



# RCI HOSPITALITY HOLDINGS INC

*Building a portfolio of well-managed, high cash-flowing  
nightclubs and restaurants*



# Today's Speakers



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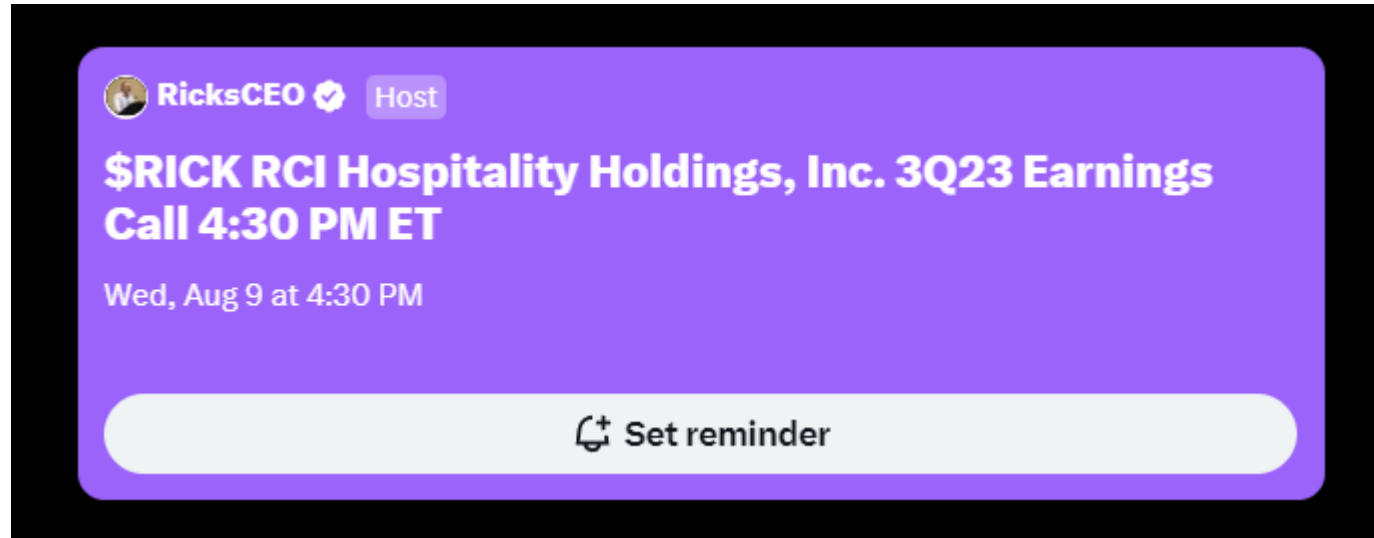


**Mark Moran**  
CEO  
Equity Animal

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# *X (formerly Twitter) Spaces Instructions*

- **Go To:** @RicksCEO on X: <https://x.com/RicksCEO>
- **Select this X Space:** <https://x.com/i/spaces/1kvJpmbgaWmxE>



- **To ask a question during Q&A:** You will need to join the Space with a mobile phone
- **To listen only:** You can join the Space with a personal computer
- **Note:** You can also use traditional phone and webcast for **listen-only** access – see our earnings news release for details

# Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include, among other things, statements regarding plans, objectives, goals, strategies, future events or performance and underlying assumptions and other statements, which are other than statements of historical facts. Forward-looking statements generally can be identified by words such as “anticipates,” “believes,” “estimates,” “expects,” “intends,” “plans,” “predicts,” “projects,” “will be,” “will continue,” “will likely result,” and similar expressions.

These forward-looking statements are based on current expectations and assumptions that are subject to risks and uncertainties, which could cause our actual results to differ materially from those reflected in the forward-looking statements. Factors that could cause or contribute to such differences include, but are not limited to, those discussed in this presentation and those discussed in other documents we file with the Securities and Exchange Commission (“SEC”).

This presentation may contain forward-looking statements that involve a number of risks and uncertainties that could cause the company’s actual results to differ materially from those indicated in this press release, including, but not limited to, the risks and uncertainties associated with (i) operating and managing an adult entertainment or restaurant business, (ii) the business climates in cities where we operate, (iii) the success or lack thereof in launching and building our businesses, (iv) cyber security, (v) conditions relevant to real estate transactions, (vi) the impact of the COVID-19 pandemic, and (vii) numerous other factors such as laws governing the operation of adult entertainment or restaurant businesses, competition and dependence on key personnel.

For more detailed discussion of such factors and certain risks and uncertainties, see RCI’s annual report on Form 10-K for the year ended September 30, 2022, as well as its other filings with the U.S. Securities and Exchange Commission. The company has no obligation to update or revise the forward-looking statements to reflect the occurrence of future events or circumstances.

The novel coronavirus (COVID-19) pandemic has disrupted and may continue to disrupt our business, which has and could continue to materially affect our operations, financial condition, and results of operations for an extended period of time.

As used herein, the “Company,” “we,” “our,” and similar terms include RCI Hospitality Holdings, Inc. (RCIHH) and its subsidiaries, unless the context indicates otherwise.

## Trademarks

Except as otherwise indicated, all trademarks, service marks, logos, and trade names in this presentation are property of RCI Hospitality Holdings, Inc., its subsidiaries or affiliates.

# Non-GAAP Financial Measures

In addition to our financial information presented in accordance with GAAP, management uses certain non-GAAP financial measures, within the meaning of the SEC Regulation G, to clarify and enhance understanding of past performance and prospects for the future. Generally, a non-GAAP financial measure is a numerical measure of a company's operating performance, financial position or cash flows that excludes or includes amounts that are included in or excluded from the most directly comparable measure calculated and presented in accordance with GAAP. We monitor non-GAAP financial measures because it describes the operating performance of the Company and helps management and investors gauge our ability to generate cash flow, excluding (or including) some items that management believes are not representative of the ongoing business operations of the Company, but are included in (or excluded from) the most directly comparable measures calculated and presented in accordance with GAAP. Relative to each of the non-GAAP financial measures, we further set forth our rationale as follows:

- *Non-GAAP Operating Income and Non-GAAP Operating Margin.* We calculate non-GAAP operating income and non-GAAP operating margin by excluding the following items from income from operations and operating margin: (a) amortization of intangibles, (b) impairment of assets, (c) gains or losses on sale of businesses and assets, (d) gains or losses on insurance, (e) settlement of lawsuits, and (f) stock-based compensation. We believe that excluding these items assists investors in evaluating period-over-period changes in our operating income and operating margin without the impact of items that are not a result of our day-to-day business and operations.
- *Non-GAAP Net Income and Non-GAAP Net Income per Diluted Share.* We calculate non-GAAP net income and non-GAAP net income per diluted share by excluding or including certain items to net income attributable to RCIHH common stockholders and diluted earnings per share. Adjustment items are: (a) amortization of intangibles, (b) impairment of assets, (c) gains or losses on sale of businesses and assets, (d) gains or losses on insurance, (e) unrealized gains or losses on equity securities, (f) settlement of lawsuits, (g) gain on debt extinguishment, (h) stock-based compensation, and (i) the income tax effect of the above-described adjustments. Included in the income tax effect of the above adjustments is the net effect of the non-GAAP provision for income taxes, calculated at 21.6% and 21.6% effective tax rate of the pre-tax non-GAAP income before taxes for the nine months ended June 30, 2023 and 2022, respectively, and the GAAP income tax expense (benefit). We believe that excluding and including such items help management and investors better understand our operating activities.
- *Adjusted EBITDA.* We calculate adjusted EBITDA by excluding the following items from net income attributable to RCIHH common stockholders: (a) depreciation and amortization, (b) income tax expense (benefit), (c) net interest expense, (d) gains or losses on sale of businesses and assets, (e) gains or losses on insurance, (f) unrealized gains or losses on equity securities, (g) impairment of assets, (h) settlement of lawsuits, (i) gain on debt extinguishment, and (j) stock-based compensation. We believe that adjusting for such items helps management and investors better understand our operating activities. Adjusted EBITDA provides a core operational performance measurement that compares results without the need to adjust for federal, state and local taxes which have considerable variation between domestic jurisdictions. The results are, therefore, without consideration of financing alternatives of capital employed. We use adjusted EBITDA as one guideline to assess our unleveraged performance return on our investments. Adjusted EBITDA is also the target benchmark for our acquisitions of nightclubs.
- *We also use certain non-GAAP cash flow measures such as free cash flow.* Free cash flow is derived from net cash provided by operating activities less maintenance capital expenditures. We use free cash flow as the baseline for the implementation of our capital allocation strategy.

