

## THE QSR

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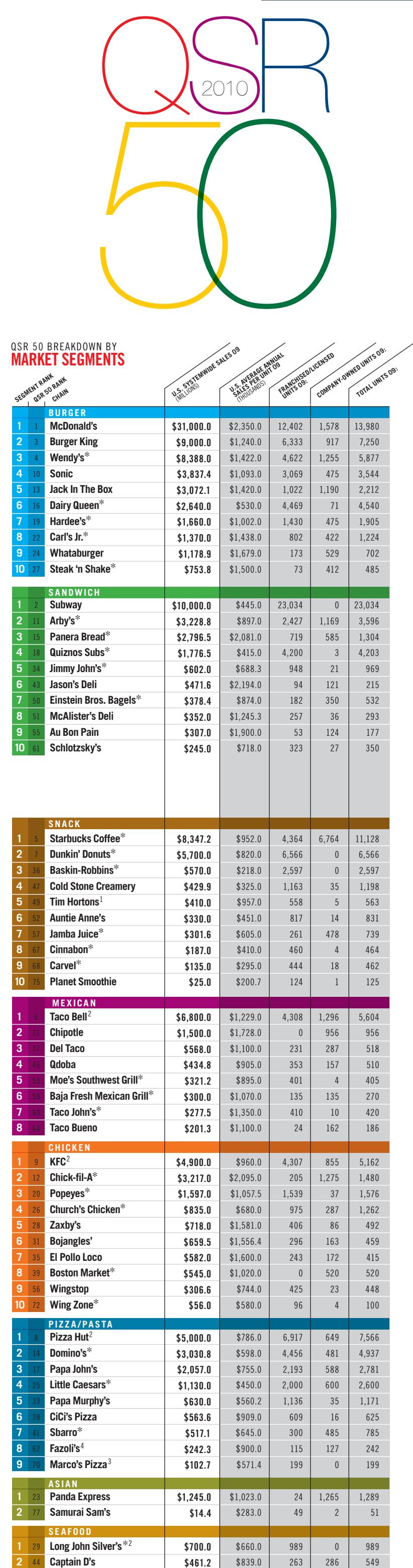
2008

2008 RANK	2007 RANK	CHAIN	SEGMENT	2007 SYSTEMWIDE SALES (\$MIL)	2007 CHANGE SYSTEM SALES	2006 SYSTEMWIDE SALES (\$MIL)	2005 SYSTEMWIDE SALES (\$MIL)	FRANCHISED UNITS	COMPANY UNITS	TOTAL UNITS
1	1	<b>McDonald's</b>	BURGER	\$28,666.1	5.6%	\$27,144.2	\$25,642.9	11,772	2,090	13,862
2	2	<b>Burger King</b> <sup>2</sup>	BURGER	\$8,781.0	3.1%	\$8,515.0	\$8,478.0	6,591	897	7,488
3	4	<b>Subway</b>	SANDWICH	\$8,200.0	6.4%	\$7,710.0	\$7,170.0	21,195	0	21,195
4	3	<b>Wendy's</b> <sup>1</sup>	BURGER	\$7,956.0	2.0%	\$7,800.0	\$7,715.0	5,231	1,414	6,645
5	6	<b>Starbucks Coffee</b> <sup>3</sup>	SNACK	\$6,560.9	19.4%	\$5,495.2	\$4,439.5	3,891	6,793	10,684
6	5	<b>Taco Bell</b>	MEXICAN	\$6,100.0	-3.2%	\$6,300.0	\$6,200.0	4,279	1,301	5,580
7	8	<b>Pizza Hut</b>	PIZZA	\$5,400.0	3.8%	\$5,200.0	\$5,300.0	6,223	1,292	7,515
8	7	<b>KFC</b>	CHICKEN	\$5,300.0	0.0%	\$5,300.0	\$5,200.0	4,387	971	5,358
9	9	<b>Dunkin' Donuts</b>	SNACK	\$4,792.0	11.1%	\$4,313.6	\$3,853.6	5,769	0	5,769
10	10	<b>Sonic</b>	BURGER	\$3,608.8	8.6%	\$3,321.6	\$3,000.1	2,689	654	3,343
11	12	<b>Arby's</b> <sup>1</sup>	SANDWICH	\$3,312.5	3.5%	\$3,200.0	\$3,086.8	2,458	1106	3,564
12	11	<b>Domino's Pizza</b>	PIZZA	\$3,206.9	-0.5%	\$3,223.1	\$3,315.2	4,584	571	5,155
13	15	<b>Jack in the Box</b> <sup>1</sup>	BURGER	\$2,975.0	7.6%	\$2,765.0	\$2,630.0	696	1,436	2,132
14	14	<b>Chick-fil-A</b>	CHICKEN	\$2,640.9	16.1%	\$2,274.9	\$1,975.2	0	1,365	1,365
15	13	<b>Dairy Queen</b>	BURGER	\$2,500.0	4.2%	\$2,400.0	\$2,400.0	5,624	71	5,695
16	17	<b>Panera Bread</b>	SANDWICH	\$2,271.0	18.8%	\$1,912.0	\$1,597.0	698	532	1,230
17	16	<b>Papa John's Pizza</b>	PIZZA	\$1,969.0	0.6%	\$1,958.0	\$1,817.0	2,112	648	2,760
18	19	<b>Quiznos Sub</b>	SANDWICH	\$1,835.0	2.5%	\$1,791.0	\$1,532.0	4,633	3	4,636
19	18	<b>Hardee's</b>	BURGER	\$1,802.5	0.7%	\$1,790.5	\$1,760.5	1,366	560	1,926
20	20	<b>Popeyes</b>	CHICKEN	\$1,731.0	0.3%	\$1,726.0	\$1,612.0	1,840	65	1,905
21	21	<b>Carl's Jr.</b>	BURGER	\$1,448.7	4.5%	\$1,386.1	\$1,275.3	735	406	1,141
22	22	<b>Whataburger</b>	BURGER	\$1,100.6	11.2%	\$989.5	\$885.5	163	543	706
23	23	<b>Panda Express</b>	ASIAN	\$1,100.0	23.7%	\$889.1	\$735.7	86	966	1,052
24	25	<b>Chipotle</b>	MEXICAN	\$1,100.0	34.2%	\$819.8	\$625.1	0	704	704
25	26	<b>Little Caesars</b> <sup>1</sup>	PIZZA	\$915.0	13.0%	\$810.0	\$730.0	1,516	451	1,967
26	27	<b>Church's Chicken</b>	CHICKEN	\$829.0	2.7%	\$807.0	\$772.0	1,046	255	1,301
27	28	<b>Long John Silver's</b>	SEAFOOD	\$800.0	0.0%	\$800.0	\$784.0	753	328	1,081
28	29	<b>Steak n Shake</b> <sup>1</sup>	BURGER	\$740.0	-2.2%	\$757.0	\$695.0	56	435	491
29	30	<b>Boston Market</b> <sup>1</sup>	CHICKEN	\$690.0	1.4%	\$680.3	\$708.7	0	598	598
30	31	<b>Checkers/Rally's</b>	BURGER	\$649.0	0.3%	\$647.0	\$626.0	561	264	825
31	36	<b>Culver's</b>	BURGER	\$590.0	10.9%	\$532.0	\$481.0	364	8	372
32	32	<b>Baskin-Robbins</b>	SNACK	\$572.0	3.2%	\$554.0	\$554.5	2,763	0	2,763
33	33	<b>CiCi's Pizza</b>	PIZZA	\$570.0	5.4%	\$541.0	\$490.0	599	23	622
34	39	<b>Bojangles'</b>	CHICKEN	\$566.0	11.7%	\$506.6	\$458.7	244	146	390
35	N/A	<b>Zaxby's</b>	CHICKEN	\$563.0	20.0%	\$469.0	\$339.0	339	70	409
36	35	<b>Del Taco</b>	MEXICAN	\$549.7	2.9%	\$534.2	\$523.3	221	285	506
37	34	<b>White Castle</b>	BURGER	\$539.9	0.1%	\$539.4	\$537.0	0	406	406
38	37	<b>El Pollo Loco</b>	CHICKEN	\$528.1	10.5%	\$478.1	\$428.2	230	159	389
39	40	<b>Sbarro</b> <sup>1</sup>	PIZZA	\$520.0	4.8%	\$496.0	\$463.0	308	500	808
40	43	<b>Papa Murphy's</b>	PIZZA	\$500.6	12.7%	\$444.2	\$411.4	981	76	1,057
41	41	<b>Cold Stone Creamery</b>	SNACK	\$488.1	3.6%	\$471.0	\$406.0	1,359	25	1,384
42	38	<b>Captain D's</b>	SEAFOOD	\$475.9	-7.3%	\$513.4	\$516.9	258	291	549
43	47	<b>Jamba Juice</b> <sup>1</sup>	SNACK	\$450.0	23.6%	\$364.0	\$309.2	206	501	707
44	42	<b>Krystal</b>	BURGER	\$440.6	-1.1%	\$445.5	\$422.6	157	234	391
45	N/A	<b>Jimmy John's</b> <sup>1</sup>	SANDWICH	\$430.0	43.3%	\$300.0	\$0.0	613	19	632
46	46	<b>Jason's Deli</b>	SANDWICH	\$427.3	14.8%	\$372.3	\$329.1	80	100	180
47	44	<b>Einstein/Noah's Bagels</b>	SANDWICH	\$402.9	5.5%	\$382.0	\$398.1	196	416	612
48	45	<b>In-N-Out Burger</b> <sup>1</sup>	BURGER	\$400.0	3.9%	\$385.0	\$365.0	0	213	213
49	52	<b>Qdoba</b> <sup>1</sup>	MEXICAN	\$397.0	28.1%	\$310.0	\$231.0	305	90	395
50	48	<b>Fuddruckers</b>	BURGER	\$320.0	-3.0%	\$330.0	\$307.0	146	91	237

## THE QSR 50 2009

RANK	LAST YEAR	CHAIN	U.S. SYSTEMWIDE SALES 08: (MILLIONS)	U.S. AVERAGE ANNUAL SALES PER UNIT 08: (THOUSANDS)	FRANCHISED/LICENSED UNITS 08:	COMPANY-OWNED UNITS 08:	TOTAL UNITS 08:
1	1	<b>McDonald's*</b>	\$30,025.0	\$2,293.0	11,968	1,990	13,958
2	3	<b>Subway*</b>	\$9,600.0	\$445.0	21,881	0	21,881
3	2	<b>Burger King (US &amp; CANADIAN)</b>	\$9,348.0	\$1,260.0	6,528	984	7,512
4	5	<b>Starbucks Coffee*</b>	\$8,750.0	\$985.0	4,329	7,238	11,567
5	4	<b>Wendy's</b>	\$8,013.4	\$1,450.0	5,224	1,406	6,630
6	6	<b>Taco Bell</b>	\$6,700.0	\$1,241.0	4,259	1,329	5,588
7	7	<b>Pizza Hut (TIE)</b>	\$5,500.0	\$854.0	6,535	1,029	7,564
7	9	<b>Dunkin' Donuts* (TIE)</b>	\$5,500.0	\$865.0	6,395	0	6,395
9	8	<b>KFC</b>	\$5,200.0	\$967.0	4,297	956	5,253
10	10	<b>Sonic</b>	\$3,811.2	\$1,125.0	2,791	684	3,475
11	11	<b>Arby's</b>	\$3,371.8	\$1,436.0	2,580	1,176	3,756
12	13	<b>Jack In The Box</b>	\$3,080.0	\$1,439.0	812	1,346	2,158
13	12	<b>Domino's*</b>	\$3,054.6	\$595.0	4,558	489	5,047
14	14	<b>Chick-fil-A*</b>	\$2,962.3	\$2,034.0	1,423	0	1,423
15	16	<b>Panera Bread</b>	\$2,648.0	\$2,002.0	761	562	1,323
16	15	<b>Dairy Queen*</b>	\$2,519.0	\$530.0	4,514	70	4,584
17	17	<b>Papa John's</b>	\$2,034.0	\$751.0	2,200	592	2,792
18	19	<b>Hardee's*</b>	\$1,680.0	\$956.0	1,175	583	1,758
19	18	<b>Quiznos Subs</b>	\$1,660.0	\$375.0	4,378	3	4,381
20	20	<b>Popeyes*</b>	\$1,593.0	\$1,007.0	1,527	55	1,582
21	21	<b>Carl's Jr.*</b>	\$1,405.0	\$1,385.0	648	408	1,056
22	24	<b>Chipotle</b>	\$1,330.0	\$1,760.0	0	837	837
23	23	<b>Panda Express</b>	\$1,195.0	\$1,090.0	21	1,174	1,195
24	22	<b>Whataburger</b>	\$1,173.0	\$1,645.0	171	542	713
25	26	<b>Church's Chicken</b>	\$1,150.0	\$712.0	1,393	232	1,625
26	25	<b>Little Caesars*</b>	\$1,055.0	\$455.0	1,950	550	2,500
27	27	<b>Long John Silver's</b>	\$800.0	\$670.0	1,022	0	1,022
28	28	<b>Steak n Shake*</b>	\$700.0	\$1,390.0	75	415	490
29	35	<b>Zaxby's</b>	\$664.0	\$1,557.0	378	83	461
30	30	<b>Checkers/Rally's</b>	\$658.0	\$793.0	576	251	827
31	29	<b>Boston Market</b>	\$648.3	\$1,142.0	0	541	541
32	31	<b>Culver's</b>	\$643.5	\$1,681.0	385	9	394
33	38	<b>El Pollo Loco</b>	\$626.9	\$1,672.0	247	166	413
34	34	<b>Bojangles'</b>	\$607.9	\$1,590.2	275	154	429
35	40	<b>Papa Murphy's</b>	\$585.0	\$554.8	1,056	63	1,119
36	33	<b>CiCi's Pizza</b>	\$579.9	\$949.0	618	20	638
37	37	<b>White Castle*</b>	\$567.9	\$1,378.0	0	415	415
38	36	<b>Del Taco</b>	\$563.2	\$1,100.0	228	285	513
39	32	<b>Baskin Robbins*</b>	\$560.0	\$213.0	2,692	0	2,692
40	39	<b>Sbarro*</b>	\$500.0	\$638.0	290	485	775
41	45	<b>Jimmy John's*</b>	\$496.6	\$698.0	788	20	808
42	42	<b>Captain D's</b>	\$476.4	\$871.0	259	289	548
43	46	<b>Jason's Deli</b>	\$467.1	\$2,290.0	90	114	204
44	49	<b>Qdoba*</b>	\$447.5	\$1,034.0	343	111	454
45	43	<b>Jamba Juice*</b>	\$443.7	\$678.4	218	511	729
46	41	<b>Cold Stone Creamery</b>	\$430.6	\$336.0	1,255	27	1,282
47	44	<b>Krystal</b>	\$428.8	\$1,120.0	151	232	383
48	48	<b>In-N-Out Burger*</b>	\$420.0	\$1,940.0	0	230	230
49	47	<b>Einstein/Noah's Bagels*</b>	\$392.8	\$919.0	149	347	496
50	54	<b>Tim Hortons</b>	\$345.4	\$930.0	501	19	520

