

2010 EDITION

# Restaurant Industry Operations Report



# Restaurant Industry Operations Report 2010 Edition

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Dear Reader:

The National Restaurant Association and Deloitte & Touche LLP are pleased to present the 2010 edition of the *Restaurant Industry Operations Report*.

The *Restaurant Industry Operations Report* is based on financial and operating data provided by members of the National Restaurant Association and members of various state restaurant associations. The data processing was performed by Deloitte & Touche LLP, and the report was published in conjunction with the National Restaurant Association. More than 650 questionnaires were received from restaurant operators, which form the basis of this report. This unique study of the operating results of restaurants principally in 2008 includes specific financial information on full service restaurants segregated by average check of less than \$15 per person, average check per person \$15 to \$24.99, average check equal to or greater than \$25 per person, and limited service restaurants.

The data has been presented by type of restaurant, location, sales volume, and menu theme, among other methods. The report presents operating results as amounts per restaurant seat and as ratios to total sales, which are the most common bases used in the industry. Unless otherwise noted, amounts and ratios in the text and exhibits are the medians and upper and lower quartiles of the survey data. This data is not intended to be standards or goals for individual restaurants, nor is this report an attempt by the National Restaurant Association or Deloitte & Touche LLP to set or adjust industry prices or operating ratios. Rather, the data and related worksheet at the back of the report are intended to be used as management tools to help you compare your restaurant's performance with that of similar restaurants.

This year's survey is based on substantial effort and support provided by the Research Department of the National Restaurant Association in Washington, D.C., and by the Restaurant & Hospitality practice of Deloitte & Touche LLP, including Nicole Bell, Joseph Brzezinski, Stuart Fano, Michael Petrillo, and John Ramsay. Their efforts are very much appreciated.

We would like to thank the restaurant operators who supplied complete information about their restaurants, making this study possible.

**Dawn Sweeney**  
President and Chief Executive Officer  
National Restaurant Association

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# The Restaurant Industry

The restaurant industry is a large and diverse business:

- Restaurant-industry sales are forecast to reach \$580.1 billion in 2010 – an increase of 2.5 percent over 2009. However, when adjusted for inflation, restaurant-industry sales are expected to decline 0.1 percent in 2010.
- On a typical day in America in 2010, more than 130 million people will be foodservice patrons.
- Sales at full service restaurants are projected to reach \$184.2 billion in 2010.
- Sales at limited service restaurants are forecast to increase to \$164.8 billion in 2010, while snack and non-alcoholic-beverage bar sales rise to \$24.7 billion.

As the industry increasingly offers consumers options to meet their varying desires, restaurants remain essential to American lifestyles. Some things they are looking for: speedy drive-through at limited service restaurants, elegant ambience and cuisine at fine-dining establishments, the newest latte at the corner coffee shop, and the relaxed atmosphere of a casual-dining concept.

Indeed, a new Association survey reveals that nearly four in five consumers believe going to restaurants with family or friends gives them opportunities to socialize and is a better way to use their leisure time instead of cooking and cleaning up. With nine in 10 adults saying they enjoy going to restaurants, the industry over the long term will continue along a path of growth.

It's evident that challenges remain. Managing costs will be important, but the extent of the industry's upturn depends largely on consumer confidence, which is critical to long-term success. And unsteady job growth is expected to further challenge overall economic growth. Until personal disposable income increases and unemployment levels fall, economic recovery is expected to be prolonged and patchy.

To help spur consumer confidence, operators will be working in the following areas to ensure success:

- **Guest Value:** To help spur consumer confidence operators must take steps to provide value to guests, and will look to build sales by marketing healthful menu items and responding to consumer demand for convenience and variety. Growth opportunities include delivery and other off-premise options, cooking classes and other interactive activities, and new media to reach new and returning guests.
- **Social media:** Networking and photo/video sharing sites will become more critical to restaurant marketing this year. It's clear that "word of mouth" has moved online, and more consumers use the Web to browse menus, make reservations, and get recommendations from other diners.
- **Sustainability:** While the economy might have affected operators' abilities to fund new green initiatives, industry intent and consumer interest are strong. That shows sustainability efforts will remain a long-term trend and not a fad.

## Restaurant Industry Sales – 2009 and 2010 (\$000)

	2009	2010
<b>Total Restaurant Industry</b>	\$565,774,371	\$580,060,112
<b>Commercial Restaurant Services</b>	\$517,314,563	\$530,351,941
Eating Places	\$380,475,552	\$388,510,737
Full Service Restaurants	\$181,992,532	\$184,176,442
Limited Service Restaurants	\$160,035,527	\$164,836,593
<b>Noncommercial Restaurant Services</b>	\$46,372,154	\$47,547,226
<b>Military Restaurant Services</b>	\$2,087,654	\$2,160,945

Note: 2010 figures are projected

Source: National Restaurant Industry, 2010 Restaurant Industry Forecast

### Full service outlook

Full service restaurant sales are forecast to reach \$184.2 billion in 2010, an increase of roughly 1.2 percent from 2009. That represents a real sales decline of 1.5 percent after accounting for inflation. The Association estimates that full service restaurant sales were \$182 billion in 2009, a 3.9 percent decline in nominal sales and a 6.2 percent drop in real sales compared to 2008. Nearly six in 10 casual- and fine-dining operators and 54 percent of family-dining operators say sales were lower in 2009 than 2008. Many operators reported that customer traffic declined across all three dayparts (breakfast, lunch and dinner).

Trends to look for in 2010 include:

- **Value-focused options:** One-third of fine-dining operators expect guests to be more value-conscious in 2010. Restaurant frequent-dining or customer loyalty programs likely will become more popular. More than half of all customers say they likely would patronize restaurants that offer customer-loyalty or reward program.
- **E-mail marketing:** Nearly seven in 10 operators say they use e-mail marketing or newsletters. Forty-one percent of consumers surveyed by the Association say they choose new restaurants because of e-mail promotions.
- **Interactive activities:** Sixty-four percent of adults surveyed say they would patronize chef's table dinners and private tastings, while 57 percent say they would participate in interactive cooking demonstrations.
- **Off-premise options:** Nearly three in 10 adults tell the Association that take-out food is essential to the way they live. Forty-six percent of adults say they would use curbside take-out from a table service restaurant, and 54 percent indicated a desire for home or office delivery.
- **Market green efforts:** More than half of adults surveyed by the Association say they are more likely to visit restaurants that offer food grown in an organic or environmentally friendly way, and seven in 10 are more likely to visit restaurants that offer locally produced food.
- **Ordering and payment innovations:** Consumers noted interest in both online reservations and ordering, as well as tabletop systems that would allow them to browse the Internet, watch television or play video games.
- **Focus on health:** In response to consumer interest in nutrition, table service operators are enhancing their produce offerings, healthful children's items and other options. And customer's notice: About half the adults in the Association's consumer survey say table service restaurants make it easy for them to choose the portion sizes they want.

### Limited service outlook

Limited service restaurant sales are forecast to reach \$164.8 billion in 2010, an increase of 3 percent from 2009. That represents a real sales increase of 0.4 percent after accounting for inflation. The limited service segment sold \$160 billion in food and drink in 2009, according to Association projections. That represents a 1.5 percent increase in nominal sales from 2008, but a 0.7 percent drop in real sales. While 35 percent of limited service operators surveyed by the Association reported their sales were higher in 2009 than in 2008, more than half said their sales decreased from 2008. A significant percentage reported lower traffic in all dayparts.

Trends to look for in 2010 include:

- **Upgrade operations:** Forty-three percent of limited service operators plan to allocate more resources for remodeling/renovation this year than in 2009, according to the National Restaurant Association's limited service operator survey. While they focus on existing stores, they appear more conservative about adding units: 39 percent say they will spend less on unit expansion in 2010, compared to 30 percent who plan to spend more.
- **Capitalize on new media:** Fifty-eight percent of limited service operators say they have e-mail newsletters, 52 percent advertise online, and 26 percent say they market through cell phone text messages.
- **Add Wi-Fi:** Thirty-five percent of adults say they would use wireless Internet access at limited service restaurants. The figure jumps to 55 percent of 18-34-years olds.
- **Empower Customers:** Forty-seven percent of adults say they would like the option to order through self-serve terminals at limited service restaurants. For consumers between 18-44 years old, that number rises to 58 percent. Thirty-six percent of all adults say they would order online at a Web site, compared to 53 percent of those between 18 and 34.
- **Hit the road:** Fifty-four percent of adults indicated an interest in home and office delivery service from limited service restaurants. That figure rises to 72 percent for adults between 18-34 years old, and 64 percent of adults in households with children.
- **Cater to guest's interest in conservation:** More than three in four limited service operators buy products made from recycled materials, and nearly a third of limited service operators plan to spend more on green initiatives in 2010.
- **Market healthful options:** Nearly two-thirds of limited service operators say they offer more healthful choices for children than they did two years ago. Seventy-three percent of adults in the consumer study say they try to eat healthier, and 56 percent say they're more likely to visit restaurants that offer food raised in organically or environmentally friendly ways.



### Menu trends

Chefs constantly are looking for new ingredients and flavors to entice their increasingly sophisticated guests. They literally travel around the world to find and create new tastes. So it's no surprise that ethnic cuisines and flavors ranked high in the Association's "What's Hot" survey of 1,800 American Culinary Federation chefs. The Association's September 2009 ethnic cuisine survey of more than 1,900 consumers also points to a strong interest in ethnic food.

- **A move beyond the mozzarella sticks:** Two of the top seven appetizer trends for 2010 will be Asian- and Mexican-inspired starters, according to the "What's Hot" survey. Chefs expect such foods as tempura, spring rolls, satay, and dumplings to be popular, as well as tamales, quesadillas, and taquitos. That will make diners happy: Mexican and Chinese are two of the most popular ethnic cuisines, according to the National Restaurant Association ethnic cuisine survey.
- **Entrée Variation:** While meat and seafood trends dominate the top five entrées for 2010 in the "What's Hot" survey, chefs are broadening how they serve their entrees. In addition to offering new and traditional cuts or species, they also look for new ways to serve entrees. For example, ethnic-influenced small plates, such as tapas/ mezza/dim sum, remain a top entrée trend as well as Asian-inspired entrée salads.
- **Sweet-tooth temptations:** Chefs ranked traditional ethnic sweets as the eighth most popular dessert trends for 2010. Such desserts include flan, a creamy Latin American pie made of eggs and milk and baked in a pastry crust; delimanjoo, a South Korean sponge cake; and qatayef, a Middle Eastern pastry that resembles a small pancake folded into a crescent and stuffed with cream and nuts.
- **Coffee accompaniment:** Chefs expect ethnic-inspired items to be among the hottest breakfast/brunch trend for 2010. Think Asian-flavored syrup, chorizo-scrambled eggs, and coconut-milk pancakes. They expect the next most popular trend to be traditional ethnic breakfast items. Look for huevos rancheros; shakshuka, a Middle Eastern egg dish; and ashta, the homemade clotted cream used to fill those qatayef and other Middle Eastern pastries.
- **Into the mouths of babes:** Expect to see ethnic influences on every part of the menu this year, including kids' meals. Chefs ranked ethnic-inspired dishes as the fifth most popular trend in 2010 for children's meals.
- **Variety is the spice of life:** Dishes from the Old World, New World, and every point on the globe will influence restaurant menus this year. Chefs expect regional ethnic cuisine to be the hottest trend, followed by ethnic fusion, North African/Magrebi, Latin American/Nuevo Latino, Southeast Asian, Peruvian, Cuban, Mediterranean, Himalayan, Spanish, Korean, sushi and French, according to the "What's Hot" survey. Consumers are interested in trying French, Spanish, Japanese (other than sushi), Thai, Cajun/Creole, soul food, and sushi, according to the ethnic cuisine consumer survey.
- **Authenticity is everything:** Consumers are more likely to eat less familiar ethnic food, such as Brazilian, Indian, or Thai at a restaurant, according to the ethnic cuisine survey. They're more likely to order pizza, Chinese, Greek, and more familiar foods for delivery/take-out. Furthermore, consumers say it's important for restaurants to specialize in the type of cuisine they serve, particularly for food they're less familiar with, such as Ethiopian, Vietnamese, or Thai.

## Challenges ahead

Recent Association research shows that competition will intensify for restaurant operators; both full service and limited service segments expect to face challenges in 2010.

### Percent of full service-restaurant operators, by type of operation, who mention as their top challenge in 2010:

	Family dining	Casual dining	Fine dining
The economy	29%	35%	30%
Building/maintaining sales volume	24%	23%	28%
Government mandates	15%	5%	4%
Operating costs	7%	7%	4%
Recruiting and retaining employees	6%	3%	4%

Source: National Restaurant Association, operator survey, October 2009

### Percent of limited service restaurant operators who mention as their top challenge in 2010:

The economy	30%
Building/maintaining sales volume	30%
Government mandates	13%
Access to capital	5%
Food costs	4%
Operating costs	4%

Source: National Restaurant Association, operator survey, October 2009

## Outlook for 2010

This year likely will be a period of gradual economic recovery, as the labor market struggles to catch up with rising economic output. Stronger growth is expected in 2011.

- **Jobs:** The national unemployment rate will remain high in the first half of 2010 before slowly declining in the second half. The national economy is expected to add jobs during 2010, mostly in the second half of the year
- **GDP:** Building on the momentum established in the second half of 2009, national output is projected to rise moderately this year. The Association expects real GDP to increase 3.2 percent, up from a 2.4 percent decline in 2009. It would mark the strongest gain in four years
- **Income:** Real disposable personal income – a key indicator of restaurant-industry performance – is projected to increase 1.5 percent in 2010. This would be the largest increase since 2007, but a modest gain by historical standards.

National Restaurant Association  
Research and Knowledge Group

# Highlights From The Restaurant Industry Dollar

- Full Service Restaurants (Average Check Per Person Under \$15) reported income before income taxes of approximately **3.0%** of total sales.
- Full Service Restaurants (Average Check Per Person \$15 to \$24.99) reported salaries and wages of approximately **33.2%** of total sales.
- Full Service Restaurants (Average Check Per Person \$25 and Over) reported cost of food and beverage sales of approximately **31.9%** of total sales.
- Limited Service Restaurants reported income before income taxes of approximately **5.9%** of total sales.

## The Restaurant Industry Dollar<sup>1</sup>

	Full Service Restaurants			Limited Service Restaurants
	Average Check Per Person			
	Under \$15	\$15 to \$24.99	\$25 and Over	
<b>Where It Came From:</b>				
Food and Beverage Sales	100%	100%	100%	100%
<b>Where It Went:</b>				
Cost of Food and Beverage Sales	32.2%	31.8%	31.9%	31.9%
Salaries and Wages <sup>2</sup>	33.7%	33.2%	33.7%	29.4%
Restaurant Occupancy Costs	4.9%	5.1%	6.1%	7.7%
<b>Income Before Income Taxes</b>	<b>3.0%</b>	<b>3.5%</b>	<b>1.8%</b>	<b>5.9%</b>

<sup>1</sup> All amounts are median values

<sup>2</sup> Includes employee benefits

# Understanding Medians And Means

The annual studies written by the Restaurant/Hospitality Advisors of Deloitte & Touche LLP utilize medians for the majority of their reported results. This article will give an in-depth explanation of medians and quartiles, as well as briefly discuss means, along with practical uses of both.

A median is defined as the middle value of all amounts calculated for a specific line item. For example, if we received nine responses for number of full-time employees—8,4,2,6,9,7,5,1,3—these numbers would be arranged sequentially (in order of size)—1,2,3,4,5,6,7,8,9—and the middle value, 5, would be the median, since 50% of the responses received are below the value and 50% are above.

In conjunction with medians, lower and upper quartiles are used to give a further description of the sample results. Occasionally, we use means (arithmetic average) to report data, but we believe the median is the more appropriate method to report our results. This is because the median gives less biased results. Medians keep results from being skewed by a few abnormal respondents. For example, if a few responding restaurants incurred very large operating losses, those losses would be divided evenly among all restaurants in the sample (when using mean calculations) and would reduce the average net profit of the entire group which, for the most part, may have reported respectable profits.

Quartiles divide the responses into four equal parts, with the median still being the middle value. The “lower quartile” is the value that separates the lowest 25% of the responses from the rest of the sample when arranged sequentially, while the “upper quartile” defines the boundary of the upper 25% of the responses from the lower 75%. Stated another way, 50% of all responses fall between the lower and upper quartiles. For example, if we receive 99 responses for a specific item and the responses (conveniently) were numbered 1 through 99, the median (or middle value) would be 50, the lower quartile would be 25 (25% of responses would be above 75). Fifty percent (or half) of the responses would fall between the lower and upper quartiles (see chart below).

**It will become evident in the reading of this report that columns do not total when medians are involved.**

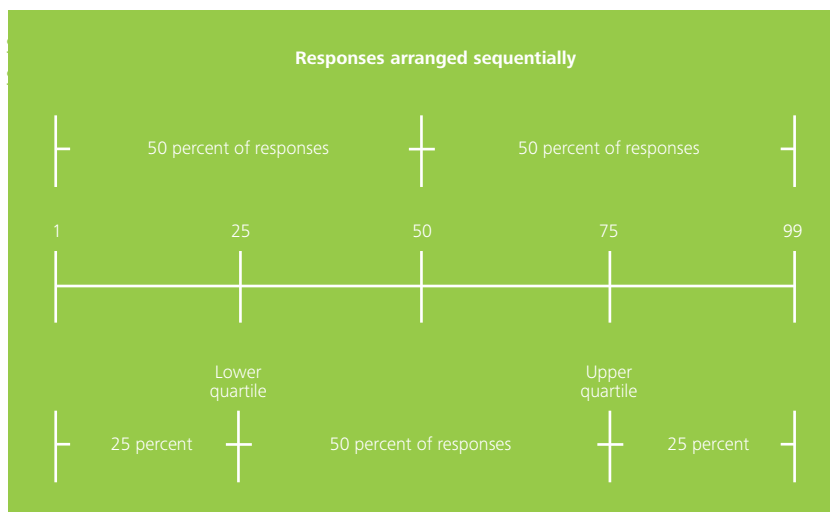
The reason behind this is, **EACH LINE ITEM IS ANALYZED SEPARATELY!** In Table I, when all amounts are arranged sequentially, the median total sales amount per seat is \$5,197. This figure is based on the 354 restaurants\* that gave us information for this specific line item. The median amounts per seat for total food and beverage sales were

\$2,163 and \$1,091, respectively. These two amounts were analyzed on a sample of 326 and 254 restaurants, respectively, that gave us separate food sales and beverage sales figures. Different sample sizes are one reason why figures do not add to the totals shown.

There is another major reason that columns in the tables do not total. When using medians, it is important to remember that the median food sales, the median beverage sales, and the median total sales figures reported probably represent the results of three different restaurants, even though the sample size of each may be equal. This also holds true for lower and upper quartile figures.

The terms MEAN, AVERAGE, and ARITHMETIC MEAN are all synonymous. A mean is calculated by summing the results and dividing by the number of responses. In Table II, Column 1, the sum of the number of restaurant seats is 1,940. Divide this by the 9 respondents and the mean (average) is 216 seats per restaurant. By comparison, the median number of seats is 140. It is obvious that the average is skewed by the two restaurants with 500 and 600 seats.

Table II shows a group of restaurants that provided their total number of seats. They also provided the number of guests served, so the average daily seat turnover was calculated. The average number of seats for this sample is approximately 216 (1,940 seats divided by nine responses), and the median number of seats is 140 (the middle value of all respondents when responses are arranged sequentially). The average daily customers is 206, and the median is 200. With this information, the mean and median for the number of daily seat turnover can be calculated.



# Understanding Medians\*

**Table I**  
Net Profit

	Amount per Seat		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	\$2,787	\$2,163	\$6,246
Beverage	555	1,091	2,254
Total Sales	3,381	5,197	7,788
<b>Cost of Sales</b>			
Food	1,030	1,499	2,331
Beverage	139	306	587
Total Cost of Sales	1,154	1,877	2,637
<b>Gross Profit</b>	2,110	3,313	5,154
<b>Other Income</b>	13	41	113
Total Income	\$2,213	\$3,446	\$5,362

Note: Detail amounts do not sum to totals due to presentation of median values.

- The median daily seat turnover is 1.6 (the middle value of a sequential sort of Column 3).
- To compute the average daily seat turnover, divide the average daily customers served (Column 2) of 206 by the average number of seats per restaurant (Column 1) of 216. This gives the average daily seat turnover of approximately 1.0. The mean daily seat turnover is greatly influenced by the large restaurants with 500 and 600 seats with low daily seat turnover statistics, due perhaps to inclusion of seating for large banquet facilities.

As shown, median and means both have their uses, with medians not being affected by one or two responses that vary significantly from the rest of the sample. This is the main reason the accompanying studies report the data using medians.

\* The numbers used for sample sizes are representative and are not actual sample sizes.

**Table II**  
Restaurant Seating

Responding Restaurants	Column 1 Number of Seats	Column 2 Average Daily Customers Served	Column 3 Average Daily Seat Turnover (Column 2/Column 1)	Sequential Order of Column 3
A	60	90	1.5	3
B	80	128	1.6	4
C	100	200	2.0	9
D	120	204	1.7	6
E	140	250	1.8	7
F	160	290	1.8	8
G	180	290	1.6	5 Actual Median
H	500	200	0.4	2
I	600	200	0.3	1
Total	1,940	1,852	N/A	
Median (middle value of column)	140	200	1.6 <sup>(*)</sup>	
Average (mean)	216	206	1.0	

<sup>(\*)</sup> The median daily seat turnover is 1.6 (the middle value of a sequential sort of Column 3). Notice that this is not equal to the product of the median average daily customers served (200) divided by the median number of seats (140), which is 1.4. It is incorrect to use medians in calculations, such as addition or multiplication.

# Explanation Of Terms\*

## Food sales

This category includes revenue derived from the sale of food in the restaurant. Food sales also include the sale of coffee, tea, milk and fruit juices, which usually are served as part of a meal. If there is no service of liquor, beer or wines, the soft drink sales also would be included in this category.

## Beverage sales

This category includes revenue from the sale of wine, spirits, liqueurs, beer, and ale. These sales do not include coffee, tea, milk, or fruit juices, which normally are served with meals and, therefore, are considered food.

## Prime cost

Prime cost is the total of the following: cost of food sold, cost of beverage sold and the associated payroll costs and employee benefit costs.

## Salaries and wages

This category includes the regular salaries and wages, extra wages, overtime, vacation pay and any commission or bonus payments made to employees. The entire restaurant payroll generally is included under this category.

## Employee benefits

This category includes federal retirement (Social Security) tax (FICA), federal and state unemployment taxes and state health insurance tax. Other items considered benefits are worker's compensation insurance premiums, welfare plan payments, pension plan payments, accident and health insurance premiums and hospitalization and group insurance premiums. Also listed under employee benefits are education expenses, employee parties, employee sports activities, credit union, awards and prizes, and transportation and housing.

## Direct operating expenses

Expenses directly involved in providing service to the customer, such as uniforms, laundry, linen, china, and cleaning and paper supplies, are considered operating expenses. Also included are utensils, kitchen fuel, menus and drink lists, flowers and decorations, contract cleaning, auto or truck expense, parking, and licenses and permits.

## Marketing

This group of expenses includes selling and promotion expenses, such as direct mail and entertainment costs in promotion of business (including gratis meals to customers). Also, the cost of advertising through newspapers, magazines or trade journals, outdoor signs, and radio and television is included. Public relations and publicity (including fees and commissions to advertising or promotional agencies) and royalties are found in this category.

## Utility services

This section is composed of the costs of all fuel except that charged to direct operating expenses in the account "kitchen fuel." Water, ice and refrigeration supplies, and the removal of waste are also included. The cost of oils, boiler compound, fuses, grease and other supplies, plus any small tools used in the operation or maintenance of the mechanical and electrical equipment, should also be charged to this account.

## Restaurant occupancy costs

Rent, taxes and property insurance are occupancy costs. These are sometimes called "fixed charges," since they usually are determined by the financial setup of the restaurant and usually not by the trend of its business.

## Repairs and maintenance

The following items are repairs and maintenance expenses: painting and decorating; plastering; upholstering; mending curtains; and maintenance contracts on elevators, signs and office machinery. Repairs to dining room furniture, refrigeration, air conditioning, buildings, floors, plumbing and heating are charged to this category as well. Repairs to dishwashing and sanitation equipment, kitchen equipment and office equipment are also included here.

## General and administrative expenses

This group of expenses is commonly considered as overhead and includes items that are necessary to the operation of the business rather than those connected directly with the service and comfort of the customer. This account should be charged with the cost of all printed matter not devoted to advertising and promotion, such as accounting forms, account books, restaurant checks, office supplies, cash register and other checking supplies, letterheads, bills and envelopes. All postage, except amounts applicable to advertising, should be charged here. The cost of telephone equipment rental, local and long-distance calls should be charged to this account, with the exception of calls chargeable to marketing. Other items charged to this account are data processing costs, dues and subscriptions and insurance costs (other than those included as employee benefits or fire and extended coverage on the premises and contents). Commissions on credit card charges collection fees, cash shortages, professional dues and protective services are also considered general and administrative expenses.

## Corporate overhead

This category consists of costs or fees charged or allocated by the central office or a management organization of a chain operation for executive supervision and management.

\*Definitions and examples have been taken from "Uniform System of Accounts for Restaurants."

# Introduction To Analysis Of Data And Explanatory Notes

## Introduction

The 2010 edition of the Restaurant Industry Operations Report is divided into four sections. Each section provides analysis on one of the following types of operations:

Section A:  
Full Service Restaurants  
(Average Check Per Person Under \$15)

Section B:  
Full Service Restaurants  
(Average Check Per Person \$15 to \$24.99)

Section C:  
Full Service Restaurants  
(Average Check Per Person \$25 and Over)

Section D:  
Limited Service Restaurants

Respondents were asked to select which of the above categories most closely represents their operation. The data in each section is presented in individual exhibits that characterize the operating statistics of various types of establishments based upon the tabulation of the actual survey responses. Each section provides financial, operational and performance information, for 2008, which is presented in the following breakdowns:

Type of Establishment (Food Only/Food and Beverage)

- Affiliation (Single Unit/Multi-Unit)
- Sales Volume
- Menu Theme
- Restaurant Location
- Average Check
- Profit Versus Loss

More than 650 restaurants throughout the United States responded to our survey, which forms the basis for this publication. A sample copy of the survey can be found at the end of this publication.

