

THE LIST

RESTAURANT GROUPS

Ranked by Los Angeles County units

► **NEXT WEEK**
The Largest Meeting Facilities and Hotels in L.A. County

► EXECUTIVE SUMMARY

THE 25 largest food and beverage chains operating in Los Angeles County run a combined 3,894 units. That's down just four locations from a year ago.

The biggest gains were made by coffee chains Starbucks and Coffee Bean & Tea Leaf. Seattle-based Starbucks Corp. added 19 units to bring its total to 427 units in the county. L.A.-based Coffee Bean & Tea Leaf added 11 stores to bring its total to 130. They were the only two chains to add at least 10 units last year.

Denver-based Quizno's Classic Subs continues to see declines. The sandwich chain closed 23 stores in the county last year and now operates 120. Over the past two years, Quizno's has closed 49 stores in the county. The chain has seen sales drop nationwide and was close to bankruptcy. However, in January, private-equity firm Avenue Capital Group acquired about 70 percent ownership of the sandwich company. The New York hedge fund invested \$150 million into the chain and helped erase \$300 million in Quizno's debt.

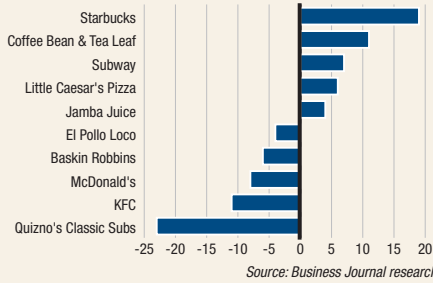
Other declines were seen by KFC and McDonald's, which dropped 11 and eight units, respectively.

—David Nusbaum

► THE TRENDS

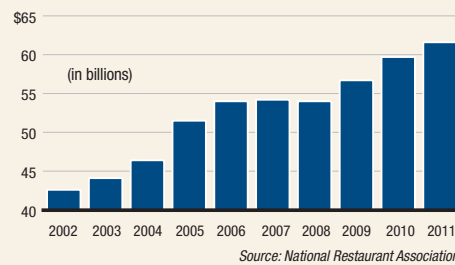
Ups and Downs

Restaurant chains with the biggest gains and losses in Los Angeles County units from last year.



Large Appetites

Food and drink sales in California.



► THE PACESETTER

SUBWAY tops the list of the largest restaurant groups with 618 Los Angeles County locations. That's up by seven locations compared with a year ago.

The company offers franchises locally through development agent OhCal Foods Inc. OhCal also owns rights to offer franchises in Orange County and Ontario, Canada.

The company has grown under owner Hardy Grewal, a franchisee himself who sold most of his stores to acquire rights to the local territory five years ago. Grewal himself opened one of the new locations, a shop on the UCLA campus.

"We've been focusing on nontraditional sites like hospitals, theme parks and college campuses," said Grewal. "We're even looking at sites like courthouses and museums."

The local franchisees were among the first in the country to offer breakfast several years ago. The earlier openings generated additional revenue and the entire Subway chain adopted the morning meals system-wide. Now, local stores are looking to add even more hours – going to 24-hour operations. Grewal said that the goal is to have at least one store open in each area around the clock.

"We are focusing on opening stores in areas where it's feasible to stay open 24 hours a day," said Grewal. "Operationally, it's made it easier to run high-volume stores."

In stores that do stay open all night, employees have been keeping busy in the middle of the night doing prep work, baking bread and cleaning. Plus, the stores have seen added revenue from late-night eaters.

