



American Bakers Association

2013 ANNUAL MEETING

John Elstrott
Chairman of the Board
Whole Foods Market
April 2013





OUR CORE VALUES

4 WE SATISFY AND DELIGHT OUR CUSTOMERS

WE PROMOTE THE HEALTH OF ALL OUR STAKEHOLDERS THROUGH HEALTHY EATING EDUCATION **5**

1 WE SELL THE HIGHEST QUALITY NATURAL & ORGANIC PRODUCTS AVAILABLE

3 WE CREATE WEALTH THROUGH PROFITS AND GROWTH

6 WE CARE ABOUT OUR COMMUNITIES AND OUR ENVIRONMENT

WE SUPPORT TEAM MEMBER **2** HAPPINESS AND EXCELLENCE

WE CREATE ONGOING WIN-WIN **7** PARTNERSHIPS WITH OUR SUPPLIERS



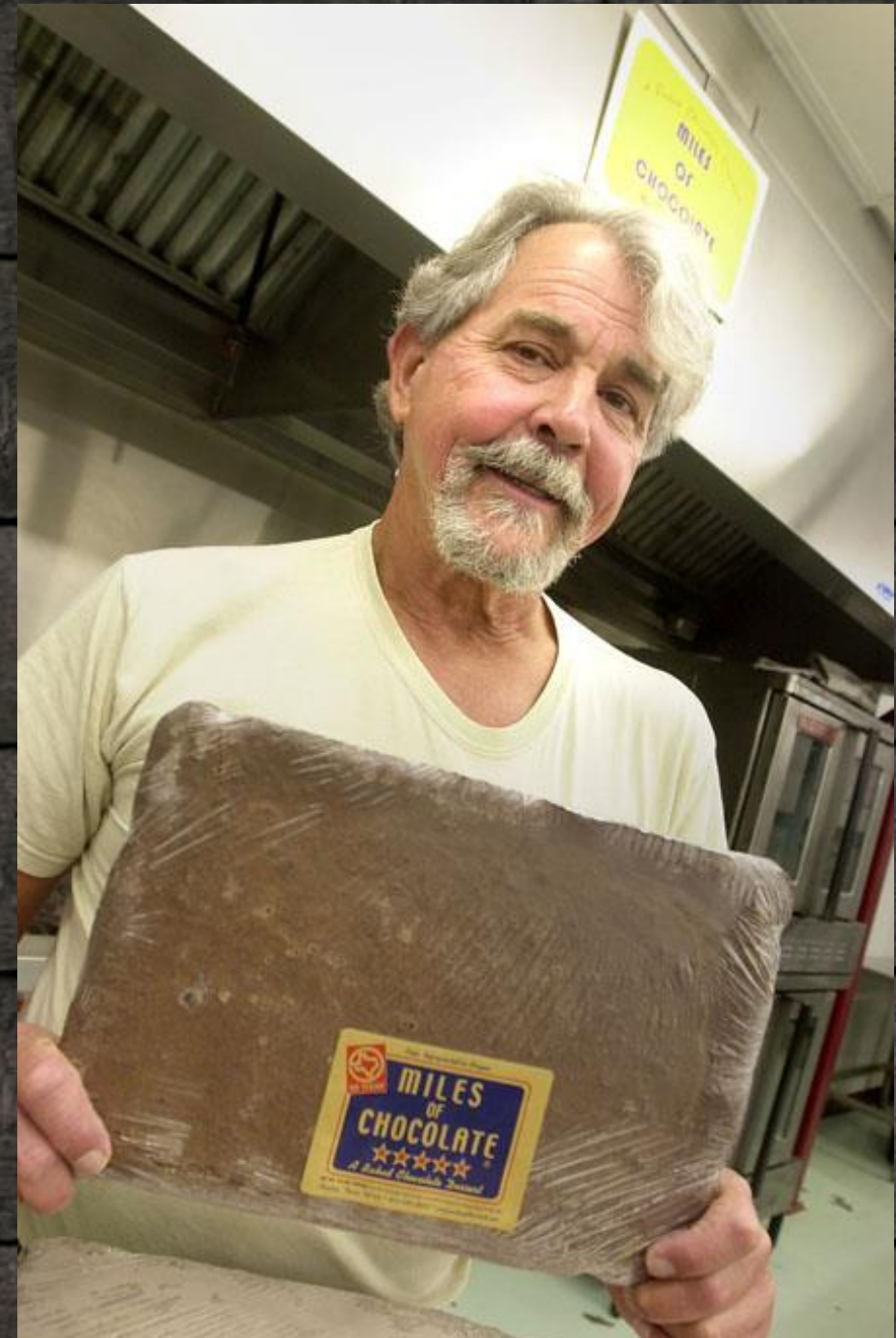
We Create Ongoing Win-Win Partnerships with Our Suppliers

