



# Panera Bread Press Kit

Fourth Quarter 2009

|  |       |
|--|-------|
| Contents                                   |       |
| Panera Bread FAQs                          | 1     |
| Panera Bread History                       | 2     |
| Panera Bread Management Biographies        | 3 - 7 |
| Panera Bread Financial Fact Sheet          | 8 -9  |
| Bread Leadership                           | 10    |
| Panera Bread in the Community              | 11    |
| A Commitment to Baking Great Bread         | 12    |
| Characteristics of Great Handcrafted Bread | 12    |
| Tools of the Artisan Baking Trade          | 13    |
| Bread Connoisseurship                      | 13    |
| Panera Bread Bakery-Cafe Menu              | 14    |
| Varieties of Artisan Bread                 | 15    |
| Locations                                  | 16    |

# Panera Bread FAQs

When was Panera Bread® established?

1981

Who is the Chairman and Chief Executive Officer?

Ronald M. Shaich

Where is Panera Bread headquartered?

6710 Clayton Road

Richmond Heights, MO 63117

Tel: (314) 633-7100

Fax: (314) 633-7200

What is the NASDAQ ticker symbol for Panera Bread?

PNRA

Where are Panera Bread bakery-cafes located?

Panera Bread owns and franchises 1,380 bakery-cafes as of December 29, 2009, under the Panera Bread, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 40 states and in Canada. Among these locations, 585 are Company-owned and 795 are Franchise-operated.

What is the company mission?

“A loaf of bread in every arm®”

What is bread leadership?

With the single goal of making great bread broadly available to consumers across America, Panera Bread freshly bakes more bread each day than any bakery-cafe concept in the country. Every day, at every location, trained bakers craft and bake each loaf from scratch, using the best ingredients to ensure the highest quality breads.

Panera Bread bakery-cafes showcase the art and craft of bread making, helping customers truly appreciate and enjoy a great loaf of bread by studying its crust, crumb and craft. Panera Bread understands that great bread makes great meals, from made-to-order sandwiches to tossed-to-order salads and soup served in bread bowls.

Panera Bread is widely recognized for driving the nationwide trend for specialty breads. As reported by *The Wall Street Journal*, Panera Bread scored the highest level of customer loyalty among quick-casual restaurants, according to research conducted by TNS Intersearch. For the eighth consecutive year, customers rated Panera Bread tops among chain restaurants in the 2009 Sandelman & Associates Quick-Track® “Awards of Excellence.” Additionally, Zagat named Panera Bread Most Popular and No. 1 for Best Facilities, Best Healthy Options and Best Salads (for chain restaurants with less than 5,000 outlets) in 2009. Panera Bread has also won numerous Awards and Recognition in nearly every market across the states.

# Panera Bread History

The Panera Bread legacy began in 1981 as Au Bon Pain Co., Inc. Founded by Louis Kane and Ron Shaich, the company prospered in cities along the east coast of the U.S. and internationally. Throughout the 1980s and 1990s, Au Bon Pain became the dominant operator within the bakery-cafe category.

In 1993, Au Bon Pain Co., Inc. purchased Saint Louis Bread Company, a chain of 20 bakery-cafes located in the St. Louis area. The company then managed a comprehensive re-staging of Saint Louis Bread Co. Between 1993 and 1997 average unit volumes increased by 75%. Ultimately the concept's name was changed to Panera Bread.

By 1997, it was clear that Panera Bread had the potential to become one of the leading brands in the nation. In order for Panera Bread to reach its potential, it would require all of the company's financial and management resources.

In May 1999, all of Au Bon Pain Co., Inc.'s business units were sold, with the exception of Panera Bread, and the company was renamed Panera Bread. Since those transactions were completed, over \$1 billion in shareholder value has been created. Panera Bread has been recognized as one of *Business Week's* "100 Hot Growth Companies." As reported by *The Wall St. Journal's* Shareholder Scorecard in 2006, Panera Bread was recognized as the top performer in the restaurant category for one-, five- and ten-year returns to shareholders.

