Exhibit 36 to Plaintiff's Memorandum of Points and Authorities in Support of Its Motion for Temporary Restraining Order and Preliminary Injunction (PX00458) Part 1 of 2

[PORTIONS REDACTED]

Financial & Business Overview
2007 Plan

WILD OATS
MARKETS, INC.

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PX00458-001

2007 Plan
Table of Contents

WILD OATS MARKETS, INC.

- Business Plan — Page 3
- Sales Roll-forward — Pages 4-32
- Margin Initiatives — Pages 33-35
- Operational Initiatives & SGA — Pages 36-39
- CAPEX — Page 40
- Financial Statements & Financing — Page 41-44

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2007 Plan
Business Plan

WILD OATS MARKETS, INC.

- [redacted]
- [redacted]
- Execute a broad spectrum of sales, merchandising, marketing initiatives to improve customer experience and establish positive customer count trends.
- By format define and communicate our attributes to our customers. The image and strength of our message will be consistently conveyed in our advertising/marketing initiatives and prominently stated throughout our stores in Point of Purchase materials.
- [redacted]
- Meet financial Budget targets for 2007 plan.

Redacted

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2007 Plan
Sales Roll-forward

$ 000's		
2006 Sales	$ 1,181,593	
Pricing	[redacted]	Pg 5
Marketing Initiatives	[redacted]	Pg 10
2006 Competitive Intrusion Stores	[redacted]	Pg 27
2007 Competitive Intrusion Stores	[redacted]	Pg 28
Cannibalization Stores	[redacted]	Pg 29
2006 New Stores	[redacted]	Pg 30
2007 New Stores	[redacted]	Pg 31
2007 Relocation Stores	[redacted]	Pg 31
Closed Stores	[redacted]	Pg 32
2007 Sales	$ [redacted]	
2007 Comparative Sales %	[redacted]%	

Business Development sales are excluded from Sales Roll-forward

Redacted

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WILD OATS MARKETS, INC.

Reduce Retail Pricing

- Wild Oats Grocery and Natural Living ([redacted] on WFMI)
  - [redacted] Investment Needed [redacted] with WFMI
- Henry's Grocery ([redacted] on TRADER JOE'S)
  ([redacted] ON BONEY'S/SPROUTS
  - [redacted] Investment Needed [redacted] with TRADER JOE'S
- [redacted]
- [redacted]
- [redacted]
- **TOTAL RETAIL PRICING CHANGE -** [redacted]

Redacted

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WILD OATS MARKETS, INC.

RETAIL PRICE COMPARISON TABLE

	Wild Oats			Henry's			
Department	WFMI	King Sooper	Safeway	Vons	Boneys	Sprouts	Trader Joe's
DAIRY	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
FROZEN	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
GROCERY	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
NON FOOD	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
BODY CARE	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
SUPPLEMENTS	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

(Negative # indicates that Wild Oats/Henry's is higher at retail)

Redacted

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Average Price per Item and Customer Count Trends
2 Years

WILD OATS MARKETS, INC.

[redacted]

