

## Restaurants Industry

## ICR 2024 Key Takeaways

## Industry Overview

We attended ICR's 2024 conference from Jan 8-9 where we attended meetings with companies including BROS, DNUT, DPZ, DRI, FWRG, JACK, PTLO, and PZZA as well as private and public companies outside our coverage.

**US demand generally resilient, some Int'l weakness**

Restaurants generally reported seeing no signs of incremental consumer weakness in the US in 4Q (PZZA reported BTE NA comps, FWRG comps in-line, DRI noted demand resilience). Companies with International exposure called out weakness in Middle East markets weighing on demand. JACK highlighted mixed consumption trends for lower income cohorts (lower breakfast traffic, higher competitive intensity in QSR broadly). In response to increased promotional activity, companies are emphasizing value messaging (i.e., PTLO emphasizing 'pairings,' a bundle offering on digital menus) and looking for ways to innovate discounting (DPZ's 'Emergency Pizza' promotion is a 'BOGO' with a required redemption and higher attach rate, rather than a free item).

**MSD inflation; Ops, price offset discrete wage pressures**

With the CA law AB1228 taking effect this year (see our report: [Restaurants Industry: Not so FAST](#)), restaurants are focused on optimizing labor productivity to mitigate the impact of anticipated wage increases. JACK, which has elevated CA store exposure, sees scheduling and staffing improvements as opportunities to drive labor efficiency. Price increases remain a lever to offset wage inflation (PTLO announced a 1.5% price increase slated in January). Despite mandated wage increases (CA plus additional statutory wage increases in other markets are due in C24), companies were mostly sanguine on the looser labor market and normalizing rate of wage inflation (mid-single digits, consistent with pre-COVID). Additionally, most companies noted commodities are tracking in line with mid-single digit (MSD) expectations.

**Build costs higher than pre-COVID but stabilizing**

Restaurants' build costs remain elevated (up ~20-30% vs pre-COVID). The development environment remains challenging (permitting delays still an issue) but has eased relative to C22. DRI reaffirmed that it has received more contract bids in line with project budgets. Restaurants continue to navigate higher interest rates and capex costs by improving margins (i.e., menu simplification), value engineering (prototype changes, materials substitution), and in some cases greater willingness to accept higher rent in favor of TI allowances.

**Preannouncements & other guidance updates**

PZZA, BROS, and FWRG released preliminary results for 4Q23, with BROS also giving new unit opening guidance for F24 (see our [ICR Quick Takes note](#)). PTLO provided F24 guidance on certain metrics including i) 9 new unit openings, ii) 4-6% commodities inflation, and iii) G&A of \$85-\$87mm. JACK provided guidance quantifying the estimated impact (EBITDA and EPS dilution) of refranchising 130 Del Taco units over the next 3 years; for F24, JACK estimates EPS dilution of \$0.08-\$0.12. JACK plans to provide updated LT growth targets at its upcoming Investor Day on 1/24.

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**Refer to important disclosures on page 5 to 8. Analyst Certification on page 4. Price Objective Basis/Risk on page 2.**

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**Sara Senatore**  
Research Analyst  
BofAS  
+1 646 743 2110  
[sara.senatore@bofa.com](mailto:sara.senatore@bofa.com)

**Katherine Griffin**  
Research Analyst  
BofAS  
+1 646 855 2849  
[katherine.griffin@bofa.com](mailto:katherine.griffin@bofa.com)

**Jessica Owusu Afari**  
Research Analyst  
BofAS  
+1 646 617 9040  
[jessica.owusu-afari@bofa.com](mailto:jessica.owusu-afari@bofa.com)

**Stock symbol key:**

JACK: Jack in the Box  
PZZA: Papa John's  
BROS: Dutch Bros  
FWRG: First Watch  
PTLO: Portillo's  
DRI: Darden

QSR: quick service restaurant  
BTE: better-than-expected  
BOGO: Buy one, get one free  
G&A: general & administrative expense