In 2007, Panera Bread purchased a majority stake in Paradise Bakery & Café®, a Phoenix-based concept with over 70 locations in 10 states (predominantly in the west and southwest). The Company purchased the balance of Paradise in June 2009.

As of December 29, 2009, Panera Bread owns and franchises 1,380 bakery-cafes under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 40 states and in Canada, delivering fresh, authentic artisan bread served in a warm environment by engaging associates.

# Panera Bread Management Biographies

## **Ronald M. Shaich**

### ***Chairman and Chief Executive Officer***

Ron Shaich is the co-founder, Chairman, and Chief Executive Officer of Panera Bread Company. Shaich began his career in the bakery-cafe industry in 1981, when he opened a small cookie store in downtown Boston. Shortly thereafter, he combined his cookie store operations with a local bakery to co-found Au Bon Pain Co., Inc. The company has been publicly traded since June 1991.

In 1993, Shaich led Au Bon Pain's purchase of a 19-location bakery-cafe concept called Saint Louis Bread Company, and launched the comprehensive re-staging of Saint Louis Bread. Under Shaich's leadership, average unit volumes at Saint Louis Bread increased by 75 percent between 1993 and 1997, the year the Saint Louis Bread began its national expansion using the name Panera Bread Company.

In 1998, Shaich reached the difficult decision to sell all of Au Bon Pain's business units, including the flagship Au Bon Pain brand, and bet the future of the company on the growth of Panera Bread. This plan was approved in May 1999, and the company was renamed Panera Bread (NASDAQ: PNRA). Panera Bread finished the fourth quarter of 2009 with 1,380 bakery-cafes, delivering fresh, authentic artisan bread and cafe foods in a warm and engaging environment.

In his over 25 years as CEO, Shaich has received widespread recognition for his leadership. In 2005, Shaich received the International Foodservice Manufacturers Association's Gold Plate Award as the outstanding leader in the food service industry that year.

Shaich received a Bachelor of Arts degree from Clark University in 1976, and a Master's Degree in Business Administration from Harvard Business School in 1978.

Shaich serves as a member of the Lown Cardiovascular Research Foundation. He has also served as Chairman of the Board of Trustees of Clark University, and is a former Treasurer of the Massachusetts Democratic Party.

## **John Maguire**

### ***Executive Vice President & Co-Chief Operating Officer***

John Maguire joined Panera Bread in 1994. He has held various positions, including Director of Commissary Operations, Vice President of Commissary Operations, Vice President of Bakery Supply Chain, and Senior Vice President, Chief Company and Joint Venture Operations Officer. In March 2008, Maguire was named Executive Vice President & Co-Chief Operating Officer.

Prior to joining Panera, Maguire held various manufacturing positions with Au Bon Pain Co., Inc. and was with Bread and Circus/Whole Foods Supermarkets and Continental Baking Company.

Maguire attended Kansas State University.

# Panera Bread Management Biographies

Continued from Page 3

## **William W. Moreton**

### ***Executive Vice President & Co-Chief Operating Officer***

William "Bill" Moreton joined Panera Bread in October 2008 as Executive Vice President & Co-Chief Operating Officer.

Prior to joining Panera, Moreton served as President and Chief Financial Officer of Potbelly Sandwich Works. He also previously served as Chief Executive Officer of Wendy's International, Inc. subsidiary Baja Fresh. Prior to his responsibilities with Baja Fresh, Moreton was Executive Vice President, Subsidiary Brand Management for Wendy's, where he assisted with strategy and growth of developing brands. Moreton also served as Executive Vice President and Chief Financial Officer of Quality Dining, Inc.

From 1998 to 2003, Moreton served as Panera Bread's Executive Vice President, Chief Financial and Administrative Officer.

Prior to entering the restaurant industry, Moreton spent a decade in banking, accounting and financial consulting with Credit Agricole and Arthur Andersen & Co.

Moreton earned a Bachelor of Science degree in Accountancy from DePaul University and is a Certified Public Accountant.

