



THE TOP 200 FRANCHISEES IN THE U.S.

#	COMPANY	REVENUE	MAJOR CONCEPTS	SENIOR EXECUTIVES
1	Flynn Restaurant Group San Francisco, CA	1,822,698,000	485 Applebee's 232 Taco Bell 97 Panera Bread	Greg Flynn - Chairman/CEO Lorin Cortina - CFO/EVP
2	NPC International Overland Park, KS	1,236,568,000	1,226 Pizza Hut 184 Wendy's	James K. Schwartz - President/CEO Troy D. Cook - CFO/EVP
3	Dhanani Group Sugarland, TX	1,100,000,000	501 Burger King 240 Popeyes	Shoukat Dhanani - President Ash Meghani - CFO
4	Carrols Restaurant Group Syracuse, NY	943,583,000	753 Burger King	Daniel Accordino - CEO Paul Flanders - CFO
5	Manna Louisville, KY	820,000,000	261 Wendy's 125 Chili's 17 Fazoli's	Ryan Bridgeman - President Troy Hanke - CFO
6	Summit Restaurant Group Richardson, TX	820,000,000	294 IHOP 124 Applebee's	Joe Langteau - President/CEO Doug Shaw - CFO
7	MUY! Companies San Antonio, TX	803,619,000	323 Pizza Hut 259 Wendy's 77 Taco Bell	James Bodenstedt - President John Haynie - CFO
8	Sun Holdings Dallas, TX	730,000,000	296 Burger King 112 Popeyes 68 Arby's	Guillermo Perales - President Jorge Vargas - CFO
9	Covelli Enterprises Warren, OH	645,000,000	283 Panera Bread 9 Dairy Queen 6 O'Charley's	Sam Covelli - President/CEO Robert Fiorino - CFO
10	Yadav Enterprises Fremont, CA	575,000,000	218 Jack in the Box 72 TGI Friday's 38 Denny's	Anil Yadav - President/CEO Grant Norrid - CFO
11	KBP Foods Overland Park, KS	525,000,000	342 KFC 70 Taco Bell 9 First Watch	Michael Kulp - Chairman/CEO Alan Salts - CFO
12	Doherty Enterprises Allendale, NJ	480,863,000	106 Applebee's 43 Panera Bread 5 Noodles & Co.	Edward Doherty - Chairman/CEO Jerry Marcopoulos - CFO
13	Tacala Birmingham, AL	474,958,000	281 Taco Bell 64 Sonic Drive-In	Tim Morrison - President Joey Pierson - CFO/EVP
14	The Briad Group Livingston, NJ	442,060,000	104 Wendy's 59 TGI Friday's	Brad Honigfeld - CEO David Cahill - CFO/EVP
15	Boddie-Noell Enterprises Rocky Mount, NC	439,753,000	338 Hardee's	William L. Boddie - President W. Craig Worthy - CFO/SVP
16	K-Mac Enterprises Fort Smith, AR	436,540,000	251 Taco Bell 17 KFC 6 Golden Corral	Sam Fiori - CEO Jon Dyer - CFO
17	RMH Franchise Holdings Atlanta, GA	410,000,000	175 Applebee's	Jeff Neumann - President/CEO Mark Seymour - CFO
18	Pacific Bells Vancouver, WA	394,000,000	154 Taco Bell 39 Buffalo Wild Wings	Tom Cook - CEO Charlie Tiantawach - CFO
19	United States Beef Corp. Tulsa, OK	364,161,000	341 Arby's 6 Taco Bueno	Brett Pratt - President Lori Pumphrey - CFO
20	Pilot Travel Centers Knoxville, TN	357,453,000	216 Subway 160 Cinnabon 72 Wendy's	James A. Haslam III - CEO Mitch Steenrod - CFO/SVP