## Explanatory Notes

Readers should be aware that the operators who participated in this study are not identical with those who participated in prior years' studies. This makes comparisons with previous data difficult, because reporting ratios can be vastly different. However, comparisons of the information in past reports may be useful in identifying certain financial trends.

As in previous years, medians and quartiles are used extensively in data presentation. Medians are the middle values of all amounts calculated for a particular item when placed in sequential order. Half of all values reported are below the median, and half are above. Readers should be aware that medians are calculated only from respondents reporting information for each individual line item.

To provide readers with a better understanding of the range of reported values, lower and upper quartiles are also presented. These are the midpoints of each group bounded by the median. In other words, the sample is broken into four equal parts when arranged in sequential order. The lower quartile divides the sample into the lowest quarter and higher three-quarters of the sample; the upper quartile divides the sample into the highest quarter and lower three-quarters of the sample. It is important to note that columns composed of medians and quartiles may not add to the totals shown in the exhibits of this report, because all participants did not respond to every line item.

Computations within each exhibit include respondents that provided zeros and numerical amounts. Computations for operating expenses also include imputed zeros, when applicable.

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# Section A – Full Service Restaurants (Average Check Per Person Under \$15)

Exhibit A-1 presents the characteristics of the **175** respondents in the Full Service Restaurants (Average Check Per Person Under \$15) category of this year's study. Approximately **66.3%** of the respondents represent independent restaurants and **50.3%** reported that they were the sole occupant of their location. Restaurants with American menu themes represent **56.6%** of this sample.

The median ratio of income before income taxes to total sales is **3.0%** or **\$250** per seat.

## Highlights

- Median average check is **\$11.00**.
- Median total sales per full-time equivalent employee is **\$51,599**.
- Median food sales are **\$7,698** per seat and median beverage sales are **\$1,716** per seat.
- Median total sales per square foot is **\$275.50**.
- Median income before income taxes is **3.0%** of total sales.
- Median total cost of sales is **32.2%** of total sales.

## Characteristics

- **66.3%** of full service (average check under \$15) restaurants are single units, i.e., independents.
- **57.7%** of the responding establishments have sales volume of \$1,000,000 and over.
- **56.6%** of the respondents report an American menu theme.
- **78.4%** of the respondents operate their businesses in locations with less than 7,500 square feet and **74.2%** of the respondents have less than 200 seats.



**Exhibit A-1****Composition of Participating Full Service Restaurants****(Average Check Per Person Under \$15)****Number of Respondents: 175**

	Percentage of Respondents		Percentage of Respondents
<b>Type of Establishment:</b>		<b>Ownership:</b>	
Food Only	31.4%	Sole Proprietorship	12.0%
Food and Beverage	68.6	Partnership	16.0
		Public Corporation	3.4
<b>Years in Business:</b>		Private Corporation	66.9
1 to 5 Years	18.0%	Not Specified	1.7
5 to 10 Years	18.0		
Over 10 Years	64.0	<b>Menu Theme:</b>	
		Hamburger	6.3%
<b>Region: <sup>1</sup></b>		Steak/Seafood	0.6
Northeast	14.3%	Chicken	0.6
North Central	31.4	Pizza	6.3
South	25.1	Sandwiches/Subs/Deli	1.1
West	29.2	American (varied)	56.6
		Mexican	5.1
<b>Average Check: <sup>2</sup></b>		Italian	1.1
Under \$10.00	30.7%	Asian	3.4
\$10.00 to \$14.99	69.3	Other	18.9
		<b>Sales Volume: <sup>3</sup></b>	
<b>Affiliation:</b>		Under \$500,000	16.6%
Single Unit - Independent	66.3%	\$500,000 to \$999,999	25.7
Multi-Unit - Company Operated	23.4	\$1,000,000 to \$1,999,999	37.1
Multi-Unit - Franchise Operated	9.1	\$2,000,000 and Over	20.6
Not Specified	1.2		
<b>Profit versus Loss: <sup>3</sup></b>		<b>Restaurant Location:</b>	
Profit	68.1%	Hotel	3.4%
Loss	31.9	Shopping Center or Mall	25.7
		Sole Occupant	50.3
<b>Lease versus Own:</b>		Other	18.3
Own Land and Building	37.7%	Not Specified	2.3
Lease Land and Building	36.6		
Lease Land and Own Building	4.0	<b>Total Number of Seats:</b>	
Own Land and Lease Building	1.7	Under 100	29.1%
Not Specified	20.0	100 to 149	27.4
		150 to 199	17.7
		200 to 399	20.0
		400 and Over	2.9
		Not Specified	2.9
		<b>Total Restaurant Square Footage:</b>	
		Under 2,500	14.9%
		2,500 to 4,999	44.6
		5,000 to 7,499	18.9
		7,500 and Over	15.4
		Not Specified	6.2

<sup>1</sup> Regions:

Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.

North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI.

South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.

West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.

<sup>2</sup> Per person, all meals<sup>3</sup> For respondents specifying

**Exhibit A-2****Full Service Restaurants (Average Check Per Person Under \$15)****Average Check**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	\$ 9.00	\$ 11.00	\$ 13.90
<b>Type of Establishment</b>			
Food Only	\$ 7.40	\$ 8.50	\$ 10.00
Food and Beverage	10.20	12.00	14.00
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	\$ 9.30	\$ 10.00	\$ 13.90
Sole Occupant	8.40	12.00	14.00
Other	9.20	10.70	12.30
<b>Profit versus Loss</b>			
Profit	\$ 9.20	\$ 11.50	\$ 14.00
Loss	10.00	11.00	13.90
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	\$ 9.00	\$ 11.10	\$ 14.00
Mexican	**	**	**
Italian	**	**	**
Other	9.70	11.00	12.30
<b>Affiliation</b>			
Single Unit - Independent	\$ 8.50	\$ 10.30	\$ 13.00
Multi-Unit - Company Operated	10.30	13.50	14.60
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	\$ 9.70	\$ 11.40	\$ 13.60
Public Corporation	**	**	**
Private Corporation	9.30	12.00	14.00
<b>Sales Volume</b>			
Under \$500,000	\$ 7.50	\$ 9.50	\$ 11.00
\$500,000 to \$999,999	8.00	11.00	14.00
\$1,000,000 to \$1,999,999	9.80	11.90	13.40
\$2,000,000 and Over	9.40	13.30	14.40

\*\*Insufficient data

**Exhibit A-3****Full Service Restaurants (Average Check Per Person Under \$15)****Average Daily Seat Turnover**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	1.0	1.9	2.9
<b>Type of Establishment</b>			
Food Only	1.5	2.3	3.0
Food and Beverage	1.0	1.7	2.7
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	0.9	1.7	2.6
Sole Occupant	1.3	2.0	2.7
Other	0.8	2.3	3.3
<b>Profit versus Loss</b>			
Profit	1.0	2.2	3.2
Loss	0.9	1.7	2.3
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	1.0	1.9	3.0
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	1.4	1.9	2.7
<b>Average Check</b>			
Under \$10.00	1.5	2.5	3.2
\$10.00 to \$14.99	1.0	1.7	2.5
<b>Affiliation</b>			
Single Unit - Independent	0.8	1.7	2.6
Multi-Unit - Company Operated	1.0	2.2	3.5
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	1.0	1.9	2.6
Public Corporation	**	**	**
Private Corporation	1.0	1.9	3.1
<b>Sales Volume</b>			
Under \$500,000	0.4	0.8	1.5
\$500,000 to \$999,999	0.8	1.7	2.3
\$1,000,000 to \$1,999,999	1.6	2.2	3.2
\$2,000,000 and Over	1.3	2.6	3.9

\*\*Insufficient data

**Exhibit A-4****Full Service Restaurants (Average Check Per Person Under \$15)****Cost per Dollar of Sales\***

	Total Cost of Sales	Total Payroll and Benefits	Prime Cost
<b>All Restaurants</b>	32.2 ¢	33.7 ¢	65.9 ¢
<b>Type of Establishment</b>			
Food Only	30.9 ¢	33.5 ¢	64.4 ¢
Food and Beverage	32.8	33.7	67.3
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	31.3 ¢	32.3 ¢	64.4 ¢
Sole Occupant	32.3	33.1	65.2
Other	32.8	37.6	69.7
<b>Profit versus Loss</b>			
Profit	31.4 ¢	33.1 ¢	65.1 ¢
Loss	34.2	38.1	71.8
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	32.7 ¢	34.8 ¢	69.5 ¢
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	32.0	31.5	**
<b>Average Check</b>			
Under \$10.00	32.8 ¢	34.0 ¢	66.6 ¢
\$10.00 to \$14.99	31.9	33.7	65.4
<b>Affiliation</b>			
Single Unit - Independent	33.9 ¢	34.7 ¢	69.9 ¢
Multi-Unit - Company Operated	31.6	33.5	63.5
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	35.1 ¢	31.4 ¢	62.9 ¢
Partnership	31.7	32.3	60.5
Public Corporation	**	**	**
Private Corporation	32.3	34.0	67.7
<b>Sales Volume</b>			
Under \$500,000	35.3 ¢	32.7 ¢	71.0 ¢
\$500,000 to \$999,999	34.0	33.5	69.5
\$1,000,000 to \$1,999,999	32.6	33.8	66.4
\$2,000,000 and Over	30.8	34.0	63.4

\*All amounts are medians. Based on 35 hours per week. Factors used to compute full-time equivalent employees are as follows: full-time (35 hours or more) equals 1.0; part-time (20-34 hours) equals 0.7; part-part-time (less than 20 hours) equals 0.35.

\*\*Insufficient data

**Exhibit A-5****Full Service Restaurants (Average Check Per Person Under \$15)****Number of Employees\***

	Number of Employees per Restaurant		
	Full Time	Part Time (20-34 Hours)	Part-Part-Time (Under 20 Hours)
<b>All Restaurants</b>	10	10	5
<b>Type of Establishment</b>			
Food Only	10	10	4
Food and Beverage	10	11	5
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	12	7	7
Sole Occupant	8	12	5
Other	11	10	3
<b>Profit versus Loss</b>			
Profit	12	12	6
Loss	8	10	5
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	11	12	5
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	10	8	7
<b>Average Check</b>			
Under \$10.00	12	10	3
\$10.00 to \$14.99	9	12	5
<b>Affiliation</b>			
Single Unit - Independent	9	10	4
Multi-Unit - Company Operated	16	15	5
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	8	6	4
Partnership	13	10	8
Public Corporation	**	**	**
Private Corporation	9	13	5
<b>Sales Volume</b>			
Under \$500,000	4	4	2
\$500,000 to \$999,999	6	10	4
\$1,000,000 to \$1,999,999	12	16	7
\$2,000,000 and Over	25	26	9

\* All amounts are medians

\*\*Insufficient data

**Exhibit A-6****Full Service Restaurants (Average Check Per Person Under \$15)****Annual Employee Turnover\***

	All Employees	Salaried Employees	Hourly Employees
<b>All Restaurants</b>	60%	33%	71%
<b>Type of Establishment</b>			
Food Only	55%	42%	73%
Food and Beverage	62	25	71
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	88%	33%	97%
Sole Occupant	50	33	59
Other	59	**	64
<b>Profit versus Loss</b>			
Profit	72%	33%	79%
Loss	67	21	71
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	65%	23%	76%
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	73	**	**
<b>Average Check</b>			
Under \$10.00	70%	25%	75%
\$10.00 to \$14.99	60	25	69
<b>Affiliation</b>			
Single Unit - Independent	53%	**	64%
Multi-Unit - Company Operated	88	33%	92
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	79%	58%	85%
Public Corporation	**	**	**
Private Corporation	58	27	67
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	86%	33%	94%
\$1,000,000 to \$1,999,999	63	33	67
\$2,000,000 and Over	59	33	64

\* Amounts for all employees and hourly employees are medians. Amounts for salaried employees are upper quartiles.

All amounts are derived from the number of W-2s and the number of employees.

\*\*Insufficient data

**Exhibit A-7**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Employee Information\***

	Full-Time Equivalent Employees			Amount per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll and Benefits
<b>All Restaurants</b>	22.0	17.5	8.9	\$ 51,599	\$ 17,962
<b>Type of Establishment</b>					
Food Only	19.8	17.5	8.2	\$ 42,581	\$ 15,604
Food and Beverage	23.0	17.4	9.1	54,527	17,457
<b>Restaurant Location</b>					
Hotel	**	**	**	**	**
Shopping Center or Mall	22.5	16.9	**	\$ 52,941	\$ 16,949
Sole Occupant	20.6	16.6	10.1	53,330	17,291
Other	21.5	20.6	8.9	46,845	17,568
<b>Profit versus Loss</b>					
Profit	27.0	18.1	8.2	\$ 54,586	\$ 17,480
Loss	19.6	15.4	8.8	49,085	17,397
<b>Menu Theme</b>					
Hamburger	**	**	**	**	**
Steak/Seafood	**	**	**	**	**
Chicken	**	**	**	**	**
Pizza	**	**	**	**	**
Sandwiches/Subs/Deli	**	**	**	**	**
American (varied)	25.5	19.8	9.1	\$ 49,048	\$ 16,923
Mexican	**	**	**	**	**
Asian	**	**	**	**	**
Italian	**	**	**	**	**
Other	20.2	16.3	9.8	43,739	14,972
<b>Average Check</b>					
Under \$10.00	19.8	19.5	7.7	\$ 44,385	\$ 16,697
\$10.00 to \$14.99	22.9	17.3	9.8	54,732	17,372
<b>Affiliation</b>					
Single Unit - Independent	18.5	15.8	8.9	\$ 48,079	\$ 16,757
Multi-Unit - Company Operated	39.9	22.8	10.4	55,651	17,516
Multi-Unit - Franchise Operated	**	**	**	**	**
<b>Ownership</b>					
Sole Proprietorship	16.5	18.0	**	\$ 44,881	**
Partnership	22.5	17.7	11.3	50,438	\$ 17,442
Public Corporation	**	**	**	**	**
Private Corporation	23.2	17.1	8.9	53,187	17,221
<b>Sales Volume</b>					
Under \$500,000	8.9	11.3	**	\$ 36,475	**
\$500,000 to \$999,999	14.9	13.6	8.9	48,718	\$ 16,492
\$1,000,000 to \$1,999,999	25.8	18.0	7.4	52,439	17,465
\$2,000,000 and Over	51.5	26.3	8.5	59,045	19,257

\* All amounts are medians. Based on 35 hours per week. Factors used to compute full-time equivalent employees are as follows: full-time (35 hours or more) equals 1.0; part-time (20-34 hours) equals 0.7; part-part-time (less than 20 hours) equals 0.35.

\*\*Insufficient data

**Exhibit A-8**

**Full Service Restaurants (Average Check Per Person Under \$15)  
Take-Out/Drive Through, Outside Catering and  
Banquet Service - Ratio to Total Sales\***

	Take-Out/ Drive Through	Outside Catering	Banquet Service
<b>All Restaurants</b>	5%	2%	3%
<b>Type of Establishment</b>			
Food Only	5%	**	**
Food and Beverage	5	2%	5%
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	5%	2%	**
Sole Occupant	5	2	**
Other	**	**	**
<b>Profit versus Loss</b>			
Profit	6%	2%	3%
Loss	5	**	**
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	5%	2%	**
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	**	**	**
<b>Average Check</b>			
Under \$10.00	5%	3%	**
\$10.00 to \$14.99	5	2	3%
<b>Affiliation</b>			
Single Unit - Independent	5%	2%	3%
Multi-Unit - Company Operated	5	**	**
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	5%	2%	3%
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	8%	**	**
\$1,000,000 to \$1,999,999	5	2%	**
\$2,000,000 and Over	6	**	**

\* All amounts are medians

\*\* Insufficient data



**Exhibit A-9**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Statement of Income and Expenses**

	All Restaurants					
	Amount per Seat			Ratio to Total Sales*		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,906	\$ 7,698	\$ 11,071	75.6%	90.9%	100.0%
Beverage	556	1,716	3,199	0.0	9.1	24.4
Total Sales	6,034	8,827	12,718	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	1,567	2,704	3,491	29.8	33.6	38.0
Beverage	161	480	876	24.4	29.0	33.5
Total Cost of Sales	1,981	2,901	4,122	29.2	32.2	37.2
<b>Gross Profit</b>	3,967	5,824	8,897	62.8	67.8	70.8
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,808	3,040	4,557	29.1	33.7	39.4
Direct Operating Expenses	166	476	946	3.0	5.3	8.6
Music and Entertainment	0	0	13	0.0	0.0	0.2
Marketing	36	132	281	0.6	1.6	2.8
Utility Services	209	342	453	2.8	3.6	4.8
Restaurant Occupancy Costs	**	398	798	**	4.9	8.0
Repairs and Maintenance	56	131	243	0.8	1.5	0.9
Depreciation	**	88	245	**	1.0	2.7
Other Expense/(Income)	0	0	135	0.0	0.0	1.7
General & Administrative Expenses	77	200	499	1.0	2.4	4.6
Corporate Overhead	0	285	563	0.0	2.0	5.5
Total Operating Expenses	3,713	5,849	7,767	57.1	61.9	69.1
<b>Interest Expense</b>	2	71	207	0.0	0.9	2.1
<b>Other Expenses</b>	0	1	57	0.0	0.0	0.9
<b>Income (Loss) Before Income Taxes</b>	\$ (79)	\$ 250	\$ 910	(1.3%)	3.0%	8.8%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit A-10**

**Full Service Restaurants (Average Check Per Person Under \$15)  
Statement of Income and Expenses - Amount per Square Foot\***

	All Restaurants			Type of Establishment		Menu Theme		Average Check	
	Lower Quartile	Median	Upper Quartile	Food Only	Food and Beverage	American (varied)	Other	Under \$10.00	\$10.00 to \$14.99
<b>Sales</b>									
Food	\$137.30	\$239.30	\$367.40	\$266.30	\$216.00	\$229.10	\$209.10	\$270.60	\$217.70
Beverage	0.00	24.70	82.30	N/A	52.50	31.50	**	**	46.80
Total Sales	174.30	275.50	413.30	266.30	278.50	277.80	211.20	273.00	275.50
<b>Gross Profit on Sales</b>	108.30	172.30	287.10	170.60	174.00	167.90	140.30	169.00	174.00
<b>Utility Services</b>	6.90	9.90	13.90	11.70	9.30	9.90	10.70	11.20	9.20

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All amounts are medians unless otherwise stated.

\*\* Insufficient data

N/A Not applicable

	Restaurant Location			Sales Volume (\$000s)			
	Hotel	Other	Shopping Center or Mall	Sole Occupant	Under \$500	\$500 to \$999	\$1,000 to \$1,999
**	\$241.80	\$285.70	\$203.30	\$120.60	\$192.30	\$291.90	\$360.30
**	25.10	3.00	28.80	**	10.70	38.50	66.00
**	273.60	311.30	251.60	130.00	210.50	314.80	451.40
**	167.40	213.20	152.40	84.00	134.50	218.60	317.10
**	6.70	12.50	9.90	6.10	9.00	10.50	14.90

**Exhibit A-11****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Amount per Seat**

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 6,010	\$ 8,504	\$ 10,621	\$ 4,640	\$ 7,391	\$ 11,146
Beverage	N/A	N/A	N/A	556	1,716	3,194
Total Sales	6,010	8,504	10,621	6,162	9,294	13,294
<b>Cost of Sales</b>						
Food	1,764	2,636	3,160	1,447	2,754	3,590
Beverage	N/A	N/A	N/A	165	482	878
Total Cost of Sales	1,764	2,636	3,160	2,196	3,227	4,429
<b>Gross Profit</b>	3,824	5,748	7,963	4,027	5,893	9,286
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	1,333	2,826	3,638	1,912	3,096	4,765
Direct Operating Expenses	155	362	994	202	538	942
Music and Entertainment	**	**	**	**	6	25
Marketing	27	101	168	65	165	328
Utility Services	238	335	410	203	344	482
Restaurant Occupancy Costs	**	380	717	**	410	817
Repairs and Maintenance	58	109	192	56	134	264
Depreciation	**	57	141	**	100	274
Other Expense/(Income)	0	0	146	0	0	97
General & Administrative Expenses	83	184	458	77	220	511
Corporate Overhead	0	362	530	0	205	563
Total Operating Expenses	2,043	5,073	6,608	3,330	5,605	8,092
<b>Interest Expense</b>	0	71	166	5	72	223
<b>Other Expenses</b>	0	26	170	0	0	35
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (424)	\$ 135	\$ 584	\$ (713)	\$ 65	\$ 846

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

N/A Not Applicable

**Exhibit A-12**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	100.0%	100.0%	100.0%	69.4%	81.8%	93.0%
Beverage	N/A	N/A	N/A	7.0	18.2	30.6
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	26.7	30.8	35.1	30.8	34.0	41.1
Beverage	N/A	N/A	N/A	23.9	28.2	32.8
Total Cost of Sales	26.7	30.8	35.1	29.6	32.8	37.7
<b>Gross Profit</b>	63.7	68.8	72.2	60.9	67.0	70.0
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	28.4	33.5	39.5	29.3	33.7	39.3
Direct Operating Expenses	1.2	4.1	6.9	2.9	5.9	8.6
Music and Entertainment	0.0	0.0	0.0	0.0	0.1	0.3
Marketing	0.3	1.1	1.9	0.7	2.0	3.1
Utility Services	3.2	3.8	5.5	2.5	3.4	4.3
Restaurant Occupancy Costs	**	4.2	8.7	**	4.4	7.2
Repairs and Maintenance	0.9	1.4	2.2	0.7	1.5	2.1
Depreciation	**	0.8	2.1	**	1.0	2.9
Other Expense/(Income)	0.0	0.0	2.2	0.0	0.0	1.1
General & Administrative Expenses	1.0	2.2	4.4	0.9	2.5	4.7
Corporate Overhead	0.0	1.2	5.6	0.0	2.3	5.3
Total Operating Expenses	55.5	60.0	68.5	54.4	61.4	68.8
<b>Interest Expense</b>	0.0	0.8	1.6	0.1	0.9	2.1
<b>Other Expenses</b>	0.0	0.3	2.0	0.0	0.0	0.4
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	0.2%	3.7%	8.1%	(1.9%)	2.7%	9.6%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

N/A Not Applicable

**Exhibit A-13****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Amount per Seat**

	Affiliation					
	Single Unit - Independent			Multi-Unit - Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 3,168	\$ 6,343	\$ 9,361	\$ 7,273	\$ 11,000	\$ 15,368
Beverage	0	325	2,212	833	2,600	3,539
Total Sales	5,155	8,210	10,810	8,670	13,000	18,989
<b>Cost of Sales</b>						
Food	1,391	2,626	3,339	2,120	3,485	5,184
Beverage	150	339	856	370	779	978
Total Cost of Sales	1,697	2,850	3,964	2,913	3,900	6,140
<b>Gross Profit</b>	3,091	5,105	6,992	6,027	9,100	12,476
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	1,317	2,626	4,206	3,353	4,181	6,470
Direct Operating Expenses	75	350	813	547	884	1,366
Music and Entertainment	**	**	**	0	7	37
Marketing	32	115	223	107	254	566
Utility Services	200	327	435	220	376	572
Restaurant Occupancy Costs	**	255	575	**	820	1,188
Repairs and Maintenance	46	93	167	107	285	383
Depreciation	**	62	152	**	148	732
Other Expense/(Income)	0	0	177	0	0	42
General & Administrative Expenses	59	171	353	151	305	512
Corporate Overhead	0	29	340	54	411	706
Total Operating Expenses	2,993	5,053	6,455	5,907	8,852	11,066
<b>Interest Expense</b>	1	41	148	20	157	301
<b>Other Expenses</b>	0	10	64	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (115)	\$ 122	\$ 593	\$ (151)	\$ 859	\$ 1,211

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit A-14**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Affiliation					
	Single Unit - Independent			Multi-Unit - Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	75.0%	93.4%	100.0%	75.8%	80.9%	92.0%
Beverage	0.0	6.6	25.0	8.0	19.1	24.2
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	30.8	35.0	42.0	29.7	33.0	35.3
Beverage	25.9	30.0	34.8	23.7	26.0	31.8
Total Cost of Sales	30.2	33.9	39.0	29.6	31.6	33.7
<b>Gross Profit</b>	61.0	66.1	69.8	66.3	68.4	70.4
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	28.3	34.7	41.4	29.9	33.5	37.9
Direct Operating Expenses	1.9	4.5	9.2	4.5	6.5	8.1
Music and Entertainment	0.0	0.0	0.2	0.0	0.0	0.2
Marketing	0.5	1.5	2.8	1.0	2.2	3.1
Utility Services	2.9	3.8	5.4	1.7	3.0	3.7
Restaurant Occupancy Costs	**	3.8	7.4	**	5.2	7.6
Repairs and Maintenance	0.7	1.3	2.0	0.7	1.5	2.3
Depreciation	**	0.7	2.1	**	1.2	3.2
Other Expense/(Income)	0.0	0.0	0.0	**	**	**
General & Administrative Expenses	0.0	1.0	3.4	0.0	1.2	2.6
Corporate Overhead	0.0	0.7	3.0	1.0	3.0	5.6
Total Operating Expenses	48.9	60.9	69.0	33.9	59.7	66.6
<b>Interest Expense</b>	0.0	0.7	1.9	0.2	1.0	1.3
<b>Other Expenses</b>	0.0	0.1	1.9	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(11.4%)	0.0%	5.4%	(11.3%)	4.5%	7.7%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit A-15****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Amount per Seat**

