



**connor
concepts**
Superior Dining Experiences. **Everyday.**



Connors
Steak & Seafood

Concept & Strategy

The objective at Connor Concepts is to develop and operate a regional system of restaurants offering guests a distinctive dining experience – creating a loyal customer base and generating a high level of repeat business.

Through fulfillment of our objective, we provide an excellent opportunity for the development and success of our team members while creating exceptional investment growth for our partners.

The Chop House

This steak house concept positions itself in the market between fine dining and family fare, combining premium offerings and friendly service in a casual, relaxed atmosphere.

Chop House guests receive good value and hearty menu items. Our fare is “better and different,” using fresh ingredients prepared in-house and featuring steaks and chops grilled in our unique Montague™ ovens. Service strives to be second to none with an intensive training program for team members. The atmosphere is inviting with rich woods and earthen-colored décor. Fireplaces, alabaster chandeliers and gas lamps accent the warm environment.

Connors Steak & Seafood

Emphasizing a blend of traditionally favored entrées and fresh, uniquely prepared items, Connors Steak & Seafood is capable of responding to the increasingly sophisticated tastes of our guests. Connors Steak & Seafood offers a great price value based upon product quality, portion size, and distinctiveness. Connors Steak & Seafood is stylish while retaining the warmth and inviting atmosphere preferred by the casual diner.

Menu – The Chop House

The Chop House offers guests familiar food prepared in a unique manner with a passionate focus on excellence. We take no shortcuts in preparation and purchase only the highest quality products, while offering great price value. When possible all items are homemade and prepared with fresh ingredients, including soups, salad dressings, sauces, desserts and more.

Our menu is better and different in that premium aged, uniquely seasoned, USDA Choice steaks are grilled in Montague™ ovens at extreme temperatures exceeding 1,800 degrees in order to sear in juices and natural flavors. Prime Rib is seasoned and slow roasted until fork-tender.



USDC inspected fish is grilled and topped with a variety of seasonal vegetables and fruit toppings. Our Colossal-Sized Onion Rings are hand-breaded and hand-battered using an 11-step process. Other guest favorites are the featured 12 oz. French-Cut Pork Chop, Fall-Off-The-Bone BBQ Baby Back Ribs, Grilled Chicken Salad, Steakburger, hand-breaded Baked Boston Schrod, and Caramel Fudge Cake.

Our executive chef continually develops innovative items for the menu to meet evolving trends and offer patrons fresh and interesting flavors. Our menu is intentionally limited and easy to execute ensuring quality – our highest objective. Guests may have their meal prepared in accordance with dietary needs and are also offered “small plate” portions of many of our popular entrées.

Chop House entrées range in price from \$11.00 to \$32.00, and our appetizers range in price from \$9.00 to \$14.00. The average check per guest, including alcoholic beverages, is approximately \$20.00. Sales of alcoholic beverages, featuring a nice variety of liquor, wine and beer, comprise about 10% of revenue. Lunch and dinner contribute approximately 37% and 63% of revenue, respectively.

Menu – Connors Steak & Seafood

The Connors Steak & Seafood menu offers a balanced blend of traditional American favorites and trendy entrées that excite the senses and create memorable dining experiences. Chefs are trained to prepare specially seasoned, premium cuts of aged beef. Our steaks and fresh seafood are grilled over mesquite wood to enhance the richness in flavor. A variety of impressive recipes have been created to please the most sophisticated diner. The menu is highlighted by dishes such as the signature Lobster Crab Bisque, Pan Seared Ahi Tuna, Chicken Piccata, Steamed Alaskan King Crab Legs, Coldwater Lobster Tail, and our signature Boursin Filet. We offer a variety of fresh vegetables and can accommodate guests with special dietary needs.

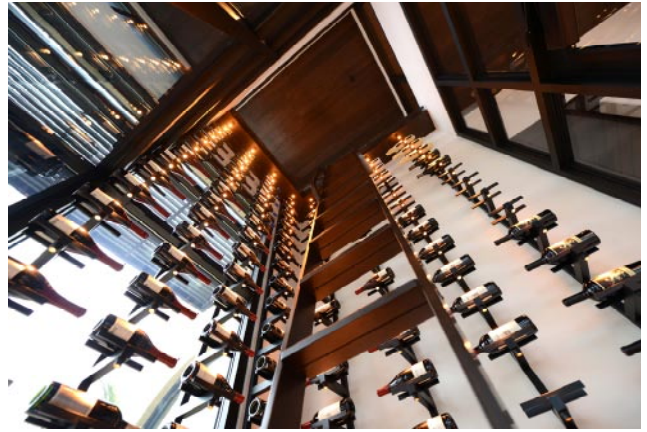


In addition to our core menu, Connors Steak & Seafood offer a variety of lunch and light eating favorites such as Baby Spinach & Strawberry Salad, Reuben Sandwich and specially seasoned, Mesquite Grilled Burgers. Menu pricing for Connors Steak & Seafood ranges from approximately \$12.00 to \$35.00 per guest. While the average is approximately \$30.00 per guest, alcoholic beverages comprise about 17% of total sales and lunches account for approximately 30% of total revenue.

