



# **CRAVEWORTHY BRANDS**

## **INVESTOR PRESENTATION**

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# WHY EMERGING RESTAURANT BRANDS DON'T BREAK THROUGH.

Great founders aren't failing because their food isn't good. They're failing because the *structure* of restaurant growth is broken.

You can't scale without capital, systems, operations and supply chain leverage — and you definitely can't scale without people.



# CRAVEWORTHY BRANDS: AN IP PLATFORM BUILT FOR PROOF OF SCALE.

We acquire promising restaurant IP and take it from proof of concept to proof of scale — the point where a brand becomes a true franchise platform.



## STAGE 1

### Proof of Concept

Brand love and early traction with loyal guests



## STAGE 2

### Proof of Concept → Proof of Scale

Operations excellence and unit economics optimization



## STAGE 3

### Proof of Scale

True franchise platform ready for national expansion



# 33 MONTHS

## 20

### BRANDS ACQUIRED

Premium restaurant concepts with strong guest loyalty

## 300+

### LOCATIONS

Corporate and franchise units across the portfolio

## ~\$400M

### SYSTEM SALES

Aggregate revenue across all brands and channels

# ACQUIRE → ENHANCE → INVEST → SCALE → REPEAT

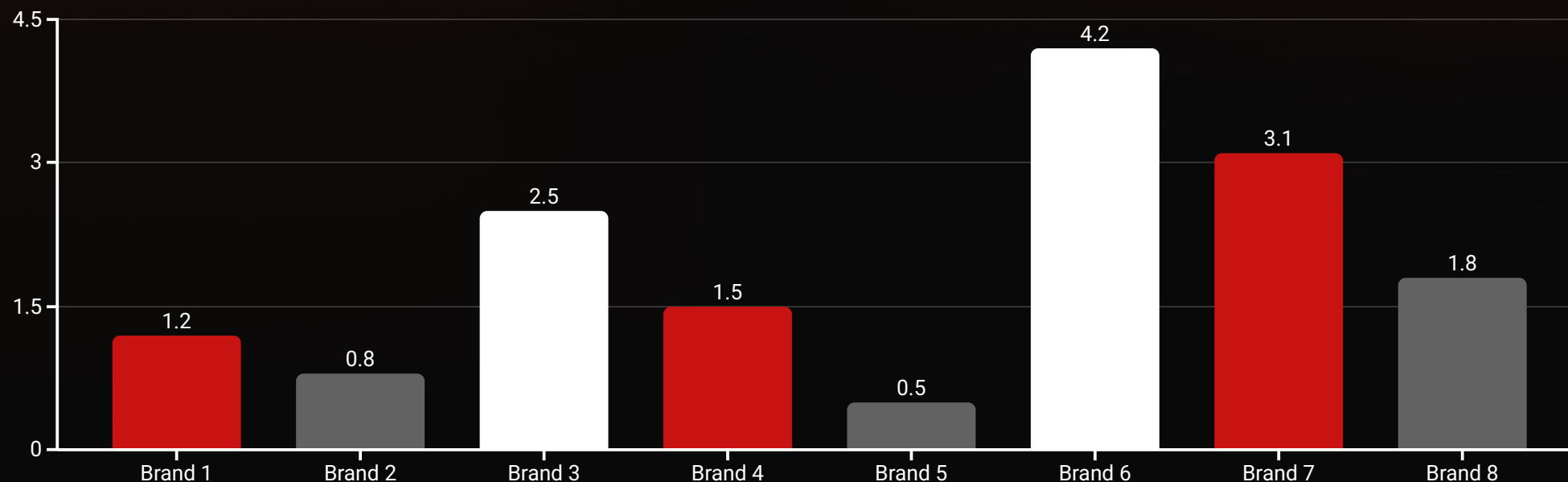
Every acquisition follows the same playbook. We stabilize, rebuild, and scale — turning early potential into profitable, repeatable systems.



# A VENTURE-CAPITAL APPROACH TO RESTAURANTS.

We take a venture capital approach: our goal is to identify the brands with breakout potential and fuel the winners. When they scale, they create exceptional returns — and our operational discipline ensures we maximize that upside with confidence.

ROI Multiplier by Brand



# OVER 200 YEARS OF COMBINED LEADERSHIP.



**GREGG MAJEWSKI**  
CEO, Founder



**JOSH HALPERN**  
Chief Business Officer



**KRISTIN ALBERT**  
SVP Corporate Operations



**KIRK HILLABRAND**  
SVP Franchise Operations



**SAM STANOVICH**  
SVP Franchise Leadership



**JOHN SILVESTRI**  
General Counsel



**CASSIE MILLER**  
SVP Training & Ops Services



**JAX SPERLING**  
VP Culinary & Supply Chain



**ALEXIS GILLETTE**  
VP Brand Management



**CHRISTOPHER GUMPRECHT**  
VP Technology



**NICOLE DORE**  
VP Finance

# WE BUY BRANDS WITH STRONG DNA & UPSIDE POTENTIAL.

We focus on concepts with great food and loyal guests that ran into operational or capital friction — things we can adjust with the right platform and leadership.

## BEFORE CRAVEWORTHY

- High COGS percentage draining margins
- Underperforming locations diluting brand value
- Inefficient labor systems and scheduling
- Inconsistent guest experiences

## AFTER PLATFORM INTEGRATION

- COGS reduced 5-8% through national contracts
- Right-sized footprint with profitable stores
- Labor efficiency improved 12-15%
- Standardized operations and training



Before



After

# ONE PLATFORM POWERING MANY BRANDS.

Our shared services model covers operations, supply chain, culinary, training, tech, marketing, and franchise development — letting each brand focus on guests while we handle the infrastructure.



# YEAR 1: THE DISCIPLINED RESET.

In the first year we right-size. That means closing underperforming stores, renegotiating leases, cleaning supply chains, and stabilizing the balance sheet so growth has a foundation.



## **Q1-Q2: STORE RATIONALIZATION**

Close underperforming locations, typically 15-25% of inherited footprint. Each closure prevents ongoing losses and redirects resources to winners.

## **Q2-Q3: CONTRACT RENEGOTIATION**

Restructure leases, vendor agreements, and supply contracts. Average rent reduction of 18% on renegotiated locations.

## **Q3-Q4: SUPPLY CHAIN CONSOLIDATION**

Migrate to national contracts and reduce SKU count by 30-40%. Immediate COGS improvement of 5-8%.