* Denotes revenue estimate

#	COMPANY	MAJOR CONCEPTS		SENIOR EXECUTIVES
\$250 MILLION TO \$350 MILLION				
21	Falcon Holdings Westlake, TX	150	Church's Chicken	Aslam Khan - CEO
		45	Long John Silver's	Giovanna Koning - CFO
22	Sizzling Platter Murray, UT	250	Little Caesars	Ted Morton - President
		32	Dunkin' Donuts	Emanuel P.N. Hilario - CFO
23	Cedar Enterprises Columbus, OH	215	Wendy's	James W. Evans - CEO Dan March - CFO
24	Harman Management Corp. Los Altos, CA	116	KFC	Jim Olson - CEO
		180	YUM! Multi	James S. Jackson - CFO
25	D.L. Rogers Corp. Grapevine, TX	236	Sonic Drive-In	Shawn Cather - President Ron Arlington - CFO
26	AmpeX Brands Dallas, TX	190	KFC	Tabbassum Mumtaz - President/CEO
		58	Long John Silver's	Ken Hignett - CFO
27	Quality Dining Mishawaka, IN	152	Burger King	Daniel Fitzpatrick - CEO
		45	Chili's	Christopher Collier - CFO
28	GPS Hospitality Atlanta, GA	422	Burger King	Tom Garrett - CEO
		8	Popeyes	Scott Jasinski - CFO
29	Border Foods New Hope, MN	180	Taco Bell	Lee J. Engler - President
		3	Au Bon Pain	Jeff Engler - Chairman
30	JAE Restaurant Group Pompano Beach, FL	177	Wendy's	Jhonny Mercado - Co-Chairman Randy Pianin - CFO
31	American West Restaurant Group Orange, CA	300	Pizza Hut	Jerry Ardizzone - CEO Jeff Geddes - CFO
32	Starboard Group Coral Springs, FL	184	Wendy's	Andrew Levy - CEO Kevin Holbrook - CFO
33	Hamra Enterprises Springfield, MO	90	Wendy's	Michael K. Hamra - President
		55	Panera Bread	Simeon Shelton - CFO
34	ADF Restaurant Group Fairfield, NJ	271	Pizza Hut	Don Harty - President/CEO
		15	Panera Bread	Spencer Manke - CFO
35	* WendPartners Cortland, NY	177	Wendy's	Lewis Topper - CEO
36	Desert de Oro Foods Kingman, AZ	161	Taco Bell	Mark Peterson - Vice President
		58	Pizza Hut	Krystal Burge - CFO
\$200 MILLION TO \$250 MILLION				
37	Sailormen Miami, FL	132	Popeyes	Kara Nordstrom - CEO
		22	Burger King	Mark Reineri - COO
38	* Gold Coast Holdings Coral Gables, FL	79	TGI Friday's	Joe Godbey - CEO
39	Meritage Hospitality Group Grand Rapids, MI	175	Wendy's	Robert E. Schermer, Jr. - CEO Tracey Smith - CFO
40	Franchise Management Woodstock, NB, Canada	139	Pizza Hut	Dwight Fraser - President
		88	KFC	Arlene Dore - CFO
41	Frauenshuh Hospitality Group Minneapolis, MN	206	Dairy Queen	Matthew Frauenshuh - CEO Randall Williamson - CFO
42	Apple Investors Group Chino Hills, CA	89	Burger King	Andy Patel - President
		54	Applebee's	Nimesh Dahya - CFO
43	Fugate Enterprises Wichita, KS	170	Pizza Hut	J. Larry Fugate - President
		75	Taco Bell	Ron Bazzelle - CFO
44	Apple Gold Group Raleigh, NC	121	Applebee's	Michael D. Olander - President/CEO John Sook - Controller
45	DavCo Restaurants Crofton, MD	145	Wendy's	David J. Norman - CEO Kevin Niemeyer - CFO
46	* Sundance Brighton, MI	153	Taco Bell	Peter Lyders - CEO
		8	KFC	Marty Kirby - Accounting Manager

