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**With Governments And People Demanding Greater Transparency In
The Restaurant Industry, UFood Grill Is Ahead Of The Competition
Having Done Menu Labeling For Nine Years**

**Services
Restaurants
(UFFC-OTC: BB)**

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**George Naddaff
Chairman and CEO**

BIO:
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George Naddaff, a serial entrepreneur and recognized visionary, is considered by many to be the Guru of Franchising in America. Mr. Naddaff is frequently featured in leading business publications such as Forbes, Success, Entrepreneur, The Wall Street Journal, and in numerous trade publications. A personal favorite is presented in the February 2008 edition of Inc. Magazine entitled, "How I Did It – From Spit'n Shine Boy to Boston Chicken and Beyond."

George began his career in food service when he co-founded International Foods, which operated 19 Kentucky Fried Chicken Franchises in the Greater Boston area and was sold in 1970. In 1988 George founded, and until 1993 served as Chairman and CEO of New Boston Chicken, Inc. ("Boston Chicken"), a company that operated and franchised limited service restaurants specializing in

roisserie-roasted chicken. In 1992 he sold the company to a group of Blockbuster Video executives, and shared in its record setting IPO (143% first-day increase) in 1993. The company, now known as Boston Market, is a 700-unit subsidiary of McDonald's.

In addition to Boston Chicken, George has been significantly involved with several other successful concepts including the founding of Mulberry Child Care Centers, which had over 90 company-owned childcare centers when it was sold to Kindercare, America's largest chain. George also founded Living and Learning Schools, which operated more than 50 upscale childcare facilities and was sold to Kindercare in 1980. In addition, he founded VR Business Brokers, the nation's largest business brokerage franchise with over 350 offices, which was acquired in 1986 by Christies, LLP, London. In 1984, as a director and investor in Sylvan Learning Centers, George helped launch their franchising effort which today has over 1600 units.

Today George is Chairman and CEO of UFood Restaurant Group, a "better for you" publicly-held company that operates and franchises fast-casual restaurants featuring healthy meals nation-wide (UFFC.OB).

Company Profile:

All U Ever Needed to Know About UFood Grill

Concept: UFood Grill is the next generation of fast food, combining flavorful, high-quality and nutritious food with an appealing atmosphere, accessible pricing, and quick, convenient service.

Food: "Where delicious meets nutritious"—that pretty much sums up UFood Grill's approach to food. The menu is designed with an eye toward health and nutrition but taste is the biggest priority. High-quality, natural ingredients and healthy cooking techniques make UFood Grill's food healthy *and* delicious.

Menu Favorites: UFood Grill's menu features options that are great for lunch or dinner. Menu categories include Fired-Up Burgers™, Wraps, Sandwiches, UBowls™, Grilled Entrees and Specialty Salads, Smuuthies™ and UBerry™ Soft Serve Yogurt.

The *Better Bacon Cheeseburger*, made with turkey bacon and low-fat cheese is a menu favorite. The *Chicken Bruschetta Sandwich*, with juicy chicken breast, crumbled feta and tomatoes seasoned with herbs, extra virgin olive oil, on toasted Ciabatta bread, the *Chipotle Chicken Sandwich* and the *Chopstick Chicken UBowl™* with tender teriyaki-glazed chicken, whole-grain brown rice, fresh steamed broccoli florets, and carrots with a sweet-spicy Thai chili sauce round out the most popular menu items. The famous crispy, oven-baked, and trans-fat free *UnFries™* are far and away the best baked fries in the business. Kids (and parents) love the *Crispy Chicken Fingers*, which are baked, not fried.

Healthy & Delicious!: The most important thing at UFood is taste, hands down! We designed a broad menu using top-quality ingredients. From choice meats to natural and organic ingredients, fresh produce, whole grains, and light cheeses and dressings – UFood uses only the highest quality ingredients. All menu items are baked, grilled or steamed. Nothing is fried—there aren't even fryers in the restaurants! And because healthy means different things to different people, and all food is made to order, guests are encouraged to customize their meals to their tastes.