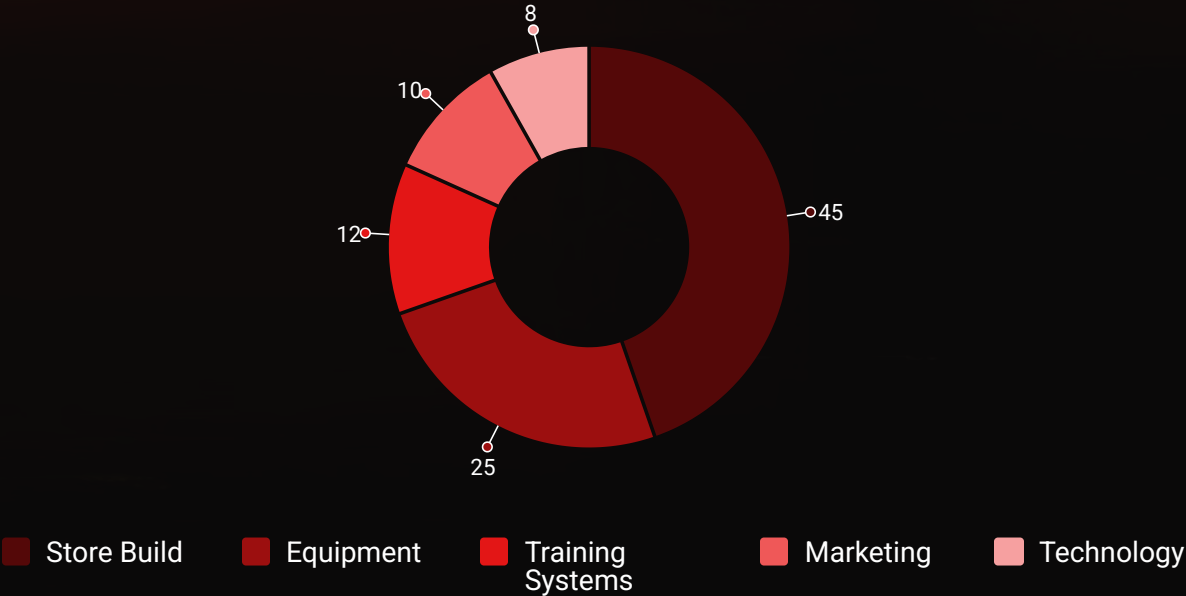
## **Q4: FINANCIAL STABILIZATION**

Clean balance sheet, optimized cash flow, foundation prepared for Year 2 investment phase.

# YEAR 2: PREPARE FOR SCALE.

Year two is about investment — deploying capital to build new prototypes, strengthen tech, and prepare for franchising. Our stores average \$700K in build cost with 30–37.5% cash-on-cash returns.

Average Brand Investment Allocation %



**\$700K**

Average build cost per prototype location

**30-37.5%**

Target cash-on-cash returns on new stores

**18 MONTHS**

Typical payback period on CAPEX investment



# YEAR 3: FRANCHISE, LICENSE & EXPAND INTERNATIONALLY.

We accelerate franchising domestically and expansion abroad.

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## DOMESTIC FRANCHISE LAUNCH

FDD finalized, territories mapped, qualified franchisees in pipeline

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## INTERNATIONAL MASTER LICENSING

4 signed deals: 2 Central America, 2 GCC region

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## PIPELINE DEVELOPMENT

Active negotiations: Mexico, Philippines, additional LATAM markets

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## REVENUE DIVERSIFICATION

Royalties, development fees, and ongoing support income streams activated



# SEVEN REVENUE PILLARS. ONE INTEGRATED GROWTH ENGINE.

Our growth flywheel rests on seven pillars — diversified revenue streams that reinforce one another and reduce risk.

**CORPORATE STORES**

**M&A**

**FRANCHISE SYSTEMS**

**DISTRIBUTION**

**CPG**

**LICENSING**

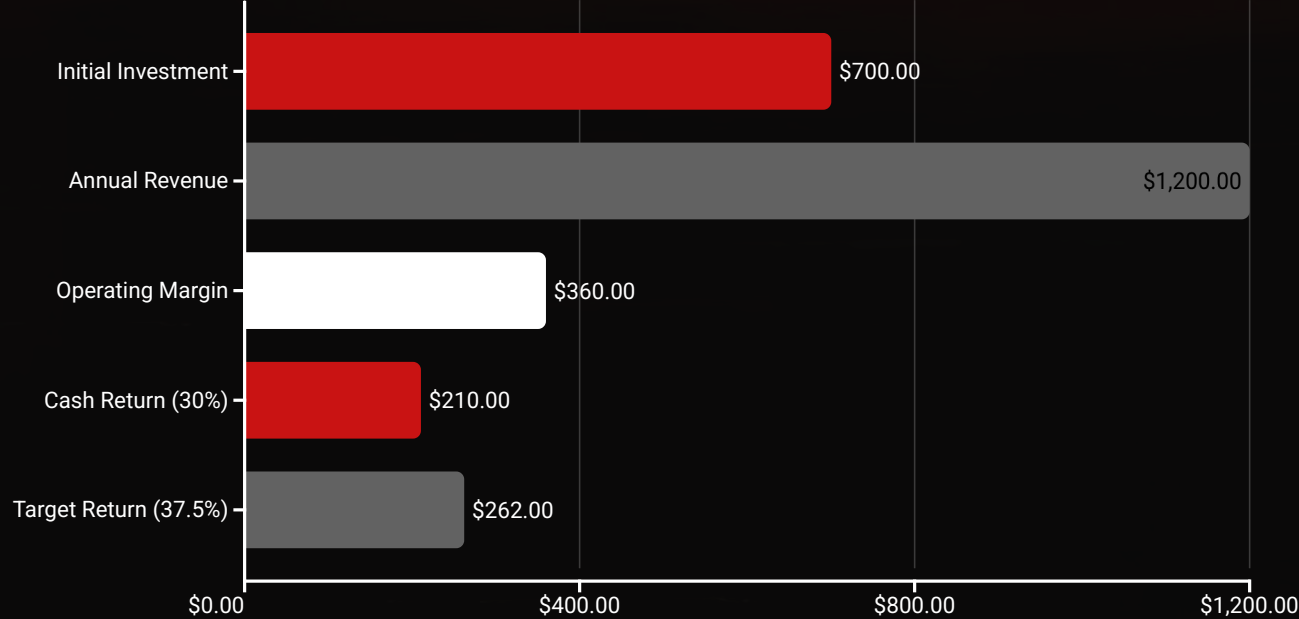
**REAL ESTATE**



# CORPORATE STORES: PROOF THROUGH PERFORMANCE.

Corporate stores are our laboratories — proving profitability, training teams, and showing franchisees how the system performs in the real world.

