



Monday, November 19

The Middleby Corporation Acquires New Star Holdings International, Inc.

The Middleby Corporation today announced it has entered into an agreement to acquire New Star Holdings International, Inc. for \$188 million in cash due at closing. The acquisition is expected to close in mid December 2007 subject to the satisfaction of closing conditions and regulatory approval. New Star Holdings, Inc. is comprised of three industry leading brands including Star, Holman, and Lang. The acquired company has annual revenues of approximately \$100 million and earnings before interest, taxes, depreciation and amortization (“EBITDA”) of approximately \$20 million. The transaction will be financed under a new senior revolving credit facility lead by Bank of America. This transaction compliments Middleby’s portfolio of brands in the commercial foodservice equipment industry. “We are extremely excited to announce this transaction,” commented Chairman and Chief Executive Officer Selim Bassoul. “The rapid growth of the fast casual segment and the rise of the bakery cafes are drivers for the future growth of Middleby. The acquisition of Star, Holman and Lang compliments Middleby’s technologies and product offerings for these segments. Star and Holman also provides Middleby with an entry into the convenience store segment. The demand for foodservice equipment by convenience stores is growing as these outlets continue to expand their hot food offerings. This trend is occurring domestically, as well as in emerging markets where Middleby has strong sales and service capabilities. We anticipate this acquisition will be accretive to earnings in 2008.”

Source: The Middleby Corporation

Wal-Mart Celebrates Latin American Flavor with Pollo Campero. Great Chicken with a Latin Twist to Roost in U.S. Stores

Campero USA announced an exciting new tenant /landlord relationship with Wal-Mart Stores, Inc. This U.S. division of Pollo Campero, the largest Latin American chicken restaurant chain, is eager to please millions of Wal-Mart customers with Pollo Campero restaurants beginning in 2008. “We are extremely excited about the relationship between Campero and Wal-Mart,” said Roberto Denegri, president and COO, Campero USA. “People love our chicken once they taste it. The relationship with Wal-Mart gives us an unprecedented opportunity for a wide variety of people to indulge in our distinctive menu.” Wal-Mart’s ongoing commitment to the Latin American community is exhibited by this new relationship with Campero. The retail giant has an increasing Latin American customer base in many of its stores around the country. Adding Pollo Campero restaurants shows Wal-Mart’s sensitivity to its consumers and provides extra incentive for them to visit the stores and do more than just shop. Pollo Campero hopes to enhance the Latin American customers’ experiences while bringing diversity to others. “Our customers today come from many different backgrounds and all walks of life. Many are Latin American, and they are among our fastest-growing markets,” said Gisel Ruiz, vice president and regional general manager, Wal-Mart Stores, U.S. “It stands to reason that our offerings reflect the needs of the communities we serve. We know Pollo Campero will add value to Wal-Mart with its premium Latin American restaurant brand.” Pollo Campero

has launched an aggressive U.S. expansion after more than 35 extremely successful years in Latin America, and quickly established a firm foothold in the incredibly competitive U.S. chicken industry.

Source: Pollo Campero

Triarc Puts in Bid for Wendy's

One suitor for Wendy's International Inc. has made it official. New York –based Triarc Companies Inc. submitted a bid Nov. 12 to buy the Dublin-based fast food chain, according to a filing with the Securities and Exchange Commission, but the undisclosed offer is less than what the bidder previously said Wendy's was worth. In a July filing, Triarc indicated it would be willing to pay between \$37 and \$41 a share for the company, or between \$3.2 billion and \$3.6 billion, pending the outcome of a financial review. The new filing states, "Triarc's proposed purchase price is below the valuation range that Triarc had indicated it would be prepared to offer." Nelson Peltz is chairman of Triarc, franchisors of the Arby's fast food chain, and CEO of Triarc Fund Management LP, which combined with affiliated funds has a 9.8 percent stake in Wendy's. Triarc and other activist investors have lobbied for several changes at Wendy's in the past few years, much of which has been followed through on by the company, including the spinoff of Tim Hortons Inc. and the sale of non-burger chains Baja Fresh Mexican Grill and Cafe Express. Wendy's formed a special committee in April to explore strategic alternatives for the business, including a possible sale. No other official bids have been disclosed publicly.