## **Cedric Vanzura**

### ***Executive Vice President & Co-Chief Operating Officer***

Cedric "Rick" Vanzura joined Panera Bread in April 2008 as Executive Vice President & Chief Administrative Officer. In October 2008, Vanzura was named Executive Vice President, Co-Chief Operating Officer.

Prior to joining Panera, Vanzura held a variety of roles at Borders Group, Inc., including President of Emerging Business, Strategy and Technology, President, Borders International and President, Specialty Retail and Information Technology. Vanzura has also been involved with Information Technology at the strategic level, having previously served as President, Borders Online during the company's initial e-commerce launch and as Chief Strategy Officer, Information Systems and Technology for General Motors. Vanzura has also worked as a consultant for Deloitte & Touche Management Consultant.

Vanzura earned a Masters of Business Administration from Harvard Business School and a Bachelor of Science degree in Economics and Finance from Santa Clara University.

## **Scott Blair**

### ***Senior Vice President & Chief Legal Officer and General Counsel***

Scott Blair joined Panera Bread in January 2003 as Special Counsel for Employee Relations. In January 2008, Blair was promoted to Senior Vice President, Chief Legal Officer and General Counsel.

Prior to becoming in-house counsel, Blair worked as the outside employment and labor law firm for Panera Bread and Au Bon Pain from 1994 to 2003. Blair previously served as a partner in the Boston law firm Stoneman, Chandler & Miller, where he represented a range of clients before the National Labor

# Panera Bread Management Biographies

Continued from Page 4

Relations Board, Massachusetts Commission Against Discrimination, Equal Employment Opportunity Commission, Department of Labor and numerous other state and federal agencies.

Blair holds a Juris Doctorate from Boston College Law School and a Bachelor of Arts degree in Political Science and Philosophy from Williams College.

## **Mark Borland**

### ***Senior Vice President & Chief Supply Chain Officer***

Mark Borland joined Au Bon Pain Co., Inc. in 1986 and has held various management titles within Au Bon Pain Co., Inc. and Panera Bread, including Executive Vice President, Vice President of Retail Operations, Chief Operating Officer and President of Manufacturing Services. In his current role as Senior Vice President and Chief Supply Chain Officer, his responsibilities include management of all supply chain activities, including the fresh dough facilities, purchasing, and the retail baker group.

Borland has also served as Senior Vice President of Operations at RetailDNA.

He holds a Bachelor of Science degree in Management from Pepperdine University, and completed studies at the American Institute of Baking.

## **Scott Davis**

### ***Senior Vice President & Chief Concept Officer***

Scott Davis joined Au Bon Pain Co., Inc. as a Store Manager in 1987 and was promoted to District Manager the following year. In 1993, he became New Concept Manager and led the development of the Au Bon Pain Co., Inc. Choices concept.

Davis was enlisted to create a Research and Development team for Saint Louis Bread Co. in 1995. He was named Director of that department in the same year and has since led the Panera Concept Team.

Davis holds an Associate's degree of Applied Sciences in Computer Science from State University of New York, Mohawk Valley.

## **Rebecca Fine**

### ***Senior Vice President & Chief People Officer***

Rebecca Fine joined Panera Bread in August 2004 as Senior Vice President and Chief People Officer. Prior to joining Panera Bread, Fine served as Chief People Officer for Seed Restaurant Group, operator of Fazoli's Italian Restaurants. Previously, Fine has also held various positions for both Shoney's Inc. and Hardee's Food Systems, Inc.

She is a member of the Society for Human Resource Management (SHRM), the Women's Foodservice Forum and the American Society for Training & Development (ASTD).

Fine attended the University of Missouri.

# Panera Bread Management Biographies

Continued from Page 5

## **Jeffrey Kip**

### ***Senior Vice President & Chief Financial Officer***

Jeff Kip joined Panera Bread in April 2003 as Vice President of Corporate Development and later assumed the role of Vice President of Finance and Planning. In May 2006 he was promoted to Chief Financial Officer.