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47	MarLu Investment Group Elk Grove, CA	50	Arby's	Tony Lutfi - President/CEO
		40	Church's Chicken	Susan Scott - Finance Manager
48	SSCP Management Dallas, TX	68	Applebee's	Sunil Dharod - CEO
		53	Sonic Drive-In	Dan Patel - CFO
49	JRN Columbia, TN	137	KFC	Tyrone Neal - President
		17	YUM! Multi	Dick Moore - CFO
\$175 MILLION TO \$200 MILLION				
50	Wendy's of Colorado Springs Colorado Springs, CO	118	Wendy's	Richard Holland - President
		9	Golden Corral	Thomas Reinhard - CFO
51	* Rottinghaus Co. La Crosse, WI	395	Subway	Donald Rottinghaus - CEO Dennis Rottinghaus - CFO
52	Cotti Foods Corp. Rancho Santa Margarita, CA	81	Taco Bell	Peter Capriotti - President/CEO
		46	Wendy's	Holden Capriotti - CFO
53	* Valenti Management Tampa, FL	119	Wendy's	Darrell Valenti - President/Chairman
		15	Chili's	Steven Nesbitt - CFO/EVP
54	PR Restaurants Newton, MA	64	Panera Bread	Mitchell Roberts - CEO Scott Zeitlan - CFO
55	WKS Restaurant Group Lakewood, CA	62	El Pollo Loco	Roland C. Spongberg - President/CEO
		29	Krispy Kreme	Matthew McGuinness - CFO/EVP
56	* Ghai Management Services Livermore, CA	106	Burger King	Harsh Ghai - Owner
		30	Taco Bell	Sunny Ghai - President
57	The Rose Group Newtown, PA	56	Applebee's	Jeffrey Warden - President/CEO
		9	Corner Bakery Cafe	Christopher Tobia - CFO/VP
58	Celebration Restaurant Group Celebration, FL	132	Pizza Hut	Andy Rosen - CEO
		33	Taco Bell	Vikki Hodgkins - CFO
59	* Northwest Restaurants Woodinville, WA	81	Taco Bell	Sam Sibert - CEO
		29	KFC	Dawn Edwards - Controller
60	TEAM Schostak Family Restaurants Livonia, MI	66	Applebee's	Mark Schostak - Chairman
		5	MOD Pizza	Ken Stanecki - CFO
61	* Caspers Company Tampa, FL	54	McDonald's	Blake Casper - CEO Chuck Peterson, Jr. - CFO
62	Mitra QSR Dallas, TX	147	KFC	Pushpak Patel - CEO Julie Iazard - Controller
63	* Century Management Memphis, TN	69	McDonald's	Fred Tillman - President Ned Little - CFO
64	* Cerca Trova Restaurant Concepts San Diego, CA	55	Outback Steakhouse	Steve Weigel - President/CEO Mike Wong - CFO/EVP
65	* Cafua Management Methuen, MA	284	Dunkin' Donuts	Mark Cafua - CEO Christopher Kennedy - CFO
\$150 MILLION TO \$175 MILLION				
66	BurgerBusters Virginia Beach, VA	93	Taco Bell	Tassos Paphites - Chairman/CEO
		9	Steak 'n Shake	Gregory Rowland - CFO
67	Parikh Network Edison, NJ	126	Popeyes	Ashish Parikh - President Kinjal Shah - CFO
68	* RPM Pizza Gulfport, MS	189	Domino's	Glenn A. Mueller, Sr. - CEO Ken Cox - CFO
69	Diversified Restaurant Holdings Southfield, MI	64	Buffalo Wild Wings	David G. Burke - President/CEO Phyllis A. Knight - CFO
70	Palo Alto Denver, CO	114	Taco Bell	Rob Alvarado - CEO
		35	Pizza Hut	Tony Carroll - CFO
71	T.L. Cannon Management Ponte Vedra Beach, FL	62	Applebee's	Matthew J. Fairbairn - CEO Ritch Mabry - CFO/VP
72	Romulus Restaurant Group Phoenix, AZ	89	IHOP	Chris Milisci - CEO
		1	Slim Chickens	Mark Steinmetz - CFO

