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Department of the Treasury  
Internal Revenue Service

# Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

► The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

## 2012

Open to Public Inspection

**A** For the 2012 calendar year, or tax year beginning , 2012, and ending , 20

|                                                                                                                                                                                                                                                                                               |                                                                            |                                 |                                                       |                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>B</b> Check if applicable:<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br>PANERA BREAD FOUNDATION, INC.             |                                 | <b>D</b> Employer identification number<br>43-1950869 |                                                                                                                        |
|                                                                                                                                                                                                                                                                                               | Doing Business As                                                          |                                 |                                                       |                                                                                                                        |
|                                                                                                                                                                                                                                                                                               | Number and street (or P.O. box if mail is not delivered to street address) |                                 | Room/suite                                            |                                                                                                                        |
|                                                                                                                                                                                                                                                                                               | 3630 S. GEYER RD.                                                          |                                 | 100                                                   |                                                                                                                        |
|                                                                                                                                                                                                                                                                                               | City, town or post office, state, and ZIP code                             |                                 |                                                       |                                                                                                                        |
| ST. LOUIS, MO 63127                                                                                                                                                                                                                                                                           |                                                                            |                                 |                                                       | <b>E</b> Telephone number<br>(314) 984-1000                                                                            |
| <b>F</b> Name and address of principal officer                                                                                                                                                                                                                                                |                                                                            | RONALD M SHAICH                 |                                                       | <b>G</b> Gross receipts \$ 7,716,664.                                                                                  |
| 3630 S. GEYER RD., SUITE 100 ST. LOUIS, MO 63127                                                                                                                                                                                                                                              |                                                                            |                                 |                                                       | <b>H(a)</b> Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
|                                                                                                                                                                                                                                                                                               |                                                                            |                                 |                                                       | <b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No                      |
|                                                                                                                                                                                                                                                                                               |                                                                            |                                 |                                                       | If "No," attach a list (see instructions)                                                                              |
| <b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no ) 4947(a)(1) or 527                                                                                                                                                 |                                                                            |                                 |                                                       | <b>H(c)</b> Group exemption number ►                                                                                   |
| <b>J</b> Website: ► N/A                                                                                                                                                                                                                                                                       |                                                                            |                                 |                                                       |                                                                                                                        |
| <b>K</b> Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ►                                                                                                            |                                                                            | <b>L</b> Year of formation 2002 |                                                       | <b>M</b> State of legal domicile MO                                                                                    |

| Part I Summary              |     |                                                                                                                                                                                                                                                                                                 |                                      |                         |
|-----------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------|
| Activities & Governance     | 1   | Briefly describe the organization's mission or most significant activities<br>PANERA BREAD FOUNDATION, INC. SEEKS TO ELIMINATE AND RAISE AWARENESS OF FOOD INSECURITY. IT OBTAINS FUNDS THROUGH PUBLIC CONTRIBUTIONS AND OPERATION OF PANERA CARES CAFES THAT IS REMITTED TO OTHER EXEMPT ORGS. |                                      |                         |
|                             | 2   | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets                                                                                                                                                          |                                      |                         |
|                             | 3   | Number of voting members of the governing body (Part VI, line 1a)                                                                                                                                                                                                                               | 3                                    | 3.                      |
|                             | 4   | Number of independent voting members of the governing body (Part VI, line 1b)                                                                                                                                                                                                                   | 4                                    |                         |
|                             | 5   | Total number of individuals employed in calendar year 2012 (Part V, line 2a)                                                                                                                                                                                                                    | 5                                    | 0                       |
|                             | 6   | Total number of volunteers (estimate if necessary)                                                                                                                                                                                                                                              | 6                                    |                         |
|                             | 7a  | Total unrelated business revenue from Part VIII, column (C), line 12                                                                                                                                                                                                                            | 7a                                   | 0                       |
|                             | 7b  | Net unrelated business taxable income from Form 990-T, line 34                                                                                                                                                                                                                                  | 7b                                   | 0                       |
| Revenue                     | 8   | Contributions and grants (Part VIII, line 1h)                                                                                                                                                                                                                                                   | Prior Year 7,162,361.                | Current Year 7,716,506. |
|                             | 9   | Program service revenue (Part VIII, line 2g)                                                                                                                                                                                                                                                    | 0                                    | 0                       |
|                             | 10  | Investment income (Part VIII, column (A), lines 3, 4, and 7d)                                                                                                                                                                                                                                   | 55.                                  | 158.                    |
|                             | 11  | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)                                                                                                                                                                                                                        | 0                                    | 0                       |
|                             | 12  | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)                                                                                                                                                                                                              | 7,162,416.                           | 7,716,664.              |
| Expenses                    | 13  | Grants and similar amounts paid (Part IX, column (A), lines 1-3)                                                                                                                                                                                                                                | 3,937,818.                           | 3,868,018.              |
|                             | 14  | Benefits paid to or for members (Part IX, column (A), line 4)                                                                                                                                                                                                                                   | 0                                    | 0                       |
|                             | 15  | Salaries or other compensation, employee benefits (Part IX, column (A), lines 5-10)                                                                                                                                                                                                             | 1,394,065.                           | 1,826,293.              |
|                             | 16a | Professional fundraising fees (Part IX, column (A), line 11e)                                                                                                                                                                                                                                   | 0                                    | 0                       |
|                             | 16b | Total fundraising expenses (Part IX, column (D), line 25) ►                                                                                                                                                                                                                                     | 0                                    |                         |
|                             | 17  | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)                                                                                                                                                                                                                                    | 1,114,063.                           | 1,534,163.              |
|                             | 18  | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)                                                                                                                                                                                                                       | 6,445,946.                           | 7,228,474.              |
| Net Assets or Fund Balances | 19  | Revenue less expenses. Subtract line 18 from line 12                                                                                                                                                                                                                                            | 716,470.                             | 488,190.                |
|                             | 20  | Total assets (Part X, line 16)                                                                                                                                                                                                                                                                  | Beginning of Current Year 5,218,863. | End of Year 4,964,981.  |
|                             | 21  | Total liabilities (Part X, line 26)                                                                                                                                                                                                                                                             | 2,383,052.                           | 1,640,980.              |
|                             | 22  | Net assets or fund balances. Subtract line 21 from line 20.                                                                                                                                                                                                                                     | 2,835,811.                           | 3,324,001.              |

| Part II Signature Block                                                                                                                                                                                                                                                                                               |                                                                                   |                      |               |                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------|---------------|---------------------------------------------------------------------|
| Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge. |                                                                                   |                      |               |                                                                     |
| Sign Here                                                                                                                                                                                                                                                                                                             | Signature of officer                                                              |                      | Date 11/12/13 |                                                                     |
|                                                                                                                                                                                                                                                                                                                       | Stacy L. Faulders, Tax Director                                                   |                      |               |                                                                     |
| Paid Preparer Use Only                                                                                                                                                                                                                                                                                                | Print/Type preparer's name                                                        | Preparer's signature | Date          | Check <input type="checkbox"/> if self-employed PTIN                |
|                                                                                                                                                                                                                                                                                                                       | Firm's name ►                                                                     | Firm's EIN ►         |               |                                                                     |
|                                                                                                                                                                                                                                                                                                                       | Firm's address ►                                                                  | Phone no             |               |                                                                     |
|                                                                                                                                                                                                                                                                                                                       | May the IRS discuss this return with the preparer shown above? (see instructions) |                      |               |                                                                     |
|                                                                                                                                                                                                                                                                                                                       |                                                                                   |                      |               | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response to any question in this Part III ☒ X**1** Briefly describe the organization's mission

ATTACHMENT 1

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported**4a** (Code ) (Expenses \$ 977,045, including grants of \$ 977,045 ) (Revenue \$ )

THE FOUNDATION CONTRIBUTES TO EXEMPT ORGANIZATIONS THROUGHOUT THE UNITED STATES WHOSE MISSIONS FALL WITHIN THE FOLLOWING CATEGORIES: HEALTH AND WELFARE, EDUCATION, CULTURE AND ARTS, AND CIVIC AND COMMUNITY.

**4b** (Code ) (Expenses \$ 5,999,429, including grants of \$ 2,638,973 ) (Revenue \$ )

PANERA CARES IS A PROGRAM RUN BY THE PANERA BREAD FOUNDATION. IT CONSISTS OF THREE CAFES WHICH OPERATE SIMILARLY TO A TRADITIONAL PANERA BREAD CAFE. HOWEVER, CUSTOMERS ARE ENCOURAGED TO TAKE WHAT THEY NEED AND DONATE THEIR FAIR SHARE. THE CAFES ALSO OFFER THE OPTION OF VOLUNTEERING AN HOUR OF THEIR TIME IN EXCHANGE FOR A MEAL.

**4c** (Code ) (Expenses \$ 252,000, including grants of \$ 252,000 ) (Revenue \$ )

THE FOUNDATION ASSISTS IN PROCURING FOOD AND FEEDING AMERICA AND ITS NETWORK OF MEMBER FOOD BANKS AT WHOLESALE COST THROUGH ITS RELATIONSHIP WITH PANERA BREAD COMPANY.

**4d** Other program services (Describe in Schedule O )

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses ► 7,228,474.

**Part IV Checklist of Required Schedules**

|                                                                                                                                                                                                                                                                                                                       | Yes   | No |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A . . . . .                                                                                                                                                                         | 1 X   |    |
| 2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? . . . . .                                                                                                                                                                                                         | 2 X   |    |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I . . . . .                                                                                                                      | 3     | X  |
| 4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II . . . . .                                                                                                       | 4     | X  |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III . . . . .                                                                               | 5     | X  |
| 6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I . . . . .                                                    | 6     | X  |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II . . . . .                                                                                            | 7     | X  |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III . . . . .                                                                                                                                                         | 8     | X  |
| 9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV . . . . .            | 9     | X  |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V . . . . .                                                                                                     | 10    | X  |
| 11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable                                                                                                                                                                     |       |    |
| a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI . . . . .                                                                                                                                                                       | 11a X |    |
| b Did the organization report an amount for investments-other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII . . . . .                                                                                                     | 11b   | X  |
| c Did the organization report an amount for investments-program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII . . . . .                                                                                                     | 11c   | X  |
| d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX . . . . .                                                                                                                      | 11d   | X  |
| e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X . . . . .                                                                                                                                                                                     | 11e   | X  |
| f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X . . . . .                                                            | 11f   | X  |
| 12 a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII . . . . .                                                                                                                                                       | 12a X |    |
| b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .                                                                           | 12b   | X  |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .                                                                                                                                                                                                        | 13    | X  |
| 14 a Did the organization maintain an office, employees, or agents outside of the United States? . . . . .                                                                                                                                                                                                            | 14a   | X  |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV . . . . . | 14b   | X  |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Parts II and IV . . . . .                                                                                    | 15    | X  |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Parts III and IV . . . . .                                                                                        | 16    | X  |
| 17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions) . . . . .                                                                                            | 17    | X  |
| 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II . . . . .                                                                                                                           | 18    | X  |
| 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III . . . . .                                                                                                                                                     | 19    | X  |
| 20 a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H . . . . .                                                                                                                                                                                                            | 20a   | X  |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .                                                                                                                                                                                              | 20b   |    |

**Part IV Checklist of Required Schedules (continued)**

|                                                                                                                                                                                                                                                                                                                                       | Yes          | No |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----|
| <b>21</b> Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II.</i> . . . . .                                                                                         | <b>21</b> X  |    |
| <b>22</b> Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i> . . . . .                                                                                                           | <b>22</b> X  |    |
| <b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i> . . . . .                                                      | <b>23</b>    | X  |
| <b>24 a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25.</i> . . . . .                           | <b>24a</b>   | X  |
| <b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .                                                                                                                                                                                                                  | <b>24b</b>   |    |
| <b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .                                                                                                                                                                         | <b>24c</b>   |    |
| <b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .                                                                                                                                                                                                            | <b>24d</b>   |    |
| <b>25 a</b> <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i> . . . . .                                                                                                    | <b>25a</b>   | X  |
| <b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i> . . . . .                                        | <b>25b</b>   | X  |
| <b>26</b> Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II.</i> . . . . .                                                                    | <b>26</b>    | X  |
| <b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i> . . . . . | <b>27</b>    | X  |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)                                                                                                                                |              |    |
| <b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV.</i> . . . . .                                                                                                                                                                                                    | <b>28a</b>   | X  |
| <b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV.</i> . . . . .                                                                                                                                                                                 | <b>28b</b>   | X  |
| <b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV.</i> . . . . .                                                                                     | <b>28c</b> X |    |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i> . . . . .                                                                                                                                                                                                  | <b>29</b> X  |    |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i> . . . . .                                                                                                                                  | <b>30</b>    | X  |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i> . . . . .                                                                                                                                                                                        | <b>31</b>    | X  |
| <b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i> . . . . .                                                                                                                                                                      | <b>32</b>    | X  |
| <b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i> . . . . .                                                                                                                      | <b>33</b>    | X  |
| <b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i> . . . . .                                                                                                                                                                  | <b>34</b> X  |    |
| <b>35 a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .                                                                                                                                                                                                                         | <b>35a</b>   | X  |
| <b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i> . . . . .                                                                                          | <b>35b</b>   |    |
| <b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i> . . . . .                                                                                                                           | <b>36</b>    | X  |
| <b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i> . . . . .                                                                             | <b>37</b>    | X  |
| <b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .                                                                                                                               | <b>38</b> X  |    |

Form 990 (2012)

