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FRANCHISE DISCLOSURE DOCUMENT

PANERA, LLC
a Delaware limited liability company
1400 South Highway Drive, Suite 100
Fenton Missouri 63026
(314) 984-1000
www.panerabread.com

The franchise offered is for a Panera Bread Bakery-Cafe which will specialize in the retail sale of fresh bakery goods, sandwiches, soups, salads, custom roasted coffees and other cafe beverages, other menu items and merchandise related to the Panera Bread concept, as we may authorize from time to time.

The total investment necessary to begin operation of a Panera Bread Bakery-Cafe is $633,000 to 4,906,000 (excluding real estate and related costs, and landlord allowances), including an initial franchise fee of $35,000 and various initial fees and payments of up to $220,000 payable to us for certain optional development and construction services. If you sign an area development agreement to develop a number of Panera Bread Bakery-Cafes, you also will have to pay a development fee, the amount of which will vary, depending on the factors described in Item 5 of this Disclosure Document and maintain initial working capital of $100,000.

This disclosure document summarizes certain provisions of your franchise agreement and other agreements and information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read all of your contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or accountant.

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact Jane Friedrich at (314) 984-2651.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as "A Consumer's Guide to Buying a Franchise," which can help you understand how to use this disclosure document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, DC 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Date of Issuance: April 24, 2024

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How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibits H-1 and H-2.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit I includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only Panera Bread Bakery-Cafe business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a Panera franchisee?	Item 20 or Exhibits H-1 and H-2 list current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

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What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit G.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

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Special Risks to Consider About *This* Franchise

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by arbitration only in the city where our headquarters are located, which as of the date of this disclosure document is St. Louis, Missouri. Out-of-state arbitration may force you to accept a less favorable settlement for disputes. It may also cost more to arbitrate with the franchisor in Missouri than in your own state.

2. There may be other risks concerning this franchise.

Certain states may require other risks to be highlighted. Check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

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PANERA, LLC
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ITEM 1 THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

Unless the context otherwise requires, all references to "Panera," "we," "us," or "our" refer to Panera, LLC and all references to "Franchisee," "you," or "your" refer to the person who is granted the right to operate a Panera Bread Bakery-Cafe under a Franchise Agreement. If you are a corporation, limited liability company, partnership or any other type of legal entity, the provisions of the Franchise Agreement (and, if applicable, the Area Development Agreement) also apply to your owners by virtue of the requirement that some or all your owners personally guarantee, and be personally bound by, your obligations under the Franchise Agreement (and, if applicable, the Area Development Agreement). All initially capitalized terms used but not defined in this Disclosure Document have the meanings ascribed to them in the Franchise Agreement and Area Development Agreement.

A. PANERA, LLC

Panera is a Delaware limited liability company, which was formed on December 31, 2001, when Panera, Inc., a Delaware corporation, was converted to a limited liability company. Panera was originally formed under the name of ABP Acquisition Corp. on November 10, 1993. Subsequently, it changed its name to "Saint Louis Bread Company, Inc." in December 1993 and then to "Panera, Inc." in July 1999. Panera is a wholly owned subsidiary of Panera Bread Company (referred to as "Panera Bread Company" or "PBC"), which was formerly known as Au Bon Pain Co., Inc. Our principal place of business is 1400 South Highway Drive, Suite 100, Fenton Missouri 63026. Our registered agents and agents for service of process are listed in Exhibit G. As of the date of this Disclosure Document, Panera does business under the name Panera Bread, Saint Louis Bread Company and Saint Louis Bread Co.

B. PANERA'S BUSINESS

Panera is in the business of operating and franchising Panera Bread Bakery-Cafes, using certain of the "Marks" and "System," both as defined in the Franchise Agreement attached as Exhibit B, specializing in the retail sale of high quality food in a warm, inviting and comfortable environment. Panera has a menu highlighted by flavorful, wholesome offerings, including cage-free eggs. Our key menu groups are soups, salads, sandwiches, mac & cheese, and baked goods, including a variety of bagels, breads, muffins, scones, rolls and sweet goods, made-to-order sandwiches on freshly baked breads and side items, coffees and cafe beverages, such as hot or cold espresso and cappuccino drinks and smoothies, as well as other menu items and merchandise related to the Panera Bread concept ("Panera Bread Bakery-Cafe(s)" or "Bakery-Cafe(s)"). Our menu includes a wide variety of year-round favorites complemented by new items introduced seasonally. Panera is committed to providing great tasting, quality food people feel good about. In 2010, we became the first national restaurant company to post calorie information on menu boards, and in 2014 we began our journey of removing the artificial preservatives, sweeteners, flavors, and colors from artificial sources identified on our "No No List". In neighborhoods across the United States, customers are drawn to our warm and welcoming environment which features comfortable gathering areas, relaxing decor and free internet access.

When we acquired our bakery cafe concept in 1993, which was then known as "Saint Louis Bread/Company," we substantially improved the "Saint Louis Bread Company" Bakery-Cafe concept and, for strategic marketing reasons, chose a new name, "Panera Bread." We also recognized that the "Saint Louis Bread Company" name had valuable name recognition in St. Louis, Missouri. Accordingly, all Bakery-Cafes throughout the U.S. currently operate under the "Panera Bread" name, except for those company-owned Bakery-Cafes located in the St. Louis, Missouri market area. For purposes of this Disclosure Document, we refer to all of these Bakery-Cafes as "Panera Bread Bakery-Cafes" even though some of them use the "Saint Louis Bread Company" name.

We have been franchising and operating company-owned Panera Bread Bakery-Cafes since December 1993. Panera has not offered franchises in any other lines of business.