—David Nusbaum



Hardy Grewal

Rank	Restaurant Chain • name • address	L.A. County Units		Type of Food	Profile		Other • website • stock symbol	Top Executive	
		• 2012	• 2011		• year established	• parent company		• name	• title
1	Subway 20501 Ventura Blvd., Suite 375 Woodland Hills 91364	618	611	submarine sandwiches	1965	Doctor's Associates Inc.	subway.com private	Hardy Grewal president, OhCal Foods LLC (800) 888-4848	
2	Starbucks 2950 N. Hollywood Way, Suite 175 Burbank 91505	427	408	coffee and specialty drinks, food items	1985	Starbucks Corp.	starbucks.com SBUX	Tom Ferguson regional vice president (818) 565-3501	
3	McDonald's 2111 McDonald's Drive Oak Brook, Ill. 60523	313	321	hamburgers and other specialty foods	1955	McDonald's Corp.	mcdonalds.com MCD	Michael Mangione Jr. president, Southern California (630) 623-3000	
4	Jack in the Box 9330 Balboa Ave. San Diego 92123	208	210	hamburgers and other specialty foods	1951	Jack in the Box Inc.	jackinthebox.com JACK	Linda Lang chairwoman, ceo, president (858) 571-2121	
5	Carl's Jr. 6307 Carpinteria Ave., Suite A Carpinteria 93013	167	167	hamburgers and other specialty foods	1941	CKE Restaurants Inc.	carlsjr.com private	Andrew Puzder ceo, president (805) 745-7500	
6	Taco Bell 1 Glen Bell Way Irvine 92618	164	166	Mexican	1962	Yum Brands Inc.	tacobell.com YUM	Greg Creed ceo (949) 863-4500	
7	Pizza Hut 391 N. Main St., Suite 208 Corona 92880	152	155	pizza	1958	Yum Brands Inc.	pizzahut.com YUM	Jerry Ardizzone ceo, president, Southern California Pizza Co. (951) 284-7400	
8	El Pollo Loco 3535 Harbor Blvd., Suite 100 Costa Mesa 92626	150	154	chicken	1975	Trimaran Pollo Partners LLC	elpollo.com private	Stephen Sather ceo, president (714) 599-5000	
9	Burger King 5505 Blue Lagoon Drive Miami 33126	143	143	hamburgers and other specialty foods	1954	3G Capital	burgerking.com private	Bernardo Hees ceo (305) 378-3000	
10	Domino's Pizza 30 Frank Lloyd Wright Drive Ann Arbor, Mich. 48106	142	141	pizza	1960	Domino's Pizza Inc.	dominos.com DPZ	J. Patrick Doyle ceo, president (734) 930-3030	
11	Panda Express 1683 Walnut Grove Ave. Rosemead 91770	132	130	Chinese	1983	Panda Restaurant Group	pandaexpress.com private	Andrew Cherng/Peggy Cherng co-chairman/co-chairwoman (626) 799-9898	
12	Baskin Robbins 130 Royall St. Canton, Mass. 02021	131	137	ice cream	1946	Dunkin' Brands Inc.	baskinrobbins.com DNKN	Bill Mitchell chief brand officer (800) 859-5339	
13	Coffee Bean & Tea Leaf 1945 S. La Cienega Blvd. Los Angeles 90034	130	119	coffee and specialty drinks, food items	1963	International Coffee & Tea LLC	coffeebean.com private	Mel Elias ceo, president (310) 237-2326	

NA - Not Available
Note: Information on this list was provided by the Los Angeles County Department of Health and representatives of the companies themselves. Restaurants are ranked by the number of L.A. County locations and total locations, respectively.
To the best of our knowledge, this information is accurate as of press time. While every effort is made to ensure the

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14	KFC 1441 Gardiner Lane Louisville, Ky. 40213	125 136	chicken	1939 Yum Brands Inc.	kfc.com YUM	John Cywinski president (502) 874-1000
15	Quizno's Classic Subs 1001 17th St., Suite S-175 Denver 80202	120 143	submarine sandwiches	1981 Quizno's Master LLC	quiznos.com private	Greg MacDonald ceo (720) 359-3300
16	Little Caesar's Pizza 2211 Woodward Ave. Detroit 48201	105 99	pizza	1959 Ilitch Holdings Inc.	littlecaesars.com private	Michael Ilitch chairman, ceo (313) 983-6000
17	Denny's 203 E. Main St. Spartanburg, S.C. 29319	97 97	American	1953 Denny's Corp.	dennys.com DENN	John C. Miller ceo, president (864) 597-8000
18	Winchell's/Yum Yum Donuts 18830 E. San Jose Ave. City of Industry 91748	94 95	doughnuts	1948	yumyumdonuts.com private	Lincoln Watase ceo (626) 964-1478
19	Del Taco 25521 Commercentre Drive Lake Forest 92630	86 83	Mexican, American	1964 Del Taco Holdings Inc.	deltaco.com private	Paul Murphy ceo, president (800) 852-7204
20	Yoshinoya America Inc. 991 W. Knox St. Torrance 90502	76 74	Japanese beef bowls	1979 Yoshinoya D&C Co. Ltd.	yoshinoyausa.com YHY.BE	Oliver Cortes ceo, president (800) 576-8017
21	Jamba Juice 6475 Christie Ave., Suite 150 Emeryville 94608	75 71	fruit smoothies	1990 Jamba Inc.	jambajuice.com JMBA	James White chairman, ceo, president (510) 596-0100
22	Papa John's Pizza 2002 Papa John's Blvd. Louisville, Ky. 40299	62 63	pizza	1985 Papa John's International Inc.	papajohns.com PZZA	John Schnatter chairman, ceo (502) 261-7272
23	Wienerschnitzel 4440 Von Karman Ave., Suite 222 Newport Beach 92660	62 62	hot dogs	1961 Galardi Group Inc.	wienerschnitzel.com private	Dennis Tase ceo (949) 752-5800
24	In-N-Out Burgers 4199 Campus Drive, Ninth Floor Irvine 92612	60 60	American	1948 In-N-Out Burgers	in-n-out.com private	Lynsi Martinez president (949) 509-6200
25	IHOP 450 N. Brand Blvd. Glendale 91203	55 53	breakfast	1958 DineEquity Inc.	ihop.com DIN	Julia Stewart chairwoman, ceo, president (818) 240-6055

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