**Part V** Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response to any question in this Part V. ☐

|                                                                                                                                                                                                                                                                                          | Yes         | No |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----|
| <b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. . . . .                                                                                                                                                                                          | <b>1a</b> 0 |    |
| <b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable. . . . .                                                                                                                                                                                        | <b>1b</b> 0 |    |
| <b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .                                                                                                              | <b>1c</b>   |    |
| <b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. . . . .                                                                                         | <b>2a</b> 0 |    |
| <b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions). . . . .                                     | <b>2b</b>   |    |
| <b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .                                                                                                                                                                        | <b>3a</b>   | X  |
| <b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O. . . . .                                                                                                                                                                       | <b>3b</b>   |    |
| <b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .                           | <b>4a</b>   | X  |
| <b>b</b> If "Yes," enter the name of the foreign country:<br>See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts. . . . .                                                                                                      | <b>5a</b>   | X  |
| <b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .                                                                                                                                                                | <b>5a</b>   | X  |
| <b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? . . . . .                                                                                                                                                      | <b>5b</b>   | X  |
| <b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T? . . . . .                                                                                                                                                                                                     | <b>5c</b>   |    |
| <b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . . . .                                                              | <b>6a</b>   | X  |
| <b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .                                                                                                                         | <b>6b</b>   |    |
| <b>7 Organizations that may receive deductible contributions under section 170(c).</b>                                                                                                                                                                                                   |             |    |
| <b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .                                                                                                                       | <b>7a</b>   | X  |
| <b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .                                                                                                                                                                       | <b>7b</b>   |    |
| <b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .                                                                                                                                  | <b>7c</b>   | X  |
| <b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year. . . . .                                                                                                                                                                                                      | <b>7d</b>   |    |
| <b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .                                                                                                                                                       | <b>7e</b>   | X  |
| <b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .                                                                                                                                                          | <b>7f</b>   | X  |
| <b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . .                                                                                                                                      | <b>7g</b>   |    |
| <b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .                                                                                                                                    | <b>7h</b>   |    |
| <b>8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? . . . . . | <b>8</b>    |    |
| <b>9 Sponsoring organizations maintaining donor advised funds.</b>                                                                                                                                                                                                                       |             |    |
| <b>a</b> Did the organization make any taxable distributions under section 4966? . . . . .                                                                                                                                                                                               | <b>9a</b>   |    |
| <b>b</b> Did the organization make a distribution to a donor, donor advisor, or related person? . . . . .                                                                                                                                                                                | <b>9b</b>   |    |
| <b>10 Section 501(c)(7) organizations.</b> Enter                                                                                                                                                                                                                                         |             |    |
| <b>a</b> Initiation fees and capital contributions included on Part VIII, line 12. . . . .                                                                                                                                                                                               | <b>10a</b>  |    |
| <b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities. . . . .                                                                                                                                                                            | <b>10b</b>  |    |
| <b>11 Section 501(c)(12) organizations.</b> Enter                                                                                                                                                                                                                                        |             |    |
| <b>a</b> Gross income from members or shareholders. . . . .                                                                                                                                                                                                                              | <b>11a</b>  |    |
| <b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them). . . . .                                                                                                                                            | <b>11b</b>  |    |
| <b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? . . . . .                                                                                                                                                          | <b>12a</b>  |    |
| <b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year. . . . .                                                                                                                                                                                  | <b>12b</b>  |    |
| <b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>                                                                                                                                                                                                               |             |    |
| <b>a</b> Is the organization licensed to issue qualified health plans in more than one state? . . . . .<br><b>Note.</b> See the instructions for additional information the organization must report on Schedule O. . . . .                                                              | <b>13a</b>  |    |
| <b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans. . . . .                                                                                                              | <b>13b</b>  |    |
| <b>c</b> Enter the amount of reserves on hand. . . . .                                                                                                                                                                                                                                   | <b>13c</b>  |    |
| <b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year? . . . . .                                                                                                                                                                          | <b>14a</b>  | X  |
| <b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O. . . . .                                                                                                                                                              | <b>14b</b>  |    |

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response to any question in this Part VI. . . . .

☒**Section A. Governing Body and Management**

|                                                                                                                                                                                                                                         |             | Yes | No |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|----|
| <b>1a</b> Enter the number of voting members of the governing body at the end of the tax year . . . . .                                                                                                                                 | <b>1a</b> 3 |     |    |
| If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O                        |             |     |    |
| <b>b</b> Enter the number of voting members included in line 1a, above, who are independent . . . . .                                                                                                                                   | <b>1b</b>   |     |    |
| <b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .                                                | <b>2</b>    |     | X  |
| <b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? . . . . . | <b>3</b>    |     | X  |
| <b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .                                                                                                     | <b>4</b>    |     | X  |
| <b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .                                                                                                           | <b>5</b>    |     | X  |
| <b>6</b> Did the organization have members or stockholders? . . . . .                                                                                                                                                                   | <b>6</b>    |     | X  |
| <b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .                                                                  | <b>7a</b>   |     | X  |
| <b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .                                                            | <b>7b</b>   |     | X  |
| <b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:                                                                                              |             |     |    |
| <b>a</b> The governing body? . . . . .                                                                                                                                                                                                  | <b>8a</b>   | X   |    |
| <b>b</b> Each committee with authority to act on behalf of the governing body? . . . . .                                                                                                                                                | <b>8b</b>   | X   |    |
| <b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .         | <b>9</b>    |     | X  |

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

|                                                                                                                                                                                                                                                                                                                 |            | Yes | No |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----|----|
| <b>10a</b> Did the organization have local chapters, branches, or affiliates? . . . . .                                                                                                                                                                                                                         | <b>10a</b> |     | X  |
| <b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .                                                                   | <b>10b</b> |     |    |
| <b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .                                                                                                                                                                | <b>11a</b> |     | X  |
| <b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990 . . . . .                                                                                                                                                                                                 |            |     |    |
| <b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .                                                                                                                                                                                                    | <b>12a</b> |     | X  |
| <b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .                                                                                                                                                          | <b>12b</b> |     |    |
| <b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .                                                                                                                                           | <b>12c</b> |     |    |
| <b>13</b> Did the organization have a written whistleblower policy? . . . . .                                                                                                                                                                                                                                   | <b>13</b>  |     | X  |
| <b>14</b> Did the organization have a written document retention and destruction policy? . . . . .                                                                                                                                                                                                              | <b>14</b>  |     | X  |
| <b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?                                                                                  |            |     |    |
| <b>a</b> The organization's CEO, Executive Director, or top management official . . . . .                                                                                                                                                                                                                       | <b>15a</b> |     | X  |
| <b>b</b> Other officers or key employees of the organization . . . . .                                                                                                                                                                                                                                          | <b>15b</b> |     | X  |
| If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)                                                                                                                                                                                                                              |            |     |    |
| <b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .                                                                                                                                      | <b>16a</b> |     | X  |
| <b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . . | <b>16b</b> |     |    |

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed ► IL, MI, MO, OR,

**18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

**19** Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

**20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization ► PANERA BREAD 3630 S. GEYER RD., SUITE 100 ST. LOUIS, MO 63127 314-984-1000

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response to any question in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

| (A)<br>Name and Title                              | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position<br>(do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|----------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                    |                                                                                            | Individual trustee or director                                                                               | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| (1) RONALD M. SHAIKH<br>DIRECTOR, PRESIDENT        |                                                                                            | X                                                                                                            |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (2) MARIANNE GRAZIADEI<br>DIRECTOR, VICE PRESIDENT |                                                                                            | X                                                                                                            |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (3) SCOTT BLAIR<br>DIRECTOR                        |                                                                                            | X                                                                                                            |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (4) LOUIS DIPIETRO<br>SECRETARY                    |                                                                                            |                                                                                                              |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (5) MARK WOOLDRIDGE<br>TREASURER                   |                                                                                            |                                                                                                              |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (6) KELLEY BASTA<br>ASSISTANT TREASURER            |                                                                                            |                                                                                                              |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (7) SUZANNE FOSTER<br>ASSISTANT SECRETARY          |                                                                                            |                                                                                                              |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (8) _____                                          |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (9) _____                                          |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (10) _____                                         |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (11) _____                                         |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (12) _____                                         |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (13) _____                                         |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (14) _____                                         |                                                                                            |                                                                                                              |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |



**Part VII**    **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

[illegible]

|   |                                                                                                                                                                 |   |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 2 | Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization | 0 |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---|

|   |                                                                                                                                                                                                                                               | Yes | No |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 3 | Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .                                       |     | X  |
| 4 | For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . . |     | X  |
| 5 | Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .                       |     | X  |

## Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A)<br>Name and business address                                                                                                                                       | (B)<br>Description of services | (C)<br>Compensation |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|
|                                                                                                                                                                        |                                |                     |
|                                                                                                                                                                        |                                |                     |
|                                                                                                                                                                        |                                |                     |
|                                                                                                                                                                        |                                |                     |
|                                                                                                                                                                        |                                |                     |
| 2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ► 0 |                                | 2                   |

**Part VIII Statement of Revenue**Check if Schedule O contains a response to any question in this Part VIII ☐

|                                                                   |                                                        |                                                                                                                                                |                      | (A)<br>Total revenue | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from tax<br>under sections<br>512, 513, or 514 |
|-------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------|
| <b>Contributions, Gifts, Grants<br/>and Other Similar Amounts</b> | 1a                                                     | Federated campaigns . . . . .                                                                                                                  | 1a                   |                      |                                                    |                                         |                                                                           |
|                                                                   | b                                                      | Membership dues . . . . .                                                                                                                      | 1b                   |                      |                                                    |                                         |                                                                           |
|                                                                   | c                                                      | Fundraising events . . . . .                                                                                                                   | 1c                   |                      |                                                    |                                         |                                                                           |
|                                                                   | d                                                      | Related organizations . . . . .                                                                                                                | 1d                   |                      |                                                    |                                         |                                                                           |
|                                                                   | e                                                      | Government grants (contributions) . . . . .                                                                                                    | 1e                   |                      |                                                    |                                         |                                                                           |
|                                                                   | f                                                      | All other contributions, gifts, grants,<br>and similar amounts not included above . . . . .                                                    | 1f                   | 7,716,506.           |                                                    |                                         |                                                                           |
|                                                                   | g                                                      | Noncash contributions included in lines 1a-1f \$ . . . . .                                                                                     |                      | 1,914,620.           |                                                    |                                         |                                                                           |
|                                                                   | h                                                      | <b>Total.</b> Add lines 1a-1f . . . . .                                                                                                        |                      | 7,716,506.           |                                                    |                                         |                                                                           |
| <b>Program Service Revenue</b>                                    |                                                        |                                                                                                                                                |                      | <b>Business Code</b> |                                                    |                                         |                                                                           |
|                                                                   | 2a                                                     |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | b                                                      |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | c                                                      |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | d                                                      |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | e                                                      |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | f                                                      | All other program service revenue . . . . .                                                                                                    |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | g                                                      | <b>Total.</b> Add lines 2a-2f . . . . .                                                                                                        |                      | 0                    |                                                    |                                         |                                                                           |
| <b>Other Revenue</b>                                              | 3                                                      | Investment income (including dividends, interest, and<br>other similar amounts) . . . . .                                                      |                      |                      | 158.                                               |                                         |                                                                           |
|                                                                   | 4                                                      | Income from investment of tax-exempt bond proceeds . . . . .                                                                                   |                      |                      | 0                                                  |                                         |                                                                           |
|                                                                   | 5                                                      | Royalties . . . . .                                                                                                                            |                      |                      | 0                                                  |                                         |                                                                           |
|                                                                   |                                                        | (i) Real                                                                                                                                       | (ii) Personal        |                      |                                                    |                                         |                                                                           |
|                                                                   | 6a                                                     | Gross rents . . . . .                                                                                                                          |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | b                                                      | Less rental expenses . . . . .                                                                                                                 |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | c                                                      | Rental income or (loss) . . . . .                                                                                                              |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | d                                                      | Net rental income or (loss) . . . . .                                                                                                          |                      |                      | 0                                                  |                                         |                                                                           |
|                                                                   | 7a                                                     | Gross amount from sales of<br>assets other than inventory . . . . .                                                                            |                      | (i) Securities       | (ii) Other                                         |                                         |                                                                           |
|                                                                   | b                                                      | Less cost or other basis<br>and sales expenses . . . . .                                                                                       |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | c                                                      | Gain or (loss) . . . . .                                                                                                                       |                      |                      |                                                    |                                         |                                                                           |
|                                                                   | d                                                      | Net gain or (loss) . . . . .                                                                                                                   |                      |                      |                                                    | 0                                       |                                                                           |
|                                                                   | 8a                                                     | Gross income from fundraising<br>events (not including \$ . . . . .<br>of contributions reported on line 1c)<br>See Part IV, line 18 . . . . . |                      | a                    |                                                    |                                         |                                                                           |
|                                                                   | b                                                      | Less direct expenses . . . . .                                                                                                                 |                      | b                    |                                                    |                                         |                                                                           |
|                                                                   | c                                                      | Net income or (loss) from fundraising events . . . . .                                                                                         |                      |                      |                                                    | 0                                       |                                                                           |
|                                                                   | 9a                                                     | Gross income from gaming activities<br>See Part IV, line 19 . . . . .                                                                          |                      | a                    |                                                    |                                         |                                                                           |
|                                                                   | b                                                      | Less direct expenses . . . . .                                                                                                                 |                      | b                    |                                                    |                                         |                                                                           |
|                                                                   | c                                                      | Net income or (loss) from gaming activities . . . . .                                                                                          |                      |                      |                                                    | 0                                       |                                                                           |
|                                                                   | 10a                                                    | Gross sales of inventory, less<br>returns and allowances . . . . .                                                                             |                      | a                    |                                                    |                                         |                                                                           |
|                                                                   | b                                                      | Less cost of goods sold . . . . .                                                                                                              |                      | b                    |                                                    |                                         |                                                                           |
| c                                                                 | Net income or (loss) from sales of inventory . . . . . |                                                                                                                                                |                      |                      | 0                                                  |                                         |                                                                           |
| <b>Miscellaneous Revenue</b>                                      |                                                        |                                                                                                                                                | <b>Business Code</b> |                      |                                                    |                                         |                                                                           |
| 11a                                                               |                                                        |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
| b                                                                 |                                                        |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
| c                                                                 |                                                        |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
| d                                                                 | All other revenue . . . . .                            |                                                                                                                                                |                      |                      |                                                    |                                         |                                                                           |
| e                                                                 | <b>Total.</b> Add lines 11a-11d . . . . .              |                                                                                                                                                |                      | 0                    |                                                    |                                         |                                                                           |
| 12                                                                | <b>Total revenue.</b> See instructions . . . . .       |                                                                                                                                                |                      | 7,716,664.           |                                                    |                                         |                                                                           |

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response to any question in this Part IX