C. THE PARENT AND AFFILIATES OF PANERA

Panera Brands

Panera Brands, Inc. ("Parent Company"), a Delaware corporation, indirectly owns substantially all of the equity interest in Panera and has the same principal place of business as ours. Our indirect ultimate parent company is JAB Holding Company S.à.r.l., a Luxembourg-based holding company ("JAB") and has its principal place of business located at 4, Rue Jean Monnet, L-2180 Luxemburg, Grand Duchy of Luxemburg. In addition to owning Panera, our Parent Company owns Caribou Coffee Company, Inc., a Minnesota corporation ("Caribou"), which owns and franchises coffeehouses under the Caribou Coffee® name ("Caribou Coffeehouse"), Einstein Noah Restaurant Group, Inc., a Delaware corporation, which owns and franchises through its subsidiaries Einstein Bros.® Bagels, Manhattan Bagel®, and Bruegger's® Bagels restaurants.

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Panera Canada

Panera Bread (BC) ULC, a British Columbia unlimited liability company ("PBULC") is an affiliate of Panera with a principal business address at 5625 Timberlea Boulevard, Mississauga, Ontario Canada. PBULC and its predecessor have been operating and franchising Panera Bread Bakery-Cafes in Canada since 2007. As of December 26, 2023, PBULC has 9 franchised and no company-owned Panera Bread Bakery-Cafes located in Canada.

Caribou Coffee

As of December 26, 2023, there were 333 Caribou Coffeehouses operated by Caribou in the U.S. Caribou Coffee Development Company, Inc., a Minnesota corporation ("Caribou Development"), and wholly owned subsidiary of Caribou has offered franchises for Caribou Coffeehouses since 2006. As of December 26, 2023, there were 147 franchised or licensed Caribou Coffeehouses in the U.S. The principal business address for both Caribou and Caribou Development is 3900 Lakebreeze Avenue, Minneapolis, Minnesota 55429.

Einstein Noah Restaurant Group

Einstein Noah Restaurant Group, Inc., a Delaware corporation ("ENC"), owns and franchises through its subsidiaries Einstein Bros.® Bagel restaurants. ENC's principal business address is 1720 S. Bellaire St., Suite Skybox, Denver, Colorado 80222. Einstein Bros. ® Bagels Franchise Corporation, a Colorado corporation ("EBBFC"), a wholly owned subsidiary of ENC and its predecessors have offered Einstein Bros. ® Bagels franchises since 2006. As of December 26, 2023, ENC had 329 company owned restaurants, and EBBFC and ENC together had 56 franchised restaurants and 289 licensed Einstein Bros.® Bagels restaurants in the U.S. It is anticipated that ENC will assign to EBBFC its rights in and to the existing franchise agreements in the near future. Since 2001, ENC also has owned and operated through its subsidiary, Noah's New York Bagel Company, a Minnesota corporation, but has not franchised or licensed the right to operate, Noah's New York Bagels® and Noah's Bagels® restaurants, which sell bagels, coffee, tea, and other café and bakery products and beverages. As of December 26, 2023, it had 55 company owned Noah's New York Bagels® and Noah's Bagels® stores in the U.S.

Manhattan Bagel Company, a New Jersey corporation ("Manhattan"), is indirectly owned by Einstein Bros. Brands, Inc. and is a franchisor of Manhattan Bagel® restaurants. Its principal business address is 1720 S. Bellaire St., Suite Skybox, Denver, Colorado 80222. Manhattan has offered franchises for Manhattan Bagel® stores since 1987. As of December 26, 2023, Manhattan Bagel® had no company owned and 68 franchised Manhattan Bagel® stores in the U.S.

Bruegger's Enterprises, Inc. ("BRU"), a Delaware corporation, is indirectly owned by Einstein Bros. Brands, Inc. and is an operator of Bruegger's® brands and Bruegger's® Bagels company stores since 2003. Bruegger's Franchise Corporation ("BFC"), a subsidiary of BRU, has offered Bruegger's® Bagels franchises since 2003. The principal business address for both BRU and BFC is 1720 S. Bellaire St., Suite Skybox, Denver, Colorado 80222. As of December 26, 2023, there were 49 franchised and 132 company owned stores in the U.S.

JAB

Our ultimate parent company, JAB, together with certain of its affiliates, are involved in a number of different lines of business, including the following restaurant companies:

Krispy Kreme Doughnut Corporation ("KKDC"), a North Carolina corporation, which is a franchisor and operator of Krispy Kreme® shops. KKDC, directly or through its predecessors, has offered Krispy Kreme® franchises since the 1950's. KKDC's principal business address is 370 Knollwood Street, Winston-Salem, North Carolina. In November 2018, KKDC opened an additional office located at 2116 Hawkins Street, Charlotte, North Carolina. As of December 31, 2023, KKDC had 240 company-owned shops and doughnut factories and 121 franchised shops in the U.S. KKDC or its affiliates may directly or indirectly sell products under the name Krispy Kreme or related marks in other channels such as supermarkets, warehouse stores, over the internet and through other channels of distribution. KKDC has not sold franchises in any other line of business.

Peet's Coffee, Inc., a Virginia corporation ("Peet's Coffee"), which owns and operates Peet's Coffee & Tea® retail coffee stores in the U.S. Peet's Coffee's principal business address is 1400 Park Avenue, Emeryville, California 94608. Since 2001, it has licensed or franchised the use of the Peet's Coffee & Tea® marks to third parties that sell its products through retail stores. As of December 31, 2022, Peet's Coffee had 204 company or affiliate owned stores and 56 licensed or franchised stores in the U.S. In 2015, Peet's Coffee acquired a controlling interest in (i) Stumptown Coffee Corp., the owner and operator of 9 Stumptown Coffee Roasters® retail coffee stores and 2 licensed stores as of December 31, 2022, and (ii) Intelligentsia Coffee Inc., the owner and operator of 14 Intelligentsia® retail coffee stores

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and no licensed store as of December 31, 2022. The principal business address of Stumptown Coffee Corp. is 100 SE Salmon, Portland, Oregon 97214. The principal business address of Intelligentsia Coffee Inc. is 1850 West Fulton Street, Chicago, Illinois 60612.