Corporate Store Financial Snapshot



# MERGERS & ACQUISITIONS: CURATE WINNERS. CONTROL THE UPSIDE.

We target one or two high-potential acquisitions annually, maintaining management control while preserving founder DNA and upside.

## EVALUATED BRANDS

~25 annually reviewed for fit

## LOI SIGNED

3-4 reach letter of intent stage

## DUE DILIGENCE

6 brands advance to deep analysis

## ACQUIRED

1-2 deals close annually

## DEAL STRUCTURE:

We maintain 100% management control to execute our proven playbook while offering earnouts and equity participation to preserve founder motivation and alignment.

## TARGET RANGE

\$5M – \$75M

## CONTROL

100% Operational



## FRANCHISE SYSTEMS: EMPOWERING ENTREPRENEURS THROUGH SCALABLE SUPPORT.

Our franchise systems include legal, brand protection, and marketing infrastructure that make scaling efficient and protect the guest experience.



### LEGAL & COMPLIANCE

FDD management, state registrations, franchise agreement templates



### BRAND PROTECTION

Quality standards, mystery shops, operational audits



### TRAINING INFRASTRUCTURE

CraveUniversity platform, on-site support, opening teams



### MARKETING SUPPORT

National fund, creative assets, local marketing playbooks

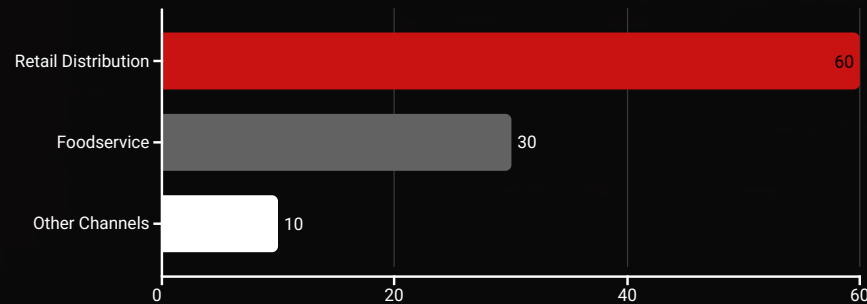
✓ **Current portfolio:** 395 franchise units sold or in development across brands | Goal: 500+ units within 3 years through strategic territory development



## CONSUMER GOODS (CPG): EXTENDING BRANDS BEYOND FOUR WALLS.

We're transforming flavors into retail products — sauces, snacks, frozen items — supported by Sysco partnerships and licensing royalties reinvested into growth.

### CPG Revenue Mix



**Strategic approach:** Licensing royalties from CPG partnerships are redeployed directly into new product line development, creating a self-funding growth cycle that expands brand presence without diluting restaurant operations focus.

# LICENSING & PARTNERSHIPS: BRAND POWER AT GLOBAL SCALE.

Strategic licensing, like our partnership with global sports icon Shaquille O'Neal's Big Chicken, amplifies visibility and generates high-margin recurring revenue.

## CRAVEWORTHY IP

Proven restaurant concepts with strong brand equity and operational systems

## STRATEGIC LICENSEE

Qualified partners in stadiums, airports, international markets with local expertise

## CONSUMER EXPERIENCE

Brand consistency maintained through training and quality standards

## REVENUE MODEL

- Ongoing royalty percentage of gross sales
- No upfront CAPEX requirements from Craveworthy
- High-margin recurring income streams
- Expanded brand awareness and reach

## STRATEGIC BENEFITS

- Celebrity and partner amplification
- Premium location access (airports, venues)



# THE BUILDERS BEHIND THE PLATFORM.

This is the Craveworthy Engine Room — the operators, specialists, and systems that turn strategy into performance every single day.



## CULINARY INNOVATION

Menu engineering that scales



## SUPPLY CHAIN

Cost optimization and quality control



## OPERATIONS EXCELLENCE

Corporate and franchise performance



## TRAINING SYSTEMS

Scaling people and performance



## FRANCHISE DEVELOPMENT

Pipeline to grand opening



## TECHNOLOGY PLATFORM

Data-driven decision making



## MARKETING ENGINE

Building cult-like followings



**CHRISTOPHER  
GUMPRECHT**  
VP, TECHNOLOGY

# RESTAURANT TECH: DATA DRIVES EVERY DECISION.

Integrated technology gives us real-time insight into sales, labor, and guest sentiment turning data into daily action across the portfolio.



## TOAST POS

Real-time sales tracking, menu engineering analytics, online ordering integration, and kitchen display systems providing operational visibility second-by-second



## RESTAURANT 365

Comprehensive back-office management including accounting, inventory, labor scheduling, and P&L analysis at store and brand level



## OVATION

Guest feedback collection and sentiment analysis capturing real-time satisfaction scores and enabling immediate service recovery

## DAILY METRICS

- Sales by daypart and channel
- Labor % and productivity
- Guest satisfaction scores
- Food cost variance

**Data Integration:** Our technology stack flows from guest transaction through financial reporting, creating a closed-loop system where every data point informs operational decisions and drives continuous improvement.

# MARKETING: CULT-LIKE FOLLOWINGS THAT DRIVE REPEAT BEHAVIOR.

How Craveworthy Brands turns everyday guests into obsessed superfans.