	Sales Volume (\$000)					
	Under \$500			Between \$500 and \$999		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 1,661	\$ 3,160	\$ 5,556	\$ 4,381	\$ 6,122	\$ 7,888
Beverage	0	84	279	0	267	1,416
Total Sales	2,510	4,078	7,450	5,282	6,953	8,668
<b>Cost of Sales</b>						
Food	847	1,412	2,463	1,402	1,939	2,935
Beverage	**	**	**	96	255	767
Total Cost of Sales	1,029	1,492	2,519	1,654	2,466	3,166
<b>Gross Profit</b>	1,561	2,306	4,549	3,410	4,302	5,657
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	701	1,208	2,227	1,374	2,313	2,920
Direct Operating Expenses	25	156	357	206	413	909
Music and Entertainment	0	0	6	0	0	8
Marketing	3	48	124	23	77	144
Utility Services	140	202	311	218	330	422
Restaurant Occupancy Costs	**	**	278	**	336	583
Repairs and Maintenance	20	44	114	54	91	159
Depreciation	**	5	81	**	61	125
Other Expense/(Income)	0	0	58	0	0	162
General & Administrative Expenses	**	**	**	71	131	326
Corporate Overhead	**	**	**	**	**	**
Total Operating Expenses	1,186	1,810	3,803	2,698	4,068	6,034
<b>Interest Expense</b>	**	**	**	7	74	181
<b>Other Expenses</b>	**	**	**	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (114)	\$ 111	\$ 495	\$ (55)	\$ 65	\$ 385

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data



## Sales Volume (\$000)

Between \$1,000 and \$1,999			\$2,000 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
\$ 5,814	\$ 9,199	\$ 11,991	\$ 9,766	\$ 11,570	\$ 16,063
0	922	2,842	833	2,432	3,548
8,143	9,818	12,868	11,968	13,333	19,571
2,110	2,850	3,512	2,987	3,868	5,464
185	536	992	350	774	888
2,501	3,146	4,405	3,454	4,165	5,906
5,360	6,757	8,969	8,492	9,725	13,431
2,603	3,372	4,400	3,709	5,019	6,433
277	467	946	450	800	1,043
0	0	24	0	0	18
99	147	255	206	417	566
236	363	437	309	448	584
**	542	863	**	607	983
70	143	267	135	242	358
**	97	242	**	230	551
0	0	56	0	10	139
96	238	539	157	418	607
81	411	554	0	457	1,118
5,053	6,345	7,692	6,972	9,226	11,201
1	46	184	21	164	323
0	19	62	**	**	**
\$ (214)	\$ 312	\$ 906	\$ 209	\$ 894	\$ 1,626

**Exhibit A-16****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Ratio to Total Sales\***

	Sales Volume (\$000)					
	Under \$500			Between \$500 and \$999		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	84.2%	96.1%	100.0%	82.5%	93.6%	100.0%
Beverage	**	**	**	0.0	6.4	17.5
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	32.8	37.8	44.5	30.1	34.5	42.1
Beverage	**	**	**	27.3	30.0	33.5
Total Cost of Sales	32.2	35.3	43.9	29.8	34.0	38.3
<b>Gross Profit</b>	56.1	64.7	67.8	61.7	66.0	70.2
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	25.3	32.7	39.6	27.4	33.5	38.1
Direct Operating Expenses	1.7	3.8	6.5	3.6	6.2	10.7
Music and Entertainment	0.0	0.0	0.1	0.0	0.0	0.1
Marketing	0.1	1.6	3.8	0.4	1.2	2.2
Utility Services	2.8	4.8	6.7	3.4	4.1	5.5
Restaurant Occupancy Costs	**	**	7.7	**	5.1	7.8
Repairs and Maintenance	0.7	1.5	2.1	0.9	1.5	2.2
Depreciation	**	0.1	2.1	**	0.9	2.3
Other Expense/(Income)	0.0	0.0	2.0	0.0	0.0	2.5
General & Administrative Expenses	**	**	**	1.2	2.1	4.6
Corporate Overhead	**	**	**	**	**	**
Total Operating Expenses	48.3	56.3	71.3	57.8	62.6	69.1
<b>Interest Expense</b>	**	**	**	0.2	1.5	2.1
<b>Other Expenses</b>	**	**	**	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(1.8%)	4.1%	13.5%	(2.0%)	1.0%	6.2%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

## Sales Volume (\$000)

Between \$1,000 and \$1,999			\$2,000 and Over		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
69.7%	88.2%	100.0%	78.0%	81.5%	93.4%
0.0	11.8	30.3	6.6	18.5	22.0
100.0	100.0	100.0	100.0	100.0	100.0
28.5	33.5	37.4	27.5	31.5	34.3
24.2	29.1	32.8	22.5	25.9	28.2
27.0	32.6	35.2	27.0	30.8	32.0
64.8	67.4	73.0	68.0	69.2	73.0
30.6	33.8	40.0	29.7	34.0	38.5
3.2	5.9	8.1	3.3	5.0	7.4
0.0	0.0	0.2	0.0	0.0	0.2
0.7	1.6	2.8	1.8	2.4	3.4
2.5	3.5	4.4	2.2	3.0	3.7
**	5.7	8.8	**	4.8	6.2
0.8	1.5	2.2	1.0	1.7	2.2
**	1.0	2.8	**	1.8	3.1
0.0	0.0	0.2	0.0	0.1	0.9
0.7	2.4	5.4	1.1	2.5	4.8
1.0	3.7	5.7	0.0	3.0	6.6
57.8	62.8	69.2	58.9	61.7	66.0
0.1	0.3	1.9	0.1	1.0	2.2
0.0	0.2	0.6	**	**	**
(3.7%)	2.8%	9.0%	0.9%	5.5%	10.0%

**Exhibit A-17****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Amount per Seat**

	American (varied)		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	\$ 4,500	\$ 8,931	\$ 11,209
Beverage	0	833	2,886
Total Sales	6,021	9,323	13,314
<b>Cost of Sales</b>			
Food	1,404	2,940	4,076
Beverage	178	564	972
Total Cost of Sales	2,120	3,283	4,440
<b>Gross Profit</b>	3,833	6,249	8,986
<b>Operating Expenses</b>			
Salaries and Wages (including Employee Benefits)	1,876	3,449	4,944
Direct Operating Expenses	156	500	947
Music and Entertainment	0	0	17
Marketing	54	132	270
Utility Services	204	345	460
Restaurant Occupancy Costs	**	343	790
Repairs and Maintenance	53	109	258
Depreciation	**	67	184
Other Expense/(Income)	0	0	144
General & Administrative Expenses	87	234	500
Corporate Overhead	0	115	496
Total Operating Expenses	3,609	6,083	8,284
<b>Interest Expense</b>	5	70	197
<b>Other Expenses</b>	0	10	159
<b>Income (Loss)</b>			
<b>Before Income Taxes</b>	\$ (160)	\$ 151	\$ 698

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit A-18****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Ratio to Total Sales\***

	American (varied)		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	74.0%	86.8%	100.0%
Beverage	0.0	13.2	26.0
Total Sales	100.0	100.0	100.0
<b>Cost of Sales</b>			
Food	31.0	34.4	41.6
Beverage	24.3	27.4	32.8
Total Cost of Sales	30.6	32.7	39.0
<b>Gross Profit</b>	61.0	67.3	69.4
<b>Operating Expenses</b>			
Salaries and Wages (including Employee Benefits)	29.5	34.8	41.4
Direct Operating Expenses	3.0	4.9	8.1
Music and Entertainment	0.0	0.0	0.2
Marketing	0.7	1.7	2.9
Utility Services	2.8	3.5	4.8
Restaurant Occupancy Costs	**	4.9	8.0
Repairs and Maintenance	0.8	1.4	2.1
Depreciation	**	0.7	2.4
Other Expense/(Income)	0.0	0.0	2.2
General & Administrative Expenses	1.0	2.3	4.4
Corporate Overhead	0.0	1.1	4.5
Total Operating Expenses	57.8	61.9	69.1
<b>Interest Expense</b>	0.1	0.9	1.9
<b>Other Expenses</b>	0.0	0.1	2.6
<b>Income (Loss)</b>			
<b>Before Income Taxes</b>	(2.4%)	2.5%	6.1%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit A-19****Full Service Restaurants (Average Check Per Person Under \$15)****Statement of Income and Expenses - Amount per Seat**

	Metropolitan/Non-Metropolitan Location					
	Inside MSA***			Outside MSA***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,062	\$ 7,919	\$ 11,209	\$ 3,152	\$ 6,845	\$ 9,861
Beverage	0	833	2,886	0	388	968
Total Sales	6,800	9,239	13,254	5,029	8,573	10,761
<b>Cost of Sales</b>						
Food	1,587	2,782	3,490	1,405	2,636	3,487
Beverage	234	598	896	**	**	**
Total Cost of Sales	2,068	2,923	4,237	1,757	2,847	3,546
<b>Gross Profit</b>	4,251	6,144	9,184	3,041	5,180	6,841
<b>Operating Expenses</b>						
Salaries and Wages	1,743	2,800	4,082	1,164	3,072	3,735
Salaries and Wages (including Employee Benefits)	1,883	3,033	4,548	1,228	3,467	4,152
Direct Operating Expenses	238	530	1,028	0	307	743
Music and Entertainment	0	0	14	0	0	8
Marketing	43	138	283	35	101	210
Utility Services	216	365	483	213	312	408
Restaurant Occupancy Costs	**	447	823	**	227	556
Repairs and Maintenance	69	137	264	46	102	160
Depreciation	**	93	269	**	83	164
Other Expense/(Income)	0	0	131	0	0	211
General & Administrative Expenses	83	224	499	32	168	358
Corporate Overhead	0	345	582	**	**	**
Total Operating Expenses	3,835	5,870	8,301	3,065	5,357	6,444
<b>Interest Expense</b>	5	72	200	**	**	**
<b>Other Expenses</b>	\$ 0	\$ 0	\$ 35	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (13)	\$ 309	\$ 954	\$ (206)	\$ 143	\$ 731

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit A-20**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Metropolitan/Non-Metropolitan Location					
	Inside MSA***			Outside MSA***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	75.0%	88.1%	100.0%	80.2%	94.6%	100.0%
Beverage	0.0	11.9	25.0	0.0	5.4	19.8
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	28.6	33.3	38.0	31.8	34.8	37.6
Beverage	24.4	28.2	32.9	**	**	**
Total Cost of Sales	28.3	32.0	36.8	31.3	33.9	37.6
<b>Gross Profit</b>	63.2	68.0	71.7	62.4	66.1	68.7
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	29.5	33.4	38.4	30.0	38.8	41.4
Direct Operating Expenses	3.3	5.7	9.4	0.0	4.3	7.6
Music and Entertainment	0.0	0.0	0.2	0.0	0.0	0.2
Marketing	0.5	1.6	2.8	0.8	1.7	2.7
Utility Services	2.9	3.7	4.8	3.0	3.6	5.3
Restaurant Occupancy Costs	**	5.3	8.6	**	3.9	6.1
Repairs and Maintenance	0.8	1.6	2.2	0.8	1.3	2.1
Depreciation	**	1.0	2.8	**	1.1	2.2
Other Expense/(Income)	0.0	0.0	1.5	0.0	0.0	2.2
General & Administrative Expenses	1.0	2.3	4.6	0.4	2.3	4.2
Corporate Overhead	0.0	2.5	5.6	**	**	**
Total Operating Expenses	57.7	61.9	69.0	56.5	58.9	71.9
<b>Interest Expense</b>	0.1	0.9	2.1	**	**	**
<b>Other Expenses</b>	0.0	0.0	0.6	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(0.7%)	3.5%	8.8%	(2.9%)	2.6%	8.0%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit A-21**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Statement of Income and Expenses - Amount per Seat**

	Average Check					
	Under \$10.00			\$10.00 to 14.99		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,492	\$ 8,325	\$ 11,510	\$ 5,062	\$ 7,404	\$ 11,000
Beverage	0	0	243	276	1,469	3,098
Total Sales	5,265	8,490	12,332	6,800	9,294	13,000
<b>Cost of Sales</b>						
Food	1,477	2,705	4,027	1,559	2,667	3,432
Beverage	**	**	**	187	500	878
Total Cost of Sales	1,704	2,705	4,104	2,191	2,960	4,137
<b>Gross Profit</b>	3,824	5,470	8,409	4,071	5,899	8,934
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	1,305	2,620	4,447	2,000	3,146	4,620
Direct Operating Expenses	67	350	847	248	590	995
Music and Entertainment	0	0	6	0	0	19
Marketing	24	101	166	75	175	319
Utility Services	248	346	427	210	340	453
Restaurant Occupancy Costs	**	336	683	**	438	824
Repairs and Maintenance	48	109	213	64	133	251
Depreciation	**	73	161	**	98	288
Other Expense/(Income)	0	0	140	0	0	75
General & Administrative Expenses	71	182	458	83	231	511
Corporate Overhead	0	345	549	0	245	553
Total Operating Expenses	3,371	5,475	7,444	4,053	5,961	8,284
<b>Interest Expense</b>	0	23	108	8	118	262
<b>Other Expenses</b>	0	13	26	0	0	61
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 16	\$ 309	\$ 715	\$ (125)	\$ 246	\$ 922

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data



**Exhibit A-22**
**Full Service Restaurants (Average Check Per Person Under \$15)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Average Check					
	Under \$10.00			\$10.00 to 14.99		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	94.5%	100.0%	100.0%	72.0%	82.8%	94.3%
Beverage	0.0	0.0	5.5	5.7	17.2	28.0
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	29.8	33.3	37.9	29.7	33.6	39.5
Beverage	**	**	**	24.2	27.9	32.3
Total Cost of Sales	29.8	32.8	37.5	29.2	31.9	37.1
<b>Gross Profit</b>	62.5	67.2	70.2	62.9	68.1	70.8
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	30.1	34.0	40.4	29.5	33.7	39.0
Direct Operating Expenses	1.7	4.2	6.3	3.3	6.3	10.0
Music and Entertainment	0.0	0.0	0.1	0.0	0.0	0.2
Marketing	0.2	0.9	1.9	0.9	2.0	3.1
Utility Services	3.2	3.8	5.3	2.7	3.4	4.6
Restaurant Occupancy Costs	**	3.3	7.9	**	5.4	8.3
Repairs and Maintenance	0.8	1.7	2.1	0.8	1.5	2.2
Depreciation	**	0.9	1.8	**	1.1	2.9
Other Expense/(Income)	0.0	0.0	2.2	0.0	0.0	1.3
General & Administrative Expenses	0.5	2.1	4.4	1.1	2.5	4.9
Corporate Overhead	0.0	1.1	5.7	0.0	2.3	5.3
Total Operating Expenses	53.6	63.2	67.8	57.9	62.0	69.4
<b>Interest Expense</b>	0.0	0.2	1.3	0.2	1.3	2.2
<b>Other Expenses</b>	0.0	0.2	0.5	0.0	0.0	1.0
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(0.1%)	3.1%	8.6%	(2.8%)	3.1%	9.2%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit A-23****Full Service Restaurants (Average Check Per Person Under \$15)****Income Differential**

	Amount per Seat					
	Profit			Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,571	\$ 8,932	\$ 11,991	\$ 3,034	\$ 6,181	\$ 8,994
Beverage	0	798	2,666	0	524	1,542
Total Sales	6,519	9,770	14,288	5,331	7,771	9,301
<b>Cost of Sales</b>						
Food	1,728	2,871	3,976	1,247	2,252	2,875
Beverage	160	593	834	160	278	536
Total Cost of Sales	2,068	3,083	4,469	1,545	2,629	3,275
<b>Gross Profit</b>	4,261	6,921	9,931	3,698	5,069	6,211
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	1,925	3,147	5,045	1,872	2,678	3,992
Direct Operating Expenses	236	549	964	211	388	760
Music and Entertainment	0	0	11	0	0	17
Marketing	58	147	379	30	121	218
Utility Services	202	346	450	225	327	482
Restaurant Occupancy Costs	**	417	803	**	410	737
Repairs and Maintenance	74	136	262	51	117	171
Depreciation	**	93	260	**	99	239
Other Expense/(Income)	0	0	60	0	8	259
General & Administrative Expenses	94	220	505	49	164	332
Corporate Overhead	17	389	593	**	**	**
Total Operating Expenses	3,633	6,334	9,175	3,876	5,238	6,329
<b>Interest Expense</b>	8	63	191	4	135	245
<b>Other Expenses</b>	0	19	63	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 245	\$ 636	\$ 1,225	\$ (707)	\$ (367)	\$ (115)

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

Ratio to Total Sales\*

Profit			Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
78.9%	91.1%	100.0%	76.2%	91.5%	100.0%
0.0	8.9	21.1	0.0	8.5	23.8
100.0	100.0	100.0	100.0	100.0	100.0
27.7	32.1	37.1	32.0	35.4	42.8
24.1	28.2	33.9	26.1	29.2	31.9
27.5	31.4	34.9	31.9	34.2	39.0
65.1	68.6	72.5	61.0	65.8	68.1
29.7	33.1	38.4	32.7	38.1	43.3
3.3	5.7	7.9	3.7	5.6	8.7
0.0	0.0	0.1	0.0	0.0	0.2
0.7	1.7	2.9	0.5	2.0	2.8
2.6	3.4	4.3	3.8	4.4	5.7
**	4.5	6.8	**	6.7	9.2
0.9	1.6	2.1	1.1	1.8	2.4
**	1.0	2.4	**	1.4	3.0
0.0	0.0	0.8	0.0	0.1	4.3
1.2	2.4	4.7	0.6	2.4	4.4
0.5	3.0	5.6	0.0	1.0	3.3
55.8	59.9	64.6	63.5	68.6	75.5
0.1	0.8	1.9	0.1	1.4	2.7
0.0	0.2	1.1	**	**	**
2.8%	6.1%	11.3%	(10.5%)	(5.0%)	(1.8%)

# Section B – Full Service Restaurants (Average Check Per Person \$15 to \$24.99)

Exhibit B-1 presents the characteristics of the **220** respondents in the Full Service Restaurants (Average Check Per Person \$15 to \$24.99) category of this year's study. **68.6%** of the respondents represent independent restaurants and **50.0%** reported that they were the sole occupant of their location. Restaurants with American menu themes represent **41.8%** of this sample.

The median ratio of income before income taxes to total sales is **3.5%** or **\$346** per seat.

## Highlights

- Median average check is **\$18.00**.
- Median total sales per full-time equivalent employee is **\$57,590**
- Median food sales are **\$7,650** per seat and median beverage sales are **\$2,504** per seat.
- Median total sales per square foot is **\$362.91**.
- Median income before income taxes is **3.5%** of total sales.
- Median total cost of sales is **31.8%** of total sales.

## Characteristics

- **68.6%** of full service (average check \$15 to \$24.99) restaurants are single units, i.e., independents.
- **68.7%** of the responding establishments have sales volume of \$1,000,000 and over.
- **41.8%** of the respondents report an American menu theme.
- **69.6%** of the respondents operate their businesses in locations with less than 7,500 square feet and **60.9%** of the respondents have less than 200 seats.

## Exhibit B-1

### Composition of Participating Full Service Restaurants

(Average Check Per Person \$15 to \$24.99)

Number of Respondents: 220

	Percentage of Respondents		Percentage of Respondents
<b>Type of Establishment:</b>		<b>Ownership:</b>	
Food Only	2.7%	Sole Proprietorship	18.6%
Food and Beverage	97.3	Partnership	15.5
		Public Corporation	3.2
<b>Years in Business:</b>		Private Corporation	61.8
1 to 5 Years	22.7%	Not Specified	0.9
5 to 10 Years	16.4		
Over 10 Years	60.9	<b>Menu Theme:</b>	
		Hamburger	2.7%
<b>Region:</b> <sup>1</sup>		Steak/Seafood	17.7
Northeast	13.6%	Chicken	0.5
North Central	23.2	Pizza	2.7
South	26.8	Sandwiches/Subs/Deli	0.0
West	36.4	American (varied)	41.8
		Mexican	5.5
<b>Average Check:</b> <sup>2</sup>		Italian	6.4
\$15.00 to \$19.99	56.0%	Asian	5.9
\$20.00 to \$24.99	44.0	Other	16.8
		<b>Sales Volume:</b> <sup>3</sup>	
<b>Affiliation:</b>		Under \$500,000	7.7%
Single Unit - Independent	68.6%	\$500,000 to \$999,999	23.6
Multi-Unit - Company Operated	29.1	\$1,000,000 to \$1,999,999	25.5
Multi-Unit - Franchise Operated	1.4	\$2,000,000 and Over	43.2
Not Specified	0.9		
		<b>Restaurant Location:</b>	
<b>Profit versus Loss:</b> <sup>3</sup>		Hotel	5.0%
Profit	75.5%	Shopping Center or Mall	20.0
Loss	24.5	Sole Occupant	50.0
		Other	23.6
<b>Lease versus Own:</b>		Not Specified	1.4
Own Land and Building	25.9%	<b>Total Number of Seats:</b>	
Lease Land and Building	39.1	Under 100	20.9%
Lease Land and Own Building	2.7	100 to 149	21.4
Own Land and Lease Building	0.9	150 to 199	18.6
Not Specified	31.4	200 to 399	29.1
		400 and Over	7.7
		Not Specified	2.3
		<b>Total Restaurant Square Footage:</b>	
		Under 2,500	13.2%
		2,500 to 4,999	28.2
		5,000 to 7,499	28.2
		7,500 and Over	25.4
		Not Specified	5.0

<sup>1</sup> Regions:

Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.

North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI.

South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.

West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.

<sup>2</sup> Per person, all meals

<sup>3</sup> For respondents specifying

**Exhibit B-2****Full Service Restaurants (Average Check Per Person \$15 to \$24.99)****Average Check**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	\$ 15.00	\$ 18.00	\$ 21.70
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	\$ 15.00	\$ 18.00	\$ 21.90
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	\$ 15.60	\$ 18.00	\$ 20.00
Sole Occupant	15.00	18.00	21.00
Other	15.00	18.00	22.10
<b>Profit versus Loss</b>			
Profit	\$ 16.10	\$ 18.00	\$ 22.00
Loss	**	**	**
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	\$ 16.10	\$ 18.00	\$ 21.50
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	15.00	18.00	21.00
Mexican	**	**	**
Italian	**	**	**
Other	15.00	18.00	22.10
<b>Affiliation</b>			
Single Unit - Independent	\$ 15.70	\$ 19.00	\$ 22.00
Multi-Unit - Company Operated	15.00	17.10	19.90
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	\$ 12.50	\$ 17.00	\$ 20.00
Partnership	15.00	18.00	20.00
Public Corporation	**	**	**
Private Corporation	15.70	18.50	22.00
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	\$ 11.70	\$ 17.10	\$ 20.00
\$1,000,000 to \$1,999,999	15.00	19.20	22.10
\$2,000,000 and Over	16.30	18.00	21.00

\*\* Insufficient data

**Exhibit B-3****Full Service Restaurants (Average Check Per Person \$15 to \$24.99)****Average Daily Seat Turnover**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	0.6	1.5	2.1
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	0.7	1.4	2.1
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	0.7	1.8	2.6
Sole Occupant	0.7	1.4	2.1
Other	0.5	1.4	1.8
<b>Profit versus Loss</b>			
Profit	0.8	1.7	2.3
Loss	0.4	0.7	2.1
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	0.5	1.4	2.2
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	0.6	1.3	2.0
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	0.6	1.6	2.9
<b>Average Check</b>			
\$15.00 to \$19.99	0.8	1.8	2.5
\$20.00 to \$24.99	0.5	1.1	1.8
<b>Affiliation</b>			
Single Unit - Independent	0.5	1.1	1.8
Multi-Unit - Company Operated	1.5	2.0	3.1
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	0.7	1.2	2.0
Partnership	0.8	1.8	3.2
Public Corporation	**	**	**
Private Corporation	0.6	1.5	2.1
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	0.5	0.7	1.4
\$1,000,000 to \$1,999,999	0.6	1.3	2.0
\$2,000,000 and Over	1.3	2.0	2.8

\*\* Insufficient data

**Exhibit B-4****Full Service Restaurants (Average Check Per Person \$15 to \$24.99)****Cost per Dollar of Sales\***

	Total Cost of Sales	Total Payroll and Benefits	Prime Cost
<b>All Restaurants</b>	31.8 ¢	33.2 ¢	64.9 ¢
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	31.6 ¢	33.3 ¢	64.7 ¢
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	28.7 ¢	33.3 ¢	62.7 ¢
Sole Occupant	32.8	32.8	66.1
Other	31.9	33.7	64.7
<b>Profit versus Loss</b>			
Profit	30.8 ¢	32.8 ¢	63.4 ¢
Loss	36.9	36.7	74.0
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	37.5 ¢	33.7 ¢	71.4 ¢
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	32.1	34.7	66.9
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	31.8	32.3	63.6
<b>Average Check</b>			
\$15.00 to \$19.99	31.8 ¢	32.8 ¢	64.9 ¢
\$20.00 to \$24.99	31.1	33.8	65.0
<b>Affiliation</b>			
Single Unit - Independent	32.6 ¢	34.4 ¢	67.4 ¢
Multi-Unit - Company Operated	28.7	31.5	60.7
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	32.2 ¢	34.4 ¢	68.0 ¢
Partnership	30.4	31.5	61.7
Public Corporation	**	**	**
Private Corporation	31.9 ¢	32.8 ¢	64.9 ¢
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	33.3 ¢	33.1 ¢	66.8 ¢
\$1,000,000 to \$1,999,999	32.1	34.4	67.2
\$2,000,000 and Over	30.0	33.1	63.1

\*All amounts are medians

\*\* Insufficient data



**Exhibit B-5**

Full Service Restaurants (Average Check per Person \$15 to \$24.99)

Number of Employees\*

	Number of Employees per Restaurant		
	Full Time	Part Time (20-34 Hours)	Part-Part-Time (Under 20 Hours)
<b>All Restaurants</b>	11	14	7
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	11	15	7
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	14	10	4
Sole Occupant	11	15	9
Other	9	14	7
<b>Profit versus Loss</b>			
Profit	11	15	7
Loss	10	13	6
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	9	15	7
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	15	15	6
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	6	6	8
<b>Average Check</b>			
\$15.00 to \$19.99	13	15	7
\$20.00 to \$24.99	11	13	5
<b>Affiliation</b>			
Single Unit - Independent	9	12	5
Multi-Unit - Company Operated	20	21	8
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	8	15	6
Partnership	8	13	6
Public Corporation	**	**	**
Private Corporation	12	15	7
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	5	8	5
\$1,000,000 to \$1,999,999	12	15	5
\$2,000,000 and Over	19	25	10

\* All amounts are medians

\*\* Insufficient data

**Exhibit B-6****Full Service Restaurants (Average Check per Person \$15 to \$24.99)****Annual Employee Turnover\***

	All Employees	Salaried Employees	Hourly Employees
<b>All Restaurants</b>	63%	**	67%
<b>Type of Establishment</b>		**	
Food Only	**	**	**
Food and Beverage	64%	**	72%
<b>Restaurant Location</b>		**	
Hotel	**	**	**
Shopping Center or Mall	64%	**	67%
Sole Occupant	73	**	76
Other	50	**	60
<b>Profit versus Loss</b>		**	
Profit	71%	**	75%
Loss	60	**	66
<b>Menu Theme</b>		**	
Hamburger	**	**	**
Steak/Seafood	45%	**	50%
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	70	**	76
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	67	**	67
<b>Average Check</b>		**	
Under \$10.00	63%	**	66%
\$10.00 to \$14.99	60	**	67
<b>Affiliation</b>		**	
Single Unit - Independent	64%	**	75%
Multi-Unit - Company Operated	64	**	66
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>		**	
Sole Proprietorship	91%	**	100%
Partnership	117	**	119
Public Corporation	**	**	**
Private Corporation	59	**	63
<b>Sales Volume</b>		**	
Under \$500,000	**	**	**
\$500,000 to \$999,999	59%	**	64%
\$1,000,000 to \$1,999,999	61	**	67
\$2,000,000 and Over	64	**	66

\* Amounts for all employees and hourly employees are medians. Amounts for salaried employees are upper quartiles. All amounts are derived from the number of W-2s and the number of employees.