2010 RANK	CHAIN SEGMENT	U.S. SYSTEMWIDE SALES '09 (\$MILLIONS)	U.S. AVERAGE ANNUAL SALES PER UNIT '09 (\$ THOUSANDS)	FRANCHISED/LICENSED UNITS '09:	COMPANY-OWNED UNITS '09:	TOTAL UNITS '09:
1	McDonald's BURGER	\$31,000.0	\$2,350.0	12,402	1,578	13,980
2	Subway* SANDWICH	\$10,000.0	\$445.0	23,034	0	23,034
3	Burger King BURGER,	\$9,000.0	\$1,240.0	6,333	917	7,250
4	Wendy's* BURGER	\$8,388.0	\$1,422.0	4,622	1,255	5,877
5	Starbucks Coffee* SNACK	\$8,347.2	\$952.0	4,364	6,764	11,128
6	Taco Bell <sup>2</sup> MEXICAN	\$6,800.0	\$1,229.0	4,308	1,296	5,604
7	Dunkin' Donuts* SNACK	\$5,700.0	\$820.0	6,566	0	6,566
8	Pizza Hut <sup>2</sup> PIZZA/PASTA	\$5,000.0	\$786.0	6,917	649	7,566
9	KFC <sup>2</sup> CHICKEN	\$4,900.0	\$960.0	4,307	855	5,162
10	Sonic BURGER	\$3,837.4	\$1,093.0	3,069	475	3,544
11	Arby's* SANDWICH	\$3,228.8	\$897.0	2,427	1,169	3,596
12	Chick-fil-A* CHICKEN	\$3,217.0	\$2,095.0	205	1,275	1,480
13	Jack in the Box BURGER	\$3,072.1	\$1,420.0	1,022	1,190	2,212
14	Domino's* PIZZA/PASTA	\$3,030.8	\$598.0	4,456	481	4,937
15	Panera Bread* SANDWICH	\$2,796.5	\$2,081.0	719	585	1,304
16	Dairy Queen* BURGER	\$2,640.0	\$530.0	4,469	71	4,540
17	Papa John's PIZZA/PASTA	\$2,057.0	\$755.0	2,193	588	2,781
18	Quiznos Subs* SANDWICH	\$1,776.5	\$415.0	4,200	3	4,203
19	Hardee's* BURGER	\$1,660.0	\$1,002.0	1,430	475	1,905
20	Popeyes* CHICKEN	\$1,597.0	\$1,057.5	1,539	37	1,576
21	Chipotle MEXICAN	\$1,500.0	\$1,728.0	0	956	956
22	Carl's Jr.* BURGER	\$1,370.0	\$1,438.0	802	422	1,224
23	Panda Express ASIAN	\$1,245.0	\$1,023.0	24	1,265	1,289
24	Whataburger BURGER	\$1,178.9	\$1,679.0	173	529	702
25	Little Caesars* PIZZA/PASTA	\$1,130.0	\$450.0	2,000	600	2,600
26	Church's Chicken* CHICKEN	\$835.0	\$680.0	975	287	1,262
27	Steak 'n Shake* BURGER	\$753.8	\$1,500.0	73	412	485
28	Zaxby's CHICKEN	\$718.0	\$1,581.0	406	86	492
29	Long John Silver's* <sup>2</sup> SEAFOOD	\$700.0	\$660.0	989	0	989
30	Checkers/Rally's BURGER	\$663.5	\$814.0	498	323	821
31	Bojangles' CHICKEN	\$659.5	\$1,556.4	296	163	459
32	Culver's BURGER	\$656.0	\$1,630.0	404	9	413
33	Papa Murphy's PIZZA/PASTA	\$630.0	\$560.2	1,136	35	1,171
34	Jimmy John's* SANDWICH	\$602.0	\$688.3	948	21	969
35	El Pollo Loco CHICKEN	\$582.0	\$1,600.0	243	172	415
36	Baskin-Robbins* SNACK	\$570.0	\$218.0	2,597	0	2,597
37	Del Taco MEXICAN	\$568.0	\$1,100.0	231	287	518
38	CiCi's Pizza PIZZA/PASTA	\$563.6	\$909.0	609	16	625
39	Boston Market* CHICKEN	\$545.0	\$1,020.0	0	520	520
40	White Castle BURGER	\$544.4	\$1,304.6	0	418	418
41	Sbarro* PIZZA/PASTA	\$517.1	\$645.0	300	485	785
42	Five Guys Burgers & Fries BURGER	\$499.0	\$1,100.0	457	91	548
43	Jason's Deli SANDWICH	\$471.6	\$2,194.0	94	121	215
44	Captain D's SEAFOOD	\$461.2	\$839.0	263	286	549
45	In-N-Out Burger* BURGER	\$457.0	\$1,950.0	0	239	239
46	Qdoba MEXICAN	\$434.8	\$905.0	353	157	510
47	Cold Stone Creamery SNACK	\$429.9	\$325.0	1,163	35	1,198
48	Krystal BURGER	\$413.8	\$1,422.0	147	237	384
49	Tim Hortons <sup>1</sup> SNACK	\$410.0	\$957.0	558	5	563
50	Einstein Bros. Bagels* SANDWICH	\$378.4	\$874.0	182	350	532



# The QSR/50

QSR 50 RANKED BY  
MARKET SEGMENTS

QSR RANK	COMPANY SEGMENT	U.S. SYSTEMWIDE SALES 2010 (MILLIONS)	U.S. AVERAGE SALES PER UNIT 2010 (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2010	NUMBER OF COMPANY UNITS IN 2010	TOTAL UNITS IN 2010	TOTAL CHANGE IN UNITS FROM 2009
1	McDonald's BURGER	\$32,395.0	\$2,400.0	12,477	1,550	14,027	47
2	Subway* SANDWICH	\$10,600.0	\$452.0	23,850	0	23,850	816
3	Burger King** BURGER	\$8,600.0	\$1,230.0	6,380	873	7,253	3
4	Wendy's* BURGER	\$8,340.0	\$1,418.0	5,182	1,394	6,576	35
5	Starbucks* SNACK	\$7,560.0	\$1,060.0	4,424	6,707	11,131	0
6	Taco Bell MEXICAN	\$6,900.0	\$1,288.0	4,389	1,245	5,634	30
7	Dunkin' Donuts* SNACK	\$6,000.0	\$839.0	6,746	26	6,772	206
8	Pizza Hut PIZZA/PASTA	\$5,400.0	\$855.0	7,083	459	7,542	-24
9	KFC CHICKEN	\$4,700.0	\$933.0	4,275	780	5,055	-107
10	Sonic BURGER	\$3,619.9	\$1,023.0	3,117	455	3,572	28
11	Chick-fil-A CHICKEN	\$3,582.5	\$2,694.4	1,461	76	1,537	57
12	Domino's Pizza* PIZZA/PASTA	\$3,305.6	\$657.0	4,479	450	4,929	2
13	Panera Bread SANDWICH	\$3,100.0	\$2,200.0	791	662	1,453	73
14	Arby's SANDWICH	\$3,010.0	\$838.0	2,505	1,144	3,649	-69
15	Jack in the Box BURGER	\$2,934.8	\$1,322.0	1,250	956	2,206	-6
16	Dairy Queen* BURGER	\$2,660.0	\$540.0	4,452	62	4,514	-25
17	Papa John's PIZZA/PASTA	\$2,081.8	\$863.0	2,280	591	2,871	90
18	Chipotle MEXICAN	\$1,840.0	\$1,800.0	0	1,084	1,084	129
19	Hardee's* BURGER	\$1,695.0	\$1,054.0	1,226	466	1,692	-64
20	Popeyes Louisiana Kitchen* CHICKEN	\$1,635.0	\$1,053.0	1,542	38	1,580	34
21	Quiznos* SANDWICH	\$1,430.0	\$420.0	3,100	3	3,103	-600
22	Panda Express ASIAN	\$1,404.5	\$1,093.5	28	1,308	1,336	62
23	Carl's Jr.* BURGER	\$1,310.0	\$1,375.0	674	423	1,097	11
24	Little Caesars* PIZZA/PASTA	\$1,253.0	\$460.0	2,250	550	2,800	152
25	Whataburger BURGER	\$1,225.7	\$1,709.0	172	545	717	15
26	Church's Chicken CHICKEN	\$872.7	\$695.0	980	270	1,250	24
27	Steak N Shake* BURGER	\$786.6	\$1,590.0	75	412	487	2
28	Zaxby's CHICKEN	\$777.6	\$1,548.0	425	89	514	22
29	Jimmy John's* SANDWICH	\$735.0	\$753.0	1,107	24	1,131	162
30	Five Guys Burgers & Fries BURGER	\$716.0	\$1,139.0	634	102	736	195
31	Bojangles' CHICKEN	\$712.8	\$1,573.3	298	186	484	27
32	Long John Silver's* SEAFOOD	\$700.0	\$655.0	964	0	964	-25
33	Culver's BURGER	\$689.1	\$1,641.2	415	9	424	11
34	Checkers/Rally's BURGER	\$658.7	\$830.4	505	299	804	-16
35	Papa Murphy's PIZZA/PASTA	\$648.8	\$538.5	1,222	33	1,255	84
36	Del Taco MEXICAN	\$579.0	\$1,100.0	234	288	522	6
37	Baskin-Robbins* SNACK	\$565.0	\$220.0	2,600	0	2,600	55
38	El Pollo Loco CHICKEN	\$557.0	\$1,400.0	241	171	412	-3
39	CiCi's Pizza* PIZZA/PASTA	\$545.0	\$906.0	581	13	594	-31
40	White Castle* BURGER	\$542.1	\$1,300.0	0	416	416	-2
41	Boston Market* CHICKEN	\$513.0	\$1,015.0	0	491	491	-29
42	Jason's Deli SANDWICH	\$503.2	\$2,226.6	101	125	226	11
43	Sbarro* PIZZA/PASTA	\$501.5	\$623.0	302	476	778	-7
44	Qdoba MEXICAN	\$480.8	\$883.0	337	188	525	15
45	In-N-Out Burger* BURGER	\$472.5	\$1,925.0	0	252	252	13
46	Tim Hortons <sup>1</sup> SNACK	\$439.2	\$978.0	598	4	602	39
47	Captain D's SEAFOOD	\$436.2	\$819.0	251	280	531	-4
48	Einstein Bros. Bagels* SANDWICH	\$400.4	\$988.0	229	354	583	51
49	Cold Stone Creamery SNACK	\$385.7	\$344.0	1,100	22	1,122	76
50	Krystal* BURGER	\$377.3	\$1,036.0	145	219	364	-20

