



THE **Wendy's** COMPANY
Quality is Our Recipe...Worldwide

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PRESIDENT & CHIEF EXECUTIVE OFFICER



RECIPE TO WIN

Close-In Opportunities for
Positive Impact

The Wendy's Company




RECIPE TO WIN

P RICE	}	Close-In Opportunities
P R O D U C T		
P R O M O T I O N		
P L A C E		Aggressive but Responsible
P E R F O R M A N C E		Functional...Functional/Emotional
P E O P L E		"Five-Star Athletes"

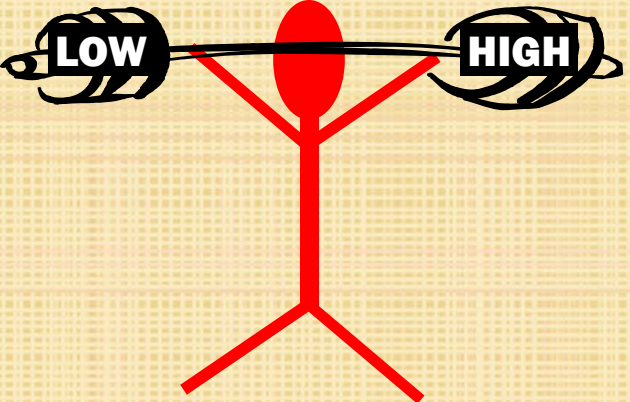
PRICE...Customer Friendly...Check Building

Rebalancing Barbell Strategy

TODAY



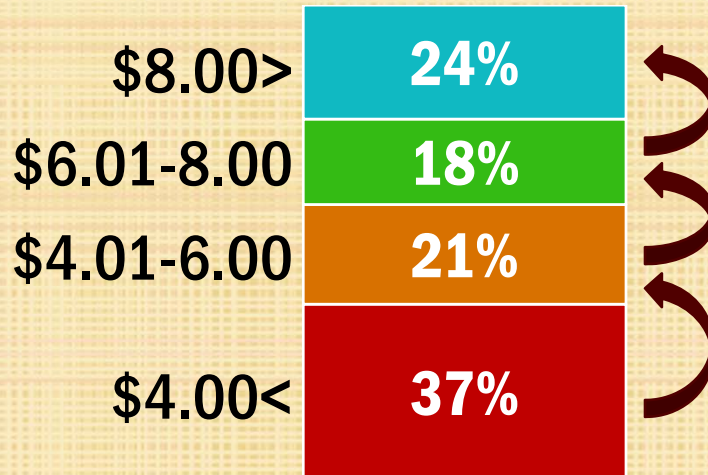
FUTURE



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PRICE...Customer Friendly...Check Building

Wendy's Transaction Check Distribution



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PRICE...Customer Friendly...Check Building

Wendy's Transaction Check Distribution

Every 10¢ increase in average check equals a 1.57% increase in sales

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PRICE...Customer Friendly...Check Building

	<u>2011 SALES DISTRIBUTION</u>	<u>2011 CHECK INDEX</u>
Carry-Out	14%	100
Dine-In	19%	123
Pick-Up Window	67%	110

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PRICE...Customer Friendly...Check Building

**Eight U.S. Image Activation Restaurants
Distribution of Sales Growth**

Dine-In	47%
Carry-Out	37%
Pick-Up Window	16%

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PRICE...to Offset Commodity Inflation

2011 CARRYOVER PRICE

+ 2012 PRICE

2012 COMMODITY INFLATION +

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INTEGRATING MESSAGE & PRODUCT INNOVATION

“FIVE-STAR QUALITY – THREE-STAR PRICE”

CORE INNOVATION



Hamburgers

Protect,
Grow & Build
Equity



Chicken

Innovate
& Regain
Share



Salads

Own It!
Grow
Leadership



Sides

Leverage
Unique
Items



Beverages

Avoid
“Me Too”

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INTEGRATING MESSAGE & PRODUCT INNOVATION

