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ABOUT LETTUCE ENTERTAIN YOU ENTERPRISES, INC.

Since 1971, Lettuce Entertain You Enterprises, Inc. (LEYE) has maintained a sense of humor and enjoyment while creating high quality, successful restaurants. Due to the innovation of LEYE's Founder and Chairman, Richard Melman, and his creative team of partners and employees, LEYE currently owns, licenses or manages more than 80 establishments in Illinois, Arizona, Maryland, Minnesota, Nevada, Georgia, California and Virginia.

The founding of LEYE was the result of joining Melman's food ideas with the confidence and support of Jerry A. Orzoff, Melman's first partner. A successful real estate agent and North Michigan Avenue haberdasher, Orzoff (who died in 1981 at the age of 45), played a crucial role in Melman's life as a friend and mentor. "Jerry was a guy I respected and related to," says Melman. "He believed in my ideas. Meeting him was the turning point in my life."

After meeting Melman for the first time in 1970, Orzoff liked his off-beat ideas, and believed in his ability. Working together as new friends and partners, Melman and Orzoff raised a total of \$17,000 to create an upbeat eatery geared toward young singles interested in rock music, casual clothes and healthy food. Melman hired bright, attractive waitresses and bartenders and filled the location with hanging plants and modern artwork.

The menu was designed to appeal to a variety of tastes, and included everything from vegetarian and macrobiotic foods to hamburgers, sandwiches, milkshakes and the first fruit and vegetable-laden salad bar.

Melman and Orzoff paired their first initials, added the sound a pig makes when eating and baptized the establishment R.J. Grunts on June 10, 1971 in Chicago's Lincoln Park. Despite a lackluster response in the opening weeks, Orzoff provided the much needed confidence and enthusiasm to keep Melman optimistic until his dream became reality. After one month, Grunts became a success.

For Melman and Orzoff, the success of R.J. Grunts marked the beginning. In 1973 new ideas and concepts were created, including the debut of Fritz That's It! in Evanston, Illinois, followed by the Great Gritzbe's Flying Food Show in 1974; Jonathan Livingston Seafood in 1975; and Lawrence of Oregano in 1976. With each new restaurant Melman's style evolved as he welcomed new challenges.

Having mastered the off-beat casual restaurant style, Melman directed his attention and energy toward the world of fine cuisine when he reopened the famous Pump Room in Chicago's Gold

Coast in 1976. In an attempt to maintain the ambiance and reputation of this establishment, which originally opened in 1938, Melman trained with a noted Chicago culinary expert, reorganized the kitchen, redecorated the room, and hired a staff trained in the LEYE philosophy. (NOTE: Lettuce Entertain You no longer handles management of the Pump Room)

In 1979, Melman decided to expand to the Chicago suburbs and opened Bones in Lincolnwood, Illinois. In 1980, LEYE took the popular R.J. Grunts, added a more contemporary look, and opened a second location in Glenview, Illinois.

Due to the success of The Pump Room, Melman became interested in an expansion of fine dining restaurants. As a result, in 1980, Melman with Chef Gabino Sotelino, traveled together to France where they insisted on bringing contemporary French cuisine to Chicago. This led to the opening of Ambria and a lasting partnership between Melman and Sotelino.

The success of Ambria inspired additional trips to Europe in order to study food and style. As a result of such visits, LEYE opened Un Grand Café, a French styled bistro, and the sophisticated Italian restaurant, Avanzare. The success of such establishments has earned LEYE increased recognition across the country for its international expertise and flair.

Never content to leave things as they are, Melman is constantly open to embracing innovative ideas and challenges. In 1982, Melman took his concepts and creativity beyond metropolitan Chicago when he opened Don & Charlie's American Rib and Chop House in Scottsdale, Arizona with partner Don Carson.

As the 1980s progressed, so did the success of Richard Melman and LEYE. With the desire to embrace diverse styles of cuisine, LEYE has developed a variety of concepts from seafood houses such as Shaw's Crab House/Blue Crab Lounge (1984-85) to the Spanish tapas restaurant Cafe Ba-Ba-Reeba! (1986) and upscale dining at Everest (1986) to innovative Mexican creations at Hat Dance (1988). LEYE's fast growing Italian Division has also experienced great success with establishments such as Tucci Bennuch (1988) and its city cousin Tucci Milan (1989) and the southern Italian trattoria, Scoozi! (1986).

