



Press Kit

Second Quarter 2013

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Panera Bread FAQs

When was Panera Bread® established?

1981

Who leads Panera Bread?

Ronald M. Shaich is Chairman of the Board and CEO. William W. Moreton is Executive Vice Chairman.

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 1,708 bakery-cafes as of June 25, 2013, under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 44 states and in Ontario, Canada. Among these locations, 835 are Company-owned and 873 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. It ranked #2 among Excellent Large Fast-Food Chains (500 or more units) and #1 Attractive/Inviting Restaurant in that category in the Sandelman & Associates 2012 Quick-Track® Study. 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. Recently, Panera Bread was also named Casual Dining Brand of the Year in the 2012 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. In March 2012, to signify their partnership and shared commitment to Panera, the company announced that Ron Shaich and Bill Moreton would share the title of CEO. Shaich served as Chairman of the Board and co-CEO and Moreton as President and co-CEO until July 2013. In August 2013, Moreton was named Executive Vice Chairman to help oversee Panera's business operations; he serves as a member of the Board of Directors. Shaich continues to serve as Chairman of the Board and CEO.

As of June 25, 2013, Panera Bread owns and franchises 1,708 bakery-cafes under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 44 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, Chairman of the Board and CEO

Ron Shaich is the Founder, Chairman of the Board and CEO of Panera Bread.

Thirty years ago, Ron Shaich set out to change the world by changing the way America eats. By founding not one, but two successful restaurant concepts (Au Bon Pain and Panera Bread), Shaich shook up the industry by offering an antithesis to fast food – hand made, artisan food served in warm and welcoming environments by people you can trust. Today, Panera Bread and its franchisees serve over eight million people each week, employs over 80,000 associates and is a leader in the restaurant space. The Company is ranked number five in the Food Service category on Fortune's "World's Most Admired Companies" list.

Today, Shaich directs a range of long term innovation and strategic initiatives for Panera Bread as the company's Chairman and CEO. Having made his name as an entrepreneur who grew his business into a national chain of nearly 1,800 bakery cafes in 40 states and Canada, Shaich remains focused on building a company of quality over the long term.

Shaich was awarded the 2011 MUFSO Pioneer Award for being one of the most significant contributors in the history of the food service industry. Past winners have included Colonel Harland Sanders, Ray Kroc, Norman Brinker and J. Willard Marriott, Sr. In 2005, he was awarded IFMA's Gold Plate Award for being the outstanding leader in the food service industry. As well, he has twice received the Nation's Restaurant News Golden Chain Award which is given to figures who exemplify success and leadership in the food service industry.

Shaich has also been a national finalist for Ernst & Young's Entrepreneur of the Year. Panera and Shaich's innovative management style have been featured in Fortune, Forbes, Inc., Fast Company, The Economist, TIME, The Wall Street Journal, The New York Times, all three network evening news programs (NBC Nightly News, CBS Evening News, ABC World News Tonight) and several books. As well, Shaich frequently represents Panera Bread on CNBC, Bloomberg, CNN and Fox News.

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 is a member of the Board of Directors of the Lown Cardiovascular Research Foundation. Shaich formerly served as Chairman of the Board of Trustees of Clark University. He is also a co-founder of No Labels, a political organization aimed at addressing the politics of problem solving.

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.

For more information on Shaich, visit www.ronshaich.com. This website includes photographs, recent articles, presentations, interviews and publications.

William W. Moreton

Executive Vice Chairman

William "Bill" Moreton was named Executive Vice Chairman effective August 2013 and helps oversee Panera's business operations. Moreton is also a member of the Board of Directors. From 1998 to 2003, Moreton served as Panera Bread's Executive Vice President, Chief Financial and Administrative Officer. He rejoined the company in October 2008 as Executive Vice President & Co-Chief Operating Officer. Moreton was appointed Chief Executive Officer and President of Panera Bread and to the Board of Directors in May 2010. From March 2012 to July 2013 Moreton served as President and Co-CEO.

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

Panera Bread Management Biographies

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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.

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.