Prior to joining Panera, Kip was part of the media and entertainment investment banking team at UBS Warburg. Prior to UBS Warburg, Kip was an investment banker for Goldman, Sachs & Co. in New York, where he specialized in mergers and acquisitions and corporate finance for consumer, retail and industrial clients in both the public and private sectors.

Kip holds a Masters of Business Administration from Duke University and a Bachelor of Arts degree in History from Williams College.

## **Thomas Kish**

### ***Senior Vice President & Chief Information Officer***

Tom Kish joined Panera Bread in April 2001 as Vice President and Chief Information Officer. In December 2004 Kish was promoted to Senior Vice President and Chief Information Officer. In his current role, Kish oversees Panera Bread Information Services, which includes Field Services, Technical Operations and Enterprise Systems.

Prior to joining Panera Bread, Kish was Vice President, Information and Support Services for Papa John's International. Kish began his career with Arthur Andersen & Co. in their consulting practice.

Kish holds a Bachelor of Science degree in Mechanical Engineering from the University of Texas at Austin.

## **Michael Kupstas**

### ***Senior Vice President & Chief Franchise Officer***

Mike Kupstas joined Panera Bread as Vice President of Operations (Company, Franchise and Retail Bakery) in January 1996. In June of 1999, he was promoted to Vice President, Franchising and Brand Communication. Kupstas continued in that role until his January 2002 promotion to Senior Vice President, Chief Franchise Officer.

Prior to joining Panera Bread, Kupstas was a Senior Vice President/Division Vice President for Long John Silver's, Inc. He held several marketing positions with Long John Silver's before leading its largest division. Kupstas also held several marketing positions at the Red Lobster division of General Mills Restaurant Group, now Darden Restaurants.

Kupstas holds a Bachelor of Science degree in Business Administration-Marketing from North Adams State College in Massachusetts.

# Panera Bread Management Biographies

Continued from Page 6

## **Michael Nolan**

### ***Senior Vice President & Chief Development Officer***

Michael Nolan joined Panera Bread in August 2001 as Senior Vice President, Chief Development Officer. His prior experience includes serving as Executive Vice President and Director of John Harvard's Brew House LLC, and Senior Vice President of Development for American Hospitality Concepts, Inc. Nolan also held the position of Vice President of Real Estate and Development at Apple South Inc. and Morrison Restaurants Inc.

Nolan holds a Masters of Business Administration and Finance from the University of South Alabama and a Bachelor of Science degree from the University of Wisconsin, Madison.

## **Michael Simon**

### ***Senior Vice President & Chief Marketing Officer***

Michael Simon joined Panera Bread in October 2009 as Senior Vice President & Chief Marketing Officer.

Prior to joining Panera, Simon held various roles at Campbell Soup Company, including Senior Vice President/General Manager of the Snacks Division at Pepperidge Farm, as well as senior marketing positions in Pepperidge Farm's Bakery Division and at Godiva Chocolate. Simon also held several marketing positions at Ralston Purina.

Simon earned a Masters of Business Administration from the University of Chicago and a Bachelor of Arts degree in Religion from Dartmouth College.

## **William H. Simpson**

### ***Senior Vice President & Chief Company and Joint Venture Operations Officer***

William "Hank" Simpson joined Panera Bread in 2002 as Director, Retail Operations and Joint Venture Partner. In February 2005, he was promoted to Vice President, Retail Operations. In April 2006, Simpson was promoted to Senior Vice President, Chief Company and Joint Venture Operations Officer. Previously, Simpson was Vice President, Franchise Operations and Regional Vice President of Company Operations for Bennigan's Restaurants. He also served as Director, Human Resources for On the Border restaurants.

Simpson attended the University of Central Florida.

# Panera Bread Financial Fact Sheet

Panera Bread is the leading concept in the emerging specialty food category, providing quick, casual dining rooted in bread expertise.

## Strong Unit-Level Economic Performance

- A system-wide average annualized unit volume of \$2.1 million for the 52 weeks ending December 29, 2009.
- Panera Bread delivered 41% cash-on-cash store level Return on Investment (ROI) for the 52 weeks ending December 29, 2009.

