



## Canaccord Adams Healthy Living Conference

Walter Robb, Co-President, COO



## Safe Harbor Statement

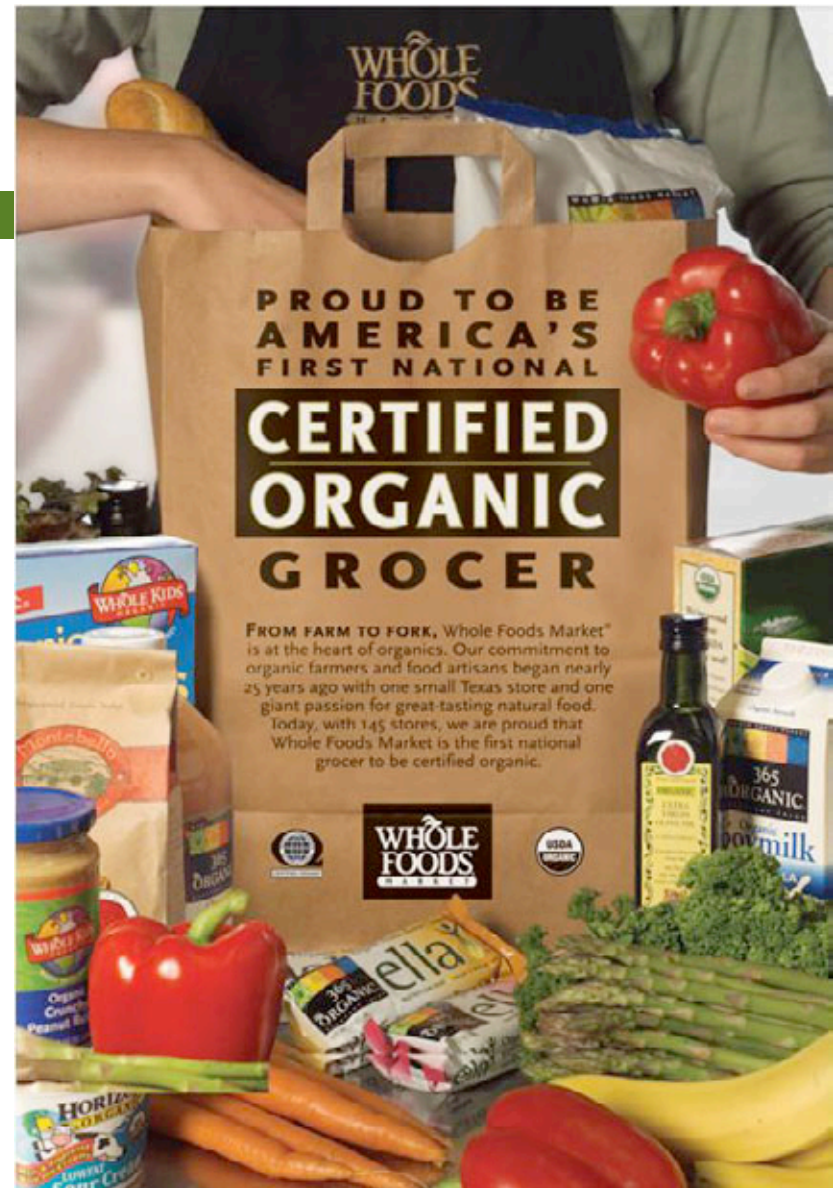
The following constitutes a "Safe Harbor" statement under the Private Securities Litigation Reform Act of 1995. Except for the historical information contained herein, the matters discussed in this presentation are forward-looking statements that involve risks and uncertainties, which could cause our actual results to differ materially from those described in the forward-looking statements.

These risks include but are not limited to general business conditions, the successful integration of acquired businesses into our operations, changes in overall economic conditions that impact consumer spending, including fuel prices and housing market trends, the impact of competition, changes in the Company's access to available capital, and other risks detailed from time to time in the Company's SEC reports, including the reports on Form 10-K for the fiscal year ended September 28, 2008.

The Company does not undertake any obligation to update forward-looking statements.