Charles J. Chapman, III ***Executive Vice President & Chief Operating Officer***

In November 2011, Charles "Chuck" J. Chapman, III, joined Panera's management team as Executive Vice President and was responsible for Business Development & Licensing, Information Services, and Development. In May 2012, he was named Chief Operating Officer and is responsible for company and franchise Operations, Catering, Learning & Development, Ops Tools & Services, and Bakery functions. Prior to becoming part of the management team, he served on Panera's Board of Directors since January 2008 to November 2011.

Prior to joining Panera, Chapman worked for Dairy Queen (a wholly-owned subsidiary of Berkshire Hathaway) where he was most recently its Chief Operating Officer (COO). He also worked as COO for Bruegger's Bagels Inc. and as President and co-Owner of Beantown Bagels, a Bruegger's franchise. Additionally, he held various marketing and operations positions with Darden Restaurants and began his career with the consulting firm Bain & Company.

Chapman earned his Masters of Business Administration from Amos Tuck Business School of Administration at Dartmouth College and his Bachelor of Arts in Economics and Psychology from Dartmouth College.

Scott Davis ***Executive Vice President & Chief Concept & Innovation 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-cafe. The sourcing, quality assurance, contract manufacturing and logistics teams also report to Davis.

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 was 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.

Panera Bread Management Biographies

Continued from Page 4

Blaine E. Hurst

Executive Vice President - Technology & Transformation

Blaine E. Hurst joined Panera Bread in January 2011 as Senior Vice President, Technology Business Strategies. In March 2012, he was named Senior Vice President – Technology & Transformation, and in May 2013 Hurst was promoted to Executive Vice President – Technology & Transformation. He is responsible for the organization's technology, digital strategy, eCommerce customer support, and its off-premise catering services.

Prior to joining Panera, 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, 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.

Roger Matthews

Executive Vice President & Chief Financial Officer

Roger Matthews joined Panera Bread in March 2013 as Executive Vice President and Chief Financial Officer. In this role, he is responsible for managing Panera's finance, accounting and investor relations departments.

Prior to joining Panera, Matthews worked for Goldman, Sachs, & Co., a global investment banking and securities firm. In his most recent role of Managing Director, Matthews worked in the Consumer & Retail group of the Investment Banking division and served as the Sector Head of the U.S. Restaurant Industry, advising Panera in that capacity and amassing extensive experience as the senior relationship banker for more than 40 leading restaurant, consumer and retail clients. Before joining Goldman, Sachs, & Co. in 1996, Matthews served in various positions at J.P. Morgan Chase & Co.

Matthews earned a Masters of Business Administration degree from Harvard Business School and a Bachelor of Science degree with Distinction in Finance from the University of Virginia.

Michael Simon

Executive Vice President & Chief Marketing Officer

Michael Simon joined Panera Bread in October 2009 as Senior Vice President & Chief Marketing Officer. In January 2013, he was promoted to Executive Vice President.

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 Chocolatier. 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.

Panera Bread Management Biographies

Continued from Page 5

Mark Wesley
Executive Vice President & Chief Development Officer

Mark Wesley joined Panera Bread in June 2013 as Executive Vice President, Chief Development Officer.

Prior to joining the Panera team, Wesley was with Starbucks Coffee Company where he held various roles over 20 years, most recently serving as Senior Vice President for the 13 years. During his career at Starbucks, Wesley led US Store Development, International Store Development in 50+ countries, and led

the portfolio strategy for all company-operated, joint venture and licensed stores, both inside and outside of the United States.

Wesley earned a Masters of Business Administration from California State University-Long Beach.

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. In his current role, Blair oversees all legal functions within Panera, including risk management, intellectual property and litigation, as well as dotted-line oversight of internal audit.

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 started representing Panera and Au Bon Pain in 1984.

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

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, President of Manufacturing Services, and Chief Supply Chain Officer. In his current role as Senior Vice President, his responsibilities include oversight of the fresh dough facilities and manufacturing projects.

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

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

Irene Cook
Senior Vice President, Chief Company & JV Operations Officer

Irene Cook joined Panera Bread in 2005 as Vice President of Learning and Development, then assumed the title of Vice President Operations in 2006. In May 2012, Cook was promoted to Senior Vice President, Chief Company & JV Operations Officer. In her current role, Cook is responsible for Panera's Company bakery-cafe and joint venture operations, Bakery Operations and Field HR and Recruiting.