\*\* Insufficient data

**Exhibit B-7**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Employee Information\***

	Full-Time Equivalent Employees			Amount per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll and Benefits
<b>All Restaurants</b>	29.2	17.8	13.5	\$ 57,590	\$ 20,054
<b>Type of Establishment</b>					
Food Only	**	**	**	**	**
Food and Beverage	29.3	18.8	13.4	\$ 58,441	\$ 19,007
<b>Restaurant Location</b>					
Hotel	**	**	**	**	**
Shopping Center or Mall	30.3	22.2	14.7	\$ 60,914	\$ 20,571
Sole Occupant	32.0	17.4	12.0	56,927	18,310
Other	24.3	15.9	15.2	53,837	18,900
<b>Profit versus Loss</b>					
Profit	32.4	18.9	12.2	\$ 62,260	\$ 20,305
Loss	24.8	14.8	16.1	53,700	19,697
<b>Menu Theme</b>					
Hamburger	**	**	**	**	**
Steak/Seafood	25.2	15.9	12.9	\$ 59,914	\$ 19,226
Chicken	**	**	**	**	**
Pizza	**	**	**	**	**
Sandwiches/Subs/Deli	**	**	**	**	**
American (varied)	36.0	19.7	13.2	\$ 55,728	\$ 18,822
Mexican	**	**	**	**	**
Asian					
Italian	**	**	**	**	**
Other	12.7	15.9	14.1	\$ 61,669	\$ 18,864
<b>Average Check</b>					
\$15.00 to \$19.99	34.8	19.9	11.6	\$ 55,143	\$ 18,108
\$20.00 to \$24.99	25.8	17.3	15.5	59,149	21,406
<b>Affiliation</b>					
Single Unit - Independent	21.1	15.4	15.0	\$ 57,802	\$ 18,864
Multi-Unit - Company Operated	42.9	23.7	11.4	58,441	19,369
Multi-Unit - Franchise Operated	**	**	**	**	**
<b>Ownership</b>					
Sole Proprietorship	24.9	14.5	14.7	\$ 54,256	\$ 16,747
Partnership	24.3	15.5	10.5	67,283	21,705
Public Corporation	**	**	**	**	**
Private Corporation	31.8	19.8	13.8	\$ 56,261	\$ 18,993
<b>Sales Volume</b>					
Under \$500,000	**	**	**	**	**
\$500,000 to \$999,999	13.9	12.4	16.1	\$ 52,024	\$ 15,909
\$1,000,000 to \$1,999,999	27.0	19.3	13.5	53,615	18,047
\$2,000,000 and Over	47.6	22.5	11.4	62,873	21,195

\* All amounts are medians Based on 35 hours per week. Factors used to compute full-time equivalent employees are as follows: full-time (35 hours or more) equals 1.0; part-time (20-34 hours) equals 0.7; part-part-time (less than 20 hours) equals 0.35.

\*\* Insufficient data

**Exhibit B-8**

Full Service Restaurants (Average Check per Person \$15 to \$24.99)

Take-Out/Drive Through, Outside Catering and

Banquet Service - Ratio to Total Sales\*

	Take-Out/ Drive Through	Outside Catering	Banquet Service
<b>All Restaurants</b>	3%	2%	5%
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	3%	2%	5%
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	2%	**	**
Sole Occupant	4	2%	5%
Other	3	**	5
<b>Profit versus Loss</b>			
Profit	3%	3%	5%
Loss	**	**	3
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	3%	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	3	3%	5%
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	**	5	**
<b>Average Check</b>			
\$15.00 to \$19.99	3%	2%	5%
\$20.00 to \$24.99	2	3	5
<b>Affiliation</b>			
Single Unit - Independent	3%	4%	5%
Multi-Unit - Company Operated	3	**	1
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	3%	**	**
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	4	4%	5%
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	2%	5%	5%
\$1,000,000 to \$1,999,999	4	2	5
\$2,000,000 and Over	3	2	5

\* All amounts are medians

\*\* Insufficient data

**Exhibit B-9**
**Full Service Restaurants (Average Check Per Person Under \$15 to \$24.99)**
**Statement of Income and Expenses**

	All Restaurants					
	Amount per Seat			Ratio to Total Sales*		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,345	\$ 7,650	\$ 11,853	67.2%	78.0%	85.0%
Beverage	1,119	2,504	3,865	15.0	22.0	32.8
Total Sales	5,771	10,866	16,098	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	1,253	2,495	3,810	28.1	33.3	39.0
Beverage	288	693	1,066	23.2	28.2	33.6
Total Cost of Sales	1,804	3,395	4,782	27.4	31.8	36.9
<b>Gross Profit</b>	3,909	7,347	10,777	63.1	68.2	72.6
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,800	3,795	5,509	29.2	33.2	37.7
Direct Operating Expenses	244	594	1,132	3.1	5.4	9.9
Music and Entertainment	0	12	64	0.0	0.1	0.7
Marketing	53	175	431	0.8	2.0	4.0
Utility Services	199	343	497	2.2	3.4	4.4
Restaurant Occupancy Costs	**	495	931	**	5.1	8.1
Repairs and Maintenance	58	137	274	0.7	1.4	1.2
Depreciation	**	102	299	**	1.0	2.8
Other Expense/(Income)	0	0	99	0.0	0.0	1.0
General & Administrative Expenses	110	282	612	1.0	3.3	5.3
Corporate Overhead	0	180	712	0.0	1.8	5.8
Total Operating Expenses	3,870	7,075	10,490	55.7	63.8	70.7
<b>Interest Expense</b>	0	35	207	0.0	0.5	1.8
<b>Other Expenses</b>	0	0	70	0.0	0.0	0.9
<b>Income (Loss) Before Income Taxes</b>	\$ 0	\$ 346	\$ 1,023	0.0%	3.5%	8.4%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit B-10**

**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**

**Statement of Income and Expenses - Amount per Square Foot\***

	All Restaurants			Type of Establishment		Menu Theme					
	Lower Quartile	Median	Upper Quartile	Food Only	Food and Beverage	Hamburger	American (varied)	Mexican	Asian	Italian	Steak/ Seafood
<b>Sales</b>											
Food	\$149.84	\$250.24	\$375.00	**	\$250.24	**	\$246.15	**	**	**	\$245.00
Beverage	27.33	69.39	130.00	N/A	74.90	**	92.27	**	**	**	46.88
Total Sales	206.72	362.91	498.47	**	368.74	**	342.17	**	**	**	282.17
<b>Gross Profit</b>											
on Sales	123.31	236.99	350.37	**	242.75	**	230.29	**	**	**	169.55
Utility Services	5.20	9.81	15.12	**	9.63	**	9.00	**	**	**	10.90

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All amounts are medians unless otherwise stated.

\*\* Insufficient data

N/A Not applicable

Menu Theme		Average Check		Restaurant Location				Sales Volume (\$000s)			
Regional	Other	\$15.00 to \$19.99	\$20.00 to \$24.99	Hotel	Shopping Center or Mall	Sole Occupant	Other	Under \$500	\$500 to \$999	\$1,000 to \$1,999	\$2,000 and Over
**	\$209.01	\$297.36	\$208.80	**	\$327.99	\$248.20	\$198.02	**	\$153.73	\$264.04	\$349.97
**	62.47	85.61	62.73	**	67.10	67.32	85.50	**	47.18	61.54	111.83
**	326.02	398.57	329.84	**	408.44	352.10	294.94	**	215.19	384.03	470.14
**	227.99	267.18	198.14	**	295.59	229.55	204.33	**	133.75	251.96	328.39
**	10.85	11.00	8.15	**	10.84	10.79	8.74	**	6.51	9.26	12.93

**Exhibit B-11**

Full Service Restaurants (Average Check Per Person \$15 to \$24.99)

Statement of Income and Expenses - Amount per Seat

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	**	**	**	\$ 4,400	\$ 7,650	\$ 11,976
Beverage	N/A	N/A	N/A	1,119	2,504	3,865
Total Sales	**	**	**	5,884	11,111	16,203
<b>Cost of Sales</b>						
Food	**	**	**	1,241	2,495	3,788
Beverage	N/A	N/A	N/A	288	693	1,066
Total Cost of Sales	**	**	**	1,859	3,395	4,792
<b>Gross Profit</b>	**	**	**	3,937	7,495	10,782
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	**	**	**	2,034	3,837	5,658
Direct Operating Expenses	**	**	**	244	603	1,164
Music and Entertainment	**	**	**	0	12	64
Marketing	**	**	**	52	182	472
Utility Services	**	**	**	200	346	498
Restaurant Occupancy Costs	**	**	**	**	500	945
Repairs and Maintenance	**	**	**	59	137	276
Depreciation	**	**	**	**	105	300
Other Expense/(Income)	**	**	**	0	0	89
General & Administrative Expenses	**	**	**	117	294	634
Corporate Overhead	**	**	**	0	179	721
Total Operating Expenses	**	**	**	2,510	6,466	10,160
<b>Interest Expense</b>	**	**	**	0	37	209
<b>Other Expenses</b>	**	**	**	0	0	76
<b>Income (Loss) Before Income Taxes</b>	**	**	**	\$ 0	\$ 79	\$ 715

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

N/A Not Applicable



**Exhibit B-12**
**Full Service Restaurants (Average Check Per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	**	**	**	66.8%	77.4%	84.0%
Beverage	N/A	N/A	N/A	16.0	22.6	33.2
Total Sales	**	**	**	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	**	**	**	28.0	32.5	38.5
Beverage	N/A	N/A	N/A	22.9	28.0	33.4
Total Cost of Sales	**	**	**	27.1	31.6	36.1
<b>Gross Profit</b>	**	**	**	63.4	68.3	72.7
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	**	**	**	29.3	33.3	37.7
Direct Operating Expenses	**	**	**	2.2	5.0	8.7
Music and Entertainment	**	**	**	0.0	0.1	0.7
Marketing	**	**	**	0.5	1.8	3.9
Utility Services	**	**	**	1.9	3.1	4.3
Restaurant Occupancy Costs	**	**	**	**	4.9	7.7
Repairs and Maintenance	**	**	**	0.6	1.3	2.1
Depreciation	**	**	**	**	0.9	2.6
Other Expense/(Income)	**	**	**	0.0	0.0	1.0
General & Administrative Expenses	**	**	**	1.0	3.3	5.4
Corporate Overhead	**	**	**	0.0	1.8	5.7
Total Operating Expenses	**	**	**	49.7	62.8	69.0
<b>Interest Expense</b>	**	**	**	0.0	0.6	1.8
<b>Other Expenses</b>	**	**	**	0.0	0.0	0.9
<b>Income (Loss) Before Income Taxes</b>	**	**	**	0.0%	3.4%	8.3%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

N/A Not Applicable

**Exhibit B-13****Full Service Restaurants (Average Check per Person \$15 to \$24.99)****Statement of Income and Expenses - Amount per Seat**

	Affiliation					
	Single Unit - Independent			Multi-Unit - Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 3,123	\$ 6,366	\$ 9,901	\$ 7,565	\$ 10,465	\$ 13,551
Beverage	897	1,778	3,324	2,212	3,181	4,906
Total Sales	5,015	8,622	13,950	10,820	14,540	18,502
<b>Cost of Sales</b>						
Food	1,151	2,054	3,389	2,311	3,233	4,354
Beverage	261	583	1,113	591	748	1,010
Total Cost of Sales	1,569	2,724	4,283	3,084	4,378	5,473
<b>Gross Profit</b>	3,161	6,034	9,158	7,545	10,169	13,311
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	1,692	3,381	4,722	3,149	4,767	6,384
Direct Operating Expenses	198	540	1,059	369	740	1,338
Music and Entertainment	0	17	84	0	0	17
Marketing	40	120	315	181	412	666
Utility Services	174	265	434	332	471	599
Restaurant Occupancy Costs	**	421	785	**	741	1,191
Repairs and Maintenance	51	106	221	90	223	364
Depreciation	**	62	230	**	272	402
Other Expense/(Income)	0	0	124	0	0	36
General & Administrative Expenses	70	249	556	167	334	613
Corporate Overhead	0	14	325	250	837	1,326
Total Operating Expenses	3,489	5,930	9,343	6,791	9,258	11,938
<b>Interest Expense</b>	0	20	101	4	124	272
<b>Other Expenses</b>	0	0	94	0	0	41
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$0	\$247	\$874	\$ 247	\$ 547	\$ 1,302

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit B-14****Full Service Restaurants (Average Check per Person \$15 to \$24.99)****Statement of Income and Expenses - Ratio to Total Sales\***

	Affiliation					
	Single Unit - Independent			Multi-Unit - Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	66.7%	77.9%	85.2%	69.2%	77.4%	82.4%
Beverage	14.8	22.1	33.3	17.6	22.6	30.8
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	30.0	34.3	40.0	27.0	30.0	33.9
Beverage	25.2	29.3	35.0	20.6	24.7	29.2
Total Cost of Sales	29.0	32.6	37.7	25.6	28.7	32.5
<b>Gross Profit</b>	62.3	67.4	71.0	67.5	71.3	74.4
<b>Operating Expenses</b>						
Salaries and Wages (including Employee Benefits)	30.1	34.4	39.3	28.9	31.5	33.7
Direct Operating Expenses	3.1	5.5	10.0	3.4	5.3	8.0
Music and Entertainment	0.0	0.2	0.9	0.0	0.0	0.1
Marketing	0.6	1.5	4.0	1.6	2.7	4.1
Utility Services	2.1	3.2	4.6	1.8	3.1	3.7
Restaurant Occupancy Costs	**	4.9	7.7	**	4.8	7.7
Repairs and Maintenance	0.6	1.3	2.0	0.6	1.3	2.3
Depreciation	**	0.9	2.8	**	1.5	2.6
Other Expense/(Income)	0.0	4.7	0.0	0.0	0.0	0.2
General & Administrative Expenses	**	**	**	**	**	**
Corporate Overhead	0.0	0.2	3.4	2.5	5.4	8.1
Total Operating Expenses	52.7	63.3	71.2	45.1	60.8	67.3
<b>Interest Expense</b>	0.0	0.4	1.5	0.0	1.1	1.1
<b>Other Expenses</b>	0.0	0.0	1.1	0.0	0.0	0.3
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	0.0%	3.1%	8.4%	1.1%	4.1%	7.2%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit B-15**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Amount per Seat**

	Sales Volume (\$000)								
	Between \$500 and \$999			Between \$1,000 and \$1,999			\$2,000 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>									
Food	\$ 2,959	\$ 4,762	\$ 7,099	\$ 4,600	\$ 7,172	\$ 10,000	\$ 8,400	\$ 11,186	\$ 13,826
Beverage	711	1,636	2,975	781	1,864	3,732	2,230	3,266	4,495
Total Sales	4,861	7,023	9,777	7,081	10,524	16,613	11,579	14,800	18,196
<b>Cost of Sales</b>									
Food	1,076	1,654	2,644	1,247	2,119	3,662	2,430	3,344	4,581
Beverage	230	466	918	264	600	1,047	604	768	1,195
Total Cost of Sales	1,368	2,250	3,267	1,833	3,212	4,967	3,448	4,231	5,432
<b>Gross Profit</b>	2,809	4,376	6,442	4,663	6,750	9,903	8,129	10,316	13,231
<b>Operating Expenses</b>									
Salaries and Wages (Including Employee Benefits)	1,380	2,067	3,589	2,703	3,598	4,934	3,392	5,097	6,480
Direct Operating Expenses	104	356	762	152	510	1,067	443	794	1,388
Music and Entertainment	0	13	37	0	11	68	0	4	65
Marketing	29	99	208	46	180	359	111	275	600
Utility Services	155	222	416	168	282	442	311	445	608
Restaurant Occupancy Costs	**	303	633	**	480	859	**	793	1,192
Repairs and Maintenance	38	82	191	62	100	187	106	230	356
Depreciation	**	42	242	**	42	250	**	155	378
Other Expense/(Income)	0	0	42	0	0	250	0	0	62
General &	76	241	654	58	191	565	186	403	667
Administrative Expenses									
Corporate Overhead	**	**	**	0	62	463	130	543	1,114
Total Operating Expenses	2,442	3,498	6,409	4,590	6,755	9,967	7,210	9,588	11,938
<b>Interest Expense</b>	0	35	92	0	10	102	4	75	275
<b>Other Expenses</b>	**	**	**	0	12	243	0	0	73
<b>Income (Loss)</b>									
<b>Before Income Taxes</b>	\$ (95)	\$ 183	\$ 384	\$ (192)	\$ 121	\$ 800	\$ 240	\$ 640	\$ 1,352

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit B-16**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Sales Volume (\$000)								
	Between \$500 and \$999			Between \$1,000 and \$1,999			\$2,000 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>									
Food	61.2%	76.4%	84.6%	63.7%	78.8%	90.0%	70.0%	78.1%	83.3%
Beverage	15.4	23.6	38.8	10.0	21.2	36.3	16.7	21.9	30.0
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>									
Food	30.3	35.0	41.1	29.3	33.6	38.7	27.1	30.6	36.1
Beverage	26.2	31.6	38.0	24.0	28.9	32.6	21.6	25.6	29.8
Total Cost of Sales	29.6	33.3	40.8	27.9	32.1	36.2	25.8	30.0	33.7
<b>Gross Profit</b>	59.2	66.7	70.4	63.8	67.9	72.1	66.3	70.0	74.2
<b>Operating Expenses</b>									
Salaries and Wages (Including Employee Benefits)	27.7	33.1	38.0	30.2	34.4	40.8	29.9	33.1	35.8
Direct Operating Expenses	1.2	4.5	10.1	2.0	5.7	10.0	3.9	5.3	8.4
Music and Entertainment	0.0	0.2	0.7	0.0	0.1	0.8	0.0	0.0	0.5
Marketing	0.5	1.6	3.1	0.6	2.0	3.6	0.9	2.0	3.9
Utility Services	2.8	3.8	5.0	1.7	2.8	4.0	2.1	3.0	3.8
Restaurant Occupancy Costs	**	5.1	6.6	**	5.0	8.5	**	5.5	8.2
Repairs and Maintenance	0.7	1.1	2.2	0.6	1.0	1.9	0.8	1.6	2.2
Depreciation	**	0.9	3.0	**	0.7	1.8	**	1.1	2.6
Other Expense/(Income)	0.0	0.0	0.9	0.0	0.0	2.7	0.0	0.0	0.6
General &	0.8	4.1	6.3	0.5	2.9	5.0	1.2	3.1	4.7
Administrative Expenses									
Corporate Overhead	0.0	0.0	2.3	0.0	0.9	4.9	1.1	4.0	6.9
Total Operating Expenses	50.8	63.4	68.3	57.6	64.5	72.5	56.0	63.4	68.8
<b>Interest Expense</b>	0.0	0.7	1.3	0.0	0.1	1.1	0.0	0.6	1.8
<b>Other Expenses</b>	**	**	**	0.0	0.1	1.8	0.0	0.0	0.7
<b>Income (Loss)</b>									
<b>Before Income Taxes</b>	(1.8%)	4.2%	7.7%	(3.2%)	2.0%	7.8%	1.6%	4.3%	9.2%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit B-17**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Amount per Seat**

	Menu Theme					
	American (varied)			Steak/Seafood		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 3,640	\$ 7,650	\$ 11,068	\$ 3,895	\$ 6,818	\$ 12,127
Beverage	1,114	3,034	4,242	752	1,620	2,880
Total Sales	5,587	10,833	15,512	4,609	8,360	14,784
<b>Cost of Sales</b>						
Food	1,152	2,543	3,569	1,311	2,515	4,719
Beverage	279	717	1,195	239	466	792
Total Cost of Sales	1,739	3,586	4,616	1,694	3,119	5,447
<b>Gross Profit</b>	3,780	7,160	10,368	2,906	5,679	9,448
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,711	3,697	5,656	1,642	3,341	4,975
Direct Operating Expenses	244	588	1,045	239	545	832
Music and Entertainment	0	10	66	0	10	52
Marketing	38	124	388	63	181	402
Utility Services	163	285	513	207	396	521
Restaurant Occupancy Costs	**	489	877	**	292	578
Repairs and Maintenance	51	140	286	64	129	277
Depreciation	**	101	299	**	99	231
Other Expense/(Income)	0	0	161	(6)	0	18
General & Administrative Expenses	37	223	613	179	267	481
Corporate Overhead	0	94	562	7	178	1,326
Total Operating Expenses	3,529	7,073	10,500	3,422	5,458	9,014
<b>Interest Expense</b>	0	30	188	0	15	38
<b>Other Expenses</b>	0	0	41	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 0	\$ 246	\$ 1,027	\$ (133)	\$ 178	\$ 553

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit B-18**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Menu Theme					
	American (varied)			Steak/Seafood		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	64.0%	73.8%	81.6%	77.8%	81.6%	84.6%
Beverage	18.4	26.2	36.0	15.4	18.4	22.2
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	30.1	33.8	38.3	36.1	39.3	41.2
Beverage	22.8	27.8	33.8	26.0	28.9	31.7
Total Cost of Sales	28.8	32.1	35.8	33.6	37.5	39.5
<b>Gross Profit</b>	64.2	67.9	71.2	60.5	62.5	66.4
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	30.2	34.7	40.3	30.0	33.7	38.3
Direct Operating Expenses	3.5	5.7	9.8	3.1	4.9	8.6
Music and Entertainment	0.0	0.1	0.8	0.0	0.2	0.6
Marketing	0.7	1.6	3.5	1.0	2.2	3.5
Utility Services	2.3	3.4	4.3	3.4	4.2	5.5
Restaurant Occupancy Costs	**	5.1	7.9	**	4.6	7.0
Repairs and Maintenance	0.6	1.5	2.1	0.8	2.0	2.9
Depreciation	**	0.9	2.9	**	0.9	1.6
Other Expense/(Income)	0.0	0.0	1.7	0.0	0.0	0.6
General & Administrative Expenses	0.6	2.9	4.8	2.0	3.1	4.4
Corporate Overhead	0.0	1.3	5.2	0.0	1.8	8.9
Total Operating Expenses	58.4	66.7	73.7	55.6	62.2	67.3
<b>Interest Expense</b>	0.0	0.4	1.6	0.0	0.3	1.0
<b>Other Expenses</b>	0.0	0.0	0.8	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	0.0%	2.8%	8.4%	(2.3%)	2.1%	5.3%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit B-19**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Amount per Seat**

	Metropolitan/Non-Metropolitan Location					
	Inside MSA***			Outside MSA***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,701	\$ 7,813	\$ 12,059	**	**	**
Beverage	1,125	2,621	3,927	**	**	**
Total Sales	7,023	11,579	16,293	**	**	**
<b>Cost of Sales</b>						
Food	1,333	2,604	3,999	**	**	**
Beverage	308	717	1,126	**	**	**
Total Cost of Sales	1,930	3,620	4,905	**	**	**
<b>Gross Profit</b>	4,471	7,773	11,249	**	**	**
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,167	3,915	5,721	**	**	**
Direct Operating Expenses	244	610	1,159	**	**	**
Music and Entertainment	0	11	63	**	**	**
Marketing	53	180	518	**	**	**
Utility Services	208	366	527	**	**	**
Restaurant Occupancy Costs	**	550	1,000	**	**	**
Repairs and Maintenance	62	150	287	**	**	**
Depreciation	**	99	305	**	**	**
Other Expense/(Income)	0	0	63	**	**	**
General & Administrative Expenses	93	310	613	**	**	**
Corporate Overhead	0	240	851	**	**	**
Total Operating Expenses	4,384	7,200	10,532	**	**	**
<b>Interest Expense</b>	0	56	211	**	**	**
<b>Other Expenses</b>	0	0	61	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 45	\$ 358	\$ 1,038	**	**	**