## Significant Unit Growth

- As reported in the Q4 earnings release there are 1,380 bakery-cafes, including 585 Company-owned bakery-cafes and 795 Franchise-operated bakery-cafes.
- 2010 target of approximately 80 to 90 system-wide bakery-cafe openings

## Strong Corporate Performance

- CAGR of unit growth 17% over last 5 years
- 2003 EPS growth of 42% to \$0.94 per share
- 2004 EPS growth of 22% to \$1.15 per share
- 2005 EPS growth of 32% to \$1.52 per share
- 2006 EPS growth of 24% to \$1.88 per share
- 2007 EPS decline of 5% to \$1.79 per share
- 2008 EPS growth of 24% to \$2.22 per share
- 2009 EPS growth of 25% to \$2.78 per share

## Financial Data

| Revenues                   | Net Income           | Earnings Per Share (EPS) (1) | Market Cap                       |
|----------------------------|----------------------|------------------------------|----------------------------------|
| FY 2003: \$363.7 million   | 2003: \$30.4 million | 2003: \$0.94                 | Dec. 27, 2003: \$1,185.0 million |
| FY 2004: \$479.1 million   | 2004: \$38.6 million | 2004: \$1.15                 | Dec. 25, 2004: \$1,153.0 million |
| FY 2005: \$640.3 million   | 2005: \$52.2 million | 2005: \$1.52                 | Dec. 27, 2005: \$2,003.1 million |
| FY 2006: \$829.0 million   | 2006: \$58.8 million | 2006: \$1.88                 | Dec. 26, 2006: \$1,678.0 million |
| FY 2007: \$1,066.7 million | 2007: \$57.5 million | 2007: \$1.79                 | Dec. 25, 2007: \$1,094.7 million |
| FY 2008: \$1,298.9 million | 2008: \$67.4 million | 2008: \$2.22                 | Dec. 30, 2008: \$1,535.5 million |
| FY 2009: \$1,353.5 million | 2009: \$86.1 million | 2009: \$2.78                 | Dec. 29, 2009: \$2,144.4 million |

| System-wide Number of Bakery-Cafes | Company Same Store Sales               | Franchise Same Store Sales             |
|------------------------------------|--|--|
| 2003: 602                          | 2003: 1.7% increase                    | 2003: 0.4% decline                     |
| 2004: 741                          | 2004: 2.9% increase                    | 2004: 2.6% increase                    |
| 2005: 877                          | 2005: 7.4% increase                    | 2005: 8.0% increase                    |
| 2006: 1,027                        | 2006: 3.9% increase                    | 2006: 4.1% increase                    |
| 2007: 1,230                        | 2007: 1.9% increase                    | 2007: 1.5% increase                    |
| FY 2008: 1,325                     | FY 2008 <sup>(2)</sup> : 3.6% increase | FY 2008 <sup>(2)</sup> : 3.4% increase |
| Q1 2009: 1,335                     | Q1 2009: 0.3% increase                 | Q1 2009: 1.0% increase                 |
| Q2 2009: 1,345                     | Q2 2009: (0.7)% decrease               | Q2 2009: (0.2)% decrease               |
| Q3 2009: 1,362                     | Q3 2009: 3.3% increase                 | Q3 2009: 2.5% increase                 |
| Q4 2009: 1,380                     | Q4 2009 <sup>(3)</sup> : 5.9% increase | Q4 2009 <sup>(3)</sup> : 5.1% increase |
| FY 2009: 1,380                     | FY 2009 <sup>(3)</sup> : 2.3% increase | FY 2009 <sup>(3)</sup> : 2.2% increase |

(1) EPS amounts for 2003 through 2005 are shown inclusive of footnote option expense of \$0.06 per share in 2003, \$0.10 per share in 2004, and \$0.13 per share in 2005.

(2) 2008 Company and Franchise same store sales are based on a comparable 53 week year-over-year fiscal basis.

(3) 2009 Company and Franchise same store sales are based on a comparable 52 week year-over-year fiscal basis.

