

2023 CORPORATE RESPONSIBILITY REPORT

Flowers Foods is committed to building
a sustainable future for our company
and the communities we serve.



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CEO MESSAGE

Our 2023 Corporate Responsibility report marks the first year of progress toward achieving our updated environmental goals, which built upon and expanded on our previous commitments. I'm happy to share we are advancing toward those goals with new and existing initiatives that reduce energy, water, and waste, as well as meeting our packaging and palm oil commitments. Detailed updates are included in the Environmental section of this report.

It's important to highlight that our efforts are not just good for the environment, they benefit our business through improved efficiencies and reduced cost. In fact, across our Corporate Responsibility program, we are focused on actions that have a positive impact on our environment, team members, consumers, and the communities we serve, and that drive shareholder value.

Looking back to 2023, we made significant progress with multiple notable accomplishments, including:

- **Environment:** We began implementing clean energy initiatives with our first solar project at Flowers Baking Co. of San Antonio, which is helping lower greenhouse gas emissions and reduce dependency on the power grid while keeping the bakery cooler during hot summer days and saving money on electricity costs.
- **Team:** We continued our journey toward becoming an industry leader in safety with a 25% decrease in the recordable injury rate and a 40% reduction in lost time injuries compared to 2020. Our primary concern is always the wellbeing of our team members and lower injury rates have the added benefit of reducing certain business costs.
- **Consumers:** Building on our commitment to continued innovation, we named our first chief innovation officer who reports into our (also newly named) first chief growth officer. We launched multiple new bun, bread, and cake products, including the number one new item in the bread category for the second year in a row. And, for the first time, we debuted a new product in the snack bar category – and we are developing a robust pipeline of other new and innovative products.
- **Communities:** Our bakeries donated more than \$7.6 million* in fresh and recovery bakery food products to hunger relief organizations providing meals to those in need.

I'm incredibly proud of the progress we continue to make and thankful for every team member who is helping drive that progress. Responsibility has been a key tenet of how we've conducted business for more than a century, and through our collective efforts, we are continuing to push the needle forward to become an even more responsible, sustainable, and profitable company.



RYALS MCMULLIAN
Chairman and Chief Executive Officer
Flowers Foods, Inc.



*Wholesale value

ABOUT FLOWERS FOODS

Flowers Foods (NYSE: FLO), founded in Thomasville, Georgia, in 1919 and headquartered there, is a leading producer of packaged bakery foods in the United States with sales of \$5.1 billion in 2023. The company operates 46 bakery subsidiaries in 19 states and employs approximately 9,300 people.

OUR STRATEGIC PRIORITIES



Develop Team

Invest in our team to drive portfolio optimization through brand growth, innovation, and enhanced capabilities



Focus On Brands

Pursue targeted innovation and marketing to enhance relevancy and opportunistically grow share



Prioritize Margins

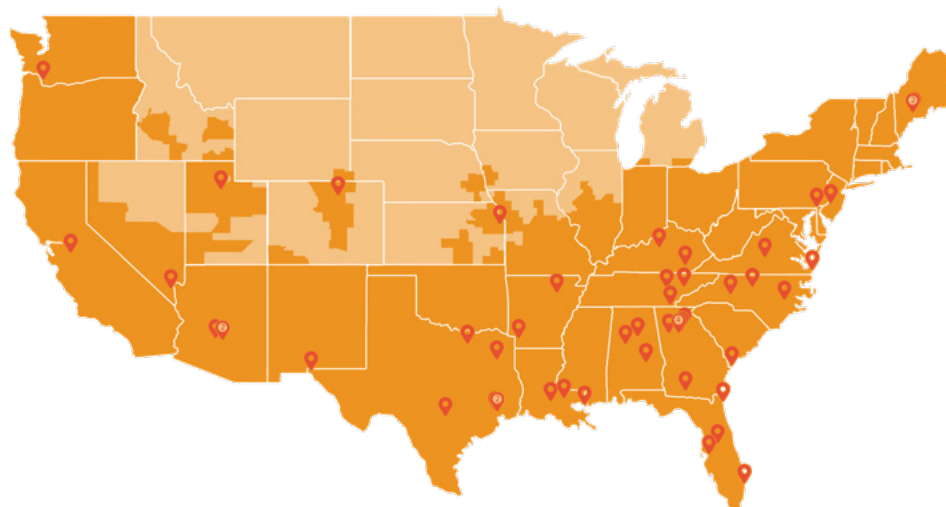
Orienting asset base to higher margin products, reducing network complexity and enhancing profitability