Customize: At UFood Grill, it's all about YOU! Your diet, your lifestyle, your choices. UFood believes that knowledge is power. We want our guests to know what goes into their bodies and give them the tools to make dietary choices that support their lifestyles. Nutritional information for each menu item - including calories, fat grams, carbohydrate grams, and protein grams - is accurate, accessible and clearly listed in the nutrition fact guide. And, because healthy means different things to different people (low fat, low carb, gluten free, natural, or organic), guests are encouraged to customize their meals to their tastes.

Price: One of UFood's primary goals is to make delicious food accessible to everyone, everyday. Menu items range from \$3.99 to \$10.99. The "combo" offerings allow guests to add UnFries™ and a choice of bottled water or soda to their meal for just \$2.49. An average meal costs \$7.50 – just a little more than typical fast food, but definitely less than casual dining.

Locations: There are currently twelve UFood Grills in Massachusetts, Illinois, Florida, Utah, Texas, and California. Two of these units are located in major U.S. Airports. Several more locations are slated to open throughout the U.S. in 2009.

Please visit www.ufoodgrill.com for the most up-to-date listing of store locations.

Founder: George Naddaff

President: Charlie Cocotas

Company HQ: Boston, Massachusetts

Franchise Opportunities: For area developers who are seasoned food operators, UFood Grill offers a once-in-a-lifetime franchise opportunity. The range of store footprints allows for flexibility in site location, and the highly-experienced management team provides unparalleled support. The range of initial investment varies depending on a number of factors, but falls between \$450,000 to \$550,000.

Learn More: Franchising details, menu, nutritional info, store locations, and catering info can be found at www.UFoodGrill.com.

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UFood Restaurant Group is a publicly traded company (OTCBB: UFFC)

**Interview conducted by:
Lynn Fosse, Senior Editor
CEOCFOinterviews.com**

CEOCFO: Mr. Naddaff, we last spoke about a year ago; what is happening today at UFood Grill?

Mr. Naddaff: “I can’t sit here and tell you that everything is positively rosy, because you know the economy is going through serious trauma; people getting laid off, downsizing, so a lot of the restaurants are almost giving away food. It isn’t unusual for a meal priced at \$15.00 to be given away at \$9.95. You have McDonald’s who just recently started giving away a hamburger for \$0.99 and for a penny more they gave you another burger. These are the times that are trying restaurant’s souls. Yes, people do have to eat, so the food companies are going to sustain themselves by coming out and being creative and those that can’t will eventually have to go out of business. What it comes down to in our particular case is we have a niche that builds in the healthy sector. People who eat healthy food will not be as concerned as other segments, because if a person is thinking about eating healthy, the Weight Watcher and Jenny Craig crowd, the runners, the gym crowd, the celiacs, the glutens, the organic; they need to eat our kind of food. It is almost a necessity; it is not a necessity to eat, but it is a necessity to find the kind of food that they have to sustain themselves. Therefore, in light of the current economy, we indeed do offer menu items that are lower priced, because we have to compete on that level. However, we spend a lot of time stressing the value of eating healthy, focusing on the cholesterol and the diabetic. We have a campaign where we actually put every one of our items on the menu with nutritional values fully exposed. We hide nothing; nutritional values are right smack out there.

About eight months ago the health commissioner of New York tried to pass a law called menu labeling where people would know in advance what kind of calories, fat, protein they were putting in their bodies when ordering a particular menu item. Every time a restaurant changed an item on the menu, they had to then arrange a new evaluation with the nutritional lab and change the menu accordingly. America is moving towards information. America is anxious to know in advance, not after they finish the meal but before they finish the meal, what the meal does to their weight watching. We have been doing menu labeling for nine years. We have always been out there and up-front so that people know in advance before they place their order what they will be digesting, and that is still our mainstay. We are the leaders in this particular space. Most importantly, airports, where you have a variation of humanity that goes through the airports, we have now a couple of units; one in Logan terminal B, and one – our newest- in Dallas/Fort Worth, which is the 7th largest airport in the United States. People who go to airports are now given an opportunity before they board their flights that they have alternatives to what they have been eating for the past 25 years.”

CEOCFO: Is it easy to get space in airports today?