*Matters discussed in this news release, including any discussion or impact, express or implied, on the Company's anticipated growth, operating results, and future earnings per share, contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These statements are often identified by the words "believe", "positioned", "estimate", "project", "target", "continue", "intend", "expect", "future", "anticipate", and similar expressions. All forward-looking statements included in this release are made only as of the date of this release, and we do not undertake any obligation to publicly update or correct any forward-looking statements to reflect events or circumstances that occur or which we hereafter become aware, after that date. Forward-looking information expresses management's present belief, expectations, or intentions regarding the Company's future performance. The Company's actual results could differ materially from those set forth in the forward-looking statements due to known and unknown risks and uncertainties and could be negatively impacted by a number of factors. These factors include, but are not limited to, the following: inability to execute our growth strategy, including, among other things, variations in the number, timing, and successful nature of Company-owned and franchise-operated bakery-cafe openings and continued successful operation of bakery-cafes; failure to comply with government regulations; changes in consumer spending habits as a result of an extended economic downturn; loss of a member of senior management; inability to recruit qualified personnel; failure or inability to protect our brand, trademarks, or other proprietary rights; competition; rising insurance costs; disruption in our supply chain or increases in ingredient, product, or other supply costs; disruptions or supply issues in our fresh dough facilities; health concerns about the consumption of certain products; complaints and litigation; risks associated with acquisitions; other factors, some of which may be beyond our control, effecting our operating results; and other factors that may effect restaurant owners or retailers in general. These and other risks are discussed from time to time in the Company's SEC reports, including its Form 10-K for the year ended December 30, 2008 and its quarterly reports on Form 10-Q.*

# Bread Leadership

With the single goal of making great bread broadly available to consumers across America, Panera Bread® freshly bakes more bread each day than any bakery-cafe concept in the country. Every day, at every location, trained bakers craft and bake each loaf from scratch, using the best ingredients to ensure the highest quality breads.

Panera Bread bakery-cafes showcase the art and craft of bread making, helping customers truly appreciate and enjoy a great loaf of bread by studying its crust, crumb and craft. Panera Bread understands that great bread makes great meals, from made-to-order sandwiches to tossed-to-order salads and soup served in bread bowls.

Panera Bread is widely recognized for driving the nationwide trend for specialty breads. As reported by *The Wall Street Journal*, Panera Bread scored the highest level of customer loyalty among quick-casual restaurants, according to research conducted by TNS Intersearch. For the eighth consecutive year, customers rated Panera Bread's breads tops among chain restaurants in the 2009 Sandelman & Associates Quick-Track® "Awards of Excellence." Panera Bread was named Most Popular (for chain restaurants with less than 5,000 outlets) by Zagat, the trusted restaurant review service, in its annual consumer-generated 2009 National Restaurants Chains Survey for eating on-the-go. The concept was also awarded a #1 ranking for Best Healthy Option, Best Salad and Best Facilities in the under 5,000 locations category. Panera Bread has also won numerous Awards and Recognition in nearly every market across the states.

# In the Community

At Panera Bread®, we believe in giving back to local communities. We show our appreciation for customers not only within our bakery-cafes but also throughout the communities we serve by sponsoring special events open to the neighborhood, participating in charitable events and offering various Operation Dough-Nation® programs.

## **Operation Dough-Nation Programs**

Since our founding, Panera Bread and its franchisees have been active in our communities. Operation Dough-Nation was founded in 1992 to formalize our commitment to community involvement. Since then, it has grown to include four major activities: Community Breadbox™ cash collection boxes, the Day-End Dough-Nation™ program, Panera/SCRIP Card fundraising and participation in community events.

## **Community Breadbox**

The Community Breadbox program ensures that donations made at Panera Bread feed back in to the community. A portion of cash donations made by customers in bakery-cafes are matched by Panera and its franchisees and distributed to local non-profit organizations. Contributions generated through the program have provided basic necessities for those in need, and have created special places and opportunities. If you would like to contribute to our efforts to assist local non-profit organizations in the communities we serve, please look for the Community Breadbox collection containers at participating Panera Bread or Saint Louis Bread Co.® locations.