- Founded in 1980 in Austin, Texas, we are the leading natural & organic supermarket and America's first national certified organic grocer
  - Fiscal 2008 sales of \$8.0 billion
  - 30% CAGR in sales since IPO
  - 284 stores in 38 states and the District of Columbia, Canada, and the U.K.
  - 51,000 Team Members
  - #324 of the Fortune 500
  - Member of S&P 500



# WHOLE FOODS. WHOLE PEOPLE. WHOLE PLANET.™



- Our “bottom line” ultimately depends on our ability to satisfy all of our stakeholders
- Our goal is to balance the needs and desires of our customers, Team Members, investors, suppliers, communities and the environment while creating value for all
- By growing the collective pie, we create larger slices for all of our stakeholders
- Our Core Values reflect this sense of collective fate and are the soul of our company

# Our Business Model Has Produced Strong Results

<b>GROWTH SINCE IPO</b>	<b>9/28/08</b>	<b>9/29/91*</b>	<b>CAGR</b>
NUMBER OF STORES	275	10	<b>21%</b>
SALES	\$8.0 BIL	\$92.5 MIL	<b>30%</b>
EARNINGS PER SHARE	\$0.82	\$0.08	<b>14%</b>
EBITDA	\$485.5 MIL	\$5.4 MIL	<b>30%</b>
OPERATING CASH FLOW	\$325.8 MIL	\$3.4 MIL	<b>31%</b>
TEAM MEMBERS	52,900	1,100	<b>25%</b>
STOCK PRICE	\$20.64	\$2.13	<b>15%</b>

\*1991 results do not include the impact of subsequent pooling transactions and accounting restatements. Stock price is split-adjusted IPO price in January 1992.

# We Are Successfully Managing Through the Challenging Economic Environment

## Proactive Steps Taken in 2008:

- Implementation of cost-containment measures at all levels of the company
- 50% reduction in new store openings for FY09
- Termination of 11 and reduction in size of 9 leases in development
- 50% cut in discretionary capital expenditure budgets
- Suspension of cash dividend
- Raised \$413 million of additional capital

## Are Producing Results YTD in 2009:

On a 1% sales increase, we produced:

- a 10% increase in EBITDA, excluding non-cash asset impairment charges;
- \$475 million in cash flow from operations;
- \$223 million of positive free cash flow year to date; and
- \$448 million in cash on the balance sheet

# We Are Committed to Producing Free Cash Flow

- We are continuing to prudently invest in our growth
- We believe we will produce operating cash flow in excess of the capital expenditures needed to open our store development pipeline over the next five years
- We believe these investments will result in substantial future earnings growth

	<b>New Stores</b>	<b>Average S.F. per Store</b>	<b>Total S.F.</b>
FY09	15	53,400	801,600
FY10	16	41,500	664,700
FY11	18	43,900	789,400
FY12	12	48,400	580,400
FY13	7	51,100	358,000
Total	68	47,000	3,194,100

# We have Strong Cost Disciplines in Place

	3Q08	4Q08	1Q09	2Q09	3Q09
Same Store Sales Growth	2.6%	0.4%	-4.0%	-4.8%	-2.5%
Gross Profit	34.5%	33.6%	33.5%	34.7%	34.8%
Direct Store Expenses	26.6%	26.6%	26.4%	26.2%	26.6%
Store Contribution	7.9%	7.0%	7.1%	8.5%	8.2%
G&A Expense	3.3%	2.9%	2.9%	2.9%	2.8%
EBITDA	6.8%	5.4%	6.2%	7.7%	7.6%
* Excluding LIFO and non-recurring charges.					

# Our Values and Value



# Highlighting Great Value Price Points



# Featuring Family Size & Club Packs



# In-Store Value Guide

June/July '09

## the whole deal



your guide to a great summer without great expense, and keeping it real while keeping your cool



### sure deal!

twist & shout! organic pretzels are your ticket to ride at only \$1.99

You can't buy the love, but we can surely come together across the universe and let it be with a bag of organic pretzels. Carefully baked to a golden crisp, enjoy them perhaps in the car on a long and winding road...or with a lovely 'tita in the good day sunshine and with a little help from your friends: mustard, nut butter or cheese.