**DATA-DRIVEN  
INSIGHTS**



**TECHNOLOGY**



**DIGITAL  
ATTRIBUTION**

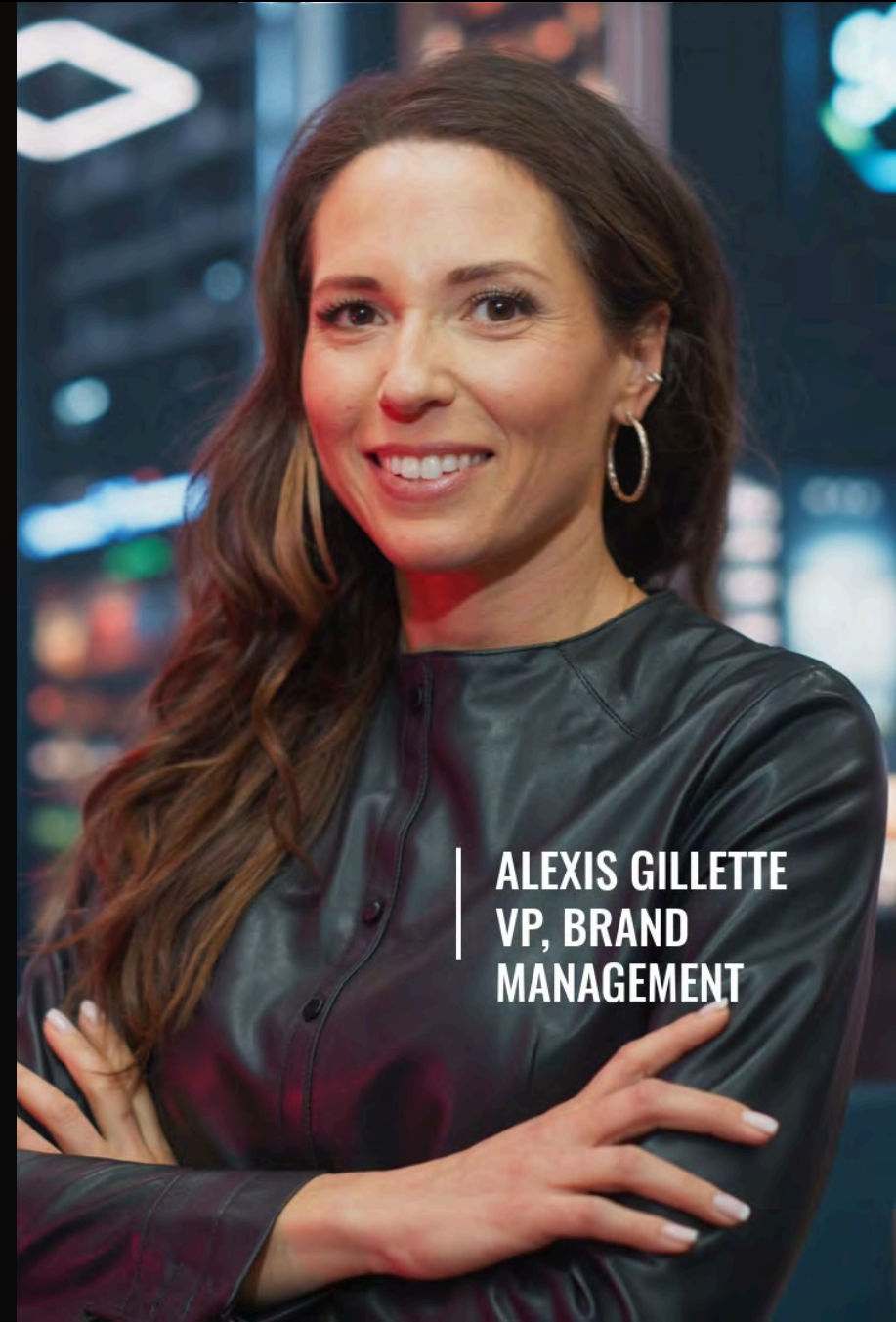


**BRAND  
STORYTELLING**



**WORD OF  
MOUTH**

Our approach focuses on creating emotional reactions, user-generated content amplification, and creating shareable moments that guests want to participate in. Marketing isn't a department — it's embedded in every guest interaction.



**ALEXIS GILLETTE**  
**VP, BRAND  
MANAGEMENT**

# CULINARY: FLAVOR IS OUR FOUNDATION.

## INNOVATION DESIGNED FOR SCALE

Our culinary team designs craveable, efficient menus — combining flavor leadership with operational simplicity that boosts margins system-wide.



**CHEF ROBERT KOBOKOFF**

Head of Culinary

**Culinary Philosophy:** Great restaurant food must be both delicious and executable at scale. We engineer menus that preserve flavor complexity while reducing ticket times and labor requirements.

- LTO development cycle: 90 days concept to launch
- Average SKU count reduced 35% without sacrificing variety
- Prep time decreased 40% through strategic recipe redesign

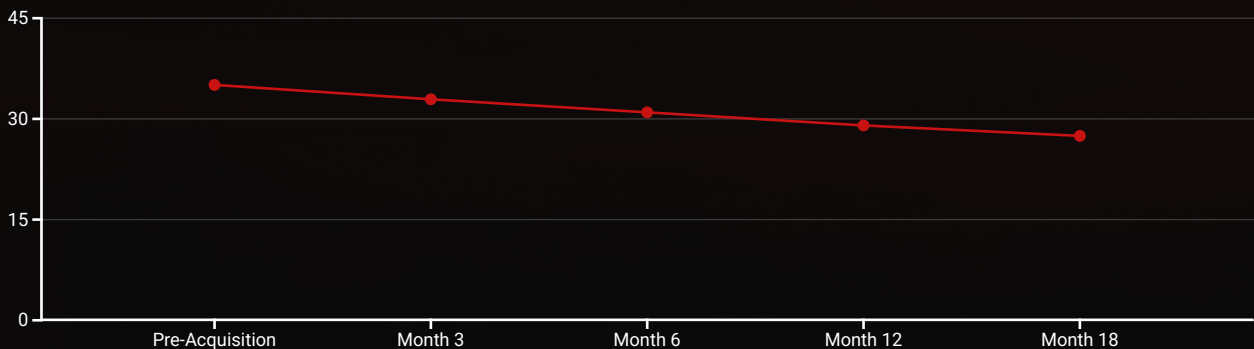


JAX SPERLING  
VP, CULINARY &  
SUPPLY CHAIN

# SUPPLY CHAIN: SCALE WITHOUT WASTE.

National contracts and simplified SKUs reduce costs and protect quality. Scale gives us leverage – efficiency gives us speed.