**Exhibit 1: Companies mentioned**

Companies mentioned in this report

BofA Ticker	Bloomberg ticker	Company name	Price	Rating
DRI	DRI US	Darden Restaurants	US\$ 161.6	B-1-7
DPZ	DPZ US	Domino's Pizza	US\$ 410.14	B-1-7
BROS	BROS US	Dutch Bros	US\$ 28.63	C-1-9
FWRG	FWRG US	First Watch	US\$ 18.96	C-1-9
JACK	JACK US	Jack in the Box	US\$ 79.93	C-1-7
DNUT	DNUT US	Krispy Kreme	US\$ 14.24	C-1-7
PZZA	PZZA US	Papa John's Int	US\$ 73.09	B-1-7
PTLO	PTLO US	Portillo's Inc.	US\$ 15.12	C-1-9

Source: BofA Global Research

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**Price objective basis & risk****Darden Restaurants (DRI)**

Our 12-month \$193 price objective is based on a target relative P/E multiple (1.0x) on our forward estimates (\$10.25). Our target relative multiple (vs the S&P) is in-line with Darden's 10-year historical average multiple, and implies an 18.9x absolute P/E multiple. While investors remain cautious on restaurant spending, we believe fundamental outperformance by best-in-class operators like DRI will prove attractive.

Downside risks are 1) lower-than-expected customer acceptance of menu price increases, 2) inability to offset higher than expected food or labor costs with increased pricing, 3) macroeconomic pressures that slow consumer income growth, 4) slower-than-expected unit growth as a result of inflationary pressures (i.e., utilities costs) and supply-chain constraints.

**Domino's Pizza (DPZ)**

Given that Domino's returns and growth have consistently outpaced those of the broader market, we believe its historical range remains relevant and we expect the multiple to be stable. We apply the historical average relative P/E multiple of 1.3x to our EPS estimates 12 months from now (4Q24-3Q25: \$18.14) to arrive at our \$483 PO, or PE of 26.7x.

Downside risks: Market share gains for other larger competitors in the pizza category that impedes Domino's growth, global economic or social issues could disrupt same store sales growth or affect expansion in international markets, and competitive activity in the pizza category remaining high.

**Dutch Bros (BROS)**

Our \$48 price objective denotes estimated fair value based on normalized earnings power for BROS. We estimate that at \$9.2 bb in sales, assuming stable RLMs and 8% G&A, BROS would generate \$1.5 bb in EBITDA. Applying a 14x multiple and discounting back equates to a \$48 fair value in one year. We believe a 14x multiple is justified by Dutch Bros' long growth runway and high returns, and we note it is comparable to other restaurants and retailers with similar growth profiles that have sustained elevated earnings multiples over time.

Risks to our price objective: Dutch Bros could face execution risks to sustain a mid-teens store growth rate which would impede the implied sales growth of our saturation

analysis. Margins and returns could also be lower-than-expected if Dutch Bros faces greater margin pressures than anticipated.

### **First Watch (FWRG)**

We believe FWRG should trade a premium consistent with its faster growth and higher returns. FWRG currently trades in line with its peer group of restaurants and retailers with similar above-market growth rates. We believe a valuation in line with other high growth peers is justified owing to FWRG's faster than average topline growth, extended growth runway, as the brand goes national, and higher incremental returns, with restaurant level ROIs of about 40% or 2x other full service restaurants. We apply a 14x multiple to our forward EBITDA estimates (4Q24-3Q25, \$22mm) to arrive at our \$28 PO. This target multiple is in line with high growth peers' average of 14x.

Downside risks: higher-than-expected cannibalization of existing restaurants due to new store openings, staffing challenges and/or higher-than-expected wage inflation, higher-than-expected occupancy costs as First Watch ramps-up new stores at a faster rate.

Upside risks: higher-than-expected AUVs of new units, faster-than-expected SSS growth, lower labor and G&A costs.

### **Jack in the Box (JACK)**

Our \$95 price objective is based on a 0.7x relative PE multiple (13.1x absolute) applied to our 12 month forward earnings estimates (F25: \$7.29). This is a material discount to highly franchised peers MCD, YUM and QSR given historically slower growth and more capital-intensive ownership model.

Downside risks to our price objective are: 1) sales could soften due to economic or competitive pressures, 2) food and labor costs rise and margins come under renewed pressure, 3) execution risk around speed of service, menu and marketing initiatives which are critical to driving sales at Jack in the Box.

### **Krispy Kreme (DNUT)**

We believe a premium valuation is justified owing to DNUT's robust double digit topline growth, extended growth runway, and higher incremental returns. We apply a 13x multiple (similar to high growth peers) to our forward estimate 12 months from now (4Q24-3Q25: \$299mm) to arrive at our \$19 PO.