Pret Intermediate Company, Inc. ("Pret"), a Delaware corporation, which is the parent company for the Pret group, for which Pret A Manger (Europe) Ltd, a UK company, is the main operating entity. Pret operates fresh food and coffee retail shops in several markets around the world, primarily under the "Pret A Manger" and "Pret" brands as well as limited numbers of Petit Pret shop formats. The business was founded in 1986 in the UK. In addition to company owned shops, Pret has franchised the use of the "Pret A Manger" marks to third parties that sell its products through retail stores. Pret's principal place of business is 75B, 10 Bressenden Place, London, SW1E 5DH, United Kingdom. Pret operates in several markets, and as of December 31, 2023, Pret operated 466 company owned shops and had 181 franchised shops, according to information publicly available online.

None of the above affiliated companies provide products or services to you.

D. THE FRANCHISE

We offer to qualified persons the right to develop multiple Panera Bread Bakery-Cafes within a specific geographic area (the "Development Area") under our standard form area development agreement (the "Area Development Agreement" or "ADA"). A copy of the Area Development Agreement is attached as Exhibit A. The Area Development Agreement requires you to open an agreed-upon number of Panera Bread Bakery-Cafes under a Development Schedule.

You must sign our then-current form of franchise agreement (the "Franchise Agreement") for each Panera Bread Bakery-Cafe you open. Each Franchise Agreement will grant you the right to own and operate a single Panera Bread Bakery-Cafe at an agreed-upon location and will require you to sell to us, at our option, your Panera Bread Bakery-Cafe at a defined purchase price in the event that you fail to meet our established operational standards or upon the occurrence of certain other events as described in the Purchase Option Addendum to the Franchise Agreement. A copy of our current form of Franchise Agreement is attached as Exhibit B.

A franchisee of Panera will specialize in the retail sale of daily baked goods, including a variety of freshly baked bagels, muffins, scones, rolls and sweet goods, made-to-order sandwiches and flatbreads on freshly baked breads, hearty, unique soups, pasta dishes, freshly prepared and hand-tossed salads, and custom roasted coffees and cafe beverages, such as hot or cold espresso and cappuccino drinks and smoothies, as well as other menu items and merchandise related to the Panera Bread concept as we may authorize from time to time. Panera Bread Bakery-Cafes will normally provide carry-out service and seating, emphasizing a more special dining experience than that offered by traditional fast food restaurants. Panera Bread Bakery-Cafes may also be authorized to provide offsite catering services within a designated geographic area (See Item 12 for details). Panera Bread Bakery-Cafes compete in several segments of the restaurant business: breakfast, "AM chill", lunch, "PM chill", dinner, and take home, through both on-premise sales and offsite Panera Catering and offsite small order delivery. You must offer for sale all products and services Panera designates, unless you obtain our prior written approval not to carry certain items or provide certain services. To support its Bakery-Cafes in servicing catering markets, Panera operates catering-only units, referred to as delivery hubs. Panera may offer franchisees the opportunity to develop and operate delivery hubs in its discretion. We may grant you a non-exclusive right to provide offsite catering and/or delivery services for certain food products we may authorize from time to time within a geographical area around your Bakery-Cafe that we may designate from time to time.

For each Panera Bread Bakery-Cafe, you must construct a baking facility. This baking facility is necessary to complete the production of a baked product after delivery of partially prepared fresh and frozen ingredients.

We have developed technology platforms which are designed to make a difference to our customers by providing a greater degree of access and convenience for our guests. Specifically, we are concentrating efforts and resources on our strategic initiatives intended to enhance the experience for both our dine-in and to-go guests. Examples of this initiative include digital retail ordering, Rapid-Pickup, catering ordering, ordering kiosks, and technology tools to assist managers within the Bakery-Cafe. Franchisees interested in using these technology platforms are required to enter into our Franchisee Software and Services Master Supply Agreement ("Software and Services Agreement"), which is attached as Exhibit E. Under the Software and Services Agreement, Panera supplies Panera owned or licensed software and other technologies and any required or requested related services. The specific software and services to be provided and the fees to be paid are outlined in the table in Item 6 Note 9. Fees for Panera technology products and services are generally structured as periodic subscription fees, percentage of sales fees, or a combination of each depending upon the nature of the products and services provided.

The products and services offered by a Panera Bread Bakery-Cafe are intended primarily for personal consumption by the general public. Panera has designed its concept to create an ambiance in our Bakery-Cafes that is warm, inviting, and embracing. For example, Bakery-Cafes are designed to provide distinctive environments, in many cases using fixtures and materials complementary to the neighborhood location of the Bakery-Cafe as a way to engage customers. The distinctive design and environment of our Bakery-Cafes are

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intended to offer an oasis from the rush of daily life, where our associates are trained to greet our customers by name and have the skills, expertise, and personalities to make each visit a delight. Many of our Bakery-Cafes incorporate the warmth of a fireplace and cozy seating areas or outdoor cafe seating, which facilitate the use of our Bakery-Cafes as a gathering spot. Our Bakery-Cafes are designed to visually reinforce the distinctive difference between our Bakery-Cafes and other bakery-cafes and restaurants.

You will have to compete with other businesses offering similar products, including specialty food, casual dining, and quick service cafes, bakeries and restaurant retailers, including national, regional and locally-owned restaurants and grocery stores offering products similar to those offered by Panera Bread Bakery-Cafes, as well as wholesale bakeries and distributors. Additionally, if you are authorized to offer small order delivery, you will compete with business in the highly competitive pizza delivery marketplace and with businesses who offer ordering and meal delivery services from unaffiliated restaurants.

The restaurant industry is a highly competitive and developed market, which can be affected significantly by many factors, including changes in local, regional or national economic conditions, changes in consumer tastes and spending patterns, consumer concerns about the nutritional quality of quick-service food, negative publicity about the ingredients we use or the occurrence of food-borne illnesses, dietary trends, and increases in the number of, and particular locations of, competing restaurants. Various factors can adversely affect the restaurant industry, including weather conditions; inflation; availability of and resulting increases in food and ingredient costs; labor and energy costs; the availability and cost of suitable sites; fluctuating interest and insurance rates; state and local regulations and licensing requirements; the availability of ingredients, particularly select proteins raised without antibiotics, food items and an adequate number of hourly-paid and salaried employees; and other factors that may affect restaurants or retailers in general.