Smart M&A

Pursue disciplined, strategic M&A in grain-based foods that enhance portfolio, margin profile, and broaden geographic reach

WHERE OUR PRODUCTS ARE BAKED AND SOLD



 Bakery locations; numbers indicate multiple bakeries in close proximity

 Fresh (direct-store delivery) territory

Frozen/Warehouse available throughout the continental U.S.

OUR MISSION

To delight consumers with delicious baked foods.

OUR VISION

We strive to be a bold, visionary baked foods company with the consumer at the core of everything we do.

OUR PRIMARY BRANDS



OUR VALUES



The values we have held dear for more than 100 years are the foundation for all our actions.

HONESTY & INTEGRITY

Always doing what's right and maintaining high standards of ethical conduct

RESPECT & INCLUSION

Creating an inclusive, diverse, and respectful culture

SUSTAINABILITY

Building a sustainable future for our team, our company, and our communities

PASSION

Achieving our goals with energy and enthusiasm

HUMILITY

Striving to serve and learn from others as we pursue common goals

We are committed to upholding these values, and strive to make a positive difference for our environment, team members, consumers, and the communities we serve.

CORPORATE RESPONSIBILITY FRAMEWORK

ENVIRONMENT	TEAM	CONSUMERS	COMMUNITIES
 Climate/Energy, Logistics, Packaging, Water & Waste We believe sustainability makes us stronger. We are committed to applying sustainability processes to all aspects of our business and to exploring ways to prevent waste of water, packaging, energy, and other resources.	 Worker Health & Safety Our team is our top priority. We strive to provide a safe working environment and have policies, procedures, and training programs to ensure team members understand and meet safety guidelines. Talent Acquisition & Management We provide competitive pay and benefits and reward eligible employees with bonuses when the company succeeds. We support and develop our employees through training and development programs designed to build and strengthen leadership and professional skills. Engagement & Inclusion We believe in the power of people from diverse backgrounds and experiences coming together under a common set of values to achieve uncommon results. We aspire to be an inclusive workplace — where all perspectives are valued, all contributions are celebrated, and everyone has opportunity to learn, grow, and succeed.	 Food Safety & Quality The safety and quality of our bakery foods are responsibilities we take very seriously. We provide regular food safety training for our team members and strive to operate clean and efficient bakeries that are regularly inspected by local, state, and industry agencies. Health & Wellness We aim to offer a selection of bakery foods to accommodate various dietary needs, preferences, and lifestyles.	 Charitable Giving & Volunteerism We serve our communities more than just delicious baked goods. Our philanthropic efforts focus on feeding families, helping children, and supporting active-duty service members and veterans.
GOVERNANCE Our commitment to uphold the company's founding values - working ethically, responsibly, and with integrity – guides our efforts and is the foundation for all that we do.			

MATERIALITY ASSESSMENT

Flowers' materiality assessment helps identify and prioritize material Corporate Responsibility topics to inform strategic initiatives, long-range planning, and risk management processes. Additionally, it ensures we are reporting on the most relevant topics and helps guide future areas of focus for our Corporate Responsibility program.

The hierarchy below was compiled following a comprehensive review of a variety of topics that impact the company and its stakeholders. Through a series of surveys and interviews, we solicited feedback from key stakeholders, including employees, customers, and investors.