**“FIVE-STAR QUALITY – THREE-STAR PRICE”
STEP-CHANGE INNOVATION**



Growth Areas



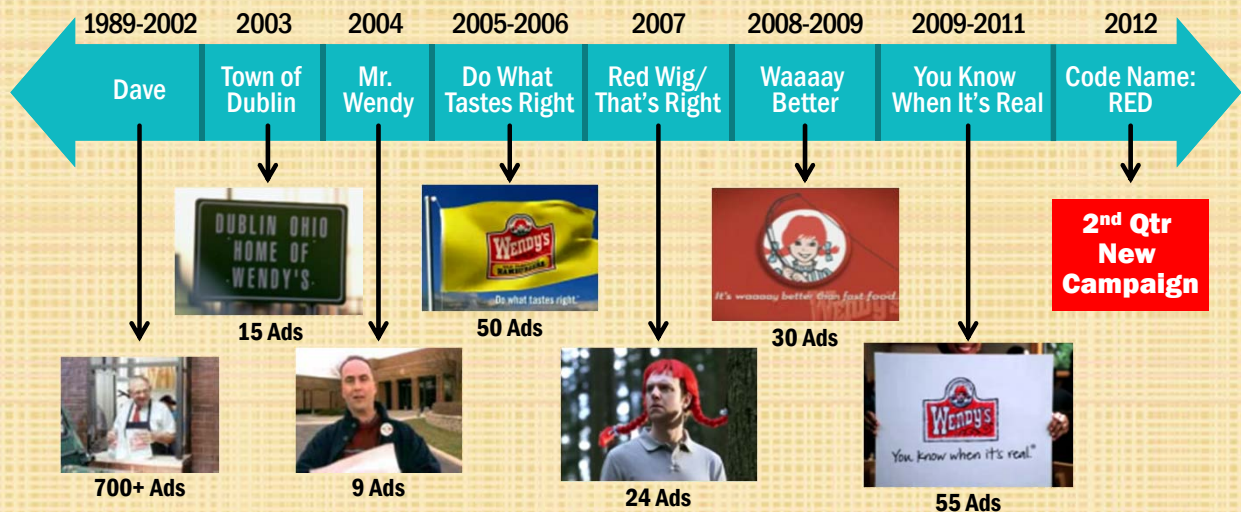
Leverage Unique Capabilities

**Honest Food...
Honest Ingredients...
Honest Preparation**

Lead the Pack

PROMOTION...Creative

Ad Campaign Chronology...There was Dave and then...



NEW CAMPAIGN SUCCESS CRITERIA



GOAL Win the Hearts and Minds of Consumers

- ▶ Competing for share of mind, not just selling products

HOW Tactically and Strategically Brilliant

- ▶ Creates emotional connection to “Big Brand,” gains trial of promoted idea
- ▶ Unique look, tone and feel...you will know it is Wendy's

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PROMOTION...Message

National Marketing Calendar
TODAY - “ELEVEN NATIONAL PILLARS”

IMPACT SCHEDULING

LATE 2012

EQUITY CONTINUITY

PROMOTIONAL SCHEDULING

PRICE/VALUE CONTINUITY

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RECENT DIGITAL WINS

NATION'S Restaurant News

NEWS BUSINESS FOOD & BEVERAGE INDUSTRY INSIGHTS EVENTS VIDEO MAGAZINE RESOURCES

Meet the Restaurant Social Media Index

THIRD QUARTER RSMI TOP 100 RESULTS
 From Starbucks Coffee at No. 1 to Shake Shack at No. 100, the restaurant brands listed here, large and small, have found ways to make digital efforts work for their brands.
[View the third quarter RSMI top 100 rankings](#)

A breakdown of the top 5 brands' social-media rankings:

 1. Starbucks Coffee RSMI score: 243.2 Klout score: 84 Social consumer sentiment score: 72 No. 1 in total Facebook likes, Twitter follows	 3. Chick-fil-A RSMI score: 213.0 Klout score: 72 Social consumer sentiment score: 59 No. 5 in total Facebook likes
 2. Wendy's RSMI score: 221.9 Klout score: 84 Social consumer sentiment score: 59 Twitter growth: 86.5%	 4. McDonald's RSMI score: 195.8 Klout score: 72 Social consumer sentiment score: 51 No. 2 in total Facebook likes, No. 3 in Twitter follows

RECENT DIGITAL WINS

twitter.com

@GIRL BEHIND SIX

Stay in touch with Girl Behind Six
 Join Twitter right now:
 Full name:
 Email:
 Password:
 Sign up

Curious how Girl Behind Six uses Twitter?
 Discover who @GirlBehindSix follows

Created Twitter's first-ever game show

400,000 consumer interactions & millions of impressions

Girl Behind Six @GirlBehindSix
 Host of the 140-character game show. Giving away expensive headphones, mopeds, espresso machines, \$\$\$ + more, 2-a-day give-a-ways til 11/14 #SIX of everything. <http://go.girlbehindsix.com>

Text follow @GirlBehindSix to 40404 in the United States

if you won a \$400 Southwest gift card, where would you go?? For a chance to win, follow @Wendys! 25 Nov

GirlBehindSix Girl Behind Six
 What would you buy with a \$270 giftcard?? Follow @Wendys, you just might win one! 25 Nov

GirlBehindSix Girl Behind Six
 Are you following @Wendys?? They're STILL giving away prizes! But you've gotta follow @Wendys to be eligible. 24 Nov

GirlBehindSix Girl Behind Six
 Prize-lovers rejoice: there's another giveaway coming soon over on the @Wendys Twitter handle! 22 Nov

GirlBehindSix Girl Behind Six
 In case you need another reason to follow @Wendys, they're giving away \$400 Southwest gift cards EXCLUSIVELY to their followers.



RECENT DIGITAL WINS

YEAR IN REVIEW

Golden Tweet award



Home
The year in stories
Who joined?
Hot topics
Tweets per second
Golden Tweet award

Most retweeted of 2011: a promoted Tweet by DTFA raised \$50,000 for foster children.

WRAP-UP THOUGHTS



Wendy's Iconic Brand with Significant Latent Brand Equities

- ▶ Clear brand vision... **A CUT ABOVE**
- ▶ Clear **RECIPE TO WIN**
- ▶ Growth platforms to deliver results
- ▶ Committed to delivering what we promise
- ▶ Move from significant adjustments and restructuring charges to a clear business and financial model for growth
- ▶ Franchise community committed and engaged