Panera Bread Management Biographies

Continued from Page 6

Prior to joining Panera, Cook served as Vice President, Training and Recruiting, and Director of Training at Bertucci's Corporation, a subsidiary of NERCO. She also previously served in training and operations leadership roles at Nutri-System, Inc. and Boston Chicken, Inc.

Cook holds a Masters of Business Administration from the Sawyer School of Management at Suffolk University.

Liz Dunlap

Senior Vice President & Chief People Officer

Liz Dunlap joined Panera Bread as Senior Vice President & Chief People Officer in June 2011. In her role, Dunlap is responsible for oversight of all of Panera's human resources functions.

Prior to joining Panera, 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.

Thomas Kish

Senior Vice President, eCommerce Customer Services

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, and in June 2013 Kish was named Senior Vice President, eCommerce Customer Services. In his current role, Kish oversees our eCommerce partners and eCommerce Customer Services Teams.

Prior to joining Panera Bread, Kish was Vice President, Information and Support Services for Papa John's International for over 5 years. 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.

William H. Simpson

Senior Vice President & Chief Franchise 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, then in April 2006, Simpson was promoted to Senior Vice President, Chief Company and Joint Venture Operations Officer. In May 2012, Simpson was named Senior Vice President and Chief Development Officer, and then assumed the role of Senior Vice President & Chief Franchise Officer in October 2012. 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 \$2.4 million for the 52 weeks ending December 25, 2012.
- Panera Bread delivered 53% cash-on-cash store level Return on Investment (ROI) for the 52 weeks ending December 25, 2012.

Significant Unit Growth

- As reported in the Q2 2013 earnings release there are 1,708 bakery-cafes, including 835 Company-owned bakery-cafes and 873 Franchise-operated bakery-cafes.
- 2013 target at or above the high end of 115 to 125 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
- 2011 EPS growth of 28% to \$4.65 per share (excluding \$5m charge for proposed California employment legal matter)
- Q1 2012 EPS growth of 28% to \$1.40 per share
- Q2 2012 EPS growth of 27% to \$1.50 per share
- Q3 2012 EPS growth of 28% to \$1.24 per share
- Q4 2012 EPS growth of 34% to \$1.75 per share
- FY 2012 EPS growth of 29% to \$5.89 per share
- Q1 2013 EPS growth of 17% to \$1.64 per share
- Q2 2013 EPS growth of 16% to \$1.74 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
FY 2011: \$1,822.0 million	2011: \$135.0 million	2011: \$4.65	Dec. 27, 2011: \$4,109.8 million
FY 2012: \$2,130.1 million	2012: \$173.4 million	2012: \$5.89	Dec 24, 2012: \$4,629.9 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
FY 2011: 1,541	FY 2011: 4.9% increase	FY 2011: 3.4% increase
Q1 2012: 1,562	Q1 2012: 7.5% increase	Q1 2012: 5.2% increase
Q2 2012: 1,591	Q2 2012: 7.1% increase	Q2 2012: 4.8% increase
Q3 2012: 1,625	Q3 2012: 6.2% increase	Q3 2012: 5.5% Increase
Q4 2012: 1,652	Q4 2012: 5.1% increase	Q4 2012: 4.7% increase
FY 2012: 1,652	FY 2012: 6.5% increase	FY 2012: 5.0% increase
Q1 2013: 1,673	Q1 2013: 3.3% increase	Q1 2013: 3.3% increase
Q2 2013: 1,708	Q2 2013: 3.8% increase	Q2 2013: 3.5% 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.

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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 2012, 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.

NEW! Shrimp Salad Roll • Roasted Turkey & Avocado BLT • Salmon Club Croissant • Bacon Turkey Bravo® • Asiago Roast Beef • Italian Combo • Chicken Caesar • Napa Almond Chicken Salad • Big Kid Grilled Cheese

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 • Classic Grilled Cheese

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! Chilled Shrimp & Soba Noodle • Strawberry Poppyseed & Chicken • Salmon Caesar • Chopped Chicken Cobb with Avocado • Steak & Blue Cheese Chopped • BBQ Chopped Chicken • Asian Sesame Chicken • Fuji Apple Chicken • Grilled Chicken Caesar • Thai Chopped Chicken Salad • Spinach Power • Mediterranean Salmon 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.