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73	* Manna Development Group Encinitas, CA	74	Panera Bread	Paul Saber - President/CEO Patrick Rodgers - Operating Partner
74	Cambridge Franchise Holdings Bartlett, TN	115	Burger King	Ray Meeks - CEO Kevin Whitton - CFO
75	PJ United Birmingham, AL	149	Papa John's	Douglas S. Stephens - CEO Brad Leonard - CFO
76	AFC Brands Greenwich, CT	55	Applebee's	Bill Georgas - CEO
		30	Taco Bell	Mike Rummel - CFO
\$135 MILLION TO \$150 MILLION				
77	Apple-Metro Harrison, NY	36	Applebee's	Zane Tankel - Chairman/CEO
		2	Pizza Studio	Frank P. Venice - CFO
78	Carolina Restaurant Group Charlotte, NC	89	Wendy's	Quint Graham - President/CEO Gary Miller - CFO
79	Luihn Food Systems Morrisville, NC	76	Taco Bell	Jody Luihn - President
		10	KFC	Andrea Roberson - Controller
80	Holm Restaurants Winter Park, FL	31	Golden Corral	Eric A Holm - President
		4	Krispy Kreme	Erich J. Booth - CFO
81	QK Holdings Holbrook, AZ	94	Denny's	Doug Koch - CEO
		7	Del Taco	Bill Rodes - CFO
82	DORO Eau Claire, WI	122	Hardee's	Jon J. Munger - President/CEO
		4	Taco John's	Dan Shuda - CFO
83	Restaurant Management Co. Wichita, KS	134	Pizza Hut	Hal W. McCoy II - President
		6	KFC	Terry Freund - CFO
84	* Carlisle Corp. Memphis, TN	97	Wendy's	Chance Carlisle - President/COO Karen Carlisle - EVP/CMO
85	B & G Food Enterprises Morgan City, LA	92	Taco Bell	Gregory Hamer, Sr. - CEO
		12	YUM! Multi	Ellen Pennison - CFO/VP
86	The RC Group Annapolis, MD	59	Taco Bell	Bob Carlucci - President
		23	YUM! Multi	Donald Dames - CFO
\$125 MILLION TO \$135 MILLION				
87	Retzer Organization Greenville, MS	57	McDonald's	Hal Burt - President Anna Holder - CFO
88	The Saxton Group Dallas, TX	67	McAlister's Deli	Kelly Saxton - CEO Max Jodry - CFO
89	SERVUS! Jasper, IN	87	Long John Silver's	Robert Ruckriegel - Chairman
		35	Wendy's	Jason Kelly - President/CEO
90	Potomac Family Dining Group Herndon, VA	65	Applebee's	Dennis Benson - President/COO Philip George - CEO
91	Pennant Foods Knoxville, TN	87	Wendy's	Mike Cardinal - CEO Tina Hertzal - CFO
92	Meridian Restaurants Ogden, UT	87	Burger King	David Harper - President
		11	Chili's	Teresa Christopher - CFO
93	* Lemek Elkridge, MD	60	Panera Bread	Brian Lemek - Owner Calvin Anderson - Controller
94	* Paradise Companies Natchez, MS	42	Applebee's	David Paradise - Owner
		15	Pizza Hut	Frank Heath - Owner
95	* PacPizza San Ramon, CA	154	Pizza Hut	James Gressett - CEO Alan Fuss - Director of Finance
96	Janco Cranston, RI	91	Burger King	William Janikies - President
		2	Popeyes	Janice Mathews - Vice President
97	Quality Restaurant Concepts Birmingham, AL	60	Applebee's	Fred Gustin - President Charles Galloway - CFO
98	Southern Multifoods Jacksonville, TX	74	Taco Bell	Larry Durrett - President/CEO
		19	YUM! Multi	Robert Cudd - CFO

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99	Paradigm Investment Group San Diego, CA	103 Hardee's 8 Jersey Mike's	Don Wollan - President Brian Kelley - CFO/Managing Partner
100	* BAJCO Group Canfield, OH	144 Papa John's	Nadeem Bajwa - CEO Faisal Bajwa - CFO
101	Pizza Properties El Paso, TX	49 Peter Piper Pizza	John T. Hjalquist - President Polly Vaughn - CFO
102	* Summit Restaurant Group, LLC Blue Springs, MO	130 Pizza Hut 13 Long John Silver's	Tom Jorgensen - President Lisa Evans - Controller
\$115 MILLION TO \$125 MILLION			
103	Wisconsin Hospitality Group Waukesha, WI	72 Pizza Hut 35 Applebee's	Mark Dillon - President/CEO Jennifer Lehman - Controller
104	Golden Gate Bell Pleasanton, CA	84 Taco Bell	Monica Schneider - COO Paul Luce - CFO
105	Serazen Newport Beach, CA	73 Papa John's 50 Hardee's	Doug Pak - CEO/CFO Peter Kim - President
106	TD Food Group Honolulu, HI	44 Pizza Hut 37 Taco Bell	Kevin Kurihara - President/CEO Brent Matsumoto - CFO/VP
107	Primary Aim Zanesville, OH	73 Wendy's	Benjamin Thompson - President Stephen Thompson - CFO
108	Kazi Management St. Croix Frederiksted, Virgin Islands	63 KFC 24 Burger King	Zubair Kazi - CEO Shambhu Acharya - CFO
109	America's Pizza Company Lafayette, LA	129 Pizza Hut	M. Brent Stolzenhaller - President/CEO Colby Dominique - CFO
110	Emerald City Pizza Mukilteo, WA	105 Pizza Hut	Terry Hopkins - CEO John Nguyen - CFO
111	* Jackmont Hospitality Atlanta, GA	40 TGI Friday's	Jeff Ritson - President/COO Pete McKnight - CFO
112	* McClain Sonics Ridgeland, MS	93 Sonic Drive-In	Buddy McClain - CEO Clark Spencer - CFO
\$105 MILLION TO \$115 MILLION			
113	Strang Corp. Cleveland, OH	40 Panera Bread	Donald Strang, III - President/CEO Gerald Stoffl - CFO
114	JEM Restaurant Group Charleston, SC	79 Pizza Hut 33 Taco Bell	John McGrath - CEO Warren R. Nelson - CFO
115	Southern Rock Restaurants Franklin, TN	64 McAlister's Deli	David R. Blackburn - President Lisa Mathis - CFO
116	Four Foods Group American Fork, UT	44 Kneaders	Andrew K. Smith - CEO Tyler D. Nelson - CFO
117	* RGT Management Memphis, TN	55 Taco Bell 27 KFC	Sean Tuohy - President/CEO Michael Roe - COO
118	Stine Enterprises Phoenix, AZ	72 Jack in the Box	Adam Stine - President Tim Flynn - CFO
\$95 MILLION TO \$105 MILLION			
119	AJP Enterprises Fife, WA	47 Jack in the Box 26 Arby's	Ajay Chopra - President Steve Wazny - Partner
120	OCAT Modesto, CA	56 Taco Bell	David Olson - President Michelle Funk - CFO
121	* R.E.E. Beaumont, TX	47 McDonald's	Russ Ellis - President Donnie Borel - CFO
122	KC Bell Wichita, KS	64 Taco Bell 13 Freddy's	Paul Hoover - President Travis Jasnowski - CFO
123	Hospitality Restaurant Group Traverse City, MI	47 Taco Bell 21 Pizza Hut	Marty Lobdell - President Diane Burns - Controller
124	Den-Tex Central San Antonio, TX	77 Denny's	Dawn Lafreeda - President Lori MacKay - Controller

