

Who Owns Whom?

A Top 400 quiz: Match chains with the companies that acquired them.

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Last year's protracted guessing game over who would emerge as the buyer of Dunkin' Brands drew attention to the large number of chains that changed ownership in 2005. A consortium of private equity firms (Bain Capital Partners LLC, The Carlyle Group and Thomas H. Lee partners LP) now owns the parent of Dunkin' Donuts, Baskin-Robbins and Togo's.

Rosemont, Ill.-based J.H. Chapman Group LLC reports that there were 100 other acquisitions or mergers in the industry, an impressive number although 15% fewer than in 2004. With so much activity, it is nearly impossible to keep track of which chains have been sold and who acquired them.

To judge just how difficult, R&I invites readers to match the Top 400 chain or holding company acquired since January 2005 (listed on the left) with their new owner (from among companies listed in the box on the right). Hints: Four companies on the right made more than one acquisition; three companies listed are fictitious.

For answers, visit www.rimag.com.

Acquisitions

1. Barnhill's Buffet
2. Blimpie
3. Captain D's Seafood
4. Catalina Restaurant Group (Carrows, Coco's Bakery Restaurant)
5. Charlie Brown's Steakhouse
6. Chevys Fresh Mex
7. Claim Jumper
8. Corner Bakery Cafe
9. Damon's Grill
10. Dave & Buster's
11. Del Taco
12. El Pollo Loco
13. Fox and Hound Pub & Grille
14. Garden Fresh Holdings (Souplantation and Sweet Tomatoes)
15. McAlister's Deli

16. Marie Callender's Restaurant & Bakery
17. Perkins Restaurant & Bakery
18. Shari's Restaurant & Pie Bakery
19. Taco Bueno
20. Uno Chicago Grill
21. Worldwide Restaurant Concepts (Sizzler, Pat & Oscar's)

Buyers

- A. Alliance Development Group LLC
 - B. Castle Harlan Inc.
 - C. Centre Partners
 - D. Circle Peak Capital LLC
 - E. Grotech Capital Corp./Charlesbank Capital Partners
 - F. Il Fornaio (America) Corp./Bruckmann, Rosser, Sherrill & Co. LLC
 - G. Jarndyce Capital Investments LLC
 - H. Jeffries Capital Partners/Dynamic Management Co.
 - I. Kahala Corp.
 - J. Leonard Green & Partners
 - K. Merriwether Capital Co.
 - L. Newcastle Partners LP
 - M. Pacific Equity Partners
 - N. Palladium Equity Partners LLC
 - O. Real Mex Restaurants
 - P. Roark Capital Group
 - Q. Shackelford Brands
 - R. Sun Capital Partners
 - S. Trimaran Capital Partners
 - T. Wellspring Capital Management LLC
 - U. Zensho America Corp.
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