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

\*\*\* Metropolitan statistical area



**Exhibit B-20**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Metropolitan/Non-Metropolitan Location					
	Inside MSA***			Outside MSA***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	66.7%	77.3%	84.2%	**	**	**
Beverage	15.8	22.7	33.3	**	**	**
Total Sales	100.0	100.0	100.0	**	**	**
<b>Cost of Sales</b>						
Food	28.0	32.4	38.4	**	**	**
Beverage	22.9	27.8	33.0	**	**	**
Total Cost of Sales	27.2	31.4	35.6	**	**	**
<b>Gross Profit</b>	64.4	68.6	72.8	**	**	**
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	29.3	33.0	37.1	**	**	**
Direct Operating Expenses	2.9	5.3	9.9	**	**	**
Music and Entertainment	0.0	0.1	0.7	**	**	**
Marketing	0.8	1.9	4.0	**	**	**
Utility Services	2.3	3.3	4.2	**	**	**
Restaurant Occupancy Costs	**	5.2	8.2	**	**	**
Repairs and Maintenance	0.7	1.4	2.2	**	**	**
Depreciation	**	1.0	2.7	**	**	**
Other Expense/(Income)	0.0	0.0	0.9	**	**	**
General & Administrative Expenses	0.8	3.0	5.0	**	**	**
Corporate Overhead	0.0	2.1	6.2	**	**	**
Total Operating Expenses	55.5	63.7	70.3	**	**	**
<b>Interest Expense</b>	0.0	0.5	1.8	**	**	**
<b>Other Expenses</b>	0.0	0.0	0.6	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	0.3%	3.4%	8.4%	**	**	**

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit B-21****Full Service Restaurants (Average Check per Person \$15 to \$24.99)****Statement of Income and Expenses - Amount per Seat**

	Average Check					
	\$15.00 to \$19.99			\$20.00 to \$24.99		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,355	\$ 8,624	\$ 12,083	\$ 3,592	\$ 6,987	\$ 11,715
Beverage	766	2,332	3,506	1,096	2,476	4,252
Total Sales	6,049	10,937	16,203	5,267	11,252	17,133
<b>Cost of Sales</b>						
Food	1,354	2,543	4,084	1,152	2,076	3,414
Beverage	267	638	922	292	686	1,224
Total Cost of Sales	1,768	3,586	4,982	1,495	3,205	4,460
<b>Gross Profit</b>	4,020	7,448	11,119	3,438	7,284	10,588
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,711	3,381	5,335	2,129	3,977	6,087
Direct Operating Expenses	246	507	1,107	261	669	1,337
Music and Entertainment	0	6	66	0	13	64
Marketing	56	182	428	54	164	450
Utility Services	205	349	502	164	290	492
Restaurant Occupancy Costs	**	454	812	**	576	1,250
Repairs and Maintenance	59	124	304	59	139	224
Depreciation	26	119	300	0	42	259
Other Expense/(Income)	**	0	66	**	0	155
General & Administrative Expenses	85	231	484	141	393	695
Corporate Overhead	0	269	666	0	66	595
Total Operating Expenses	3,740	6,791	9,892	3,838	7,719	12,042
<b>Interest Expense</b>	0	36	218	5	25	153
<b>Other Expenses</b>	0	0	73	0	12	83
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 59	\$ 348	\$ 892	\$ (128)	\$ 244	\$ 1,098

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit B-22**
**Full Service Restaurants (Average Check per Person \$15 to \$24.99)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Average Check					
	\$15.00 to \$19.99			\$20.00 to \$24.99		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	69.7%	79.9%	90.7%	67.0%	75.7%	83.3%
Beverage	9.3	20.1	30.3	16.7	24.3	33.0
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	28.0	33.8	39.8	27.7	31.7	38.3
Beverage	24.0	28.3	33.3	23.2	27.7	33.6
Total Cost of Sales	28.0	31.8	37.6	26.5	31.1	36.8
<b>Gross Profit</b>	62.4	68.2	72.0	63.2	68.9	73.5
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	29.0	32.8	37.1	29.6	33.8	39.4
Direct Operating Expenses	2.6	5.2	9.7	4.1	6.0	10.6
Music and Entertainment	0.0	0.1	0.7	0.0	0.1	0.8
Marketing	0.8	1.9	3.5	0.7	2.0	4.5
Utility Services	2.5	3.4	4.4	1.9	3.0	4.5
Restaurant Occupancy Costs	**	4.8	7.2	**	5.6	9.4
Repairs and Maintenance	0.7	1.5	2.3	0.7	1.3	2.1
Depreciation	**	1.1	3.0	**	0.9	1.9
Other Expense/(Income)	0.0	0.0	0.9	0.0	0.0	1.4
General & Administrative Expenses	0.8	2.5	5.2	1.2	3.9	5.7
Corporate Overhead	0.0	2.2	6.0	0.0	1.3	5.2
Total Operating Expenses	54.9	62.3	68.3	57.8	66.5	75.0
<b>Interest Expense</b>	0.0	0.6	1.8	0.0	0.4	1.2
<b>Other Expenses</b>	0.0	0.0	0.7	0.0	0.1	1.0
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	0.4%	3.9%	8.8%	(2.5%)	2.8%	8.2%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit B-23****Full Service Restaurants (Average Check per Person \$15 to \$24.99)****Income Differential**

	Amount per Seat					
	Profit			Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,744	\$ 9,352	\$ 13,002	\$ 2,908	\$ 5,485	\$ 9,901
Beverage	1,111	2,591	4,233	914	1,616	3,131
Total Sales	7,798	12,386	17,656	3,976	7,109	13,006
<b>Cost of Sales</b>						
Food	1,622	3,006	4,311	1,179	1,793	3,414
Beverage	376	730	1,135	283	577	1,015
Total Cost of Sales	2,336	3,906	5,247	1,461	2,235	4,436
<b>Gross Profit</b>	5,402	8,562	12,440	2,481	4,625	8,857
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,336	4,035	6,152	1,584	3,400	4,722
Direct Operating Expenses	365	732	1,223	237	480	669
Music and Entertainment	0	11	51	0	13	127
Marketing	93	210	523	29	227	424
Utility Services	229	351	527	150	298	497
Restaurant Occupancy Costs	**	667	1,184	**	429	690
Repairs and Maintenance	75	165	291	57	93	229
Depreciation	**	122	316	**	109	359
Other Expense/(Income)	0	0	67	0	29	213
General & Administrative Expenses	141	339	556	97	254	601
Corporate Overhead	0	300	784	0	66	487
Total Operating Expenses	4,997	7,889	10,772	3,493	6,819	8,749
<b>Interest Expense</b>	5	73	215	0	5	209
<b>Other Expenses</b>	0	1	87	0	0	5
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 251	\$ 597	\$ 1,304	\$ (673)	\$ (372)	\$ (68)

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

Ratio to Total Sales\*

Profit			Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
69.5%	79.2%	86.2%	70.9%	77.2%	82.0%
13.8	20.8	30.5	18.0	22.8	29.1
100.0	100.0	100.0	100.0	100.0	100.0
28.0	32.6	37.0	32.0	38.5	42.2
22.5	27.1	32.2	25.8	30.6	35.3
26.5	30.8	35.6	32.0	36.9	39.3
64.4	69.2	73.5	60.7	63.1	68.0
29.0	32.8	36.4	31.5	36.7	43.3
3.6	5.5	8.9	3.8	6.3	10.5
0.0	0.1	0.6	0.0	0.2	1.4
1.0	2.0	4.0	0.6	2.4	4.6
2.4	3.2	4.1	2.2	3.7	4.8
**	5.1	7.7	**	5.2	9.4
0.8	1.4	2.1	0.6	1.7	2.4
**	1.1	2.8	**	1.4	4.6
0.0	0.0	0.9	0.0	0.4	2.6
1.1	3.2	5.0	1.7	4.0	6.3
0.0	1.9	5.7	0.0	1.4	5.9
55.4	62.5	68.1	64.3	70.9	77.2
0.0	0.7	1.4	0.0	0.1	2.0
0.0	0.0	0.9	0.0	0.0	0.1
2.8%	6.1%	11.3%	(11.0%)	(4.2%)	(0.7%)

# Section C – Full Service Restaurants (Average Check Per Person \$25 and Over)

Exhibit C-1 presents the characteristics of the **149** respondents in the Full Service Restaurants (Average Check Per Person \$25 and Over) category of this year's study. More than three-quarters (**76.5%**) of the respondents represent independent restaurants and **47.0%** reported that they were the sole occupant of their location. Restaurants with American menu themes represent **38.3%** of this sample.

The median ratio of income before income taxes to total sales is **1.8%** or **\$206** per seat.

## Highlights

- Median average check is **\$32.00**.
- Median total sales per full-time equivalent employee is **\$60,408**.
- Median food sales are **\$8,020** per seat and median beverage sales are **\$3,454** per seat.
- Median total sales per square foot is **\$415.53**.
- Median income before income taxes is **1.8%** of total sales.
- Median total cost of sales is **31.9%** of total sales.

## Characteristics

- **76.5%** of full service (average check \$25 and over) restaurants are single units, i.e., independents.
- **71.1%** of the responding establishments have sales volume of \$1,000,000 and over.
- **38.3%** of the respondents report an American menu theme.
- **67.7%** of the respondents operate their businesses in locations with less than 7,500 square feet and **65.8%** of the respondents have less than 200 seats.

## Exhibit C-1

### Composition of Participating Full Service Restaurants

(Average Check Per Person \$25 and Over)

Number of Respondents: 149

	Percentage of Respondents		Percentage of Respondents
<b>Type of Establishment:</b>		<b>Ownership:</b>	
Food Only	2.7%	Sole Proprietorship	19.5%
Food and Beverage	97.3	Partnership	22.1
<b>Years in Business:</b>		Public Corporation	1.3
1 to 5 Years	19.5%	Private Corporation	56.4
5 to 10 Years	22.8	Not Specified	0.7
Over 10 Years	55.0	<b>Menu Theme:</b>	
Not Specified	2.7	Hamburger	0.0%
<b>Region:</b> <sup>1</sup>		Steak/Seafood	22.8
Northeast	22.8%	Chicken	0.0
Northcentral	15.4	Pizza	2.0
South	29.5	Sandwiches/Subs/Deli	0.7
West	32.3	American (varied)	38.3
<b>Average Check:</b> <sup>2</sup>		Mexican	1.3
\$25.00-\$32.99	45.6%	Italian	8.1
\$33.00 and Over	49.0	Asian	2.7
Not Specified	5.4	Other	24.1
<b>Affiliation:</b>		<b>Sales Volume:</b> <sup>3</sup>	
Single Unit - Independent	76.5%	Under \$500,000	8.1%
Multi-Unit - Company Operated	20.1	\$500,000 to \$999,999	20.8
Multi-Unit - Franchise Operated	2.0	\$1,000,000 to \$1,999,999	29.5
Not Specified	1.4	\$2,000,000 and Over	41.6
<b>Profit versus Loss:</b> <sup>3</sup>		<b>Restaurant Location:</b>	
Profit	67.5%	Hotel	13.4%
Loss	32.5	Shopping Center or Mall	16.1
<b>Lease versus Own:</b>		Sole Occupant	47.0
Own Land and Building	28.2%	Other	23.5
Lease Land and Building	38.9	<b>Total Number of Seats:</b>	
Lease Land and Own Building	0.7	Under 100	24.2%
Own Land and Lease Building	0.0	100 to 149	20.8
Not Specified	32.2	150 to 199	20.8
		200 to 399	28.2
		400 and Over	5.4
		Not Specified	0.6
		<b>Total Restaurant Square Footage:</b>	
		Under 2,500	9.4%
		2,500 to 4,999	36.2
		5,000 to 7,499	22.1
		7,500 and Over	26.3
		Not Specified	6.0

<sup>1</sup> Regions:

Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.

North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI.

South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.

West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.

<sup>2</sup> Per person, all meals

<sup>3</sup> For respondents specifying

**Exhibit C-2****Full Service Restaurants (Average Check Per Person \$25 and Over)****Average Check**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	\$ 27.50	\$ 32.00	\$ 42.00
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	27.50	32.00	42.00
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	\$ 28.00	\$ 34.50	\$ 42.00
Sole Occupant	27.00	32.50	47.30
Other	28.00	30.00	40.00
<b>Profit versus Loss</b>			
Profit	\$ 30.00	\$ 34.00	\$ 43.30
Loss	25.30	29.90	39.30
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	\$ 26.70	\$ 30.00	\$ 57.30
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	26.00	32.00	42.00
Mexican	**	**	**
Italian	**	**	**
Other	30.00	35.00	43.50
<b>Affiliation</b>			
Single Unit - Independent	\$ 27.60	\$ 33.00	\$ 42.00
Multi-Unit - Company Operated	27.00	30.60	37.40
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	\$ 28.00	\$ 38.00	\$ 55.00
Partnership	25.50	38.00	45.90
Public Corporation	**	**	**
Private Corporation	27.90	31.00	37.20
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	\$ 25.80	\$ 32.00	\$ 42.00
\$1,000,000 to \$1,999,999	26.90	30.00	37.50
\$2,000,000 and Over	30.00	34.70	45.70

\*\* Insufficient data



**Exhibit C-3****Full Service Restaurants (Average Check Per Person \$25 and Over)****Average Daily Seat Turnover**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	0.5	0.8	1.4
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	0.5	0.8	1.5
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	0.5	0.8	1.1
Sole Occupant	0.4	0.8	1.3
Other	0.4	0.7	1.1
<b>Profit versus Loss</b>			
Profit	0.5	1.0	1.5
Loss	0.4	0.6	1.0
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	0.5	0.8	1.1
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	0.5	0.8	1.5
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	0.4	0.8	1.1
<b>Average Check</b>			
\$25.00 to \$32.99	0.5	0.8	1.6
\$33.00 and Over	0.5	0.8	1.2
<b>Affiliation</b>			
Single Unit - Independent	0.5	0.8	1.3
Multi-Unit - Company Operated	0.7	1.3	1.6
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	0.4	0.8	1.1
Partnership	0.4	0.7	1.0
Public Corporation	**	**	**
Private Corporation	0.5	1.0	1.6
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	0.4	0.5	0.9
\$1,000,000 to \$1,999,999	0.5	0.8	1.2
\$2,000,000 and Over	0.7	1.3	1.8

\*\* Insufficient data

**Exhibit C-4****Full Service Restaurants (Average Check Per Person \$25 and Over)****Cost per Dollar of Sales\***

	Total Cost of Sales	Total Payroll and Benefits	Prime Cost
<b>All Restaurants</b>	31.9 ¢	33.7 ¢	65.7 ¢
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	32.0 ¢	33.7 ¢	66.1 ¢
<b>Restaurant Location</b>			
Hotel	27.3 ¢	40.8 ¢	69.5 ¢
Shopping Center or Mall	32.5	34.2	67.9
Sole Occupant	31.8	32.9	65.7
Other	32.7	31.2	64.1
<b>Profit versus Loss</b>			
Profit	31.8 ¢	33.7 ¢	64.9 ¢
Loss	33.4	37.4	70.9
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	33.1 ¢	30.2 ¢	64.5 ¢
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	31.8	35.5	67.3
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	31.6	33.0	64.6
<b>Average Check</b>			
\$25.00-\$32.99	32.3 ¢	33.4 ¢	66.3 ¢
\$33.00 and Over	31.8	33.7	65.1
<b>Affiliation</b>			
Single Unit - Independent	32.4 ¢	33.3 ¢	65.6 ¢
Multi-Unit - Company Operated	28.6	36.1	66.4
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	33.9 ¢	32.9 ¢	65.0 ¢
Partnership	32.9	34.7	66.9
Public Corporation	**	**	**
Private Corporation	31.3	33.7	65.5
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	34.4 ¢	34.3 ¢	67.6 ¢
\$1,000,000 to \$1,999,999	32.7	32.4	66.9
\$2,000,000 and Over	29.9	34.1	64.8

\* All amounts are medians

\*\* Insufficient data

**Exhibit C-5****Full Service Restaurants (Average Check per Person \$25 and Over)****Number of Employees\***

	Number of Employees per Restaurant		
	Full Time	Part Time (20-34 Hours)	Part-Part-Time (Under 20 Hours)
<b>All Restaurants</b>	13	15	5
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	13	15	5
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	16	12	5
Sole Occupant	13	16	5
Other	10	10	4
<b>Profit versus Loss</b>			
Profit	18	12	5
Loss	9	16	5
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	12	21	10
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	14	12	3
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	12	10	3
<b>Average Check</b>			
\$25.00-\$32.99	13	15	5
\$33.00 and Over	14	14	4
<b>Affiliation</b>			
Single Unit - Independent	12	12	4
Multi-Unit - Company Operated	30	25	9
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	11	11	4
Partnership	12	10	5
Public Corporation	**	**	**
Private Corporation	18	18	5
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	5	8	2
\$1,000,000 to \$1,999,999	12	14	4
\$2,000,000 and Over	35	23	6

\* All amounts are medians

\*\* Insufficient data

**Exhibit C-6****Full Service Restaurants (Average Check per Person \$25 and Over)****Annual Employee Turnover\***

	All Employees	Salaried Employees	Hourly Employees
<b>All Restaurants</b>	50%	40%	55%
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	50%	40%	55%
<b>Restaurant Location</b>			
Hotel	37%	**	47%
Shopping Center or Mall	**	**	**
Sole Occupant	50	36	57
Other	35	26	46
<b>Profit versus Loss</b>			
Profit	45%	40%	50%
Loss	62	34	67
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	59%	50%	60%
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	50	40	56
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	53	**	**
<b>Average Check</b>			
\$25.00-\$32.99	51%	50%	55%
\$33.00 and Over	49	33	57
<b>Affiliation</b>			
Single Unit - Independent	49%	25%	55%
Multi-Unit - Company Operated	56	51	56
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	47%	**	**
Partnership	66	50%	72%
Public Corporation	**	**	**
Private Corporation	49	40	50
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	38%	**	50%
\$1,000,000 to \$1,999,999	50	40	64
\$2,000,000 and Over	53	50	58

\* Amounts for all employees and hourly employees are medians. Amounts for salaried employees are upper quartiles. All amounts are derived from the number of W-2s and the number of employees.

\*\* Insufficient data

**Exhibit C-7**
**Full Service Restaurants (Average Check per Person \$25 and Over)  
Employee Information\***

	Full-Time Equivalent Employees			Amount per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll and Benefits
<b>All Restaurants</b>	30.6	21.3	23.1	\$ 60,408	\$ 19,839
<b>Type of Establishment</b>					
Food Only	**	**	**	**	**
Food and Beverage	29.8	21.3	23.1	\$ 60,460	\$ 19,529
<b>Restaurant Location</b>					
Hotel	**	**	**	**	**
Shopping Center or Mall	31.4	23.1	24.9	\$ 53,765	**
Sole Occupant	29.8	20.9	22.4	63,236	\$ 20,217
Other	23.5	18.4	22.2	58,101	16,981
<b>Profit versus Loss</b>					
Profit	32.6	22.1	23.8	\$ 60,408	\$ 19,790
Loss	28.1	20.3	26.3	59,063	20,505
<b>Menu Theme</b>					
Hamburger	**	**	**	**	**
Steak/Seafood	38.7	22.2	23.9	\$ 61,145	\$ 18,160
Chicken	**	**	**	**	**
Pizza	**	**	**	**	**
Sandwiches/Subs/Deli	**	**	**	**	**
American (varied)	26.8	21.6	26.8	60,460	19,749
Mexican	**	**	**	**	**
Asian					
Italian	**	**	**	**	**
Other	20.8	18.7	22.0	57,210	18,893
<b>Average Check</b>					
\$25.00-\$32.99	28.6	21.2	20.3	\$ 56,003	\$ 17,920
\$33.00 and Over	32.0	22.2	25.2	65,525	20,919
<b>Affiliation</b>					
Single Unit - Independent	25.0	20.8	23.8	\$ 60,107	\$ 18,557
Multi-Unit - Company Operated	50.6	24.6	22.4	59,860	22,303
Multi-Unit - Franchise Operated	**	**	**	**	**
<b>Ownership</b>					
Sole Proprietorship	26.1	20.8	23.9	\$ 62,064	\$ 18,902
Partnership	25.6	20.4	28.6	63,236	19,641
Public Corporation	**	**	**	**	**
Private Corporation	32.7	21.8	22.7	59,770	19,708
<b>Sales Volume</b>					
Under \$500,000	**	**	**	**	**
\$500,000 to \$999,999	15.0	16.1	23.9	\$ 51,208	\$ 16,555
\$1,000,000 to \$1,999,999	23.5	19.9	21.3	59,862	18,417
\$2,000,000 and Over	54.8	26.1	23.1	68,593	23,001

\* All amounts are medians. Based on 35 hours per week. Factors used to compute full-time equivalent employees are as follows: full-time (35 hours or more) equals 1.0; part-time (20-34 hours) equals 0.7; part-part-time (less than 20 hours) equals 0.35.

\*\* Insufficient data

**Exhibit C-8**

Full Service Restaurants (Average Check per Person \$25 and Over)  
 Take-Out/Drive Through, Outside Catering and  
 Banquet Service - Ratio to Total Sales\*

	Take-Out/ Drive Through	Outside Catering	Banquet Service
<b>All Restaurants</b>	2%	1%	5%
<b>Type of Establishment</b>			
Food Only	**	**	**
Food and Beverage	2%	1%	5%
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	**	**	**
Sole Occupant	2%	2%	6%
Other	**	**	**
<b>Profit versus Loss</b>			
Profit	2%	1%	5%
Loss	**	**	**
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	**	**	5%
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	**	**	**
<b>Average Check</b>			
\$25.00-\$32.99	2%	1%	5%
\$33.00 and Over	**	1%	3%
<b>Affiliation</b>			
Single Unit - Independent	2%	1%	6%
Multi-Unit - Company Operated	**	**	**
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	2%	1%	4%
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	**	**	**
\$1,000,000 to \$1,999,999	**	**	**
\$2,000,000 and Over	**	**	1%

\* All amounts are medians

\*\* Insufficient data

**Exhibit C-9****Full Service Restaurants (Average Check per Person \$25 and Over)  
Statement of Income and Expenses**

	All Restaurants					
	Amount per Seat			Ratio to Total Sales*		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,167	\$ 8,020	\$ 13,374	67.7%	72.5%	78.7%
Beverage	1,759	3,454	5,329	21.3	27.5	32.3
Total Sales	7,120	12,007	18,777	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	1,524	2,654	4,206	27.9	32.3	36.9
Beverage	497	940	1,601	24.2	29.3	33.9
Total Cost of Sales	2,036	3,764	5,736	27.1	31.9	35.4
<b>Gross Profit</b>	4,529	7,843	13,010	64.6	68.1	72.9
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,158	3,838	6,351	27.2	33.7	41.5
Direct Operating Expenses	249	667	1,552	3.9	6.5	12.0
Music and Entertainment	0	9	61	0.0	0.1	0.6
Marketing	118	263	426	1.3	2.2	3.5
Utility Services	244	414	581	2.4	3.5	4.8
Restaurant Occupancy Costs	**	545	978	**	6.1	8.6
Repairs and Maintenance	73	160	264	0.8	1.3	1.4
Depreciation	**	84	290	**	0.9	2.4
Other Expense/(Income)	0	0	70	0.0	0.0	0.7
General & Administrative Expenses	150	363	964	1.5	4.2	6.5
Corporate Overhead	51	437	917	0.5	3.4	5.9
Total Operating Expenses	4,387	7,437	13,104	58.5	65.9	76.7
<b>Interest Expense</b>	0	32	166	0.0	0.3	1.3
<b>Other Expenses</b>	0	19	126	0.0	0.2	1.8
<b>Income (Loss) Before Income Taxes</b>	\$ (205)	\$ 206	\$ 1,173	(2.0%)	1.8%	6.8%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit C-10**

**Full Service Restaurants (Average Check per Person \$25 and Over)**

**Statement of Income and Expenses - Amount per Square Foot\***

	All Restaurants			Type of Establishment		Menu Theme					
	Lower Quartile	Median	Upper Quartile	Food Only	Food and Beverage	Hamburger	American (varied)	Mexican	Asian	Italian	Steak/ Seafood
<b>Sales</b>											
Food	\$151.27	\$295.93	\$442.53	**	\$295.93	**	\$323.03	**	**	**	\$248.00
Beverage	48.52	105.69	190.92	N/A	107.08	**	112.57	**	**	**	95.75
Total Sales	209.93	415.53	638.10	**	416.63	**	428.61	**	**	**	343.75
<b>Gross Profit</b>											
on Sales	145.09	275.10	452.67	**	280.33	**	275.10	**	**	**	258.75
Utility Services	6.56	11.18	18.24	**	11.18	**	12.50	**	**	**	10.58

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All amounts are medians unless otherwise stated.