Our 3Q23 10-Q and our August 9, 2023 earnings news release and financial tables contain additional details and reconciliation of non-GAAP financial measures for the quarter ended June 30, 2023, and are posted on our website at [www.rcihospitality.com](http://www.rcihospitality.com) and filed with the US Securities and Exchange Commission.

## Summary 3Q23 & 9M23 Results

| In Millions Except EPS                         | 3Q23   | 3Q22   | 9M23    | 9M22    |
|--|--------|--------|---------|---------|
| Total revenues                                 | \$77.1 | \$70.7 | \$218.5 | \$196.2 |
| GAAP EPS                                       | \$0.96 | \$1.48 | \$2.91  | \$3.76  |
| Non-GAAP EPS                                   | \$1.30 | \$1.60 | \$3.80  | \$3.89  |
| Net cash from operating activities             | \$15.3 | \$18.9 | \$47.0  | \$46.8  |
| Free cash flow                                 | \$14.3 | \$18.0 | \$42.1  | \$44.4  |
| Net income attributable to common shareholders | \$9.1  | \$13.9 | \$27.1  | \$35.4  |
| Adjusted EBITDA                                | \$22.7 | \$24.6 | \$64.8  | \$62.5  |
| Shares used in computing EPS                   | 9.43   | 9.39   | 9.31    | 9.43    |

- Prior year third quarter had the 2<sup>nd</sup> lowest expense to revenue ratio in the last five years due to the end of Covid restrictions
- 3Q22 and 9M22 free cash flow also benefited from \$2.2M previously disclosed tax refund

# Key Takeaways

**3Q23 Revenues:  
Record \$77.1M – Up 9%**

**3Q23 EPS:  
\$0.96 GAAP  
\$1.30 Non-GAAP**

**9M23 FCF & Adj. EBITDA  
Margins in line with 20% and  
30% targets, respectively**

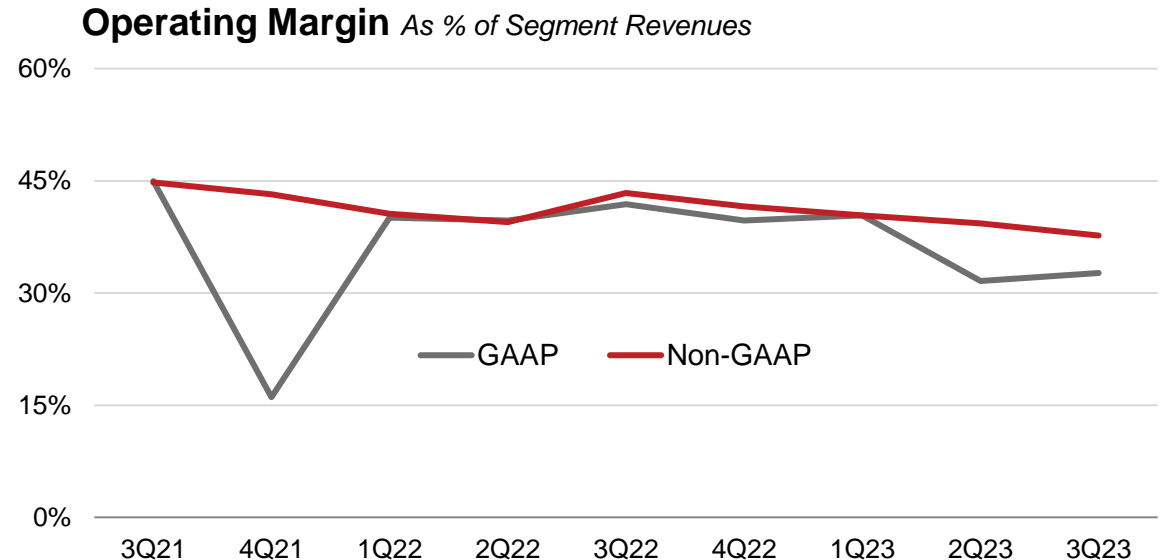
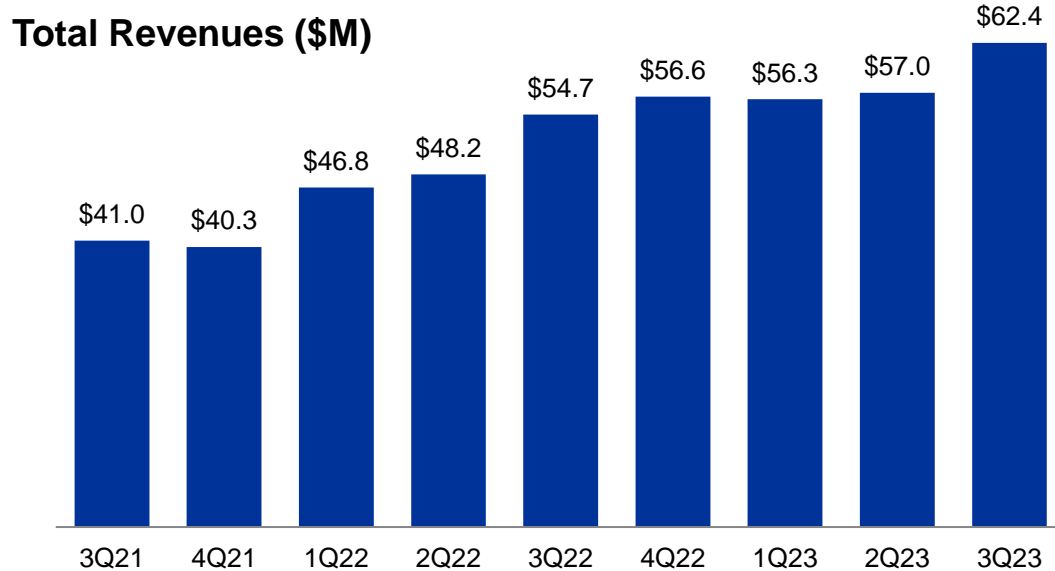
**Nightclubs Solid,  
3Q23 SSS Decline a Bump  
in the Road**