PRIORITY TOPICS	SIGNIFICANT TOPICS	IMPORTANT TOPICS
Corporate Ethics & Transparency	Climate Impact	Animal Welfare
Employee Health & Safety	Data Security	Community Outreach
Environmental Compliance	Engagement & Inclusion	Lobbying & Public Policy Engagement
Food Safety & Quality	Labor Practices & Talent Development	Product Labeling & Marketing
Health, Nutrition & Wellness	Responsible Sourcing	Sustainable Packaging
Strategy & Risk Oversight	Waste Management	Technology & Innovation
	Water Stewardship	

Environment	Team	Consumers	Communities	Governance
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Our Responsibility to
THE ENVIRONMENT



2030 ENVIRONMENTAL GOALS

OUR APPROACH

Flowers is committed to sustainability in all aspects of our business. We go beyond environmental compliance, implementing sustainable practices across our operations to minimize or prevent waste of water, packaging, energy, fuel, and other resources. In addition to benefiting the environment, these efforts also benefit our business and shareholders through improved efficiencies and reduced costs.





CLIMATE & ENERGY

LOWERING GREENHOUSE GAS (GHG) EMISSIONS

We seek to reduce emissions in our bakeries through a combination of energy awareness and efficiency upgrades. As a result of our efforts, we met and exceeded our previous GHG reduction goal to reduce emissions (scopes 1 and 2) by 20% off a 2015 baseline. **We have since increased our goal to reduce GHG emissions 20% per metric ton of product by 2030 compared to an updated baseline of 2020.**

Our comprehensive energy strategy and its three main components – Track, Integrate, Share – guide our efforts.

- 1. Track:** We use an online energy management program to track energy use and emissions at all our facilities – bakeries, distribution centers, and warehouses. Any unusual change in energy consumption triggers an alert, notifying the facility's management.
- 2. Integrate:** We improve energy efficiency by incorporating energy-saving measures when upgrading equipment, installing new production lines, or designing new projects.
- 3. Share:** We encourage our team to be energy smart. We regularly communicate best practices from around the company and celebrate energy successes with the entire Flowers team.

In 2023, these efforts helped us reduce GHG emissions by 6 percent compared to the 2020 baseline.

MANUFACTURING EMISSIONS INTENSITY

(mt CO₂e/mt product)



ENERGY INITIATIVES

As we invest in our operations – whether it's new bakeries, production lines, or upgrades to existing equipment – sustainability is integral to the design process. Three major areas of focus are compressed air systems, lighting, and heat recovery.

Compressed Air Systems

Compressed air is vital to the bakery production process, and we continue to upgrade our compressed air systems to reduce energy use. Based on energy assessments conducted in partnership with the DOE and its Industrial Assessment Centers, we completed air compressor upgrades at six bakeries in 2023. Upgrades involved installing systems with variable frequency drives, redesigning piping and air nozzles, and repairing air leaks.

Additionally, approximately three-quarters of our bakeries now have their own air leak detection tools to facilitate continued improvements in efficiency.

Lighting

A key factor in reducing our energy footprint is upgrading lighting in our facilities. In 2023, we continued to transition to LED lighting across our bakery and warehouse network. The new LED fixtures reduce energy use and offer the added benefits of improving lighting levels and reducing heat emission.

U.S. DEPARTMENT OF ENERGY (DOE) BETTER PLANTS PROGRAM



Since 2019, Flowers has been a member of the DOE's Better Plants Program. This voluntary public-private partnership helps manufacturers set long-term efficiency goals, by providing technical assistance, tools, and networking opportunities to help companies meet energy goals. Many of our bakeries participate in the DOE Better Plants Diagnostic Equipment Program (DEP) to identify and analyze energy leaks and improve equipment performance.



ProjectGigaton™

In 2023, we were **recognized as a Giga-Guru by Walmart's Project Gigaton**, which aims to reduce emissions in the global value chain by 1 billion metric tons — a gigaton — by 2030. The highest level of recognition Walmart awards its suppliers, Giga-Guru status acknowledges Flowers' leadership in setting targets and taking measurable actions to reduce emissions.

ENERGY INITIATIVES

Heat Recovery

By capturing waste heat from our ovens, we can reuse it to heat ingredient tanks, pipe jackets, proof boxes, and the water that washes baskets used in the production process. Currently, 20 percent of our bakery network employs heat recovery systems that conserve energy and reduce heating costs.

For example, our bakery in Lewiston, Maine, uses heat generated by ovens and oxidizers to heat water and warm the building during the winter, saving approximately 217 metric tons of CO₂e annually.