You should consider that certain aspects of any bakery-cafe business are regulated by federal, state and local laws, rules and ordinances in addition to the laws, regulations and ordinances applicable to businesses generally, such as the Americans with Disabilities Act, Federal Wage and Hour Laws and state law equivalents, the Occupational Safety and Health Act, the Affordable Care Act, the National Labor Relations Act, data protection (such as credit card data protection under FACTA) and privacy laws. The Environmental Protection Agency, the U.S. Food and Drug Administration, the U.S. Department of Agriculture, as well as state and local environmental and health departments and other agencies have laws and regulations concerning the preparation and labeling of food and sanitary conditions of bakery-cafe facilities. State and local agencies routinely conduct inspections for compliance with these requirements. Under the Clean Air Act and state implementing laws, certain state and local areas are required to attain, by the applicable statutory guidelines, the national quality standards for ozone, carbon monoxide and particulate matters. Certain provisions of such laws impose limits on emissions resulting from commercial food preparation.

From time to time, we may sell and franchise one or more of our company-owned Panera Bread Bakery-Cafes. In these transactions, we negotiate with the prospective franchisee to reach mutually acceptable terms of a sale agreement and any lease or sublease of the real estate. If you purchase a company-owned Panera Bread Bakery-Cafe, you must sign a Franchise Agreement and, possibly, also an Area Development Agreement for the further development of Panera Bread Bakery-Cafes in the geographic area where the purchased Panera Bread Bakery-Cafe(s) is located. Depending on the circumstances, the financial and other terms may vary from the standard terms of our Franchise Agreement and Area Development Agreement.

We also may offer franchises or other arrangements for Panera Bread Bakery-Cafes to be located at non- traditional locations, such as transportation facilities (such as airport facilities, inter-MSA train and/or bus stations, turnpikes or other limited access highway rest stops); hospitals; colleges and universities; sports arenas and entertainment facilities; and retail outlets, grocery stores and supermarkets. Additionally, we operate alternative location formats, such as delivery and carryout and delivery only locations, and locations which utilize alternative baking systems and are not required to receive deliveries of fresh dough daily and may offer franchises or other arrangements for such locations in the future. The terms and conditions of a franchise or other arrangements for a non-traditional location or alternative format may vary considerably from the standard terms of our Franchise Agreement and Area Development Agreement.

We are in the process of evaluating a new Bakery-Cafe concept, called the "bakery of the future" or "BOF," which contemplates delivery of baked or partially baked food products to Bakery-Cafes. The intent is to reduce labor costs, remove wholesale price ceilings on food products, and develop a more efficient Bakery-Cafe concept. This franchise disclosure document does not describe or apply to the BOF program.

We, or an affiliate, may offer franchises or enter into other types of relationships for Panera Bread Bakery-Cafes in foreign countries. This Disclosure Document does not describe the terms of any such international agreements or relationships, but we may deliver this Disclosure Document in connection with such transactions for general informational purposes.

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ITEM 2 BUSINESS EXPERIENCE

Chief Executive Officer: José Alberto Dueñas. José Alberto Dueñas has served as our Chief Executive Officer since July 2023. He is also President and Chief Executive Officer of Einstein Bros. Brands and Chief Executive Officer of Manhattan Bagel and Einstein Bros. Bagels Franchise Corporation in Lakewood, CO since January 2019. Mr. Dueñas previously served as Executive Vice President and Chief Brand Officer for Sonic Franchising, LLC and Sonic Industries Services, Inc. in Oklahoma City, OK from August 2017 to January 2019.

Executive Vice President, Chief Operating Officer: Debbie Roberts. Debbie Roberts has served as Executive Vice President, Chief Operating Officer in Newton, Massachusetts since September 2020. From March 2018 to September 2020, she was between positions. From March 2016 to March 2018, she served as President of McDonald's in Oak Brook, IL.

Executive Vice President, Chief Financial Officer: Paul Carbone. Paul Carbone has served as our Executive Vice President, Chief Financial Officer since August 2023. From November 2022 to July 2023, he served as Chief Financial Officer for SharkNinja in Needham Heights, MA. Before that, Mr. Carbone was Chief Financial Officer for YETI Coolers in Austin, TX from June 2018 to October 2022. From April 2017 to February 2018, he served as Chief Operating Officer for Talbots in Hingham, MA.

Senior Vice President, Chief Manufacturing and Supply Chain Officer: Gregg Waterman. Gregg Waterman has served as Senior Vice President, Chief Manufacturing and Supply Chain Officer in Newton, MA since January 2019. From March 2016 to January 2019, he served as Senior Vice President, Supply Chain for Restaurant Supply Chain Solutions, LLCC A YUM! Brands Coop in Louisville, KY.

Senior Vice President, Chief Accounting Officer, Controller and Treasurer: Mark Wooldridge. Mark Wooldridge has served as Senior Vice President, Chief Accounting Officer, Controller and Treasurer in St. Louis, MO since October 2021, and acted as interim Chief Financial Officer since August 2022. From April 2015 to October 2021, he served as our Vice President, Controller and Chief Accounting Officer.

Senior Vice President, Chief Legal Officer and Secretary: Marlene Gordon. Marlene Gordon has served as Senior Vice President, Chief Legal Officer and Secretary in Newton, MA since May 2022. From June 2018 to April 2022, she served as Senior Vice President, Chief Administrative Officer, General Counsel and Secretary for Fresh Del Monte Produce Inc. in Coral Gables, FL. She served as Vice President and General Counsel for Bacardi North America Corporation in Coral Gables, FL from July 2013 to June 2018.