**Bombshells Profitable,  
Returning to Pre-Covid  
AUVs**

**4Q23 To Date:  
Repurchased 10,440 shares  
(avg. \$69.48 each), \$18M  
authorization remaining**

**New Clubs, Bombshells &  
Casinos Getting Ready  
to Open in 4Q23 & FY24**

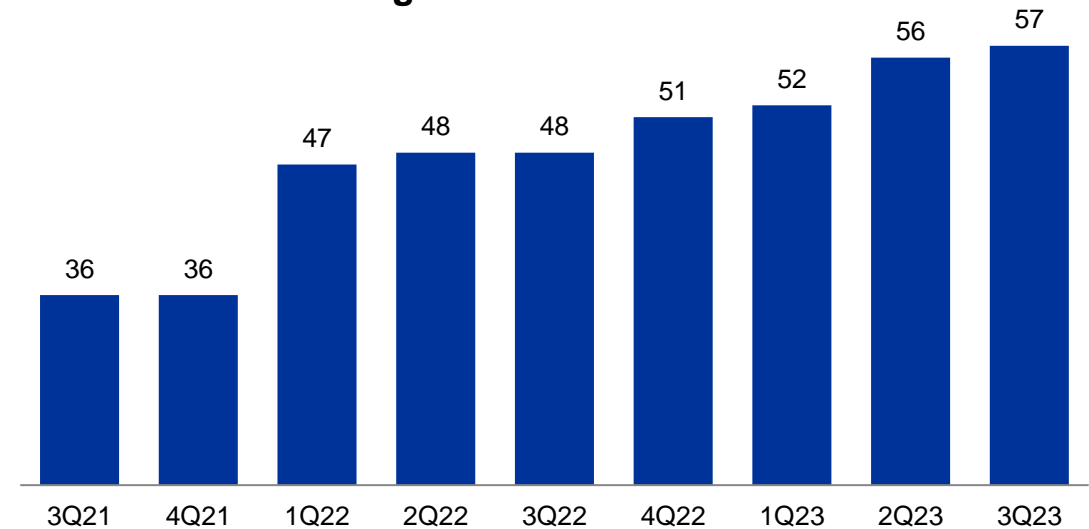
# Nightclubs Performance



## 3Q23 vs. 3Q22

- Revenues increased 14.2% primarily reflecting an increase from newly acquired and remodeled clubs partially offset by a SSS decline
- Type of revenues: Service +4.8%, alcoholic beverage +24.1%, and food, merchandise and other +17.7%
- Results included higher impairment and amortization of SOB licenses in 3Q23
- Operating income: \$20.4M vs. \$22.5M (32.7% of revenues vs. 41.1%)
- Non-GAAP operating income: \$23.6M vs. \$23.3M (37.7% of revenues vs. 42.7%)

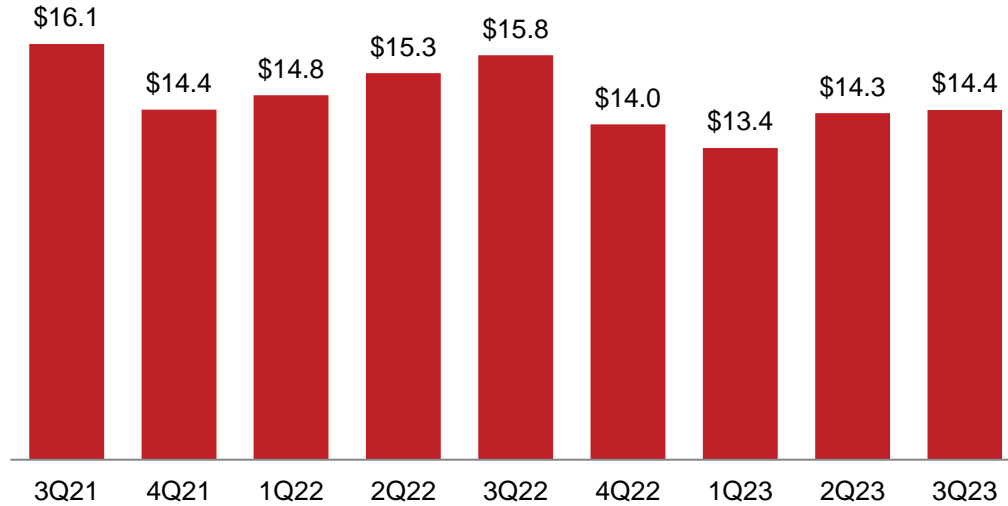
## Locations Contributing to Revenues





# Bombshells Performance

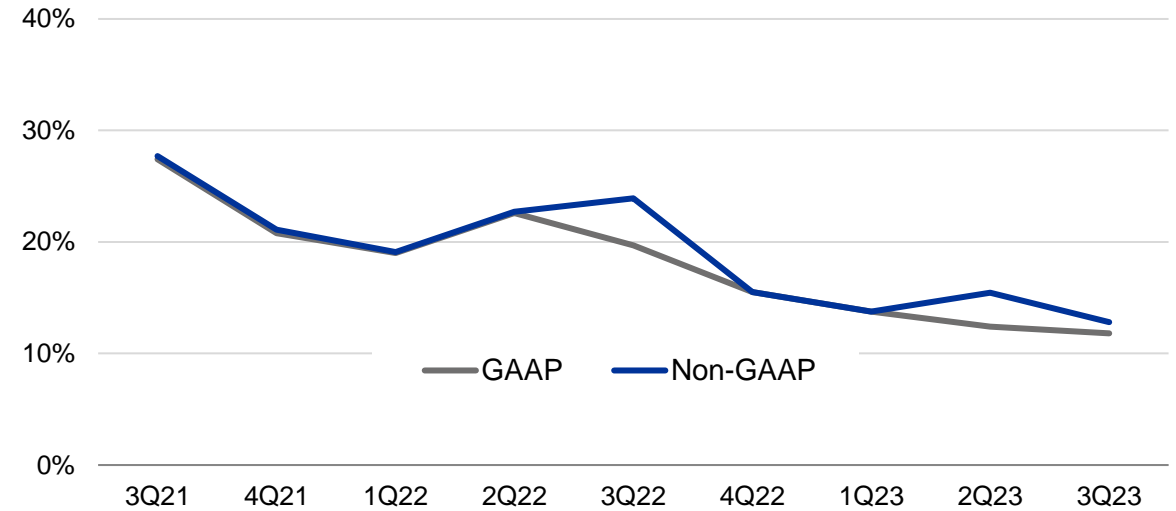
## Total Revenues (\$M)



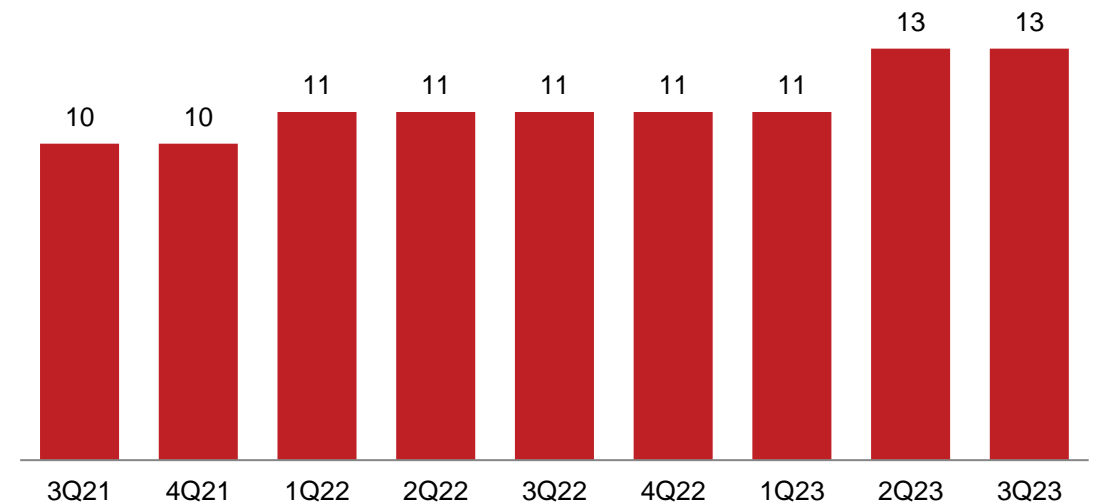
## 3Q23 vs. 3Q22

- Revenues declined 8.8% primarily reflecting a SSS decline partially offset by an increase from newly acquired and opened locations
- Type of revenues: Food and merchandise revenues -11.8% and alcoholic beverage -7.7%
- Operating income: \$1.7M vs. \$3.1M (11.8% of revenues vs. 19.4%)
- Non-GAAP operating income: \$1.8M vs. \$3.7M (12.8% of revenues vs. 23.6%)