Redacted

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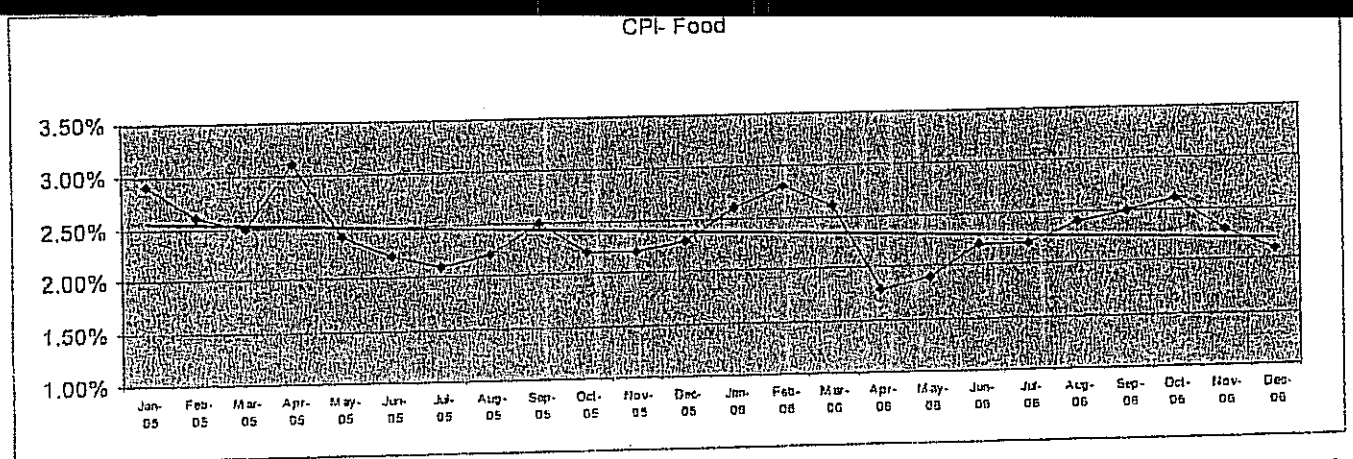
Average Price per Item and CPI Trends

2 Years

WILD OATS MARKETS, INC.

[redacted]



Redacted

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WILD OATS MARKETS, INC.

2006 Retail Price Changes

Review By Quarter (5 Non-Perishable Departments)

Change Type	Qtr 1 Amount	Qtr 1 %	Qtr 2 Amount	Qtr 2 %	Qtr 3 Amount	Qtr 3 %	Qtr 4 Amount	Qtr 4 %	Year Total Amount	Year Total %
Increases	[redacted]	[redacted]%	[redacted]	[redacted]%	[redacted]	[redacted]%	[redacted]	[redacted]%	[redacted]	[redacted]%
Decreases		[redacted]%		[redacted]%		[redacted]%		[redacted]%		[redacted]%
Total Changes										

Grocery	[redacted]
Dairy	
Frozen	
BodyCare	
Supplements	
	$[redacted]

Redacted

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WILD OATS MARKETS, INC.

Marketing Initiatives to drive 2007 Comp Sales

$000's		
Advertising Initiatives	$[redacted]	page 11
Signage Program	[redacted]	page 12
Merchandising Initiatives	[redacted]	page 12
	$[redacted]	

Redacted

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WILD OATS MARKETS, INC.

Advertising Initiatives

$000's	
Increase Frequency of Circular Events at Wild Oats to 2 per Month	$[redacted]
Increase circular page count to 16	[redacted]
Feature fewer but more powerful items at hotter prices in all circulars	[redacted]
Review ADVO Distribution to Increase and Optimize Reach	[redacted]
	$[redacted]

Redacted

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WILD OATS MARKETS, INC.

Marketing Initiatives

$000's	
New Attribute Focused Signage and Tagging Program to Reinforce Ad Messages and Banner Brand Positioning	$ [redacted]
Merchandising Initiatives	
Densification	$ [redacted]
Differentiation	[redacted]
Customization	$ [redacted]

Redacted

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WILD OATS MARKETS, INC.

Circular Goals and Objectives

- [redacted]
  - Create a meaningful and compelling marketing piece that will attract the [redacted] consumer
  - Design a circular that functions as a shopping guide that will be used by customers to decide where and how they are going to shop
  - Convert the Wild Oats circular from a vendor-focused, co-op driven marketing vehicle [redacted]

Redacted

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WILD OATS MARKETS, INC.

Wild Oats 2007 Circular Plan

- Bi-weekly in-home distribution –26 times/year
- 16-pages
  - 12 pages product features and prices
  - 4 pages co-op
- Organize by department
  - Feature 5 products –2 features and 3 subs - per page
- Increase emphasis on price/item/attributes
- Improve the price image with prominent prices
- Communicate attributes with bullet points

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2007 Wild Oats Circular Distribution

WILD OATS MARKETS, INC.