LEYE continued to expand its Italian Division in the 1990's with the opening of Maggiano's Little Italy in Chicago (1991) and Oak Brook (1992), re-creating the classic pre-World War II dinner house featuring family size portions. (Please note: the Maggiano's concept was purchased by Brinker International in 1995, however, the Chicagoland, Edina, MN and Wauwatosa, WI locations continue to participate in the Lettuce Entertain You Frequent Diner and Gift Card programs)

A second Tucci Bennuch (1992) located in the new Mall of America in Minnesota; and Tucchetti in Phoenix, Arizona (1990). At the same time, Melman exhibited his flair for creating new and innovative concepts with the success of Papagus Greek Taverna (1991), featuring Grecian delights and mezedes amidst the friendly surroundings of a rustic taverna; and Big Bowl (1992), focusing on Fresh Chinese and Thai.

In the spring of 1993, Melman introduced to the public two new innovative dining concepts with the opening of *foodlife* and Mity Nice Grill, located in Chicago's Water Tower Place. *foodlife*, a

revolutionary food forum, offers abundant choices among 13 kiosks while Mity Nice Grill, located at the east end of *foodlife*, is a comfortable, neighborhood grill which has the decor and feel of the 40's, accompanied by a diverse yet simple menu.

Just over a year later in June 1994, expansion outside of the Chicago market continued with the opening of a new restaurant, Twin City Grill, in Minnesota's Mall of America. Twin City Grill is a quiet, cozy restaurant embracing the nostalgia of the 30's and 40's and serving classic American dishes.

At the end of 1995, LEYE opened two new distinctive restaurants. Brasserie Jo, an authentic, lively French brasserie offering traditional French cuisine and an extensive selection of European cocktails, opened in September. The second restaurant, Wildfire, which features quality steaks, chops and seafood in a warm and stylish environment opened in December.

LEYE began 1996 with a "bang," opening its first Chinese restaurant in January, Ben Pao, which loosely translated means firecracker. In December 1998, Wildfire opened in Oak Brook, Illinois. Wildfire also opened its doors in Lincolnshire, Illinois, in 1999. In addition, several exciting new concepts opened in 1999 including a fine-dining restaurant, Tru, with Chef Partners Rick Tramonto and Gale Gand, and Vong with partner Jean-Georges Vongerichten. In April of 1999 Richard Melman and Gerard Centioli announced the formation of ICON, LLC. (ICON) ICON was formed to establish partnerships with established restaurant icons for the expressed purpose of multi-unit expansion and development. LEYE also expanded into the exciting Las Vegas area with two concepts in the Paris Hotel; Eiffel Tower, developed by Chef/Partner Jean Joho and the second Mon Ami Gabi with Gabino Sotelino.

In 2000, LEYE continued to grow with many new openings. ICON, a division of Lettuce Entertain You, opened Joe's Seafood, Prime Steak & Stone Crab-a Miami restaurant icon, in Chicago. Mon Ami Gabi opened its third location in the Oakbrook Mall. Shaw's expanded to the Streets of Woodfield in Schaumburg with Shaw's Crab House and Red Shell.

In early 2001, LEYE expanded into Chicago's Loop area with a brand new restaurant concept called Petterino's, located in the Goodman Theater building featuring prime steaks, fresh seafood and classic specialties in a 1940's atmosphere. At the end of the year, Wildfire opened its fourth location in Eden Prairie Center Mall in Eden Prairie, Minnesota.

Jean-Georges Vongerichten's Vong-Chicago was revamped into Vong's Thai Kitchen (VTK) with a lower-priced menu and a vibrant atmosphere. In spring 2002, LEYE ventured to the East Coast with Mon Ami Gabi's fourth location in Bethesda, Maryland. At the end of the year a kiosk serving both savory and sweet crepes opened in Minnesota's Mall of America called Magic Pan Crepe Stand. A second Magic Pan opened in Ridgedale, MN in December 2004.

As the success of Wildfire continued, in June 2003 a new location was opened in Schaumburg, Illinois. Later that summer, LEYE developed a new fast casual concept called Wow Bao, located in the entrance of Chicago's Water Tower Place shopping center. Wow Bao, specializes in Asian influenced savory steamed buns, nourishing broths, crunchy salads and specialty sodas and teas.