SEGMENT RANK QSR RANK	COMPANY	U.S. SYSTEMWIDE SALES 2010 (MILLIONS)	U.S. AVERAGE SALES PER UNIT 2010 (THOUSANDS)	TOTAL UNITS IN 2010	TOTAL CHANGE IN UNITS FROM 2009
	<b>BURGER</b>				
1	McDonald's	\$32,395.0	\$2,400.0	14,027	47
2	Burger King**	\$8,600.0	\$1,230.0	7,253	3
3	Wendy's*	\$8,340.0	\$1,418.0	6,576	35
4	Sonic	\$3,619.9	\$1,023.0	3,572	28
5	Jack in the Box	\$2,934.8	\$1,322.0	2,206	-6
6	Dairy Queen*	\$2,660.0	\$540.0	4,514	-25
7	Hardee's*	\$1,695.0	\$1,054.0	1,692	-64
8	Carl's Jr.*	\$1,310.0	\$1,375.0	1,097	11
9	Whataburger	\$1,225.7	\$1,709.0	717	15
10	Steak N Shake*	\$786.6	\$1,590.0	487	2
11	Five Guys Burgers & Fries	\$716.0	\$1,139.0	736	195
12	Culver's	\$689.1	\$1,641.2	424	11
13	Checkers/Rally's	\$658.7	\$830.4	804	-16
14	White Castle*	\$542.1	\$1,300.0	416	-2
15	In-N-Out Burger*	\$472.5	\$1,925.0	252	13
16	Krystal*	\$377.3	\$1,036.0	364	-20
	<b>SANDWICH</b>				
1	Subway*	\$10,600.0	\$452.0	23,850	816
2	Panera Bread	\$3,100.0	\$2,200.0	1,453	73
3	Arby's	\$3,010.0	\$838.0	3,649	-69
4	Quiznos*	\$1,430.0	\$420.0	3,103	-600
5	Jimmy John's*	\$735.0	\$753.0	1,131	162
6	Jason's Deli	\$503.2	\$2,226.6	226	11
7	Einstein Bros. Bagels*	\$400.4	\$988.0	583	51
	<b>SNACK</b>				
1	Starbucks*	\$7,560.0	\$1,060.0	11,131	0
2	Dunkin' Donuts*	\$6,000.0	\$839.0	6,772	206
3	Baskin-Robbins*	\$565.0	\$220.0	2,600	55
4	Tim Hortons <sup>1</sup>	\$439.2	\$978.0	602	39
5	Cold Stone Creamery	\$385.7	\$344.0	1,122	76
	<b>MEXICAN</b>				
1	Taco Bell	\$6,900.0	\$1,288.0	5,634	30
2	Chipotle	\$1,840.0	\$1,800.0	1,084	129
3	Del Taco	\$579.0	\$1,100.0	522	6
4	Qdoba	\$480.8	\$883.0	525	15
	<b>PIZZA/PASTA</b>				
1	Pizza Hut	\$5,400.0	\$855.0	7,542	-24
2	Domino's Pizza*	\$3,305.6	\$657.0	4,929	2
3	Papa John's	\$2,081.8	\$863.0	2,871	90
4	Little Caesars*	\$1,253.0	\$460.0	2,800	152
5	Papa Murphy's	\$648.8	\$538.5	1,255	84
6	CiCi's Pizza*	\$545.0	\$906.0	594	-31
7	Sbarro*	\$501.5	\$623.0	778	-7
	<b>CHICKEN</b>				
1	KFC	\$4,700.0	\$933.0	5,055	-107
2	Chick-fil-A	\$3,582.5	\$2,694.4	1,537	57
3	Popeyes Louisiana Kitchen*	\$1,635.0	\$1,053.0	1,580	34
4	Church's				

QSR 50 RANK	COMPANY/CHAIN NAME	2011 U.S. SYSTEMWIDE SALES (MILLIONS)	2011 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2011	NUMBER OF COMPANY UNITS IN 2011	NUMBER OF TOTAL UNITS IN 2011	TOTAL CHANGE IN UNITS FROM 2010
1	McDonald's	\$34,172.0	\$2,500.0	12,546	1,552	14,098	71
2	Subway*	\$11,400.0	\$469.0	24,722	0	24,722	872
3	Starbucks* <sup>1</sup>	\$9,750.0	\$1,140.0	4,118	6,703	10,821	-310
4	Wendy's*	\$8,500.0	\$1,456.0	5,177	1,417	6,594	18
5	Burger King*	\$8,400.0	\$1,248.0	6,395	836	7,231	-33
6	Taco Bell	\$7,000.0	\$1,284.0	4,469	1,201	5,670	36
7	Dunkin' Donuts*	\$6,500.0	\$850.0	7,015	0	7,015	115
8	Pizza Hut	\$5,500.0	\$875.0	7,121	479	7,600	58
9	KFC	\$4,500.0	\$940.0	4,321	459	4,780	-275
10	Chick-fil-A	\$4,051.0	\$2,893.5	1,550	56	1,606	69
11	Sonic Drive-In	\$3,692.8	\$1,037.0	3,115	446	3,561	-11
12	Domino's Pizza*	\$3,437.9	\$679.0	4,513	394	4,907	-22
13	Panera Bread	\$3,400.0	\$2,304.3	801	740	1,541	88
14	Arby's	\$3,021.9	\$854.0	2,308	1,129	3,437	-86
15	Jack in the Box	\$2,946.3	\$1,331.0	1,592	629	2,221	15
16	Dairy Queen*	\$2,660.0	\$545.0	6,184	3	6,187	-26
17	Chipotle Mexican Grill <sup>2</sup>	\$2,270.0	\$2,013.0	0	1,225	1,225	150
18	Papa John's	\$2,213.6	\$786.0	2,403	598	3,001	130
19	Hardee's	\$2,100.0	\$1,100.0	1,452	469	1,921	3
20	Popeyes Louisiana Kitchen*	\$1,720.0	\$1,133.8	1,587	40	1,627	58
21	Panda Express	\$1,570.8	\$1,157.0	37	1,383	1,420	97
22	Carl's Jr.	\$1,500.0	\$1,400.0	693	423	1,116	64
23	Little Caesars*	\$1,480.0	\$465.0	2,988	530	3,518	305
24	Whataburger	\$1,311.2	\$1,801.0	117	611	728	11
25	Five Guys Burgers & Fries	\$950.6	\$1,156.0	756	162	918	182
26	Quiznos*	\$921.6	\$345.0	2,500	3	2,503	-334
27	Jimmy John's*	\$895.0	\$821.8	1,303	26	1,329	199
28	Church's Chicken	\$864.3	\$698.6	956	256	1,212	-33
29	Zaxby's	\$840.0	\$1,597.2	451	89	540	26
30	Steak 'n Shake*	\$823.9	\$1,650.0	78	413	491	4
31	Bojangles'	\$767.4	\$1,600.1	310	196	506	21
32	Culver's	\$747.1	\$1,712.9	435	9	444	20
33	Papa Murphy's	\$695.9	\$559.5	1,232	51	1,283	42
34	Checkers/Rally's	\$669.0	\$852.0	485	295	780	-18
35	Long John Silver's*	\$635.0	\$670.0	932	0	932	-32
36	White Castle	\$631.7	\$1,250.3	0	410	410	-5
37	Del Taco	\$590.7	\$1,100.0	245	287	532	10
38	El Pollo Loco*	\$545.0	\$1,425.0	229	165	394	-18
39	Jason's Deli	\$534.1	\$2,200.0	102	131	233	12
40	Boston Market	\$532.0	\$1,102.0	0	481	481	-10
41	Krispy Kreme*	\$531.7	\$2,290.0	142	92	234	5
42	Qdoba Mexican Grill	\$528.7	\$961.0	338	245	583	58
43	CiCi's Pizza	\$516.0	\$895.4	562	11	573	-21
44	In-N-Out Burger*	\$498.5	\$1,925.0	0	266	266	14
45	Baskin-Robbins*	\$495.9	\$200.0	2,457	0	2,457	-43
46	Tim Hortons	\$473.0	\$1,069.0	714	0	714	112
47	Einstein Bros. Bagels	\$439.0	\$884.0	94	440	534	40
48	Captain D's	\$433.3	\$832.0	244	275	519	-12
49	Sbarro	\$420.0	\$690.0	185	426	611	-70
50	Krystal*	\$404.9	\$1,121.0	216	141	357	-7

# The QSR / 50

THE QSR 50 RANKED BY MARKET SEGMENTS

SEGMENT RANK	QSR 50 RANK	COMPANY/CHAIN NAME	2011 U.S. SYSTEMWIDE SALES (MILLIONS)	2011 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2011	NUMBER OF COMPANY UNITS IN 2011	NUMBER OF TOTAL UNITS IN 2011	TOTAL CHANGE IN UNITS FROM 2010
<b>BURGER</b>								
1	1	McDonald's	\$34,172.0	\$2,500.0	12,546	1,552	14,098	71
2	4	Wendy's*	\$8,500.0	\$1,456.0	5,177	1,417	6,594	18
3	5	Burger King*	\$8,400.0	\$1,248.0	6,395	836	7,231	-33
4	11	Sonic Drive-In	\$3,692.8	\$1,037.0	3,115	446	3,561	-11
5	15	Jack in the Box	\$2,946.3	\$1,331.0	1,592	629	2,221	15
6	16	Dairy Queen*	\$2,660.0	\$545.0	6,184	3	6,187	-26
7	19	Hardee's	\$2,100.0	\$1,100.0	1,452	469	1,921	3
8	22	Carl's Jr.	\$1,500.0	\$1,400.0	693	423	1,116	64
9	24	Whataburger	\$1,311.2	\$1,801.0	117	611	728	11
10	25	Five Guys Burgers & Fries	\$950.6	\$1,133.8	1,587	40	1,627	58
11	30	Steak 'n Shake*	\$823.9	\$1,650.0	78	413	491	4
12	32	Culver's	\$747.1	\$1,712.9	435	9	444	20
13	34	Checkers/Rally's	\$669.0	\$852.0	485	295	780	-18
14	36	White Castle	\$631.7	\$1,250.3	0	410	410	-5
15	44	In-N-Out Burger*	\$498.5	\$1,925.0	0	266	266	14
16	50	Krystal*	\$404.9	\$1,121.0	216	141	357	-7

SEGMENT RANK	QSR 50 RANK	COMPANY/CHAIN NAME	2011 U.S. SYSTEMWIDE SALES (MILLIONS)	2011 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2011	NUMBER OF COMPANY UNITS IN 2011	NUMBER OF TOTAL UNITS IN 2011	TOTAL CHANGE IN UNITS FROM 2010
<b>SANDWICH</b>								
1	2	Subway*	\$11,400.0	\$850.0	24,722	0	24,722	872
2	13	Panera Bread	\$3,400.0	\$2,304.3	801	740	1,541	88
3	14	Arby's	\$3,021.9	\$854.0	2,308	1,129	3,437	-86
4	26	Quiznos*	\$921.6	\$345.0	2,500	3	2,503	-334
5	27	Jimmy John's*	\$895.0	\$821.8	1,303	26	1,329	199
6	39	Jason's Deli	\$534.1	\$2,200.0	102	131	233	12
7	47	Einstein Bros. Bagels	\$439.0	\$884.0	94	440	534	40

SEGMENT RANK	QSR 50 RANK	COMPANY/CHAIN NAME	2011 U.S. SYSTEMWIDE SALES (MILLIONS)	2011 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2011	NUMBER OF COMPANY UNITS IN 2011	NUMBER OF TOTAL UNITS IN 2011	TOTAL CHANGE IN UNITS FROM 2010