- Q1: distributed monthly 1.3 (Jan), 1.31 (Feb) and 2.28 (Mar)
- Q2-4: distributed bi-weekly as of 3.28.07
- [redacted]MM distributed to [redacted] stores
  - [redacted]K / store on average
  - [redacted]MM external impressions/event
- Distribute on Wednesdays - ad break via newspaper insert or marriage mail programs
- Deliver circular to households that meet specific demographic criteria within a [redacted]-mile radius around the store ([redacted]-minute drive time)
- Complete full review of current ADVO distribution plan

Redacted

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WILD OATS MARKETS, INC.

Wild Oats Circular Plan Overview

$000's

	2007	2006	% chg
Budget	$[redacted]	$[redacted]	+[redacted]%
Total circulation	[redacted]	[redacted]	+[redacted]%
# stores	[redacted] stores	[redacted] stores	+[redacted]%
Frequency	27 x year	13 x year	+[redacted]%

Redacted

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Total 2007 ADVO & ROP Budget- All Banners

WILD OATS MARKETS, INC.

$000's	2006 Budget	2007 Budget	% chg
Wild Oats	$[redacted]	$[redacted]	[redacted]%
Henry's San Diego	[redacted]	[redacted]	[redacted]%
Henry's LA/Orange County	[redacted]	[redacted]	[redacted]%
Sun Harvest	[redacted]	[redacted]	[redacted]%
Subtotal Circular	$[redacted]	$[redacted]	[redacted]%

Redacted

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Marketing Budget

WILD OATS MARKETS, INC.

$000's

	Wild Oats			Henry's			Sun Harvest			TOTAL MARKETING		
	06	07	%chg	06	07	%chg	06	07	%chg	06	07	%chg
Circular print/distro	$ [redacted]	$ [redacted]	[redacted]%	$ [redacted]	[redacted]	[redacted]%	$ [redacted]	$ [redacted]		$ [redacted]	$ [redacted]	[redacted]%
Advertising media/production			[redacted]%			[redacted]%						[redacted]%
Signage			[redacted]%			[redacted]%						[redacted]%
PR			[redacted]%			[redacted]%						[redacted]%
PL mktg. expense			[redacted]%									
Subtotal Wild Oats national marketing	$ [redacted]	$ [redacted]	[redacted]%	$ [redacted]	$ [redacted]	[redacted]%	$ [redacted]	$ [redacted]	[redacted]%	$ [redacted]	$ [redacted]	[redacted]%

Note: Henry's '06 budget excludes Phoenix

Redacted

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WILD OATS MARKETS, INC.

2007 Stores Added to Ad Plan - Circular

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- 14 stores added in 2007

Redacted

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WILD OATS MARKETS, INC.

Wild Oats 2007 Circular Calendar

Q2

- 3/28: Spring Entertaining
- 4/11: Earth Day
- 4/25: Healthy Lifestyle
- 5/9: Women's Health
- 5/23: Memorial Day
- 6/6: Men's Health
- 6/20: Summer Sale

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WILD OATS MARKETS, INC.

Wild Oats 2007 Circular Calendar

Q3

- 6/27: 4th of July
- 7/11: Produce Destination
- 7/25: Meat Destination
- 8/11: Fitness
- 8/22: Back to School
- 9/5: Frozen Food Destination
- 9/19: 20th Anniversary

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WILD OATS MARKETS, INC.

Wild Oats 2007 Circular Calendar

Q4

- 10/3: Organic Harvest
- 10/17: International Foods
- 10/31: Thanksgiving
- 11/14: Thanksgiving
- 11/28: Holiday Celebrations - Christmas
- 12/12: Holiday Celebrations - Christmas
- 12/26: Holiday Celebrations – New Years

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