**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

|                                                                                                                                                                                                                                                     | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21 . . . . .                                                                                                                                  | 1,229,045.            | 1,229,045.                      |                                        |                             |
| 2 Grants and other assistance to individuals in the United States See Part IV, line 22 . . . . .                                                                                                                                                    | 2,638,973.            | 2,638,973.                      |                                        |                             |
| 3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16 . . . . .                                                                                                       | 0                     |                                 |                                        |                             |
| 4 Benefits paid to or for members . . . . .                                                                                                                                                                                                         | 0                     |                                 |                                        |                             |
| 5 Compensation of current officers, directors, trustees, and key employees . . . . .                                                                                                                                                                | 0                     |                                 |                                        |                             |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .                                                                                           | 0                     |                                 |                                        |                             |
| 7 Other salaries and wages . . . . .                                                                                                                                                                                                                | 1,516,380.            | 1,516,380.                      |                                        |                             |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .                                                                                                                                      | 0                     |                                 |                                        |                             |
| 9 Other employee benefits . . . . .                                                                                                                                                                                                                 | 158,306.              | 158,306.                        |                                        |                             |
| 10 Payroll taxes . . . . .                                                                                                                                                                                                                          | 151,607.              | 151,607.                        |                                        |                             |
| 11 Fees for services (non-employees)                                                                                                                                                                                                                |                       |                                 |                                        |                             |
| a Management . . . . .                                                                                                                                                                                                                              | 0                     |                                 |                                        |                             |
| b Legal . . . . .                                                                                                                                                                                                                                   | 0                     |                                 |                                        |                             |
| c Accounting . . . . .                                                                                                                                                                                                                              | 0                     |                                 |                                        |                             |
| d Lobbying . . . . .                                                                                                                                                                                                                                | 0                     |                                 |                                        |                             |
| e Professional fundraising services See Part IV, line 17 . . . . .                                                                                                                                                                                  | 0                     |                                 |                                        |                             |
| f Investment management fees . . . . .                                                                                                                                                                                                              | 0                     |                                 |                                        |                             |
| g Other (if line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) . . . . .                                                                                                                              | 0                     |                                 |                                        |                             |
| 12 Advertising and promotion . . . . .                                                                                                                                                                                                              | 7,903.                | 7,903.                          |                                        |                             |
| 13 Office expenses . . . . .                                                                                                                                                                                                                        | 0                     |                                 |                                        |                             |
| 14 Information technology . . . . .                                                                                                                                                                                                                 | 0                     |                                 |                                        |                             |
| 15 Royalties . . . . .                                                                                                                                                                                                                              | 0                     |                                 |                                        |                             |
| 16 Occupancy . . . . .                                                                                                                                                                                                                              | 625,277.              | 625,277.                        |                                        |                             |
| 17 Travel . . . . .                                                                                                                                                                                                                                 | 18,075.               |                                 | 18,075.                                |                             |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .                                                                                                                                         | 0                     |                                 |                                        |                             |
| 19 Conferences, conventions, and meetings . . . . .                                                                                                                                                                                                 | 0                     |                                 |                                        |                             |
| 20 Interest . . . . .                                                                                                                                                                                                                               | 0                     |                                 |                                        |                             |
| 21 Payments to affiliates . . . . .                                                                                                                                                                                                                 | 0                     |                                 |                                        |                             |
| 22 Depreciation, depletion, and amortization . . . . .                                                                                                                                                                                              | 281,472.              | 281,472.                        |                                        |                             |
| 23 Insurance . . . . .                                                                                                                                                                                                                              | 18,515.               | 18,515.                         |                                        |                             |
| 24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)                                                  |                       |                                 |                                        |                             |
| a OTHER OPERATING EXPENSES . . . . .                                                                                                                                                                                                                | 454,401.              | 378,602.                        | 75,799.                                |                             |
| b UTILITIES . . . . .                                                                                                                                                                                                                               | 128,520.              | 128,520.                        |                                        |                             |
| c . . . . .                                                                                                                                                                                                                                         |                       |                                 |                                        |                             |
| d . . . . .                                                                                                                                                                                                                                         |                       |                                 |                                        |                             |
| e All other expenses . . . . .                                                                                                                                                                                                                      |                       |                                 |                                        |                             |
| 25 Total functional expenses. Add lines 1 through 24e . . . . .                                                                                                                                                                                     | 7,228,474.            | 7,134,600.                      | 93,874.                                |                             |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . . | 0                     |                                 |                                        |                             |

**Part X Balance Sheet**

Check if Schedule O contains a response to any question in this Part X

|                                                                     |                                                                                                                                                                                                                                                                                                                                | (A)<br>Beginning of year |            | (B)<br>End of year |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|--------------------|
| <b>Assets</b>                                                       | 1 Cash - non-interest-bearing                                                                                                                                                                                                                                                                                                  | 3,634,118.               | 1          | 3,291,081.         |
|                                                                     | 2 Savings and temporary cash investments                                                                                                                                                                                                                                                                                       | 0                        | 2          | 0                  |
|                                                                     | 3 Pledges and grants receivable, net                                                                                                                                                                                                                                                                                           | 0                        | 3          | 0                  |
|                                                                     | 4 Accounts receivable, net                                                                                                                                                                                                                                                                                                     | 383,454.                 | 4          | 118,971.           |
|                                                                     | 5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L                                                                                                                                                           | 0                        | 5          | 0                  |
|                                                                     | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L | 0                        | 6          | 0                  |
|                                                                     | 7 Notes and loans receivable, net                                                                                                                                                                                                                                                                                              | 0                        | 7          | 0                  |
|                                                                     | 8 Inventories for sale or use                                                                                                                                                                                                                                                                                                  | 34,083.                  | 8          | 43,779.            |
|                                                                     | 9 Prepaid expenses and deferred charges                                                                                                                                                                                                                                                                                        | 30,411.                  | 9          | 87,552.            |
|                                                                     | 10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D                                                                                                                                                                                                                                          | 10a 1,929,536.           |            |                    |
|                                                                     | b Less accumulated depreciation                                                                                                                                                                                                                                                                                                | 10b 505,938.             | 10c        | 1,423,598.         |
|                                                                     | 11 Investments - publicly traded securities                                                                                                                                                                                                                                                                                    | 0                        | 11         | 0                  |
|                                                                     | 12 Investments - other securities See Part IV, line 11                                                                                                                                                                                                                                                                         | 0                        | 12         | 0                  |
|                                                                     | 13 Investments - program-related See Part IV, line 11                                                                                                                                                                                                                                                                          | 0                        | 13         | 0                  |
|                                                                     | 14 Intangible assets                                                                                                                                                                                                                                                                                                           | 0                        | 14         | 0                  |
|                                                                     | 15 Other assets See Part IV, line 11                                                                                                                                                                                                                                                                                           | 0                        | 15         | 0                  |
| 16 <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) | 5,218,863.                                                                                                                                                                                                                                                                                                                     | 16                       | 4,964,981. |                    |
| <b>Liabilities</b>                                                  | 17 Accounts payable and accrued expenses                                                                                                                                                                                                                                                                                       | 1,537,666.               | 17         | 1,183,671.         |
|                                                                     | 18 Grants payable                                                                                                                                                                                                                                                                                                              | 845,386.                 | 18         | 457,309.           |
|                                                                     | 19 Deferred revenue                                                                                                                                                                                                                                                                                                            | 0                        | 19         | 0                  |
|                                                                     | 20 Tax-exempt bond liabilities                                                                                                                                                                                                                                                                                                 | 0                        | 20         | 0                  |
|                                                                     | 21 Escrow or custodial account liability Complete Part IV of Schedule D                                                                                                                                                                                                                                                        | 0                        | 21         | 0                  |
|                                                                     | 22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L                                                                                                                                         | 0                        | 22         | 0                  |
|                                                                     | 23 Secured mortgages and notes payable to unrelated third parties                                                                                                                                                                                                                                                              | 0                        | 23         | 0                  |
|                                                                     | 24 Unsecured notes and loans payable to unrelated third parties                                                                                                                                                                                                                                                                | 0                        | 24         | 0                  |
|                                                                     | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D                                                                                                                                                        | 0                        | 25         | 0                  |
|                                                                     | 26 <b>Total liabilities.</b> Add lines 17 through 25                                                                                                                                                                                                                                                                           | 2,383,052.               | 26         | 1,640,980.         |
| <b>Net Assets or Fund Balances</b>                                  | <b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>                                                                                                                                                              |                          |            |                    |
|                                                                     | 27 Unrestricted net assets                                                                                                                                                                                                                                                                                                     | 2,452,357.               | 27         | 3,205,030.         |
|                                                                     | 28 Temporarily restricted net assets                                                                                                                                                                                                                                                                                           | 383,454.                 | 28         | 118,971.           |
|                                                                     | 29 Permanently restricted net assets                                                                                                                                                                                                                                                                                           | 0                        | 29         | 0                  |
|                                                                     | <b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>                                                                                                                                                                                       |                          |            |                    |
|                                                                     | 30 Capital stock or trust principal, or current funds                                                                                                                                                                                                                                                                          |                          | 30         |                    |
|                                                                     | 31 Paid-in or capital surplus, or land, building, or equipment fund                                                                                                                                                                                                                                                            |                          | 31         |                    |
|                                                                     | 32 Retained earnings, endowment, accumulated income, or other funds                                                                                                                                                                                                                                                            |                          | 32         |                    |
| 33 Total net assets or fund balances                                | 2,835,811.                                                                                                                                                                                                                                                                                                                     | 33                       | 3,324,001. |                    |
| 34 Total liabilities and net assets/fund balances                   | 5,218,863.                                                                                                                                                                                                                                                                                                                     | 34                       | 4,964,981. |                    |

Form 990 (2012)

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response to any question in this Part XI ☐

|    |                                                                                                               |    |            |
|----|---------------------------------------------------------------------------------------------------------------|----|------------|
| 1  | Total revenue (must equal Part VIII, column (A), line 12)                                                     | 1  | 7,716,664. |
| 2  | Total expenses (must equal Part IX, column (A), line 25)                                                      | 2  | 7,228,474. |
| 3  | Revenue less expenses Subtract line 2 from line 1                                                             | 3  | 488,190.   |
| 4  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                     | 4  | 2,835,811. |
| 5  | Net unrealized gains (losses) on investments                                                                  | 5  | 0          |
| 6  | Donated services and use of facilities                                                                        | 6  | 0          |
| 7  | Investment expenses                                                                                           | 7  | 0          |
| 8  | Prior period adjustments                                                                                      | 8  | 0          |
| 9  | Other changes in net assets or fund balances (explain in Schedule O)                                          | 9  | 0          |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 3,324,001. |

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response to any question in this Part XII ☐

- 1 Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant? ☐ Yes ☒ No  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant? ☐ Yes ☒ No  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both  
☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? ☐ Yes ☒ No  
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? ☐ Yes ☒ No
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

|    | Yes | No |
|----|-----|----|
| 2a |     | X  |
| 2b | X   |    |
| 2c |     | X  |
| 3a |     | X  |
| 3b |     |    |

Form **990** (2012)

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

**2012**

**Open to Public Inspection**

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E.)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An organization that normally receives (1) more than 33 1/3 % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3 % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h.
- a ☐ Type I    b ☐ Type II    c ☐ Type III-Functionally integrated    d ☐ Type III-Non-functionally integrated
- e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**.
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐.
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

- (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization? \_\_\_\_\_
- (ii) A family member of a person described in (i) above? \_\_\_\_\_
- (iii) A 35% controlled entity of a person described in (i) or (ii) above? \_\_\_\_\_

|          | Yes | No |
|----------|-----|----|
| 11g(i)   |     |    |
| 11g(ii)  |     |    |
| 11g(iii) |     |    |

h Provide the following information about the supported organization(s)

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1-9 above or IRC section (see instructions)) | (iv) Is the organization in col. (i) listed in your governing document? |    | (v) Did you notify the organization in col. (i) of your support? |    | (vi) Is the organization in col. (i) organized in the U.S.? |    | (vii) Amount of monetary support |
|------------------------------------|----------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----|------------------------------------------------------------------|----|-------------------------------------------------------------|----|----------------------------------|
|                                    |          |                                                                                             | Yes                                                                     | No | Yes                                                              | No | Yes                                                         | No |                                  |
| (A)                                |          |                                                                                             |                                                                         |    |                                                                  |    |                                                             |    |                                  |
| (B)                                |          |                                                                                             |                                                                         |    |                                                                  |    |                                                             |    |                                  |
| (C)                                |          |                                                                                             |                                                                         |    |                                                                  |    |                                                             |    |                                  |
| (D)                                |          |                                                                                             |                                                                         |    |                                                                  |    |                                                             |    |                                  |
| (E)                                |          |                                                                                             |                                                                         |    |                                                                  |    |                                                             |    |                                  |
| Total                              |          |                                                                                             |                                                                         |    |                                                                  |    |                                                             |    |                                  |

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2012

**Part II** **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ►                                                                                                                                                                                  | (a) 2008   | (b) 2009   | (c) 2010   | (d) 2011   | (e) 2012   | (f) Total   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|-------------|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants") . . . . .                                                                                                                   | 1,198,041. | 1,711,449. | 3,523,915. | 7,162,361. | 7,716,506. | 21,312,272. |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .                                                                                                                    |            |            |            |            |            | 0           |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .                                                                                                            |            |            |            |            |            | 0           |
| 4 <b>Total.</b> Add lines 1 through 3 . . . . .                                                                                                                                                                                | 1,198,041. | 1,711,449. | 3,523,915. | 7,162,361. | 7,716,506. | 21,312,272. |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f). <b>ATCH 1</b> . . . . . |            |            |            |            |            | 8,981,987   |
| 6 <b>Public support.</b> Subtract line 5 from line 4 . . . . .                                                                                                                                                                 |            |            |            |            |            | 12,330,285. |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ►                                                                                                                                                            | (a) 2008   | (b) 2009   | (c) 2010   | (d) 2011   | (e) 2012   | (f) Total                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|--------------------------|
| 7 Amounts from line 4 . . . . .                                                                                                                                                                          | 1,198,041. | 1,711,449. | 3,523,915. | 7,162,361. | 7,716,506. | 21,312,272.              |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . . . .                                                               | 358.       | 250.       | 68.        | 55.        | 158.       | 889.                     |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .                                                                                           |            |            |            |            |            | 0                        |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV) . . . . .                                                                                              |            |            |            |            |            | 0                        |
| 11 <b>Total support.</b> Add lines 7 through 10 . . . . .                                                                                                                                                |            |            |            |            |            | 21,313,161.              |
| 12 Gross receipts from related activities, etc. (see instructions) . . . . .                                                                                                                             |            |            |            |            | 12         |                          |
| 13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . |            |            |            |            |            | <input type="checkbox"/> |

**Section C. Computation of Public Support Percentage**

|                                                                                                                                                                                                                                                                                                                                                                                                                        |    |                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------------------------------------|
| 14 Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f)) . . . . .                                                                                                                                                                                                                                                                                                                    | 14 | 57.85%                              |
| 15 Public support percentage from 2011 Schedule A, Part II, line 14 . . . . .                                                                                                                                                                                                                                                                                                                                          | 15 | 55.00%                              |
| 16a <b>33 1/3% support test - 2012.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . .                                                                                                                                                                           |    | <input checked="" type="checkbox"/> |
| b <b>33 1/3% support test - 2011.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . .                                                                                                                                                                        |    | <input type="checkbox"/>            |
| 17a <b>10%-facts-and-circumstances test - 2012.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . .    |    | <input type="checkbox"/>            |
| b <b>10%-facts-and-circumstances test - 2011.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . |    | <input type="checkbox"/>            |
| 18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . .                                                                                                                                                                                                                                                                 |    | <input type="checkbox"/>            |