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# The QSR Fifty

QSR 50 RANK	COMPANY/CHAIN NAME	2013 U.S. SYSTEMWIDE SALES (MILLIONS)	2013 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2013	NUMBER OF COMPANY UNITS IN 2013	NUMBER OF TOTAL UNITS IN 2013	TOTAL CHANGE IN UNITS FROM 2012	WHAT THEY'RE UP TO
1	<b>McDonald's</b>	<b>\$35,856.3</b>	\$2,500.0	12,739	1,539	14,278	121	Business continues to grow, and the McDonald's stranglehold on Americans' wallets is firm. But there's a growing sense of urgency out of Oak Brook.
2	<b>Subway*</b>	<b>\$12,735.0</b>	\$490.0	26,427	0	26,427	878	Subway fortified its position as a company committed to a healthy, active lifestyle, including through a partnership with former soccer star Pele.
3	<b>Starbucks*</b>	<b>\$11,723.0</b>	\$1,310.0	4,408	7,049	11,457	329	The acquisitions of La Boulange, Teavana, and Evolution Fresh have given Starbucks skin in the food, tea, and juice games, respectively.
4	<b>Wendy's*</b>	<b>\$8,787.0</b>	\$1,510.0	4,745	1,046	5,791	-26	Perhaps no other quick-service limited-time offer has drummed up as much buzz in the last 18 months as Wendy's Pretzel Bacon Cheeseburger.
5	<b>Burger King*</b>	<b>\$8,502.5</b>	\$1,200.0	7,103	52	7,155	-28	Satisfries gave Burger King a new kind of weapon in its menu arsenal: The french fries were the first significant healthier fry product among major players.
6	<b>Taco Bell</b>	<b>\$7,800.0</b>	\$1,406.0	4,878	891	5,769	74	The breakfast menu offered an innovative spin on the morning meal that played well across social media channels.
7	<b>Dunkin' Donuts</b>	<b>\$6,700.0</b>	\$872.7	7,648	29	7,677	371	Dunkin' introduced its first redesign in seven years, an upgrade that includes cozier furniture and bar-top seating, inviting customers to sit and stay a while.
8	<b>Pizza Hut</b>	<b>\$5,700.0</b>	\$861.0	7,355	491	7,846	90	Pizza Hut stepped up its premium pizza offerings with the Hand-Tossed Crust, a lighter crust more akin to the Neapolitan style popular at fast-casual concepts.
9	<b>Chick-fil-A</b>	<b>\$5,052.6</b>	\$2,846.5	1,713	62	1,775	92	This year's new grilled chicken recipe took seven years and \$50 million to develop, according to Chick-fil-A.
10	<b>KFC</b>	<b>\$4,300.0</b>	\$942.0	4,285	206	4,491	-127	The Original Recipe Boneless Chicken was a nonstarter last year, as were the Go Cups, which were designed for easy on-the-go snacking.
11	<b>Panera Bread</b>	<b>\$4,284.0</b>	\$2,465.0	910	867	1,777	125	CEO Ron Shaich hopes a new initiative that the company is calling "Panera 2.0" will be enough to push Panera into the top 10.
12	<b>Domino's Pizza</b>	<b>\$3,800.0</b>	\$762.1	4,596	390	4,986	58	Domino's has been tightening the screws on its brand experience, slowly rolling out its new "Pizza Theater" store prototype.
+TIE	<b>Sonic Drive-In</b>	<b>\$3,800.0</b>	\$1,109.0	3,126	396	3,522	-34	After Wendy's launched its Pretzel Bacon Cheeseburger, Sonic added the Pretzel Dogs, which came in Original, Cheesy Bacon, and Chili Cheese varieties.
14	<b>Carl's Jr./Hardee's</b>	<b>\$3,400.0</b>	\$1,310.0	1,964	894	2,858	31	The company claims the chicken in its Big Chicken Fillet Sandwich is, at 5 ounces, the biggest in quick service.
15	<b>Chipotle Mexican Grill*</b>	<b>\$3,169.0</b>	\$2,169.0	0	1,595	1,595	185	The "Scarecrow" video and mobile game were instant hits in 2013, and shortly after, Chipotle debuted a TV show on Hulu.com, "Farmed and Dangerous."
16	<b>Jack in the Box<sup>1</sup></b>	<b>\$3,108.5</b>	\$1,380.9	1,786	465	2,251	1	The brand made waves last October when it announced, as part of an ongoing brand facelift, its Munchie Meals, a late-night menu aimed at Millennials.
17	<b>Arby's</b>	<b>\$3,032.0</b>	\$921.0	2,313	956	3,269	-30	Arby's seemed to stabilize the business in the last year, helped along by good mojo from moves like its Share Our Strength commitment.
18	<b>Little Caesars*</b>	<b>\$3,025.0</b>	\$800.0	3,310	580	3,890	217	Little Caesars is throwing its weight into lunch with its \$5 Lunch Combo, which includes four slices of DEEP! Dish pizza and a 20-ounce Pepsi product.
19	<b>Dairy Queen*</b>	<b>\$2,985.0</b>	\$659.0	4,527	3	4,530	-2	The brand's debut in New York City this year introduced ice cream treats to millions of people who might have experienced fro-yo overload.
20	<b>Papa John's</b>	<b>\$2,494.8</b>	\$837.0	2,542	665	3,207	76	Celebrating its 30 <sup>th</sup> year in 2014, Papa John's has woven the nation's three most popular professional sports leagues into its promotional efforts.
21	<b>Popeyes Louisiana Kitchen</b>	<b>\$2,179.7</b>	\$1,298.0	2,172	53	2,225	126	Popeyes' Chicken Waffle Tenders, with chicken fried in waffle batter, were so successful that the brand brought them back this summer.
22	<b>Panda Express</b>	<b>\$1,989.9</b>	\$1,285.0	60	1,526	1,586	72	Panda Express added Western trends to its menu, including with the Orange Chicken with Bacon, Shiitake Kale Chicken Breast, and Sriracha Shrimp LTOs.
23	<b>Whataburger</b>	<b>\$1,588.4</b>	\$2,096.0	125	633	758	18	While old-school dishes like the Monterey Melt proved popular, the brand also scored with last summer's trend-happy Avocado Bacon Burger LTO.
24	<b>Jimmy John's</b>	<b>\$1,466.7</b>	\$878.8	1,774	28	1,802	242	Jimmy John's didn't make much news in the last 18 months, instead putting the proof in the pudding, bumping its systemwide sales by another \$200 million.
25	<b>Five Guys Burgers &amp; Fries*</b>	<b>\$1,138.2</b>	\$1,027.0	805	315	1,120	60	Better-burger competitors continue to grow, but still Five Guys has managed to build on its unit count and systemwide sales.
26	<b>Zaxby's</b>	<b>\$1,073.4</b>	\$1,845.4	497	99	596	30	Last year's partnership with 28 Division I college football and basketball programs helped put Zaxby's more on the national map.
27	<b>Bojangles'</b>	<b>\$925.2</b>	\$1,727.8	349	225	574	38	The company hinted earlier this year that it would move into new territories, which could help it surpass \$1 billion in systemwide sales for the first time.
28	<b>Culver's</b>	<b>\$905.6</b>	\$1,875.4	487	8	495	23	Culver's is slowly expanding into states like South Carolina, Florida, Texas, and Arizona, and in 2014 crossed the 500-unit mark for the first time.
29	<b>Steak 'n Shake</b>	<b>\$895.0</b>	\$1,750.0	104	415	518	22	Steak 'n Shake is ringing in its 80 <sup>th</sup> anniversary this year, a significant achievement for a brand that's seen its fair share of burger competitors come and go.
30	<b>Church's Chicken</b>	<b>\$855.4</b>	\$713.7	946	258	1,204	-4	Church's slid down the QSR 50 rankings as it lost about \$15 million in sales from 2012 and four net units.
31	<b>Papa Murphy's*</b>	<b>\$779.7</b>	\$577.0	1,327	69	1,396	67	The take-and-bake pizza kings debuted the "CREATE" store prototype that features an open kitchen layout to put the ingredient prep process on display.
32	<b>Checkers/Rally's</b>	<b>\$723.4</b>	\$930.4	449	333	782	6	Checkers/Rally's was forced to get creative with its beef purchasing to manage value in an age of rising commodity costs.
33	<b>Long John Silver's</b>	<b>\$663.0</b>	\$745.0	890	0	890	-21	The leading seafood concept removed trans fats from its menu and used the rollover into 2014 to introduce a big new marketing campaign, "Think Fish."
34	<b>Krispy Kreme*</b>	<b>\$626.0</b>	\$2,565.0	155	94	249	10	Coffee, pie, red velvet cake, brownie batter, and salted caramel were all flavors that found their way into Krispy Kreme doughnut LTOs in the last year.
35	<b>Del Taco</b>	<b>\$622.5</b>	\$1,136.3	247	300	547	-4	A 2013 brand refresh ushered in a slew of new menu items, including the Crunchtada Tostada and Crunchtada Pizzas and the Epic Burritos.
36	<b>White Castle</b>	<b>\$612.4</b>	\$1,268.2	0	400	400	-6	Grilled Chicken Sliders and Belgian Waffle Sandwiches joined the menu, and corporate unveiled a new store prototype that leverages touch-screen kiosks.
37	<b>El Pollo Loco*</b>	<b>\$604.0</b>	\$1,500.0	237	165	402	5	New items like the Chicken Mexican Cobb, Chicken Ranchero, Chicken Mole, and Ultimate Double Chicken Pollo Bowls helped brand cruise up the QSR 50.
38	<b>Quiznos*</b>	<b>\$601.0</b>	\$360.0	1,400	4	1,404	-531	Quiznos, which filed for Chapter 11 bankruptcy in March, has seen a \$1.23 billion sales drop and 3,232-unit loss since it peaked in 2008.
39	<b>Boston Market</b>	<b>\$600.9</b>	\$1,298.0	0	460	460	9	The brand continued in its mission to cut sodium across its menu by 15 percent and rolled out the new "Meals Under 550 Calories" menu.
40	<b>Qdoba Mexican Grill</b>	<b>\$592.6</b>	\$1,017.0	317	296	615	-12	Fans now have the ability to engage with Qdoba's loyalty program while they're on the go, as the brand developed a mobile-optimized version of the program.
41	<b>Tim Hortons*</b>	<b>\$589.5</b>	\$1,125.0	857	2	859	55	The Canadian brand is celebrating its 80 <sup>th</sup> anniversary this year, and in 2013 gave customers the ability to pay through the TimmyMe smartphone app.
42	<b>Jason's Deli</b>	<b>\$588.0</b>	\$2,399.8	106	142	248	6	The Texas-based fast casual built its sales and unit count through a calculated growth strategy that includes community works and health-minded meals.
43	<b>Einstein Bros. Bagels<sup>2</sup></b>	<b>\$573.0</b>	\$895.0	487	8	495	23	Einstein Bros. spent 2013 opening restaurants in college campuses, airports, medical centers, hospitals, train stations, and a casino.
44	<b>In-N-Out Burger*</b>	<b>\$558.2</b>	\$1,955.0	0	291	291	11	An 11-unit bump and \$30 million systemwide sales climb in 2013 signaled that the uber-popular burger chain is weathering the better-burger craze just fine.
45	<b>Wingstop*</b>	<b>\$540.2</b>	\$974.0	569	24	593	60	Wingstop enjoyed its best-ever year in 2013, and closed the year with development agreements in place for another 182 stores.
46	<b>Baskin-Robbins<sup>1</sup></b>	<b>\$513.0</b>	\$207.9	2,460	7	2,467	4	The Dunkin' Brand partnered with Boardwalk Frozen Treats to put 16 flavors of packaged ice creams and bars on the shelves of retailers across the U.S.
47	<b>Jamba Juice</b>	<b>\$500.0</b>	\$737.0	535	268	803	29	A new line of Whole Food Nutrition smoothies joined Jamba's menu, and the chain also expanded its fresh-squeezed juice to more than 500 stores.
48	<b>Moe's Southwest Grill</b>	<b>\$498.2</b>	\$1,007.0	524	4	528	45	Moe's launched its first national media campaign in 2013 and followed it up with a website refresh and enhanced digital platform.
49	<b>Captain D's*</b>	<b>\$477.5</b>	\$920.0	243	278	521	4	A new growth strategy this year will increase corporate-owned locations and further incorporate the "Beach Design" store prototype.
50	<b>McAlister's Deli</b>	<b>\$459.0</b>	\$1,511.4	275	46	321	9	New to the QSR 50, McAlister's Deli celebrates its 25 <sup>th</sup> anniversary this year and has deals in place for 63 additional stores.

## THE QSR 50 RANKED BY MARKET SEGMENTS

SEGMENT RANK	QSR 50 RANK	2013 U.S. SYSTEMWIDE SALES (MILLIONS)	2013 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2013	NUMBER OF COMPANY UNITS IN 2013	NUMBER OF TOTAL UNITS IN 2013	TOTAL CHANGE IN UNITS FROM 2012
<b>BURGER</b>							
1	1	<b>McDonald's</b>	<b>\$35,856.3</b>	\$2,500.0	12,739	1,539	14,278
2	4	<b>Wendy's*</b>	<b>\$8,787.0</b>	\$1,510.0	4,745	1,046	5,791
3	5	<b>Burger King*</b>	<b>\$8,502.5</b>	\$1,200.0	7,103	52	7,155
4	12 (TIE)	<b>Sonic Drive-In</b>	<b>\$3,800.0</b>	\$1,109.0	3,126	396	3,522
5	14	<b>Carl's Jr./Hardee's</b>	<b>\$3,400.0</b>	\$1,310.0	1,964	894	2,858
6	16	<b>Jack in the Box<sup>1</sup></b>	<b>\$3,108.5</b>	\$1,380.9	1,786	465	2,251
7	23	<b>Whataburger</b>	<b>\$1,588.4</b>	\$2,096.0	125	633	758
8	25	<b>Five Guys Burgers &amp; Fries*</b>	<b>\$1,138.2</b>	\$1,027.0	805	315	1,120
9	28</						