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125	* Hielan Restaurant Group Highland Village, TX	43	Chili's	Greg Cyrier - President/CEO Jim Gillilan - CFO
126	Treadwell Enterprises Springfield, MO	84	KFC 2 Taco Bell	James Treadwell - CEO Brandon Robertson - CFO
127	Benton Properties Springdale, AR	67	Sonic Drive-In	Pete Esch - President A.J. Moses - CFO
\$85 MILLION TO \$95 MILLION				
128	Friendly Franchisees Corp. La Palma, CA	71	Carl's Jr.	Harshad Dharod - CEO Martin Gruetzmacher - COO
129	Daland Corp. Wichita, KS	106	Pizza Hut	Bill Walsh - CEO Alan Seiwert - CFO
130	* Neighborhood Hospitality/Woodland Group Hazard, KY	36 15	Applebee's Wendy's	Martin Johnson - Owner Theresa Johnson - Owner
131	Brodersen Management Corp. Milwaukee, WI	55	Popeyes	John Brodersen - President Brenda Cook - CFO
132	Rackson Restaurants Bridgewater, NJ	54	Burger King	Christopher Johnson - President Michael Mikos - Controller
133	Platinum Corral Jacksonville, NC	26	Golden Corral	Billy Sewell - Owner/President
134	McEssy Investment Co. Lake Forest, IL	30	McDonald's	William McEssy - CEO John Hall - CFO
135	Original Bread Wichita, KS	34	Panera Bread	Randy Simon - President Randy Staub - VP Finance
\$75 MILLION TO \$85 MILLION				
136	Hallrich Stow, OH	108	Pizza Hut	Anthony Szambecki - CEO Scott Arbuthnot - CFO/President
137	* Breads of the World St Louis, MO	38	Panera Bread	Jeff Rains - CEO Raymond Battocletti - CFO
138	* Great American Chicken Corp. Santa Monica, CA	67 5	KFC YUM! Multi	Tony Frazier - CEO Raziel Christie Valiente - CFO
139	* Schuster Enterprises Columbus, GA	66	Burger King	Todd Schuster - CEO Patti Kelly - CFO
140	Rucker Restaurant Holdings Austin, TX	58	Jack in the Box	Clyde Rucker - CEO Jake Wesner - CFO
141	* The Bistro Group Cincinnati, OH	25 5	TGI Friday's McAlister's Deli	James Rieger - President/CEO Al Stahl - CFO/VP
142	Genesh Lenexa, KS	54 16	Burger King Denny's	Mukesh Dharod - CEO Phil Hammond - Controller
143	* Cowabunga Alpharetta, GA	103	Domino's	Michael Orcutt - CEO Julie Geoghan - VP Finance
144	VKC Group Sugar Land, TX	102 15	Subway Great Am. Cookies	Brij Agrawal - President/CEO Sam Agrawal - CFO
145	High Plains Pizza Liberal, KS	85	Pizza Hut	Kent Colvin - President Amy Hinkle - CFO
146	Howley Bread Group Westlake, OH	29	Panera Bread	Lee C. Howley - President Dennis R. Abbuhl, Jr. - CFO
147	The Kades Corp. Pasadena, TX	31	McDonald's	Kenneth Kades - President Connie Lehman - Controller
148	United Restaurant Group Glen Allen, VA	27	TGI Friday's	Tony Grillo - President/CEO Kathy Stevens - CFO
149	* JDK Management Co. Bloomsburg, PA	33 8	Perkins Quaker Steak	John Klingerman - President Don Bordner - Director of Accounting
150	* Boj of WNC Arden, NC	47	Bojangles	Jeff Rigsby - CEO/President Randy Odom - CFO