Source: Business First of Columbus

Investors Push Caribou Coffee Shares Up as CEO Steps Down

Caribou Coffee Co. is replacing Chairman and CEO Michael J. Coles, who oversaw the growth of the nation's second-largest coffee chain but not of its stock price. A regulatory filing said that in six months Coles would get \$1.35 million (€0.92 million) in exchange for agreeing not to sue for "termination without good cause." Coles will stay with the company as a director. Caribou named Rosalyn T. Mallet as interim CEO. She joined the company in March as president and chief operating officer. She was previously a director. Another director, Gary A. Graves, was named chairman. Coles was hired as interim CEO at Caribou in January 2003 and got the job permanently a few months later. He became chairman in 2005. He had co-founded the Great American Cookie Co., which he sold in 1998. Coles said Tuesday that he had planned to stay at Caribou only three to five years. "My objective at the time was to create a serious No. 2 challenger in the coffeehouse space," he said. Caribou now has 473 coffeehouses. Starbucks Corp. has 14,396 stores around the world. Caribou shares closed at \$12.02 on the day of their initial public offering in 2005, but, when Coles' resignation was announced, they closed at \$5.15. Caribou shares rose 7 cents to close at \$5.22 the day after the announcement.

Source: The Associated Press/The International Herald Tribune

Espresso, Sweet Tea Coming to McD's

McDonald's Corp. laid the foundation to perk up its beverage and breakfast offerings with plans to add upscale coffee drinks, sweetened iced tea, smoothies, breakfast burritos and chicken biscuit sandwiches to its U.S. restaurants in the coming weeks. In a meeting with analysts, Oak Brook-based McDonald's also: McDonald's laid the foundation to perk up its beverage and breakfast offerings. Also, appointed Peter J. Bensen chief financial officer starting Jan. 1, 2008. Bensen, senior vice president and corporate controller, replaces Matthew Paull, who announced his retirement this year. McDonald's plans to transfer 1,000 to 1,500 restaurants to franchisees in the next few years. The addition of espresso coffee drinks, which are being tested in more than 800 stores, will begin next year and will give McDonald's an important foothold into the lucrative \$12 billion specialty beverage market. The rollout probably will last through 2009, officials announced. Following the success of its breakfast menu and drip-coffee, observers have expected the world's largest fast-food company to dive into the fast-growing coffee business as a way to attract new customers to the chain. McDonald's also plans to add sweet tea, frappes, smoothies and bottled beverages to stores. "We call our iced tea business money in a cup," Karen King, eastern U.S. division chief, told

analysts at McDonald's headquarters in Oak Brook. She didn't disclose profit margins for beverages. McDonald's increased U.S. coffee sales by 39 percent in the first nine months of 2007 after introducing a stronger blend in 2006. It has added cappuccinos and lattes to two-thirds of its 13,800 U.S. restaurants to tap growth in the \$60 billion-a-year beverage market.

Source: Associated Press/Bloomberg News

Qdoba Mexican Grill Opens 400th Store

Qdoba Mexican Grill announced the opening of its 400th restaurant location. The newest store is located in Nampa, Idaho at 16383 North Marketplace Boulevard. According to Gary Beisler, CEO and president of Qdoba, "in the past 12 months, Qdoba has grown efficiently and effectively, opening more than 80 new restaurants and partnering with several new and existing franchisees." "We are extremely excited to open our 400th location. We opened our first store in Denver in 1995 and we plan to open between 75 and 100 additional stores in the coming year," said Beisler. "In this industry, we find it refreshing to know that customers are not just concerned with the speed of service and how much you get for a dollar, but rather the quality of food. This store certainly signals a wonderful milestone for our company and we look forward to continued growth in the next year." Michael Bladow, a franchisee based in Carlsbad, Calif., opened the 400th store in Nampa and joined the Qdoba team in 2004. Bladow has an agreement with Qdoba to operate a total of twelve units in two states by 2010. "We partnered with Qdoba for a number of reasons, but at the end of the day, it was important for us to partner with a solid franchisor with a strong management team and a restaurant that offers high a quality of food and service," said Bladow. "We could not be more thrilled with this partnership and look forward to growing the Qdoba brand in northern Nevada and Idaho."