HARNESSING THE POWER OF THE SUN



To further our progress in energy usage, we are exploring new initiatives, like clean energy. Our first solar project was installed at Flowers Baking Co. of San Antonio (Texas) in the fall of 2023. The series of photovoltaic solar arrays will help reduce dependency on fossil fuels, lower greenhouse gas emissions, and ease the strain on the power grid during periods of high electricity demand. The panels also help deflect heat from the roof, helping to cool the bakery during hot summer days.



TEXARKANA PARTNERSHIP REAPS ENERGY-SAVING RESULTS

Flowers Bakery of Texarkana (Texas) partnered with its local electric utility to identify and implement energy-saving practices that reduce energy usage and costs. As a result, the bakery implemented multiple enhancements to its compressed air process, new energy efficient cleaning practices, and other energy-saving processes.

The bakery's goal was a 5% reduction in kilowatt hours. In 2023, the team more than doubled that annual savings goal with more than 632,000 kWh reduced.

ENERGY STAR CERTIFICATIONS



Fourteen Flowers bakeries were recognized by the U.S. Environmental Protection Agency (EPA) in 2023 as ENERGY STAR-certified facilities. To receive ENERGY STAR certification, bakeries must score in the top 25 percent of all U.S. commercial bread and roll bakeries for energy efficiency and meet strict energy efficiency performance levels set by the EPA.

8-time honorees

- Flowers Baking Co. of El Paso (Texas)
- Flowers Baking Co. of Norfolk (Va.)
- Holsum Bakery of Tolleson (Ariz.)

7-time honorees

- Flowers Baking Co. of Tyler (Texas)
- Lynchburg Organic Baking Co. (Va.)

6-time honorees

- Flowers Baking Co. of Batesville (Ark.)
- Tuscaloosa Organic Baking Co. (Ala.)

5-time honorees

- Mesa Organic Baking Co. (Ariz.)
- Flowers Baking Co. of Henderson (Nev.)

4-time honoree

- Flowers Baking Co. of Houston (Texas)

3-time honoree

- Lepage Bakeries – Park St. (Maine)

Inaugural honorees

- Canyon Bakehouse (Colo.)
- Flowers Bakery of Suwanee (Ga.)
- Leeland Baking Co. (Texas)





TRANSPORTATION & LOGISTICS

Through our direct-store-delivery (DSD) network, Flowers ships fresh goods from bakeries to depots where they are picked up for delivery to retail and food service customers. Our sustainability and logistics teams look for ways to reduce cost as well as our carbon footprint. We celebrate new ideas and creative solutions through communications and recognition within logistics teams and on our company's intranet.

Scheduling and Trailer Utilization

In 2021, we started an initiative to consolidate our delivery days of service from 5-days to 4-days at nearly 100 Flowers warehouses, reducing miles traveled and improving our overall carbon impact. In 2023, we made additional progress toward this effort. For each warehouse converted, we've reduced miles driven by an estimated 15,600 miles per year. The reduction in mileage saves fuel, extends the life of equipment, and improves our overall carbon impact.

In 2022, we implemented new digital tools that give our distribution teams greater insight into transportation costs and efficiencies. This data enables additional opportunities to reduce the environmental impact of our operations by more efficient scheduling, consolidating routes, reducing mileage, real time visibility into each shipment, and consuming less fuel. Last year, we targeted avoidable expenses (e.g., trucks idling at docks while waiting for their load) within each operation, which totaled \$1.3 million in savings.

We are also focused on optimizing trailer utilization by maximizing the cubic feet in each truckload. By routing multiple stops on one truck where possible and filling warehouses to the optimal levels, we can make the most of each mile on the road.

TRANSPORTATION & LOGISTICS

Backhauls

Flowers also capitalizes on existing backhauls to reduce mileage. Backhauls are the return trips of trucks to the bakeries after a delivery. We use location data to pair inbound and outbound trucks, optimizing the number of miles driven. For example, when delivering products to the West Coast, we use the return trip to transport ingredients back to our bakeries on the East Coast, in addition to transporting sales displays, pallets, and trays.

Using backhauls to transport additional materials minimizes fuel waste and improves operational efficiency. By maximizing our existing transport, we reduce costs and environmental impact.