QSR 50 RANK	COMPANY/CHAIN NAME	2012 U.S. SYSTEMWIDE SALES (MILLIONS)	2012 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2012	NUMBER OF COMPANY UNITS IN 2012	NUMBER OF TOTAL UNITS IN 2012	TOTAL CHANGE IN UNITS FROM 2011
1	McDonald's	\$35,600.0	\$2,600.0	12,605	1,552	14,157	59
2	Subway*	\$12,100.0	\$481.0	25,549	0	25,549	956
3	Starbucks* <sup>1</sup>	\$10,600.0	\$1,223.0	4,262	6,866	11,128	341
4	Wendy's <sup>2</sup>	\$8,600.0	\$1,483.8	4,528	1,289	5,817	-34
5	Burger King*	\$8,587.0	\$1,195.0	7,000	183	7,183	-21
6	Taco Bell	\$7,478.0	\$1,363.0	4,218	1,044	5,262	25
7	Dunkin' Donuts	\$6,264.2	\$857.4	7,278	28	7,306	291
8	Pizza Hut	\$5,666.0	\$883.0	5,757	452	6,209	156
9	Chick-fil-A	\$4,621.1	\$3,157.9	1,391	292	1,683	77
10	KFC	\$4,459.0	\$957.0	4,319	237	4,556	-162
11	Panera Bread	\$3,861.0	\$2,427.2	843	809	1,652	111
12	Sonic Drive-In	\$3,790.7	\$1,074.0	3,147	409	3,556	-5
13	Domino's Pizza	\$3,500.0	\$710.2	4,540	388	4,928	21
14	Jack in the Box	\$3,084.9	\$1,379.0	1,703	547	2,250	29
15	Arby's	\$2,992.0	\$993.2	2,343	1,011	3,354	-83
16	Chipotle Mexican Grill	\$2,731.2	\$2,113.0	0	1,410	1,410	180
17	Papa John's	\$2,402.4	\$829.0	2,483	648	3,131	130
18	Dairy Queen*	\$2,300.0	\$545.0	4,459	3	4,462	-23
19	Popeyes Louisiana Kitchen	\$2,253.0	\$1,242.0	1,634	45	1,679	69
20	Hardee's	\$1,900.0	\$1,145.0	1,233	470	1,703	8
21	Panda Express	\$1,797.4	\$1,237.0	47	1,486	1,533	119
22	Little Caesars*	\$1,684.0	\$465.0	3,175	550	3,725	207
23	Whataburger	\$1,476.8	\$1,996.0	119	621	740	12
24	Carl's Jr.	\$1,400.0	\$1,470.0	697	427	1,124	8
25	Jimmy John's	\$1,262.8	\$878.8	1,534	26	1,560	229
26	Five Guys Burgers & Fries	\$1,082.7	\$1,049.0	850	255	1,105	204
27	Zaxby's	\$979.3	\$1,765.7	467	98	565	25
28	Church's Chicken	\$869.9	\$706.5	944	258	1,202	10
29	Bojangles'	\$864.5	\$1,717.5	325	211	536	30
30	Steak 'n Shake*	\$857.5	\$1,700.0	87	414	501	10
31	Culver's	\$838.8	\$1,837.5	463	9	472	28
32	Quiznos*	\$838.0	\$345.0	2,349	4	2,353	-150
33	Papa Murphy's	\$738.0	\$574.9	1,270	59	1,329	79
34	Long John Silver's	\$723.0	\$794.0	911	0	911	-21
35	Checkers/Rally's	\$696.9	\$903.4	455	321	776	-3
36	White Castle	\$618.5	\$1,284.2	0	406	406	9
37	Del Taco	\$607.9	\$1,100.0	253	298	551	19
38	Qdoba Mexican Grill	\$583.2	\$966.0	311	316	627	44
39	Jason's Deli	\$578.9	\$2,556.4	101	144	245	10
40	Krispy Kreme*	\$569.4	\$2,428.0	142	97	239	9
41	El Pollo Loco*	\$563.0	\$1,475.0	232	165	397	3
42	Boston Market	\$559.0	\$1,184.0	0	469	469	-12
43	Tim Hortons	\$532.2	\$1,095.0	800	4	804	90
44	In-N-Out Burger*	\$528.0	\$1,935.0	0	280	280	14
45	Baskin-Robbins	\$510.0	\$207.1	2,456	7	2,463	-30
46	CiCi's Pizza*	\$505.0	\$915.0	540	10	550	-23
47	Captain D's	\$467.1	\$903.0	239	278	517	-2
48	Moe's Southwest Grill	\$452.0	\$1,102.5	478	4	482	43
49	Wingstop	\$450.9	\$902.0	510	23	533	45
50	Jamba Juice	\$450.0	\$714.7	473	301	774	40

# The QSR / 50

THE QSR 50 RANKED BY  
**MARKET SEGMENTS**

SEGMENT RANK	QSR 50 RANK	COMPANY/CHAIN NAME	2012 U.S. SYSTEMWIDE SALES (MILLIONS)	2012 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2012	NUMBER OF COMPANY UNITS IN 2012	NUMBER OF TOTAL UNITS IN 2012	TOTAL CHANGE IN UNITS FROM 2011
<b>BURGER / 15 COMPANIES</b>								
1	1	McDonald's	\$35,600.0	\$2,600.0	12,605	1,552	14,157	59
2	4	Wendy's <sup>2</sup>	\$8,600.0	\$1,483.8	4,528	1,289	5,817	-34
3	5	Burger King*	\$8,587.0	\$1,195.0	7,000	183	7,183	-21
4	12	Sonic Drive-In	\$3,790.7	\$1,074.0	3,147	409	3,556	-5
5	14	Jack in the Box	\$3,084.9	\$1,379.0	1,703	547	2,250	29
6	18	Dairy Queen*	\$2,300.0	\$545.0	4,459	3	4,462	-23
7	20	Hardee's	\$1,900.0	\$1,145.0	1,233	470	1,703	8
8	23	Whataburger	\$1,476.8	\$1,996.0	119	621	740	12
9	24	Carl's Jr.	\$1,400.0	\$1,470.0	697	427	1,124	8
10	26	Five Guys Burgers & Fries	\$1,082.7	\$1,049.0	850	255	1,105	204
11	30	Steak 'n Shake*	\$857.5	\$1,700.0	87	414	501	10
12	31	Culver's	\$838.8	\$1,837.5	463	9	472	28
13	35	Checkers/Rally's	\$696.9	\$903.4	455	321	776	-3
14	36	White Castle	\$618.5	\$1,284.2	0	406	406	9
15	44	In-N-Out Burger*	\$528.0	\$1,935.0	0	280	280	14
<b>SANDWICH / 6 COMPANIES</b>								
1	2	Subway*	\$12,100.0	\$481.0	25,549	0	25,549	956
2	11	Panera Bread	\$3,861.0	\$2,427.2	843	809	1,652	111
3	15	Arby's	\$2,992.0	\$993.2	2,343	1,011	3,354	-83
4	25	Jimmy John's	\$1,262.8	\$878.8	1,534	26	1,560	229
5	32	Quiznos*	\$838.0	\$345.0	2,349	4	2,353	-150
6	39	Jason's Deli	\$578.9	\$2,556.4	101	144	245	10
<b>SNACK / 6 COMPANIES</b>								
1	3	Starbucks* <sup>1</sup>	\$10,600.0	\$1,223.0	4,262	6,866	11,128	341
2	7	Dunkin' Donuts	\$6,264.2	\$857.4	7,278	28	7,306	291
3	40	Krispy Kreme*	\$569.4	\$2,428.0	142	97	239	9
4	43	Tim Hortons	\$532.2	\$1,095.0	800	4	804	90
5	45	Baskin-Robbins	\$510.0	\$207.1	2,456	7	2,463	-30
6	50	Jamba Juice	\$450.0	\$714.7	473	301	774	40
<b>MEXICAN / 5 COMPANIES</b>								
1	6	Taco Bell	\$7,478.0	\$1,363.0	4,218	1,044	5,262	25
2	16	Chipotle Mexican Grill	\$2,731.2	\$2,113.0	0	1,410	1	

# THE QSR 50

QSR 50 RANK	COMPANY/CHAIN NAME	2014 U.S. SYSTEMWIDE SALES (MILLIONS)	2014 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2014	NUMBER OF COMPANY UNITS IN 2014	NUMBER OF TOTAL UNITS IN 2014	TOTAL CHANGE IN UNITS FROM 2013
1	<b>McDONALD'S</b>	<b>\$35,447.0</b>	\$2,500.0	12,836	1,514	14,350	72
2	<b>STARBUCKS<sup>1</sup></b>	<b>\$12,688.9</b>	\$1,048.1	4,769	7,338	12,107	650
3	<b>SUBWAY*</b>	<b>\$11,900.0</b>	\$475.0	27,205	0	27,205	778
4	<b>BURGER KING*</b>	<b>\$8,640.1</b>	\$1,210.0	7,090	52	7,142	-13
5	<b>WENDY'S*</b>	<b>\$8,512.8</b>	\$1,594.0	4,895	885	5,780	-41
6	<b>TACO BELL<sup>2</sup></b>	<b>\$8,200.0</b>	\$1,441.0	4,995	926	5,921	152
7	<b>DUNKIN' DONUTS*</b>	<b>\$7,175.0</b>	\$911.0	8,047	35	8,082	405
8	<b>CHICK-FIL-A</b>	<b>\$5,782.2</b>	\$3,064.2	1,837	50	1,887	112
9	<b>PIZZA HUT<sup>2</sup></b>	<b>\$5,500.0</b>	\$843.0	7,337	526	7,863	17
10	<b>PANERA BREAD</b>	<b>\$4,500.0</b>	\$2,500.0	955	925	1,880	103
11	<b>KFC<sup>2</sup></b>	<b>\$4,200.0</b>	\$960.0	4,164	206	4,370	-121
12	<b>DOMINO'S</b>	<b>\$4,100.0</b>	\$809.2	4,690	377	5,067	81
13	<b>SONIC DRIVE-IN*</b>	<b>\$4,099.4</b>	\$1,153.0	3,128	389	3,517	0
14	<b>CHIPOTLE*</b>	<b>\$4,049.1</b>	\$2,472.0	0	1,755	1,755	183
15	<b>CARL'S JR./HARDEE'S</b>	<b>\$3,569.7</b>	\$1,330.0	2,128	785	2,913	55
16	<b>LITTLE CAESARS*</b>	<b>\$3,231.9</b>	\$815.0	3,478	547	4,025	119
17	<b>DAIRY QUEEN</b>	<b>\$3,210.0</b>	\$1,268.1	4,510	2	4,512	-18
18	<b>ARBY'S</b>	<b>\$3,200.0</b>	\$983.0	2,286	940	3,226	-43
19	<b>JACK IN THE BOX</b>	<b>\$3,179.8</b>	\$1,412.0	1,819	431	2,250	-1
20	<b>PAPA JOHN'S*</b>	<b>\$2,673.9</b>	\$1,060.0	2,564	686	3,250	43
21	<b>POPEYES LOUISIANA KITCHEN*</b>	<b>\$2,433.6</b>	\$1,340.0	2,314	65	2,379	154
22	<b>PANDA EXPRESS</b>	<b>\$2,246.4</b>	\$1,366.0	75	1,633	1,708	101
23	<b>WHATABURGER</b>	<b>\$1,801.1</b>	\$2,327.0	118	656	774	16
24	<b>JIMMY JOHN'S</b>	<b>\$1,756.7</b>	\$898.8	2,071	38	2,109	307
25	<b>ZAXBY'S</b>	<b>\$1,257.5</b>	\$2,030.0	546	114	660	63
26	<b>FIVE GUYS</b>	<b>\$1,208.3</b>	\$1,081.0	785	378	1,163	45
27	<b>CULVER'S</b>	<b>\$1,035.7</b>	\$2,015.7	521	7	528	33
28	<b>BOJANGLES'</b>	<b>\$1,033.2</b>	\$1,774.0	365	254	619	45
29	<b>STEAK 'N SHAKE</b>	<b>\$955.8</b>	\$1,800.0	116	414	530	7
30	<b>CHURCH'S CHICKEN</b>	<b>\$861.3</b>	\$737.5	907	261	1,168	-36
31	<b>PAPA MURPHY'S</b>	<b>\$849.7</b>	\$586.2	1,370	91	1,461	43
32	<b>EL POLLO LOCO</b>	<b>\$723.0</b>	\$1,700.0	243	172	415	14
33	<b>CHECKERS/RALLY'S*</b>	<b>\$717.2</b>	\$908.0	471	331	802	20
34	<b>WINGSTOP</b>	<b>\$678.8</b>	\$1,073.0	652	41	693	78
35	<b>QDOBA</b>	<b>\$669.4</b>	\$1,070.0	328	310	638	23
36	<b>KRISPY KREME<sup>3</sup></b>	<b>\$659.6</b>	\$2,480.0	167	111	278	24
37	<b>DEL TACO</b>	<b>\$656.1</b>	\$1,278.9	243	547	0	
38	<b>WHITE CASTLE</b>	<b>\$653.5</b>	\$1,322.0	0	391	391	-9
39	<b>TIM HORTONS*</b>	<b>\$636.5</b>	\$1,143.0	881	3	884	25
40	<b>JASON'S DELI</b>	<b>\$615.5</b>	\$2,657.0	106	147	253	5
41	<b>BOSTON MARKET</b>	<b>\$602.0</b>	\$1,314.0	3	453	456	-4
42	<b>IN-N-OUT BURGER*</b>	<b>\$584.6</b>	\$1,975.0	0	301	301	10
43	<b>MOE'S SOUTHWEST GRILL</b>	<b>\$571.3</b>	\$1,092.9	576	4	580	53
44	<b>LONG JOHN SILVER'S</b>	<b>\$555.1</b>	\$681.1	815	0	815	-75
45	<b>FIREHOUSE SUBS</b>	<b>\$552.4</b>	\$700.9	818	32	850	128
46	<b>BASKIN-ROBBINS*</b>	<b>\$544.0</b>	\$220.0	2,478	6	2,484	17
47	<b>JERSEY MIKE'S SUBS*</b>	<b>\$525.0</b>	\$667.0	823	34	857	144
48	<b>JAMBA JUICE*</b>	<b>\$512.7</b>	\$684.0	543	263	806	3
49	<b>CAPTAIN D'S</b>	<b>\$499.9</b>	\$978.4	238	273	511	-1
50	<b>EINSTEIN BROS. BAGELS</b>	<b>\$496.0</b>	\$670.0	360	398	758	34

\*INCLUDES FIGURES ESTIMATED BY TECHNOMIC INC. <sup>1</sup>INCLUDES FIGURES ESTIMATED BY QSR. <sup>2</sup>AVERAGE UNIT VOLUME EXCLUDES LICENSED UNITS. <sup>3</sup>SALES INCLUDE WHOLESALE REVENUE.