Source: Qdoba/BusinessWire

Foodservice Yearbook International 2008 Global Buyer's Guide

For decades, FYI has been regarded worldwide as a "One-Stop Shop" for purchasing and specifying, the Foodservice Yearbook International reaches buyers at the very beginning of the decision-making process. FYI is the original and most widely used annual buyers' guide in global foodservice. It reaches close to 100,000 buyers, consultants, exporters and foodservice professionals around the world, and with more than six readers per copy. Also, the latest buying patterns survey showed that our readers refer to FYI eleven times per year, and these contacts have produced actual sales for the advertisers. The Foodservice Yearbook International contains the most comprehensive listing of exporting suppliers and manufacturers to the foodservice world with more than 1,300 manufacturers' listings and over 3,000 product listings. Bonus circulation at selected major global trade shows during 2008. The Foodservice Yearbook International's targeted audience of 16,166 readers control over 80% of the world's \$1.5 trillion annual foodservice volume. The readers of FYI are buying-empowered professionals at global and regional headquarters of hotel and restaurant chains, major hotel and restaurant locations, consultants, contract caterers, cruise-ships/airline/rail/amusement caterers, supermarket and c-store chain headquarters and a global network of distributors, in over 140 countries worldwide. The targeted circulation of Foodservice Yearbook International allows you to consolidate your advertising budget into one magazine that reaches the entire foodservice world. For more information, please contact mschacher@globalfoodservice.com

Oneida Names Sullivan President of Foodservice Division

Oneida promoted Foster Sullivan to president of the company's foodservice division. Sullivan previously served as senior vice president and general manager of the foodservice division. Prior to being appointed general manager, Sullivan headed Oneida's hotel and gaming sales group. He joined Oneida in 1996, when Oneida acquired THC Systems, where Sullivan was a senior executive. Earlier in his career, Sullivan held sales positions at the Edward Don Co., a leading equipment and supplies distributor to the foodservice industry.

Source: FE&S



Anthony International Acquires Chinese Glass Door Company "Flying Glass" in Shanghai Adds to Industry Leader's Portfolio

Anthony International (AI), the world's largest manufacturer of glass doors and display equipment for the commercial refrigeration industry, announced the acquisition of Flying Glass Company, located in Shanghai, China. Established in 1994 by Mr. Liqing Zheng, the company began producing insulated glass doors in 1997, and today is the largest high-end glass door producer in China with over 110 employees and sales of over \$4 million. Flying Glass joins the AI portfolio of brand names which now includes Anthony, Ardco, DisplayRite, Pike, and SOVIS, North America. Jeffrey Clark, President and CEO of Anthony International, stated, "The acquisition of Flying Glass positions Anthony International to grow in the Asia/Pacific market and maintain its position as the number one global supplier of specialty glass to the refrigeration industry." Mr. Zheng also noted, "This acquisition will give Flying Glass access to new technology and manufacturing processes, and access to AI's global sales force for improved sales and distribution." Flying Glass specializes in insulated glass doors with tempered flat or curved glass (heated or non-heated) - serving the commercial refrigeration markets in China, Japan, Thailand, Malaysia, South Korea, Singapore, and some Western European countries. Larry Rauzon, Director of International Operations added, "Flying Glass offers a tremendous complement to our product lines, providing new opportunities for Anthony International to participate in the vital and rapidly developing Chinese market and the Asia/Pacific region."

Source: Anthony International

FIA to Host Interactive Symposium on Challenge of Attracting Tomorrow's Leaders to Foodservice Industry

The newly established Foodservice Institute of America (FIA) has announced that it will host an educational event entitled Foodservice Professionals...the Next Generation, an interactive symposium on the growing challenge of attracting tomorrow's leaders to the foodservice industry. The event will be held December 5, 2007 at the Hilton University of Houston in association with the University's Conrad Hilton College of Hotel and Restaurant Management, one of the world's premier hospitality programs. This thought-provoking, one-day program will challenge participants to take a fresh look at this critical issue, generate new ideas and insights, and utilize their experience and expertise to develop potential solutions.

Source: Foodservice Institute of America

Dickinson College Receives \$5,000 Grant from the Hobart Center for Foodservice Sustainability

The Hobart Center for Foodservice Sustainability (HCFS) awarded Dickinson College a \$5,000 grant for having the most innovative and best-executed foodservice sustainability project of the year. Dickinson College, a liberal arts college in Carlisle, Pa. was judged as having the best sustainability program from among numerous entrants nationwide, which included educational institutions, foodservice establishments and healthcare facilities. The grant was presented to Keith Martin, Dickinson College's director of dining services, by the four HCFS fellows during the 2007 Greenbuild Expo in Chicago. "While all of the grant entry submissions showed remarkable sustainability initiatives, Dickinson College stood above the rest in planning, execution and return on investment," says Rick Cartwright, vice president and general manager