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II  
If the organization fails to qualify under the tests listed below, please complete Part II)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ►                                                                                                                                               | (a) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (f) Total |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")                                                                                  |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . . |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 . . . . .                                                                             |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .                                                                          |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .                                                                  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5 . . . . .                                                                                                                                             |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . . .                                                                                                |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . . .           |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b. . . . .                                                                                                                                                       |          |          |          |          |          |           |
| <b>8 Public support.</b> (Subtract line 7c from line 6) . . . . .                                                                                                                           |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ►                                                                                                                                                                                       | (a) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (f) Total |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6. . . . .                                                                                                                                                                                               |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . . . .                                                                                 |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .                                                                                                          |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b . . . . .                                                                                                                                                                                            |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on . . . . .                                                                                     |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV) . . . . .                                                                                                                  |          |          |          |          |          |           |
| <b>13 Total support.</b> (Add lines 9, 10c, 11, and 12) . . . . .                                                                                                                                                                   |          |          |          |          |          |           |
| <b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . ► <input type="checkbox"/> |          |          |          |          |          |           |

**Section C. Computation of Public Support Percentage**

|                                                                                                            |           |   |
|------------------------------------------------------------------------------------------------------------|-----------|---|
| <b>15</b> Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f)) . . . . . | <b>15</b> | % |
| <b>16</b> Public support percentage from 2011 Schedule A, Part III, line 15 . . . . .                      | <b>16</b> | % |

**Section D. Computation of Investment Income Percentage**

|                                                                                                                 |           |   |
|-----------------------------------------------------------------------------------------------------------------|-----------|---|
| <b>17</b> Investment income percentage for 2012 (line 10c, column (f) divided by line 13, column (f)) . . . . . | <b>17</b> | % |
| <b>18</b> Investment income percentage from 2011 Schedule A, Part III, line 17 . . . . .                        | <b>18</b> | % |

- 19a 33 1/3% support tests - 2012.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐
- b 33 1/3% support tests - 2011.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► ☐



**Part IV** **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10, Part II, line 17a or 17b, and Part III, line 12. Also complete this part for any additional information. (See instructions)

ATTACHMENT 1SCHEDULE A, PART II - EXCESS CONTRIBUTIONS

(NOT OPEN TO PUBLIC INSPECTION)

| <u>CONTRIBUTOR NAME</u> | <u>TOTAL<br/>CONTRIBUTION</u> | <u>LESS 2% OF<br/>LINE 11 (F)</u> | <u>EXCESS<br/>CONTRIBUTION<br/>AMOUNT</u> |
|-------------------------|-------------------------------|-----------------------------------|-------------------------------------------|
| PANERA, LLC             | 9,408,250.                    | 426,263.                          | 8,981,987.                                |
| TOTAL                   | <u>9,408,250.</u>             |                                   | <u>8,981,987.</u>                         |

SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2012

Open to Public  
Inspection

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6

|                                                                                                                                                                                                                                                                                 | (a) Donor advised funds                                  | (b) Funds and other accounts |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------------|
| 1 Total number at end of year . . . . .                                                                                                                                                                                                                                         |                                                          |                              |
| 2 Aggregate contributions to (during year) . . . . .                                                                                                                                                                                                                            |                                                          |                              |
| 3 Aggregate grants from (during year) . . . . .                                                                                                                                                                                                                                 |                                                          |                              |
| 4 Aggregate value at end of year . . . . .                                                                                                                                                                                                                                      |                                                          |                              |
| 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .                                                            | <input type="checkbox"/> Yes <input type="checkbox"/> No |                              |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . . | <input type="checkbox"/> Yes <input type="checkbox"/> No |                              |

**Part II Conservation Easements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 7

1 Purpose(s) of conservation easements held by the organization (check all that apply)

|                                                                                              |                                                                              |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <input type="checkbox"/> Preservation of land for public use (e g , recreation or education) | <input type="checkbox"/> Preservation of an historically important land area |
| <input type="checkbox"/> Protection of natural habitat                                       | <input type="checkbox"/> Preservation of a certified historic structure      |
| <input type="checkbox"/> Preservation of open space                                          |                                                                              |

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

|                                                                                                                                                      | Held at the End of the Tax Year |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| a Total number of conservation easements . . . . .                                                                                                   | 2a                              |
| b Total acreage restricted by conservation easements . . . . .                                                                                       | 2b                              |
| c Number of conservation easements on a certified historic structure included in (a) . . . . .                                                       | 2c                              |
| d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register . . . . . | 2d                              |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ► \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . . ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ► \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B) (i) and section 170(h)(4)(B)(ii)? . . . . . ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" to Form 990, Part IV, line 8

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 . . . . . ► \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X . . . . . ► \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenues included in Form 990, Part VIII, line 1 . . . . . ► \$ \_\_\_\_\_

b Assets included in Form 990, Part X . . . . . ► \$ \_\_\_\_\_

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Schedule D (Form 990) 2012

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

- a ☐ Public exhibition d ☐ Loan or exchange programs  
 b ☐ Scholarly research e ☐ Other \_\_\_\_\_  
 c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . . . ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . . ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table

|                                           | Amount |
|-------------------------------------------|--------|
| c Beginning balance . . . . .             | 1c     |
| d Additions during the year . . . . .     | 1d     |
| e Distributions during the year . . . . . | 1e     |
| f Ending balance . . . . .                | 1f     |

2a Did the organization include an amount on Form 990, Part X, line 21? . . . . . ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII. . . . . ☐ Yes ☐ No

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10

|                                                            | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|------------------------------------------------------------|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance . . . . .                     |                  |                |                    |                      |                     |
| b Contributions . . . . .                                  |                  |                |                    |                      |                     |
| c Net investment earnings, gains, and losses . . . . .     |                  |                |                    |                      |                     |
| d Grants or scholarships . . . . .                         |                  |                |                    |                      |                     |
| e Other expenditures for facilities and programs . . . . . |                  |                |                    |                      |                     |
| f Administrative expenses . . . . .                        |                  |                |                    |                      |                     |
| g End of year balance . . . . .                            |                  |                |                    |                      |                     |

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

- a Board designated or quasi-endowment ▶ \_\_\_\_\_ %  
 b Permanent endowment ▶ \_\_\_\_\_ %  
 c Temporarily restricted endowment ▶ \_\_\_\_\_ %

The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

- (i) unrelated organizations . . . . .  
 (ii) related organizations . . . . .

|        | Yes | No |
|--------|-----|----|
| 3a(i)  |     |    |
| 3a(ii) |     |    |
| 3b     |     |    |

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

4 Describe in Part XIII the intended uses of the organization's endowment funds

**Part VI Land, Buildings, and Equipment.** See Form 990, Part X, line 10

| Description of property                                                                                  | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|----------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land . . . . .                                                                                        |                                      |                                 |                              |                |
| b Buildings . . . . .                                                                                    |                                      |                                 |                              |                |
| c Leasehold improvements . . . . .                                                                       | 1,143,212.                           |                                 | 217,028.                     | 926,184.       |
| d Equipment . . . . .                                                                                    | 452,268.                             |                                 | 194,070.                     | 258,198.       |
| e Other . . . . .                                                                                        | 334,056.                             |                                 | 94,840.                      | 239,216.       |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)). . . . . |                                      |                                 |                              | 1,423,598.     |

Schedule D (Form 990) 2012

**Part VII Investments - Other Securities.** See Form 990, Part X, line 12

| (a) Description of security or category<br>(including name of security) | (b) Book value | (c) Method of valuation<br>Cost or end-of-year market value |
|-------------------------------------------------------------------------|----------------|-------------------------------------------------------------|
| (1) Financial derivatives . . . . .                                     |                |                                                             |
| (2) Closely-held equity interests . . . . .                             |                |                                                             |
| (3) Other _____                                                         |                |                                                             |
| (A) _____                                                               |                |                                                             |
| (B) _____                                                               |                |                                                             |
| (C) _____                                                               |                |                                                             |
| (D) _____                                                               |                |                                                             |
| (E) _____                                                               |                |                                                             |
| (F) _____                                                               |                |                                                             |
| (G) _____                                                               |                |                                                             |
| (H) _____                                                               |                |                                                             |
| (I) _____                                                               |                |                                                             |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 12) ►      |                |                                                             |

**Part VIII Investments - Program Related.** See Form 990, Part X, line 13.

| (a) Description of investment type                                 | (b) Book value | (c) Method of valuation<br>Cost or end-of-year market value |
|--------------------------------------------------------------------|----------------|-------------------------------------------------------------|
| (1) _____                                                          |                |                                                             |
| (2) _____                                                          |                |                                                             |
| (3) _____                                                          |                |                                                             |
| (4) _____                                                          |                |                                                             |
| (5) _____                                                          |                |                                                             |
| (6) _____                                                          |                |                                                             |
| (7) _____                                                          |                |                                                             |
| (8) _____                                                          |                |                                                             |
| (9) _____                                                          |                |                                                             |
| (10) _____                                                         |                |                                                             |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 13) ► |                |                                                             |

**Part IX Other Assets.** See Form 990, Part X, line 15

| (a) Description                                                              | (b) Book value |
|------------------------------------------------------------------------------|----------------|
| (1) _____                                                                    |                |
| (2) _____                                                                    |                |
| (3) _____                                                                    |                |
| (4) _____                                                                    |                |
| (5) _____                                                                    |                |
| (6) _____                                                                    |                |
| (7) _____                                                                    |                |
| (8) _____                                                                    |                |
| (9) _____                                                                    |                |
| (10) _____                                                                   |                |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 15) . . . . . ► |                |

**Part X Other Liabilities.** See Form 990, Part X, line 25

| 1. (a) Description of liability                                    | (b) Book value |
|--------------------------------------------------------------------|----------------|
| (1) Federal income taxes                                           |                |
| (2) _____                                                          |                |
| (3) _____                                                          |                |
| (4) _____                                                          |                |
| (5) _____                                                          |                |
| (6) _____                                                          |                |
| (7) _____                                                          |                |
| (8) _____                                                          |                |
| (9) _____                                                          |                |
| (10) _____                                                         |                |
| (11) _____                                                         |                |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 25) ► |                |

2. FIN 48 (ASC 740) Footnote In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII. ☐

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

|          |                                                                                              |           |            |
|----------|----------------------------------------------------------------------------------------------|-----------|------------|
| <b>1</b> | Total revenue, gains, and other support per audited financial statements                     | <b>1</b>  | 8,128,409. |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part VIII, line 12                           |           |            |
| <b>a</b> | Net unrealized gains on investments                                                          | <b>2a</b> |            |
| <b>b</b> | Donated services and use of facilities                                                       | <b>2b</b> | 411,745.   |
| <b>c</b> | Recoveries of prior year grants                                                              | <b>2c</b> |            |
| <b>d</b> | Other (Describe in Part XIII)                                                                | <b>2d</b> |            |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b>                                                        | <b>2e</b> | 411,745.   |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b>                                                   | <b>3</b>  | 7,716,664. |
| <b>4</b> | Amounts included on Form 990, Part VIII, line 12, but not on line 1:                         |           |            |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b                             | <b>4a</b> |            |
| <b>b</b> | Other (Describe in Part XIII)                                                                | <b>4b</b> |            |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b>                                                            | <b>4c</b> |            |
| <b>5</b> | Total revenue Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12) | <b>5</b>  | 7,716,664. |

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

|          |                                                                                               |           |            |
|----------|-----------------------------------------------------------------------------------------------|-----------|------------|
| <b>1</b> | Total expenses and losses per audited financial statements                                    | <b>1</b>  | 7,640,219. |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part IX, line 25                              |           |            |
| <b>a</b> | Donated services and use of facilities                                                        | <b>2a</b> | 411,745.   |
| <b>b</b> | Prior year adjustments                                                                        | <b>2b</b> |            |
| <b>c</b> | Other losses                                                                                  | <b>2c</b> |            |
| <b>d</b> | Other (Describe in Part XIII)                                                                 | <b>2d</b> |            |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b>                                                         | <b>2e</b> | 411,745.   |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b>                                                    | <b>3</b>  | 7,228,474. |
| <b>4</b> | Amounts included on Form 990, Part IX, line 25, but not on line 1:                            |           |            |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b                              | <b>4a</b> |            |
| <b>b</b> | Other (Describe in Part XIII)                                                                 | <b>4b</b> |            |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b>                                                             | <b>4c</b> |            |
| <b>5</b> | Total expenses Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18) | <b>5</b>  | 7,228,474. |

**Part XIII Supplemental Information**

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**Part XIII** Supplemental Information (continued)

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.

OMB No. 1545-0047

**2012**

**Open to Public  
Inspection**

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed

| 1    | (a) Name and address of organization or government                                   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|------|--------------------------------------------------------------------------------------|------------|-------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| (1)  | MAKE-A-WISH FOUNDATION OF ILLINOIS<br>640 N. LASALLE DRIVE CHICAGO, IL 60654         | 36-3422138 | 501(C)(3)                     | 56,167                   |                                   |                                                       |                                        |                                    |
| (2)  | MAKE-A-WISH FOUNDATION OF OHIO, KENTUCKY &<br>2545 FARMERS DRIVE COLUMBUS, OH 43235  | 34-1471131 | 501(C)(3)                     | 43,668.                  |                                   |                                                       |                                        |                                    |
| (3)  | CANCER INSTITUTE OF NEW JERSEY FOUNDATION I<br>120 ALBANY ST NEW BRUNSWICK, NJ 08901 | 20-2959012 | 501(C)(3)                     | 37,753.                  |                                   |                                                       |                                        |                                    |
| (4)  | UNITED WAY FOR SOUTHEASTERN MICHIGAN<br>660 WOODWARD AVENUE DETROIT, MI 48226        | 20-3099071 | 501(C)(3)                     | 33,934.                  |                                   |                                                       |                                        |                                    |
| (5)  | INOVA HEALTH SYSTEM FOUNDATION<br>8110 GATEHOUSE ROAD FALLS CHURCH, VA 22042         | 54-1071867 | 501(C)(3)                     | 27,940.                  |                                   |                                                       |                                        |                                    |
| (6)  | MAKE-A-WISH FOUNDATION OF MINNESOTA<br>615 FIRST AVENUE NE MINNEAPOLIS, MN 55413     | 41-1422893 | 501(C)(3)                     | 24,216.                  |                                   |                                                       |                                        |                                    |
| (7)  | CHILDREN'S HOSPITAL OF BOSTON<br>300 LONGWOOD AVENUE BOSTON, MA 02115                | 04-2774441 | 501(C)(3)                     | 23,246.                  |                                   |                                                       |                                        |                                    |
| (8)  | MAKE-A-WISH FOUNDATION OF WISCONSIN<br>13195 WEST HAMPTON AVENUE BUTLER, WI 53007    | 39-1543541 | 501(C)(3)                     | 18,906.                  |                                   |                                                       |                                        |                                    |
| (9)  | YALE-NEW HAVEN HOSPITAL INC<br>20 YORK STREET NEW HAVEN, CT 06510                    | 06-0646652 | 501(C)(3)                     | 16,764.                  |                                   |                                                       |                                        |                                    |
| (10) | UPSTATE MEDICAL CENTER FOUNDATION<br>750 E ADAMS ST SYRACUSE, NY 13210               | 16-1068101 | 501(C)(3)                     | 13,146.                  |                                   |                                                       |                                        |                                    |
| (11) | JACKSON MEMORIAL FOUNDATION, INC<br>901 NW 17TH STREET MIAMI, FL 33136               | 65-0077727 | 501(C)(3)                     | 12,159.                  |                                   |                                                       |                                        |                                    |
| (12) | AMERICAN CANCER SOCIETY<br>250 WILLIAMS STREET NW ATLANTA, GA 30303                  | 13-1788491 | 501(C)(3)                     | 11,886.                  |                                   |                                                       |                                        |                                    |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

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Schedule I (Form 990) (2012)

JSA

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**SCHEDULE I  
(Form 990)**

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.

