

EXHIBIT 1 Company-Owned and Franchise-Operated Bakery-Cafés: Panera Bread Company

	For the Fiscal Year Ended				
	December 29, 2009	December 30, 2008	December 25, 2007	December 26, 2006	December 27, 2005
Number of bakery-cafés					
company-owned					
Beginning of period	562	532	391	311	226
Bakery-cafés opened	30	35	89	70	66
Bakery-cafés closed	(7)	(5)	(5)	(3)	(2)
Bakery-cafés acquired from franchisees (1)	—	—	36	13	21
Bakery-cafés acquired (2)	—	—	22	—	—
Bakery-cafés sold to a franchisees (3)	—	—	(1)	—	—
End of period	585	562	532	391	311
Franchise-operated					
Beginning of period	763	698	636	566	515
Bakery-cafés opened	39	67	80	85	73
Bakery-cafés closed	(7)	(2)	(5)	(2)	(1)
Bakery-cafés sold to company (1)	—	—	(36)	(13)	(21)
Bakery-cafés acquired (2)	—	—	22	—	—
Bakery-cafés purchased from company (3)	—	—	1	—	—
End of period	795	763	698	636	566
Systemwide					
Beginning of period	1,325	1,230	1,027	877	741
Bakery-cafés opened	69	102	169	155	139
Bakery-cafés closed	(14)	(7)	(10)	(5)	(3)
Bakery-cafés acquired (2)	—	—	44	—	—
End of period	1,380	1,325	1,230	1,027	877

Notes:

(1) In June 2007, Panera acquired 32 bakery-cafés and the area development rights from franchisees in certain markets in Illinois and Minnesota. In February 2007, the company acquired four bakery-cafés, as well as two bakery-cafés still under construction, and the area development rights from a franchisee in certain markets in California.

In October 2006, Panera acquired 13 bakery-cafés (one of which was under construction) and the area development rights from a franchisee in certain markets in Iowa, Nebraska, and South Dakota. In September 2006, the company acquired one bakery-café in Pennsylvania from a franchisee. In November 2005, Panera acquired 23 bakery-cafés (two of which were under construction) and the area development rights from a franchisee in certain markets in Indiana.

(2) In February 2007, Panera acquired 51% of the outstanding capital stock of Paradise Bakery & Café Inc., which then owned and operated 22 bakery-cafés and franchised 22 bakery-cafés, principally in certain markets in Arizona and Colorado.

(3) In June 2007, Panera sold one bakery-café and the area development rights for certain markets in Southern California to a new area developer.

SOURCES: Panera Bread Company Inc., 2009 Form 10-K, p. 25 and 2006 Form 10-K, p. 20.