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\$65 MILLION TO \$75 MILLION			
151	FourCrown Oakdale, MN	55 Wendy's	Linda Givens - CEO Daniel Turnquist - CFO/COO
152	Fowler Foods Jonesboro, AR	50 KFC 1 Taco Bell	Chris Fowler - President Jamie King - Controller
153	MRCO Brentwood, TN	35 Taco Bell 13 YUM! Multi	Farzin Ferdowsi - President Michael Shahsavari - CFO
154	Ansara Restaurant Group Farmington Hills, MI	22 Red Robin 2 Twin Peaks	Victor Ansara - President/CEO John Keros - CFO
155	DRM Omaha, NE	73 Arby's	Matt Johnson - President/CEO Michael Swope - CFO
156	Bullard Restaurant Group Raleigh, NC	30 Moe's SW Grill 18 Burger King	Clif Bullard - President Karla Craig - CFO
157	Lehigh Valley Restaurant Group Allentown, PA	21 Red Robin	James Ryan - President Chris DeFrain - CFO
158	* Oerther Foods Orlando, FL	24 McDonald's	Gary Oerther - Owner/Chairman Janet Kacer - CFO
159	Carisch Wayzata, MN	68 Arby's	Fred Stauber - President Mark Gregory - CFO
160	* Apple Core Enterprises Minot, ND	25 Applebee's	Myron Thompson - CEO Marguerite Nessel - CFO
161	* Wendy's of Bowling Green Bowling Green, KY	54 Wendy's	Michael O'Malley - CEO John Hughes - President
162	* Marwaha Group Buena Park, CA	147 Subway	Raghu Marwaha - CEO Rohit Marwaha - Owner
163	Verlander Enterprises El Paso, TX	11 Village Inn 11 Applebee's	Jim Gore - President Ruth M. Blankenship - CFO
164	C & P Restaurant Co. Macon, GA	12 Captain D's 10 Cheddar's	Allen M. Peake - President/CEO Mike Chumbley - COO
165	West Quality Food Service Laurel, MS	38 KFC 18 YUM! Multi	Richard West - President David Childress - CFO
166	KFK Group New Orleans, LA	23 TGI Friday's 8 Taco Bell	Elie Khoury - President Pete Lewis - CFO
167	BMW Management Temecula, CA	22 Sizzler	Gary W. Myers - President Aimee Patton - CFO
168	Capitol Dough Westlake, OH	28 Panera Bread	Richard Postle - President Dennis R. Abbuhl, Jr. - CFO
169	* Kergan Bros. Sonic Youngsville, LA	52 Sonic Drive-In	Ted Kergen - CEO Janet Hebert - VP Finance
170	* Goldco Dothan, AL	46 Burger King	Bennie Arbour, Jr. - CEO
\$55 MILLION TO \$65 MILLION			
171	Parrish Restaurants Dallas, TX	23 McDonald's	Roland Parrish - President/CEO Dawn Martin - Vice President
172	* Denco Family Whittier, CA	25 Denny's 16 Popeyes	Rahul Marwah - CEO Ritu Marwah Portugal - President
173	Janjer Enterprises Silver Spring, MD	28 Popeyes	Mike Burke - COO Ernest Robinson - CFO
174	* Fourjay North Little Rock, AR	48 Wendy's	Jeffrey Voskamp - Owner/COO
175	J & A Food Service Redding, CA	13 Burger King 11 Applebee's	Joe Wong - CEO Becci Knight - Controller
176	DiPasqua Enterprises Winter Park, FL	120 Subway	Peter DiPasqua, Jr. - Chairman/CEO Daniel Lynch - Controller