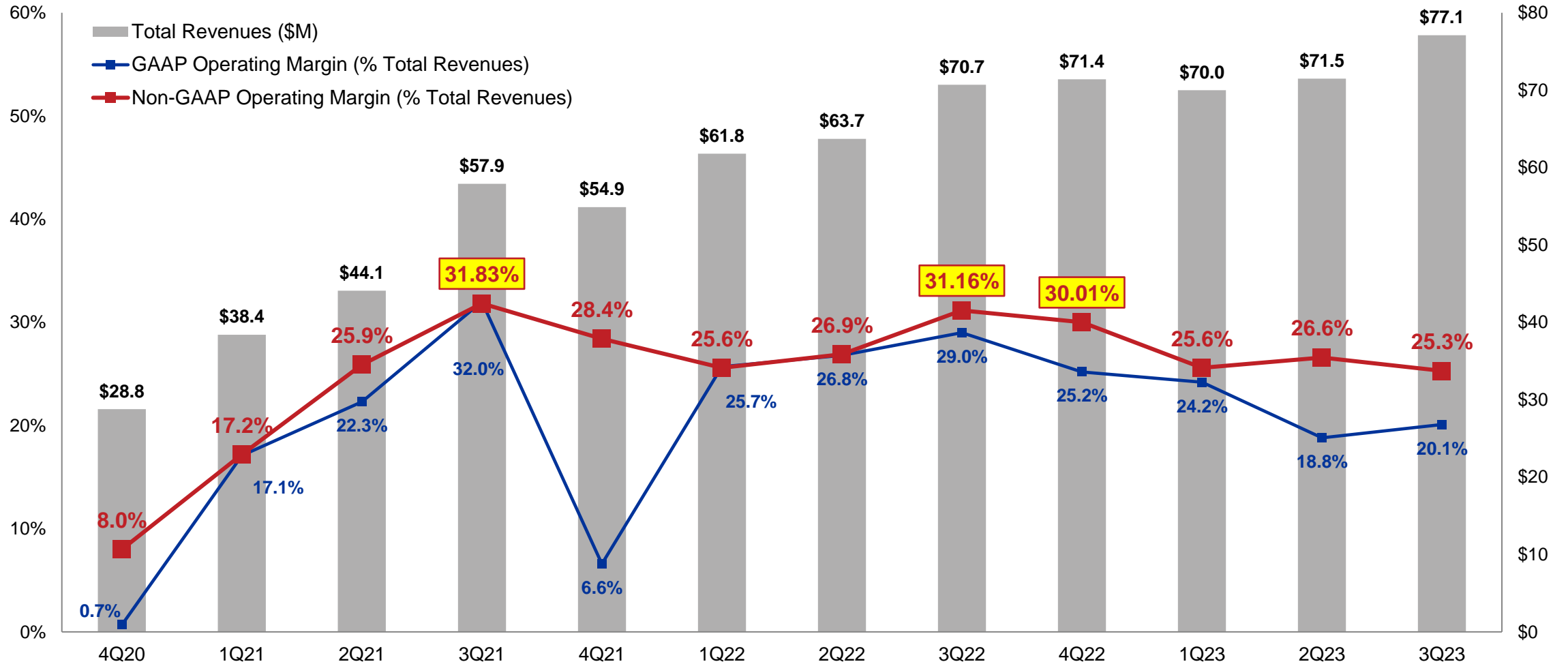
## Operating Margin As % of Segment Revenues



## Locations Contributing to Revenues

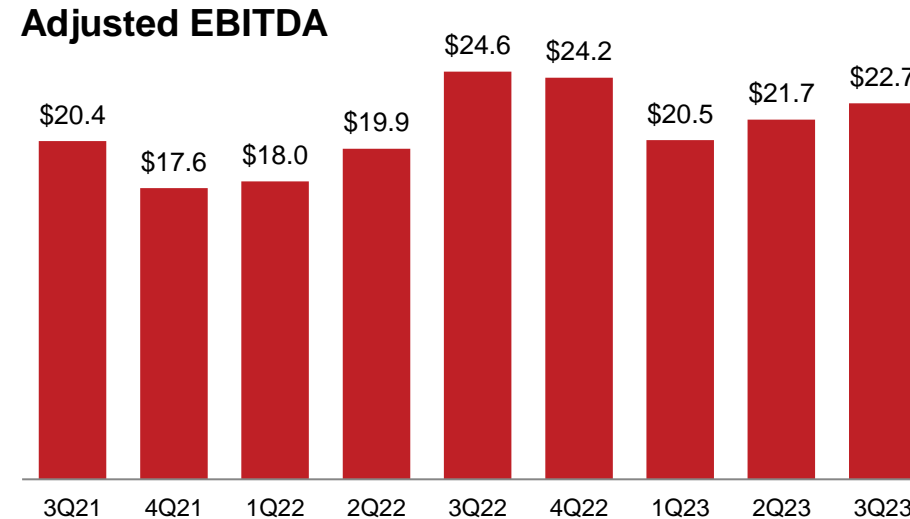
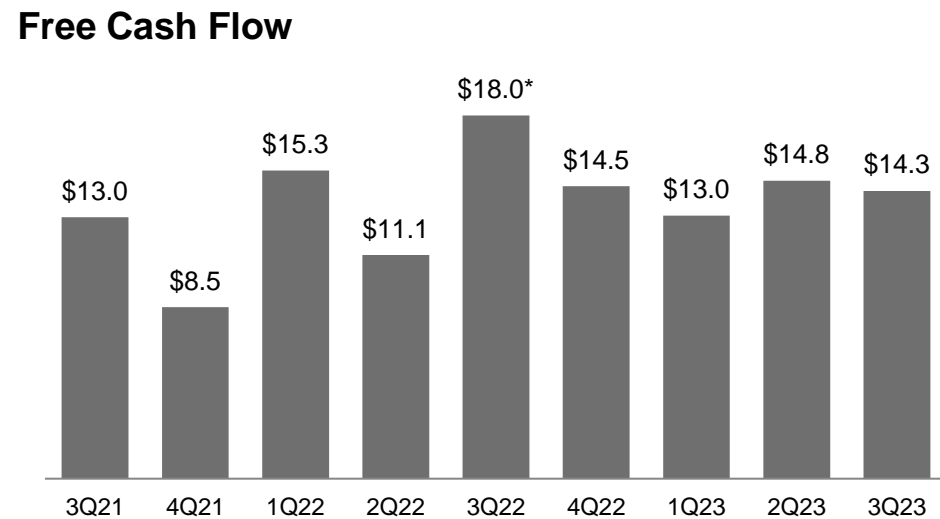
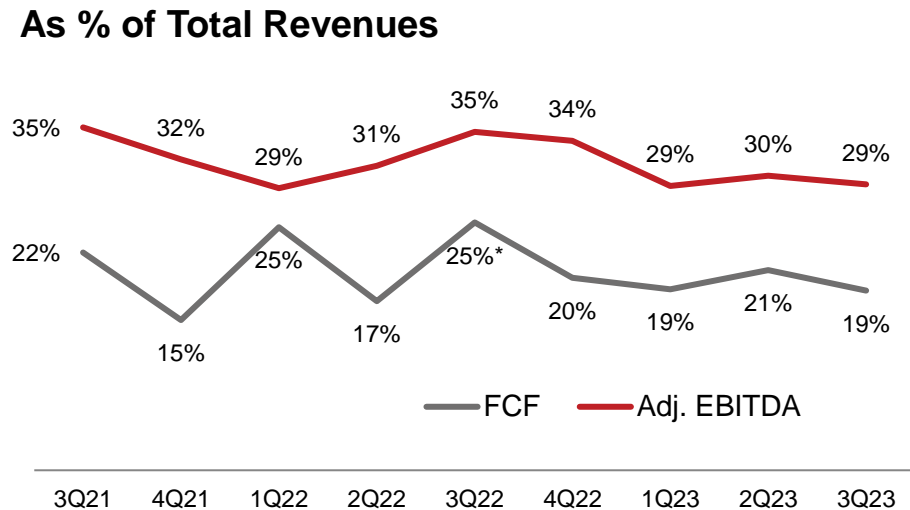
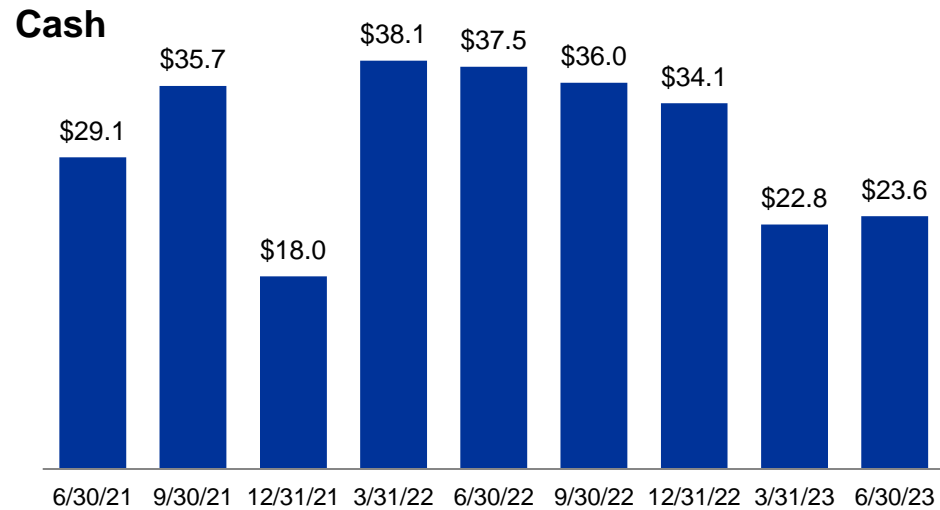


