



Panera Bread's Food Policy Statement **Issued June 3, 2014**

For decades, we have worked to provide our customers with food they can trust and transparency that allows them to make choices. Our commitment to the core tenets of Food Policy extends back to our earliest days, when we set a course to be the antithesis of heavily processed and commercial food and change the way Americans ate by offering something better, something people could feel good about. We began with a simple commitment: to bake fresh bread from fresh dough every morning in every bakery-cafe. That single, powerful commitment set the stage for a series of conscious, challenging decisions that have essentially made Panera what it is – an organization committed to getting “the tough stuff done with optimism and mastery,” particularly when it comes to our food.

Our Food Policy statement codifies our values and clarifies our aspirations and intent to ever-improve the products that we serve. We're not perfect and we're far from done...and so this policy provides a roadmap and accountability for continuous improvement.

Our Commitments

To us, it's all about trust. To that end, we carefully evaluate ingredients and menu items against three core areas:

- **Clean Ingredients:** We are advocates for clean food. We're committed to sourcing and serving high-quality ingredients without artificial additives including added MSG, artificial trans fats, and ingredients we don't believe need to be in your food.
- **Transparent Menu:** Our menu is diverse. We're committed to transparency to empower guests to choose how they want to eat.
- **Positive Impact:** We are committed to making a positive impact on our food system. We believe guests deserve to know not only what is in their food, but where it comes from and how companies are impacting the food system.

Food Policy Board

- We are dedicated to earning our consumers trust and helping them to eat well. Our internal Food Policy Board is made up of nutrition, sourcing and culinary experts. We have invested (and continue to invest) significant time and resources to investigate and prioritize issues that are relevant to our food system and our customers.
- We know we don't have all of the solutions within our organization. That's why we continually engage external experts from the nutrition and medical community, farmers, NGOs and other partners.

Continuous improvement is what's needed to change the food system in America. It may be a hard journey, but we think it's the right journey.

Examples of Our Progress Thus Far

Commitment #1: Clean Ingredients

- Evaluating all of our ingredients as a step in the journey of offering a “cleaner” menu. Quite often, the simpler the ingredient, the better it tastes. We look at what's in as well as what's not in our menu labels. To us, clean and simple go together.
- Removing artificial trans-fats from our standard Panera bakery-cafe menu. Today, with one exception, our standard Panera Bread bakery-cafe menu is entirely free of artificial trans-fats.
- Eliminating artificial colors, sweeteners, flavors and preservatives to improve taste and quality. By replacing deli-style roast beef with sirloin steak, we were able to remove caramel color and now serve all-natural beef seasoned with just oil, salt and spices.
- Baking fresh bread every day from fresh dough we make ourselves in Fresh Dough Facilities. In order to do this, we have our own network of trucks that delivers dough to our bakery cafes and one of the nation's largest networks of professional bakers. Our core breads have no artificial preservatives and use the best unbleached flour.
- Optimizing our fresh dough delivery system to also deliver fresh produce faster than would be available through conventional food distribution. For example, because we deliver tomatoes directly to our bakery-cafes, we're able to keep tomatoes in the fields longer which eliminates the need for gassing or additional treatments to artificially ripen them.

Commitment #2: Transparent Menu

- Breaking ground by becoming the first national restaurant company to voluntarily disclose caloric content on menu panels.
- Disclosing our comprehensive Food Policy and becoming one of the first national restaurant companies to do so.
- Offering our You Pick Two® creates hundreds of combinations that empower you to choose how you want to eat.
- Providing nutritional disclosure, allergen information and ingredient information on our web site, via mobile apps and in our bakery cafes.

Commitment #3: Positive Impact

- Purchasing livestock and poultry that have been raised responsibly, which for us means having been fed vegetarian-based and customized diets without the use of antibiotics, and raised in reduced-stress environments. Today, all of our chicken, ham, roasted turkey and breakfast sausage in salads and sandwiches meet our standard.
- Working with and monitoring suppliers and farmers to provide traceability to the source. We are actively involved at the field level to ensure the highest quality taste and freshness from seed-to-plate.
- Supporting North American farmers where we can. Today, all of our Romaine lettuce comes from California and Arizona, all of our eggs come from the Midwest and California, and all of our spring wheat comes from Canada and the Northern Tier states (Dakotas, Montana, Minnesota and Idaho).

- Working with suppliers and fisherman to help ensure that our fish is wild-caught, using available sustainable practices. Carefully selecting varieties and fishing methods, we believe, leads to a great tasting product you can feel good about.
- Engaging leading experts, NGOs and suppliers to understand how we can best reduce the environmental and societal impacts of sourcing palm oil.
- Working with Feeding America and other hunger relief organizations to reduce food waste and raise awareness about the issue of hunger in America.
- Integrating single-stream recycling (plastic, cardboard, paper and tin) into all company-owned bakery-cafes, where possible. As of April 2013, we have recycling programs in place in 87 percent of our company-owned locations.
- Investing, through the Panera Bread Foundation, in the non-profit Panera Cares® Community Cafes, which enable consumers to pay what they can and eat high quality, nutritious food with dignity.