## **Day-End Dough-Nation**

Through the Day-End Dough-Nation program, unsold bakery products are packaged at the end of each day and donated to local food banks and charities. In 2008, Panera Bread bakery-cafes collectively donated a retail value of more than 50 million dollars worth of bread and baked goods to charitable organizations that feed those in need in local communities. Many of these organizations are served by Feeding America, formerly America's Second Harvest, the nation's largest domestic hunger-relief organization.

## **SCRIP Fundraising**

We are proud to participate in the Scrip fundraising program, helping non-profit organizations raise money. This popular fundraising program invites non-profit organizations to pre-purchase \$10 Panera Card® gift cards at a 9% discounted rate and then re-sell the Panera Cards at full price.

## **Community Events**

We also value corporate citizenship and regularly make in-kind donations to local community events such as silent auctions, runs and walks, trivia nights and raffles.

# A Commitment to Baking Great Bread

At Panera, we believe that baking the best bread in America requires:

## **A commitment to specialization**

Focusing simply on creating the highest quality breads as a platform for our bakery-cafe menu.

## **A commitment to tradition**

Training our bakers in the time-honored techniques of artisan masters.

## **A commitment to quality**

Using only the freshest ingredients and never adding chemicals or preservatives.

## **A commitment to leadership**

Consistently finding ways to enjoy handcrafted bread by combining traditional techniques with innovative thinking.

# Characteristics of Great Handcrafted Bread

## **Craft**

The craftsman, an experienced artisan baker, understands how the basic ingredients of flour, salt and yeast can be measured, mixed and carefully timed to create a variety of results and textures. Extras, like Asiago Cheese and Kalamata olives, may be introduced to the 2,000 year-old tradition – provided they are completely natural. Chemicals never enter the equation. The dough is hand-shaped and stone-baked by the artisan baker. The result is a chewy, irregular crumb with a crisp crust.

## **Crumb**

Crumb is a term that artisan bakers use to define the inside of the bread. Essentially, it describes the texture of the bread. Just one slice of bread tells an entire story to an artisan baker about what types of flour and yeast were used and how much water was added.

## **Crust**

Crust refers to the thickness and color of the bread's exterior. Artisan bread crust is crisp, richly colored and deeply hued. It gives a distinctive crackle when broken open for serving.

# Tools of the Artisan Baking Trade

## **The Ingredients**

Artisan breads are made from four simple ingredients – water, natural yeast, flour and salt. No preservatives or chemicals are used.

## **The Baker**

The carefully trained hands of the Panera Bread baker share every step of the process, from mixing the ingredients, to kneading the dough, to carefully placing the loaf on the stone hearth.

## **The Stone Deck Oven**

Styled after the traditional European bakery ovens, the stone deck oven is the primary workplace of the Panera Bread baker. Rather than using a pan, the dough actually bakes on a hot stone slab. Our handcrafted breads are baked at temperatures between 400 and 470 degrees Fahrenheit.

# Bread Connoisseurship

Like fine wines, handcrafted breads have unique characteristics that can be judged using the senses...

## **Sight**

Look for a rich, golden brown crust. The interior crumb should be porous, like a sponge.

## **Smell**

The aroma should be sweet, multi-layered and plentiful – almost wine-like.

## **Taste**

Careful aging of the dough should produce a slight tang. The simple ingredients provide an enjoyable balance. All-natural extras, like Asiago cheese and sunflower seeds, provide a bit of depth in special varieties.

## **Touch**

Outside, the crust should be crisp from baking on a stone deck, and should crackle as the bread is broken. Inside, the crumb should be moist and elastic.

# Panera Bread Bakery-Cafe Menu

Panera Bread® understands that great, freshly baked bread makes great meals — including made-to-order sandwiches, tossed-to-order salads and soup served in bread bowls. Our menu items, which start with our all-natural, preservative-free breads, feature only the freshest, highest quality ingredients.

## Signature Sandwiches

Each made to order, on freshly baked bread.