# Consolidated Operating Margin



- 3Q22 had the 2<sup>nd</sup> highest non-GAAP operating margin in the last five years due to the end of Covid restrictions
- 3Q23 in line with 1Q23 and 2Q23 non-GAAP operating margin

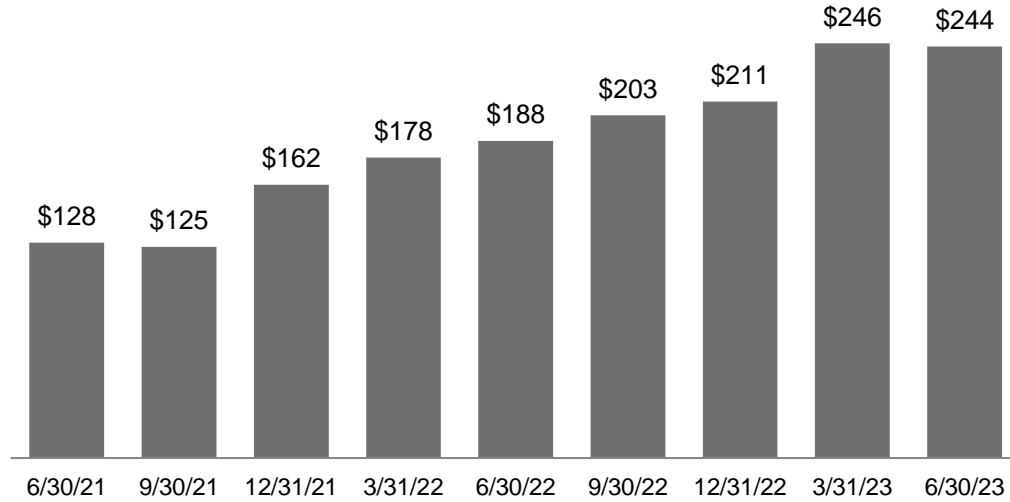
# Cash, FCF & Adjusted EBITDA (\$M)



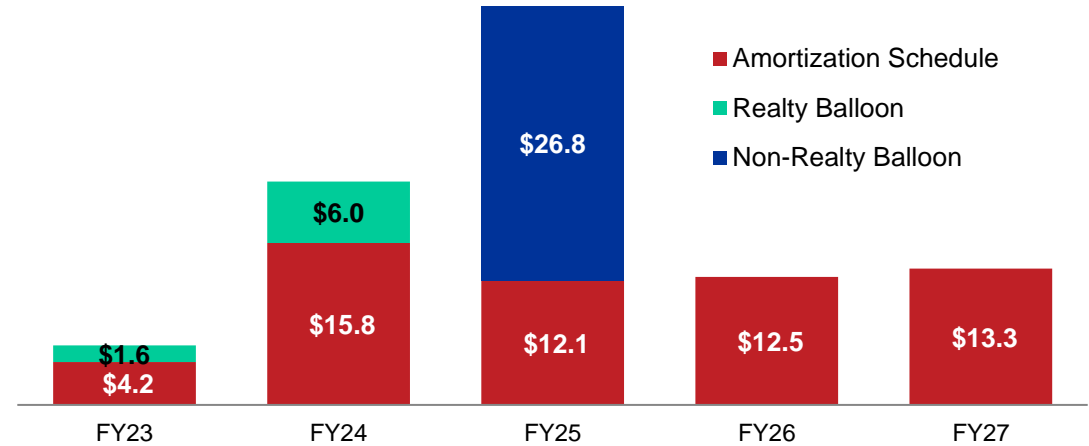
\* 3Q22 FCF includes receipt of \$2.2M previously discussed tax refund

# Debt Metrics

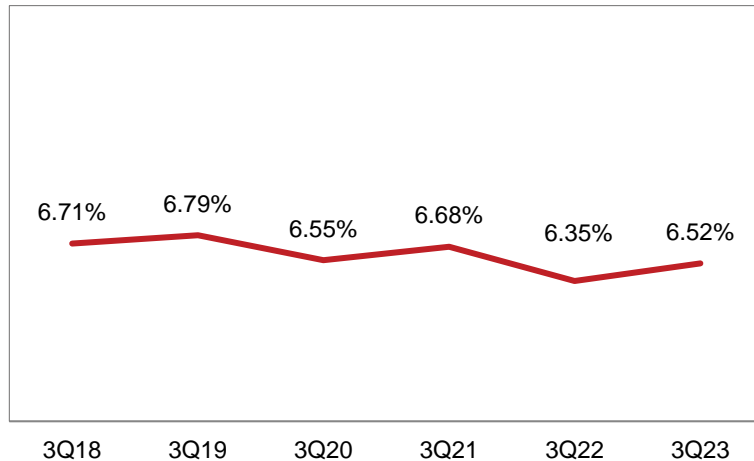
## Debt, Net of Loan Costs (\$M)