Senior Vice President, Franchise Operations: Michelle Beasley. Michelle Beasley has served as our Senior Vice President, Franchise Operations since May 2023. Before that, she held various positions with us, including Regional Vice President of Operations from January 2021 to May 2023; Senior Vice President of On Premise from June 2020 to January 2021; Regional Vice President, Operations (California) from June 2019 to June 2020; and Vice President, Bakery Operations from August 2017 to June 2019.

Senior Vice President, Information Technology: Katie Canty. Katie Canty has served as our Senior Vice President, Information Technology since January 2024. Before that, she held various positions with us including Interim Chief Information Officer and Vice President, Café Systems from June 2023 to December 2023; Vice President, Café Systems from March 2020 to June 2023; and Vice President Enterprise Systems from January 2018 to March 2020.

Senior Vice President, Digital: Meenakshi Nagarajan. Meenakshi Nagarajan has been our Senior Vice President, Digital since April 2023. Before that, she was our Senior Vice President, Recurring Revenue and Loyalty from April 2021 to April 2023. Ms. Nagarajan was Vice President, Head of Marketing for Sweetgreen, Inc. in Los Angeles, CA from August 2018 to April 2021.

Vice President, Organizational and Talent Development: Gillian Morgan. Gillian Morgan has served as Vice President, Organizational and Talent Development in Saint Louis, MO since June 2022. From February 2016 to June 2022, she was Vice President, Organizational Design and Integration for AARP in Washington, DC.

Vice President, Deputy General Counsel: Thomas Dolan. Thomas Dolan has served as Vice President, Deputy General Counsel in Newton, MA since November 2020. Mr. Dolan served as Vice President, Corporate Counsel from December 2018 to November 2020. From January 2006 to December 2018, he served as Senior Vice President, General Counsel and Secretary of Au Bon Pain in Boston, MA.

Vice President, Franchise Business Development and Administration: Martha Tomas Flynn. Martha Tomas Flynn has served as Vice President, Franchise Business Development and Administration for us in Newton, MA since May 2023. From June 2021 to April 2023, she was Senior Director, Franchise Development for Inspire Brands in Atlanta, GA. Martha was Senior Director, Global Franchise and Development Services for Dunkin' Brands in Canton, MA from September 2007 to June 2021.

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Vice President, Development Innovation and Growth: Whitney Hewitt. Whitney Hewitt has served as Vice President, Development Innovation and Growth in Newton, MA since February 2023. From March 2020 to February 2023, she was Vice President, Channel Growth. Ms. Hewitt served as Vice President, Strategic Initiatives in Newton, MA from August 2017 to March 2020.

Vice President, Real Estate: Richard Ste Marie. Rick Ste Marie has served as Vice President, Real Estate in Saint Louis, MO since October 2012.

Director, Non-Traditional Real Estate: Matt Scobbie. Matt Scobbie has served as Director, Non-Traditional Real Estate in Saint Louis, MO since June 2018. From August 2010 to June 2018, he was our Senior Manager, Real Estate.

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ITEM 3 LITIGATION

Concluded.

Settlement Agreement re non-solicit provisions. On or about March 22, 2019, we entered into a settlement agreement ("Settlement Agreement") with the states of Massachusetts, California, Illinois, Iowa, Maryland, Minnesota, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Rhode Island, Vermont and the District of Columbia ("Settling States"). In the Settlement Agreement (a) the Settling States allege that the employee non-solicitation provisions in Panera's standard franchise agreement violate the Settling States' antitrust laws, consumer protection laws and employment laws, (b) Panera denies that the employee non-solicitation provisions violate any law, and (c) the parties acknowledge that the Settlement Agreement is entered into without trial or adjudication of any issue of fact or law. In the Settlement Agreement, Panera agrees (a) to discontinue using and enforcing the employee non-solicitation provisions; (b) to amend its franchise agreements in the Settling States to remove the employee non-solicitation provisions and to post notices in bakery cafes to notify employees of the Settlement Agreement. The Settlement Agreement is intended to have the same effect as an Assurance of Discontinuance, Assurance of Voluntary Compliance or Stipulated Judgment and may be filed in court in each of the Settling States. As of the date of this franchise disclosure document, we are not aware of any such filings.

Other than these actions, no litigation is required to be disclosed in this Item.

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ITEM 4 BANKRUPTCY

No bankruptcy information is required to be disclosed in this Item.

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ITEM 5 INITIAL FEES

Area Development Agreement.

Under the Area Development Agreement, you must pay a development fee of five thousand dollars ($5,000) (the "Development Fee") for each Panera Bread Bakery-Cafe that may be opened under the Area Development Agreement. The number of Panera Bread Bakery-Cafes that you may develop under a particular Area Development Agreement is determined by mutual agreement. The number of Panera Bread Bakery-Cafes will vary depending upon a variety of factors, including: (1) existing population and anticipated population growth within the Development Area; (2) competition within the Development Area; (3) the availability of acceptable locations; and (4) the number of Panera Bread Bakery-Cafes we estimate can be developed within the Development Area.

The initial franchise fee payable for each Panera Bread Bakery-Cafe you are required to develop under an Area Development Agreement is thirty-five thousand dollars ($35,000). We will apply five thousand dollars ($5,000) of the Development Fee paid under the Area Development Agreement against the initial franchise fee payable under each Franchise Agreement entered into under the terms of the Area Development Agreement. No portion of the Development Fee is refundable if you fail to develop the cumulative number of Panera Bread Bakery-Cafes that may be developed in accordance with the terms of the Area Development Agreement.

Franchise Agreement.