OMB No 1545-0047

**2012**

**Open to Public  
Inspection**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1    | (a) Name and address of organization or government                                     | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|------|----------------------------------------------------------------------------------------|------------|-------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| (1)  | CHILDREN'S HOME SOCIETY OF FLORIDA<br>1485 S SEMORAN BLVD WINTER PARK, FL 32792        | 59-0192430 | 501(C)(3)                     | 11,677.                  |                                   |                                                       |                                        |                                    |
| (2)  | HANDS ON ATLANTA, INC<br>600 MEANS STREET ATLANTA, GA 30318                            | 58-1861026 | 501(C)(3)                     | 11,169.                  |                                   |                                                       |                                        |                                    |
| (3)  | MAKE-A-WISH FOUNDATION OF OC & THE INLAND E<br>14232 RED HILL AVENUE TUSTIN, CA 92780  | 33-0036556 | 501(C)(3)                     | 10,623.                  |                                   |                                                       |                                        |                                    |
| (4)  | MAKE-A-WISH FOUNDATION OF CENTRAL & NORTH F<br>1020 NORTH ORLANDO AVENUE               | 59-3235806 | 501(C)(3)                     | 10,392.                  |                                   |                                                       |                                        |                                    |
| (5)  | SACRAMENTO FOOD BANK & FAMILY SERVICES<br>3333 THIRD AVENUE SACRAMENTO, CA 95817       | 94-3315566 | 501(C)(3)                     | 10,202.                  |                                   |                                                       |                                        |                                    |
| (6)  | CHILDREN'S HOSPITAL OF THE KINGS DAUGHTERS<br>601 CHILDRENS LN NORFOLK, VA 23507       | 54-0506321 | 501(C)(3)                     | 9,534.                   |                                   |                                                       |                                        |                                    |
| (7)  | CHILDREN'S MIRACLE NETWORK OF RICHMOND<br>2924 BROOK RD RICHMOND, VA 23220             | 51-0220692 | 501(C)(3)                     | 9,267.                   |                                   |                                                       |                                        |                                    |
| (8)  | THE SALVATION ARMY NATIONAL CORPORATION<br>615 SLATERS LANE ALEXANDRIA, VA 22313       | 22-2408433 | 501(C)(3)                     | 9,183.                   |                                   |                                                       |                                        |                                    |
| (9)  | MAKE-A-WISH FOUNDATION OF GREATER LOS ANGEL<br>1875 CENTURY PARK EAST                  | 95-4107024 | 501(C)(3)                     | 8,940.                   |                                   |                                                       |                                        |                                    |
| (10) | MAKE-A-WISH FOUNDATION OF CENTRAL & WESTERN<br>212 S TYRON ST CHARLOTTE, NC 28281      | 56-1492432 | 501(C)(3)                     | 8,781.                   |                                   |                                                       |                                        |                                    |
| (11) | MAKE-A-WISH FOUNDATION OF EASTERN NORTH CAR<br>2880 SLATER RD MORRISVILLE, NC 27560    | 58-1792140 | 501(C)(3)                     | 8,585.                   |                                   |                                                       |                                        |                                    |
| (12) | MAKE-A-WISH FOUNDATION OF ORANGE COUNTY INC<br>833 DOVER DRIVE NEWPORT BEACH, CA 92663 | 33-0036556 | 501(C)(3)                     | 8,306.                   |                                   |                                                       |                                        |                                    |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2012)



**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.

OMB No. 1545-0047

**2012**

**Open to Public  
Inspection**

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I General Information on Grants and Assistance**

- Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed

| 1    | (a) Name and address of organization or government                                   | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|------|--------------------------------------------------------------------------------------|------------|-------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| (1)  | MAKE-A-WISH FOUNDATION OF OREGON<br>2000 SW 1ST AVENUE PORTLAND, OR 97201            | 82-0385049 | 501(C)(3)                     | 7,712.                   |                                   |                                                       |                                        |                                    |
| (2)  | MAKE-A-WISH FOUNDATION OF NEBRASKA<br>11926 ARBOR STREET OMAHA, NE 68144             | 47-0671096 | 501(C)(3)                     | 7,589.                   |                                   |                                                       |                                        |                                    |
| (3)  | MARCH OF DIMES BIRTH DEFECTS NATIONAL FOUND<br>1275 MAMARONECK AVENUE                | 13-1846366 | 501(C)(3)                     | 7,545.                   |                                   |                                                       |                                        |                                    |
| (4)  | YOUTH VILLAGES OF MIDDLE TENNESSEE<br>3320 BROTHER BLVD MEMPHIS, TN 38133            | 58-1716970 | 501(C)(3)                     | 6,933.                   |                                   |                                                       |                                        |                                    |
| (5)  | SOUTH SHORE HOSPITAL<br>55 FOGG RD SOUTH WEYMOUTH, MA 02190                          | 04-2769210 | 501(C)(3)                     | 6,286.                   |                                   |                                                       |                                        |                                    |
| (6)  | CAMELOT FOR CHILDREN INC<br>2354 W ENMAUS AVENUE ALLENTOWN, PA 18103                 | 23-2565740 | 501(C)(3)                     | 6,185.                   |                                   |                                                       |                                        |                                    |
| (7)  | THE WOMEN & CHILDREN'S HOSPITAL OF BUFFALO<br>1260 DELAWARE AVENUE BUFFALO, NY 14209 | 16-1332044 | 501(C)(3)                     | 5,974.                   |                                   |                                                       |                                        |                                    |
| (8)  | GOLISANO CHILDREN'S HOSPITAL - UNIV. OF ROC<br>601 ELMWOOD ROCHESTER, NY 14642       | 16-0743209 | 501(C)(3)                     | 5,859.                   |                                   |                                                       |                                        |                                    |
| (9)  | USO NORTHWEST FLORIDA<br>P.O. BOX 33135 PENSACOLA, FL 32508                          | 13-1610451 | 501(C)(3)                     | 5,190.                   |                                   |                                                       |                                        |                                    |
| (10) |                                                                                      |            |                               |                          |                                   |                                                       |                                        |                                    |
| (11) |                                                                                      |            |                               |                          |                                   |                                                       |                                        |                                    |
| (12) |                                                                                      |            |                               |                          |                                   |                                                       |                                        |                                    |

- Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **33**
- Enter total number of other organizations listed in the line 1 table **3**

**For Paperwork Reduction Act Notice, see the Instructions for Form 990.** Schedule I (Form 990) (2012)

**Part III** Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

|   | (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-cash assistance |
|---|---------------------------------|--------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|
| 1 | FOOD INVENTORY                  |                          |                          | 2,638,973.                        | COMPARABLE SALE                                       | FOOD INVENTORY                         |
| 2 |                                 |                          |                          |                                   |                                                       |                                        |
| 3 |                                 |                          |                          |                                   |                                                       |                                        |
| 4 |                                 |                          |                          |                                   |                                                       |                                        |
| 5 |                                 |                          |                          |                                   |                                                       |                                        |
| 6 |                                 |                          |                          |                                   |                                                       |                                        |
| 7 |                                 |                          |                          |                                   |                                                       |                                        |

**Part IV** Supplemental Information. Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

**SCHEDULE L**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Transactions With Interested Persons**

► **Complete if the organization answered**  
"Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c,  
or Form 990-EZ, Part V, line 38a or 40b.  
► **Attach to Form 990 or Form 990-EZ. ► See separate instructions.**

OMB No 1545-0047

**2012**

**Open To Public  
Inspection**

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I Excess Benefit Transactions** (section 501(c)(3) and section 501(c)(4) organizations only)

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

| 1   | (a) Name of disqualified person | (b) Relationship between disqualified person and organization | (c) Description of transaction | (d) Corrected? |    |
|-----|---------------------------------|---------------------------------------------------------------|--------------------------------|----------------|----|
|     |                                 |                                                               |                                | Yes            | No |
| (1) |                                 |                                                               |                                |                |    |
| (2) |                                 |                                                               |                                |                |    |
| (3) |                                 |                                                               |                                |                |    |
| (4) |                                 |                                                               |                                |                |    |
| (5) |                                 |                                                               |                                |                |    |
| (6) |                                 |                                                               |                                |                |    |

- 2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958 . . . . . ► \$ \_\_\_\_\_
- 3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . . ► \$ \_\_\_\_\_

**Part II Loans to and/or From Interested Persons.**

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

| (a) Name of interested person     | (b) Relationship with organization | (c) Purpose of loan | (d) Loan to or from the organization? |      | (e) Original principal amount | (f) Balance due | (g) In default? |    | (h) Approved by board or committee? |    | (i) Written agreement? |    |
|-----------------------------------|------------------------------------|---------------------|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
|                                   |                                    |                     | To                                    | From |                               |                 | Yes             | No | Yes                                 | No | Yes                    | No |
| (1)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (2)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (3)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (4)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (5)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (6)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (7)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (8)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (9)                               |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (10)                              |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| <b>Total</b> . . . . . ► \$ _____ |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |

**Part III Grants or Assistance Benefiting Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 27

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of assistance | (d) Type of assistance | (e) Purpose of assistance |
|-------------------------------|-----------------------------------------------------------------|--------------------------|------------------------|---------------------------|
| (1)                           |                                                                 |                          |                        |                           |
| (2)                           |                                                                 |                          |                        |                           |
| (3)                           |                                                                 |                          |                        |                           |
| (4)                           |                                                                 |                          |                        |                           |
| (5)                           |                                                                 |                          |                        |                           |
| (6)                           |                                                                 |                          |                        |                           |
| (7)                           |                                                                 |                          |                        |                           |
| (8)                           |                                                                 |                          |                        |                           |
| (9)                           |                                                                 |                          |                        |                           |
| (10)                          |                                                                 |                          |                        |                           |

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule L (Form 990 or 990-EZ) 2012

**Part IV Business Transactions Involving Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c

| (a) Name of interested person           | (b) Relationship between interested person and the organization | (c) Amount of transaction | (d) Description of transaction | (e) Sharing of organization's revenues? |    |
|-----------------------------------------|-----------------------------------------------------------------|---------------------------|--------------------------------|-----------------------------------------|----|
|                                         |                                                                 |                           |                                | Yes                                     | No |
| (1) PANERA BREAD COMPANY & SUBSIDIARIES |                                                                 |                           |                                |                                         | X  |
| (2)                                     |                                                                 |                           |                                |                                         |    |
| (3)                                     |                                                                 |                           |                                |                                         |    |
| (4)                                     |                                                                 |                           |                                |                                         |    |
| (5)                                     |                                                                 |                           |                                |                                         |    |
| (6)                                     |                                                                 |                           |                                |                                         |    |
| (7)                                     |                                                                 |                           |                                |                                         |    |
| (8)                                     |                                                                 |                           |                                |                                         |    |
| (9)                                     |                                                                 |                           |                                |                                         |    |
| (10)                                    |                                                                 |                           |                                |                                         |    |

**Part V Supplemental Information**

Complete this part to provide additional information for responses to questions on Schedule L (see instructions)

SCHEDULE L, PART IV

(B) SEVERAL OFFICERS AND DIRECTORS OF THE FILING ENTITY ARE EMPLOYEES FOR PANERA BREAD COMPANY.

(D) DESCRIPTION OF TRANSACTION: PANERA BREAD COMPANY AND ITS SUBSIDIARIES PROVIDES THIRD-PARTY ADMINISTRATIVE SERVICES TO THE FILING ENTITY FREE OF CHARGE.

**SCHEDULE M  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Noncash Contributions**

► **Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.**  
► **Attach to Form 990.**

OMB No 1545-0047

**2012**

**Open To Public  
Inspection**

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

**Part I Types of Property**

|                                                                              | (a)<br>Check if<br>applicable | (b)<br>Number of contributions or<br>items contributed | (c)<br>Noncash contribution<br>amounts reported on<br>Form 990, Part VIII, line 1g | (d)<br>Method of determining<br>noncash contribution amounts |
|------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------|
| 1 Art - Works of art . . . . .                                               |                               |                                                        |                                                                                    |                                                              |
| 2 Art - Historical treasures . . . . .                                       |                               |                                                        |                                                                                    |                                                              |
| 3 Art - Fractional interests . . . . .                                       |                               |                                                        |                                                                                    |                                                              |
| 4 Books and publications . . . . .                                           |                               |                                                        |                                                                                    |                                                              |
| 5 Clothing and household<br>goods . . . . .                                  |                               |                                                        |                                                                                    |                                                              |
| 6 Cars and other vehicles . . . . .                                          |                               |                                                        |                                                                                    |                                                              |
| 7 Boats and planes . . . . .                                                 |                               |                                                        |                                                                                    |                                                              |
| 8 Intellectual property . . . . .                                            |                               |                                                        |                                                                                    |                                                              |
| 9 Securities - Publicly traded . . . . .                                     |                               |                                                        |                                                                                    |                                                              |
| 10 Securities - Closely held stock . . . . .                                 |                               |                                                        |                                                                                    |                                                              |
| 11 Securities - Partnership, LLC,<br>or trust interests . . . . .            |                               |                                                        |                                                                                    |                                                              |
| 12 Securities - Miscellaneous . . . . .                                      |                               |                                                        |                                                                                    |                                                              |
| 13 Qualified conservation<br>contribution - Historic<br>structures . . . . . |                               |                                                        |                                                                                    |                                                              |
| 14 Qualified conservation<br>contribution - Other . . . . .                  |                               |                                                        |                                                                                    |                                                              |
| 15 Real estate - Residential . . . . .                                       |                               |                                                        |                                                                                    |                                                              |
| 16 Real estate - Commercial . . . . .                                        |                               |                                                        |                                                                                    |                                                              |
| 17 Real estate - Other . . . . .                                             |                               |                                                        |                                                                                    |                                                              |
| 18 Collectibles . . . . .                                                    |                               |                                                        |                                                                                    |                                                              |
| 19 Food inventory . . . . .                                                  | X                             |                                                        | 1,407,530.                                                                         | COMPARABLE SALE                                              |
| 20 Drugs and medical supplies . . . . .                                      |                               |                                                        |                                                                                    |                                                              |
| 21 Taxidermy . . . . .                                                       |                               |                                                        |                                                                                    |                                                              |
| 22 Historical artifacts . . . . .                                            |                               |                                                        |                                                                                    |                                                              |
| 23 Scientific specimens . . . . .                                            |                               |                                                        |                                                                                    |                                                              |
| 24 Archeological artifacts . . . . .                                         |                               |                                                        |                                                                                    |                                                              |
| 25 Other ► ( ATCH 1 ) . . . . .                                              |                               |                                                        | 507,090.                                                                           |                                                              |
| 26 Other ► ( ) . . . . .                                                     |                               |                                                        |                                                                                    |                                                              |
| 27 Other ► ( ) . . . . .                                                     |                               |                                                        |                                                                                    |                                                              |
| 28 Other ► ( ) . . . . .                                                     |                               |                                                        |                                                                                    |                                                              |

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement . . . . . **29**

|                                                                                                                                                                                                                                                                                                        | Yes | No |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 30 a During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? . . . . . |     | X  |
| b If "Yes," describe the arrangement in Part II                                                                                                                                                                                                                                                        |     |    |
| 31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions? . . . . .                                                                                                                                                                           |     | X  |
| 32 a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? . . . . .                                                                                                                                                            |     | X  |
| b If "Yes," describe in Part II                                                                                                                                                                                                                                                                        |     |    |
| 33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II                                                                                                                                                              |     |    |

For Paperwork Reduction Act Notice, see the instructions for Form 990.