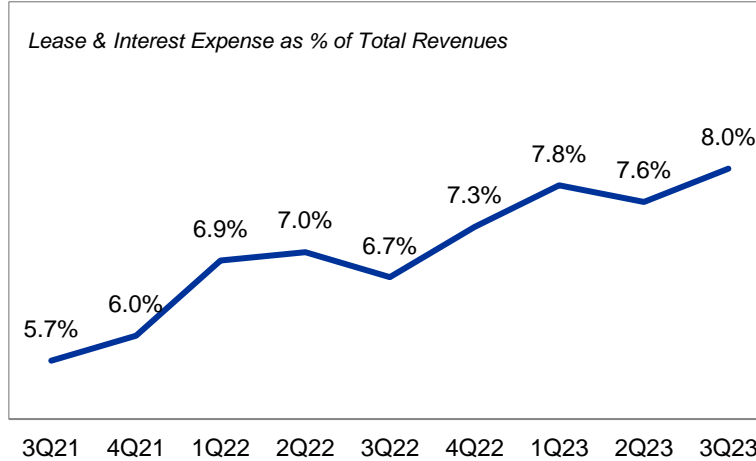
## Debt Maturities as of 6/30/23 (\$M)



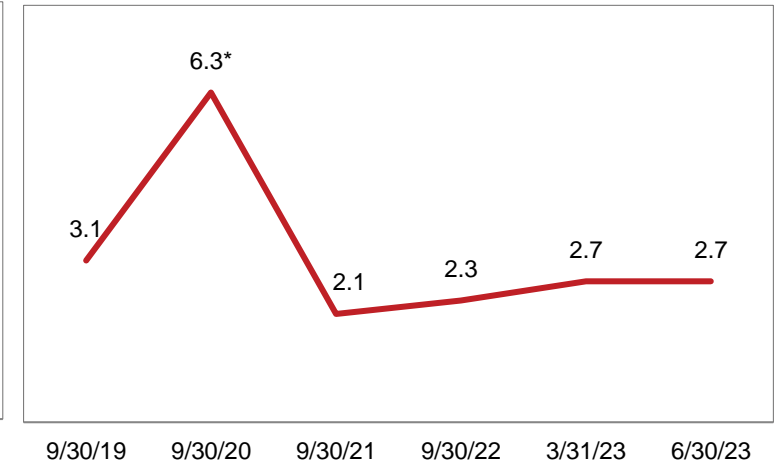
## Weighted Average Interest Rate on Debt



## Total Occupancy Costs



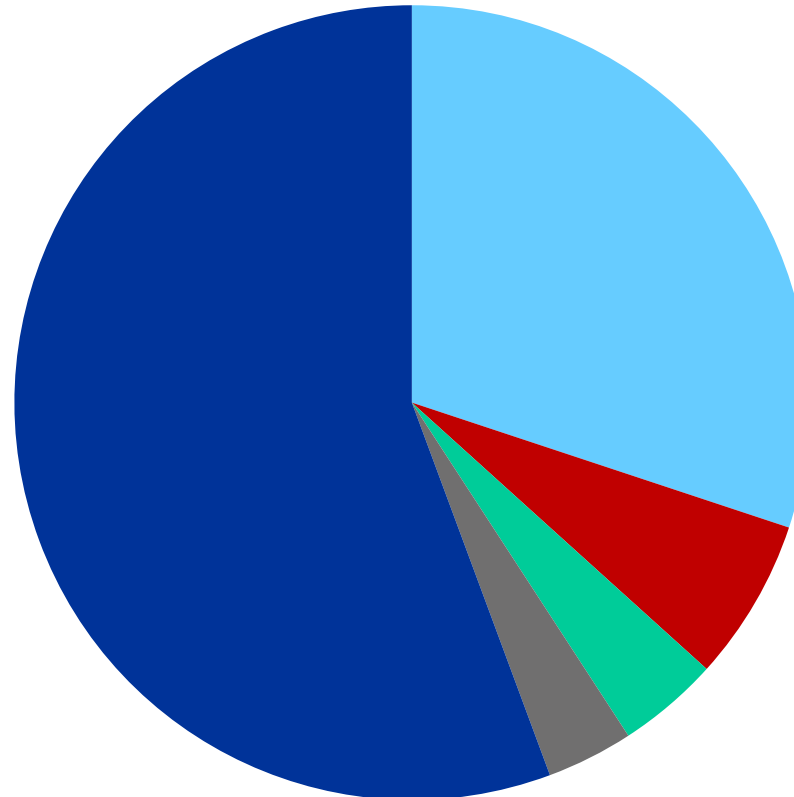
## Debt / Adjusted EBITDA (TTM)



\* Reflects Covid-related club closures in FY20

# Debt Analysis *(as of 6/30/23, \$M)*

Total of \$246.9<sup>1</sup>  
 Weighted Average Interest Rate (WAIR): 6.52%



**\$137.4 Secured by Real Estate (55.7% of total)**  
 • 5.44% WAIR

**\$74.3 Seller Financing (30.1% of total)**  
 • Secured by the respective clubs and real estate to which it applies  
 • 5 Baby Dolls-Chicas Locas: \$20.1 @ 7.0% WAIR  
 • 11 Clubs: \$18.3 @ 6.0% WAIR  
 • Scarlett's: \$12.5 @ 8.0% WAIR  
 • Playmates: \$10.6 @ 10.0% WAIR  
 • Cheetah: \$9.3 @ 6.0% WAIR  
 • Other: \$3.4 @ 6.1% WAIR