The initial franchise fee is thirty-five thousand dollars ($35,000), which is due and payable, less five thousand dollars ($5,000) of the Development Fee paid pursuant to the Area Development Agreement as described above, at least thirty (30) days prior to the scheduled opening of a Panera Bread Bakery-Cafe. After a Franchise Agreement has been signed, the initial franchise fee is not refundable in whole or in part. Except as noted above with respect to the application of a portion of the Development Fee due and payable under an Area Development Agreement, and possibly in connection with the sale of company-owned Panera Bread Bakery-Cafes and/or non-traditional locations (See Item 1), the thirty-five thousand dollars ($35,000) franchise fee is uniform to all franchisees currently purchasing a franchise. A franchise fee equal to fifty percent (50%) of the Panera's then-current franchise fee is payable in connection with the renewal of a Franchise Agreement. A transfer fee of seven thousand five hundred dollars ($7,500), plus costs, is payable in connection with the transfer of a Franchise Agreement. Before opening a Panera Bread Bakery-Cafe, you must purchase your initial inventory of certain frozen dough and fresh dough products from Panera, which you will purchase on a daily basis, at a cost of approximately three hundred dollars ($300) to five hundred dollars ($500), which amount is non-refundable.

Development Services Agreement

Panera may enter into Development Services Agreements (attached as Exhibit D-1) with franchisees, which provide that Panera may from time to time, at its discretion and on a nonexclusive basis, offer to sell to existing franchisees Panera Bread Bakery-Cafe locations to be developed by us. The purchase price for such proposed locations are the total development costs incurred by Panera, plus an additional Development Fee (currently one hundred and ten thousand dollars ($110,000) under existing contracts, however this fee may be modified based on location, services rendered, changes in actual costs and other factors Panera periodically determines). These costs are in addition to any franchise fees payable in connection with a franchisee's acquisition of the location. The Development Services Agreement does not provide any exclusive rights or territory under the agreement and Panera is not required to make any offers under the agreement. Likewise, the franchisee is not required to accept any offers made by us. We may terminate the Development Services Agreement immediately upon notice for any reason or no reason. We will issue a Bill of Sale in connection with any items transferred to franchisees in connection with the Development Services Agreement, which will provide the extent to which such items shall be covered by any warranties. In most instances we would expect that such items will remain subject to any applicable manufacturer's warranties but shall otherwise be transferred by us without any additional express or implied warranties.

Real Estate Selection and Construction Management Services Agreement

Panera may enter into Real Estate Selection and Construction Management Services Agreements (attached as Exhibit D-2) with franchisees, which provide that Panera may from time to time, at its discretion and on a nonexclusive basis, offer to provide real estate assistance services to franchisees (such as real estate selection and construction management services). The fees for these services are currently one hundred and ten thousand dollars ($110,000), however this fee may be modified based on location, services rendered, changes in actual costs and other factors Panera periodically determines. These costs are in addition to any franchise fees payable in connection with a franchisee's acquisition of the location. The Real Estate Selection and Construction Management Services Agreement does not provide any exclusive rights or territory under the agreement and Panera is not required to make any offers under the agreement. Likewise, the

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franchisee is not required to accept any offers made by us. We may terminate the Real Estate Selection and Construction Management Services Agreement immediately upon notice for any reason or no reason. Unlike the Development Services Agreement described above, Panera will provide consulting or advisory services only, rather than developing the Bakery-Cafe and transferring possession of the Bakery-Cafe assets to the franchisee.

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ITEM 6 OTHER FEES

FRANCHISE AGREEMENT

Type of fee	Amount	Due Date	Remarks (See Note 1)
Royalty	5% of Net Sales	Payable on 1st business day immediately following each "Reporting Period"	"Net Sales" is defined in Note 2 below; payment made by automatic electronic withdrawal. "Reporting Period" is the period from Wednesday to Tuesday (or as determined by us).
Advertising - National Advertising Fund ("NAF") - Local Advertising Funds ("LAF") - Marketing Administration Fee ("MAF") - Advertising Association	3.26% of Net Sales 2.0% of Net Sales 0.4% of Net Sales Determined by Advertising Association	NAF, MAF and LAF (to the extent collected by Panera) are payable on 1st business day immediately following each "Reporting Period". Payable on 1st business day immediately following each "Reporting Period"	"Net Sales" is defined in Note 2 below; to the extent collected by Panera, payment is made by automatic electronic withdrawal. "Reporting Period" is the period from Wednesday to Tuesday (or as determined by us). See Note 3
Miscellaneous Administrative Fees	To be reasonably determined by us from time to time.	Upon demand	Currently, miscellaneous fees include a special $50 handling charge for each incomplete or non- electronically received order from your Bakery-Cafe for its bakery products (See Note 4), and a $30 fee if you do not submit Periodic Reports timely.
Proprietary Ingredients	For dough, the price is not to exceed 27% of "Retail"; for other Proprietary Ingredients, the price is established by the supplier thereof from time to time (See Note 5)	For dough sales, 21 days following the end of the sales week for franchisees not in default; otherwise as ordered.	See Note 5
Licensed Ingredients	Prices are established by approved suppliers from time to time.	As ordered	See Note 6
Other Food Products and Supplies and Distribution Fees	Varies	As ordered	You may purchase other food products, paper supplies, uniforms, and promotional material from approved suppliers (including Panera) and/or in accordance with our standards and specifications. (See Note 6)
Quality Control Program	Varies	Ongoing	Must contribute pro-rata share of costs of any program implemented, such as Interactive Voice Response ("IVR") Customer Satisfaction Measurement, "customer intercept" or other programs we may implement. (See Note 8)

