



Panera Bread Press Kit

Third Quarter 2011

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Panera Bread FAQs

When was Panera Bread® established?

1981

Who is the Executive Chairman of the Board?

Ronald M. Shaich

Who is the Chief Executive Officer and President?

William W. Moreton

Where is Panera Bread headquartered?

3630 South Geyer Road

Suite 100

St. Louis, MO 63127

Tel: (314) 984-1000

Fax: (314) 909-3350

What is the NASDAQ ticker symbol for Panera Bread?

PNRA

Where are Panera Bread bakery-cafes located?

Panera Bread® owns and franchises 1,504 bakery-cafes as of September 27, 2011, under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 40 states and in Ontario, Canada. Among these locations, 716 are Company-owned and 788 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, 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 2010 Fast-Food Survey. The concept was also awarded a #1 ranking for Best Salad and Best Facilities. Panera Bread was also named to BusinessWeek’s 2010 list of top 25 “Customer Service Champs,” to FORTUNE magazine’s 2010 list of 100 Fastest-Growing Companies, and has also won [Awards and Recognition](#) in nearly every market it resides. Most recently, Panera Bread was named Casual Dining Brand of the Year in the 2011 Harris Poll EquiTrend.®

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.

In May 2010, Ron Shaich transitioned to the role of Executive Chairman of the Board and Bill Moreton, who had previously served as the company's Executive Vice President and Co-Chief Operating Officer, was named Chief Executive Officer and President and to the Board of Directors.

As of September 27, 2011, Panera Bread owns and franchises 1,504 bakery-cafes under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 40 states and in Ontario, Canada, delivering fresh, authentic artisan bread served in a warm environment by engaging associates.

Panera Bread Management Biographies

Ronald M. Shaich

Founder and Executive Chairman of the Board

Ron Shaich is the Founder and Executive Chairman of the Board of Panera Bread Company, where he previously served for over 25 years as the company's Chief Executive Officer. 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. In 1993, Shaich led Au Bon Pain's purchase of a 19-location bakery-cafe concept called Saint Louis Bread Company, which would become Panera Bread. Today, the Company operates or franchises 1,504 locations in 40 states and Ontario, Canada. System-wide sales in 2010 exceeded \$3 billion.

Under Shaich's leadership, Panera has been the singularly best performing restaurant stock when measured over the last decade and the second best performing consumer stock on the S&P consumer index when measured over that same decade. Today, Panera is the 6th largest publicly traded U.S. restaurant company.

In his many years as CEO, Shaich received widespread recognition for his leadership. He was awarded the International Foodservice Manufacturers Association's Gold Plate Award for being the outstanding leader in the food service industry. As well, Shaich frequently represents Panera Bread on CNBC, Bloomberg and Fox News. The Company and Shaich have been featured in *Fortune*, *Forbes*, *Inc.*, *The Economist*, *TIME*, *Wall Street Journal*, *The New York Times* and several books.

Shaich also serves as President of the Panera Bread Foundation and recently spearheaded the Panera Cares initiative, through which the Foundation created nonprofit community cafes aimed at addressing issues related to food insecurity. He also serves as a member of the Board of Directors of the Lown Cardiovascular Research Foundation and on the Board of the Rashi School. Shaich formerly served as Chairman of the Board of Trustees of Clark University and is a former Treasurer of the Massachusetts Democratic Party.

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. He resides in Brookline, MA with his wife, Nancy, and children, Michael and Emma.

William W. Moreton

Chief Executive Officer and President

William "Bill" Moreton was named Chief Executive Officer and President of Panera Bread and to the Board of Directors in May 2010, succeeding the company's founder, Chairman and Chief Executive Officer Ron Shaich. Moreton rejoined the company 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.

Panera Bread Management Biographies

Continued from Page 3

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.

Scott Davis

Executive Vice President & Chief Concept Officer

Scott Davis is responsible for bringing the customer experience alive multi-dimensionally in Panera's bakery-cafes. His work includes the ongoing evolution of the Panera Bread concept for which he draws on longtime experience at Panera as well as his time with Saint Louis Bread Co. where, in 1996, he spearheaded the creation of its new prototype bakery-café.

He joined Au Bon Pain Co. as a Store Manager in 1987. In 1993 he became New Concept Manager and led the development of the company's Choices concept. In 1995 he was tapped to create an R&D team for Saint Louis Bread Co. which later became known as Panera bread as it expanded nationally. Davis was named Director that same year and has since led the Panera Concept Team. In May 2010 he was named Executive Vice President and has recently been honored by Nation's Restaurant News with its 2011 MenuMasters Innovator Award.

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

Jeffrey Kip

Executive 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, and in August 2011 he was promoted to Executive Vice President.

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.

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.

Panera Bread Management Biographies

Continued from Page 4

Maguire attended Kansas State University and is a graduate of the Advanced Management Program from Harvard Business School.

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 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.

Panera Bread Management Biographies

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Liz Dunlap

Senior Vice President & Chief People Officer

Liz Dunlap joined Panera Bread as Senior Vice President & Chief People Officer in June 2011.