of retail systems, ITW Food Equipment Group and HCFS fellow with the Hobart Center for Foodservice Sustainability. "The integrated approach of Dickinson College's sustainability programs should serve as an example to other establishments seeking to implement similar initiatives that improve the environment, while also making economic sense." "We are delighted to have been recognized by the HCFS for our sustainability efforts," says Martin, who will serve as an HCFS fellow and help select future operations for grant recognition. "We are very committed to our sustainability program and welcome the opportunity to serve as a model for other institutions." Hobart launched the HCFS to provide thought leadership and counsel on sustainable design efforts and innovation for the foodservice industry. Designed as a resource hub, the HCFS offers forums allowing foodservice and food retail operations, architects, designers and consultants to collaborate with Hobart in developing new sustainable design ideas and solutions while building economic value for the end-user.

Source: Hobart/HSR Business to Business

2008 CFESA Fall Conference

The Commercial Food Equipment Service Association (CFESA) announces the dates and location for the 2008 CFESA Fall Conference. The annual fall conference will be held August 19-21, 2008 at the Four Season Hotel in Vancouver, Canada. The conference will be packed with workshops, seminars and guest speakers. The conference is open to both CFESA members and non-members alike. For more information you may visit the CFESA website at www.cfesa.com.

D.O.C. Wine Bar Brings Sophisticated Wines From Around the World to Western Suburbs

D.O.C. Wine Bar opens second location in Lombard, Illinois. A Chicago favorite, D.O.C. Wine Bar, opened its new Lombard location on November 16 at the beautiful new Yorktown Center. Joining the growing number of Chicago businesses calling Lombard home, D.O.C. Wine Bar features classic American fare and an extensive wine collection, allowing patrons to enjoy good food and wine in a relaxed and fun atmosphere. Derek Rettell, co-owner and managing partner, says, "We expect D.O.C. to be a dining designation and a hangout for locals as well as guests of neighboring hotels." D.O.C. Wine Bar will mark the first of its kind in Chicago's western suburbs, providing patrons with a stylishly casual and intimate setting to try out different wines and learn new things about wine without being pretentious. Wine Bar is prepared to introduce Lombard to a wide range of delicious and unique wines. The phrase "D.O.C." comes from the Italian words *Denominazione di origine controllata*. D.O.C. is an official certification of quality for wines and other food products in Italy. Other countries such as Portugal and Spain—and now the European Union as a whole—have similar designations. Wine enthusiasts look upon a D.O.C. designation as a sign that a wine meets a high standard of purity and quality and reveals the most favored characteristics of wines produced in that particular region. D.O.C. Wine Bar is the concept developed by the team of Derek Rettell, Doug Dunlay, Michael Dunlay and Josh Rutherford; restaurant veterans who combined, have more than 40 years of restaurant experience. The group's decision to open a second D.O.C. Wine Bar was an easy one after being approached in early 2007 by Lombard developer and winery owner Bob Long who, in the midst of building additional retail and restaurant space in Yorktown Center, realized that the town was missing a casual, fun place where people could experiment with top quality wines. "We are honored to have been approached and to be included in the exciting development," remarked Rettell. "We aim to make wine education fun and interesting, and we are thrilled to bring our knowledge to the area." The town of Lombard is excited to have the presence of D.O.C. Wine Bar as well. Lombard's Village President William Mueller assisted in rewriting the city's zoning laws to give D.O.C. Wine Bar the ability to sell retail bottles of wines, making all 310 bottles on their list available to the public.

Source: D.O.C. Wine Bar

Applebee's Officers to Exit after Purchase by IHOP

IHOP Corp. said eight Applebee's International Inc. executives, including the chief executive officer and chief financial officer, will depart after IHOP completes its acquisition of the restaurant operator. The pancake restaurant chain operator expects the deal to close by Nov. 29. President and Chief Executive Dave