Our supplier partners are our allies in serving the interests of our stakeholders in bringing to market the safest high-quality products available.



How Can You Be a Better Supplier to Whole Foods Market?

- Find our weak spots and fill a need
- Ask us questions:
 - What products are you searching for?
 - In what products do you want to increase quality?
 - What products are you struggling to produce due to talent or time constraints?



Ideation with Our Regional Coordinators



- Idea formation is an opportunity for new and existing suppliers.
- Engage with our team before your product is “fully baked” so we can provide feedback/suggestions to help make your product more successful.

Help WFM Lower Costs While Improving Quality

- Can we combine our ingredient purchasing power to provide lower costs on flour, sugar, etc.?
- Can we provide a supplier a loan to procure more efficient production equipment?
 - Our Local Producer Loan Program was created to promote local food production.
 - As of March 2013, we had disbursed more than \$8.3 million in loans to 138 local producers company-wide.



WFM Seeks Differentiation

- Provide WFM with more unique and exclusive products and enhance your likelihood of growing your business with us.





WFM Is Very Decentralized

- Understand that programs across regions vary, and some products need to be adjusted to meet a region's program requirements.
- Some regions produce a very small percent of their bakery items in-house, while other regions bake a significant percentage from scratch.
- Working hard to achieve local success could lead to regional or global success. The hierarchy of working with WFM:



Connect and Listen to Our Team Members

- Our team members provide the best feedback on products, as they are the ones who handle the product and receive customer input.





Share Successes

If other WFM regions or other customers are finding success in a category or specific product, share those with us.

Expectations of Bakery Suppliers Now and in the Future



- Our search for quality in terms of nutrition, freshness, appearance, and taste is a never-ending process involving the careful judgment of buyers throughout the company.
- Currently, our bakery suppliers need to meet our basic quality standards for ingredients.
- A list of unacceptable ingredients for food products can be found on our website at www.wholefoodsmarket.com.

In the Future, WFM Is Looking for More...

- Non-GMO products
- Transparency in all of our ingredients – Where did the flour, eggs, cream, etc. come from?
- Old is new – WFM seeks to promote the old world artisan nature of products.
- Healthier – While all bakery items may not meet our Healthy Eating standards, we are looking to lower sodium, add whole grains, and reduce sugar while maintaining great flavor.





In the Future, WFM Seeks to...

- Highlight more key attributes: full of fiber, protein packed, low fat...
- Feature local favorites: Smith Island Cake in Maryland, Buckeyes in Ohio, Huckleberry Pie in Idaho...
- Use more peak season and local ingredients
- Offer value priced commodity products to attract the conventional shopper: \$1.99 white or wheat sandwich bread, “squishy” family friendly hamburger and hot dog buns



Provide WFM with Best-in-Class, Signature Products Across All Regions

- Best Baguette
- Best Bagel
- Best Apple Pie
- Best Chocolate Cake
- Best Chocolate Chip Cookie