Average COGS Over 18 Months



- NATIONAL SUPPLIERS**  
Consolidated vendor relationships drive 5-8% COGS reduction through volume commitments
- DISTRIBUTION HUBS**  
Strategic broadliner partnerships to reduce end-to-end freight and lead times across markets
- STORE DELIVERY**  
Reliable fulfillment with quality controls built into every shipment

✓ **Case Study:** Taim Mediterranean Kitchen – New To-Go Paper Program lowered COGS by 27%

# OPERATIONS: WHERE CORPORATE PRECISION MEETS FRANCHISE PERFORMANCE.



**KRISTEN ALBERT**  
SVP, CORPORATE  
OPERATIONS

## CORPORATE STORES

- Prototype validation and testing ground
- Manager training and development pipeline
- Innovation lab for operational improvements
- Financial benchmarking for franchise targets



**KIRK HILLABRAND**  
SVP, FRANCHISE  
OPERATIONS

## FRANCHISE OPERATIONS

- Field coaching and performance management
- Real-time KPI monitoring and intervention
- Quality assurance and brand standards
- Franchisee profit optimization support

### → CORPORATE EXCELLENCE

Prove model viability and train future leaders

### → FRANCHISE SUPPORT

Deploy proven systems through qualified partners

### → PERFORMANCE METRICS

Data-driven coaching across entire system

### → GUEST SATISFACTION

Consistent experience regardless of ownership structure

# **CRAVE UNIVERSITY + OPUS**

## **38 → 2,228 TEAM MEMBERS**

Crave University and Opus deliver consistent, on-demand training. We've grown from 38 to 2,228 employees, proving that scaling people scales performance.

### **CRAVE UNIVERSITY**

Comprehensive hospitality leadership program covering operations, leadership development, and hospitality-focused soft skills training.

- 200+ courses across all positions
- Manager coaching tools and resources
- Certification tracking and compliance

### **OPUS TRAINING PLATFORM**

Real-time learning management system that meets team members where they work and how they learn best.

- Daily prep checklists and procedures
- Video-based skill demonstrations
- Mobile access for on-the-go learning

# **38**

### **STARTING TEAM SIZE**

Initial platform launch scale

# **2,228**

### **CURRENT EMPLOYEES**

33-month growth trajectory

# **96%**

### **TRAINEE ENGAGEMENT**

Average training module completion

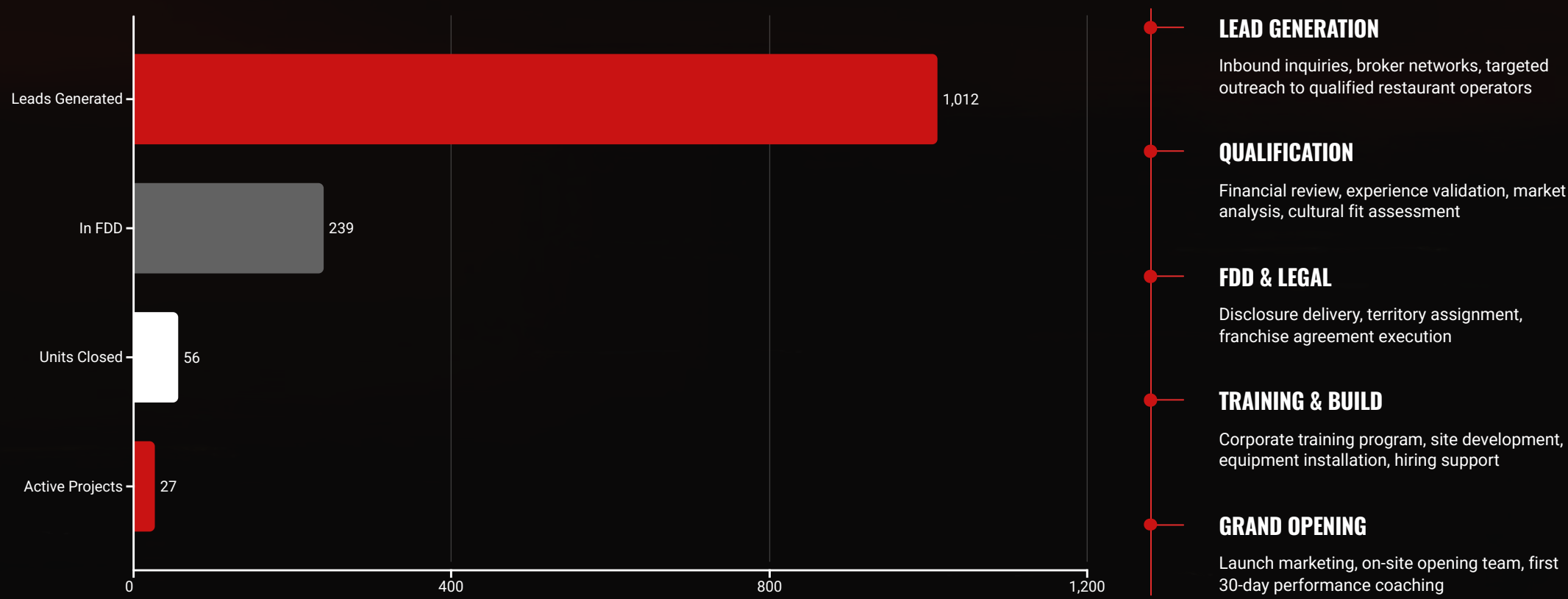


**CASSIE MILLER**  
**SVP, TRAINING & OPS SERVICES**

# FRANCHISE DEVELOPMENT: FROM OPPORTUNITY TO OPENING — WITH PRECISION.

Our Franchise Development team manages the full pipeline — sourcing leads, qualifying operators, and executing openings with speed and accuracy.

6 Month Franchise Development Pipeline Analysis (June - Nov 2025)



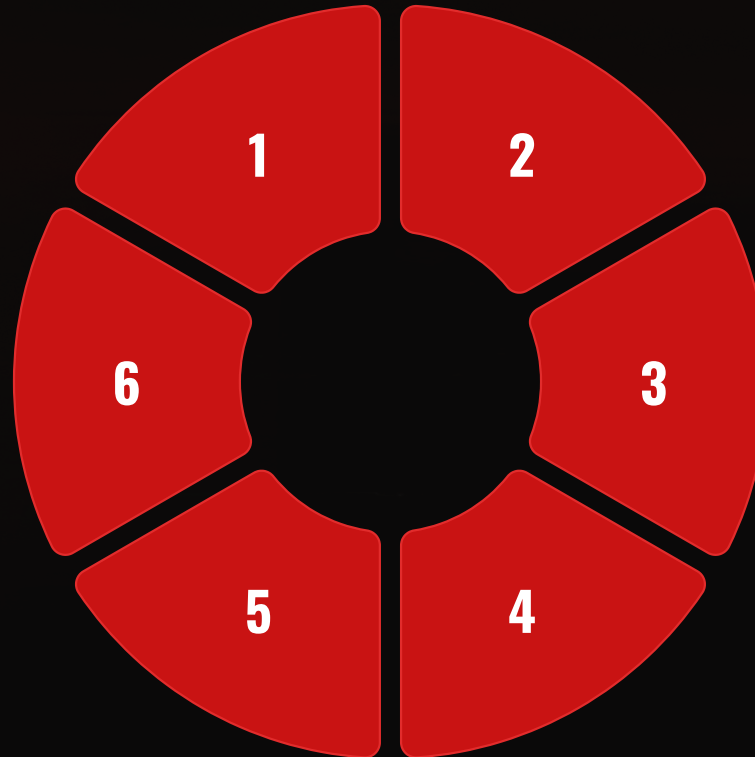
# THE PORTFOLIO: WHERE EVERY BRAND STRENGTHENS THE NEXT.