Goebel, 57 years old, and Executive Vice President, Chief Financial and Strategy Officer Steve Lumpkin, 53, lead the list of departing executives. "I want to express my appreciation to Dave Goebel and Steve Lumpkin for their professionalism, leadership and good counsel as we jointly worked to develop the new organization structure," said Julia A. Stewart, chairman and chief executive of IHOP. "I wish them both much success in the future." Others leaving the bar-and-grill chain operator will be Carin Stutz, executive vice president of operations; Kurt Hankins, senior vice president of menu development and innovation; Mike Czinege, senior vice president and chief information officer; Larry Miller, vice president of finance; Scott White, vice president of human relations-design and services, and Carol DiRaimo, vice president of investor relations. None of the departing executives could be reached to comment. The moves are part of a realignment of Applebee's organizational structure, said IHOP. The management team will be cut to 10 members from 21, and nearly all of Applebee's company-operated restaurants will be franchised. IHOP will integrate the two companies' finance, legal, information-technology, supply-chain, human-resources and quality-assurance areas for cost savings. IHOP said it expects minimal changes in its own leadership. Ms. Stewart said it is too early to be specific about the fix-it plan for Applebee's, but says the effort will be sweeping -- including "the food, advertising, our building -- everything the guest sees and touches. That will be part of our re-energizing strategy." The most important need, she said, is for Applebee's to "differentiate itself. A differentiated brand has food unique to itself that people crave, advertising that resonates with guests, a building and everything about that restaurant that speaks to the brand." IHOP said it has begun searching for a president for both the IHOP and Applebee's business units.

Source: THE WALL STREET JOURNAL

Darden to Negotiate Sale of Smokey Bones

Darden Restaurants said it will negotiate the sale of its Smokey Bones Barbecue & Grill chain with Sun Capital Partners, a private equity group. The two sides will have 30 days to reach an agreement before Orlando-based Darden resumes talks with other suitors of the 73 restaurants in the barbecue chain, the casual dining operator said in a news release. In May, Darden announced the closure of more than 50 Smokey Bones locations and plans to sell the remaining restaurants. At the time, Smokey Bones was Darden's third largest restaurant brand behind Olive Garden and Red Lobster. The Smokey Bones locations in Central Florida remain open. Sun Capital Partners, which has offices in Boca Raton, New York and Los Angeles, is a private equity firm that has owned or managed more than 170 companies in businesses ranging from restaurants to car making. The investment firm owns or operates Boston Market restaurants, Bruegger's bagel chain and Fazoli's fast Italian food among other restaurant properties.

Source: OrlandoSentinel.com

Burger King Corp. Appoints Armando Jacomino President of Latin America Region

Burger King Corp. announced the appointment of Armando Jacomino as president of the Latin America region. Jacomino will continue the company's restaurant development in Latin America and the Caribbean, including further expansion into Brazil, Argentina, Chile and Mexico. He will also oversee the rollout of the company's global operational platforms throughout the region, and direct the introduction of new premium products and value menu strategies. Jacomino reports to Burger King Corp.'s CEO John Chidsey and will be an integral member of the global executive team. "Strong franchisee relationships are a hallmark of the Latin America region and Armando is well positioned to maintain these vital connections," Chidsey said. "He is a 33 year veteran of the company with an enduring passion for his people and the brand. A natural successor to the position, Armando represents our ability to fill leadership roles internally with the best in the industry." Jacomino replaces Julio Ramirez, who was promoted to executive vice president, global operations.

Source: Burger King Corp./BusinessWire



Taco Bueno Expands its Footprint with a Nine Store Development Agreement in Kentucky and Indiana

Mexican quick-service restaurant chain Taco Bueno announced that it has entered into an agreement with Louisville, Kentucky-based Bueno Development Group Louisville, LLC and Dallas real estate developer Clint Haggard to develop a minimum of nine Taco Bueno restaurants in the Louisville DMA, which includes parts of southern Indiana. The team plans to open the restaurants within five years, the first in Jeffersonville, Indiana, during the first quarter of 2008. This new agreement will bring nearly 300 jobs to the Louisville area. Kelly Kuhlmann was named CEO of Bueno Development Group Louisville, LLC. Kuhlmann is a former restaurant executive and multi-unit operator for a large Midwestern restaurant group. “I am extremely excited to introduce the Taco Bueno brand to new markets across the country,” Kuhlmann said. “It’s hands-down the best product in the industry – I’m a Buenohead for life.” For Haggard, entering into a new market comes after having been instrumental in the development and management of commercial and residential areas throughout North Dallas. “I’ve eaten at Taco Bueno every week since 1985,” Haggard said. “Once they started franchising, I knew it was at the top of my list for the next venture.” “Kuhlmann and Haggard bring together two very important attributes that Taco Bueno looks for when considering the right franchisee—real estate savvy and success in operating multiple units,” said Jeff Seeberger, Vice President of Franchising for Taco Bueno. “As we move forward with our aggressive expansion, we will continue to look for top-flight owner-operators who will help our company become the formidable super-regional player we envision.”