In 2004, two more restaurants were opened in Las Vegas, Nevada, Cafe Ba-Ba-Reeba! and Joe's

Seafood, Prime Steak & Stone Crab. Cafe Ba-Ba-Reeba!, opened in September, is located in the Fashion Show while Joe's, opened in October 2004, is situated in The Forum Shops at Caesars. Also in October, Lund Food Holdings, Inc. and Lettuce Entertain You introduced a retail food concept called "Shanghai Circus – Stir Fry and Steam Show" at Byerly's in Minnesota. Shanghai Circus offers Asian food with "cooked-to-order" freshness including a "steam bar" featuring Hong Kong style buns called "bao." Soon after, Osteria Via Stato, conceptualized by Rich Melman, was created to embrace the lifestyle of Italian dining in Chicago's River North neighborhood. At the end of the year in December, Wildfire opened its sixth location in Glenview.

In 2005, LEYE bought back Big Bowl, a casual Asian restaurant and Bar, serving contemporary versions of Asian-inspired dishes in Chicago, Lincolnshire and Schaumburg, Illinois, Minnetonka, Roseville and Edina, Minnesota and Reston, Virginia. During the summer, Magic Pan Crepe Stand opened in Northbrook Court Mall in Northbrook, Illinois. Shortly after, the holiday season brought a new concept to Northbrook Court Mall called Di Pescara.

Almost a year later in November of 2006, Wildfire opened its seventh location in Atlanta, Georgia. This would mark the first LEYE restaurant in the Southeast.

The second Wow Bao in the new Chicago Loop location started off 2007. In March, Wow Bao opened for breakfast, lunch and dinner, offering breakfast bao, entrée salads, dumplings and potstickers. In the spring, Stripburger was opened on the Las Vegas Strip adjacent to Cafe Ba-Ba-Reeba! featuring burgers, shakes and cakes. The fall of 2007 brought the opening of Pizzeria Via Stato, a Roman-style pizzeria; Reel Club, a seafood restaurant in Oak Brook; and a third Wow Bao location in the theater district. Wildfire was continuing to grow and its eighth location opened at Tysons Galleria in McLean, Virginia.

Soon, Frankie's Fifth Floor Pizzeria opened in the 900 Shops offering Sardinian and Tavern Pizzas to order. Frankie's Scaloppine opened next to Frankie's Fifth Floor Pizzeria, a neighborhood Italian restaurant with style featuring chicken, veal and vegetable scaloppini. Also that year, with Wow Bao being so well received, the third location opened at State and Lake in the Chicago Theater District.

In May of 2008, Melman and Chef Laurent Gras opened L2O - a modern, high-end seafood restaurant offering an exceptional array of the world's best fish and shellfish served in several tasting menus that highlight seafood's elegance. In the summer of 2008, Melman's sons, R.J. and Jerrod, opened Hub 51, an American concept located in River North. Hub 51 duals as a restaurant/bar skewed to the young and hip with great food, drinks and music. In the early fall, Mon Ami Gabi opened its fifth location in the Reston Town Center. Next door, Community Canteen opened as a breakfast, lunch, brunch, snacks, hors d'oeuvres, and take-away option for diners in the greater D.C. area.

Lettuce then moved to the west coast and 2009 began with the opening of LGO. LGO Hospitality creator Bob Lynn and R.J. and Jerrod Melman joined forces and opened La Grande Orange Santa Monica (LGO) which focuses on fresh American cooking for breakfast, lunch and dinner.

In spring 2010, the kitchen table room at Tru was transformed into Michigan Avenue's newest burger joint called M Burger. Guests could walk up to this affordable burger counter and enjoy single and double burgers along with the signature "M Burger" topped with bbq sauce, bacon and secret sauce. In Las Vegas, things were heating up with the opening of El Segundo Sol serving up their signature tacos and margaritas.

R.J. and Jerrod Melman had been looking to do a French concept and the right opportunity came. Chef Joho wanted to update Brasserie Jo that had been open for over 16 years. The team joined forces in February 2011 and opened Paris Club. The goal is to serve affordable French fare in a casual, urban setting that appeals to a new generation of diners.

"We're a very disciplined organization. We run restaurants well," says Melman. "People think of us as creative--and I do believe we possess creativity--but more importantly, we play good solid ball. Our costs are good. We surround ourselves with good people and we train them well...not a lot of fancy stuff, just the basics. And, we work very hard." Adds Melman of LEYE's success, "We've had the ability to give people what they want almost before they know they want it. You can call it trendsetting. I prefer to call it the ability to listen to people."

**Please note that some of the restaurants have changed ownership or have closed, visit our restaurant page at www.leye.com for our current restaurants and locations.