## THE QSR 50 RANKED BY MARKET SEGMENTS

SEGMENT RANK QSR 50 RANK	2014 U.S. SYSTEMWIDE SALES (MILLIONS)	2014 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2014	NUMBER OF COMPANY UNITS IN 2014	NUMBER OF TOTAL UNITS IN 2014	TOTAL CHANGE IN UNITS FROM 2013	
<b>BURGER</b>							
1 1	<b>McDonald's</b>	<b>\$35,447.0</b>	\$2,500.0	12,836	1,514	14,350	72
2 4	<b>Burger King*</b>	<b>\$8,640.1</b>	\$1,210.0	7,090	52	7,142	-13
3 5	<b>Wendy's*</b>	<b>\$8,512.8</b>	\$1,594.0	4,895	885	5,780	-41
4 13	<b>Sonic Drive-In*</b>	<b>\$4,099.4</b>	\$1,153.0	3,128	389	3,517	0
5 15	<b>Carl's Jr./Hardee's</b>	<b>\$3,569.7</b>	\$1,330.0	2,128	785	2,913	55
6 19	<b>Jack in the Box</b>	<b>\$3,179.8</b>	\$1,412.0	1,819	431	2,250	-1
7 23	<b>Whataburger</b>	<b>\$1,801.1</b>	\$2,327.0	118	656	774	16
8 26	<b>Five Guys</b>	<b>\$1,208.3</b>	\$1,081.0	785	378	1,163	45
9 27	<b>Culver's</b>	<b>\$1,035.7</b>	\$2,015.7	521	7	528	33
10 29	<b>Steak 'n Shake</b>	<b>\$955.8</b>	\$1,800.0	116	414	530	7
11 33	<b>Checkers/Rally's*</b>	<b>\$717.2</b>	\$908.0	471	331	802	20
12 38	<b>White Castle</b>	<b>\$653.5</b>	\$1,322.0	0	391	391	-9
13 42	<b>In-n-Out Burger*</b>	<b>\$584.6</b>	\$1,975.0	0	301	301	10

## SANDWICH

1 3	<b>Subway*</b>	<b>\$11,900.0</b>	\$475.0	27,205	0	27,205	778
2 10	<b>Panera Bread</b>	<b>\$4,500.0</b>	\$2,500.0	955	925	1,880	103
3 18	<b>Arby's</b>	<b>\$3,200.0</b>	\$983.0	2,286	940	3,226	-43
4 24	<b>Jimmy John's</b>	<b>\$1,756.7</b>	\$898.8	2,071	38	2,109	307
5 40	<b>Jason's Deli</b>	<b>\$615.5</b>	\$2,657.0	106	147	253	5
6 45	<b>Firehouse Subs</b>	<b>\$552.4</b>	\$700.9	818	32	850	128
7 47	<b>Jersey Mike's Subs*</b>	<b>\$525.0</b>	\$667.0	823	34	857	144
8 50	<b>Einstein Bros. Bagels</b>	<b>\$496.0</b>	\$670.0	360	398	758	34



RANK	COMPANY	2015 U.S. SYSTEMWIDE SALES (MILLIONS)	2015 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2015	NUMBER OF COMPANY UNITS IN 2015	TOTAL UNITS IN 2015	TOTAL CHANGE IN UNITS FROM 2014
1	MCDONALD'S	\$35,800.0	\$2,500.0	12,899	1,360	14,259	-91
2	STARBUCKS	\$13,300.0	\$1,062.2	4,962	7,559	12,521	303
3	SUBWAY*	\$11,500.0	\$424.3	27,103	0	27,103	145
4	BURGER KING*	\$9,530.0	\$1,337.4	7,074	52	7,126	-16
5	TACO BELL	\$8,820.2	\$1,460.0	5,227	894	6,121	170
6	WENDY'S*	\$8,811.9	\$1,540.0	5,090	632	5,722	-58
7	DUNKIN' DONUTS*	\$7,620.0	\$903.8	8,392	39	8,431	349
8	CHICK-FIL-A	\$6,825.9	\$3,977.3	1,646	337	1,983	96
9	PIZZA HUT	\$5,703.8	\$725.0	7,311	511	7,822	-109
10	PANERA BREAD	\$4,900.0	\$2,500.0	1,071	901	1,972	92
11	DOMINO'S PIZZA	\$4,800.0	\$900.0	4,816	384	5,200	133
12	CHIPOTLE*	\$4,501.2	\$2,424.0	0	1,971	1,971	216
13	SONIC	\$4,390.0	\$1,200.0	3,139	387	3,526	41
14	KFC	\$4,328.3	\$1,000.0	4,064	206	4,270	-121
15	CARL'S JR./HARDEE'S	\$3,661.3	\$1,248.7	2,673	285	2,958	45
16	ARBY'S	\$3,540.0	\$1,073.0	2,210	1,004	3,214	-12
17	DAIRY QUEEN	\$3,532.0	\$1,336.8	4,509	2	4,511	-1
18	LITTLE CAESARS* <sup>1</sup>	\$3,453.2	\$815.0	3,626	611	4,237	212
19	JACK IN THE BOX	\$3,395.5	\$1,510.0	1,836	413	2,249	-1
20	POPEYES LOUISIANA KITCHEN	\$3,100.0	\$1,458.5	2,469	70	2,539	160
21	PAPA JOHN'S	\$2,882.9	\$892.8	2,681	707	3,388	48
22	PANDA EXPRESS	\$2,550.1	\$1,487.0	85	1,705	1,790	61
23	JIMMY JOHN'S SANDWICHES	\$1,978.6	\$877.1	2,354	51	2,405	296
24	WHATABURGER	\$1,747.0	\$2,530.0	119	672	791	17
25	ZAXBY'S* <sup>1</sup>	\$1,576.4	\$2,174.3	602	123	725	65
26	FIVE GUYS	\$1,319.5	\$1,123.0	813	402	1,215	52
27	CULVER'S	\$1,196.0	\$2,183.8	552	7	559	31
28	BOJANGLES'	\$1,153.0	\$1,838.7	378	281	659	40
29	STEAK N SHAKE	\$1,032.4	\$1,866.9	144	417	561	16
30	PAPA MURPHY'S	\$880.4	\$623.5	1,369	127	1,496	35
31	CHURCH'S CHICKEN	\$838.0	\$729.0	881	250	1,131	-37
32	WINGSTOP	\$821.2	\$1,130.0	826	19	845	133
33	CHECKERS/RALLY'S	\$776.1	\$966.5	505	324	829	25
34	QDOBA MEXICAN EATS	\$753.7	\$1,169.0	339	322	661	23
35	EL POLLO LOCO	\$753.4	\$1,798.0	247	186	433	18
36	KRISPY KREME*	\$708.1	\$1,835.6	181	116	297	19
37	DEL TACO	\$700.2	\$1,376.6	247	297	544	-3
38	TIM HORTONS* <sup>2</sup>	\$695.7	\$1,143.0	881	3	884	0
39	WHITE CASTLE	\$691.3	\$1,408.7	0	390	390	10
40	JERSEY MIKE'S SUBS*	\$675.0	\$645.3	1,006	40	1,046	189
41	FIREHOUSE SUBS	\$648.5	\$726.0	913	32	945	95
42	JASON'S DELI	\$643.6	\$2,664.0	106	154	260	7
43	MOE'S SOUTHWEST GRILL	\$638.1	\$1,163.0	633	5	638	57
44	BOSTON MARKET	\$617.9	\$1,364.0	5	453	458	2
45	IN-N-OUT BURGER* <sup>1</sup>	\$613.2	\$1,959.2	0	313	313	12
46	BASKIN-ROBBINS*	\$584.0	\$233.3	2,493	10	2,503	19
47	McALISTER'S DELI	\$547.7	\$1,634.5	318	43	361	24
48	CAPTAIN D'S	\$531.7	\$1,024.0	238	272	510	-1
49	AUNTIE ANNE'S*	\$529.2	\$500.1	1,238	14	1,252	59
50	JAMBA JUICE*	\$524.5	\$641.2	748	70	818	12

\* INCLUDES FIGURES ESTIMATED BY QSR 1 NUMBERS ARE PROJECTED BY QSR BASED ON PAST PERFORMANCE. <sup>1</sup> INCLUDES 2014 UNIT COUNTS

#### THE QSR 50 RANKED BY MARKET SEGMENTS

SEGMENT RANK	QSR 50 RANK	2015 U.S. SYSTEMWIDE SALES (MILLIONS)	2015 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2015	NUMBER OF COMPANY UNITS IN 2015	TOTAL UNITS IN 2015	TOTAL CHANGE IN UNITS FROM 2014
<b>BURGER</b>							
1	1	McDONALD'S	\$35,800.0	\$2,500.0	12,899	1,360	14,259
<b>SNACK</b>							
1	2	STARBUCKS	\$13,300.0	\$1,062.2	4,962	7,559	12,521
2	7	DUNKIN' DONUTS*	\$7,620.0	\$903.8	8,392	39	8,431
3	17	DAIRY QUEEN	\$3,532.0	\$1,336.8	4,509	2	4,511
4	36	KRISPY KREME*	\$708.1	\$1,835.6	181	116	297
5	38	TIM HORTONS* <sup>2</sup>	\$695.7	\$1,143.0	881	3	884
6	46	BASKIN-ROBBINS*	\$584.0	\$233.3	2,493	10	2,503
7	49	AUNTIE ANNE'S*	\$529.2	\$500.1	1,238	14	1,252
8	50	JAMBA JUICE*	\$524.5	\$641.2	748	70	818
<b>SANDWICH</b>							
1	3	SUBWAY*	\$11,500.0	\$424.3	27,103	0	27,103
2	10	PANERA BREAD	\$4,900.0	\$2,500.0	1,071	901	1,972
3	16	ARBY'S	\$3,540.0	\$1,073.0	2,210	1,004	3,214
4	23	JIMMY JOHN'S SANDWICHES	\$1,978.6	\$877.1	2,354	51	2,405
5	40	JERSEY MIKE'S SUBS*	\$675.0	\$645.3	1,006	40	1,046
6	41	FIREHOUSE SUBS	\$648.5	\$726.0	913	32	945
7	42	JASON'S DELI	\$643.6	\$2,664.0	106	154	260
8	47	McALISTER'S DELI	\$547.7	\$1,634.5	318	43	361
<b>ETHNIC</b>							
1	5	TACO BELL	\$8,820.2	\$1,460.0	5,227	894	6,121
2	12	CHIPOTLE*	\$4,501.2	\$2,424.0	0	1,971	1,971
3	22	PANDA EXPRESS	\$2,550.1	\$1,487.0	85	1,705	1,790
4	34	QDOBA MEXICAN EATS	\$753.7	\$1,169.0	339	322	661
5	37	DEL TACO	\$700.2	\$1,376.6	247	297	544
6	43	MOE'S SOUTHWEST GRILL	\$638.1	\$1,163.0	633	5	638
<b>CHICKEN</b>							
1	8	CHICK-FIL-A	\$6,825.9	\$3,977.3	1,646	337	1,983
2	14	KFC	\$4,328.3	\$1,000.0	4,064	206	4,270
3	20	POPEYES LOUISIANA KITCHEN	\$3,100.0	\$1,458.5	2,469	70	2,539
4	25	ZAXBY'S* <sup>1</sup>	\$1,576.4	\$2,174.3	602	123	725
5	28	BOJANGLES'	\$1,153.0	\$1,838.7	378	281	659
6	31	CHURCH'S CHICKEN	\$838.0	\$729.0	881	250	1,131
7	32	WINGSTOP	\$821.2	\$1,130.0	826	19	845
8	35	EL POLLO LOCO	\$753.4	\$1,798.0	247		

# THE QSR 50

/ A look inside the numbers for the nation's largest quick-service and fast-casual chains.

