



Dear Bob's Red Mill Customer,

We have some exciting news to share with you! Our founder Bob Moore turned 81 on Monday, Feb. 15. Of course, that's good news. But what Bob shared with everyone at his birthday celebration was monumental to all company employees, and we believe will be meaningful to you, too.

On behalf of his partners in the business, Bob announced that through the creation of an Employee Stock Ownership Plan (ESOP), Bob's Red Mill is now an employee-owned company. What this means to you, our customers, is that Bob's Red Mill has secured its own destiny, committing to the long term that the values and high standards we all cherish will last into the future.

And while nothing in the company's day-to-day operations will change, an ESOP provides an opportunity for the partners in the company to reward employees for their contributions to our ongoing success and growth. We believe our employees are the finest people in the natural foods business, and by offering our current and future employees an ownership in the company we will continue to retain and attract the best.

As we were trying to determine how best to communicate this news to you, we thought what better way than to hear it directly from some of the folks who work for Bob's Red Mill. First, from Bob himself:

Bob Moore, Founder: "It's been my dream all along to turn this company over to the employees, and to make that dream a reality is very, very special to me. This is the ultimate way to keep this business moving forward. I get to spend every day with our many loyal and long-time employees who will now share in ownership, and it just thrills me to know they will be joined by many new faces over the years."

Roger Farnen, Quality Assurance Manager: "By creating the ESOP, Bob and the partners have fulfilled their ultimate quest for sharing success among all employees. And it provides tangible incentives for optimal achievement no matter what their position in the company. Bob is basically passing the entrepreneurial torch on to his employees and is instilling in us that hard work provides rewards."

Operations VP Dennis Vaughn: "The partners could have sold this company many times for a lot more money, but to them this company is about so much more than the money. I'm just proud to wear the Bob's Red Mill logo because anywhere I go in this country people say nice things about the company."

Basic "Whole Grain Foods for Every Meal of the Day®" continue to connect us with customers seeking nutrition and value. Thanks for your continued support of Bob's Red Mill.

Sincerely,

Bob and Charlee Moore
Robert Agnew
Dennis Gilliam
John Wagner