Mr. Naddaff: “No, I must tell you that the whole process is more expensive to open up restaurants in airports. But when you have the kind of traffic flow that goes through an airport starting at 5:00 in the morning until late at night, you have an abundance of people, and many of them are people who need to be eating healthy for all the right reasons. We somehow have captured that group, and we now know that an airport is like a billboard for us. We open up in an airport where six million people who go through that particular terminal; they see our unit and our sign that says, Feel Great Eat Smart, and they can. Once they eat it they say, ‘Why don’t we have one of these in our town, why don’t we have one of these in our hospital or our college, because kids and young adults are all thinking healthy. That is a trend that has been around now for a number of years and it is getting stronger. There isn’t a newspaper today that you pick up without an article that doesn’t talk about obesity; we have over 365,000 people who die each year from obesity.”

CEOCFO: You have a long trends!

Mr. Naddaff: “I think God has enough to try something. When can either make it or break it. I powerful as an idea whose time think America is now ready for looking at a chart the other day

“I want a UFood Grill next to every McDonald’s that is out there. I want to give that consumer the alternative of knowing they can have our kind of food if they are taking a flight or if they are in a hospital or their kid in college.”

- George Naddaff

personal history in recognizing

given me a gift of being daring you start something new, you believe that there is nothing as has come, mainly because I this kind of concept. We were that showed the obesity rate

matched with the growth in fast food for the past fifteen years, and the lines are almost identical. Here you have this great surge of fast food restaurants and right beside it you have the growth of obesity I think the fast food has contributed. Now does that mean honestly that people are going to stop eating pizza and fried chicken and burgers? Absolutely not! Long after you and I are dead and buried people will continue eating chicken, burgers and pizza. Why? Because they have been weaned on it. I don't think it is going away. My attitude about that very simply put is I am a restaurateur, and I also believe in the free enterprise system, and I believe people should be given choices. I want a UFood Grill next to every McDonald's that is out there. I want to give that consumer the alternative of knowing they can have our kind of food if they are taking a flight or if they are in a hospital or their kid in college."

CEOCFO: Let's talk a minute about the taste; many people believe healthy food can't possibly taste good.

Mr. Naddaff: "If we had to hang our shingle out there, that is where we excel. The items we have on our menu are not tofu and salads. Every item on our menu is what people eat every single day, except that we prepared it in a healthier manner and taste is where we excel. I think of all of the surveys that we have done, we shine when it comes to the taste. Take our Bison burger, absolutely delicious. Our chicken chipotle sandwich, absolutely delicious. Our tomato fresca sandwich with feta cheese, tomato, olive oil, absolutely delicious. Our fries, which are not fried in oil, are baked, absolutely delicious! Every item is better for you, but it tastes great, and to me that is where we win hands down. However, preparing food that is healthy and buying food wholesale costs more money. Therefore, we have a challenge, but we have managed to be able to bring our products low enough so it is still attractive to the celiacs, the glutens, the organics, the naturals. 80% of our customers are just plain ordinary folks wanting to have a better food, so that they can have a brownie in the afternoon. What is happening is America is more aware of what they are putting in their bodies and they want that information upfront."

CEOCFO: How many locations do you have today?

Mr. Naddaff: "Currently, we have twelve locations, and in the future, we plan to direct our focus on the non-traditional market. Obviously, with the market being what it is, banks are not opening the coffers to loan money to franchisees. There have been several articles in the Wall Street Journal that make that point and some of the franchisees out there that can borrow money from the SBA, whether they bought a sandwich concept or a pizza concept, are renegeing on their loans and that is an issue. So until the banks open up the coffers again and franchising becomes a vehicle that people want to do, it is going to be a tough challenge for the next years or two. Therefore, only the strong, and the clever, will survive and I think those that are into eating better-for-you food, especially at UFood, we have an edge. We are not selling the standard burger, pizza, or grilled or fried chicken. We have an edge and we intend to keep that edge."

CEOCFO: With restaurants geographically distributed, how do you maintain the level of quality in your restaurants?