**\$16.3 Unsecured Debt (6.6% of total)**  
 • 12.0% WAIR

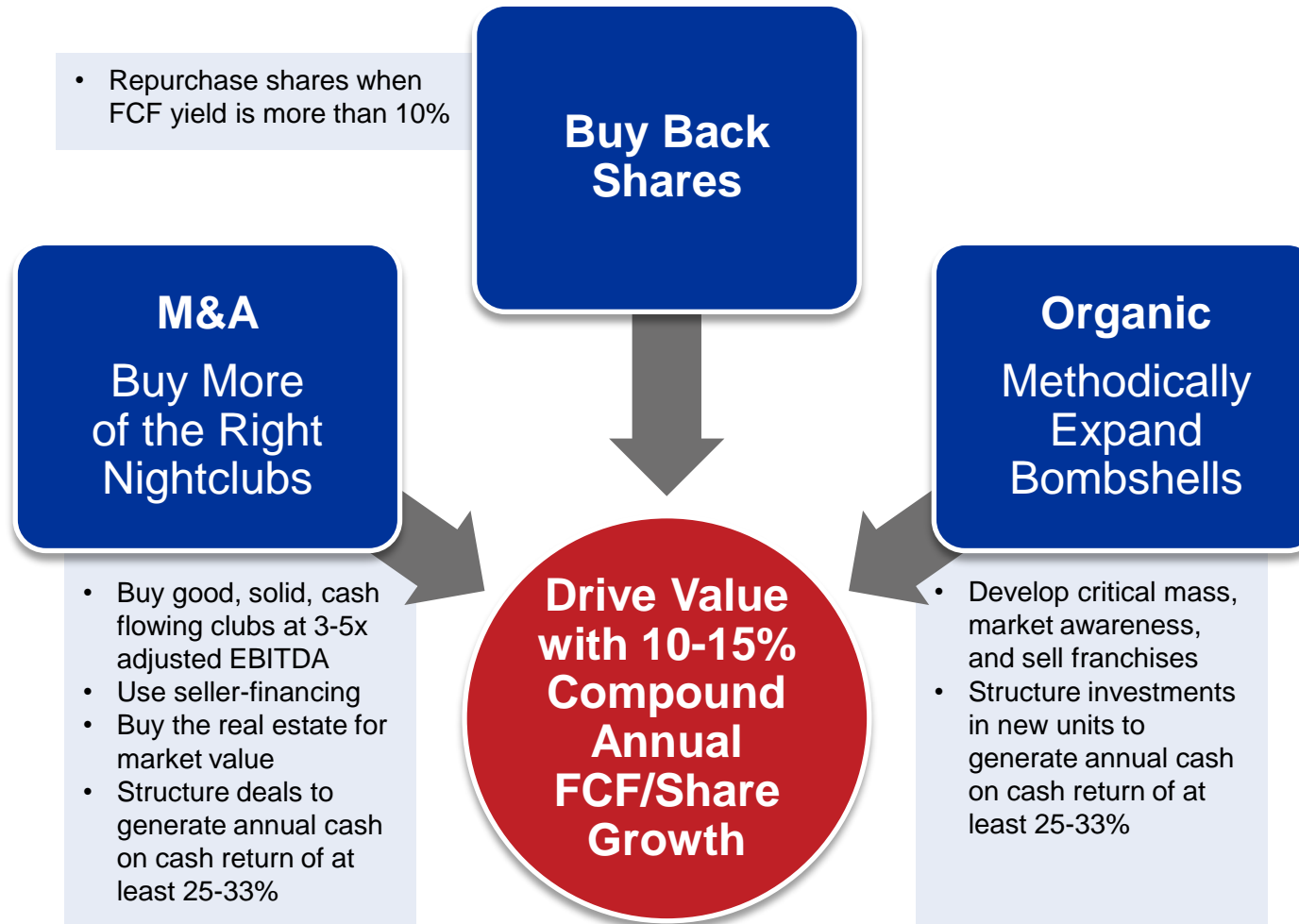
**\$10.2 Secured by Other Assets (4.1% of total)**  
 • 5.57% WAIR

**\$10.0 Bank Line of Credit (3.5% of total)**  
 • Secured by business and assets of a subsidiary  
 • \$8.7 balance @ 8.75% WAIR

**<sup>1</sup>Long-Term Debt Net of Loan Costs: \$243.8**  
 • +\$41.3 from 9/30/22  
 • -\$2.0 from 3/31/23  
  
**Operating Lease Total Liabilities: \$38.9**  
 • Adoption of ASC 842, Leases, starting FY20

1) See box titled "Long-Term Debt Net of Loan Costs" on this page

# Capital Allocation Strategy\*



# 4Q23 & FY24 New Clubs, Bombshells & Casinos

| Project                 | Location  | Status (as of 8/9/23)  |
|-------------------------|---|--|
| <b>Baby Dolls</b>       | <ul style="list-style-type: none"> <li>Fort Worth, TX</li> </ul>  | <ul style="list-style-type: none"> <li>Remodeling completed in June</li> <li>Will benefit from full quarter of business in 4Q23</li> </ul>   |
| <b>Bombshells</b>       | <ul style="list-style-type: none"> <li>Stafford, TX</li> </ul>  | <ul style="list-style-type: none"> <li>Final stages of construction</li> <li>Anticipate opening September 2023</li> </ul>  |
| <b>New Club</b>         | <ul style="list-style-type: none"> <li>Fort Worth, TX</li> </ul>  | <ul style="list-style-type: none"> <li>Remodeling in progress</li> <li>Anticipate opening in FY24</li> </ul>   |
| <b>Reformatted Club</b> | <ul style="list-style-type: none"> <li>Tye, TX</li> </ul>   | <ul style="list-style-type: none"> <li>Remodeling in progress</li> <li>Anticipate opening in FY24</li> </ul>   |
| <b>Replacement Club</b> | <ul style="list-style-type: none"> <li>Lubbock, TX</li> </ul>   | <ul style="list-style-type: none"> <li>Anticipate opening in FY24</li> </ul>   |
| <b>Bombshells</b>       | <ul style="list-style-type: none"> <li>Rowlett, TX</li> <li>Lubbock, TX</li> <li>Downtown Denver, CO</li> </ul> | <ul style="list-style-type: none"> <li>Anticipate opening in FY24</li> </ul>   |
| <b>Casinos</b>          | <ul style="list-style-type: none"> <li>Central City, CO</li> </ul>  | <ul style="list-style-type: none"> <li>Anticipate opening in FY24 of two locations:               <ul style="list-style-type: none"> <li>– Rick’s Cabaret Steakhouse &amp; Casino</li> <li>– Bombshells Sports Casino</li> </ul> </li> </ul> |

# EXPO 2023

<https://theedexpo.com/>



Paris Las Vegas Hotel • August 20-23, 2023





RCI HOSPITALITY  
HOLDINGS INC

*Appendix*

# Reconciliation of Non-GAAP Measures

| In 000s   | 3Q23            | 3Q22            | 9M23            | 9M22            |
|---|-----------------|-----------------|-----------------|-----------------|
| <b>Reconciliation of GAAP net income to Adjusted EBITDA</b> |                 |                 |                 |                 |
| Net income attributable to RCIHH common stockholders        | \$9,085         | \$13,902        | \$27,055        | \$35,429        |
| Income tax expense  | 2,269           | 3,767           | 7,447           | 10,056          |
| Interest expense, net                                       | 4,229           | 2,925           | 11,412          | 8,175           |
| Settlement of lawsuits                                      | 63              | 132             | 3,183           | 709             |
| Impairment of assets  | 2,631           | 1,722           | 3,293           | 1,722           |
| Gain on sale of business and assets                         | (105)           | (266)           | (692)           | (666)           |
| Gain on debt extinguishment                                 | —               | (53)            | —               | (138)           |
| Unrealized loss on equity securities                        | —               | —               | —               | 1               |
| Gain on insurance   | —               | (87)            | (91)            | (408)           |
| Stock-based compensation                                    | 470             | —               | 2,117           | —               |
| Depreciation and amortization                               | 4,041           | 2,565           | 11,108          | 7,636           |
| <b>Adjusted EBITDA</b>                                      | <b>\$22,683</b> | <b>\$24,607</b> | <b>\$64,832</b> | <b>\$62,516</b> |

# Reconciliation of Non-GAAP Measures

| In 000s   | 3Q23            | 3Q22            | 9M23            | 9M22            |
|---|-----------------|-----------------|-----------------|-----------------|
| <b>Reconciliation of GAAP net income to non-GAAP net income</b> |                 |                 |                 |                 |
| Net income attributable to RCIHH common stockholders            | \$9,085         | \$13,902        | \$27,055        | \$35,429        |
| Amortization of intangibles                                     | 918             | 25              | 2,722           | 124             |
| Settlement of lawsuits  | 63              | 132             | 3,183           | 709             |
| Impairment of assets  | 2,631           | 1,722           | 3,293           | 1,722           |
| Gain on sale of businesses and assets                           | (105)           | (266)           | (692)           | (666)           |
| Gain on debt extinguishment                                     | —               | (53)            | —               | (138)           |
| Unrealized loss on equity securities                            | —               | —               | —               | 1               |
| Gain on insurance   | —               | (87)            | (91)            | (408)           |
| Stock-based compensation  | 470             | —               | 2,117           | —               |
| Net income tax effect   | (812)           | (312)           | (2,258)         | (59)            |
| <b>Non-GAAP net income</b>                                      | <b>\$12,250</b> | <b>\$15,063</b> | <b>\$35,329</b> | <b>\$36,714</b> |