Each brand benefits from the shared ecosystem — technology, supply, and marketing efficiencies that multiply results across the portfolio.

**BIG CHICKEN**  
Celebrity-powered global expansion

**DIRTY DOUGH**  
Growing portfolio ecosystem

**WING IT ON!**  
High-performing wing concept



**GREGORYS COFFEE**  
Premium coffee with international runway

**TAFFER'S TAVERN**  
Elevated casual dining experience

**FRESH BROTHERS**  
Better ingredients, better pizza platform

# THE PORTFOLIO: SNAPSHOT OF GROWTH.

20 BRANDS, 300+ LOCATIONS, DIVERSIFIED GROWTH

Brand	Corporate Stores	Franchise Locations	Non Traditional Venues	Sold Units
Big Chicken	2	22	23	325
Gregorys Coffee	51	0	0	0
Taffer's Tavern	0	5	1	2
Fresh Brothers	21	0	3	1
Wing It On!	2	9	0	6
Taim Mediterranean	10	0	1	1
Dirty Dough	8	68	0	56
Sigri Indidan BBQ	1	1	0	3
Genghis Grill	13	1	0	0
The Budlong Southern Chicken	5	0	0	1
Other Portfolio Brands	47	6	0	0
Portfolio Total	160	112	28	395

Each brand plugs into shared infrastructure while maintaining its unique identity and guest connection. The diversity creates stability; the shared systems create efficiency.



# BIG CHICKEN: BIG FLAVOR. BIG PERSONALITY. BIG RUNWAY.

## GLOBAL LICENSING DRIVER AND FRANCHISE MAGNET

Powered by Shaquille O'Neal's celebrity and strong unit economics, Big Chicken is primed for global expansion through licensing and franchise deals.

### BRAND STRENGTH

- Shaquille O'Neal partnership and active involvement
- Celebrity amplification across social and media
- Proven menu with signature items and LTO innovation
- Strong unit economics and franchisee satisfaction

### GROWTH PIPELINE

- 50+ locations open and in development
- International licensing deals in negotiation
- Airport and entertainment venue expansion
- Non-traditional format opportunities (stadiums, colleges)

## \$1.4M

### AVERAGE UNIT VOLUME

Strong sales performance

## 22%

### STORE-LEVEL EBITDA

Healthy unit economics

## 8

### INTERNATIONAL MARKETS

Active licensing discussions



# GREGORYS COFFEE: MODERN COFFEE. GLOBAL POTENTIAL.

Gregorys Coffee has incredible whitespace — strong brand love, scalable operations, and international demand across Latin America and Asia.

### ACQUISITION THESIS

Premium positioning in growing specialty coffee market with loyal NYC customer base and proven unit economics needing platform support for scaling

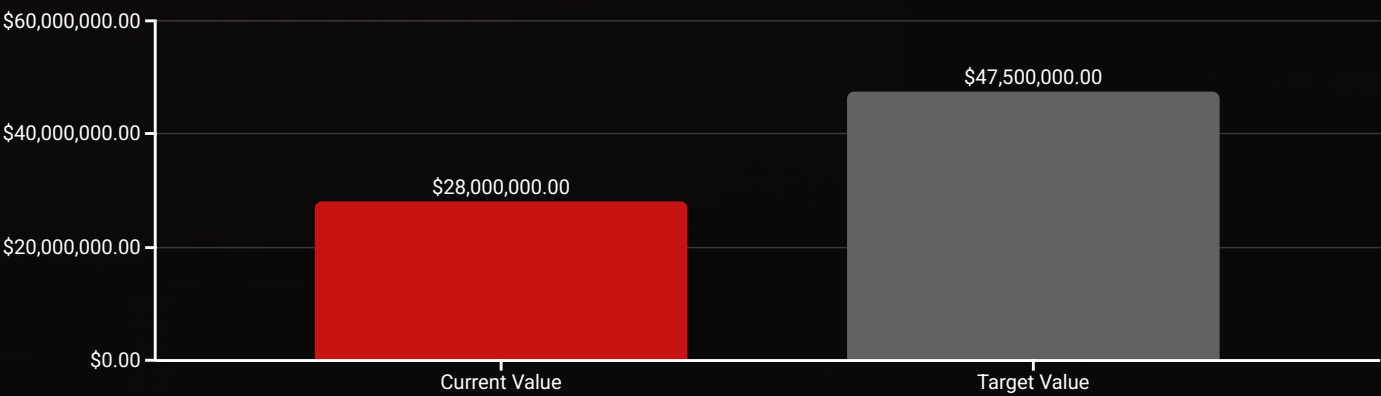
### TRANSFORMATION PLAN

Supply chain optimization, prototype refinement, franchise development infrastructure, and international licensing framework

### VALUE CREATION

Projected \$45-50M value through 75-100 unit domestic footprint plus Latin America and Asia licensing

Target Value with Craveworthy Partnership



**International opportunity:** Strong inbound interest from Latin American and Asian markets where American specialty coffee concepts command premium positioning and pricing. Licensing model enables capital-light geographic expansion.

# JON TAFFER'S VISIONARY CONCEPT. CRAVEWORTHY'S PLATFORM FOR SCALE.

Hospitality icon Jon Taffer created an incredible concept, but he needed a partner with operational horsepower and brand-scaling expertise.