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177	* Sasnak Management Wichita, KS	25 Applebee's	Jon Rolph - President David Duncan - Controller
178	* J.S. Ventures Wichita, KS	24 6 Applebee's Pie Five Pizza	James Stevens - President
179	RoHoHo Charleston, SC	54 11 Papa John's Jersey Mike's	Philip Horn Jr. - President Peggy Hunt - CFO
180	* Westaco Scottsdale, AZ	44 Taco Bell	Ross Vogt - President Julie Moore - Controller
181	Phase Three Star Odessa, FL	42 Hardee's	Jack Kemp - CEO Dawn Leung - CFO
182	S-Group Companies Sandusky, OH	33 Wendy's	John Stock - Owner Dave Volz - CFO
183	Wendco Group Pensacola, FL	43 Wendy's	Roger W. Webb - President Rick Watson - Controller
184	* Ocedon Westerville, OH	46 Burger King	Elena Donahue - Owner Ken Donahue - CEO
185	* Metz Group Dallas, PA	11 2 TGI Friday's Krispy Kreme	Jeff Metz - President/CEO Greg Polk - COO
186	PJ Holdings KY Lexington, KY	62 Papa John's	Tom Wylie - President David Allen - Vice President
187	* Beavers Fort Walton Beach, FL	50 Arby's	Jimmie Beavers - CEO Brandon Spain - CFO
\$45 MILLION TO \$55 MILLION			
188	S & L Companies Portage, WI	23 Culver's	Jeffrey Liegel - CEO Chad Stevenson - President
189	Creative Foods Corp. Garden City, NY	28 Burger King	Jay DellaMonica - President Don Lanciotti - CFO
190	* Apple Gilroy San Jose, CA	16 Applebee's	Scott Wohlgemuth - President Ronald Caselli - CEO
191	* Staab Management Co. Grand Island, NE	65 Pizza Hut	David Staab - President Kirk Shuck - CFO
192	Vasari Irving, TX	75 Dairy Queen	Bill Spae - CEO Debbie Wood - CFO
193	U.S. Restaurants Blue Bell, PA	32 Burger King	Steven M. Lewis - President Michael J. Kadelski - CFO
194	* STP JJ Team I Oakdale, MN	59 Jimmy John's	Dan Vansteenburgh - CEO Pete Thelen - CFO
195	* Brumit Restaurant Group Asheville, NC	47 Arby's	Joe Brumit - CEO Greg Catevenis - CFO
196	Northcott Hospitality Chanhassen, MN	22 3 Perkins Houlihan's	Paul Kirwin - President/CEO Brian Schwen - CFO
197	Century Fast Foods Los Angeles, CA	33 Taco Bell	Robert M. Brunson - CEO James R. DeBoard - CFO
198	Great Circle Family Foods Long Beach, CA	17 7 Krispy Kreme The Coffee Bean	Roger Glickman - CEO Brett Garlinghouse - President
199	Tetra Management Wichita, KS	41 3 Pizza Hut Freddy's	Jack Shelton - President Doug O'Connor - CFO
200	Trigo Hospitality Stevensville, MI	31 10 Pizza Hut Sonic Drive-In	Joyce Lunsford - President/CEO Heidi Dejai - Controller