A focal point of the restaurant’s atmosphere is our Exhibition Kitchen, while the Cook Line and Seafood & Dessert Bar offer tempting aromas, add visual appeal and entertain guests as they anticipate their dining experience.

Potential Sites & Guidelines for Expansion

- Approximate building size 6,500–7,500 s.f. (Chop House); 7,000–8,000 s.f. (Connors)
- Visibility, accessibility, ample signage, traffic count 40k+ per day
- Site size approximately 1.5 to 1.8 acres
- 145+ dedicated parking spaces
- Within 300 mile radius of Knoxville, TN
(now expanding in Southeast with Florida being a key state)
- Major metropolitan area (MSA population 600k+)
- Anticipated annual net sales volume \$4M+ (Chop House); \$6.5M+ (Connors)
- Within 1 mile radius of retail center with strong traffic generators
- Education of adults minimum 50% with some college education
- Labor pool available (university/college)
- Availability of our niche in market
- Population of 250k within five mile radius
- Daytime population of 100k in five mile radius
- Median income level \$60k+ per household
- Able to do at least 30% sales at lunch



Mike Connor — President & Chief Executive Officer

Mike began his restaurant career with Steak & Ale in Knoxville, Tennessee in 1973. He continued in management with the Norman Brinker-owned restaurant chain for almost 10 years working in Tennessee, Alabama, Georgia and Texas. In 1982 along with the Regas' of Knoxville, Mike started and served as president of the Grady's Restaurant chain in Knoxville. Over the next seven years Grady's opened seven additional restaurants (averaging \$3.6 million each in annual sales) and merged with Mike's old mentor Norman Brinker and the Chili's group in 1989. Mike continued to serve as the concept head of Grady's and opened seven more restaurants in the next two years. In 1987, Ken Blanchard (The One Minute Manager) selected Grady's, along with several large companies, to participate in a video he produced entitled "Legendary Service." In 1992 Mike left Brinker and formed Connor Concepts, Inc., which developed The Chop House restaurant, specializing in heavily-aged, hand-selected, uniquely-seasoned steaks and chops. The first Chop House in Knoxville was opened with several associates from Grady's, and has been very successful. To date Connor Concepts, Inc. has opened twelve Chop House restaurants Georgia, Kentucky, Ohio, and Tennessee (averaging \$4.0 million in annual sales). The company also owns and operates the Connors Steak & Seafood brand of restaurants (averaging \$6.5 million in annual sales), which are located in Alabama, Florida and Tennessee. Mike is on the Board and Executive Committee of the Catholic Diocese of East Tennessee. Mike currently serves on the board of the University of Tennessee's Retail, Hospitality and Tourism Management Department (UTRHTM). He was a member of the Leadership Knoxville class of 1990 and was selected the "Restaurateur of the Year" in 2003 by the Tennessee Restaurant Association. Mike was inducted into the East Tennessee Business Hall of Fame in 2012, and was named UTRHTM's "Innovator of the Year" in 2016.

Bo Connor — Executive Vice President & Chief Operations Officer

Bo is a veteran restaurant entrepreneur with over forty years of experience with successful, high volume, multi-unit concepts. After graduating from The University of Tennessee with a B.S. in Business Administration, Bo started working with the Brinker Group under the leadership of Norman Brinker (creator of Steak & Ale, Bennigan's and later Chili's). He rose through the ranks during the next ten years from Assistant Manager in Chattanooga, to General Manager in Memphis, to Area Director in New Orleans (Louisiana, Mississippi, and West Tennessee territory), then Regional Manager out of Atlanta. Bo left S&A to join his brother Mike at Grady's Restaurants. After Grady's was sold by the partnership to Brinker, Bo joined Mike to form Connor Concepts Inc. and has been instrumental in developing The Chop House and Connors Steak and Seafood into successful brands. Bo is currently Chief Operating Officer overseeing all operations for the seventeen restaurant company, which employs over 1,300 team members. Bo is also very active in the hospitality industry and the local community. He is the Chairman of the Tennessee Hospitality and Tourism Association and serves on their government relations committee in conjunction with the National Restaurant Association. He is also on the Knoxville Chamber Partnership Government Relations board. Bo has served as culinary / restaurant management curriculum advisor for the University of Tennessee, Pellissippi State, and Walters State Community Colleges. He is current Chairman of the Mabry-Hazen Historic Home (built 1858) Foundation in Knoxville. Bo was honored in 2013 by his Tennessee Hospitality and Tourism Association peers as Restaurateur of the Year.