Schedule M (Form 990) (2012)

**Part II** **Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

ATTACHMENT 1SCHEDULE M, PART I - OTHER NONCASH CONTRIBUTIONS

| <u>DESCRIPTION</u>       | <u>(A) CHECK</u> | <u>(B) NUMBER OF<br/>CONTRIBUTIONS</u> | <u>(C) REVENUES<br/>REPORTED</u> | <u>(D) METHOD OF<br/>DETERMINING</u> |
|--------------------------|------------------|----------------------------------------|----------------------------------|--------------------------------------|
| PROPERTY AND EQUIPMENT - | X                |                                        | 507,090.                         | QUALIFIED APPRAISAL                  |
| TOTALS                   |                  |                                        | <u>507,090.</u>                  |                                      |

**SCHEDULE O**  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

**2012**

**Open to Public  
Inspection**

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

FORM 990, PART VI

SECTION B, LINE 11A & 11B

THE DESIGNATED MEMBER OF THE ORGANIZATION'S GOVERNING BODY RECEIVES THE  
AUDITED FINANCIAL STATEMENTS FOR REVIEW PRIOR TO THE FORM 990 BEING  
FILED.

FORM 990 IS COMPLETED AND REVIEWED BY TAX EMPLOYEES OF PANERA, LLC.

FORM 990, PART VI

SECTION C, LINE 19

THE ORGANIZATION MAKES ALL NECESSARY DOCUMENTS, POLICIES, AND FINANCIAL  
STATEMENTS AVAILABLE TO THE PUBLIC UPON REQUEST.

ATTACHMENT 1

FORM 990, PART III, LINE 1 - ORGANIZATION'S MISSION

PANERA BREAD FOUNDATION, INC. MAKES FINANCIAL CONTRIBUTIONS TO  
QUALIFIED TAX-EXEMPT ORGANIZATIONS WHOSE PROGRAMS ADDRESS BASIC HUMAN  
NEEDS. THE FOUNDATION SUPPORTS ORGANIZATIONS WHOSE MISSIONS FALL  
WITHIN THE FOLLOWING CATEGORIES: HEALTH AND WELFARE, EDUCATION,  
CULTURE AND ARTS, CIVIC AND COMMUNITY ORGANIZATIONS. PANERA CARES IS  
A PROGRAM RUN BY THE PANERA BREAD FOUNDATION. IT CONSISTS OF FOUR  
CAFES WHICH OPERATE SIMILARLY TO A TRADITIONAL PANERA BREAD CAFE.  
HOWEVER, CUSTOMERS ARE ENCOURAGED TO TAKE WHAT THEY NEED AND DONATE  
THEIR FAIR SHARE. THE CAFES ALSO OFFER THE OPTION OF VOLUNTEERING AN  
HOUR OF TIME IN EXCHANGE FOR A MEAL.

Name of the organization

PANERA BREAD FOUNDATION, INC.

Employer identification number

43-1950869

ATTACHMENT 2FORM 990, PART X - PREPAID EXPENSES AND DEFERRED CHARGES

| <u>DESCRIPTION</u> | <u>BEGINNING<br/>BOOK VALUE</u> | <u>ENDING<br/>BOOK VALUE</u> |
|--------------------|---------------------------------|------------------------------|
| PREPAID EXPENSES   | 30,411.                         | 87,552.                      |
| TOTALS             | <u>30,411.</u>                  | <u>87,552.</u>               |



**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

PANERA BREAD FOUNDATION, INC.

▶ **Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.**  
▶ **Attach to Form 990.** ▶ **See separate instructions.**

**Related Organizations and Unrelated Partnerships**

OMB No 1545-0047

**2012**

**Open to Public  
Inspection**

Employer identification number  
43-1950869

**Part I Identification of Disregarded Entities** (Complete if the organization answered "Yes" to Form 990, Part IV, line 33 )

| (a)<br>Name, address, and EIN (if applicable) of disregarded entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Total income | (e)<br>End-of-year assets | (f)<br>Direct controlling entity |
|---------------------------------------------------------------------|-------------------------|--------------------------------------------------|---------------------|---------------------------|----------------------------------|
| (1) _____                                                           |                         |                                                  |                     |                           |                                  |
| (2) _____                                                           |                         |                                                  |                     |                           |                                  |
| (3) _____                                                           |                         |                                                  |                     |                           |                                  |
| (4) _____                                                           |                         |                                                  |                     |                           |                                  |
| (5) _____                                                           |                         |                                                  |                     |                           |                                  |
| (6) _____                                                           |                         |                                                  |                     |                           |                                  |

**Part II Identification of Related Tax-Exempt Organizations** (Complete if the organization answered "Yes" to Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year )

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if section 501(c)(3)) | (f)<br>Direct controlling entity | (g)<br>Section 512(b)(13) controlled entity? |    |
|-------------------------------------------------------|-------------------------|--------------------------------------------------|----------------------------|-----------------------------------------------------|----------------------------------|----------------------------------------------|----|
|                                                       |                         |                                                  |                            |                                                     |                                  | Yes                                          | No |
| (1) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |
| (2) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |
| (3) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |
| (4) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |
| (5) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |
| (6) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |
| (7) _____                                             |                         |                                                  |                            |                                                     |                                  |                                              |    |

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2012

**Part III** Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" to Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year)

| (a)<br>Name, address, and EIN of<br>related organization | (b)<br>Primary activity | (c)<br>Legal<br>domicile<br>(state or<br>foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Predominant<br>income (related,<br>unrelated,<br>excluded from<br>tax under<br>sections 512-514) | (f)<br>Share of total<br>income | (g)<br>Share of end-of-<br>year assets | (h)<br>Disproportionate<br>allocations? |    | (i)<br>Code V-UBI<br>amount in box 20<br>of Schedule K-1<br>(Form 1065) | (j)<br>General or<br>managing<br>partner? |    | (k)<br>Percentage<br>ownership |
|----------------------------------------------------------|-------------------------|--------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|-----------------------------------------|----|-------------------------------------------------------------------------|-------------------------------------------|----|--------------------------------|
|                                                          |                         |                                                              |                                     |                                                                                                         |                                 |                                        | Yes                                     | No |                                                                         | Yes                                       | No |                                |
| (1) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |
| (2) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |
| (3) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |
| (4) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |
| (5) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |
| (6) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |
| (7) _____                                                |                         |                                                              |                                     |                                                                                                         |                                 |                                        |                                         |    |                                                                         |                                           |    |                                |

**Part IV** Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" to Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year)

| (a)<br>Name, address, and EIN of related organization                                      | (b)<br>Primary activity | (c)<br>Legal domicile<br>(state or foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Type of entity<br>(C corp, S corp, or<br>trust) | (f)<br>Share of total<br>income | (g)<br>Share of<br>end-of-year assets | (h)<br>Percen-<br>tage<br>ownership | (i)<br>Section<br>512(b)(13)<br>controlled<br>entity? |    |
|--------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------|-------------------------------------|--------------------------------------------------------|---------------------------------|---------------------------------------|-------------------------------------|-------------------------------------------------------|----|
|                                                                                            |                         |                                                        |                                     |                                                        |                                 |                                       |                                     | Yes                                                   | No |
| (1) PANERA BREAD COMPANY<br>3630 S. GEYER ROAD, SUITE 100 ST LOUIS, MO 63127<br>04-2723701 | HOLDING COMPA           | DE                                                     | N/A                                 | C CORPORATION                                          |                                 |                                       |                                     |                                                       |    |
| (2) _____                                                                                  |                         |                                                        |                                     |                                                        |                                 |                                       |                                     |                                                       |    |
| (3) _____                                                                                  |                         |                                                        |                                     |                                                        |                                 |                                       |                                     |                                                       |    |
| (4) _____                                                                                  |                         |                                                        |                                     |                                                        |                                 |                                       |                                     |                                                       |    |
| (5) _____                                                                                  |                         |                                                        |                                     |                                                        |                                 |                                       |                                     |                                                       |    |
| (6) _____                                                                                  |                         |                                                        |                                     |                                                        |                                 |                                       |                                     |                                                       |    |
| (7) _____                                                                                  |                         |                                                        |                                     |                                                        |                                 |                                       |                                     |                                                       |    |

Schedule R (Form 990) 2012

Part V Transactions With Related Organizations (Complete if the organization answered "Yes" to Form 990, Part IV, line 34, 35b, or 36)

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

|                                                                                                  | Yes | No |
|--------------------------------------------------------------------------------------------------|-----|----|
| a Receipt of (i) interest (ii) annuities (iii) royalties or (iv) rent from a controlled entity   |     | X  |
| b Gift, grant, or capital contribution to related organization(s)                                |     | X  |
| c Gift, grant, or capital contribution from related organization(s)                              | X   |    |
| d Loans or loan guarantees to or for related organization(s)                                     |     | X  |
| e Loans or loan guarantees by related organization(s)                                            |     | X  |
| f Dividends from related organization(s)                                                         |     |    |
| g Sale of assets to related organization(s)                                                      |     | X  |
| h Purchase of assets from related organization(s)                                                |     | X  |
| i Exchange of assets with related organization(s)                                                |     | X  |
| j Lease of facilities, equipment, or other assets to related organization(s)                     |     | X  |
| k Lease of facilities, equipment, or other assets from related organization(s)                   |     | X  |
| l Performance of services or membership or fundraising solicitations for related organization(s) |     | X  |
| m Performance of services or membership or fundraising solicitations by related organization(s)  |     | X  |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)  |     | X  |
| o Sharing of paid employees with related organization(s)                                         |     | X  |
| p Reimbursement paid to related organization(s) for expenses                                     |     | X  |
| q Reimbursement paid by related organization(s) for expenses                                     |     | X  |
| r Other transfer of cash or property to related organization(s)                                  |     | X  |
| s Other transfer of cash or property from related organization(s)                                |     | X  |

|     | (a)<br>Name of other organization                                                                                                                                           | (b)<br>Transaction type (a-s) | (c)<br>Amount involved | (d)<br>Method of determining amount involved |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------|----------------------------------------------|
| 2   | If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds |                               |                        |                                              |
| (1) | PANERA BREAD COMPANY (SEE STATEMENT ATTACHED)                                                                                                                               |                               |                        |                                              |
| (2) |                                                                                                                                                                             |                               |                        |                                              |
| (3) |                                                                                                                                                                             |                               |                        |                                              |
| (4) |                                                                                                                                                                             |                               |                        |                                              |
| (5) |                                                                                                                                                                             |                               |                        |                                              |
| (6) |                                                                                                                                                                             |                               |                        |                                              |

**Part VI** Unrelated Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 37.)

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a)<br>Name, address, and EIN of entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Predominant income (related, unrelated, excluded from tax under section 512-514) | (e)<br>Are all partners section 501(c)(3) organizations? |    | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Disproportionate allocations? |    | (i)<br>Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j)<br>General or managing partner? |    | (k)<br>Percentage ownership |
|-----------------------------------------|-------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------|----|------------------------------|------------------------------------|--------------------------------------|----|----------------------------------------------------------------|-------------------------------------|----|-----------------------------|
|                                         |                         |                                                  |                                                                                         | Yes                                                      | No |                              |                                    | Yes                                  | No |                                                                | Yes                                 | No |                             |
| (1) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (2) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (3) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (4) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (5) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (6) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (7) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (8) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (9) _____                               |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (10) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (11) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (12) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (13) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (14) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (15) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |
| (16) _____                              |                         |                                                  |                                                                                         |                                                          |    |                              |                                    |                                      |    |                                                                |                                     |    |                             |

**Part VII** Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

PANERA BREAD COMPANY

SCHEDULE R, PART VII

PANERA BREAD COMPANY IS A FOR PROFIT PUBLIC CORPORATION. THE  
RELATIONSHIP TO PANERA BREAD FOUNDATION IS REPORTED AS DISCLOSURE THAT  
SOME DIRECTORS AND OFFICERS OF THE FILING ENTITY ARE EMPLOYEES OF PANERA  
BREAD COMPANY.

# Application for Extension of Time To File an Exempt Organization Return

OMB No 1545-1709

► **File a separate application for each return.**

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box ☒ **X**
- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form)

**Do not complete Part II unless** you have already been granted an automatic 3-month extension on a previously filed Form 8868

**Electronic filing (e-file).** You can electronically file Form 8868 if you need a 3-month automatic extension of time to file (6 months for a corporation required to file Form 990-T), or an additional (not automatic) 3-month extension of time. You can electronically file Form 8868 to request an extension of time to file any of the forms listed in Part I or Part II with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, which must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/efile](http://www.irs.gov/efile) and click on *e-file for Charities & Nonprofits*

## **Part I Automatic 3-Month Extension of Time.** Only submit original (no copies needed)

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete

Part I only ☐

*All other corporations (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns*

Enter filer's identifying number, see instructions

|                                                                                           |                                                                                         |                                         |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------|
| <b>Type or print</b><br><br>File by the due date for filing your return. See instructions | Name of exempt organization or other filer, see instructions                            | Employer identification number (EIN) or |
|                                                                                           | PANERA BREAD FOUNDATION, INC. (MO)                                                      | 43-1950869                              |
|                                                                                           | Number, street, and room or suite no. If a P O box, see instructions                    | Social security number (SSN)            |
|                                                                                           | 3630 S. GEYER RD                                                                        |                                         |
|                                                                                           | City, town or post office, state, and ZIP code. For a foreign address, see instructions |                                         |
|                                                                                           | ST. LOUIS, MO 63127                                                                     |                                         |

Enter the Return code for the return that this application is for (file a separate application for each return)

| Application Is For                      | Return Code | Application Is For       | Return Code |
|-----------------------------------------|-------------|--------------------------|-------------|
| Form 990 or Form 990-EZ                 | 01          | Form 990-T (corporation) | 07          |
| Form 990-BL                             | 02          | Form 1041-A              | 08          |
| Form 4720- (individual)                 | 03          | Form 4720                | 09          |
| Form 990-PF                             | 04          | Form 5227                | 10          |
| Form 990-T (sec 401(a) or 408(a) trust) | 05          | Form 6069                | 11          |
| Form 990-T (trust other than above)     | 06          | Form 8870                | 12          |

- The books are in the care of ► PANERA BREAD

Telephone No ► 314 984-1000

FAX No ► 314 909-3335

- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN)  If this is for the whole group, check this box ☐ If it is for part of the group, check this box ☐ and attach a list with the names and EINs of all members the extension is for

- 1 I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until 08/15, 20 13, to file the exempt organization return for the organization named above. The extension is for the organization's return for
- ☒ calendar year 2012 or
- ☐ tax year beginning \_\_\_\_\_, 20 \_\_\_\_\_, and ending \_\_\_\_\_, 20 \_\_\_\_\_

- 2 If the tax year entered in line 1 is for less than 12 months, check reason ☐ Initial return ☐ Final return ☐ Change in accounting period

|                                                                                                                                                                                      |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 3a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions                                   | 3a \$ |
| b If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit | 3b \$ |
| c <b>Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions      | 3c \$ |

**Caution.** If you are going to make an electronic fund withdrawal with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions

For Privacy Act and Paperwork Reduction Act Notice, see Instructions.

