7.3%	N/A	N/A	N/A	N/A	1.3%	0.4%	1.2%	N/A	
Subs	Pizza Hut	0.9%	0.8%	1.0%	1.0%	1.1%	0.6%	0.6%	1.0%	0.9%	0.9%	1.2%	11.3%	5.4%	0.5%	N/A	N/A	N/A	0.2%	0.9%	1.0%	1.0%	N/A	
	Starbucks	0.7%	0.3%	1.0%	0.7%	1.0%	0.4%	0.8%	0.2%	0.2%	0.9%	0.7%	1.0%	0.9%	0.3%	0.8%	1.0%	0.9%	0.1%	0.8%	0.3%	0.2%	0.2%	
Burgers	Dunkin' Donuts	1.2%	1.0%	3.1%	2.5%	3.6%	0.9%	3.2%	2.5%	0.8%	0.9%	3.1%	3.1%	3.2%	N/A	N/A	4.0%	0.7%	1.0%	N/A	0.9%	0.8%	N/A	
	Dutch Bros	2.6%	N/A	N/A	N/A	5.4%	2.1%	2.3%	N/A	N/A	N/A	0.6%	2.1%	N/A	N/A	N/A	6.6%	2.2%	N/A	N/A	N/A	1.9%	N/A	
Chicken	Cheesecake Factory	N/A	N/A	1.3%	N/A	2.4%	1.5%	N/A	N/A	N/A	3.3%	2.8%	1.1%	3.5%	N/A	1.2%	N/A	1.2%	N/A	N/A	4.1%	4.7%	N/A	
	Applebee's	N/A	N/A	0.9%	3.5%	3.6%	N/A	2.7%	2.3%	1.2%	4.3%	4.0%	3.5%	3.9%	3.2%	4.0%	2.2%	N/A	N/A	N/A	5.3%	6.5%	N/A	
Other	Olive Garden	1.0%	N/A	2.6%	0.7%	3.3%	0.8%	2.6%	1.0%	2.1%	2.6%	2.6%	2.8%	2.7%	2.0%	3.0%	0.8%	0.8%	1.0%	2.4%	3.4%	3.3%	0.8%	
	Chili's	2.0%	N/A	2.5%	1.9%	3.3%	2.2%	3.9%	2.0%	N/A	3.5%	4.5%	3.6%	4.4%	3.1%	3.4%	N/A	1.2%	1.1%	4.1%	6.2%	4.3%	N/A	
Subs	CAVA	1.6%	N/A	1.0%	N/A	N/A	1.1%	3.9%	N/A	1.3%	1.0%	4.7%	2.7%	2.0%	N/A	N/A	1.2%	N/A	N/A	N/A	N/A	N/A	N/A	

- Between August and October, cross-browsing across cuisine types increased compared to prior years. With the exception of pizza chains, consumers appeared largely cuisine-agnostic in their restaurant exploration
- Domino's, McDonald's, and Pizza Hut showed the **highest audience overlap** across the competitive set, indicating that shoppers often landed at these restaurants after browsing others. **More than 1 in 10** Papa Johns and Pizza Hut site visitors will also visit Domino's
- Cross-browsing declined most significantly for Wendy's and KFC, while Chipotle experienced a slight YoY increase

Source: Ankura Datasets and Analysis; Similarweb data from the 3-month period of Aug-Oct 2025 (Data extracted 11.24.2025).
 Notes: Arrows indicate significant improvement/decline to last year Q2. Sweetgreen and Dutch Bros excluded because minimal cross-browsing

Digital Engagement: Demographics

Demographic Metrics: Site Visitor Age Brackets



- Across all restaurants in the competitive set, the penetration of site visitors <35 decreased compared to last year. This drop in young viewers was greatest for Sweetgreen and Domino's, indicating young shoppers may be most conservative with their dining dollars
- Mexican restaurants Chipotle and Taco Bell rank above-average in younger visitors. Sandwich restaurants Jersey Mike's and Jimmy John's skew toward an older crowd of eaters

Source: Ankura Datasets and Analysis; Similarweb data from the 3-month period of Aug-Oct 2025 (Data extracted 11.24.2025).
 Note: Arrows indicate significant improvement/decline to last year Q2.

Ankura Restaurant Solutions

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Ankura Restaurant Solutions

Our Restaurant Experts

We deliver experienced talent to the table. Our operators dig in and get their hands dirty to resolve pressing issues, uncover and fix inefficiencies, and bring strategic initiatives to the finish line. Our restaurant team's in-depth experience includes:

- Operational experts that have sat in the chairs and addressed industry issues first-hand
- Trusted advisors during industry ups and downs, executing business strategies, fostering growth, managing costs, and protecting asset value
- Accounting and finance specialists with restaurant specific knowledge and insights

Diverse Engagement Profiles

We understand and solve for the issues restaurants are facing at all stages of the business lifecycle. Our clients come from a variety of backgrounds including:

- Multi-Billion Dollar Franchises
- Large Hospitality Groups
- Mid-Sized Regional Chains
- Small Privately-Owned Companies

Client Partnership Approach

To succeed, the team needs to be deeply involved in the process. Our philosophy is founded on putting people first and working together with our clients to deliver value while fostering lasting partnerships:

- Establishing a communicative relationship to co-navigate the rapidly evolving industry
- Collaborating to drive and enable effective, maintainable, and enduring improvements
- Delivering valuable tools and critical training necessary to ensure self-sufficiency

Contact us at restaurants@ankura.com

How We Provide Support

Financial Planning & Analysis

- Implement Master Data Management strategy, institute single source of the truth
- Institute driver-based budgeting/forecasting models, build "four-wall" store analysis

Accounting and Cash Management

- Evaluate controls; develop robust accounting policies and guidelines
- Rationalize bank accounts, develop automated reconciliation and reporting cadences
- Standardize franchisee reporting and implement tools to support management

Business Process Improvement

- Redesign finance operating model, implement strategies to manage working capital
- Streamline accounting operations enabling restaurants to focus on core activities
- Conduct full technology assessment and provide recommendations/initiatives roadmap

Digital Solutions

- Develop KPI dashboards to measure and monitor performance
- Analyze consumer target markets, online customer conversion rates and website/app traffic
- Automate workflows and enable AI solutions

Labor and Capacity

- Develop dashboards to optimize workforce; determine staffing required for effective teams
- Determine turnover drivers; identify potential acquisition and retention strategies

Third-Party Delivery

- Develop system requirements; identify improvements/enhancement opportunities
- Establish standardized processes to track adjustments, discounts, cancellations, taxes, fees

Gift Card Programs

- Conduct program assessment, evaluate breakage methodology and recognition process
- Streamline accounting month-end and balance sheet reconciliation processes

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