Prior to leading Panera's Human Resources, Dunlap was the Chief HR Officer for Christie's in New York City, where she led a global team in support of operations in 30 countries. At Campbell Soup Company, where she spent 11 years, she first was head of HR for their Away From Home division then became the global HR lead for Godiva Chocolatier. She also held HR leadership positions at Sizzler Restaurants and Disney Consumer Products, as well as various HR positions at Taco Bell and Carnation/Nestle.

Dunlap earned a degree in Psychology from the University of California – Los Angeles.

Blaine E. Hurst

Senior Vice President – Technology Business Strategies

Blaine E. Hurst joined Panera Bread in January 2011 as Senior Vice President, Technology Business Strategies.

Prior to joining our company, Hurst was an entrepreneur and consultant, assisting numerous restaurant, retail, and distribution companies in their development and growth, including the development of Panera's strategic information systems plan. Hurst also served as President, Restaurant Technology Solutions, a division of eMac Digital, LLC. Prior to eMac, Hurst was Vice Chairman and President of Papa John's International Inc., after having served as its Executive Vice President, Chief Administrative Officer and Vice President, Information Services. Before joining Boston Chicken as its Vice President – Information Services, Mr. Hurst was a consulting division Partner with Ernst & Young, founding the firm's Center for Information Technology Planning and Development.

Hurst earned a Bachelor of Arts with High Distinction in Computer Science from Indiana University.

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.

Panera Bread Management Biographies

Continued from Page 6

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.

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 \$2.2 million for the 52 weeks ending December 28, 2010.
- Panera Bread delivered 43% cash-on-cash store level Return on Investment (ROI) for the 52 weeks ending December 28, 2010.

Significant Unit Growth

- As reported in the Q3 2011 earnings release there are 1,504 bakery-cafes, including 716 Company-owned bakery-cafes and 788 Franchise-operated bakery-cafes.
- 2011 target of approximately 110 to 115 system-wide bakery-cafe openings.

Strong Corporate Performance

- 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
- 2010 EPS growth of 30% to \$3.62 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
FY 2010: \$1,542.5 million	2010: \$111.9 million	2010: \$3.62	Dec. 28, 2010: \$2,961.9 million
System-wide Number of Bakery-Cafes	Company Same Store Sales	Franchise Same Store Sales	
FY 2003: 602	FY 2003: 1.7% increase	FY 2003: 0.4% decline	
FY 2004: 741	FY 2004: 2.9% increase	FY 2004: 2.6% increase	

FY 2005: 877	FY 2005: 7.4% increase	FY 2005: 8.0% increase
FY 2006: 1,027	FY 2006: 3.9% increase	FY 2006: 4.1% increase
FY 2007: 1,230	FY 2007: 1.9% increase	FY 2007: 1.5% increase
FY 2008: 1,325	FY 2008 ⁽²⁾ : 3.6% increase	FY 2008 ⁽²⁾ : 3.4% increase
FY 2009: 1,380	FY 2009 ⁽³⁾ : 2.3% increase	FY 2009 ⁽³⁾ : 2.2% increase
FY 2010: 1,453	FY 2010: 7.5% increase	FY 2010: 8.2% increase
Q1 2011: 1,467	Q1 2011: 3.3% increase	Q1 2011: 3.4% increase
Q2 2011: 1,493	Q2 2011: 4.4% increase	Q2 2011: 3.6% increase
Q3 2011: 1,504	Q3 2011: 6.0% increase	Q2 2011: 3.1% 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 financial fact sheet and in our public disclosures, whether written or oral, relating to future events or our future performance, including any discussion, express or implied, on our anticipated growth, operating results, plans, objectives, 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 that are not statements of historical fact. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions that are difficult to predict. Our actual results and timing of certain events could differ materially from those anticipated in these forward-looking statements as a result of certain factors, including, but not limited to, those discussed from time to time in our Securities and Exchange Commission reports, including our Form 10-K for the year ended December 29, 2009 and our quarterly reports on Form 10-Q. All forward-looking statements and the internal projections and beliefs upon which we base our expectations included in this release are made only as of the date of this release and may change. While we may elect to update forward-looking statements at some point in the future, we expressly disclaim any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.

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, 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 2010 Fast-Food Survey. The concept was also awarded a #1 ranking for Best Salad and Best Facilities. Panera Bread was also named to BusinessWeek's 2010 list of top 25 "Customer Service Champs," to FORTUNE magazine's 2010 list of 100 Fastest-Growing Companies, and has also won [Awards and Recognition](#) in nearly every market it resides. Most recently, Panera Bread was named Casual Dining Brand of the Year in the 2011 Harris Poll EquiTrend.®

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 2010, Panera Bread bakery-cafes collectively donated a retail value of approximately 100 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.

Bacon Turkey Bravo® • Asiago Roast Beef • Italian Combo • Chicken Caesar • Napa Almond Chicken Salad

Cafe Sandwiches

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

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

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.