QSR 50 RANK	CHANGE IN POSITION	COMPANY	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015
01	-	McDONALD'S	\$36,389.0	\$2,550.0	13,046	1,109	14,155	-104
02	-	STARBUCKS*	\$14,795.4	\$1,123.3	5,292	7,880	13,172	651
03	-	SUBWAY	\$11,300.0	\$422.5	26,744	0	26,744	-359
04	▲2	WENDY'S	\$9,930.2	\$1,570.0	6,207	330	6,537	58
05	▼1	BURGER KING*	\$9,749.2	\$1,361.4	7,111	50	7,161	35
06	▼1	TACO BELL	\$9,353.8	\$1,510.0	5,399	879	6,278	157
07	-	DUNKIN' DONUTS*	\$8,200.0	\$928.9	8,828	0	8,828	397
08	-	CHICK-FIL-A	\$7,973.5	\$4,407.1	1,730	372	2,102	119
09	-	PIZZA HUT	\$5,751.4	\$740.0	7,371	318	7,689	-133
10	▲1	DOMINO'S*	\$5,335.2	\$993.3	4,979	392	5,371	171
11	▼1	PANERA BREAD	\$5,200.0	\$2,700.0	1,134	908	2,042	70
12	▲1	SONIC*	\$4,504.1	\$1,284.0	3,201	356	3,557	31
13	▲1	KFC	\$4,483.3	\$1,060.0	3,966	201	4,167	-103
14	▼2	CHIPOTLE	\$3,904.4	\$1,868.0	0	2,198	2,198	227
15	-	CARL'S JR./HARDEE'S*	\$3,761.0	\$1,249.0	2,774	237	3,011	53
16	▲1	DAIRY QUEEN	\$3,621.0	\$1,268.1	4,515	2	4,517	6
17	▼1	ARBY'S	\$3,600.0	\$1,117.0	2,314	1,044	3,358	17
18	-	LITTLE CAESARS*	\$3,523.3	\$815.0	3,809	514	4,323	65
19	-	JACK IN THE BOX	\$3,445.0	\$1,530.0	1,838	417	2,255	6
20	-	POPEYES LOUISIANA KITCHEN*	\$3,140.3	\$1,488.0	2,029	55	2,084	77
21	-	PAPA JOHN'S	\$3,013.8	\$875.9	2,739	702	3,441	53
22	-	PANDA EXPRESS	\$2,903.0	\$1,606.0	95	1,798	1,893	91
23	▲1	WHATABURGER	\$2,181.4	\$2,706.0	122	684	806	15
24	▼1	JIMMY JOHN'S	\$2,146.6	\$841.7	2,584	63	2,647	242
25	-	ZAXBY'S*	\$1,892.0	\$2,318.6	677	139	816	91

QSR 50 RANK	CHANGE IN POSITION	COMPANY	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015
26	-	FIVE GUYS	\$1,382.0	\$1,038.2	914	507	1,421	101
27	-	CULVER'S	\$1,301.4	\$2,252.2	597	8	605	46
28	-	BOJANGLES'	\$1,229.5	\$1,818.4	407	309	716	54
29	-	STEAK N SHAKE	\$1,027.0	\$1,900.0	153	415	568	17
30	▲2	WINGSTOP	\$943.3	\$1,113.0	977	21	998	153
31	▼1	PAPA MURPHY'S	\$884.8	\$593.0	1,369	168	1,577	41
32	▲1	CHECKERS/RALLY'S	\$837.4	\$1,114.9	541	300	841	12
33	▲7	JERSEY MIKE'S SUBS*	\$825.0	\$695.0	1,134	53	1,187	139
34	-	QDOBA MEXICAN EATS	\$801.0	\$1,179.0	332	367	699	38
35	▼4	CHURCH'S CHICKEN	\$800.3	\$724.0	838	238	1,076	-55
36	▼1	EL POLLO LOCO	\$795.4	\$1,988.0	259	201	460	27
37	-	DEL TACO	\$738.1	\$1,359.0	310	241	551	7
38	▲1	WHITE CASTLE	\$716.7	\$1,434.5	0	384	384	-6
39	▼1	TIM HORTONS*	\$713.1	\$1,044.1	683	0	683	-201
40	▲3	MOE'S SOUTHWEST GRILL	\$688.0	\$1,142.5	675	5	680	43
41	-	FIREHOUSE SUBS	\$683.5	\$690.0	1,005	32	1,037	93
42	▲2	BOSTON MARKET*	\$659.2	\$1,426.7	5	457	462	4
43	▼1	JASON'S DELI	\$646.6	\$2,609.0	109	155	264	4
44	▲1	IN-N-OUT BURGER*	\$630.0	\$1,975.0	0	319	319	6
45	▲1	BASKIN-ROBBINS*	\$603.6	\$237.8	2,538	0	2,538	9
46	▲1	McALISTER'S DELI	\$591.3	\$1,646.1	355	32	387	26
47	▲4	NOODLES & COMPANY	\$560.6	\$1,075.0	75	457	532	44
48	▲1	AUNTIE ANNE'S	\$548.0	\$493.8	1,284	16	1,300	48
49	▼1	CAPTAIN D'S	\$544.4	\$1,059.0	227	289	516	3
50	-	JAMBA JUICE*	\$536.9	\$640.0	767	72	839	21

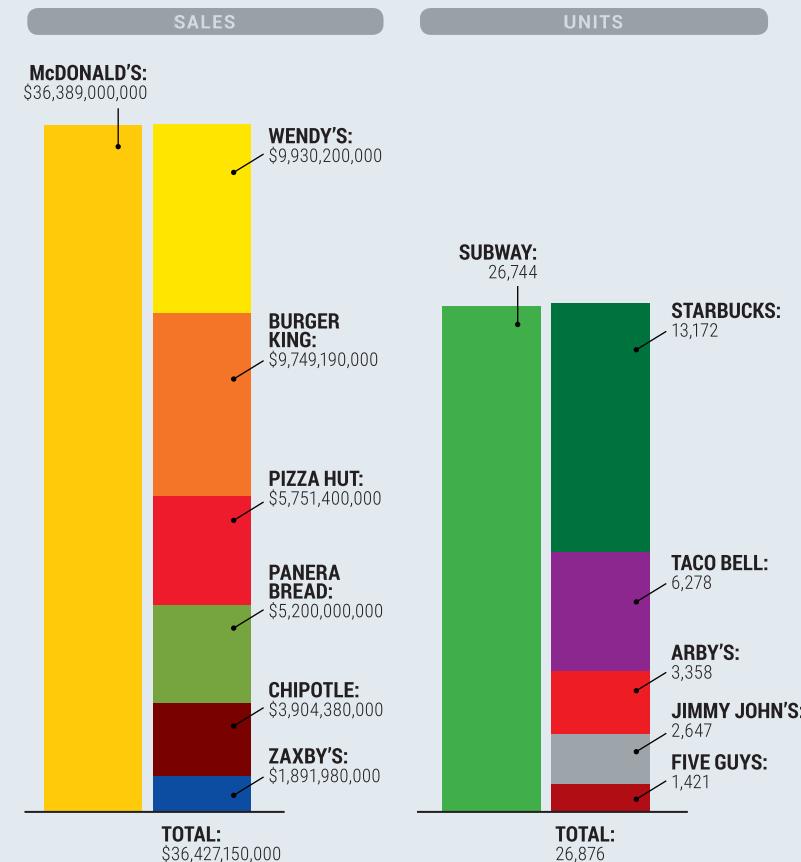
## THE QSR 50/ FAST-CASUAL SEGMENT

RANK	COMPANY	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015
01	PANERA BREAD	\$5,200.0	\$2,700.0	1,134	908	2,042	70
02	CHIPOTLE	\$3,904.4	\$1,868.0	0	2,198	2,198	227
03	ZAXBY'S*	\$1,892.0	\$2,318.6	677	139	816	91
04	FIVE GUYS	\$1,382.0	\$1,038.2	914	507	1,421	101
05	WINGSTOP	\$943.3	\$1,113.0	977	21	998	153
06	JERSEY MIKE'S SUBS*	\$825.0	\$695.0	1,134	53	1,187	139
07	QDOBA MEXICAN EATS	\$801.0	\$1,179.0	332	367	699	38
08	MOE'S SOUTHWEST GRILL	\$688.0	\$1,142.5	675	5	680	43
09	FIREHOUSE SUBS	\$683.5	\$690.0	1,005	32	1,037	93
10	JASON'S DELI	\$646.6	\$2,609.0	109	155	264	4
11	McALISTER'S DELI	\$591.3	\$1,646.1	355	32	387	26
12	NOODLES & COMPANY	\$560.6	\$1,075.0	75	457	532	44

\* INCLUDES FIGURES ESTIMATED BY QSR

## HOW THEY STACK UP:

Perspective on how big McDonald's and Subway really are



## THE QSR 50/ SEGMENT BREAKDOWNS

RANK	QSR 50 RANK	BURGER							SNACKS							SANDWICH							CHICKEN							PIZZA/PASTA							SEAFOOD																
		2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015	2016 U.S. SYSTEMWIDE SALES (MILLIONS)	2016 U.S. AVERAGE SALES (THOUSANDS)	NUMBER OF FRANCHISED UNITS IN 2016	NUMBER OF COMPANY UNITS IN 2016	TOTAL UNITS IN 2016	TOTAL CHANGE IN UNITS FROM 2015																						
01	01	McDONALD'S	\$36,389.0	\$2,550.0	13,046	1,109	14,155	-104	01	02	STARBUCKS*	\$14,795.4	\$1,123.3	5,292	7,880	13,172	651	01	03	SUBWAY	\$11,300.0	\$422.5	26,744	0	26,744	-359	01	08	CHICK-FIL-A	\$7,973.5	\$4,407.1	1,730	372	2,102	119	01	09	PIZZA HUT	\$5,751.4	\$740.0	7,371	318	7,689	-133	01	49	CAPTAIN D'S	\$544.4	\$1,059.0	227	289	516	3
02	04	WENDY'S	\$9,930.2	\$1,570.0	6,207	330	6,537	58	02	07	DUNKIN' DONUT'	\$8,200.0	\$928.9	8,828	0	8,828	397	02	13	KFC	\$4,483.3	\$1,060.0	3,966	201	4,167	-103	02	10	DOMINO'S*	\$5,335.2	\$993.3	4,979	392	5,371	171	02	18	LITTLE CAESARS*	\$3,523.3	\$815.0	3,809	514	4,323	65									
03	05	BURGER KING*	\$9,749.2	\$1,361.4	7,111	50	7,161	35	03	16	DAIRY QUEEN	\$3,621.0	\$1,268.1	4,515	2	4,517	6	03	20	POPEYES LOUISIANA KITCHEN*	\$3,140.3	\$1,488.0	2,029	55	2,084	77	03	21	PAPA JOHN'S	\$3,013.8	\$875.9	2,739	702	3,441	53																		
04	12	SONIC*	\$4,504.1	\$1,284.0	3,201	356	3,557	31	04	39	TIM HORTONS*	\$713.1	\$1,044.1	683	0	683	-201	04	25	ZAXBY'S*	\$1,892.0	\$2,318.6	677	139	816	91	04	31	PAPA MURPHY'S	\$884.8	\$593.0	1,369	168	1,577	41																		
05	15	CARL'S JR./HARDEE'S*	\$3,761.0	\$1,249.0	2,774	237	3,011	53	05	45	BASKIN-ROBBINS*	\$603.6	\$237.8	2,538	0	2,538	9	05	30	WINGSTOP	\$943.3	\$1,113.0	977	21	998	153	05	33	DEL TACO	\$738.1	\$1,359.0	310	241	551	7																		
06	19	JACK IN THE BOX	\$3,445.0	\$1,530.0	1,838	417	2,255	6	06	41	FIREHOUSE SUBS	\$683.5	\$690.0	1,005	32	1,037	93	06	43	JASON'S DELI	\$646.6	\$2,609.0	109	155	264	4	06	46	McALISTER'S DELI	\$591.3	\$1,646.1	355	32	387	26																		
07	23	WHATABURGER	\$2,181.4	\$2,706.0	122	684	806	15	07	48	AUNTIE ANNE'S	\$548.0	\$493.8	1,284	16	1,300	48	07	50	JAMBA JUICE*	\$536.9	\$640.0	767	72	839	21	07	53	CHURCH'S CHICKEN	\$800.3	\$724.0	838	238	1,076	-55																		
08	26	FIVE GUYS	\$1,382.0	\$1,038.2	914	507	1,421	101	08	56	CULVER'S	\$1,301.4	\$2,252.2	597	8	605	46	08	58	EL POLLO LOCO	\$795.4	\$1,988.0	259	201	460	27	08	60	POPEYES LOUISIANA KITCHEN*	\$3,140.3	\$1,488.0	2,029	55	2,084	77																		
09	27	CHEEKERS/RALLY'S	\$837.4	\$1,114.9	541	300	841	12	09	62	WHITE CASTLE	\$716.7	\$1,434.5	0	384	384	-6	09	64	BOJANGLES'	\$1,229.5	\$1,818.4	407	309	716	54	09	66	WINGSTOP	\$943.3	\$1,113.0	977	21	998	153																		
10	29	STEAK N SHAKE	\$1,027.0	\$1,900.0	153	415	568	17	10	68	IN-N-OUT BURGER*	\$630.0	\$1,975.0	0	319	319	6	10	70	POPEYES LOUISIANA KITCHEN*	\$1,892.0	\$2,318.6	677	139	816	91	10	72	JACK IN THE BOX	\$3,445.0	\$1,530.0	1,838	417	551	43																		
11	32	CHECKERS/RALLY'S	\$837.4	\$1,114.9	541	300	841	12	11	74	WHITE CASTLE	\$716.7	\$1,434.5	0	384	384	-6	11	76	IN-N-OUT BURGER*	\$630.0	\$1,975.0	0	319	319	6	11	78	POPEYES LOUISIANA KITCHEN*	\$3,140.3	\$1,488.0	2,029	55	2,084	77																		
12	38	WHITE CASTLE	\$716.7	\$1,434.5	0	384	384	-6	12	80	IN-N-OUT BURGER*	\$630.0	\$1,975.0	0	319	319	6	12	82	POPEYES LOUISIANA KITCHEN*	\$3,140.3	\$1,488.0	2,029	55	2,084	77	12	84	WHITE CASTLE	\$716.7	\$1,434.5	0	384	384	-6																		
13	44	IN-N-OUT BURGER*	\$630.0	\$1,975.0	0	319	319	6	13	86	TACO BELL	\$9,353.8	\$1,510.0	5,399	879	6,278	157	13	88	CHIPOTLE	\$3,904.4	\$1,868.0	0	2,198	2,198	227	13	90	PANERA BREAD	\$5,200.0	\$2,700.0	1,134	908	2,042	70	13	92	WENDY'S	\$9,930.2</														

# THE QSR 50

A look inside the numbers for the nation's largest quick-service and fast-casual chains.