# Reconciliation of Non-GAAP Measures

|   | 3Q23             | 3Q22             | 9M23             | 9M22             |
|---|------------------|------------------|------------------|------------------|
| <b>Reconciliation of GAAP diluted earnings per share to non-GAAP diluted earnings per share</b> |                  |                  |                  |                  |
| Diluted shares  | <u>9,430,225</u> | <u>9,389,675</u> | <u>9,308,624</u> | <u>9,428,461</u> |
| GAAP diluted earnings per share   | \$0.96           | \$1.48           | \$2.91           | \$3.76           |
| Amortization of intangibles   | 0.10             | 0.00             | 0.29             | 0.01             |
| Settlement of lawsuits  | 0.01             | 0.01             | 0.34             | 0.08             |
| Impairment of assets  | 0.28             | 0.18             | 0.35             | 0.18             |
| Gain on sale of businesses and assets   | (0.01)           | (0.03)           | (0.07)           | (0.07)           |
| Gain on debt extinguishment   | —                | (0.01)           | —                | (0.01)           |
| Unrealized loss on equity securities  | —                | —                | —                | 0.00             |
| Gain on insurance   | 0.00             | (0.01)           | (0.01)           | (0.04)           |
| Stock-based compensation  | 0.05             | —                | 0.23             | —                |
| Net income tax effect   | (0.09)           | (0.03)           | (0.24)           | (0.01)           |
| <b>Non-GAAP diluted earnings per share</b>  | <b>\$1.30</b>    | <b>\$1.60</b>    | <b>\$3.80</b>    | <b>\$3.89</b>    |

# Reconciliation of Non-GAAP Measures

| In 000s   | 3Q23            | 3Q22            | 9M23            | 9M22            |
|---|-----------------|-----------------|-----------------|-----------------|
| <b>Reconciliation of GAAP operating income to non-GAAP operating income</b> |                 |                 |                 |                 |
| Income from operations  | \$15,515        | \$20,507        | \$45,840        | \$53,499        |
| Amortization of intangibles   | 918             | 25              | 2,722           | 124             |
| Settlement of lawsuits  | 63              | 132             | 3,183           | 709             |
| Impairment of assets  | 2,631           | 1,722           | 3,293           | 1,722           |
| Gain on sale of businesses and assets                                       | (105)           | (266)           | (692)           | (666)           |
| Gain on insurance   | —               | (87)            | (91)            | (408)           |
| Stock-based compensation  | 470             | —               | 2,117           | —               |
| <b>Non-GAAP operating income</b>  | <b>\$19,492</b> | <b>\$22,033</b> | <b>\$56,372</b> | <b>\$54,980</b> |

# Reconciliation of Non-GAAP Measures

| Percentage of Total Revenues  | 3Q23         | 3Q22         | 9M23         | 9M22         |
|---|--------------|--------------|--------------|--------------|
| <b>Reconciliation of GAAP operating margin to non-GAAP operating margin</b> |              |              |              |              |
| GAAP operating margin   | 20.1%        | 29.0%        | 21.0%        | 27.3%        |
| Amortization of intangibles   | 1.2%         | 0.0%         | 1.2%         | 0.1%         |
| Settlement of lawsuits  | 0.1%         | 0.2%         | 1.5%         | 0.4%         |
| Impairment of assets  | 3.4%         | 2.4%         | 1.5%         | 0.9%         |
| Gain on sale of businesses and assets                                       | (0.1)%       | (0.4)%       | (0.3)%       | (0.3)%       |
| Gain on insurance   | 0.0%         | (0.1)%       | (0.0)%       | (0.2)%       |
| Stock-based compensation  | 0.6%         | 0.0%         | 1.0%         | 0.0%         |
| <b>Non-GAAP operating margin</b>  | <b>25.3%</b> | <b>31.2%</b> | <b>25.8%</b> | <b>28.0%</b> |

# Reconciliation of Non-GAAP Measures

| In 000s  | 3Q23            | 3Q22            | 9M23            | 9M22            |
|--|-----------------|-----------------|-----------------|-----------------|
| <b>Reconciliation of net cash provided by operating activities to free cash flow</b> |                 |                 |                 |                 |
| Net cash provided by operating activities  | \$15,320        | \$18,893        | \$47,004        | \$46,754        |
| Less: Maintenance capital expenditures   | 1,064           | 869             | 4,949           | 2,385           |
| <b>Free cash flow</b>  | <b>\$14,256</b> | <b>\$18,024</b> | <b>\$42,055</b> | <b>\$44,369</b> |

# Reconciliation of Non-GAAP Measures

| \$ in 000s                                   | Nightclubs      | Bombshells     | Other         | Corporate        | Total           |
|--|-----------------|----------------|---------------|------------------|-----------------|
| <b>3Q23 Non-GAAP Segment Information</b>     |                 |                |               |                  |                 |
| Income (loss) from operations                | \$20,392        | \$1,701        | \$ (300)      | \$(6,278)        | \$15,515        |
| Amortization of intangibles                  | 624             | 81             | 208           | 5                | 918             |
| Settlement of lawsuits                       | 57              | 6              | —             | —                | 63              |
| Impairment of assets                         | 2,631           | —              | —             | —                | 2,631           |
| Loss (gain) on sale of businesses and assets | (153)           | 50             | —             | (2)              | (105)           |
| Gain on insurance                            | —               | —              | —             | —                | —               |
| Stock-based compensation                     | —               | —              | —             | 470              | 470             |
| <b>Non-GAAP Operating Income (Loss)</b>      | <b>\$23,551</b> | <b>\$1,838</b> | <b>\$(92)</b> | <b>\$(5,805)</b> | <b>\$19,492</b> |
| GAAP operating margin                        | 32.7%           | 11.8%          | (143.5)%      | (8.1)%           | 20.1%           |
| Non-GAAP operating margin                    | 37.7%           | 12.8%          | (44.0)%       | (7.5)%           | 25.3%           |



# Reconciliation of Non-GAAP Measures

| \$ in 000s                                   | Nightclubs      | Bombshells     | Other         | Corporate        | Total           |
|--|-----------------|----------------|---------------|------------------|-----------------|
| <b>3Q22 Non-GAAP Segment Information</b>     |                 |                |               |                  |                 |
| Income (loss) from operations                | \$22,459        | \$3,065        | \$(82)        | \$(4,935)        | \$20,507        |
| Amortization of intangibles                  | 23              | 1              | —             | 1                | 25              |
| Settlement of lawsuits                       | 124             | 8              | —             | —                | 132             |
| Impairment of assets                         | 1,072           | 650            | —             | —                | 1,722           |
| Loss (gain) on sale of businesses and assets | (264)           | —              | —             | (2)              | (266)           |
| Gain on insurance                            | (87)            | —              | —             | —                | (87)            |
| Stock-based compensation                     | —               | —              | —             | —                | —               |
| <b>Non-GAAP Operating Income (Loss)</b>      | <b>\$23,327</b> | <b>\$3,724</b> | <b>\$(82)</b> | <b>\$(4,936)</b> | <b>\$22,033</b> |
| GAAP operating margin                        | 41.1%           | 19.4%          | (34.0)%       | (7.0)%           | 29.0%           |
| Non-GAAP operating margin                    | 42.7%           | 23.6%          | (34.0)%       | (7.0)%           | 31.2%           |

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