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Type of fee	Amount	Due Date	Remarks (See Note 1)
Re-Inspection Fee	$3,500	Upon demand	If the inspection conducted by us or our designated agents reveals that your Bakery-Cafe fails to meet our minimum standards (as we determine from time to time), we may charge our then-current standard re-inspection fee for any follow-up inspection relating to such failure.
Interest on late payments	2% over prime rate	Immediately	The interest rate applies to any money you owe us, or any of our Affiliates (as defined in the Franchise Agreement), after the due date.
Fee for insufficient funds in bank account	Currently $30 (bank fee plus administrative fee)	Within 14 days of notice from us of the insufficient funds	Applies to any insufficient fund payment made by electronic transfers or checks to us or our Affiliates.
Fees to evaluate and approve alternative suppliers	Our reasonable costs and expenses, which currently are expected to range between $2,500 and $7,500, although costs could greatly exceed those amounts depending on the product and the proposed alternative supplier.	Upon receipt of our bill	We may impose reasonable inspections and supervision fees to cover our costs in evaluating and maintaining alternative brands or suppliers you propose in accordance with the Franchise Agreement.
Audit	Cost of audit, which is expected to range between $30,000 and $70,000 assuming you have maintained adequate books and records	Completion of audit	Payable if you fail to furnish required information or if we find an understatement of Net Sales greater than 2%. The estimated range is for an audit of a multi-unit franchisee, not for a single Panera Bread Bakery-Cafe.
Site Selection Costs	Panera's reasonable expenses, which are expected to range between $1,500 and $4,000	As incurred	Must reimburse us for our reasonable expenses, including the costs of travel, meals and lodging incurred in site evaluation for each visit after the initial visit. The expenses associated with site evaluation will not be refundable and will vary depending on various factors.
Insurance	Will vary under circumstances	As incurred	If you fail or refuse to obtain the required insurance coverage for the Panera Bread Bakery-Cafe, we may obtain coverage at your expense.
Maintenance costs	Will vary under circumstances	As incurred	If you fail or refuse to maintain the Panera Bread Bakery-Cafe as required, we have the right to do so on your behalf and at your expense.
Attorneys' fees and other costs	Will vary under circumstances	As incurred	Payable if we prevail in any legal dispute with you or in connection with an indemnification.
Indemnification	Will vary under circumstances	As incurred	You must reimburse us if we incur any expense, including attorneys' fees and other costs, or are held liable for claims arising out of your breach of the Franchise Agreement or the development and operation of your Bakery-Cafe.

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Type of fee	Amount	Due Date	Remarks (See Note 1)
Transfer	$7,500, plus costs	Upon sale or transfer	Except in the case of a transfer to a legal entity formed solely for the convenience of ownership, you must pay us a transfer fee.
Renewal	Fifty (50%) of the then-current initial franchise fee	Upon signing successor franchise agreement	
Optional Technology Products & Services	See Note 9 and Item 7 (Note 4)	Payable on 1st business day of each calendar month, billed one month in advance	All payments to be made by automatic electronic withdrawal.

Note 1: Except as noted, all fees are payable to Panera and are uniform and non-refundable (however, in some instances that Panera considers appropriate, Panera may waive some or all of these fees). Costs of products and supplies are subject to change from time to time, except as otherwise provided in the Franchise Agreement.

Note 2: The term "Net Sales" means the aggregate amount, determined in accordance with Panera Standards, of all sales of food, beverages and other products and merchandise sold and services rendered at a Bakery-Cafe premises or otherwise rendered in connection with such Panera Bread Bakery-Cafe or your use of the Marks, including monies derived from sales at or away from such Panera Bread Bakery-Cafe (e.g., catering or delivery), whether for cash or credit, but excluding (1) all federal, state or municipal sales or service taxes collected from customers and paid to the appropriate taxing authorities; and (2) all customer refunds and adjustments and promotional discounts made by such Panera Bread Bakery-Cafe.

The term "Panera Standards" means the accounting, audit and tax standards, methods, practices and procedures as may be established from time to time by us, in our sole discretion, with respect to, among other things, the maintenance of books and records, and the preparation and presentation of financial information and financial statements, but which shall not be materially inconsistent with generally accepted accounting principles and which are utilized by us in connection with our Panera Bread Bakery-Cafes. In absence of any particular standard, method, practice or procedure established by us, the term "Panera Standards" shall refer to generally accepted accounting principles.

Note 3: These items include amounts paid to a NAF, LAF, MAF and Advertising Association. We reserve the right to collect annual contributions to the NAF at any time of the year and may do so retroactively for periods of the calendar year that have already lapsed (if we change the contribution mid-year). The 2024 fiscal year NAF contribution rate is 3.26% (which is above the 2.6% cap) pursuant to an affirmative vote by existing franchisees. Additionally, you must pay the MAF of 0.4% of Net Sales and spend 2.0% of your Net Sales on LAF. However, through the 2024 fiscal year, we will permit franchisees to temporarily reduce the amount required to be spent on LAF to 0.5% of Net Sales. We may require you to participate in an Advertising Association. Decisions of Advertising Associations are made by majority vote based on one vote per Bakery-Cafe. Accordingly, we may control the Advertising Association in certain areas where company-owned Bakery-Cafes constitute the majority. If we require you to contribute to an Advertising Association, either this year or in the future, we will credit your contribution toward your required LAF expenditure requirements. If we provide you or your Advertising Association ninety (90) days' notice of a special promotion, you must participate and also pay any special promotion advertising fees we assess. These fees will be in addition to your LAF requirements. We may increase the NAF, LAF or MAF contribution requirements above the current percentages of Net Sales with an affirmative vote by 66% of all then existing company and franchised Panera Bread Bakery-Cafes or by an affirmative vote by 51% of the then existing franchised Panera Bread Bakery-Cafes.

Note 4: In order to ensure fresh bread and bakery products, each Bakery-Cafe must generate an order for its bakery products ("pan up order") and transmit its pan up order electronically to our fresh dough facilities by the close of business (no later than 11:00 PM CST) for delivery two (2) days later. In the event the pan up order is not electronically received by our fresh dough facilities by the close of business (no later than 11:00 PM CST), or is incomplete, the Bakery-Cafe may be charged for the additional costs and expenses we incur in order to deliver bread and bakery products to that Bakery-Cafe the next day. In addition, there may be a special handling charge of up to fifty dollars ($50) for each incomplete or non-electronically received pan up order.

Note 5: You must purchase Proprietary Ingredients from Designated Suppliers (See Item 8). As of the date of this Disclosure Document, Panera is the only Designated Supplier (See Item 8). We will cause Designated Suppliers to sell to you reasonable quantities of dough at prices (F.O.B. place of destination) which, if used as an ingredient for authorized finished bakery products prepared in accordance with our standards and specifications, will result in a delivered cost to you that will not exceed 27% of Retail (as defined below) for the particular finished bakery product. All other Proprietary Ingredients are sold at prices and on shipping terms established from time to time by the supplier thereof. "Retail" is the mean average retail price charged from time to time by all of the Panera Bread Bakery-Cafes, which we or our Affiliates own in the United States for the particular bakery product (as a finished product and not as a component of another product, e.g., sandwich) made from the particular Ingredients.