Napa Almond Chicken Salad • Chicken Caesar • Asiago Roast Beef • Italian Combo • Chipotle Chicken • Bacon Turkey Bravo® • Salmon Club Croissant

## Cafe Sandwiches

Made to order, on your choice of freshly baked bread with your favorite toppings.

Smoked Turkey Breast • Tuna Salad • Smoked Ham and Swiss • Sierra Turkey • Mediterranean Veggie

## Hand-Tossed Signature Salads

Each of our tossed-to-order salads is served with a hearty side of freshly baked bread. Grilled chicken breast can be added to any salad.

Asian Sesame Chicken • BBQ Chopped Chicken • Chopped Chicken Cobb • Fuji Apple Chicken • Grilled Chicken Caesar • Mediterranean Salmon • Salmon Caesar

## Hand-Tossed Cafe Salads

Each of our tossed-to-order salads is served with a hearty side of freshly baked bread. Grilled chicken breast can be added to any salad.

Caesar • Greek • Classic • Fresh Fruit Cup

## Bakery

Panera Bread freshly bakes a wide selection of treats every day, in every bakery-cafe, including these...

Loaves of Bread • Bagels • Cookies • Croissants • Scones • Cinnamon Rolls • Coffee Cakes • Muffins • Specialty Pastries • Baked Egg Souffles • Breakfast Sandwiches

## Hot Panini Sandwiches

These “hot off the grill” Italian-inspired sandwiches feature fresh meats, cheeses and other rustic ingredients between slices of our hearty bread.

Turkey Artichoke • Frontega Chicken® • Smokehouse Turkey® • Tomato & Mozzarella • Chicken Bacon Dijon

## Soups & More

Choose from our daily, specialty or seasonal soup selections, available served in a Sourdough bread bowl, or with freshly baked bread on the side.

Broccoli Cheddar • Low Fat Chicken Noodle • French Onion • Cream of Chicken & Wild Rice • Baked Potato • Low Fat Vegetarian Garden Vegetable • Low Fat Vegetarian Black Bean • Vegetarian Creamy Tomato • New England Clam Chowder • Vegetarian Summer Corn Chowder • Signature Mac & Cheese

## Hot and Cold Beverages

Panera Bread provides a wide variety of hot and cold coffee beverages, including coffee, smoothies, juices, tea, lemonade and soda. Our specialty beverages include...

Espresso • Cappuccino • Caffe Latte • House Latte • Caffe Mocha • Caramel Latte • Chai Tea Latte • Pumpkin Spice Latte • Iced Green Tea • Home Style Lemonade • Low-Fat Strawberry Smoothie • Low-Fat Mango Smoothie • Low-Fat Black Cherry Smoothie

To view the complete menu, visit

[www.panerabread.com/menu](http://www.panerabread.com/menu)

# Varieties of Artisan Bread

All artisan breads begin with four simple ingredients: water, flour, yeast and salt. The art and imagination of the craftsman determine the variety of breads baked.

## **Country**

A grape starter gives this bread a crisp crust and nutty flavor.

## **Stone-Milled Rye**

Artisan starter rounds out the flavor in the dense, pale brown crumb of this light and aromatic rye.

## **Three Seed**

Poppy, sesame and fennel seeds make this hearth-baked bread a hearty accompaniment to soups, salads or stews.

## **Sesame Semolina**

Delicate and moist with an aroma reminiscent of pasta and a crisp crust topped with sesame seeds.

## **Three Cheese**

The savory aroma of Parmesan, Romano and Asiago cheese complement a crisp, blistered crust.

## **French**

Crisp, slightly blistered crust, nutty flavor and wine-like aroma.

## **Whole Grain**

Moist and hearty, made from stone ground whole-wheat flour and sweetened with honey.

## **Ciabatta**

Artisan starter and a touch of olive oil give this flat, oval-shaped loaf a delicate flavor and soft texture.

## **Focaccia**

Traditional Italian flatbread made from our artisan starter, olive oil, and chunks of zesty Asiago cheese.