## JON TAFFER'S VISION

Elevated tavern experience combining craft cocktails, chef-driven menu, and signature hospitality systems proven through decades of Bar Rescue success

### 1 PARTNERSHIP FORMATION

Joint venture structure preserving Taffer involvement and Craveworthy operational control

### 2 PROTOTYPE OPTIMIZATION

Refining build costs and operations for franchise scalability

### 3 FRANCHISE LAUNCH

FDD preparation and qualified franchisee pipeline development

### 4 NATIONAL EXPANSION

Strategic territory rollout across major markets

## CRAVEWORTHY'S EXECUTION

Operational infrastructure, franchise development pipeline, supply chain efficiency, and training systems to scale without compromising quality





## FRESH BROTHERS & WING IT ON! — SCALING FRANCHISE FAVORITES.

These brands deliver consistent performance and high franchise demand — everyday proof that the model works.



### FRESH BROTHERS

Better quality pizza positioning with organic ingredients, dietary accommodations, and strong California brand heritage. Guest satisfaction drives steady expansion.

- 24 total locations (24 corporate, 1 franchise coming soon)
- Franchise Development kicking off Q1 2026



### WING IT ON!

High-performing wing concept with National award-winning sauces, strong unit economics, and proven franchisee support driving consistent same-store sales growth.

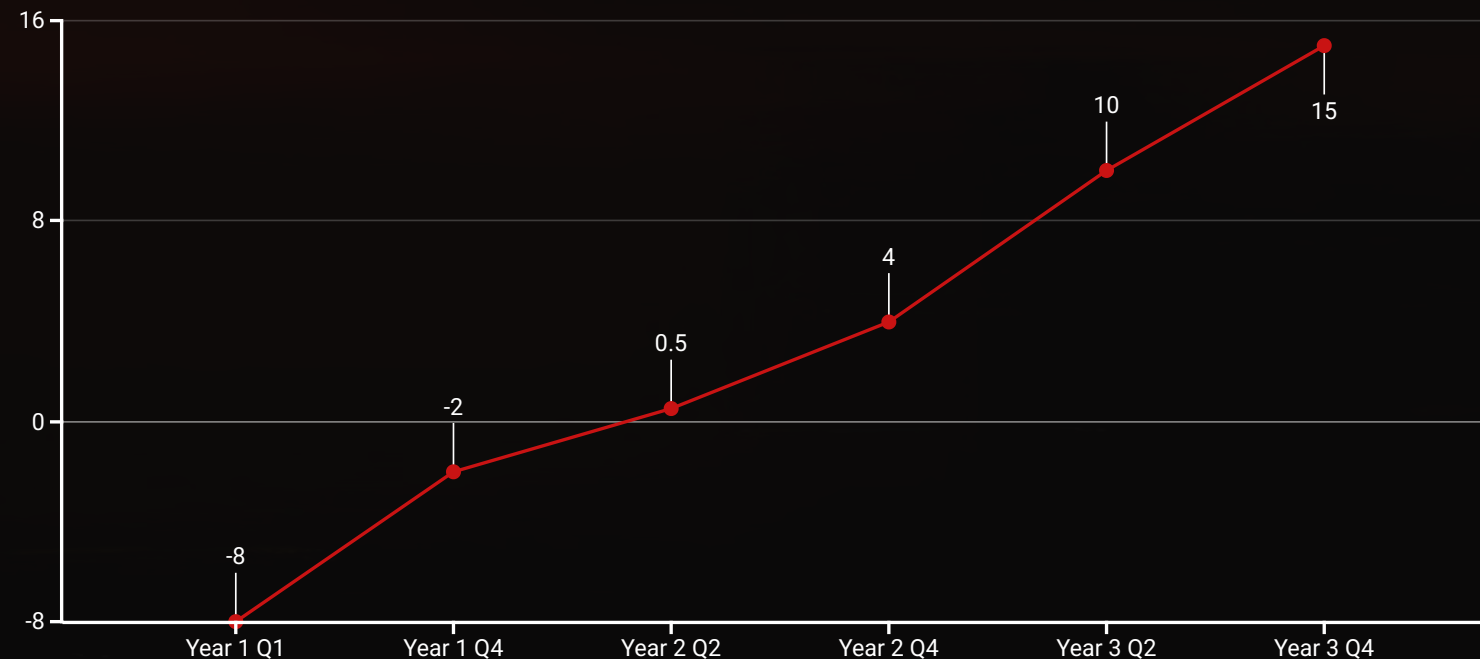
- 11 total locations (2 corporate, 9 franchise)
- 6 units sold in active development

Both brands benefit from Craveworthy's supply chain, training infrastructure, and marketing support while maintaining their unique menu identity and guest connection.

# THE FINANCIAL ARC (RESET - INVEST - SCALE)

Year 1 is cleanup and reset. Year 2 achieves breakeven. Year 3 scales profit. Discipline up front creates exponential returns later.

## 3 Year EBITDA Pro Forma



### YEAR 1: RESET

Negative cash flow while closing weak units, renegotiating contracts, stabilizing operations. Necessary pain with clear endpoint.

### YEAR 2: INVEST

Breakeven achieved mid-year. CAPEX deployed into new prototypes, systems, and franchise infrastructure.

### YEAR 3: SCALE

Positive EBITDA accelerates as franchise royalties flow and corporate stores stabilize at target margins.



# ON TRACK FOR \$1B+ SYSTEM SALES & \$1B MARKET CAP BY 2030.

Our plan projects over \$1 billion in systemwide sales and roughly a \$1 billion market cap by 2030 — comparable to emerging giants like Cava and Chipotle at a similar stage of growth.

System-wide Sales Through 2030



✔ **Market Cap Projection:** Approximately \$1 billion valuation by 2030 based on comparable public company multiples in the fast-casual and emerging restaurant platform segment



# EXPANDING ACROSS LATIN AMERICA AND THE GCC.

## SIGNED PARTNERS | PENDING COLOMBIA & PHILIPPINES

Global partners are already on board. We're licensing into Central America and the GCC, with additional deals nearing completion in Colombia and the Philippines.

1

### CENTRAL AMERICA — SIGNED

2 master license agreements covering Guatemala, Costa Rica, Panama. First locations opening Q2 2026 with 25-unit development commitments.

2

### GCC REGION — SIGNED

2 agreements in UAE and Kuwait. Premium positioning strategy with airport and mall locations. 50-unit pipeline over 5 years.