* Denotes revenue estimate



MONITOR 200®

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Alphabetical Listing

Company	Rank	Company	Rank	Company	Rank	Company	Rank
ADF Restaurant Group	34	DiPasqua Enterprises	176	Manna	5	Rucker Restaurant Holdings	140
AFC Brands	76	Diversified Restaurant Holdings	69	Manna Development Group	73	S & L Companies	188
AJP Enterprises	119	Doherty Enterprises	12	MarLu Investment Group	47	S-Group Companies	182
America's Pizza Company	109	DORO	82	Marwaha Group	162	Sailormen	37
American West Restaurant Group	31	DRM	155	McClain Sonics	112	Sasnak Management	177
Ampex Brands	26	Emerald City Pizza	110	McEssy Investment Co.	134	Schuster Enterprises	139
Ansara Restaurant Group	154	Falcon Holdings	21	Meridian Restaurants	92	Serazen	105
Apple Core Enterprises	160	Flynn Restaurant Group	1	Meritage Hospitality Group	39	SERVUS!	89
Apple Gilroy	190	Four Foods Group	116	Metz Group	185	Sizzling Platter	22
Apple Gold Group	44	FourCrown	151	Mitra QSR	62	Southern Multifoods	98
Apple Investors Group	42	Fourjay	174	MRCO	153	Southern Rock Restaurants	115
Apple-Metro	77	Fowler Foods	152	MUY! Companies	7	SSCP Management	48
B & G Food Enterprises	85	Franchise Management	40	Neighborhood Hospitality/Woodland	130	Staab Management Co.	191
BAJCO Group	100	Frauenschuh Hospitality Group	41	Northcott Hospitality	196	Starboard Group	32
Beavers	187	Friendly Franchisees Corp.	128	Northwest Restaurants	59	Stine Enterprises	118
Benton Properties	127	Fugate Enterprises	43	NPC International	2	STP JJ Team I	194
BMW Management	167	Genesh	142	OCAT	120	Strang Corp.	113
Boddie-Noell Enterprises	15	Ghai Management Services	56	Ocedon	184	Summit Restaurant Group	6
Boj of WNC	150	Gold Coast Holdings	38	Oerther Foods	158	Summit Restaurant Group, LLC	102
Border Foods	29	Goldco	170	Original Bread	135	Sun Holdings	8
Breads of the World	137	Golden Gate Bell	104	Pacific Bells	18	Sundance	46
Brodersen Management Corp.	131	GPS Hospitality	28	PacPizza	95	T.L. Cannon Management	71
Brumit Restaurant Group	195	Great American Chicken Corp.	138	Palo Alto	70	Tacala	13
Bullard Restaurant Group	156	Great Circle Family Foods	198	Paradigm Investment Group	99	TD Food Group	106
BurgerBusters	66	Hallrich	136	Paradise Companies	94	TEAM Schostak Family Restaurants	60
C & P Restaurant Co.	164	Hamra Enterprises	33	Parikh Network	67	Tetra Management	199
Cafua Management	65	Harman Management Corp.	24	Parrish Restaurants	171	The Bistro Group	141
Cambridge Franchise Holdings	74	Hielan Restaurant Group	125	Pennant Foods	91	The Briad Group	14
Capitol Dough	168	High Plains Pizza	145	Phase Three Star	181	The Kades Corp.	147
Carisch	159	Holm Restaurants	80	Pilot Travel Centers	20	The RC Group	86
Carlisle Corp.	84	Hospitality Restaurant Group	123	Pizza Properties	101	The Rose Group	57
Carolina Restaurant Group	78	Howley Bread Group	146	PJ Holdings KY	186	The Saxton Group	88
Carrols Restaurant Group	4	J & A Food Service	175	PJ United	75	Treadwell Enterprises	126
Caspers Company	61	J.S. Ventures	178	Platinum Corral	133	Trigo Hospitality	200
Cedar Enterprises	23	Jackmont Hospitality	111	Potomac Family Dining Group	90	U.S. Restaurants	193
Celebration Restaurant Group	58	JAE Restaurant Group	30	PR Restaurants	54	United Restaurant Group	148
Century Fast Foods	197	Janco	96	Primary Aim	107	United States Beef Corp.	19
Century Management	63	Janjer Enterprises	173	QK Holdings	81	Valenti Management	53
Cerca Trova Restaurant Concepts	64	JDK Management Co.	149	Quality Dining	27	Vasari	192
Cotti Foods Corp.	52	JEM Restaurant Group	114	Quality Restaurant Concepts	97	Verlander Enterprises	163
Covelli Enterprises	9	JRN	49	R.E.E.	121	VKC Group	144
Cowabunga	143	K-Mac Enterprises	16	Rackson Restaurants	132	Wendco Group	183
Creative Foods Corp.	189	Kazi Management St. Croix	108	Restaurant Management Co.	83	WendPartners	35
D.L. Rogers Corp.	25	KBP Foods	11	Retzer Organization	87	Wendy's of Bowling Green	161
Daland Corp.	129	KC Bell	122	RGT Management	117	Wendy's of Colorado Springs	50
DavCo Restaurants	45	Kergan Bros. Sonic	169	RMH Franchise Holdings	17	West Quality Food Service	165
Den-Tex Central	124	KFK Group	166	RoHoHo	179	Westaco	180
Denco Family	172	Lehigh Valley Restaurant Group	157	Romulus Restaurant Group	72	Wisconsin Hospitality Group	103
Desert de Oro Foods	36	Lemek	93	Rottinghaus Co.	51	WKS Restaurant Group	55
Dhanani Group	3	Luihn Food Systems	79	RPM Pizza	68	Yadav Enterprises	10

About the Monitor 200

The Monitor 200 research includes questionnaires, phone surveys, and in some cases, a review of public documents such as annual reports, 10Ks and FDDs. We sincerely thank the companies that responded to our survey, as most of the top 200 companies in this year's ranking provided us with their complete data.

Our report consists of ranking companies according to revenue generated by the company's franchised restaurants. If the company happens to operate a restaurant concept that is not franchised, or is the franchisor of another concept, we will not include that number in the overall revenue or unit count. In some cases where an acquisition took place during the year, we derive pro-forma revenues in calculating the company's ranking.

In the case of a tie in the amount of total revenue, we settled the tie in favor of the company with the most units.

For companies that did not respond to our survey, we confirmed the number of units operated by the company, and then estimated the revenue based on concept and regional averages.

Also note, this report only lists the top two franchised restaurant concepts operated by the company, although we counted the revenue from all brands.

If you believe your company might make the Monitor 200 list or we've missed you or you know of another company that should be listed, please contact Liz Olson at (612) 767-3200.