QSR 50 RANK	COMPANY	2017 U.S. SYSTEMWIDE SALES (MILLIONS)	U.S. AVERAGE SALES PER UNIT (THOUSANDS)	FRANCHISE/LICENSE UNITS IN 2017	COMPANY UNITS IN 2017	TOTAL UNITS IN 2017	TOTAL CHANGE IN UNITS FROM 2016
1	McDONALD'S*	\$37,480.67	\$2,670.32	13,194	842	14,036	-119
2	STARBUCKS*	\$13,167.61	\$945.27	5,708	8,222	13,930	758
3	SUBWAY*	\$10,800.00	\$416.86	25,908	0	25,908	-866
4	BURGER KING*	\$10,028.32	\$1,387.81	7,176	50	7,226	70
5	TACO BELL	\$9,790.15	\$1,500.00	5,799	647	6,446	168
6	WENDY'S <sup>1</sup>	\$9,288.09	\$1,610.00	5,432	337	5,769	30
7	DUNKIN' DONUTS*	\$9,192.00	\$733.13	12,538	0	12,538	280
8	CHICK-FIL-A*	\$9,000.00	\$4,090.90	1,882	343	2,225	140
9	DOMINO'S	\$5,900.00	\$1,000.00	5,195	392	5,587	216
10	PIZZA HUT	\$5,510.84	\$900.00	7,426	96	7,522	-167
11	PANERA BREAD*	\$5,503.64	\$2,693.90	1,112	931	2,043	43
12	CHIPOTLE*	\$4,476.41	\$1,940.00	0	2,371	2,371	173
13	KFC	\$4,417.05	\$1,200.00	4,055	54	4,109	-58
14	SONIC DRIVE-IN	\$4,408.16	\$1,250.00	3,365	228	3,593	66
15	DAIRY QUEEN <sup>2</sup>	\$3,640.00	\$1,269.75	4,453	2	4,455	-62
16	ARBY'S	\$3,634.00	\$1,130.00	2,340	1,075	3,415	57
17	LITTLE CAESARS*	\$3,530.58	\$815.00	3,797	535	4,332	8
18	JACK IN THE BOX <sup>1</sup>	\$3,469.17	\$1,543.00	1,975	276	2,251	-4
19	POPEYES*	\$3,213.06	\$1,440.19	2,178	53	2,231	147
20	PAPA JOHN'S	\$3,209.30	\$968.45	2,606	708	3,314	-127
21	PANDA EXPRESS	\$3,114.80	\$1,641.00	113	1,898	2,011	118
22	WHATABURGER	\$2,278.62	\$2,775.43	124	697	821	15
23	HARDEE'S	\$2,168.00	\$1,164.00	1,745	119	1,864	16
24	JIMMY JOHN'S	\$2,139.62	\$796.97	2,700	55	2,755	108
25	ZAXBY'S*	\$2,091.50	\$2,350.00	890	0	890	74

QSR 50 RANK	COMPANY	2017 U.S. SYSTEMWIDE SALES (MILLIONS)	U.S. AVERAGE SALES PER UNIT (THOUSANDS)	FRANCHISE/LICENSE UNITS IN 2017	COMPANY UNITS IN 2017	TOTAL UNITS IN 2017	TOTAL CHANGE IN UNITS FROM 2016
26	CARL'S JR.	\$1,487.00	\$1,280.00	1,106	50	1,156	-7
27	FIVE GUYS	\$1,436.52	\$1,185.33	855	466	1,321	37
28	CULVER'S	\$1,400.00	\$2,300.00	636	7	643	36
29	BOJANGLES <sup>1</sup>	\$1,278.00	\$1,764.00	439	325	764	48
30	WINGSTOP*	\$1,087.43	\$1,100.00	1,004	23	1,027	105
31	JERSEY MIKE'S*	\$974.78	\$725.82	1,264	79	1,343	156
32	STEAK 'N SHAKE*	\$939.99	\$1,839.51	110	401	511	-57
33	CHECKERS/RALLY'S	\$844.37	\$1,061.79	607	266	873	32
34	EL POLLO LOCO	\$841.76	\$1,854.05	265	212	477	17
35	PAPA MURPHY'S*	\$824.62	\$556.05	1,338	145	1,483	-94
36	QDOBA <sup>1</sup>	\$822.02	\$1,156.00	341	385	726	27
37	CHURCH'S CHICKEN	\$785.96	\$778.95	858	151	1,009	-61
38	DEL TACO	\$783.86	\$1,497.16	252	312	564	13
39	TIM HORTONS*	\$771.21	\$1,045.00	738	0	738	-50
40	MOE'S SOUTHWEST GRILL	\$715.93	\$1,015.51	701	4	705	97
41	FIREHOUSE SUBS <sup>1</sup>	\$715.02	\$662.37	1,054	37	1,091	54
42	McALISTER'S DELI	\$656.78	\$1,690.72	381	28	409	22
43	IN-N-OUT BURGER*	\$647.80	\$1,975.00	0	328	328	9
44	JASON'S DELI	\$647.00	\$2,566.00	104	169	273	14
45	BASKIN-ROBBINS*	\$606.00	\$360.72	2,560	0	2,560	22
46	BOSTON MARKET	\$565.35	\$1,261.00	18	443	461	-1
47	AUNTIE ANNE'S	\$551.72	\$425.05	1,298	13	1,311	16
48	MARCO'S PIZZA	\$549.40	\$682.34	825	42	867	97
49	WHITE CASTLE*	\$547.60	\$1,441.00	0	380	380	-4
50	NOODLES & CO.*	\$547.11	\$1,144.58	66	412	478	-54

# THE QSR 50 SEGMENT BREAKDOWNS

RANK	QSR 50 RANK	BURGER	2017 U.S. SYSTEMWIDE SALES (MILLIONS)	2017 U.S. AVERAGE SALES PER UNIT (THOUSANDS)	FRANCHISE/ LICENSE UNITS IN 2017	COMPANY UNITS IN 2017	TOTAL UNITS IN 2017	TOTAL CHANGE IN UNITS FROM 2016
1	1	McDonald's*	\$37,480.67	\$2,670.32	13,194	842	14,036	-119
2	4	Burger King*	\$10,028.32	\$1,387.81	7,176	50	7,226	70
3	6	Wendy's* <sup>1</sup>	\$9,288.09	\$1,610.00	5,432	337	5,769	30
4	14	Sonic Drive-In	\$4,408.16	\$1,250.00	3,365	228	3,593	66
5	18	Jack in the Box <sup>1</sup>	\$3,469.17	\$1,543.00	1,975	276	2,251	-4
6	22	Whataburger	\$2,278.62	\$2,775.43	124	697	821	15
7	23	Hardee's	\$2,168.00	\$1,164.00	1,745	119	1,864	16
8	26	Carl's Jr.	\$1,487.00	\$1,280.00	1,106	50	1,156	-7
9	27	Five Guys	\$1,436.52	\$1,185.33	855	466	1,321	37
10	28	Culver's	\$1,400.00	\$2,300.00	636	7	643	36
11	32	Steak 'n Shake*	\$939.99	\$1,839.51	110	401	511	-57
12	33	Checkers/Rally's	\$844.37	\$1,061.79	607	266	873	32
13	44	In-N-Out Burger*	\$647.80	\$1,975.00	0	328	328	9
14	49	White Castle*	\$547.60	\$1,441.00	0	380	380	-4
		SNACK						
1	2	Starbucks*	\$13,167.61	\$945.27	5,708	8,222	13,930	758
2	7	Dunkin' Donuts*	\$9,192.00	\$733.13	12,538	0	12,538	280
3	15	Dairy Queen <sup>2</sup>	\$3,640.00	\$1,269.75	4,453	2	4,455	-62
4	39	Tim Hortons*	\$771.21	\$1,045.00	738	0	738	-50
5	46	Baskin-Robbins*	\$606.00	\$360.72	2,560	0	2,560	22
6	47	Auntie Anne's	\$551.72	\$425.05	1,298	13	1,311	16
		SANDWICH						
1	3	Subway*	\$10,800.00	\$416.86	25,908	0	25,908	-866
2	11	Panera Bread*	\$5,503.64	\$2,693.90	1,112	931	2,043	43
3	16	Arby's	\$3,634.00	\$1,130.00	2,340	1,075	3,415	57
4	24	Jimmy John's	\$2,139.62	\$796.97	2,700	55	2,755	108
5	31	Jersey Mike's*	\$974.78	\$725.82	1,264	79	1,343	156
6	41	Firehouse Subs <sup>1</sup>	\$715.02	\$662.37	1,054	37	1,091	54
7	43	McAlister's Deli	\$656.78	\$1,690.72	381	28	409	22
8	45	Jason's Deli	\$647.00	\$2,566.00	104	169	273	14
		ETHNIC						
1	5	Taco Bell	\$9,790.15	\$1,500.00	5,799	647	6,446	168
2	12	Chipotle*	\$4,476.41	\$1,940.00	0	2,371	2,371	173
3	21	Panda Express	\$3,114.80	\$1,641.00	113	1,898	2,011	118
4	36	Qdoba <sup>1</sup>	\$822.02	\$1,156.00	341	385	726	27
5	38	Del Taco	\$783.86	\$1,497.16	252	312	564	13
6	40	Moe's Southwest Grill	\$715.93	\$1,015.51	701	4	705	97
7	50	Noodles & Co.*	\$547.11	\$1,144.58	66	412	478	-54
		CHICKEN						
1	8	Chick-fil-A*	\$9,000.00	\$4,090.90	1,882	343	2,225	140
2	13	KFC	\$4,417.05	\$1,200.00	4,055	54	4,109	-58
3	19	Popeyes*	\$3,213.06	\$1,440.19	2,178	53	2,231	147
4	25	Zaxby's*	\$2,091.50	\$2,350.00	890	0	890	74
5	29	Bojangles' <sup>1</sup>	\$1,278.00	\$1,764.00	439	325	764	48
6	30	Wingstop*	\$1,087.43	\$1,100.00	1,004	23	1,027	105
7	34	El Pollo Loco	\$841.76	\$1,854.05	265	212	477	17
8	37	Church's Chicken	\$785.96	\$778.95	858	151	1,009	-61
9	42	Boston Market	\$565.35	\$1,261.00	18	443	461	-1
		PIZZA						
1	9	Domino's	\$5,900.00	\$1,000.00	5,195	392	5,587	216
2	10	Pizza Hut	\$5,510.84	\$900.00	7,426	96	7,522	-167
3	17	Little Caesars*	\$3,530.58	\$815.00	3,797	535	4,332	8
4	20	Papa John's*	\$3,209.30	\$968.45	2,606	708	3,314	-127
5	35	Papa Murphy's*	\$824.62	\$556.05	1,338	145	1,483	-94
6	48	Marco's Pizza	\$549.40	\$682.34	825	42	867	97

<sup>1</sup> INCLUDES FIGURES ESTIMATED BY QSR. <sup>2</sup> FIGURES INCLUDE SMALL AMOUNT OF INTERNATIONAL LOCATIONS

# THE CONTENDERS

Who's knocking on the QSR 50's door?

QSR 50 RANK	COMPANY	2017 U.S. SYSTEMWIDE SALES (MILLIONS)	U.S. AVERAGE SALES PER UNIT (THOUSANDS)	FRANCHISE/LICENSE UNITS IN 2017	COMPANY UNITS IN 2017	TOTAL UNITS IN 2017	TOTAL CHANGE IN UNITS FROM 2016
51	CAPTAIN D'S	\$533.05	\$1,063.00	228	303	531	15
52	JAMBA JUICE	\$497.69	\$636.49	749	53	802	10
53	LONG JOHN SILVER'S <sup>1</sup>	\$486.00	\$667.00	840	97	937	-46
54	POTBELLY*	\$484.96	\$1,018.83	39	437	476	35
55	CICIS PIZZA*	\$451.97	\$1,053.54	381	48	429	-2
56	DICKEY'S BARBECUE PIT*	\$425.82	\$755.00	559	5	564	13
57	FREDDY'S FROZEN CUSTARD & STEAKBURGERS*	\$410.99	\$1,462.60	262	19	281	45
58	HUNGRY HOWIE'S	\$403.11	\$693.21	522	30	552	4
59	TROPICAL SMOOTHIE CAFÉ	\$392.92	\$681.00	628	1	629	89
60	TACO JOHN'S*	\$392.00	\$1,000.00	382	10	392	1
61	COLD STONE CREAMERY	\$382.89	\$414.83	915	8	923	-1
62	SMOOTHIE KING	\$376.50	\$495.26	787	28	815	72
63	CORNER BAKERY CAFÉ	\$374.94	\$2,013.74	71	116	187	-9
64	POLLO TROPICAL	\$374.10	\$2,331.00	6	146	152	-31
65	CHARLEY'S PHILLY STEAKS*	\$373.60	\$788.18	422	52	474	-8

\* INCLUDES FIGURES ESTIMATED BY QSR. <sup>1</sup> AUV INCLUDES FREESTANDING LOCATIONS AND COBRANDED LOCATIONS WITH A&W RESTAURANTS

## SALES BREAKDOWN BY SEGMENT