\*\* Insufficient data

N/A Not applicable



Menu Theme		Average Check		Restaurant Location				Sales Volume (\$000s)			
Regional	Other	\$25.00 to \$32.99	\$33.00 and Over	Hotel	Shopping Center or Mall	Sole Occupant	Other	Under \$500	\$500 to \$999	\$1,000 to \$1,999	\$2,000 and Over
**	\$217.59	\$230.43	\$303.97	**	\$285.71	\$295.74	\$168.81	**	\$162.03	\$205.63	\$420.00
**	107.08	100.00	131.99	**	107.14	100.00	60.97	**	78.10	85.52	146.15
**	317.65	377.70	428.37	**	392.86	415.31	244.58	**	225.48	331.04	607.26
**	274.54	237.76	300.77	**	281.79	275.02	148.33	**	150.49	237.76	405.34
**	10.00	10.54	11.89	**	15.71	11.28	7.79	**	8.96	10.85	16.84

**Exhibit C-11**
**Full Service Restaurants (Average Check Per Person \$25 and Over)**
**Statement of Income and Expenses - Amount per Seat**

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	**	**	**	\$ 5,167	\$ 8,020	\$ 13,545
Beverage	N/A	N/A	N/A	1,568	3,432	5,327
Total Sales	**	**	**	7,120	12,067	18,958
<b>Cost of Sales</b>						
Food	**	**	**	1,524	2,654	4,206
Beverage	N/A	N/A	N/A	498	978	1,609
Total Cost of Sales	**	**	**	2,036	3,767	5,769
<b>Gross Profit</b>	**	**	**	4,529	7,947	13,160
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	**	**	**	2,158	3,893	6,351
Direct Operating Expenses	**	**	**	288	669	1,552
Music and Entertainment	**	**	**	0	10	62
Marketing	**	**	**	118	260	420
Utility Services	**	**	**	244	416	586
Restaurant Occupancy Costs	**	**	**	**	554	979
Repairs and Maintenance	**	**	**	68	158	261
Depreciation	**	**	**	**	84	286
Other Expense/(Income)	**	**	**	0	0	57
General & Administrative Expenses	**	**	**	150	363	964
Corporate Overhead	**	**	**	50	437	908
Total Operating Expenses	**	**	**	3,549	6,583	12,375
<b>Interest Expense</b>	**	**	**	0	41	177
<b>Other Expenses</b>	**	**	**	0	18	108
<b>Income (Loss) Before Income Taxes</b>	**	**	**	\$ (1,443)	\$ 17	\$ 661

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

N/A Not Applicable

**Exhibit C-12**
**Full Service Restaurants (Average Check Per Person \$25 and Over)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	**	**	**	67.5%	72.1%	78.3%
Beverage	N/A	N/A	N/A	21.7	27.9	32.5
Total Sales	**	**	**	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	**	**	**	27.9	32.3	36.9
Beverage	N/A	N/A	N/A	24.1	29.2	34.0
Total Cost of Sales	**	**	**	27.1	32.0	35.4
<b>Gross Profit</b>	**	**	**	64.6	68.0	72.9
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	**	**	**	27.2	33.7	41.5
Direct Operating Expenses	**	**	**	2.9	6.1	11.7
Music and Entertainment	**	**	**	0.0	0.1	0.6
Marketing	**	**	**	1.1	2.1	3.4
Utility Services	**	**	**	2.3	3.3	4.8
Restaurant Occupancy Costs	**	**	**	**	5.9	8.4
Repairs and Maintenance	**	**	**	0.7	1.2	2.0
Depreciation	**	**	**	**	0.8	2.2
Other Expense/(Income)	**	**	**	0.0	0.0	0.6
General & Administrative Expenses	**	**	**	1.5	4.2	6.5
Corporate Overhead	**	**	**	0.4	3.4	5.8
Total Operating Expenses	**	**	**	52.9	64.5	73.9
<b>Interest Expense</b>	**	**	**	0.0	0.4	1.4
<b>Other Expenses</b>	**	**	**	0.0	0.2	0.9
<b>Income (Loss) Before Income Taxes</b>	**	**	**	(1.8%)	1.9%	6.8%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

N/A Not Applicable

**Exhibit C-13****Full Service Restaurants (Average Check per Person \$25 and Over)****Statement of Income and Expenses - Amount per Seat**

	Affiliation					
	Single Unit - Independent			Multi-Unit -Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,802	\$ 7,901	\$ 12,422	\$ 7,955	\$ 11,376	\$ 16,992
Beverage	1,266	3,114	4,873	2,013	3,997	6,578
Total Sales	6,715	11,425	17,655	9,768	15,394	23,498
<b>Cost of Sales</b>						
Food	1,474	2,524	3,893	2,467	3,332	4,629
Beverage	471	929	1,538	641	1,154	1,829
Total Cost of Sales	1,856	3,615	5,538	3,404	4,844	6,448
<b>Gross Profit</b>	<b>4,326</b>	<b>7,424</b>	<b>12,329</b>	<b>6,757</b>	<b>10,842</b>	<b>17,089</b>
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,110	3,636	5,626	3,338	5,670	9,310
Direct Operating Expenses	194	664	1,426	448	1,015	1,600
Music and Entertainment	0	12	93	0	6	14
Marketing	114	205	372	258	443	695
Utility Services	224	377	496	408	594	784
Restaurant Occupancy Costs	**	600	981	**	236	620
Repairs and Maintenance	61	160	264	100	166	261
Depreciation	**	90	294	**	81	286
Other Expense/(Income)	0	0	46	(101)	0	64
General & Administrative Expenses	134	330	710	311	642	1,457
Corporate Overhead	0	259	592	455	824	1,138
Total Operating Expenses	4,340	6,840	12,011	6,029	10,924	15,056
<b>Interest Expense</b>	<b>4</b>	<b>41</b>	<b>143</b>	<b>0</b>	<b>0</b>	<b>134</b>
<b>Other Expenses</b>	<b>\$0</b>	<b>\$21</b>	<b>\$147</b>	<b>**</b>	<b>**</b>	<b>**</b>
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	<b>\$ (265)</b>	<b>\$ 88</b>	<b>\$ 640</b>	<b>\$ 154</b>	<b>\$ 480</b>	<b>\$1,871</b>

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit C-14**
**Full Service Restaurants (Average Check per Person \$25 and Over)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Affiliation					
	Single Unit - Independent			Multi-Unit -Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	67.4%	71.8%	79.4%	68.8%	72.9%	76.0%
Beverage	20.6	28.2	32.6	24.0	27.1	31.2
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	29.8	32.9	37.4	27.3	29.8	36.1
Beverage	24.5	30.0	36.2	24.1	26.4	31.3
Total Cost of Sales	28.3	32.4	35.6	26.3	28.6	35.1
<b>Gross Profit</b>	64.4	67.6	71.7	64.9	71.4	73.7
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	27.1	33.3	41.6	31.6	36.1	41.7
Direct Operating Expenses	2.8	7.4	13.7	4.6	5.5	6.4
Music and Entertainment	0.0	0.1	1.1	0.0	0.0	0.1
Marketing	1.1	1.8	3.6	2.0	2.7	3.0
Utility Services	2.1	3.2	4.5	2.9	3.8	4.8
Restaurant Occupancy Costs	**	6.5	9.6	**	**	6.4
Repairs and Maintenance	0.8	1.4	2.2	0.7	0.9	1.7
Depreciation	**	0.9	2.4	**	1.0	2.6
Other Expense/(Income)	0.0	0.0	0.2	**	**	**
General & Administrative Expenses	0.0	1.4	5.5	3.5	4.9	6.2
Corporate Overhead	0.0	2.7	6.5	3.1	4.0	5.5
Total Operating Expenses	59.0	66.9	78.6	58.5	64.2	72.7
<b>Interest Expense</b>	0.0	0.4	1.4	0.0	0.0	0.4
<b>Other Expenses</b>	0.0	0.2	1.8	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(2.6%)	1.0%	5.2%	1.3%	3.7%	8.9%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit C-15****Full Service Restaurants (Average Check per Person \$25 and Over)****Statement of Income and Expenses - Amount per Seat**

	Sales Volume (\$000)					
	Between \$500 and \$999			Between \$1,000 and \$1,999		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 2,957	\$ 4,829	\$ 7,626	\$ 5,159	\$ 7,668	\$ 9,181
Beverage	1,183	2,000	3,015	1,399	2,602	4,043
Total Sales	4,534	7,333	10,160	7,428	10,743	13,320
<b>Cost of Sales</b>						
Food	1,165	1,710	2,501	1,486	2,396	2,957
Beverage	477	748	1,053	427	769	1,435
Total Cost of Sales	1,796	2,409	3,736	1,854	3,493	4,127
<b>Gross Profit</b>	2,792	4,716	6,232	4,594	6,882	9,394
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,492	2,634	3,528	2,310	3,653	4,886
Direct Operating Expenses	110	439	780	388	593	1,220
Music and Entertainment	0	7	52	0	20	116
Marketing	102	169	279	111	193	353
Utility Services	151	214	347	324	425	498
Restaurant Occupancy Costs	**	477	771	**	558	897
Repairs and Maintenance	42	71	124	98	156	231
Depreciation	**	104	247	**	70	217
Other Expense/(Income)	0	11	83	0	0	0
General & Administrative Expenses	122	350	554	118	214	623
Corporate Overhead	**	**	**	**	**	**
Total Operating Expenses	3,207	5,600	6,831	4,387	6,523	9,597
<b>Interest Expense</b>	0	11	66	4	57	98
<b>Other Expenses</b>	**	**	**	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (248)	\$ 25	\$ 149	\$ (264)	\$ 76	\$ 1,148

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

## Sales Volume (\$000)

## \$2,000 and Over

Lower Quartile	Median	Upper Quartile
\$ 11,250	\$ 14,018	\$ 18,960
3,495	4,833	6,609
15,000	18,929	24,587
2,753	4,226	5,633
887	1,322	1,823
3,942	5,700	6,912
10,611	13,230	18,400
4,745	6,290	8,996
671	1,417	2,320
0	11	55
193	374	646
377	561	784
**	713	1,795
164	233	377
**	99	379
(49)	0	34
242	727	1,453
343	855	1,349
8,762	13,254	18,500
0	36	319
0	19	130
\$ 12	\$ 640	\$ 1,860

**Exhibit C-16**
**Full Service Restaurants (Average Check per Person \$25 and Over)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Sales Volume (\$000)					
	Between \$500 and \$999			Between \$1,000 and \$1,999		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	63.0%	71.4%	78.1%	67.3%	70.6%	78.8%
Beverage	21.9	28.6	37.0	21.2	29.4	32.7
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	29.9	34.0	37.9	30.0	32.3	39.1
Beverage	29.8	32.0	41.2	24.5	30.7	35.8
Total Cost of Sales	29.9	34.4	39.8	28.5	32.7	35.8
<b>Gross Profit</b>	60.2	65.6	70.1	64.2	67.3	71.5
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	26.8	34.3	45.5	27.6	32.4	38.8
Direct Operating Expenses	1.6	7.5	10.5	4.0	5.6	13.4
Music and Entertainment	0.0	0.1	0.6	0.0	0.2	1.3
Marketing	1.3	2.7	3.6	1.0	1.9	3.0
Utility Services	2.3	3.8	4.9	2.7	3.9	4.9
Restaurant Occupancy Costs	**	6.5	9.6	**	5.4	8.0
Repairs and Maintenance	0.6	0.9	1.7	1.0	1.6	2.6
Depreciation	**	1.7	2.8	**	0.9	2.3
Other Expense/(Income)	0.0	0.2	0.8	0.0	0.0	0.0
General & Administrative Expenses	1.3	5.2	8.5	1.1	2.8	5.4
Corporate Overhead	**	**	**	**	**	**
Total Operating Expenses	58.0	64.9	75.3	57.5	64.7	73.8
<b>Interest Expense</b>	0.0	0.4	1.0	0.0	0.5	0.9
<b>Other Expenses</b>	**	**	**	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(4.3%)	0.7%	1.9%	(2.7%)	1.3%	6.6%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data



Sales Volume (\$000)

\$2,000 and Over

Lower Quartile	Median	Upper Quartile
70.0%	72.6%	77.1%
22.9	27.4	30.0
100.0	100.0	100.0
26.3	30.6	34.0
23.9	26.5	29.9
25.9	29.9	32.5
67.5	70.1	74.1
28.4	34.1	40.1
4.8	6.5	10.3
0.0	0.0	0.4
1.2	2.0	3.1
2.3	2.8	3.9
**	5.5	7.4
0.8	1.3	1.9
**	0.7	2.0
(0.2)	0.0	0.3
2.1	4.6	6.3
2.5	3.5	5.3
59.4	65.9	73.7
0.0	0.2	1.6
0.0	0.0	1.3
0.1%	3.8%	8.1%

**Exhibit C-17**
**Full Service Restaurants (Average Check per Person \$25 and Over)**
**Statement of Income and Expenses - Amount per Seat**

	Menu Theme					
	American (varied)			Steak/Seafood		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,425	\$ 8,394	\$ 15,359	\$ 3,739	\$ 8,566	\$ 12,037
Beverage	1,740	3,531	5,380	1,004	3,115	4,899
Total Sales	7,569	12,196	21,592	4,787	12,188	17,365
<b>Cost of Sales</b>						
Food	1,764	2,898	4,784	1,152	2,596	4,360
Beverage	556	1,164	1,687	442	887	1,627
Total Cost of Sales	2,400	4,004	6,824	1,753	3,841	5,927
<b>Gross Profit</b>	4,709	7,677	13,717	2,915	8,402	12,245
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,608	4,074	7,459	1,562	3,650	5,371
Direct Operating Expenses	304	716	1,608	118	464	1,322
Music and Entertainment	0	13	81	0	3	70
Marketing	117	187	372	109	260	501
Utility Services	258	431	626	200	409	561
Restaurant Occupancy Costs	**	552	1,022	**	436	804
Repairs and Maintenance	63	131	245	70	221	342
Depreciation	**	84	271	**	60	282
Other Expense/(Income)	0	0	0	0	0	122
General & Administrative Expenses	192	398	1,453	154	249	516
Corporate Overhead	49	566	1,089	**	**	**
Total Operating Expenses	4,712	7,582	16,104	3,172	6,834	10,416
<b>Interest Expense</b>	6	57	105	8	21	341
<b>Other Expenses</b>	**	**	**	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (271)	\$ 203	\$ 1,407	\$ (301)	\$ 32	\$ 238

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit C-18**
**Full Service Restaurants (Average Check per Person \$25 and Over)**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Menu Theme					
	American (varied)			Steak/Seafood		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	67.0%	73.3%	79.6%	70.8%	74.1%	78.9%
Beverage	20.4	26.7	33.0	21.1	25.9	29.2
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	29.0	32.2	37.9	31.7	35.6	38.8
Beverage	24.2	29.9	38.3	25.2	30.0	34.0
Total Cost of Sales	28.1	31.8	36.6	30.8	33.1	38.2
<b>Gross Profit</b>	63.4	68.2	71.9	61.8	66.9	69.2
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	28.4	35.5	41.1	24.7	30.2	36.4
Direct Operating Expenses	3.2	7.0	10.5	2.8	5.2	11.0
Music and Entertainment	0.0	0.1	1.0	0.0	0.0	0.8
Marketing	0.9	1.5	3.0	1.5	2.8	3.8
Utility Services	2.4	3.2	4.8	2.7	4.2	4.9
Restaurant Occupancy Costs	**	5.7	9.9	**	5.4	6.8
Repairs and Maintenance	0.5	1.0	1.9	1.1	1.7	2.9
Depreciation	**	0.7	2.4	**	0.9	2.8
Other Expense/(Income)	0.0	0.0	0.0	0.0	0.0	2.5
General & Administrative Expenses	2.1	4.7	6.3	1.1	3.8	5.5
Corporate Overhead	0.9	3.3	4.9	**	**	**
Total Operating Expenses	57.7	64.0	73.8	62.5	66.9	76.9
<b>Interest Expense</b>	0.0	0.4	1.1	0.1	0.5	2.4
<b>Other Expenses</b>	**	**	**	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(2.6%)	2.2%	6.6%	(3.5%)	1.1%	2.7%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit C-19**
**Full Service Restaurants (Average Check per Person \$25 and Over)  
Statement of Income and Expenses - Amount per Seat**

	Metropolitan/Non-Metropolitan Location					
	Inside MSA***			Outside MSA***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,303	\$ 8,235	\$ 13,186	\$ 4,623	\$ 7,882	\$ 13,326
Beverage	1,770	3,454	5,488	1,060	1,600	3,818
Total Sales	7,333	12,353	18,726	5,934	9,550	18,605
<b>Cost of Sales</b>						
Food	1,636	2,661	4,222	1,278	2,435	3,907
Beverage	571	1,000	1,651	395	666	1,420
Total Cost of Sales	2,126	3,763	5,772	1,606	3,765	5,563
<b>Gross Profit</b>	4,810	8,049	12,959	3,486	6,190	12,967
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,151	3,999	6,395	2,341	3,138	5,513
Direct Operating Expenses	291	692	1,531	148	497	1,316
Music and Entertainment	0	10	55	0	4	64
Marketing	120	286	444	102	172	278
Utility Services	261	427	591	152	298	494
Restaurant Occupancy Costs	**	538	978	**	530	853
Repairs and Maintenance	82	165	268	21	126	222
Depreciation	**	79	291	**	113	243
Other Expense/(Income)	0	0	65	0	0	73
General & Administrative Expenses	151	363	911	**	**	**
Corporate Overhead	59	452	917	**	**	**
Total Operating Expenses	4,401	8,016	13,808	**	**	**
<b>Interest Expense</b>	0	30	110	**	**	**
<b>Other Expenses</b>	0	19	126	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (157)	\$ 212	\$ 1,199	**	**	**

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit C-20**
**Full Service Restaurants (Average Check per Person \$25 and Over)  
Statement of Income and Expenses - Ratio to Total Sales\***

	Metropolitan/Non-Metropolitan Location					
	Inside MSA***			Outside MSA***		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	67.4%	72.1%	78.0%	70.6%	76.6%	83.2%
Beverage	22.0	27.9	32.6	16.8	23.4	29.4
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	28.1	32.0	36.2	26.9	36.0	38.5
Beverage	24.3	29.2	33.6	23.5	30.0	39.5
Total Cost of Sales	27.1	31.8	35.2	29.1	34.1	36.5
<b>Gross Profit</b>	64.8	68.2	72.9	63.5	65.9	70.9
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	28.3	34.2	40.8	26.2	33.1	44.3
Direct Operating Expenses	4.0	6.3	10.9	3.6	7.7	12.4
Music and Entertainment	0.0	0.1	0.5	0.0	0.1	0.7
Marketing	1.3	2.3	3.6	1.1	1.5	3.1
Utility Services	2.4	3.4	4.8	1.6	3.8	4.9
Restaurant Occupancy Costs	**	6.2	8.7	**	6.0	7.4
Repairs and Maintenance	0.8	1.3	2.2	0.5	1.1	2.1
Depreciation	**	0.9	2.3	**	1.0	2.4
Other Expense/(Income)	0.0	0.0	0.7	0.0	0.0	0.6
General & Administrative Expenses	1.6	4.2	6.3	**	**	**
Corporate Overhead	0.6	3.5	5.7	**	**	**
Total Operating Expenses	58.6	66.6	75.7	**	**	**
<b>Interest Expense</b>	0.0	0.3	1.2	**	**	**
<b>Other Expenses</b>	0.0	0.2	1.7	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(2.0%)	1.8%	7.1%	**	**	**

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit C-21****Full Service Restaurants (Average Check per Person \$25 and Over)  
Statement of Income and Expenses - Amount per Seat**

	Average Check					
	\$25.00-\$32.99			\$33.00 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,222	\$ 7,198	\$ 13,006	\$ 6,395	\$ 8,505	\$ 14,462
Beverage	1,247	2,695	4,949	1,903	3,816	5,766
Total Sales	5,917	9,785	17,720	8,015	12,694	21,063
<b>Cost of Sales</b>						
Food	1,275	2,355	3,950	1,770	2,730	4,339
Beverage	461	773	1,322	672	1,256	1,820
Total Cost of Sales	1,786	3,359	5,396	2,587	4,030	6,335
<b>Gross Profit</b>	3,644	6,399	12,521	5,841	8,797	14,761
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,701	3,629	5,668	2,716	4,321	6,688
Direct Operating Expenses	277	630	1,312	229	1,009	1,787
Music and Entertainment	1	15	74	0	6	53
Marketing	115	223	330	156	342	589
Utility Services	217	416	581	267	418	613
Restaurant Occupancy Costs	**	394	763	**	714	1,219
Repairs and Maintenance	64	151	262	83	166	272
Depreciation	**	78	280	**	84	291
Other Expense/(Income)	0	0	76	0	0	71
General & Administrative Expenses	150	311	796	176	408	1,081
Corporate Overhead	0	236	904	280	550	939
Total Operating Expenses	3,999	6,631	11,190	4,790	8,265	14,344
<b>Interest Expense</b>	0	17	92	0	44	248
<b>Other Expenses</b>	0	19	106	0	37	380
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ (234)	\$ 74	\$ 579	\$ 0	\$ 313	\$ 1,841

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

**Exhibit C-22**
**Full Service Restaurants (Average Check per Person \$25 and Over)  
Statement of Income and Expenses - Ratio to Total Sales\***

	Average Check					
	\$25.00-\$32.99			\$33.00 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	69.7%	74.4%	78.8%	66.9%	70.6%	76.6%
Beverage	21.2	25.6	30.3	23.4	29.4	33.1
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	29.7	33.1	37.3	27.6	31.2	36.7
Beverage	23.9	29.1	33.3	25.0	29.7	34.3
Total Cost of Sales	28.0	32.3	36.4	27.0	31.8	35.3
<b>Gross Profit</b>	63.6	67.7	72.0	64.7	68.2	73.0
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	27.9	33.4	41.5	26.9	33.7	40.7
Direct Operating Expenses	4.1	6.3	12.1	3.9	6.6	12.4
Music and Entertainment	0.0	0.2	0.7	0.0	0.0	0.5
Marketing	1.3	2.2	3.1	1.3	2.6	3.9
Utility Services	2.8	4.0	4.9	2.3	3.2	4.5
Restaurant Occupancy Costs	**	5.6	8.0	**	6.5	9.5
Repairs and Maintenance	0.8	1.4	2.7	0.8	1.2	1.9
Depreciation	**	1.1	2.5	**	0.7	2.2
Other Expense/(Income)	0.0	0.0	0.7	0.0	0.0	0.7
General & Administrative Expenses	1.3	3.7	6.2	1.6	5.0	6.9
Corporate Overhead	0.0	3.3	6.4	2.2	4.0	5.4
Total Operating Expenses	62.5	66.9	75.4	57.2	64.9	77.8
<b>Interest Expense</b>	0.0	0.4	1.2	0.0	0.4	1.7
<b>Other Expenses</b>	0.0	0.2	0.9	0.0	0.5	2.6
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	(2.7%)	1.3%	4.2%	0.0%	3.7%	9.2%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit C-23****Full Service Restaurants (Average Check per Person \$25 and Over)****Income Differential**

	Amount per Seat					
	Profit			Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,734	\$ 8,505	\$ 15,411	\$ 4,611	\$ 7,668	\$ 10,796
Beverage	1,778	3,855	5,941	1,264	2,899	3,854
Total Sales	7,700	12,909	21,309	6,094	10,743	16,478
<b>Cost of Sales</b>						
Food	1,696	2,735	4,278	1,445	2,547	3,215
Beverage	584	1,045	1,665	675	909	1,363
Total Cost of Sales	2,384	3,864	6,089	1,845	3,665	5,106
<b>Gross Profit</b>	5,530	8,864	14,589	3,677	6,882	11,510
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,210	4,180	7,344	2,763	3,893	5,622
Direct Operating Expenses	471	1,111	1,979	249	526	1,159
Music and Entertainment	0	6	40	0	27	76
Marketing	158	301	445	115	261	327
Utility Services	279	447	615	288	449	573
Restaurant Occupancy Costs	**	523	1,012	**	580	794
Repairs and Maintenance	112	173	260	57	156	430
Depreciation	**	88	288	**	93	383
Other Expense/(Income)	0	0	86	(28)	0	6
General & Administrative Expenses	175	408	1,283	172	415	956
Corporate Overhead	58	564	962	0	344	797
Total Operating Expenses	4,575	8,016	14,167	4,792	7,560	11,952
<b>Interest Expense</b>	0	19	133	3	58	186
<b>Other Expenses</b>	0	19	108	0	12	162
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 206	\$ 583	\$ 1,865	\$ (789)	\$ (397)	\$ (234)

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data



Ratio to Total Sales\*

Profit			Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
67.4%	71.4%	76.3%	68.5%	73.8%	79.0%
23.7	28.6	32.6	21.0	26.2	31.5
100.0	100.0	100.0	100.0	100.0	100.0
27.8	31.2	36.0	29.8	34.5	38.7
24.1	28.9	33.2	27.6	30.6	39.1
27.0	31.8	35.1	29.9	33.4	38.4
64.9	68.2	73.0	61.6	66.6	70.1
26.9	33.7	38.8	32.5	37.4	45.0
4.9	7.1	13.2	4.0	6.7	10.6
0.0	0.0	0.3	0.0	0.2	1.0
1.3	2.3	3.4	1.4	2.3	3.6
2.4	3.3	4.3	3.2	4.2	4.9
**	6.2	8.5	**	5.4	7.3
0.8	1.3	2.1	0.9	1.7	2.3
**	0.9	2.0	**	1.2	3.0
0.0	0.0	0.8	(0.2)	0.0	0.1
1.9	4.7	6.3	2.0	5.2	7.6
0.7	3.5	5.1	0.0	3.5	8.6
57.9	63.2	73.4	65.9	72.0	82.7
0.0	0.2	0.8	0.0	0.5	1.7
0.0	0.1	1.4	0.0	0.3	1.6
1.8%	4.5%	9.8%	(7.3%)	(4.3%)	(2.1%)

# Section D – Limited Service Restaurants\*

Exhibit D-1 presents the characteristics of the **140** respondents in the Limited Service Restaurants category of this year's study. Almost one half (**47.9%**) of the respondents represent independent restaurants and **38.6%** reported that they were the sole occupant of their location. Restaurants with sandwiches/subs/deli menu themes represent **18.6%** of this sample.

The median ratio of income before income taxes to total sales is **5.9%** or **\$560** per seat.

\*Includes quickservice and fast casual restaurants.

## Highlights

- Median average check is **\$8.00**.
- Median total sales per full-time equivalent employee is **\$63,365**.
- Median food sales are **\$10,000** per seat and median beverage sales are **\$1,197** per seat.
- Median total sales per square foot is **\$314.69**.
- Median income before income taxes is **5.9%** of total sales.
- Median total cost of sales is **31.9%** of total sales.

## Characteristics

- **47.9%** of limited service restaurants are single units, i.e., independents.
- **37.1%** of the responding establishments have sales volume of \$1,000,000 and over.
- **18.6%** of the respondents report a sandwiches/subs/deli menu theme.
- **92.8%** of the respondents operate their businesses in locations with less than 7,500 square feet and **90.0%** of the respondents have less than 200 seats.