Don't be a fool on the hill, you've got to get them into your life! They are 130 calories per serving with less than .5g fat per serving—such a trivial amount it's not even required to be listed in nutrition facts. No need to consult dear prudence or the tarman because, eight days a week, all you need is love and a bag of 365 Everyday Value® Organic Pretzels—Sticks, Unsalted Twists, Mini Twists or Spelt Twists—is just \$1.99.

**9 Budget Recipes**  
with costs per serving

**More than 430 in coupons!**

**You won't want to miss...**

Meals for 1, 2 or 4...pp.4,5,13  
Three Under \$3...p.6  
Better Burger Builder...p.18  
"Learn to Cook" The Best Basic Potato Salad...p.19

**25 money-saving quick tips!**



### Q: Value or quality? A: Yes!

Our 365 Everyday Value® line helps everyone afford a healthy lifestyle. It includes more than 1500 natural and organic products from people food to pet food to supplements and body care. They all avoid genetically engineered ingredients and contain no artificial colors and flavors, hydrogenated fats or high-fructose corn syrup.



- "Easy as pie" budget meal solution, just add a green salad!
- A full line of new flavors from classic to dairy free to adventurous!
- Feed a family or a crowd with pure ingredients you can trust!

#### 365 Everyday Value® Frozen Pizzas

**\$1 OFF**  
one pizza

PLU 69075  
Limit one coupon per customer. Void if duplicated.  
Expires April 30, 2009.



- All the benefits of leading brands without the unnecessary fillers and additives
- A comprehensive selection tailored to different ages and needs
- American Medical Association recommends a multivitamin daily

#### 365 Everyday Value® & Whole Foods™ Vitamins

Any 365 Everyday Value® Adult Multivitamin. Any 365 Everyday Value® or Whole Foods™ Kids' Vitamin

**\$1 OFF**  
one package

excluding trial sizes

PLU 69076  
Limit one coupon per customer. Void if duplicated.  
Expires April 30, 2009.



- Made with tender, mild-flavored hoki fish
- Sourced from fisheries certified sustainable by Marine Stewardship Council
- Everyone—especially kids—loves our new and improved recipe

#### 365 Everyday Value® Lightly Breaded Hoki Fish

**\$1 OFF**  
one package

PLU 69077  
Limit one coupon per customer. Void if duplicated.  
Expires April 30, 2009.



# Our Value Strategy is Focused & Selective

- We are monitoring commodity products, especially key items in dairy and grocery, and pricing competitively for the market
- We are taking advantage of opportunity buys, especially in areas like produce and meat, and using those to push some strong promotions
- We believe we have changed the dialogue about our prices, and hopefully the perception as well



# Our Customers Care About More than Just Price

- We are a mission-driven company, and that is important to our customers
- We are the authentic retailer of natural & organic products
- We are a lifestyle brand and have created a unique environment that functions as a “third place”



# We Have High Standards

- We carefully evaluate each and every product we sell
- We feature foods that are free of artificial preservatives, colors, flavors, sweeteners, and hydrogenated fats
- We are passionate about great tasting food and the pleasure of sharing it with others
- We are committed to foods that are fresh, wholesome and safe to eat
- We seek out and promote organically grown foods
- We provide food and nutritional products that support health and well-being



# Differentiation Remains a Key Focus



# Our Outlook for Q409

- 2.9% total sales growth based on:
  - Comps and Idents inline with 4QTD reported results of -1.1%, -2.7% respectively
- 7.2% store contribution as a percentage of sales in Q4, 100 basis point decrease from 8.2% in Q3, excluding LIFO, based on :
  - Seasonally lower average weekly sales
  - Implementation of further price investments
  - Comparisons against cost disciplines put into effect last year
- Capital expenditures of \$80 million to \$90 million
- EBITANCE of \$133 million to \$138 million
- EPS of \$0.16 to \$0.18

# We Believe the Best is Yet to Come

- With fewer than 300 stores today, we remain very bullish on our long-term growth prospects
- We are making the right strategic decisions to successfully manage through this period of slower sales growth and create long-term value for all of our stakeholders
- We look forward to getting past this recession and back on an upward growth trajectory





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