MEET BILLY HOLLAND, LOGISTICS PERFORMANCE MANAGER



Flowers developed customized digital dashboards to transform our transportation operations. **Billy Holland**, who joined Flowers in 2022, partners with bakery and distribution managers to improve their proficiency with the dashboards, which make shipping costs visible so managers can work to reduce cost-per-mile.

Billy's weekly reports let managers at sister bakeries coordinate their shipping activities, optimize the activities of shipping employees, and reduce the cost of trailer rentals, enabling consistent management of transportation costs across the bakery network. The improved data visibility has allowed for asset utilization exercises, which help identify and eliminate underutilized equipment, reducing miles on the road.



WATER STEWARDSHIP

REDUCING WATER USE

Water stewardship is not only important to our business, it's a responsibility to our communities that we take seriously. **Our goal is to lower our water usage by 10% per metric ton of product in comparison to 2020 measurements.**

Water is essential as an ingredient in our baking processes and for sanitation. Importantly, most of our bakeries' water use is consumed in production and not discharged as wastewater. **Our water stewardship strategy**, overseen by our Corporate Responsibility Executive Committee, which includes our chief executive officer (see page 60), employs internal and external resources and expertise to facilitate improvements within the company's operations and supply chain.



While we always strive to use water responsibly, usage levels have increased the last several years due to more stringent sanitation standards and some equipment issues that have since been resolved. To help identify unusual changes in water usage more quickly in the future, we are investing in on-site metering (see next page).

In 2023, we reduced water use by around 40,000 gallons compared to our 2020 baseline; however, manufacturing water intensity increased by 5.6%.

WATER INITIATIVES

Flowers has identified bakeries in areas with high water risk and takes action to mitigate that risk. We employ sustainable cleaning practices, install water meters to monitor water use, reuse water where possible, and focus on training and recognition to advance best practices.

Availability and Usage

We evaluate current and potential water availability at bakery locations using the World Business Council for Sustainable Development's Global Water Tool (WBSCD), the World Resources Institute (WRI) Aqueduct, and a third-party consultant. Manufacturing facilities in areas of high water stress had 1) a WRI risk score of 2 or higher for "Overall External Risk Rating" for both current and projected risks and 2) accounted for 2% or more of companywide production.

Water Metering

Some bakeries take on-site meter readings to monitor water use more frequently, identify leaks more quickly, and verify utility invoices. In 2023, we continued to expand this initiative to additional bakeries. We've also expanded our water metering capabilities to improve tracking and help quantify water reuse by incorporating data and analysis into our Bakery of the Future program.



Saving Water (and Dollars) in Drought-Prone Modesto

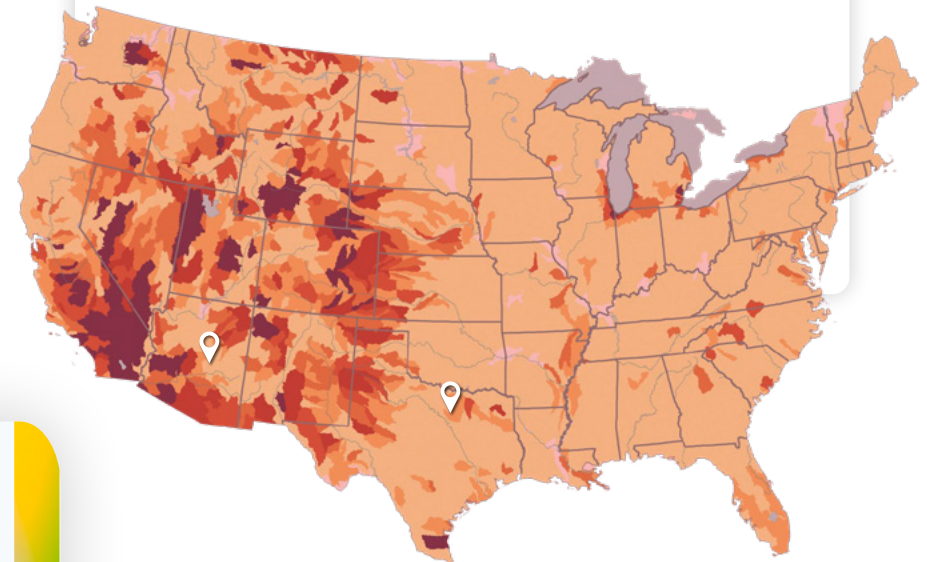
When **Gary Cook**, environmental, safety, and sustainability manager at Flowers Baking Co. of Modesto (Calif.), was notified of unplanned wastewater discharge fees that indicated higher-than-normal water usage, he immediately set out to identify the issue.