Source: Taco Bueno

Phillip Rudolph Joins Jack in the Box Inc. as Senior Vice President, General Counsel and Corporate Secretary

Jack in the Box Inc. announced that Phillip H. Rudolph has joined the company as senior vice president, general counsel and corporate secretary. Rudolph previously served as vice president and general counsel for Ethical Leadership Group, an ethics and corporate responsibility consulting firm based in Wilmette, Ill. There, Rudolph provided strategic consulting in ethics, compliance and corporate responsibility for a wide variety of multinational, national and local companies, in addition to handling the firm’s legal responsibilities. “We’re excited to add Phil to our executive management team,” said Linda Lang, chairman and chief executive officer of Jack in the Box Inc. “The breadth of his background and experience will complement our existing resources and serve the company and our major stakeholders well as we pursue our strategic objectives.” Rudolph has a *juris* doctorate degree from the University of Chicago Law School and a bachelor’s degree in political science from the University of California at Irvine.

Source: Jack in the Box Inc.

Rocker Sammy Hagar to Open Maui Restaurant

Rock star Sammy Hagar is a partner in a new restaurant planned at Kahului Airport on Maui. HMSHost Corp. announced it has a six-year contract at the airport and will introduce four dining venues, including Sammy's Beach Bar & Grill. The restaurant, scheduled to open in early 2008, is named for the former Van

Halen singer. One-hundred percent of the profits will go to local Hawaii charities via Hagar's Red Rocker Foundation, which supports children's organizations. HMSHost's other eateries planned for Kahului Airport are Jamba Juice, California Pizza Kitchen ASAP, and Burger King. At the airport now are Plantation Snack Bar, Stinger Ray's Grill and Bar, and Starbucks Coffee. HMSHost, based in Bethesda, Md., provides concessions at 104 airports worldwide and 106 freeway travel plazas in North America.

Source: Pacific Business News (Honolulu)

Back Yard Burgers Completes Merger

Back Yard Burgers, Inc. announced the completion of the previously announced merger of Back Yard Burgers with BBAC Merger Sub, Inc., a wholly-owned subsidiary of BBAC, LLC. As a result of the transaction, which Back Yard Burgers stockholders previously approved on August 3, 2007, each issued and outstanding share of Back Yard Burgers common stock and preferred stock was canceled and (other than shares held by BBAC or in the treasury of the Company) converted automatically into the right to receive \$6.50 in cash, without interest. The total value of the transaction, including assumed debt, was approximately \$38 million. As a result of the merger, Back Yard Burgers common stock will cease to trade on the NASDAQ Capital Market at the close of the market today and will be delisted. Back Yard Burgers stockholders who possess stock certificates will receive instructions by mail from Computershare, the paying agent, about how and where to forward their certificates for payment. Stockholders of record should wait to receive this information before surrendering their shares. Stockholders who hold shares of Back Yard Burgers common stock through a bank or broker will not have to take any action to have their shares converted into cash, since these conversions will be handled by their bank or broker.

Source: Back Yard Burgers

Burger King Announces Secondary Offering

Burger King Holdings Inc. announced that the private equity funds controlled by TPG Capital, Bain Capital Partners and the Goldman Sachs Funds (the "selling stockholders") intend to initially offer 23 million shares of Burger King common stock in an underwritten offering. In addition, the private equity funds intend to grant the underwriters an option to purchase up to an additional 3.45 million shares to cover over-allotments. Burger King will not sell any shares in the offering. The selling stockholders currently own approximately 79 million shares of Burger King common stock, or approximately 58 percent of the outstanding shares. Following completion of the anticipated offering, the selling stockholders will own approximately 41 percent of the company's common stock, or approximately 38 percent if the underwriters exercise the over-allotment option in full. Goldman, Sachs & Co., J.P. Morgan Securities Inc. and Morgan Stanley & Co. Inc. will act as joint book-running managers for the offering. Burger King Holdings Inc. may file a registration statement (including a prospectus) and a prospectus supplement with the Securities and Exchange Commission (the "SEC") for the offering to which this communication relates.

Source: Burger King Holdings Inc.