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Note 6: You must purchase Licensed Ingredients from Approved Suppliers (See Item 8). The prices at which these Licensed Ingredients are sold to you are determined pursuant to agreements between us and the suppliers. However, the prices will not exceed twenty-two and one tenth percent (22.1%) of Retail (as defined in Note 5), F.O.B. the production facility, for Licensed Ingredients supplied in accordance with our current arrangement with the Bakery Suppliers (See Item 8). Distribution costs will vary depending on the proximity of your Bakery-Cafe to the production facility. You also have a right to purchase Licensed Ingredients from an alternative supplier that we have approved (See Item 8).

Note 7: In 2009, acting solely as a distributor, we began offering additional items, such as produce, for delivery through our fresh dough facility system. We have expanded this program and, as of the date of this disclosure document, we collect a delivery and handling fee from franchisees who participate in the program.

Note 8: We may publish or disclose to other franchisees, any information that is collected, produced or maintained under any "quality control" programs in any manner or format that we deem appropriate. We also reserve the right to publish or disclose to third parties in an aggregate anonymous format any information that we collect, produce or maintain in connection with such "quality control" programs. As part of our "quality control" programs, we, or our designated third-party agents, may conduct an announced or unannounced Bakery-Cafe Food Safety audit of Bakery-Cafes. All Bakery-Cafes are required to score a minimum score established by us (as of the date of this Disclosure Document 92%, and no more than three (3) critical violations) in order to avoid a re-audit within the same year. A re-audit will be conducted if a Bakery-Cafe fails to meet these minimum criteria. All Bakery-Cafes are required to complete corrective actions emanating from a food safety audit within three (3) days of the audit. Critical findings must be corrected immediately. You will be responsible for paying the third-party auditing agency directly for this service. As of the date of this Disclosure Document, the audit fee does not exceed three hundred dollars ($300) for each audit and any follow-up re-audit. This audit fee may increase by a small increment each year.

Note 9: As noted in Item 11, we do not require Franchisees to use any proprietary systems (including proprietary eCommerce and iCafe systems), provided the systems used meet certain parameters. We offer franchisees the option to use standard Panera systems with their various components and associated fees, as described in the chart below. All fees listed below are per cafe except where otherwise noted and are subject to change with ninety (90) days advance notice.

Optional technology products and services:

Category	Service	Billing Frequency	Cost	Description
Customer Loyalty and Menu Management Bundle	CORE	Monthly	$15	Cafe Remote Order Management and Cafe Manager application
	Menu Management	Monthly	$25	Menu, pricing, and nutritional updates to all customer ordering channels.
	MyPanera Loyalty	Monthly	$60	MyPanera Loyalty program integrated with all Panera supported customer ordering channels. Web application for customers to register cards and manage loyalty account. Excludes in-cafe Loyalty processing engine, which is billed directly from Paytronix (~$65 per cafe per month).
	Payment Services	Monthly	$20	Integration of eCommerce systems with payment gateway to maintain PCI compliance for off-premise ordering channels. Includes support and spare pool for in-cafe card readers.
	Customer Hub	Monthly	$15	Customer Data Platform integrated with Panera's Loyalty, Sales, and CRM systems. Keeps customer past orders, favorites, and other information used to enhance customer experiences.

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	CRM (Cafe Salesforce Lite licenses)	Monthly	$15	Cafe Salesforce Lite is a limited version for the full CRM tool used by above Cafe Catering Sales team. Entitlement includes 3 named user licenses per Cafe
eCommerce Bundle	eCommerce	Monthly	1.75% of all eComm Transactions excluding Kiosks	Fee for digital transactions. The fee is 1.75% of net digital sales, including 3rd party delivery orders (excludes Kiosk). Fees are assessed outside of normal billing process, and do not show up on monthly billing statements.
	Kiosk with DaaS Kiosk - Customer buys hardware	Monthly	$93 / kiosk $54 / kiosk	Panera iOS App running on Kiosk hardware. Required to use Panera's Supply Chain, Enterprise Apple Care, Mobility Management and Maintenance programs for owned or rented hardware.

Category	Service	Billing Frequency	Cost	Description
iCafe Bundle *	Cafe E-mail & OS as a Service	Monthly	$58	Cafe Email and SharePoint access; multi-factor authentication to Panera systems; Up to 7 accounts per cafe. Operating System as a Service for all Windows devices in the cafe.
	iBOH	Monthly	$135	iBOH modules including Sales Forecasting, Food Cost, Labor Scheduling, Inventory, iHR
	iLearning	Monthly	$75	Access to Panera's Learning Management System and training content. Includes associate tracking of certifications
	iPortal (The Pantry)	Monthly	$20	Access to Panera's iPortal Pantry for Cafe reporting, communications, and single sign-on for 3rd party applications. Includes associate access to Pantry Mobile App.
	iPOS / iKDS	Monthly	$155	Monthly fee for iPOS and iKDS usage. Includes iPOS Front Counter, iKDS, iPOS Phone-In, and iOffice
	MWS with DaaS MWS customer buys hardware	Monthly	$70 $50	Go Spot Check software running on Manager Work Slate hardware. Required to use Panera's Supply Chain, Enterprise Apple Care, Mobility Management and Maintenance programs for owned or rented hardware.
Cafe Support Services Bundle **	HelpDesk	Monthly	$195	Help Desk Services. Available 7 days/wk 363 days/yr (excluding Thanksgiving & Christmas). Emergency Line live agent access for critical issues. Genie Knowledgebase chat, videos and content. Direct access to HD management team for escalations. Dispatch management for onsite services related to hardware failures.

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