Downside risks: potential industry headwinds from higher-than-expected wages, logistics, and commodity cost inflation, competition from other indulgence and foodservice businesses, and failure to achieve targeted unit growth due to higher than expected costs or other factors.

Upside risks: faster than expected growth in global access points, organic growth above the company's stated long-term growth targets, higher than expected share gains in the global indulgence and foodservice markets.

### **Papa Johns International (PZZA)**

Our \$89 PO is based on 4Q24-3Q25 EPS (\$3.73) and a 1.5x multiple relative to the S&P (23.9x absolute multiple), in line with its 10-year historical average.

Downside risks: slower-than-expected consumer growth, increased competition in response to slower consumer spending driving promotional intensity, higher-than-expected inflationary pressures, labor shortages.

### **Portillo's Inc. (PTLO)**

We set our \$25 PO based on steady state earnings power. We assume PTLO grows its store base at 13% to reach 725 stores in the long term, and that average volumes grow with inflation. At \$7.7 bb in sales, assuming stable RLMs and 8% G&A, PTLO would

generate \$1.4 bb in EBITDA. Applying an 11x multiple and discounting back equates to a \$25 fair value in one year.

Risks to our PO: potential industry headwinds from wage inflation (MSD-HSD run rate for the industry) and food cost volatility, inability to fully offset downward pressure on volumes and margins from new store openings, and execution risks as the company looks to sustain a 10% unit growth rate.

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## US - Restaurants Coverage Cluster

Investment rating	Company	BofA Ticker	Bloomberg symbol	Analyst
<b>BUY</b>				
	Chipotle Mexican Grill	CMG	CMG US	Sara Senatore
	Darden Restaurants	DRI	DRI US	Sara Senatore
	Domino's Pizza	DPZ	DPZ US	Sara Senatore
	Dutch Bros	BROS	BROS US	Sara Senatore
	First Watch	FWRG	FWRG US	Sara Senatore
	Jack in the Box	JACK	JACK US	Sara Senatore
	Krispy Kreme	DNUT	DNUT US	Sara Senatore
	Papa John's International	PZZA	PZZA US	Sara Senatore
	Portillo's Inc.	PTLO	PTLO US	Sara Senatore
	Starbucks	SBUX	SBUX US	Sara Senatore
	Sweetgreen	SG	SG US	Katherine Griffin
	Texas Roadhouse	TXRH	TXRH US	Sara Senatore
	Wingstop Inc	WING	WING US	Sara Senatore
<b>NEUTRAL</b>				
	Bloomin Brands	BLMN	BLMN US	Sara Senatore
	McDonald's	MCD	MCD US	Sara Senatore
	Shake Shack	SHAK	SHAK US	Sara Senatore
	The Cheesecake Factory	CAKE	CAKE US	Katherine Griffin
	Yum Brands Inc	YUM	YUM US	Sara Senatore
<b>UNDERPERFORM</b>				
	Brinker International	EAT	EAT US	Katherine Griffin
	Cracker Barrel	CBRL	CBRL US	Katherine Griffin
	Restaurant Brands International	YQSR	QSR CN	Sara Senatore
	Restaurant Brands International Inc.	QSR	QSR US	Sara Senatore
	Wendy's Co	WEN	WEN US	Sara Senatore

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Coverage Universe	Count	Percent	Inv. Banking Relationships <sup>R1</sup>	Count	Percent
Buy	21	58.33%	Buy	10	47.62%
Hold	10	27.78%	Hold	3	30.00%
Sell	5	13.89%	Sell	4	80.00%

## Equity Investment Rating Distribution: Global Group (as of 31 Dec 2023)

Coverage Universe	Count	Percent	Inv. Banking Relationships <sup>R1</sup>	Count	Percent
Buy	1895	53.62%	Buy	1083	57.15%
Hold	832	23.54%	Hold	454	54.57%
Sell	807	22.84%	Sell	383	47.46%

<sup>R1</sup> Issuers that were investment banking clients of BofA Securities or one of its affiliates within the past 12 months. For purposes of this Investment Rating Distribution, the coverage universe includes only stocks. A stock rated Neutral is included as a Hold, and a stock rated Underperform is included as a Sell.

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Buy	≥ 10%	≤ 70%
Neutral	≥ 0%	≤ 30%
Underperform	N/A	≥ 20%

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