Form **8868** (Rev. 1-2013)

- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** and check this box ☒ **X**
- Note.** Only complete Part II if you have already been granted an automatic 3-month extension on a previously filed Form 8868
- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** (on page 1)

**Part II Additional (Not Automatic) 3-Month Extension of Time.** Only file the original (no copies needed)

|                                                                                            |                                                                                         |  |                                                    |  |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--|----------------------------------------------------|--|
| <b>Type or print</b><br><br>File by the due date for filing your return. See instructions. | Name of exempt organization or other filer, see instructions                            |  | Enter filer's identifying number, see instructions |  |
|                                                                                            | PANERA BREAD FOUNDATION, INC. (MO)                                                      |  | Employer identification number (EIN) or            |  |
|                                                                                            | Number, street, and room or suite no. If a P.O. box, see instructions                   |  | 43-1950869                                         |  |
|                                                                                            | 3630 S. GEYER RD, SUITE 100                                                             |  | Social security number (SSN)                       |  |
|                                                                                            | City, town or post office, state, and ZIP code. For a foreign address, see instructions |  |                                                    |  |
|                                                                                            | ST. LOUIS, MO 63127                                                                     |  |                                                    |  |

Enter the Return code for the return that this application is for (file a separate application for each return) . . . . . ☐ 0 ☒ 1

| Application Is For                       | Return Code | Application Is For | Return Code |
|------------------------------------------|-------------|--------------------|-------------|
| Form 990 or Form 990-EZ                  | 01          |                    |             |
| Form 990-BL                              | 02          | Form 1041-A        | 08          |
| Form 4720 (individual)                   | 03          | Form 4720          | 09          |
| Form 990-PF                              | 04          | Form 5227          | 10          |
| Form 990-T (sec. 401(a) or 408(a) trust) | 05          | Form 6069          | 11          |
| Form 990-T (trust other than above)      | 06          | Form 8870          | 12          |

**STOP! Do not complete Part II if you were not already granted an automatic 3-month extension on a previously filed Form 8868.**

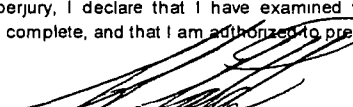
- The books are in the care of ☒ PANERA BREAD  
Telephone No ☒ 314 984-1000 FAX No ☐
- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) . . . . . ☐ . If this is for the whole group, check this box ☐ . If it is for part of the group, check this box ☐ and attach a list with the names and EINs of all members the extension is for

- I request an additional 3-month extension of time until 11/15, 20 13
- For calendar year 2012, or other tax year beginning           , 20           , and ending           , 20
- If the tax year entered in line 5 is for less than 12 months, check reason ☐ Initial return ☐ Final return  
☐ Change in accounting period
- State in detail why you need the extension ADDITIONAL TIME IS REQUIRED TO COMPLETE AN ACCURATE RETURN.

|                                                                                                                                                                                                                                            |           |    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|
| <b>8a</b> If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.                                                                                 | <b>8a</b> | \$ |
| <b>b</b> If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit and any amount paid previously with Form 8868. | <b>8b</b> | \$ |
| <b>c Balance Due.</b> Subtract line 8b from line 8a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.                                                           | <b>8c</b> | \$ |

**Signature and Verification must be completed for Part II only.**

Under penalties of perjury, I declare that I have examined this form, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete, and that I am authorized to prepare this form.

Signature  Title Director, Taxes Date 7/31/13

**PANERA BREAD FOUNDATION, INC.**

FINANCIAL STATEMENTS

**DECEMBER 25, 2012 AND DECEMBER 27, 2011**



# Panera Bread Foundation, Inc.

Index

December 25, 2012 and December 27, 2011

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## Independent Auditor's Report

Board of Directors  
Panera Bread Foundation, Inc  
St. Louis, Missouri

We have audited the accompanying financial statements of Panera Bread Foundation, Inc. (the "Foundation"), which comprise the statements of financial position as of December 25, 2012 and December 27, 2011, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditor's Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Panera Bread Foundation, Inc. as of December 25, 2012 and December 27, 2011, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

*Brown Smith Wallace, L.L.C.*

St. Louis, Missouri  
July 3, 2013

MEMBER AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS AND AN INDEPENDENT FIRM  
ASSOCIATED WITH THE NORTH AMERICAN REGION OF MOORE STEPHENS INTERNATIONAL LIMITED  
KNOWN INTERNATIONALLY AS MOORE STEPHENS BROWN SMITH WALLACE LLC

# Panera Bread Foundation, Inc.

## Statements of Financial Position

December 25, 2012 and December 27, 2011

|                                           | <u>December 25, 2012</u> | <u>December 27, 2011</u> |
|-------------------------------------------|--------------------------|--------------------------|
| <b>Assets</b>                             |                          |                          |
| Current assets:                           |                          |                          |
| Cash and cash equivalents                 | \$ 3,291,081             | \$ 3,634,118             |
| Contributions receivable                  | 118,971                  | 383,454                  |
| Inventories                               | 43,779                   | 34,083                   |
| Prepaid expenses and other current assets | 87,552                   | 30,411                   |
| Total current assets                      | <u>3,541,383</u>         | <u>4,082,066</u>         |
| Long-term assets:                         |                          |                          |
| Property and equipment, net               | <u>1,423,598</u>         | <u>1,136,797</u>         |
| <b>Total Assets</b>                       | <u>\$ 4,964,981</u>      | <u>\$ 5,218,863</u>      |
| <b>Liabilities and Net Assets</b>         |                          |                          |
| <b>Liabilities</b>                        |                          |                          |
| Current liabilities:                      |                          |                          |
| Accounts payable                          | \$ 31,901                | \$ 22,131                |
| Pledges payable                           | 457,309                  | 845,386                  |
| Accrued expenses                          | 503,647                  | 316,426                  |
| Related party payable                     | 648,123                  | 1,199,109                |
| Total current liabilities                 | <u>1,640,980</u>         | <u>2,383,052</u>         |
| <b>Net Assets</b>                         |                          |                          |
| Unrestricted net assets                   | 3,205,030                | 2,452,357                |
| Temporarily restricted net assets         | 118,971                  | 383,454                  |
| Total net assets                          | <u>3,324,001</u>         | <u>2,835,811</u>         |
| <b>Total Liabilities and Net Assets</b>   | <u>\$ 4,964,981</u>      | <u>\$ 5,218,863</u>      |

The accompanying notes are an integral part of the financial statements.

# Panera Bread Foundation, Inc.

## Statements of Activities

For the Fiscal Years Ended December 25, 2012 and December 27, 2011

|                                            | 2012                |                        |                     |
|--------------------------------------------|---------------------|------------------------|---------------------|
|                                            | Unrestricted        | Temporarily Restricted | Total               |
| <b>Support:</b>                            |                     |                        |                     |
| Public support                             | \$ 4,677,810        | \$ 118,971             | \$ 4,796,781        |
| Related party contributions                | 3,331,470           | -                      | 3,331,470           |
| Net assets released from restrictions      | 383,454             | (383,454)              | -                   |
| Total support                              | 8,392,734           | (264,483)              | 8,128,251           |
| <b>Expenses:</b>                           |                     |                        |                     |
| Program services                           | 7,134,442           | -                      | 7,134,442           |
| General and administrative                 | 505,619             | -                      | 505,619             |
| Total expenses                             | 7,640,061           | -                      | 7,640,061           |
| <b>Increase (Decrease) in Net Assets</b>   | 752,673             | (264,483)              | 488,190             |
| <b>Net Assets Beginning of Fiscal Year</b> | 2,452,357           | 383,454                | 2,835,811           |
| <b>Net Assets End of Fiscal Year</b>       | <u>\$ 3,205,030</u> | <u>\$ 118,971</u>      | <u>\$ 3,324,001</u> |
|                                            |                     |                        |                     |
|                                            | 2011                |                        |                     |
|                                            | Unrestricted        | Temporarily Restricted | Total               |
| <b>Support:</b>                            |                     |                        |                     |
| Public support                             | \$ 3,500,507        | \$ 383,454             | \$ 3,883,961        |
| Related party contributions                | 3,662,899           | -                      | 3,662,899           |
| Net assets released from restrictions      | 898,910             | (898,910)              | -                   |
| Total support                              | 8,062,316           | (515,456)              | 7,546,860           |
| <b>Expenses:</b>                           |                     |                        |                     |
| Program services                           | 6,396,872           | -                      | 6,396,872           |
| General and administrative                 | 433,518             | -                      | 433,518             |
| Total expenses                             | 6,830,390           | -                      | 6,830,390           |
| <b>Increase (Decrease) in Net Assets</b>   | 1,231,926           | (515,456)              | 716,470             |
| <b>Net Assets Beginning of Fiscal Year</b> | 1,220,431           | 898,910                | 2,119,341           |
| <b>Net Assets End of Fiscal Year</b>       | <u>\$ 2,452,357</u> | <u>\$ 383,454</u>      | <u>\$ 2,835,811</u> |

The accompanying notes are an integral part of the financial statements

# Panera Bread Foundation, Inc.

## Statements of Functional Expenses

For the Fiscal Years Ended December 25, 2012 and December 27, 2011

|                                 | 2012                 |                      |                        |                     |
|---------------------------------|----------------------|----------------------|------------------------|---------------------|
|                                 | Community Assistance | Panera Cares Program | Management and General | Total               |
| General community support       | \$ 1,229,045         | \$ -                 | \$ -                   | \$ 1,229,045        |
| Cost of food and paper products | -                    | 2,638,973            | -                      | 2,638,973           |
| Labor                           | -                    | 1,826,294            | -                      | 1,826,294           |
| Occupancy                       | -                    | 625,277              | -                      | 625,277             |
| Other operating expenses        | -                    | 396,958              | 75,799                 | 472,757             |
| Travel                          | -                    | -                    | 18,075                 | 18,075              |
| Donated administrative services | -                    | -                    | 411,745                | 411,745             |
| Utilities                       | -                    | 128,520              | -                      | 128,520             |
| Advertising                     | -                    | 7,903                | -                      | 7,903               |
| Depreciation                    | -                    | 281,472              | -                      | 281,472             |
| <b>Total Expenses</b>           | <b>\$ 1,229,045</b>  | <b>\$ 5,905,397</b>  | <b>\$ 505,619</b>      | <b>\$ 7,640,061</b> |

|                                 | 2011                 |                      |                        |                     |
|---------------------------------|----------------------|----------------------|------------------------|---------------------|
|                                 | Community Assistance | Panera Cares Program | Management and General | Total               |
| General community support       | \$ 1,837,256         | \$ -                 | \$ -                   | \$ 1,837,256        |
| Cost of food and paper products | -                    | 2,100,562            | -                      | 2,100,562           |
| Labor                           | -                    | 1,394,065            | -                      | 1,394,065           |
| Occupancy                       | -                    | 417,949              | -                      | 417,949             |
| Other operating expenses        | -                    | 304,895              | 25,729                 | 330,624             |
| Travel                          | -                    | -                    | 11,290                 | 11,290              |
| Donated administrative services | -                    | -                    | 396,499                | 396,499             |
| Utilities                       | -                    | 106,161              | -                      | 106,161             |
| Advertising                     | -                    | 10,449               | -                      | 10,449              |
| Depreciation                    | -                    | 225,535              | -                      | 225,535             |
| <b>Total Expenses</b>           | <b>\$ 1,837,256</b>  | <b>\$ 4,559,616</b>  | <b>\$ 433,518</b>      | <b>\$ 6,830,390</b> |

The accompanying notes are an integral part of the financial statements

# Panera Bread Foundation, Inc.

## Statements of Cash Flows

For the Fiscal Years Ended December 25, 2012 and December 27, 2011

|                                                                                               | <u>December 25, 2012</u>   | <u>December 27, 2011</u>   |
|-----------------------------------------------------------------------------------------------|----------------------------|----------------------------|
| <b>Cash Flows From Operating Activities:</b>                                                  |                            |                            |
| Increase in net assets                                                                        | \$ 488,190                 | \$ 716,470                 |
| Adjustments to reconcile increase in net assets to net cash provided by operating activities. |                            |                            |
| Depreciation                                                                                  | 281,472                    | 225,535                    |
| Contributions of property and equipment                                                       | (507,090)                  | (678,892)                  |
| Changes in operating assets and liabilities                                                   |                            |                            |
| Contributions receivable                                                                      | 264,483                    | (186,112)                  |
| Pledge receivable                                                                             | -                          | 701,568                    |
| Inventories                                                                                   | (9,696)                    | (11,702)                   |
| Prepaid expense and other current assets                                                      | (57,141)                   | (30,411)                   |
| Accounts payable                                                                              | 9,770                      | 20,756                     |
| Pledges payable                                                                               | (388,077)                  | 765,783                    |
| Accrued expenses                                                                              | 187,221                    | 296,219                    |
| Related party payable                                                                         | (550,986)                  | 801,892                    |
| Net cash (used in) provided by operating activities                                           | <u>(281,854)</u>           | <u>2,621,106</u>           |
| <b>Cash Flows From Investing Activities:</b>                                                  |                            |                            |
| Additions to property and equipment                                                           | <u>(61,183)</u>            | <u>(86,826)</u>            |
| Net cash used in investing activities                                                         | <u>(61,183)</u>            | <u>(86,826)</u>            |
| <b>Net (Decrease) Increase in Cash</b>                                                        | <b>(343,037)</b>           | <b>2,534,280</b>           |
| <b>Cash at Beginning of Fiscal Year</b>                                                       | <b>3,634,118</b>           | <b>1,099,838</b>           |
| <b>Cash at End of Fiscal Year</b>                                                             | <b><u>\$ 3,291,081</u></b> | <b><u>\$ 3,634,118</u></b> |

The accompanying notes are an integral part of the financial statements.