3

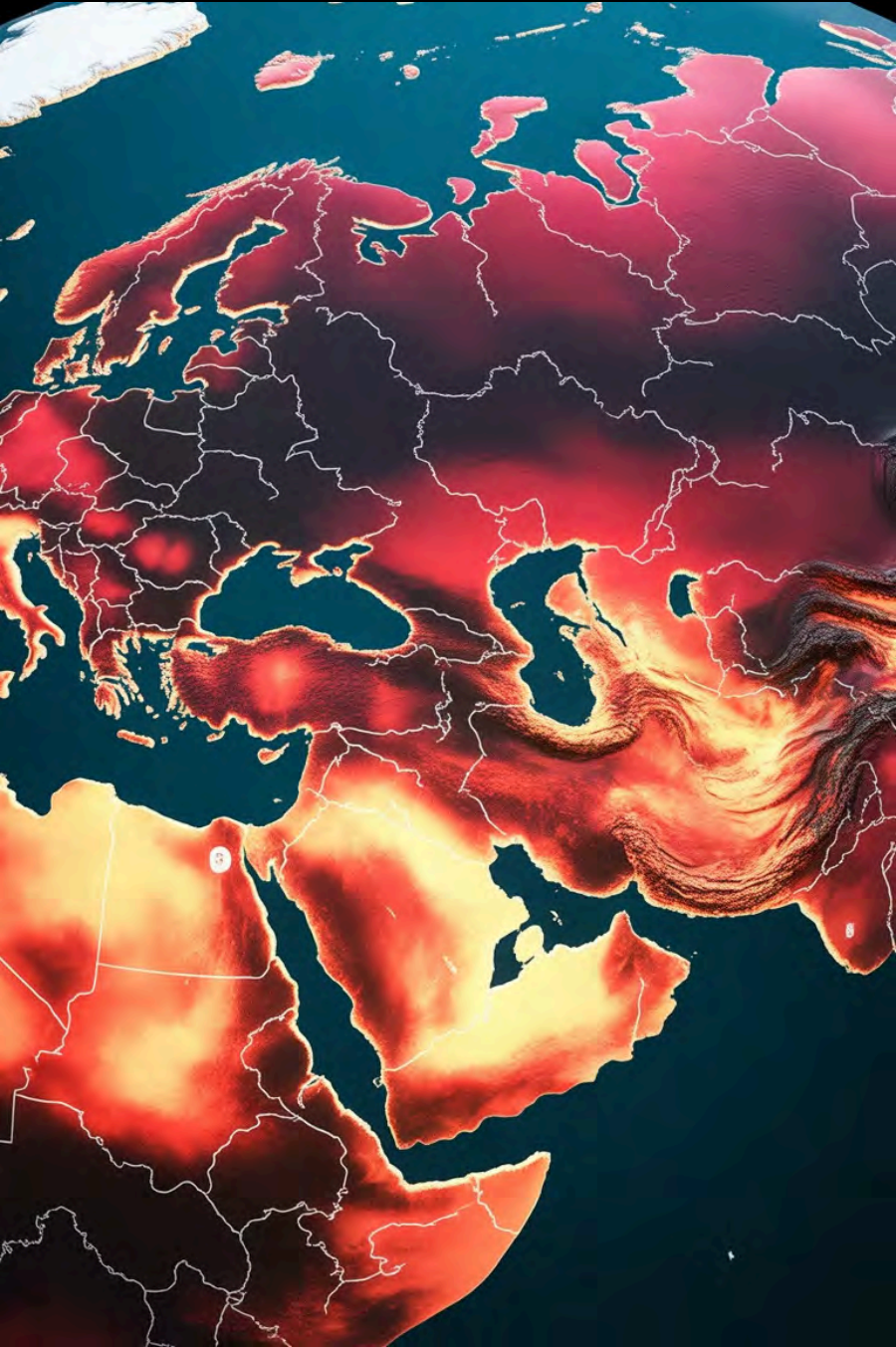
### MEXICO — PENDING

LOI signed with qualified operator group. 15-unit development agreement in final legal review. Target close Q1 2026.

4

### PHILIPPINES — PENDING

Active negotiations with established restaurant operator. Strong market demand for American fast-casual concepts. 20-unit potential.



# EUROPE. ASIA. MIDDLE EAST. THE NEXT WAVE OF GROWTH.

## STRATEGIC MARKETS FOR 2025–2027

We're pursuing expansion across Europe, Asia, and the Middle East — markets with cultural alignment and strong demand for American fast-casual innovation.

1

### 2025 TARGETS

**Europe:** UK, Spain, Portugal market entry discussions

**Asia:** Singapore, Japan preliminary partnerships

2

### 2026 EXPANSION

**Europe:** Germany, France secondary markets

**Middle East:** Egypt, Jordan, Kuwait pipeline

3

### 2027 ACCELERATION

**Asia:** South Korea, Thailand, Vietnam

**Europe:** Benelux region consolidation

## MARKET SELECTION CRITERIA

- GDP per capita above \$15K
- Young urban population demographic
- Existing American brand acceptance
- Qualified operator partners available

## ENTRY STRATEGY

- Master license agreements preferred
- Local partner capital and expertise
- Royalty-based revenue model
- Ongoing operational support from platform

# PROVEN MODEL. BUILT INFRASTRUCTURE. READY TO SCALE.

The systems are in place, the brands are performing, and the team is seasoned. This is the inflection point where platform value compounds rapidly.

## MODEL VALIDATED

33 months and 20 brands proving the acquisition-to-scale playbook works across concepts, geographies, and market conditions

## INFRASTRUCTURE BUILT

Technology, supply chain, training, and franchise development systems operational and supporting 300+ locations

## TEAM SCALED

We've evolved from generalists into a disciplined platform of specialists — leveraging tools to execute faster, smarter, and more efficiently.

## PIPELINE ACTIVE

M&A prospects qualified, franchise territories mapped, international licenses signed, CPG products in development



# JOIN THE PLATFORM THAT BUILDS PROOF OF SCALE.

Investing now means joining a proven operator platform with multiple revenue streams and a leadership team that's done this before.



## OPERATIONAL STRENGTH

Seven pillars generating diversified revenue. Shared systems driving margin expansion. 300+ locations proving execution at scale.



## FINANCIAL UPSIDE

Path to \$1B+ system sales and \$6B market cap through disciplined execution and compounding returns.



## CULTURAL MOMENTUM

A team that thrives in the messy middle. Operators who've built brands before and know how to scale without breaking.



**THANK YOU FOR THIS INCREDIBLE OPPORTUNITY!**

**GREGG MAJEWSKI**

CEO, Founder | Craveworthy Brands

[gregg@craveworthybrands.com](mailto:gregg@craveworthybrands.com)