Nicki Dawson — Executive Vice President & Chief Financial Officer

Nicki's professional career includes more than twenty-five years of financial reporting, consulting, auditing and tax experience. After graduating with Bachelor's and Master's Degrees from the University of Tennessee in Knoxville and earning her CPA license, Nicki worked for the "Big Four" accounting firm PriceWaterhouseCoopers for several years, gaining financial statement audit experience in a variety of industries. After serving as Director of Accounting in a high tech company during the dot-com era, she spent fifteen years with CPA firms in Knoxville and Nashville. Along the way, she was fortunate to gain the opportunity to work with Mike Connor and Connor Concepts. In addition to supervising the preparation of the company's income tax returns and financial statements, Nicki worked as an advisor or "part-time CFO" to the company for over seven years before coming in-house as CFO in January 2013. In addition to strategic and day-to-day finance leadership and Executive Committee participation, Nicki plays key roles in risk management, HR and benefits. She has served on the Knox County Industrial Development Board, the Knox County Health & Education Board, and both the Finance Committee and Board of Advisors of Emerald Youth Foundation.

Kevin Thompson — Senior Vice President of Operations

Kevin's professional career began with Del Taco in California where he successfully facilitated their nationwide expansion as Regional Supervisor. In 1980, an opportunity presented itself to join Mike Connor at Steak & Ale in Dallas, Texas. Kevin and Mike later decided to partner and relocate to Knoxville, Tennessee and develop a new concept, Grady's Goodtimes. Grady's was a seminal example of the emerging "casual dining" segment and quickly expanded to seven restaurants and \$22 million in revenues. Brinker International acquired Grady's in 1989. In 1992 Kevin joined forces with Mike and Bo Connor to form Connor Concepts, Inc.

Brian Keyes — Senior Vice President of Operations, Information Technologies Director

Brian learned how to bartend with the Marriott Corporation in Virginia and worked with them for his final two years as an undergraduate in college. Upon graduating, the Marriott offered Brian a promotion to Assistant Food & Beverage Director, but Brian chose to pursue a Master's degree on full scholarship. Brian began his professional career in restaurant management in 1984. Upon completion of college degrees (B.S. *cum laude* Virginia Tech '81; M.S. Tennessee '84), Brian was the first team member promoted to Manager under Mike Connor at the first Grady's in Knoxville, TN. Brian relocated with Grady's numerous times and opened many new restaurants. He was promoted to General Manager in 1988 and Area Director in 1991. In 1993, Brian joined The Chop House team and has primarily been responsible for multi-unit supervision with Connor Concepts, Inc. In addition to operations, other areas Brian has been responsible for include: human resources, management information systems (IT, POS), menu/website development, training, and manuals. Brian is also a food safety instructor and he certifies all management personnel through the National Restaurant Association's ServSafe seminars. Brian currently serves on the boards of the University of Tennessee Retail, Hospitality & Tourism Management Curriculum, Walters State College, and the Pellissippi State Culinary Institute. He is past president of Knoxville's Franklin Square Merchants Association. In addition to teaching various seminars to managers of the company, Brian also enjoys and serves the community by volunteer teaching at many local universities and high schools.

Brent West — Senior Vice President of Operations, Real Estate Director

While attending the University of Tennessee in 1992, Brent joined the Connor Concepts team. He began as a Server at the first Chop House, located in Knoxville, Tennessee. After graduation, Brent was promoted to a management position and assisted in the opening of several new locations. Brent was promoted into a General Manager role after a few years and has since worked in multiple locations. He has often taken over stagnant locations and improved operations, sales, and profit to above average performance in short periods of time. Brent supervises six locations and oversees the company's real estate projects which consist of scouting the site, design and development, and lease negotiations.