# Panera Bread Foundation, Inc.

## Notes to the Financial Statements

December 25, 2012 and December 27, 2011

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### 1. Nature of Operations

Panera Bread Foundation, Inc. (the "Foundation") is a Missouri non-profit corporation. The Foundation was incorporated in 2002 for charitable and education purposes. The Internal Revenue Service has issued a ruling stating that the Foundation is a Section 501(c)(3) charitable organization and qualifies as a public charity under Section 509(a)(1) of the Internal Revenue Code.

The Foundation's primary program activity over the past 10 years has been to provide community support to numerous other charitable organizations throughout the United States. This currently includes the Operation Dough-Nation Community Breadbox cash collection boxes, and participation in community events.

In the fiscal year ended December 28, 2010, the Foundation began a program that is a donation-based non-profit community cafe concept ("Panera Cares"). Panera Cares bakery-cafes exist to make a difference by offering the Panera Bread experience with dignity to all – those who can afford it, those who need a hand up, and everyone in between. The first Panera Cares bakery-cafe opened on May 16, 2010 under the name Saint Louis Bread Co. Cares. As of December 25, 2012, there were four operating locations in Illinois, Michigan, Missouri, and Oregon.

### 2. Summary of Significant Accounting Policies

#### Basis of Accounting and Presentation

The financial statements have been prepared on the accrual basis of accounting. Additionally, the financial statement presentation follows the recommendations of the Financial Accounting Standards Board Accounting Standards Codification ("FASB ASC") 958-205-05, *Presentation of Financial Statements*, which requires the Foundation to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted, and permanently restricted net assets. Temporarily restricted net assets include timing restrictions from contributions and pledge receivables that will be released subsequent to year end.

#### Reclassifications and Other

Certain fiscal 2011 amounts have been reclassified, where appropriate, to conform to the financial statement presentation used in fiscal 2012. The fiscal 2011 Statement of Activities was adjusted to consider \$384,444 of incremental contributed services. This adjustment had no impact on net assets.

#### Fiscal Year

The Foundation's fiscal year ends on the last Tuesday in December. Each of the Foundation's fiscal years ended December 25, 2012 and December 27, 2011 had 52 weeks.

#### Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America ("GAAP") requires management to make estimates and assumptions that affect the reported amounts in the financial statements and accompanying notes. Actual results could differ from those estimate.

# Panera Bread Foundation, Inc.

## Notes to the Financial Statements

December 25, 2012 and December 27, 2011

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### 2. Summary of Significant Accounting Policies (Continued)

#### Revenue Recognition and Receivables

Contributions received are recorded as unrestricted, temporarily restricted or permanently restricted, depending on the existence or nature of any donor restrictions and timing of cash received. The Foundation reports donations of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When the satisfaction of a restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as net assets released from restrictions.

Contributions revenue consists of donations. These donations include amounts collected in Operation Dough-Nation Community Breadbox cash collection boxes at company-owned Panera Bread Company ("Panera") bakery-cafes throughout the United States, matching funds from Panera, LLC, amounts received at the Panera Cares bakery-cafes, monetary amounts and assets contributed to the Foundation by Panera, LLC and others, and specialized skills donated by Panera, LLC employees

Contributions receivable consists primarily of amounts due to the Foundation from amounts collected in Operation Dough-Nation Community Breadbox cash collection boxes, monetary amounts due to the Foundation from Panera, LLC, and amounts from credit card companies as a result of customer donations at Panera Cares bakery-cafes. The Foundation maintains reserves for potential uncollectible accounts, when relevant. An allowance for doubtful accounts was not considered necessary at either December 25, 2012 or December 27, 2011, respectively.

Unconditional pledges receivable are recognized as revenue in the year they are received. Conditional contributions are recognized as revenue when the conditions on which they depend have been substantially met

#### Cash and Cash Equivalents

The Foundation considers all unrestricted highly liquid investments with an initial maturity of three months or less to be cash equivalents. The Foundation's cash and cash equivalents are on deposit with a major domestic financial institution. At times, bank balances of the Foundation's operating cash deposits exceed Federal Deposit Insurance Corporation insurable limits

#### Inventories

Inventories, which consist of the food products at the Panera Cares bakery-cafe locations, are valued at the lower of cost or market, determined under the first-in, first-out method.

#### Property and Equipment, net

Property and equipment are carried at cost, or if donated, at fair value on the date of receipt, less accumulated depreciation. Leasehold improvements and leased property are depreciated using the straight-line method over the shorter of their estimated useful lives or the related reasonably assured lease term. Depreciation for machinery and equipment is recorded using the straight-line method over the estimated useful lives of the assets. The average estimated depreciable lives are 15 years for leasehold improvements and three to ten years for machinery and equipment.



# Panera Bread Foundation, Inc.

## Notes to the Financial Statements

December 25, 2012 and December 27, 2011

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### 2. Summary of Significant Accounting Policies (Continued)

#### Asset Retirement Obligations

The Foundation recognizes the future cost to comply with lease obligations at the end of a lease as it relates to tangible long-lived assets in accordance with the accounting standard for asset retirement and environmental obligations ("ARO") in the Foundation's financial statements. A liability for the fair value of an ARO along with a corresponding increase to the carrying value of the related long-lived asset is recorded at the time a lease agreement is executed. The Foundation amortizes the amount added to property and equipment, net and recognizes accretion expense in connection with the discounted liability over the reasonably assured lease term. The estimated liability is based on Panera's historical experience in closing bakery-cafes and the related external cost associated with these activities. Revisions to the liability could occur due to changes in estimated retirement costs or changes in lease terms. As of December 25, 2012 and December 27, 2011, the net ARO asset included in property and equipment, net was \$27,711 and \$19,277, respectively, and the net ARO liability included in accrued expenses was \$41,037 and \$20,393, respectively. ARO accretion expense was \$1,582 and \$1,116 for the fiscal years ended December 25, 2012 and December 27, 2011, respectively.

#### Impairment of Long-Lived Assets

The Foundation evaluates whether events and circumstances have occurred that indicate the remaining estimated useful life of long-lived assets may warrant revision or that the remaining balance of an asset may not be recoverable. The Foundation compares anticipated undiscounted cash flows from the related long-lived assets of a bakery-cafe with their respective carrying values to determine if the long-lived assets are recoverable. If the sum of the anticipated undiscounted cash flows for the long-lived assets is less than their carrying value, an impairment loss is recognized for the difference between the anticipated discounted cash flows that approximate fair value and the carrying value of the long-lived assets. In performing this analysis, management estimates cash flows based upon, among other things, certain assumptions about expected future operating performance, such as revenue growth rates, operating margins, risk-adjusted discount rates, and future economic and market conditions. Estimates of cash flow may differ from actual cash flow due to, among other things, economic conditions, changes to the Foundation's business model, or changes in operating performance. The long-term financial forecasts that management utilizes represent the best estimate that management has at this time and management believes that the underlying assumptions are reasonable.

No impairment loss was recognized during the fiscal years ended December 25, 2012 and December 27, 2011, respectively.

#### Income Taxes

The Foundation is exempt from federal income taxes on its related, exempt activities under Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for income taxes is reflected in the accompanying Statements of Activities.

In accordance with generally accepted accounting principles, the Foundation uses a loss contingency approach for evaluating uncertain tax positions. Management routinely evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law, and new authoritative rulings.

# Panera Bread Foundation, Inc.

## Notes to the Financial Statements

December 25, 2012 and December 27, 2011

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### 2. Summary of Significant Accounting Policies (Continued)

The Foundation has addressed the provisions of FASB ASC 740, *Accounting for Income Taxes*. In that regard, the Foundation has evaluated its tax positions, expiring statutes of limitations, audits, proposed settlements, changes in tax law, and new authoritative rulings and believes that no provision for income taxes is necessary, at this time, to cover any uncertain tax positions. The Foundation is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. The Foundation's management believes it is no longer subject to income tax examinations for fiscal years prior to 2010.

#### Fair Value

The carrying amount of contributions receivable, inventories, prepaid expenses and other current assets, accounts payable, pledges payable, accrued expenses and related party payable approximate fair value due to the short period to maturity.

#### Functional Allocation of Expenses

Costs have been summarized on a functional basis in the Statements of Activities. Accordingly, certain costs have been allocated between program services and general and administrative expenses.

#### Donated Goods and Services

The Foundation records donated goods and services in accordance with FASB ASC 958-605-25, *Accounting for Contributions Received*. Donated goods are recorded at fair value when received. Donated services are recognized when the service either creates or enhances a non-financial asset or requires specialized skills that would typically need to be purchased if the service was not donated. The Foundation receives services that are performed by employees of Panera, LLC. The value of this contributed time is reflected in these financial statements because the criteria for recognition under FASB ASC 958-605-25 have been met.

### 3. Inventories

Inventories consisted of the following.

|                      | <u>December 25, 2012</u> | <u>December 27, 2011</u> |
|----------------------|--------------------------|--------------------------|
| Food - raw materials | \$ 36,081                | \$ 29,956                |
| Paper goods          | 7,698                    | 4,127                    |
| <b>Total</b>         | <u>\$ 43,779</u>         | <u>\$ 34,083</u>         |

# Panera Bread Foundation, Inc.

Notes to the Financial Statements

December 25, 2012 and December 27, 2011

## 4. Property and Equipment, net

Major classes of property and equipment consisted of the following:

|                                    | <u>December 25, 2012</u>   | <u>December 27, 2011</u>   |
|------------------------------------|----------------------------|----------------------------|
| Leasehold improvements             | \$ 1,143,212               | \$ 849,217                 |
| Machinery and equipment            | 452,268                    | 274,275                    |
| Furniture and fixtures             | 197,282                    | 123,671                    |
| Smallwares                         | 97,857                     | 79,337                     |
| Signage                            | 38,917                     | 37,188                     |
|                                    | <u>1,929,536</u>           | <u>1,363,688</u>           |
| Less: accumulated depreciation     | (505,938)                  | (226,891)                  |
| <b>Property and equipment, net</b> | <u><b>\$ 1,423,598</b></u> | <u><b>\$ 1,136,797</b></u> |

The Foundation recorded depreciation expense related to these assets of \$281,472 and \$225,535 for the fiscal years ended December 25, 2012 and December 27, 2011, respectively.

## 5. Accrued Expenses

Accrued expenses consisted of the following:

|                                               | <u>December 25, 2012</u> | <u>December 27, 2011</u> |
|-----------------------------------------------|--------------------------|--------------------------|
| Donation payable                              | \$ 252,000               | \$ 171,836               |
| Other Panera Cares program operating expenses | 90,406                   | 46,537                   |
| Occupancy                                     | 81,696                   | 47,887                   |
| Food and paper products                       | 67,455                   | 39,389                   |
| Utilities                                     | 12,090                   | 10,777                   |
| <b>Total</b>                                  | <u><b>\$ 503,647</b></u> | <u><b>\$ 316,426</b></u> |

## 6. Leases

The Foundation has four operating leases pertaining to its Panera Cares bakery-cafes located in Dearborn, MI, Clayton, MO, Portland, OR, and Chicago, IL. These leases have terms expiring on various dates from January 31, 2013 to September 30, 2027. At December 25, 2012, aggregate future minimum payments were as follows:

|            |            |
|------------|------------|
| 2013       | \$ 661,352 |
| 2014       | 655,946    |
| 2015       | 493,820    |
| 2016       | 451,442    |
| 2017       | 468,150    |
| Thereafter | 3,144,884  |

# Panera Bread Foundation, Inc.

## Notes to the Financial Statements

December 25, 2012 and December 27, 2011

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### 6. Leases (Continued)

The Foundation incurred rental expense of \$625,277 and \$417,949 for the fiscal years ended December 25, 2012 and December 27, 2011, respectively.

### 7. Related Party Transactions

The Foundation receives contributions from Panera, LLC in the form of assets, which includes contributed property and equipment and donated bread, monetary support, donated administrative services, and matching contributions as part of the Operation Dough-Nation program. The donated administrative services meet the criteria for recognition under FASB ASC 958-605-25, *Accounting for Contributions Received*, and are recorded in the accompanying Statements of Activities as related party contributions. Total contributions from Panera, LLC for the fiscal years ended December 25, 2012 and December 27, 2011 consisted of the following.

|                                               | 2012                | 2011                |
|-----------------------------------------------|---------------------|---------------------|
| Assets                                        | \$ 1,914,620        | \$ 1,171,258        |
| Monetary support                              | 900,000             | 2,000,000           |
| Donated administrative services               | 411,745             | 396,499             |
| Operation Dough-Nation matching contributions | 105,105             | 95,142              |
| Total                                         | <u>\$ 3,331,470</u> | <u>\$ 3,662,899</u> |

Included in contributions receivable at December 25, 2012 and December 27, 2011 were \$94,716 and \$374,204, respectively, for certain contributions from Panera, LLC due to the Foundation

In addition to the contributions received from Panera, LLC, the Foundation reimburses Panera, LLC for amounts paid by Panera, LLC on behalf of the Foundation including amounts related to payroll, accounts payable and other operating costs essential to the Foundation's operations. The total due to Panera, LLC for amounts paid on behalf of the Foundation at December 25, 2012 and December 27, 2011 were \$648,123 and \$1,199,109, respectively, and these amounts comprised the related party payable

### 8. Supplemental Cash Flow Information

There was no cash paid for interest or taxes during either of the fiscal years ended December 25, 2012 or December 27, 2011. The Foundation had no non-cash financing activities requiring disclosure for the fiscal years ended December 25, 2012 or December 27, 2011, respectively

### 9. Subsequent Events

The Foundation has evaluated all other events and transactions occurring after December 25, 2012 through July 3, 2013, the date the Foundation's financial statements were available to be issued. The Foundation acquired a bakery-cafe from Panera, LLC in fiscal 2013 for a purchase price of

# Panera Bread Foundation, Inc.

Notes to the Financial Statements

December 25, 2012 and December 27, 2011

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## 9. Subsequent Events (Continued)

\$803,170. This bakery-cafe is located in Boston, MA and opened as a Panera Cares bakery-cafe on January 23, 2013. This location represents the fifth Panera Cares bakery-cafe operated by the Foundation. With the exception of the acquisition of the bakery-cafe, no events or transactions require recognition in the financial statements or accompanying notes of the Foundation per the definitions and requirements of FASB ASC 855-10, *Subsequent Events*