Mr. Naddaff: We have an extensive training program here for three weeks for franchisees. We send a team of people for a few weeks. Four people go two weeks to work for the franchisee to open up the store. We have a training manual done in three different languages. Based on the years of experience to be honest with you, I know what we need to deliver to make a franchisee successful. The training has a lot to do with us making it easy for the franchisee construction wise, delivering a store in a box. We have a company that works with us in delivering the entire store in a box, all the equipment all in one big box delivered directly to the franchisee saving him time on construction and cost etc. I think we have it nailed. We will continue taking advantage of where we can buy right and any new ideas we can come up with. One of the things about bringing in food people that have been in the food business into our franchise, you take the acquired knowledge of every new franchisee that he brings to the table, and new ideas usually comes from the franchisees who are dealing with the public directly everyday. The bigger you get, the smarter you get."

CEOCFO: Are you open for breakfast, lunch and dinner?

Mr. Naddaff: "Only at the airports. This is because people start showing up at five in the morning."

CEOCFO: Would you tell me about your relationship with George Foreman?

Mr. Naddaff: "The mean fighting machine. George Foreman talks about nutrition. When he was fifty years old he won the world championship. He used to tell people, 'You never can tell when you are thirty-five, what you are going to need your body for when you are fifty'. Then he won the world's championship at age fifty. He talks about nutrition. This is a guy when he visits stores, he eats three bison burgers in one sitting. George is a great contributor in terms of credibility. He sold over 100 million fat-free grills and people give him a lot of credit for introducing that grill. He has quite a reputation."

CEOCFO: What is the financial picture like for UFood today?

Mr. Naddaff: "We just had another round of financing where we raised about \$5.8 million. We are lucky, because people told me I would be unable to raise money during this period of time as banks and venture capitals weren't doing it. But we were fortunate to capture a group that fell in love with the concept and over the long run this kind of food is going to shine. Therefore, we will be the leaders in the end and we will keep opening stores. We have over 17 airports lined up, where we have applications, as well as a few colleges and a few hospitals. We hope to have a few travel plazas opening soon as well. Our goal quite honestly is to be whatever we can be and merchandise ourselves for the general public."

CEOCFO: Does word of mouth play a part in getting Ufood on the radar screen?

Mr. Naddaff: “Sure, especially if they take one of our sandwiches on the plane and the guy is eating and the person next to him says, ‘What are you eating? The tag is UFood Grill, Feel Great Eat Smart. Once they get in the restaurant, another tag hits them smack in the face, which is Where Nutrition Meets Delicious. Typically, most people will tell you that when they talk about healthy food it is going to taste like cardboard. We have expended much time and effort with our chefs in perfecting and dissecting this menu. I can only tell you that everything on our menu tastes great.”

CEOCFO: Why should potential investors focus on UFood Grill?

Mr. Naddaff: “We are a long range investment. People should not invest in our concept if they are looking at turning it over in two weeks. This concept is designed to have literally hundreds of units over the next several years. The name of the game for us is to get the best locations, not only in the urban and suburban markets, but also in the non-traditional segments that I mentioned to you. However, the name of the game for us is great quality franchisees that have been in the food business, I am not looking to teach anybody the food business. I am going out after area developers who already own food concepts in their communities, where they know Main and Main in their community, where they know financing, construction, human resources. To me those guys that come into our business we put them through our training facility, I don’t have to teach them the back of the houses, they know the food business. I have to teach them our system and again that is three weeks of intensive training.”

CEOCFO: Final thoughts, what should people remember most about UFood?

Mr. Naddaff: “I believe people like to hear the story about a guy that starts up and makes something big. I love doing new concepts. I did daycare way back in 1971 when it was just beginning. I did food with Boston Market, which as you know had one of the highest IPOs in the history of Wall Street at that time and I am credited with that. I hope to be the first guy to do a national healthy concept. Look, I am 79 years old, if I live to be 110, I will be lucky. I would like to be remembered as the guy that has put over 60,000 people to work in his lifetime. I am dedicated to what I do, I never do two things at the same time, I stay very focused and I am not one of these guys who does sixteen thousand things at the same time. I love what I do, I am challenged by it and I love working with my staff and certainly putting people in business.”



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