Ruth's Chris Steak House, Inc. to Acquire Mitchell's Fish Market & Cameron's Steakhouse

Ruth's Chris Steak House, Inc. announced recently that it has signed a definitive asset purchase agreement to acquire all of the operating assets and intellectual property of Columbus, OH based Mitchell's Fish Market, operating under the names Mitchell's Fish Market and Columbus Fish Market, and Cameron's Steakhouse, operating under the names Cameron's Steakhouse and Mitchell's Steakhouse from Cameron Mitchell Restaurants, LLC (CMR) for approximately \$94.0 million. The acquisition will be funded through the Company's credit facility and is expected to close in the first quarter of 2008, subject to customary closing conditions. It is expected to be accretive to the Company's shareholders in its first full year post-acquisition. According to the Company's management, the primary focus of the acquisition is Mitchell's Fish Market, an award-winning, upscale, yet comfortable, seafood restaurant and bar recognized for its high quality food, contemporary dining atmosphere, and excellent service. Mitchell's Fish Market's commitment to fresh seafood is so paramount that all of its seafood is flown in daily. Although the menu

changes frequently based on availability and season, it includes more than 80 seafood choices, including fish from every coastline within culinary reach. The current average check is \$22 at lunch and \$39 at dinner and there are currently 19 locations in the Midwest, Northeast, and Florida with new locations opening this month in Jacksonville, FL and in Stamford, CT in December. The combined run rate revenues for the acquired businesses are expected to be approximately \$98 million. Craig S. Miller, Chairman of the Board, President and CEO of Ruth's Chris Steak House, Inc., said "While we remain firmly committed to the successful, global development of our Ruth's Chris brand, we've always been open to innovative concepts that are compatible with our own. We are thrilled to have identified a concept that shares the passion for hospitality with the culture and values of our organization. In that spirit, we see Mitchell's Fish Market's upscale focus, sophisticated yet comfortable atmosphere, and emphasis on fresh seafood as a wonderful complement to our own brand. In fact, Mitchell's Fish Market shares many characteristics of the Ruth's Chris model, including strong unit economics, broad guest appeal, a focus on banquet sales, and a robust bar business." Miller concluded, "We are also pleased that our agreement includes a three year consulting agreement with Cameron Mitchell, one of America's most talented and respected culinary focused restaurateurs, and further that there will be no changes in management or staffing at Mitchell's. We are very excited about this acquisition and our significantly expanded market opportunity in upscale dining." Cameron Mitchell, Founder and President of Cameron Mitchell Restaurants, LLC stated, "The strategic sale of Mitchell's Fish Market, and to a lesser extent, Cameron's Steakhouse, accelerates our focus on national development and allows us to leverage off a successful publicly traded company who has proven expertise in operations, brand management, and real estate development. With 19 successful restaurants in operation, we believe we have a winning and portable concept, one that can affectively compete in the fast growing upscale specialty seafood segment."

Source: Ruth's Chris Steak House, Inc.

Metromedia Restaurant Group Names Flynn Dekker Senior Vice President of Marketing

The Metromedia Restaurant Group (MRG) board of directors announced that Flynn Dekker has been promoted to senior vice president of marketing for the company. Dekker will continue to oversee the marketing strategy for Steak and Ale and The Tavern brands in addition to handling the marketing direction for Ponderosa and Bonanza Steakhouses. He succeeds Steve Welsh as vice president of marketing for Ponderosa and Bonanza Steakhouses. Welsh resigned to pursue other opportunities. MRG is the parent company for Bennigan's, Steak and Ale, Ponderosa Steakhouse, Bonanza Steakhouse and The Tavern brands, encompassing more than 700 restaurants in 16 countries. "In the years since Flynn joined MRG, his marketing efforts have impacted our brands considerably," said Clay Dover, chief concept officer and executive vice president of MRG. "He was integral in marketing and launching new concepts, such as Bennigan's SPORT and 29 Degree Tavern. He has spearheaded successful campaigns for Steak and Ale as well as the upstart Tavern brands. We look forward to the talent he will bring to Ponderosa and Bonanza."

Source: The Metromedia Restaurant Group

California Pizza Kitchen Expands into South Korea. First California Pizza Kitchen Restaurant Opens in Seoul

California Pizza Kitchen, Inc. opened recently its first location in South Korea. The new restaurant, opened by CPK franchise partner Iris Co. Ltd., is located in the financial district of Seoul, south of the Han River. The new, unique, tri-level CPK seats approximately 200 people and is tastefully decorated with warm colors and rich textures. "We've been looking forward to this opening since signing with Iris Co. earlier this year and we are excited to see the doors open today" said Larry Flax, co-founder and co-CEO of California Pizza Kitchen. "The location of this restaurant is ideal," added Rick Rosenfield, co-founder and co-CEO of California Pizza Kitchen. "The people of Seoul have been exceptionally welcoming and fantastic to work with on this opening." The open-exhibition kitchen takes center stage where guests can watch as all of California Pizza Kitchen's innovative dishes are prepared. The menu features a wide variety of innovative items including everything from the California Club Pizza and Jamaican Jerk Pizza to Kung Pao Spaghetti and the new Miso Salad. A special menu is also available for children 12 and under. Using

only the highest quality fresh produce and U.S. imported ingredients prepared daily, all California Pizza Kitchen pizzas are hearth-baked in an imported open-flame pizza oven.

