



RICHARD CORDRAY
OHIO ATTORNEY GENERAL

December 22, 2009

Mr. Roland C. Smith
President and Chief Executive Officer
Wendy's/Arby's Group, Inc.
1155 Perimeter Center West
Atlanta, Georgia 30338

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Dear Mr. Smith:

I am aware of the ongoing collective bargaining dispute between your company and the Bakery Workers Local 57 at your New Bakery facilities in Zanesville. This is the first occasion on which I have been aware of such problems, and upon inquiry I learned that for nearly three decades, the collective bargaining relationship between Wendy's and Local 57 has been productive, with negotiations always concluding amicably in prior bargaining. It appears that the relationship deteriorated after Wendy's was taken over by Arby's. We find that unfortunate, and strongly encourage you to reconsider your company's recent decision to take away employee benefits that have been negotiated in good faith over many years.

It is my further understanding that a proceeding has now been opened with the National Labor Relations Board contending that your company has been unwilling to bargain in good faith and has unlawfully implemented a final offer. We will be monitoring that matter, and are concerned about efforts we understand to be underway to organize a broad consumer boycott of your company's locations, none of which is in the best interests of anyone, including your shareholders, your employees, or the public.

In light of the unfortunate ramifications of your company's stance toward the collective bargaining process at New Bakery, I ask that you personally take steps to address the situation. As Ohio's Attorney General, it is my responsibility to safeguard the public interest by seeing that firms doing business here comply with all applicable laws and regulations.

Thank you for your attention to this matter, and I look forward to your response. I can be reached any time at (614) 728-2313.

Sincerely,

Richard Cordray
Ohio Attorney General