NEW! Roasted Turkey Harvest • Steak & Blue Cheese Chopped • Strawberry Poppyseed & Chicken • BBQ Chopped Chicken • Asian Sesame Chicken • Chopped Chicken Cobb • Fuji Apple Chicken • Grilled Chicken Caesar • Thai Chopped Chicken Salad

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.

Greek • Caesar • Classic • Seasonal 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.

NEW! Roasted Turkey Artichoke • Steak & White Cheddar • Cuban Chicken • Frontega Chicken® • Smokehouse Turkey® • Tomato & Mozzarella • Chipotle Chicken

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.

All-Natural Steak Chili with Cornbread • Broccoli Cheddar • Low Fat All-Natural Chicken Noodle • French Onion • Cream of Chicken & Wild Rice • Baked Potato • Low Fat Vegetarian Garden Vegetable with Pesto • Low Fat Vegetarian Black Bean • New England Clam Chowder • Vegetarian Creamy Tomato • Signature Mac & Cheese

Hot and Cold Beverages

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

Our specialty beverages include...

Espresso • Cappuccino • Caffe Latte • Caffe Mocha • Caramel Latte • Chai Tea Latte • Iced Chai Tea Latte • Hot Chocolate • Iced Green Tea • Lemonade • NEW! Low-Fat Cranberry Orange Smoothie • Low-Fat Wild Berry Smoothie • Low-Fat Strawberry Smoothie • Low-Fat Mango Smoothie • Low-Fat Black Cherry Smoothie • Low-Fat Wild Berry Smoothie • Frozen Mango • Frozen Mocha • Frozen Caramel

To view the complete menu, visit 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.

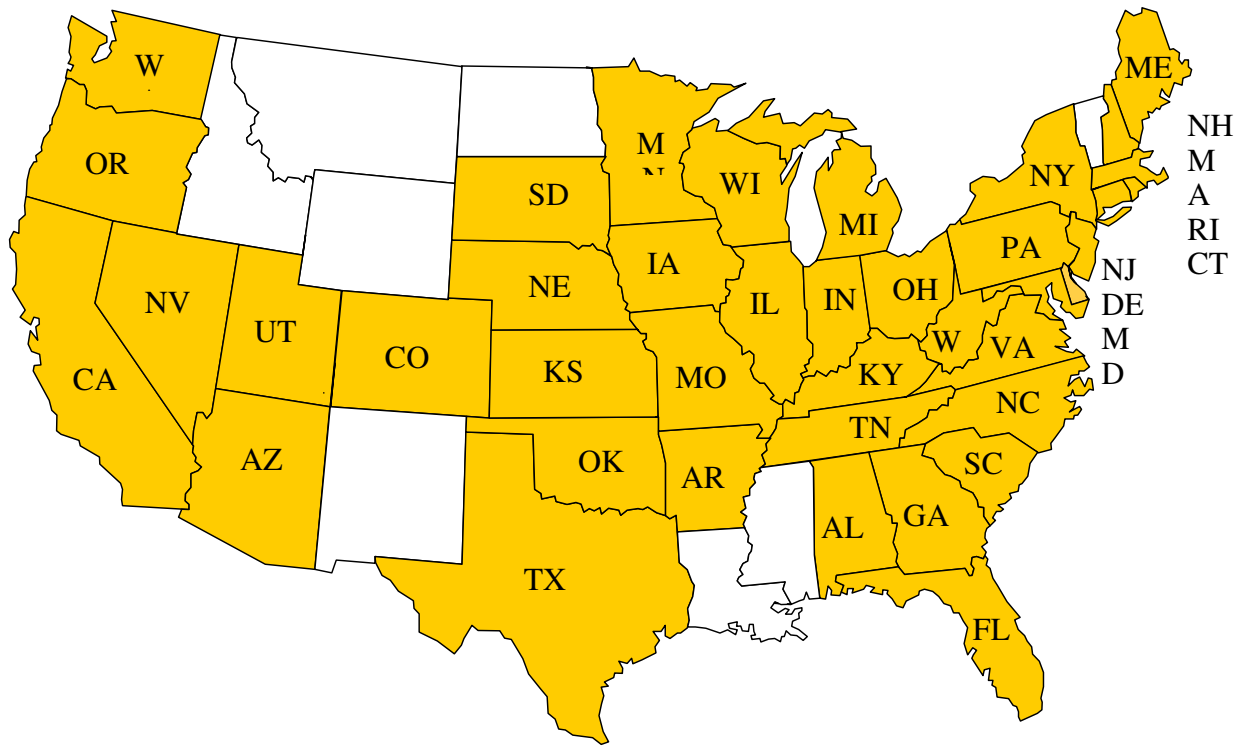
Ciabatta

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.

Panera Bread Locations



As of September 27, 2011, Panera Bread owns and franchises 1,504 bakery-cafes under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 40 states and in Ontario, Canada. For a complete listing of the bakery-cafes closest to you, visit www.panerabread.com/locations.