Source: California Pizza Kitchen, Inc.

Burger King Holdings Plans 300-Unit Expansion

Burger King Holdings will show its first net restaurant gains in the US and Canada in six years in 2008, executives said at the company's first quarter conference call. The company also says it plans an expansion of a net increase of 300 units worldwide, with approximately 80% located outside the US, said John Chidsey, CEO. The beginning of the second quarter already saw a burst of expansion, with 80 restaurants opened in October, he said. "Our development plan is on track, and we are off to a great start," Chidsey said. "Our worldwide development pipeline is strong." In the past 12 months, the company and its franchisees opened 440 new Burger King restaurants, including 90 in the US and Canada, 260 in the Europe, Middle East, Africa and Asia Pacific segment (EMEA/APAC), and 90 in Latin America. With closures, Burger King gained new 146 restaurants worldwide last year. For the quarter, revenues were \$602 million, up 10% from the previous year. Comparable restaurant sales rose 5.9% worldwide, with the US and Canada posting comp sales increases of 6.6%.

Source: GlobeSt.RETAIL

Dairy Queen to Add 500 Stores in China in Next 5 Years

International Dairy Queen Inc. will boost its outlets in China by adding 500 stores in the next five years, banking on the potential growth in ice cream consumption by an increasingly affluent population. The company, controlled by Warren Buffet's Berkshire Hathaway, will open the additional restaurants and stands in the period through franchising, said Chuck Mooty, its chief executive officer, in Shanghai. "We want to be part of the community and part of the people's daily life here," said Mooty, who came to the city to celebrate the opening of Dairy Queen's 100th restaurant in the country. The new stores will be located in the 17 cities where it already has a presence and in second-tier cities. Diversifying from its current choice of shopping malls, the new shops will be sited on street sides and near metro stations. The new restaurants will enable China to be its third-largest market after the United States and Canada. China is still far behind the United States in ice cream consumption, with an average of 1.2 kilograms per capita a year, five percent of the Americans' level, according to 2005 statistics provided by the company, which cited the figure to show the huge potential of the market still to be tapped. The company, which entered China in 1992 by opening the first store in Beijing, has accelerated expansion since 2005. Its focus in the past two years has been in east China, where it added 40 stores. Its expansion has stiffened competition in the market. Haagen-Dazs runs more than 60 stores in China, while local rivals like Bright Food Group have also opened ice cream outlets.

Source: Shanghai Daily

FSMA Announces Staff Promotion & New Addition to the Team

The Foodservice Sales & Marketing Association (FSMA) announced today the promotion of Sharon Boyle to Vice President. Sharon has been employed by FSMA since its inception in 2004 and prior to her role as Vice President, Sharon was Director, Marketing & Member Services. Sharon was previously employed by the Grocery Manufacturers of America (GMA) as Sr. Manager, Industry Affairs in Washington DC. Her background extends for 20 years in the foodservice industry both as a sales & marketing agent (broker) in the Baltimore/Washington market and working in sales for manufacturer, Best Foods, now Unilever Foods. Jessica Muffoletto, Manager, Membership & Meetings, is the newest addition to the FSMA Staff. She will be an integral part of the team providing managerial and administrative support in two key areas of the Association. Her most recent employment was in customer service in the medical industry with three years prior experience for a retail sales & marketing agency in the candy and snack industry. "These staff changes will strengthen our ability to serve our members. I am very pleased that we are able to increase

our resources and enhance the value we deliver to the membership," said Rick Abraham, FSMA President.

If you would like to have news about your company, please send all editorial contributions to Mario Schacher: mschacher@ariteam.com

Thank you for reading The Global Foodservice E-newsletter from American Recruiters!



Craig Wilson
847-303-0560 Ext. 203
cwilson@ariteam.com

Michael Page
847-303-0560 Ext. 201
mpage@ariteam.com

Ted Agins
847-303-0560 Ext. 202
tagins@ariteam.com

Mario Schacher
847-303-0560 Ext. 208
mschacher@ariteam.com

John Daschler
847-303-0560 Ext. 207
jdaschler@ariteam.com