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

Pasta, Stew & Soups

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

NEW! Tortellini Alfredo • NEW! Pesto Sacchetti • NEW! Rustic Penne Bolognese • All-Natural Sonoma Chicken Stew • Broccoli Cheddar • Low Fat All-Natural Chicken Noodle • All-Natural Bistro 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 • 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 • Caffè Latte • Caffè Mocha • Caramel Latte • Chai Tea Latte • Iced Chai Tea Latte • Hot Chocolate • Iced Green Tea • Lemonade • Fat-Free Superfruit Power with Ginseng • Low-Fat Wild Berry Smoothie • Low-Fat Strawberry Smoothie • Low-Fat Mango Smoothie • Low-Fat Wild Berry Smoothie • Frozen Mango • Frozen Mocha • Frozen Caramel • NEW! Frozen Cherry Limeade • Frozen Lemonade

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.

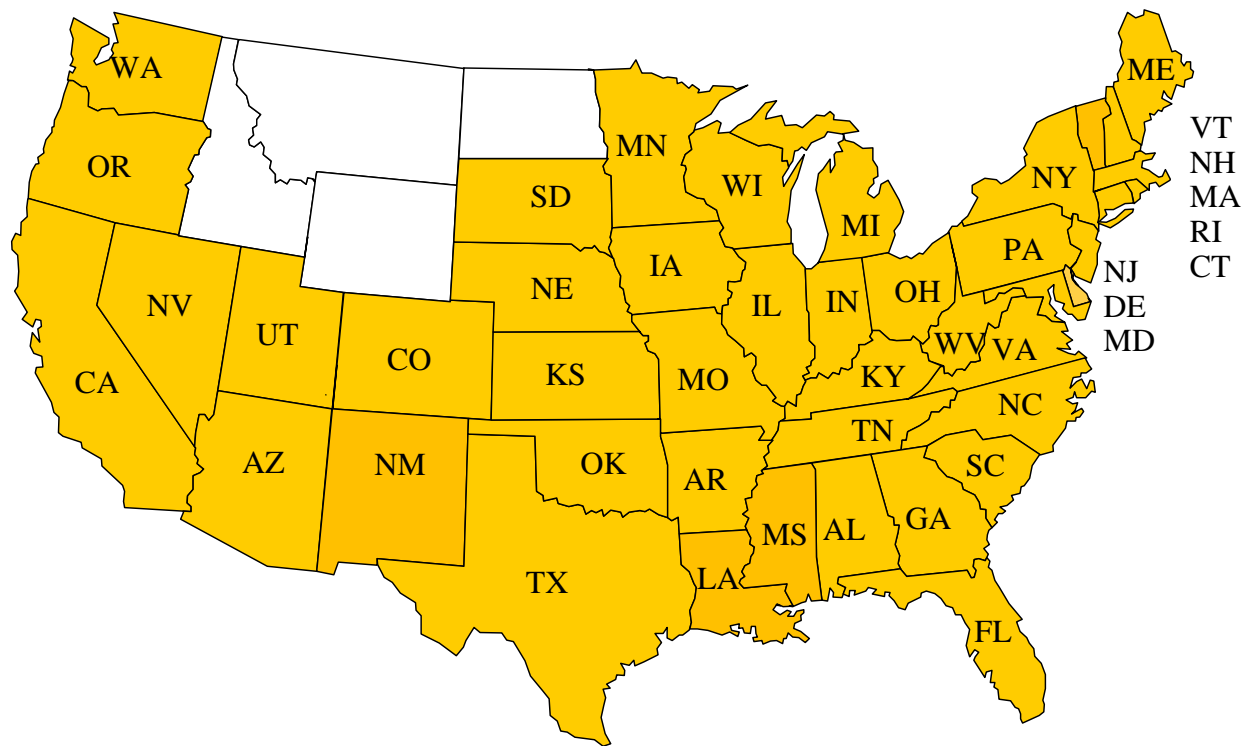
Ciabatta

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 June 25, 2013, Panera Bread owns and franchises 1,708 bakery-cafes under the Panera Bread®, Saint Louis Bread Co.®, and Paradise Bakery & Café® names in 44 states and in Ontario, Canada. For a complete listing of the bakery-cafes closest to you, visit www.panerabread.com/locations.