Al Varlan — Senior Vice President of Operations; Connors Steak & Seafood Concept Head

Al began his professional career in restaurant management in 1987. Shortly after graduating from The University of Tennessee with a B.S. in Marketing, Al joined Grady's and managed two different locations from 1988-1993. He joined Mike Connor in 1993, helping to open several Chop House locations as General Manager in Kingsport and Chattanooga, Tennessee. Al worked with NASCAR Café as General Manager, then Area Director, then Vice President from 1997-2003. In 2003, Al rejoined Connor Concepts, Inc. to open The Chop House in Fountain City, Tennessee. As General Manager and Area Director, Al has opened six of the company's seventeen current Chop House and Connors Steak & Seafood venues. He currently serves as Concept Head for Connors Steak & Seafood.

Tony Watson — Senior Vice President of Menu, Facilities, Purchasing

Tony began his career in 1976 with The Hungry Fisherman group in Knoxville and very quickly progressed to Line Supervisor. Seeking a more growth-oriented concept, he accepted a position at TGI Fridays where he was Master Bartender, then Kitchen Manager. In 1987 Tony joined the Grady's Goodtimes team as Kitchen Manager. After the Brinker purchase, he was promoted to Back of House Coordinator responsible for kitchen layout, small wares planning and procurement, Opening Team Coordinator for the back of house, and new Team Member recruitment and development. He also assisted with R&D at the Dallas test kitchen. Tony has created menus and back of house operations procedures for such concepts as Cheers, TW Lees, Captains Quarters, J. Alexander's, Chops Grill, Regas, The Chop House, NASCAR Cafe and Connors Steak & Seafood. In his current position, Tony's duties include overseeing menu R&D, purchasing, contracts and rebates, FF&E procurement/replacement, small wares planning and ongoing restaurant remodel projects. Other ancillary duties include new restaurant budgeting and design, overseeing construction, installation of FF&E items, facility maintenance, and assurance of seamless new restaurant startup and operation.

Mark Davis — Vice President of Menu & Facilities

Beginning his career in 1987 at Darryl's in North Carolina, Mark worked as a server, line cook, and Kitchen Manager while attending UNC-Greensboro. A relocation to Charlotte saw him join the staff of Grady's Goodtimes from 1990-1992, where he gained valuable experience assisting in several restaurant openings. Desiring continued professional growth, he joined Connor Concepts shortly after its formation in 1992 and over the next four years assisted in the startup and management of restaurants in Kingsport, TN, Chattanooga, TN, and Dayton, OH. Promoted to Food & Beverage

Director for NASCAR Café in Myrtle Beach, SC, Mark was responsible for coordinating kitchen operations, menu development/implementation, and concept development. During his seven years with NASCAR Café, he assisted in opening seven restaurants and facilitated growth into Florida, Tennessee, Nevada, and North Carolina. In 2003, Mark rejoined Connor Concepts in Knoxville as Corporate Chef. The subsequent fifteen years have seen him assist in the creation of Connors Steak & Seafood in 2004, coordinate ten restaurant openings in three states, and be awarded “Top Chef Knoxville” in 2015 by CityView Magazine while continuing his main responsibilities of menu development/training/implementation and facility maintenance. Mark attained the title of Vice President in 2016, and in 2017 celebrated his 25th year of loyal service to Connor Concepts.

Angela Hawkins – Controller

Angela began her professional career as a staff accountant in a local CPA firm while obtaining a Bachelor’s Degree in Accounting from the University of Tennessee. After several years of working in client service, including working with Connor Concepts, Angela became the Firm Administrator where she gained valuable controllership skills. Angela also served as the Workflow and IT Administrator for the CPA firm, implementing system improvements, integrating best practices, and handling mission-critical workflow before joining the Connor Concepts team in 2013. Angela currently leads the Finance & Accounting group and oversees the general ledger, payroll, and accounts payable functions of the company. She also works closely with Brian Keyes providing IT support to the restaurants and the corporate office.

Professional References

Performance Food Group
5262 S Air Park Blvd
Morristown, TN 37813
Phone: 800.733.4253
Contact: Scott Hickman

Halperns
4685 Welcome All Rd
Atlanta, GA 30349
Phone: 404.767.9229

Pinnacle Bank
1111 Northshore Dr, S800
Knoxville, TN 37919
Phone: 865.766.3007
Contact: Lynn Akers

Contact Us

Contact Connor Concepts, Inc.
10911 Turkey Dr
Knoxville, TN 37934
Phone: 865.777.2677
Fax: 865.671.1977

Visit us on the web:
www.connorconcepts.com