After installing a wastewater meter to calculate how much water was leaving the bakery rather than being consumed in the manufacturing process, Gary and his team were able to find and remedy the source of the problem, conserving water and saving money. During this process, his team also upgraded the evaporative coolers that help cool the bakery roof, **saving 777,600 gallons of water annually.**

HIGH WATER RISK LOCATIONS

In 2023, Flowers identified 2 bakeries with high water risk: Flowers Baking Co. of Denton (Texas) and Holsum Bakery of Tolleson (Ariz.).

These two manufacturing locations comprised 8% of Flowers total water withdrawals in 2023.



WATER INITIATIVES

Reuse

Our high standards for food safety limit the number of opportunities to reuse water in baking processes. However, when possible, we reuse water for equipment that does not come into direct contact with food products, such as cooling towers.

Sustainable Cleaning Practices

We seek to conserve water without compromising sanitation standards by implementing sustainable cleaning practices, which can include removing solids before using water and alternative cleaning equipment like steam cleaners, which use 99% less water than a traditional hose.

Training & Recognition

Increased production volumes naturally lead to greater water use, but it's our priority to use it wisely and conserve it wherever possible. Flowers shares best practices through multiple internal communications platforms. We believe communicating successes across our network is key to maximizing conservation.



ANNUAL CDP WATER PROGRAM



Since 2016, Flowers has participated in the annual CDP Water Program, a public disclosure of the company's water use that provides insight for investors, customers, non-governmental organizations, and others interested in how we manage water risks. CDP is a global environmental impact non-profit, providing a platform for all companies to report information on their climate, water, and deforestation impacts.



WASTE & RECYCLING

ACHIEVING ZERO WASTE TO LANDFILL

While many companies outsource waste and recycling management to third parties, Flowers employs our own in-house waste services team, which manages all services and invoices and oversees data tracking and project improvement. This structure provides greater internal collaboration and transparency within our waste and recycling program and supports our efforts to achieve **our goal of zero waste to landfill (98% or greater diversion) companywide**. Since establishing our Waste Services team in 2018, we have gained further insight into waste at our bakeries, warehouses, and thrift stores, improving our diversion rate.

Flowers' Waste Services team provides the following waste/recycling support to our bakeries:

- Virtual dumpster surveys
- Site-specific best practices and solutions
- On-demand training on material handling
- Equipment technical support
- Reporting of waste streams and costs

COMPANY-WIDE DIVERSION RATE



Since 2020, this internal department has coordinated the recycling of 981,623 tons of waste, equivalent to saving more than 16.6 million trees or more than 1.9 million barrels of oil. And their efforts helped us divert 94% of our waste away from landfills in 2023.

FOOD WASTE INITIATIVES

Our bakeries and warehouses made major strides in 2023 to reduce food waste. We focus on minimizing scrap in the manufacturing process, repurposing scrap as animal feed, and ensuring viable products nearing the end of their shelf life are donated to feed the hungry. Additionally, food grade oil is recycled for biodiesel.

Scrap Reduction

Production line scrap is one of the greatest areas of opportunity for reducing food waste in our operations. Examples of scrap include discarded dough and product that falls off the line. Our Bakery of the Future program offers capabilities that allow our facilities to more effectively monitor and reduce scrap through new digital tools that ensure production lines are running efficiently.

All our bakeries have scrap reduction goals, which are regularly reported and communicated within the bakery and to operations leadership. Thanks to our focus on this initiative, **our bakeries reduced scrap in 2023 by 4% versus the prior year.**

Scrap for Animal Feed

In addition to reducing scrap throughout the production process, we also seek ways to ensure scrap material is repurposed whenever possible. All our bakeries coordinate with food recovery recycling partners to integrate bakery food waste byproduct into grain for animal feed.