## Exhibit D-1

### Composition of Participating Limited Service Restaurants

Number of Respondents: 140

	Percentage of Respondents		Percentage of Respondents
<b>Type of Establishment:</b>		<b>Ownership:</b>	
Food Only	72.1%	Sole Proprietorship	15.7%
Food and Beverage	27.9	Partnership	6.4
		Public Corporation	4.3
<b>Years in Business:</b>		Private Corporation	70.7
1 to 5 Years	18.0%	Not Specified	2.9
5 to 10 Years	18.0		
Over 10 Years	64.0	<b>Menu Theme:</b>	
		Hamburger	9.3%
<b>Region:</b> <sup>1</sup>		Steak/Seafood	1.4
Northeast	4.3%	Chicken	1.4
Northcentral	31.4	Pizza	12.9
South	35.7	Sandwiches/Subs/Deli	18.6
West	28.6	American (varied)	13.6
		Mexican	5.0
<b>Average Check:</b> <sup>2</sup>		Italian	2.9
Under \$7.50	34.3%	Asian	2.9
\$7.50 and Over	60.0	Other	32.0
	5.7		
		<b>Sales Volume:</b> <sup>3</sup>	
<b>Affiliation:</b>		Under \$500,000	33.6%
Single Unit - Independent	47.9%	\$500,000 to \$999,999	29.3
Multi-Unit - Company Operated	34.3	\$1,000,000 to \$1,999,999	26.4
Multi-Unit - Franchise Operated	15.7	\$2,000,000 and Over	10.7
Not Specified	2.1		
		<b>Restaurant Location:</b>	
<b>Profit versus Loss:</b> <sup>3</sup>		Hotel	1.4%
Profit	79.2%	Shopping Center or Mall	34.3
Loss	21.8	Sole Occupant	38.6
		Other	23.6
		Not Specified	2.1
<b>Lease versus Own:</b>		<b>Total Number of Seats:</b>	
Own Land and Building	20.0%	Under 100	66.4%
Lease Land and Building	50.7	100 to 149	17.9
Lease Land and Own Building	0.7	150 to 199	5.7
Own Land and Lease Building	2.1	200 to 399	6.4
Not Specified	26.5	400 and Over	2.1
		Not Specified	1.5
		<b>Total Restaurant Square Footage:</b>	
		Under 2,500	47.1%
		2,500 to 4,999	37.1
		5,000 to 7,499	8.6
		7,500 and Over	6.4
		Not Specified	0.8

<sup>1</sup> Regions:

Northeast: CT, ME, MA, NH, NJ, NY, PA, RI, VT.

North Central: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI.

South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, OK, NC, SC, TN, TX, VA, WV.

West: AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY.

<sup>2</sup> Per person, all meals

<sup>3</sup> For respondents specifying

**Exhibit D-2****Limited Service Restaurants  
Average Check**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	\$ 5.20	\$ 8.00	\$ 11.20
<b>Type of Establishment</b>			
Food Only	\$ 5.00	\$ 7.50	\$ 8.50
Food and Beverage	8.90	12.00	**
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	\$ 5.00	\$ 8.50	\$ 12.10
Sole Occupant	5.20	7.10	9.90
Other	7.00	8.00	9.00
<b>Profit versus Loss</b>			
Profit	\$ 5.30	\$ 8.00	\$ 10.80
Loss	5.10	7.30	10.30
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	\$ 7.00	\$ 8.00	\$ 8.50
American (varied)	**	**	**
Mexican	**	**	**
Italian	**	**	**
Other	5.00	5.60	9.70
<b>Affiliation</b>			
Single Unit - Independent	\$ 7.00	\$ 8.00	\$ 10.70
Multi-Unit - Company Operated	5.20	8.20	15.40
Multi-Unit - Franchise Operated	4.80	7.50	8.50
<b>Ownership</b>			
Sole Proprietorship	\$ 6.30	\$ 8.00	\$ 12.40
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	5.20	8.00	10.90
<b>Sales Volume</b>			
Under \$500,000	\$ 5.10	\$ 8.00	\$ 10.30
\$500,000 to \$999,999	5.20	8.30	12.60
\$1,000,000 to \$1,999,999	\$ 5.10	\$ 8.00	\$ 9.00
\$2,000,000 and Over	**	**	**

\*\* Insufficient data

**Exhibit D-3****Limited Service Restaurants  
Average Daily Seat Turnover**

	Total		
	Lower Quartile	Median	Upper Quartile
<b>All Restaurants</b>	1.3	3.1	6.5
<b>Type of Establishment</b>			
Food Only	2.0	3.5	7.6
Food and Beverage	0.7	1.6	3.8
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	1.4	3.5	5.2
Sole Occupant	2.6	5.3	8.4
Other	0.7	1.7	2.8
<b>Profit versus Loss</b>			
Profit	1.7	3.8	8.1
Loss	**	**	**
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	1.9	2.8	3.4
American (varied)	**	**	**
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	2.4	6.8	11.5
<b>Average Check</b>			
Under \$7.50	3.5	6.5	12.6
\$7.50 and Over	0.9	2.7	3.9
<b>Affiliation</b>			
Single Unit - Independent	0.9	2.4	3.9
Multi-Unit - Company Operated	3.4	5.4	9.1
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	0.8	1.9	3.6
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	1.8	3.6	7.4
<b>Sales Volume</b>			
Under \$500,000	0.7	1.7	3.5
\$500,000 to \$999,999	1.3	2.6	4.6
\$1,000,000 to \$1,999,999	3.0	5.1	8.6
\$2,000,000 and Over	**	**	**

\*\* Insufficient data

**Exhibit D-4****Limited Service Restaurants  
Cost per Dollar of Sales\***

	Total Cost of Sales	Total Payroll and Benefits	Prime Cost
<b>All Restaurants</b>	31.9 ¢	29.4 ¢	60.7 ¢
<b>Type of Establishment</b>			
Food Only	31.6 ¢	28.7 ¢	59.3 ¢
Food and Beverage	32.3	30.7	63.7
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	32.9 ¢	30.5 ¢	61.3 ¢
Sole Occupant	30.9	27.4	58.0
Other	33.2	29.6	61.5
<b>Profit versus Loss</b>			
Profit	30.8 ¢	28.3 ¢	58.1 ¢
Loss	36.3	35.6	71.0
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	34.7 ¢	30.1 ¢	67.3 ¢
American (varied)	**	**	**
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	28.0	27.1	55.3
<b>Average Check</b>			
Under \$7.50	28.1 ¢	27.3 ¢	56.3 ¢
\$7.50 and Over	33.5	30.0	63.2
<b>Affiliation</b>			
Single Unit - Independent	34.6 ¢	29.0 ¢	61.6 ¢
Multi-Unit - Company Operated	28.1	27.6	56.1
Multi-Unit - Franchise Operated	34.6	30.5	64.8
<b>Ownership</b>			
Sole Proprietorship	34.7 ¢	29.3 ¢	66.5 ¢
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	30.6	29.3	59.3
<b>Sales Volume</b>			
Under \$500,000	34.6 ¢	30.3 ¢	65.7 ¢
\$500,000 to \$999,999	30.9	29.8	60.7
\$1,000,000 to \$1,999,999	30.6	27.4	57.1
\$2,000,000 and Over	**	**	**

\* All amounts are medians

\*\* Insufficient data

**Exhibit D-5**
**Limited Service Restaurants  
Number of Employees\***

	Number of Employees per Restaurant		
	Full Time	Part Time (20-34 Hours)	Part-Part-Time (Under 20 Hours)
<b>All Restaurants</b>	5	6	4
<b>Type of Establishment</b>			
Food Only	5	6	4
Food and Beverage	6	8	2
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	5	5	5
Sole Occupant	6	10	4
Other	5	4	1
<b>Profit versus Loss</b>			
Profit	6	7	4
Loss	5	4	4
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	5	7	4
American (varied)	**	**	**
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	5	7	4
<b>Average Check</b>			
Under \$7.50	5	7	4
\$7.50 and Over	6	6	3
<b>Affiliation</b>			
Single Unit - Independent	4	4	2
Multi-Unit - Company Operated	6	10	4
Multi-Unit - Franchise Operated	7	6	10
<b>Ownership</b>			
Sole Proprietorship	3	6	2
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	6	7	5
<b>Sales Volume</b>			
Under \$500,000	2	3	1
\$500,000 to \$999,999	5	5	4
\$1,000,000 to \$1,999,999	8	10	6
\$2,000,000 and Over	**	**	**

\* All amounts are medians

\*\* Insufficient data

**Exhibit D-6****Limited Service Restaurants  
Annual Employee Turnover\***

	All Employees	Salaried Employees	Hourly Employees
<b>All Restaurants</b>	60%	33%	71%
<b>Type of Establishment</b>			
Food Only	55%	42%	73%
Food and Beverage	62	25	71
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	88%	33%	97%
Sole Occupant	50	33	59
Other	59	**	64
<b>Profit versus Loss</b>			
Profit	72%	33%	79%
Loss	67	21	71
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	**	**	**
American (varied)	65%	23%	76%
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	73	**	**
<b>Average Check</b>			
Under \$7.50	70%	25%	75%
\$7.50 and Over	60	25	69
<b>Affiliation</b>			
Single Unit - Independent	53%	**	64%
Multi-Unit - Company Operated	88	33%	92
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	79%	58%	85%
Public Corporation	**	**	**
Private Corporation	58	27	67
<b>Sales Volume</b>			
Under \$500,000	**	**	**
\$500,000 to \$999,999	86%	33%	94%
\$1,000,000 to \$1,999,999	63	33	67
\$2,000,000 and Over	59	33	64

\* Amounts for all employees and hourly employees are medians. Amounts for salaried employees are upper quartiles. All amounts are derived from the number of W-2s and the number of employees.

\*\* Insufficient data



**Exhibit D-7**
**Limited Service Restaurants  
Employee Information\***

	Full-Time Equivalent Employees			Amount per Full-Time Equivalent Employee	
	Total	Per 100 Restaurant Seats	Per 100 Average Daily Covers	Total Sales	Total Payroll and Benefits
<b>All Restaurants</b>	13.1	18.1	5.3	\$ 63,365	\$ 19,369
<b>Type of Establishment</b>					
Food Only	11.9	22.2	4.9	\$ 61,558	\$ 17,831
Food and Beverage	14.1	14.9	7.6	65,004	19,807
<b>Restaurant Location</b>					
Hotel	**	**	**	**	**
Shopping Center or Mall	11.3	17.1	5.2	\$ 60,220	\$ 19,094
Sole Occupant	15.0	22.8	4.0	68,208	18,107
Other	11.4	15.7	9.0	57,297	16,671
<b>Profit versus Loss</b>					
Profit	14.4	18.7	4.6	\$ 67,059	\$ 18,617
Loss	9.5	**	6.4	53,731	19,584
<b>Menu Theme</b>					
Hamburger	**	**	**	**	**
Steak/Seafood	**	**	**	**	**
Chicken	**	**	**	**	**
Pizza	**	**	**	**	**
Sandwiches/Subs/Deli	12.0	17.0	6.5	\$ 52,110	**
American (varied)	**	**	**	**	**
Mexican	**	**	**	**	**
Asian					
Italian	**	**	**	**	**
Other	11.4	21.8	2.8	**	19,322
<b>Average Check</b>					
Under \$7.50	13.6	24.9	2.8	\$ 68,842	\$ 18,054
\$7.50 and Over	13.2	16.8	7.4	61,542	19,369
<b>Affiliation</b>					
Single Unit - Independent	8.8	14.5	6.6	\$ 57,818	\$ 15,682
Multi-Unit - Company Operated	16.4	23.6	4.8	68,605	19,345
Multi-Unit - Franchise Operated	15.3	**	4.4	60,942	19,915
<b>Ownership</b>					
Sole Proprietorship	8.4	16.9	5.9	\$ 54,800	\$ 15,481
Partnership	**	**	**	**	**
Public Corporation	**	**	**	**	**
Private Corporation	15.4	22.2	5.3	62,785	18,681
<b>Sales Volume</b>					
Under \$500,000	6.5	11.9	7.7	\$ 51,390	\$ 15,021
\$500,000 to \$999,999	11.9	17.4	6.2	66,948	19,469
\$1,000,000 to \$1,999,999	17.8	22.6	4.1	68,049	18,798
\$2,000,000 and Over	**	**	**	**	**

\* All amounts are medians. Based on 35 hours per week. Factors used to compute full-time equivalent employees are as follows: full-time (35 hours or more) equals 1.0; part-time (20-34 hours) equals 0.7; part-part-time (less than 20 hours) equals 0.35.

\*\* Insufficient data

**Exhibit D-8**
**Limited Service Restaurants**  
**Take-Out/Drive Through, Outside Catering and**  
**Banquet Service - Ratio to Total Sales\***

	Take-Out/ Drive Through	Outside Catering	Banquet Service
<b>All Restaurants</b>	45%	10%	10%
<b>Type of Establishment</b>			
Food Only	65%	10%	**
Food and Beverage	20	**	**
<b>Restaurant Location</b>			
Hotel	**	**	**
Shopping Center or Mall	30%	10%	**
Sole Occupant	60	**	**
Other	**	**	**
<b>Profit versus Loss</b>			
Profit	40%	10%	**
Loss	**	**	**
<b>Menu Theme</b>			
Hamburger	**	**	**
Steak/Seafood	**	**	**
Chicken	**	**	**
Pizza	**	**	**
Sandwiches/Subs/Deli	32%	**	**
American (varied)	**	**	**
Mexican	**	**	**
Asian	**	**	**
Italian	**	**	**
Other	70	**	**
<b>Average Check</b>			
Under \$7.50	70%	**	**
\$7.50 and Over	30	10%	**
<b>Affiliation</b>			
Single Unit - Independent	38%	9%	**
Multi-Unit - Company Operated	70	**	**
Multi-Unit - Franchise Operated	**	**	**
<b>Ownership</b>			
Sole Proprietorship	**	**	**
Partnership	**	**	**
Public Corporation	**	**	**
Private Corporation	45%	7%	**
<b>Sales Volume</b>			
Under \$500,000	50%	**	**
\$500,000 to \$999,999	43	**	**
\$1,000,000 to \$1,999,999	35	**	**
\$2,000,000 and Over	**	**	**

\* All amounts are medians

\*\* Insufficient data

**Exhibit D-9**
**Limited Service Restaurants  
Statement of Income and Expenses**

	All Restaurants					
	Amount per Seat			Ratio to Total Sales*		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,917	\$ 10,000	\$ 17,905	93.7%	100.0%	100.0%
Beverage	259	1,197	3,643	0.0	0.0	6.3
Total Sales	6,250	11,243	19,444	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	2,048	3,858	5,942	27.6	32.0	36.6
Beverage	144	359	1,153	22.9	28.9	36.3
Total Cost of Sales	2,109	3,850	6,024	27.6	31.9	36.4
<b>Gross Profit</b>	4,182	6,649	12,797	63.6	68.1	72.4
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,832	3,239	5,352	25.0	29.4	34.9
Direct Operating Expenses	200	807	1,553	3.1	5.9	13.5
Music and Entertainment	0	0	5	0.0	0.0	0.0
Marketing	54	111	333	0.4	1.1	3.1
Utility Services	181	368	584	2.0	3.0	4.3
Restaurant Occupancy Costs	**	714	1,401	**	7.7	10.4
Repairs and Maintenance	57	163	336	0.7	1.4	1.5
Depreciation	**	92	262	**	1.1	2.4
Other Expense/(Income)	0	0	177	0.0	0.0	1.7
General & Administrative Expenses	74	179	416	0.5	1.7	3.9
Corporate Overhead	0	324	1,043	0.0	3.9	7.0
Total Operating Expenses	3,989	6,277	10,531	54.4	59.3	68.6
<b>Interest Expense</b>	0	50	136	0.0	0.5	1.2
<b>Other Expenses</b>	0	0	91	0.0	0.0	0.4
<b>Income (Loss) Before Income Taxes</b>	\$ 99	\$ 560	\$ 1,774	0.6%	5.9%	13.0%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-10**

**Limited Service Restaurants**

**Statement of Income and Expenses - Amount per Square Foot\***

	All Restaurants			Type of Establishment		Menu Theme	Average Check	
	Lower Quartile	Median	Upper Quartile	Food Only	Food and Beverage	Other	Under \$7.50	\$7.50 and Over
<b>Sales</b>								
Food	\$165.21	\$305.95	\$480.68	\$339.76	\$220.09	\$384.68	\$392.67	\$259.72
Beverage	**	**	24.77	N/A	32.50	**	**	0.00
Total Sales	185.43	314.69	488.38	339.76	265.41	405.51	405.51	284.68
<b>Gross Profit</b>								
<b>on Sales</b>	111.17	223.71	343.04	230.13	183.83	288.88	291.48	183.73
<b>Utility Services</b>	5.29	9.56	15.99	9.68	9.38	13.67	13.33	8.99

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All amounts are medians unless otherwise stated.

\*\* Insufficient data

N/A Not applicable

Restaurant Location				Sales Volume (\$000s)			
Hotel	Shopping Center or Mall	Sole Occupant	Other	Under \$500	\$500 to \$999	\$1,000 to \$1,999	\$2,000 and Over
**	\$320.93	\$357.41	\$175.00	\$157.29	\$343.75	\$382.10	**
**	0.00	**	**	**	**	**	**
**	335.09	358.28	224.77	181.33	343.75	385.76	**
**	230.54	249.13	149.12	104.11	233.73	267.77	**
**	9.15	12.41	5.56	6.34	10.35	12.80	**

**Exhibit D-11**
**Limited Service Restaurants**
**Statement of Income and Expenses - Amount per Seat**

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 7,075	\$ 11,251	\$ 21,540	\$ 3,832	\$ 8,825	\$ 14,331
Beverage	N/A	N/A	N/A	233	1,045	2,735
Total Sales	7,075	11,251	21,540	5,396	9,785	15,275
<b>Cost of Sales</b>						
Food	2,381	4,144	6,196	1,268	2,707	4,850
Beverage	N/A	N/A	N/A	154	250	688
Total Cost of Sales	2,381	4,144	6,196	1,863	3,367	4,953
<b>Gross Profit</b>	4,476	6,699	14,813	3,042	6,179	10,493
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,045	3,248	5,167	1,666	3,122	5,352
Direct Operating Expenses	367	889	1,606	145	340	1,429
Music and Entertainment	0	0	4	0	0	19
Marketing	49	90	334	76	190	303
Utility Services	181	360	629	188	378	538
Restaurant Occupancy Costs	**	784	1,565	**	485	1,099
Repairs and Maintenance	58	171	352	57	131	213
Depreciation	**	103	302	**	75	260
Other Expense/(Income)	0	30	284	0	0	41
General & Administrative Expenses	74	121	312	106	248	554
Corporate Overhead	24	629	1,055	**	**	**
Total Operating Expenses	2,805	5,287	9,993	2,430	4,263	10,360
<b>Interest Expense</b>	0	50	135	13	49	133
<b>Other Expenses</b>	0	0	28	**	**	**
<b>Income (Loss) Before Income Taxes</b>	\$ (394)	\$ 347	\$ 1,570	\$ 0	\$ 43	\$ 736

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

N/A Not Applicable

**Exhibit D-12**
**Limited Service Restaurants**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Type of Establishment					
	Food Only			Food and Beverage		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	100.0%	100.0%	100.0%	77.9%	93.5%	98.3%
Beverage	N/A	N/A	N/A	1.8	6.9	23.1
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	27.2	31.6	36.3	30.0	32.3	37.1
Beverage	N/A	N/A	N/A	26.3	30.0	40.3
Total Cost of Sales	27.2	31.6	36.3	29.9	32.3	36.7
<b>Gross Profit</b>	63.6	68.4	72.6	63.0	67.5	69.7
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	24.9	28.7	34.0	25.8	30.7	36.5
Direct Operating Expenses	2.8	5.4	14.8	0.8	5.6	10.1
Music and Entertainment	0.0	0.0	0.0	0.0	0.0	0.3
Marketing	0.3	0.9	2.9	0.6	1.4	2.7
Utility Services	2.0	2.8	4.0	1.9	3.3	4.7
Restaurant Occupancy Costs	**	8.1	10.8	**	4.0	9.3
Repairs and Maintenance	0.7	1.4	2.0	0.5	1.2	2.2
Depreciation	**	1.2	2.6	**	0.8	1.9
Other Expense/(Income)	0.0	0.3	2.0	0.0	0.0	0.5
General & Administrative Expenses	0.5	1.4	2.9	1.1	3.8	4.6
Corporate Overhead	0.6	5.9	7.0	**	**	**
Total Operating Expenses	54.8	56.6	64.4	44.2	60.6	68.3
<b>Interest Expense</b>	0.0	0.4	1.1	0.1	0.5	1.7
<b>Other Expenses</b>	0.0	0.0	0.1	**	**	**
<b>Income (Loss) Before Income Taxes</b>	0.9%	6.0%	14.2%	0.1%	4.5%	9.6%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

N/A Not Applicable

**Exhibit D-13**
**Limited Service Restaurants**
**Statement of Income and Expenses - Amount per Seat**

	Affiliation					
	Single Unit - Independent			Multi-Unit -Company Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 4,585	\$ 8,262	\$ 12,397	\$ 9,468	\$ 15,809	\$ 23,252
Beverage	0	0	265	0	0	1,182
Total Sales	5,149	8,938	13,540	10,334	15,710	22,655
<b>Cost of Sales</b>						
Food	1,638	2,934	4,553	3,384	4,990	6,195
Beverage	218	346	984	**	**	**
Total Cost of Sales	1,936	3,243	4,597	3,223	4,980	6,233
<b>Gross Profit</b>	3,354	5,215	8,419	7,829	11,241	16,507
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,372	2,414	3,769	3,466	4,632	6,410
Direct Operating Expenses	121	402	970	564	1,091	1,553
Music and Entertainment	0	0	11	0	0	2
Marketing	55	139	333	53	86	276
Utility Services	149	305	464	379	582	705
Restaurant Occupancy Costs	**	492	912	**	1,280	1,932
Repairs and Maintenance	38	88	194	170	311	442
Depreciation	**	57	206	**	115	311
Other Expense/(Income)	0	0	44	0	137	474
General & Administrative Expenses	34	222	375	77	158	543
Corporate Overhead	0	0	400	109	1,047	1,442
Total Operating Expenses	3,412	5,150	8,133	7,010	10,409	12,626
<b>Interest Expense</b>	6	68	176	0	0	125
<b>Other Expenses</b>	0	8	134	0	0	0
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 100	\$ 530	\$ 1,552	\$ (132 )	\$ 935	\$ 3,247

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data



**Exhibit D-14**
**Limited Service Restaurants**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Affiliation								
	Single Unit - Independent			Multi-Unit -Company Operated			Multi-Unit -Franchise Operated		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>									
Food	95.0%	100.0%	100.0%	95.7%	100.0%	100.0%	80.6%	100.0%	100.0%
Beverage	0.0	0.0	5.0	0.0	0.0	5.3	0.0	0.0	19.4
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>									
Food	30.5	34.7	40.4	27.0	28.0	31.7	21.3	34.6	35.9
Beverage	28.1	33.0	61.3	**	**	**	**	**	**
Total Cost of Sales	30.6	34.6	40.3	26.9	28.1	31.6	21.4	34.6	35.9
<b>Gross Profit</b>	59.7	65.4	69.4	68.4	71.9	73.1	64.1	65.4	78.6
<b>Operating Expenses</b>									
Salaries and Wages (Including Employee Benefits)	21.9	29.0	34.7	25.4	27.6	33.7	29.4	30.5	35.1
Direct Operating Expenses	1.7	5.3	12.2	3.7	5.2	7.7	14.7	16.4	18.5
Music and Entertainment	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Marketing	0.5	1.4	3.5	0.4	0.6	2.9	0.9	1.3	1.7
Utility Services	1.5	3.4	5.3	2.3	3.1	4.0	2.0	2.4	2.9
Restaurant Occupancy Costs	**	4.3	9.3	**	7.8	9.9	**	9.8	12.2
Repairs and Maintenance	0.5	1.1	2.1	0.9	1.6	2.0	1.1	1.5	1.9
Depreciation	**	0.7	2.0	**	0.7	3.0	**	1.7	5.4
Other Expense/(Income)	0.0	0.0	0.0	0.0	1.1	2.4	**	**	**
General & Administrative Expenses	**	**	**	**	**	**	**	**	**
Corporate Overhead	**	**	**	2.4	6.3	7.0	**	**	**
Total Operating Expenses	18.1	52.0	61.6	55.1	59.3	68.4	**	**	**
<b>Interest Expense</b>	0.1	0.9	2.0	0.0	0.0	0.4	**	**	**
<b>Other Expenses</b>	0.0	0.1	1.5	0.0	0.0	0.0	**	**	**
<b>Income (Loss)</b>									
<b>Before Income Taxes</b>	0.0%	2.6%	10.8%	(6.3%)	3.8%	11.4%	(8.7%)	5.3%	11.8%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-15**
**Limited Service Restaurants**
**Statement of Income and Expenses - Amount per Seat**

	Sales Volume (\$000)								
	Under \$500			Between \$500 and \$999			Between \$1,000 and \$1,999		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>									
Food	\$ 3,665	\$ 5,821	\$ 9,539	\$ 5,917	\$ 9,333	\$ 16,686	\$ 10,240	\$ 14,630	\$ 21,768
Beverage	0	0	553	0	0	556	0	0	92
Total Sales	4,445	6,250	9,566	6,464	10,000	16,752	10,240	14,979	22,292
<b>Cost of Sales</b>									
Food	1,135	2,088	4,050	1,940	3,342	5,541	3,600	4,367	6,079
Beverage	**	**	**	**	**	**	**	**	**
Total Cost of Sales	1,403	2,222	4,275	2,174	3,466	5,663	3,490	4,404	6,120
<b>Gross Profit</b>	2,571	3,770	6,034	4,345	6,330	10,645	6,172	10,591	15,687
<b>Operating Expenses</b>									
Salaries and Wages (Including Employee Benefits)	1,145	1,915	3,236	2,053	2,894	4,542	3,386	4,442	6,191
Direct Operating Expenses	72	289	925	125	550	1,718	821	1,195	1,794
Music and Entertainment	0	0	3	0	0	6	0	0	5
Marketing	28	97	334	54	111	336	58	89	263
Utility Services	162	295	471	201	357	457	229	555	693
Restaurant Occupancy Costs	**	536	936	**	819	1,294	**	1,187	1,740
Repairs and Maintenance	25	71	168	40	131	333	146	254	390
Depreciation	**	50	191	**	47	478	**	147	215
Other Expense/(Income)	0	0	44	0	0	165	0	34	347
General & Administrative Expenses	34	158	238	76	224	337	74	103	534
Corporate Overhead	**	**	**	**	**	**	719	1,055	1,479
Total Operating Expenses	2,754	4,567	6,327	3,919	5,200	9,204	5,677	9,995	12,626
<b>Interest Expense</b>	2	67	188	**	**	**	0	0	70
<b>Other Expenses</b>	**	**	**	**	**	**	0	0	7
<b>Income (Loss)</b>									
<b>Before Income Taxes</b>	\$ 0	\$ 234	\$ 639	\$ 35	\$ 341	\$ 1,628	\$ 207	\$ 946	\$ 3,273

