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Dave's Killer Bread has received widespread consumer support since we first offered our bread at the Portland Farmer's Market in August 2005. It is a testament to the value of a product made from quality ingredients and a belief in the power of personal redemption.

Since then, our family-owned and operated bakery in Milwaukie has grown from 35 employees to 270 we employ today. We pay fully trained production workers between \$15 and \$19 per hour and provide health and dental benefits, company-matched 401(k) benefits, and short term disability. We even offer free lunch.

Many of our current supervisors and managers started on the production line and have seen their careers grow along with Dave's Killer Bread.

Growth has come at a cost. We have reinvested profits from our bakery, taken out loans and absorbed a huge loss in 2008 to enlarge our production facilities so we can meet growing demand and continue to expand our workforce.

Rapid growth also can produce growing pains. In 2009, we recognized our growth required standardized personnel policies. They include disciplinary policies, which always start with talking to people when they make a mistake, with the goal of avoiding the same mistake. For example, if an employee is chronically late, we explain how that affects everyone else on the production line.

Like all employers, we also have policies that address serious workplace issues, such as sexual harassment, and impose more serious consequences.

For privacy reasons, we cannot discuss individual personnel matters. However, we can say we make every effort to help our employees succeed. Their success is our success. Dave's personal story and commitment to giving people a second chance is embedded deeply in our vision "to make the world a better place, one loaf of bread at a time." Recently, some of our employees have expressed interest in forming a union at our facility, as is their right. These employees remain highly valuable members of our team.

Ex-cons make up a third of our workforce. Yes, we receive a small tax credit for hiring ex-cons (and other out of work people), but we only receive that benefit if they remain on the job for at least a year. Frankly, the tax credit doesn't fully offset the cost of hiring and training them let alone the cost of Dave's time in meeting with businesses to encourage them to join us in hiring ex-cons.

Our family's history making bread dates back to World War II where Jim Dahl honed his craft while serving in the Navy. He purchased a small neighborhood bakery and became an innovator in producing healthy, whole-grain bread. That tradition continues today with both Dave's Killer Bread and NatureBake products.

We value our reputation and are proud of our brand. Our employees are part of our bakery family that delights and enriches the health of our consumers every day, while living out a story line that inspires our community.

- Glenn, Dave and Shobi Dahl