



Received: 3/27/2026 @ 1:26pm

March 19, 2026

BY EMAIL

Breeyn Tarr
Office of Workforce Development
P.O. Box 182105
Columbus, OH 43218-2105
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Ann Becker
Chair of West Chester Township
9113 Cincinnati-Dayton Road
West Chester, OH 45069
(513)777-5900
ABecker@westchesterOH.org

Re: Panera, LLC - Announcement of Planned Closing (Ohio)

Dear Breeyn Tarr and Chair Becker:

Panera is currently rolling out a new bakery-operating model to our cafes that ensures our delicious breads and sweet goods are available whenever our guests want them. In this model, we partner with artisan bakers who use our recipes and high-quality ingredients to make our baked goods, which we finish in the cafe.

With this change, we are writing to inform you that the Panera, LLC ("Panera") Fresh Dough Facility located at 4434 Muhlhauser Road, West Chester, Ohio will cease operations and close on May 22, 2026. All seventy (70) employees of the facility will be impacted with the loss of their employment. The job titles and number of affected employees are listed on Attachment 1. This closure is expected to be permanent. Because operations are being permanently terminated, there are no job bumping rights. None of the affected employees are represented by a union or subject to a collective bargaining agreement.

All affected employees have been notified in writing of the permanent facility closure and of the termination of their employment effective between May 20, 2026, and May 22, 2026. Panera is offering all affected employees many forms of support throughout this transition, including a severance package, assistance locating other jobs within Panera and outplacement services, including a job fair on April 20, 2026.

If you have any questions or require additional information concerning this matter, please contact Jack Dempsey, Senior HR Manager, at Jack.Dempsey@panerabread.com or (314) 222-1494. Please direct all media inquiries to press@panerabread.com

Sincerely,

Alycia Gonzalez
SVP, Chief People Officer

Enclosure: Warn Notice to Impacted Employees.



ATTACHMENT 1

Job Profile	# of Associates
145 – Coordinator, Plant Administrator	1
17 – Certified Baking Training Specialist	6
1967 – Manager, FDF Transportation and Logistics	1
21 – Baker Trainee	2
2106 – Supervisor, FDF Production	1
2165 – Divider Operator	1
2168 – Industrial Maintenance Mechanic	2
2169 – Production Lead	2
2176 – Supervisor, FDF Sanitation	1
2837 – Component Driver-Tractor Trailer	21
34 – Sr. Manager, FDF Facility	1
632 – Manager, Large FDF Production	1
797 – Mixer	6
800 – Packer	4
802 – Panner	4
878 – Specialist, FDF Assistant	1
880 – Checker/Loader	5
9 – Sanitor	10
Grand Total	70