Additionally, some of our warehouses recover product past its shelf life and use backhauls to deliver it to agricultural businesses that incorporate it into their livestock rations.

BAKERY OF THE FUTURE



Our Bakery of the Future program provides real-time reporting of bakery production line conditions. Data is displayed in dashboards on bakery monitors and accessible to managers through individual workstations. We made great progress on rolling out Bakery of the Future to 17 additional bakeries in 2023. As of year-end, 32 of our 46 bakeries had implemented the program.

FOOD WASTE INITIATIVES



Waste Reduction Network

Flowers is a partner in the Waste Reduction Network, a program under the U.S. Department of Energy's Better Plants Program to help companies set, track, and meet waste reduction goals. We joined the pilot program in 2020, and in 2023 the network continued its work toward measuring and reducing food waste that goes to landfills.

10x20x30 Food Waste Reduction Initiative

Since September 2020, Flowers has been a supplier member in the 10x20x30 Food Waste Reduction Initiative, which brings together more than 10 of the world's largest food retailers and providers, each engaging at least 20 suppliers to halve food loss and waste by 2030. The program offers training and technical assistance to help suppliers reduce food loss and waste in their operations.

Charitable Donations

We are committed to supporting hunger relief initiatives in the communities where we operate. At our warehouses and thrift stores, viable packaged product nearing or at its shelf-life is collected and donated to local hunger-relief organizations (see page 54).



RECYCLING INITIATIVES

Expanding what and how we recycle is central to our overall waste reduction strategy. Flowers conducts site assessments in our bakeries to identify potential recycling savings and improvements. In 2023, special projects included recycling obsolete packaging and eliminating open-top dumpster use for general trash, two initiatives that diverted 252 tons of waste from landfills last year.

Compactor Monitors

At more than half of our bakeries, we operate compactor monitors, which automatically notify waste haulers when a pickup is needed. These monitors provide actionable data and maximize container capacity to reduce the number of hauls. “Right-sizing” such services results in better landfill diversion and cost savings.

Special Recycling

All our locations offer recycling of batteries and printer cartridges. These initiatives provide containers with pre-paid shipping labels. Once containers are filled and properly packaged, they are mailed to a vendor for recycling. Additionally, every bakery has designated containers for recycling confidential documents that have been shredded.

Backhauls

In addition to using backhauls to reduce miles driven, some Flowers warehouses and distribution centers utilize existing relays to return cardboard and stale product to central locations for collection and baling. At high-volume warehouses and distribution centers, we have bulk collection systems for both cardboard and stale product retrieved from the market.

Waste-to-Energy

Since 2019, Flowers has explored options to reduce waste sent to landfill by partnering with energy producers to convert waste that remains after recycling into energy.

Four of our bakeries currently participate in waste-to-energy programs. Our California bakery and three others in the Northeast work with third parties that convert the waste into electricity for homes and businesses.

RECYCLABLE PACKAGING



In 2023, we met our goal to maintain at least 90% recyclable, reusable, or compostable packaging and to use at least 30% recycled materials in all packaging.

Many packaging items, such as polyethylene bread bags, paperboard, and corrugated packaging, are made of 100% recyclable materials. Over the years, we have right-sized and down-gauged packaging components – including product bags, cartons, film, and corrugated – to use less material, and we continue to explore other avenues to reduce material consumption.

To minimize obsolete packaging at bakeries, our procurement team works with our brand teams to utilize as much existing packaging material as possible prior to making any changes. To manage obsolete packaging, our Waste Services team works with regional recyclers to schedule bulk pickups. Where recycling is not available nearby, we leverage relationships near other Flowers locations and use backhauls to transport the material to areas with access to recycling services.



RESPONSIBLY SOURCED PALM OIL

Since 2018, Flowers has committed to and achieved our pledge to source 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil. Additionally, all Flowers bakeries that produce cake products maintain RSPO Supply Chain Certification.

All of our palm oil suppliers are RSPO-certified and independently audited by third parties. Our bakeries are audited every year to ensure ongoing compliance. Learn more about our commitment to Responsible Sourcing on page 46.