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-16**
**Limited Service Restaurants**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Sales Volume (\$000)								
	Under \$500			Between \$500 and \$999			Between \$1,000 and \$1,999		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>									
Food	90.7%	100.0%	100.0%	92.9%	100.0%	100.0%	99.0%	100.0%	100.0%
Beverage	0.0	0.0	15.2	0.0	0.0	7.1	0.0	0.0	1.0
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>									
Food	30.0	34.7	42.0	25.1	30.3	36.7	27.7	30.1	34.6
Beverage	**	**	**	**	**	**	**	**	**
Total Cost of Sales	30.2	34.6	40.8	25.1	30.9	35.9	27.6	30.6	34.6
<b>Gross Profit</b>	59.2	65.4	69.8	64.1	69.1	74.9	65.4	69.4	72.4
<b>Operating Expenses</b>									
Salaries and Wages (Including Employee Benefits)	23.7	30.3	37.6	27.2	29.8	31.4	25.0	27.4	35.0
Direct Operating Expenses	1.7	6.1	12.6	2.2	4.9	14.7	5.2	6.7	13.2
Music and Entertainment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Marketing	0.4	1.2	3.8	0.4	1.7	4.1	0.4	0.7	1.3
Utility Services	2.0	4.0	5.7	2.0	2.8	4.4	2.3	3.0	3.7
Restaurant Occupancy Costs	**	8.0	12.6	**	6.5	9.9	**	8.7	10.0
Repairs and Maintenance	0.5	0.9	2.1	0.7	1.3	2.0	1.4	1.6	2.0
Depreciation	**	1.2	3.0	**	1.0	3.1	**	0.8	1.7
Other Expense/(Income)	0.0	0.0	0.9	0.0	0.0	1.7	0.0	0.3	2.4
General & Administrative Expenses	1.5	2.7	3.9	0.5	2.0	3.5	0.5	0.8	2.1
Corporate Overhead	**	**	**	0.0	1.0	5.9	6.7	7.0	7.0
Total Operating Expenses	55.4	62.8	70.4	51.1	59.4	69.8	56.0	59.2	65.4
<b>Interest Expense</b>	0.0	1.0	2.2	0.1	0.5	1.1	0.0	0.0	0.5
<b>Other Expenses</b>	0.0	0.0	1.5	**	**	**	0.0	0.0	0.1
<b>Income (Loss)</b>									
<b>Before Income Taxes</b>	(1.2%)	3.8%	15.5%	0.6%	5.0%	15.8%	3.1%	8.3%	12.3%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-17****Limited Service Restaurants****Statement of Income and Expenses - Amount per Seat**

	Menu Theme		
	Sandwiches/Subs/Deli		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	\$ 6,604	\$ 8,965	\$ 10,320
Beverage	0	0	0
Total Sales	6,201	8,965	10,240
<b>Cost of Sales</b>			
Food	2,337	3,245	4,456
Beverage	**	**	**
Total Cost of Sales	2,212	3,000	4,194
<b>Gross Profit</b>	3,935	5,339	6,387
<b>Operating Expenses</b>			
Salaries and Wages (Including Employee Benefits)	1,250	2,872	3,257
Direct Operating Expenses	72	708	1,601
Music and Entertainment	0	4	10
Marketing	71	89	259
Utility Services	159	203	368
Restaurant Occupancy Costs	**	634	740
Repairs and Maintenance	41	98	163
Depreciation	**	58	147
Other Expense/(Income)	0	0	30
General & Administrative Expenses	**	**	**
Corporate Overhead	**	**	**
Total Operating Expenses	3,660	4,518	5,598
<b>Interest Expense</b>	**	**	**
<b>Other Expenses</b>	**	**	**
<b>Income (Loss)</b>			
<b>Before Income Taxes</b>	\$ 116	\$ 610	\$ 904

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-18****Limited Service Restaurants****Statement of Income and Expenses - Ratio to Total Sales\***

	Menu Theme		
	Sandwiches/Subs/Deli		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	100.0%	100.0%	100.0%
Beverage	0.0	0.0	0.0
Total Sales	100.0	100.0	100.0
<b>Cost of Sales</b>			
Food	34.0	35.9	40.4
Beverage	**	**	**
Total Cost of Sales	32.5	34.7	40.0
<b>Gross Profit</b>	60.0	65.3	67.5
<b>Operating Expenses</b>			
Salaries and Wages (Including Employee Benefits)	21.3	30.1	35.1
Direct Operating Expenses	0.8	8.7	18.3
Music and Entertainment	0.0	0.0	0.1
Marketing	0.9	1.1	2.9
Utility Services	2.0	2.7	3.9
Restaurant Occupancy Costs	3.4	6.9	10.4
Repairs and Maintenance	0.6	1.3	1.8
Depreciation	0.0	1.2	2.4
Other Expense/(Income)	0.0	0.0	0.7
General & Administrative Expenses	**	**	**
Corporate Overhead	**	**	**
Total Operating Expenses	43.9	56.9	60.5
<b>Interest Expense</b>	**	**	**
<b>Other Expenses</b>	**	**	**
<b>Income (Loss)</b>			
<b>Before Income Taxes</b>	2.0%	5.3%	13.5%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-19****Limited Service Restaurants****Statement of Income and Expenses - Amount per Seat**

	Metropolitan/Non-Metropolitan Location		
	Inside MSA***		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	\$ 6,106	\$ 10,321	\$ 20,738
Beverage	0	0	846
Total Sales	6,805	11,338	21,677
<b>Cost of Sales</b>			
Food	2,116	4,100	6,085
Beverage	159	351	1,223
Total Cost of Sales	2,350	4,100	6,160
<b>Gross Profit</b>	4,311	7,421	14,618
<b>Operating Expenses</b>			
Salaries and Wages (Including Employee Benefits)	1,994	3,260	5,590
Direct Operating Expenses	216	822	1,582
Music and Entertainment	0	0	6
Marketing	59	120	350
Utility Services	178	379	647
Restaurant Occupancy Costs	**	758	1,443
Repairs and Maintenance	50	162	352
Depreciation	**	80	260
Other Expense/(Income)	0	0	182
General & Administrative Expenses	75	175	445
Corporate Overhead	0	425	1,050
Total Operating Expenses	4,004	6,376	11,788
<b>Interest Expense</b>	0	32	136
<b>Other Expenses</b>	0	0	113
<b>Income (Loss)</b>			
<b>Before Income Taxes</b>	\$ 100	\$ 630	\$ 2,415

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit D-20****Limited Service Restaurants****Statement of Income and Expenses - Ratio to Total Sales\***

	Metropolitan/Non-Metropolitan Location		
	Inside MSA***		
	Lower Quartile	Median	Upper Quartile
<b>Sales</b>			
Food	94.0%	100.0%	100.0%
Beverage	0.0	0.0	6.7
Total Sales	100.0	100.0	100.0
<b>Cost of Sales</b>			
Food	27.6	31.6	36.2
Beverage	23.4	29.0	36.7
Total Cost of Sales	27.6	31.6	36.2
<b>Gross Profit</b>	64.2	68.4	72.4
<b>Operating Expenses</b>			
Salaries and Wages (Including Employee Benefits)	25.0	29.0	34.6
Direct Operating Expenses	2.7	5.8	13.2
Music and Entertainment	0.0	0.0	0.0
Marketing	0.4	1.2	3.4
Utility Services	2.0	3.0	4.2
Restaurant Occupancy Costs	**	7.9	10.5
Repairs and Maintenance	0.7	1.4	2.0
Depreciation	**	1.0	2.4
Other Expense/(Income)	0.0	0.2	1.7
General & Administrative Expenses	0.5	1.7	3.9
Corporate Overhead	0.0	4.6	7.0
Total Operating Expenses	55.0	58.9	67.4
<b>Interest Expense</b>	0.0	0.4	1.2
<b>Other Expenses</b>	0.0	0.0	0.6
<b>Income (Loss)</b>			
<b>Before Income Taxes</b>	0.8%	5.8%	13.1%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data

\*\*\* Metropolitan statistical area

**Exhibit D-21**
**Limited Service Restaurants**
**Statement of Income and Expenses - Amount per Seat**

	Average Check					
	Under \$7.50			\$7.50 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 9,300	\$ 15,483	\$ 26,789	\$ 5,610	\$ 9,333	\$ 15,809
Beverage	0	0	141	0	0	867
Total Sales	9,531	15,678	31,061	5,976	9,537	15,741
<b>Cost of Sales</b>						
Food	3,151	4,542	7,406	1,876	3,213	5,470
Beverage	**	**	**	149	250	887
Total Cost of Sales	3,223	4,490	7,450	2,021	3,393	5,572
<b>Gross Profit</b>	5,681	11,360	23,559	3,791	5,944	10,560
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	2,884	4,427	7,281	1,645	3,013	4,528
Direct Operating Expenses	653	944	1,598	173	708	1,531
Music and Entertainment	0	0	0	0	0	11
Marketing	47	97	383	64	120	316
Utility Services	206	610	843	185	315	463
Restaurant Occupancy Costs	**	1,379	2,378	**	600	1,115
Repairs and Maintenance	159	311	458	52	125	223
Depreciation	**	150	306	**	73	246
Other Expense/(Income)	0	51	490	0	0	107
General & Administrative Expenses	75	90	266	74	226	496
Corporate Overhead	240	1,055	1,498	0	122	687
Total Operating Expenses	6,470	9,508	14,194	3,815	5,272	10,176
<b>Interest Expense</b>	0	0	64	16	78	189
<b>Other Expenses</b>	0	0	0	0	12	125
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 216	\$ 1,216	\$ 3,273	\$ 96	\$ 461	\$ 1,407

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\*\* Insufficient data



**Exhibit D-22**
**Limited Service Restaurants**
**Statement of Income and Expenses - Ratio to Total Sales\***

	Average Check					
	Under \$7.50			\$7.50 and Over		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	88.1%	100.0%	100.0%	95.5%	100.0%	100.0%
Beverage	0.0	0.0	11.9	0.0	0.0	5.5
Total Sales	100.0	100.0	100.0	100.0	100.0	100.0
<b>Cost of Sales</b>						
Food	26.0	28.1	33.8	29.5	33.7	37.2
Beverage	**	**	**	27.2	30.4	39.1
Total Cost of Sales	26.4	28.1	33.7	29.7	33.5	36.7
<b>Gross Profit</b>	66.3	71.9	73.6	63.3	66.5	70.3
<b>Operating Expenses</b>						
Employee Benefits	25.0	27.3	35.9	25.5	30.0	34.8
Direct Operating Expenses	5.0	5.5	14.3	2.1	6.4	12.7
Music and Entertainment	0.0	0.0	0.0	0.0	0.0	0.1
Marketing	0.3	0.6	1.5	0.6	1.6	4.0
Utility Services	1.6	3.0	4.0	2.1	3.0	4.4
Restaurant Occupancy Costs	**	9.9	11.7	**	5.9	9.1
Repairs and Maintenance	0.9	1.4	2.0	0.7	1.4	2.0
Depreciation	**	0.9	1.8	**	1.1	3.0
Other Expense/(Income)	0.0	0.3	2.3	0.0	0.0	1.5
General & Administrative Expenses	0.5	0.5	2.7	1.0	2.1	3.9
Corporate Overhead	2.7	7.0	7.0	0.0	2.0	6.1
Total Operating Expenses	56.0	58.5	66.8	51.4	59.7	69.3
<b>Interest Expense</b>	0.0	0.0	0.3	0.2	0.6	1.7
<b>Other Expenses</b>	0.0	0.0	0.0	0.0	0.0	1.3
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	0.7%	8.8%	14.0%	1.1%	5.3%	12.0%

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

**Exhibit D-23**
**Limited Service Restaurants  
Income Differential**

	Amount per Seat					
	Profit			Loss		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
<b>Sales</b>						
Food	\$ 5,958	\$ 10,782	\$ 20,707	**	**	**
Beverage	**	**	**	**	**	**
Total Sales	6,000	11,440	21,471	**	**	**
<b>Cost of Sales</b>						
Food	2,091	3,850	6,079	**	**	**
Beverage	**	**	**	**	**	**
Total Cost of Sales	2,097	3,766	6,083	**	**	**
<b>Gross Profit</b>	3,878	7,790	14,237	**	**	**
<b>Operating Expenses</b>						
Salaries and Wages (Including Employee Benefits)	1,732	3,519	5,496	**	**	**
Direct Operating Expenses	267	847	1,582	**	**	**
Music and Entertainment	0	0	5	**	**	**
Marketing	56	102	308	**	**	**
Utility Services	181	366	629	**	**	**
Restaurant Occupancy Costs	**	698	1,503	**	**	**
Repairs and Maintenance	65	176	352	**	**	**
Depreciation	**	92	194	**	**	**
Other Expense/(Income)	0	32	305	**	**	**
General & Administrative Expenses	74	151	404	**	**	**
Corporate Overhead	16	684	1,117	**	**	**
Total Operating Expenses	3,954	6,972	11,864	**	**	**
<b>Interest Expense</b>	0	32	138	**	**	**
<b>Other Expenses</b>	0	0	70	**	**	**
<b>Income (Loss)</b>						
<b>Before Income Taxes</b>	\$ 266	\$ 807	\$ 3,219	**	**	**

Note: Computations include respondents that provided zeroes and numerical amounts. Computations for operating expenses also include imputed zeroes, when applicable.

\* All ratios are based as a percentage of total sales except food and beverage costs, which are based on their respective sales.

\*\* Insufficient data

Ratio to Total Sales\*

Profit			Loss		
Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
96.5%	100.0%	100.0%	**	**	**
0.0	0.0	3.5	**	**	**
100.0	100.0	100.0	**	**	**
27.5	30.7	35.0	**	**	**
22.7	29.0	41.4	**	**	**
27.3	30.8	34.9	**	**	**
65.1	69.2	72.7	**	**	**
24.9	28.3	30.8	**	**	**
4.2	5.6	13.1	**	**	**
0.0	0.0	0.0	**	**	**
0.4	1.1	3.0	**	**	**
2.0	3.0	4.0	**	**	**
**	7.5	10.0	**	**	**
0.9	1.5	2.0	**	**	**
**	1.0	1.9	**	**	**
0.0	0.3	2.3	**	**	**
0.5	1.5	3.7	**	**	**
0.6	6.0	7.0	**	**	**
53.1	58.2	64.2	**	**	**
0.0	0.4	1.3	**	**	**
0.0	0.0	0.2	**	**	**
4.4%	8.9%	14.9%	**	**	**

# Analyze Your Operation

A periodic analysis of the financial performance of your food and beverage service operations may provide some early warning signs of potential problems. Food and beverage costs or payroll may be inching up month by month. Some controllable expenses could be increasing, while others are decreasing.

Day-to-day changes in your costs may be small and could go unnoticed. However, regular examination could uncover undesirable trends, allowing you to take corrective action and control situations that could lead to a crisis. That is the key to effective management.

We have included on the following page a worksheet designed to provide information for you to analyze how well your restaurant is performing in comparison with those of a similar business profile. Follow these simple instructions for completing the worksheet:

1. Enter your financial data in the first column.
2. Compute the percentages for Column 2 by dividing the amounts by total sales. (Note: Where food and beverage sales are broken down separately, compute percentage of food cost by dividing cost of food by food sales; for the beverage cost percentage, divide cost of beverages by beverage sales.)
3. Calculate supplemental operating information in accordance with the formulas given on the worksheet.
4. List the appropriate comparative percentages or ratios from the tables included in this report in Column 3.
5. Compute the variances by dividing the difference between the figures in Column 2 and Column 3 by the figures in Column 3. Multiply the result by 100 to express the variance as a percentage.
6. If the variance is greater than plus or minus 10%, further analysis should be made to determine the reason for that variance.

**WORKSHEET**

**Complete and Compare  
Statement of Income and Expenses**

	Column 1 Your Figures (Dollars)	Column 2 Your Figures (% of Sales)	Column 3 Restaurant Industry Report	Column 4 Variance + or -
<b>Sales</b>	\$	%	%	
Food				
Beverage				
Total Sales				
<b>Cost of Sales</b>				
Food				
Beverage				
Total Cost of Sales				
<b>Gross Profit</b>				
<b>Operating Expenses</b>				
Salaries and Wages (including Employee Benefits)				
Direct Operating Expenses				
Music and Entertainment				
Marketing				
Utility Services				
Restaurant Occupancy Costs				
Repairs and Maintenance				
Depreciation				
Other Expense/(Income)				
General & Administrative Expenses				
Corporate Overhead				
Total Operating Expenses				
<b>Interest Expense</b>				
<b>Other Expenses</b>				
<b>Income Before Income Taxes</b>	\$	%	%	
<b>Supplemental Operating Information</b>	Your Figures	Restaurant Industry Report	Variance + or -	
<b>Sales per Seat</b>				
Food	\$	\$		
Beverage	\$	\$		
Total	\$	\$		
<b>Daily Seat Turnover (customers ÷ seats ÷ 365 days)</b>				

# Sample Survey

Your participation in the Restaurant Industry Operations Survey will help us to provide the most comprehensive report possible and I am certain you will find this report essential to your business. The information you submit will be kept strictly confidential and will be used only by Deloitte & Touche LLP in compiling totals for the report.

Please fill out the survey completely and accurately by the July 15, 2009 deadline.

Thank you for your participation in the Restaurant Industry Operations Survey, making this study possible.

Sincerely yours,

**Michael Gibbons**

Chairman of the Board

National Restaurant Association

Note: Publication scheduled for 2010. Surveys must be filled out completely and accurately. This portion will be separated from your survey as soon as it is received to protect the confidentiality of your responses.

## Who Should Complete This Survey?

Owners/operators/managers of a single restaurant.

Owners/operators/managers of two or more restaurants:

**Complete and return a survey for each unit in operation, or for as many units as possible.**

This questionnaire has been specifically designed to collect information relating to an individual restaurant's operation. **It is vitally important that income statement information pertain to a single restaurant and not to a chain of restaurants. Multi-unit operators should report information for individual establishments, including allocated revenues and costs.**

Please answer all questions as completely as possible by the July 15, 2009 deadline. In completing the financial portion of the survey, you may wish to have your accountant supply the data and simply send Deloitte & Touche LLP your latest 12-month detailed financial statement, and they will complete the financial portion of the survey for you. Remember, you must still complete Section I on the following page.

SAMPLE

# Section I. General

1. State in which restaurant is located: \_\_\_\_\_

2. Zipcode of restaurant: \_\_\_\_\_

3. Type of ownership (*check one*)

- 1 Sole proprietorship
- 2 Partnership
- 3 Public Corporation
- 4 Private Corporation

4. Type of organization

- 1 Independent (operates one unit)
- 2 Multi-unit (operates 2 or more units)\*
- 3 Number of units operated: \_\_\_\_\_

\*A separate survey should be completed for each unit.

5. Are you a franchisee or franchisor? (*check one*)

- 1 Franchisee
- 2 Franchisor
- 3 Both
- 4 Neither

6. Primary type of business (*check one*)

Full service

- 1 Average check per person under \$15
- 2 Average check per person \$15 to \$24.99
- 3 Average check per person \$25 and over

Limited service (all quickservice/fast food concepts)

- 4 Average check per person under \$7.50
- 5 Average check per person \$7.50 and over
- 6 Other (*please specify*): \_\_\_\_\_

7. Liquor services (*check one*)

- 1 Beer and/or wine
- 2 Full liquor service
- 3 No alcoholic beverages

8. Primary menu theme: (*check one*)

- 1 Hamburger
- 2 Pizza
- 3 Chicken
- 4 Steak/seafood
- 5 Sandwiches/subs/deli
- 6 American (*varied*)
- 7 Mexican
- 8 Asian
- 9 Italian
- 10 Other (*please specify*): \_\_\_\_\_

9. Site on which restaurant is located:

Land (*check one*) Building (*check one*)

- 1 Owned
- 2 Leased
- 1 Owned
- 2 Leased

10. Number of years this restaurant has been in business:  
(*check one*)

- 1 Under 1 year
- 2 1 to 5 years
- 3 5 to 10 years
- 4 Over 10 years

11. Does restaurant offer:

(if offered, your best estimate of percentage of total sales)

- Take out/drive-thru  Yes  No \_\_\_\_\_%
- Outside catering  Yes  No \_\_\_\_\_%
- Banquet services  Yes  No \_\_\_\_\_%

12. Restaurant is located in/attached to: (*check one*)

- 1 A hotel
- 2 A shopping center or mall
- 3 Nothing—sole occupant of a building
- 4 Other (*please specify*): \_\_\_\_\_

13. Number of seats:

Total seats # \_\_\_\_\_ 1

14. Size of restaurant:

Square feet of total area # \_\_\_\_\_ 1  
(including preparation and storage)

15. Number of customers served for the year:

(provide best estimate) # \_\_\_\_\_ 1

16. Average guest check per person:

(all meals) \$ \_\_\_\_\_ 1

17. Average number of paid restaurant employees that work during a typical week: (*provide best estimate*)

	Salaried	Hourly
Full-time (35 hours or more)	_____ 1	_____ 2
Part-time (20 to 34 hours)	_____ 3	_____ 4
Part-time (less than 20 hours)	_____ 5	_____ 6
TOTAL	_____ 7	_____ 8

18. Number of W-2s your restaurant sent last year:  
(*provide best estimate*)

Salaried employees # \_\_\_\_\_ 1  
Hourly employees # \_\_\_\_\_ 2  
TOTAL # \_\_\_\_\_ 3

# Section II. Statement of Income and Expense

Please completely fill out all financial data for the most recently completed fiscal year. If you wish, you may submit a copy of your year-end operating statement and this section will be completed for you by Deloitte & Touche. Income statement information should pertain to **ONLY A SINGLE RESTAURANT** and not to a chain of restaurants. Please use whole dollar amounts. Enter "zero" where appropriate. For a guide to terminology used in this section, please see the Explanation of Terms.

Remember, all information provided will be kept strictly confidential.

Current 12 months ended: Month \_\_\_\_\_ Year 2008

## SALES

Food	_____	1
Beverage (alcoholic)	_____	2
Total sales	_____	3

## COST OF SALES

Food	_____	4
Beverage (alcoholic)	_____	5
Total cost of sales	_____	6

## GROSS PROFIT (line 3 minus line 6)

\_\_\_\_\_ 7

## OPERATING EXPENSES

### Restaurant operating expenses

Salaries and wages	_____	8
Employee benefits	_____	9
Direct operating expenses	_____	10
Music and entertainment	_____	11
Marketing	_____	12
Utility services	_____	13
Restaurant occupancy costs	_____	14
Repairs and maintenance	_____	15
Depreciation	_____	16
Other expense/(income)	_____	17

**Total restaurant operating expenses** \_\_\_\_\_ 18

General and administrative expenses \_\_\_\_\_ 19

Corporate overhead \_\_\_\_\_ 20

**Total operating expenses** \_\_\_\_\_ 21

**INTEREST EXPENSE** \_\_\_\_\_ 22

**OTHER EXPENSES** \_\_\_\_\_ 23

**INCOME BEFORE INCOME TAXES** \_\_\_\_\_ 24

We are attempting to obtain information on the breakdown of 2 categories of expenses. Please provide the following data in dollars:

	2008	Utilities	2008
Marketing			
Advertising	_____ 1	Electricity	_____ 1
Promotion	_____ 2	Gas	_____ 2
Marketing Research	_____ 3	Water	_____ 3
Public Relations/Publicity	_____ 4	Water Removal	_____ 4
Other	_____ 5	Other	_____ 5
Total (Same as line 12 in Sec. II)	_____ 6	Deduct Credits	_____ 6
		Total (Same as line 13 in Sec. II)	_____ 7





*Dear Restaurant Industry Operations Report 2010 Edition Reader:*

We appreciate your interest in this unique and extensive annual report of restaurant operations, prepared in conjunction with the professional services firm of Deloitte LLP.

With your purchase of this report, you are entitled to *three* copies of selected Regional and State Restaurant Industry Operations Reports. These reports are exclusively offered in an electronic PDF format.

The Regional and State Restaurant Industry Operations Reports are produced as a special supplement to the national report. When used in conjunction with the national report, these operations reports can assist you in comparing your operations to others with a similar business profile on a regional, state, and national basis.

2010 Edition Regional Restaurant Industry Operations Reports are available for the following regions:

**Regions:**

**East North Central**

IL, IN, MI, OH, WI

**East South Central**

AL, KY, MS, TN

**Middle Atlantic**

NJ, NY, PA

**Mountain**

AZ, CO, ID, MT,

NV, NM, UT, WY

**New England**

CT, ME, MA, NH, RI, VT

**Pacific**

AK, CA, HI, OR, WA

**South Atlantic**

DE, DC, FL, GA,

MD, NC, SC, VA, WV

**West North Central**

IA, KS, MN, MO, ND, NE, SD

**West South Central**

AR, LA, OK, TX

To order *three* regional and/or available state reports, send an e-mail to [askus@restaurant.org](mailto:askus@restaurant.org) listing the reports you have selected. If you prefer, you may order by calling the National Restaurant Association's Knowledge Center at 800 424 5156 ext. 5959. Reports will be sent via e-mail.

**National Restaurant Association**

Research and Knowledge Group

# Additional Information

For additional restaurant industry operations data beyond the scope of this report, contact the National Restaurant Association's Knowledge Center at +1 800 424 5156, ext. 5959. Several state and regional restaurant industry operations reports are available. For information on joining the National Restaurant Association, call the Membership Department at +1 800 424 5156, extension 5983, or visit our Web site at [www.restaurant.org/join](http://www.restaurant.org/join).

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