2023 ENVIRONMENTAL SCORECARD

Energy Consumption	2020	2021	2022	2023
Manufacturing (MMBtu)	3,748,667	3,739,322	3,742,282	3,586,452
Manufacturing (MMBtu/mt product)	2.73	2.83	2.89	2.88
Companywide (MMBtu)	4,037,063	4,006,174	4,023,902	3,930,484
Green House Gas Emissions	2020	2021	2022	2023
Scope 1 Emissions				
Manufacturing (mt CO ₂ e)	171,534	155,873	157,885	146,473
Manufacturing (mt CO ₂ e/mt product)	0.125	0.118	0.122	0.117
Companywide (mt CO ₂ e)	178,832	163,701	166,863	158,322
Scope 2 Emissions				
Manufacturing (mt CO ₂ e)	156,182	135,818	133,428	132,846
Manufacturing (mt CO ₂ e/mt product)	0.114	0.103	0.103	0.107
Companywide (mt CO ₂ e)	174,189	149,829	146,563	145,741
Water Withdrawal	2020	2021	2022	2023
Manufacturing (m ³)	1,684,802	1,653,881	1,656,520	1,615,190
Manufacturing (m ³ /mt product)	1.23	1.25	1.28	1.29
Companywide (m ³)	1,894,380	1,841,390	1,834,856	1,882,420
Waste & Recycling	2020	2021	2022	2023
Total Waste Generated				
Manufacturing Waste (mt)	9,780	8,109	8,179	7,789
Company-wide Waste (mt)	15,718	15,073	14,726	16,147
Manufacturing Diversion Rate (%)	95.2%	95.6%	96.1%	96.1%
Company-wide Diversion Rate (%)	92.8%	93.3%	93.9%	94.0%

Manufacturing values include all locations that manufacture product. Company-wide values include warehouses, thrift stores, and corporate and sales offices, in addition to all manufacturing locations.

MMBtu = One million British thermal units

mt = metric tons

m³ = cubic meters

Our Responsibility to
OUR TEAM





WORKER HEALTH & SAFETY

OUR APPROACH

The safety of our team is our top priority. We are on a journey to safety excellence with the objective of meeting or exceeding industry standards for worker incident rates.

We strive to provide safe working environments in all our facilities. Policies, procedures, and training programs are designed to ensure team members understand and observe safe practices. Additionally, every Flowers bakery has an emergency action plan that is communicated bakery-wide through awareness training. Our senior vice president of safety, sustainability, and environmental oversees health and safety programs and policies, with additional oversight provided by our Corporate Responsibility Executive Committee (see page 60).

We focus on continuous improvement. A few of our best practices include:

- Bakery safety training
- Environmental, Safety, and Sustainability (ESS) management system
- Job hazard analysis and training
- Occupational Safety and Health Administration (OSHA) training for new and existing team members
- Safety focus during shift meetings

WORKER HEALTH & SAFETY

Environmental, Safety, and Sustainability (ESS) Management System

The Flowers ESS team set aggressive goals in 2023 to continue to reduce injury rates as we continue our journey toward becoming an industry leader in safety.

To help achieve those goals, we introduced an updated ESS management system that clearly defines all aspects of our ESS program including staffing and retention, policies, communications, risk assessment, and many other topics.

EHS Data Management System

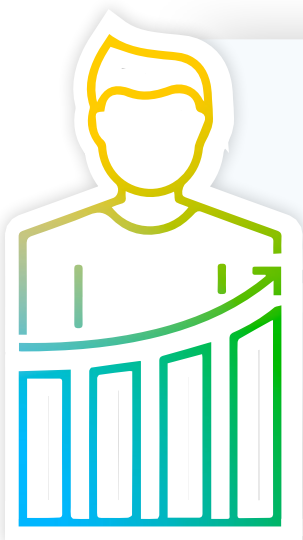
The Environmental Health and Safety (EHS) data management system is key to supporting the ESS management system at our bakeries. In 2023, we enhanced and simplified our EHS system to make it easier to use and conducted additional training to ensure team members understand how to use the system in the event of a safety incident.

Supervisors and employees record accidents, incidents, inspections, and “Great Catches” to provide the data that powers our safety program. Last year the system logged nearly 114,000 Safety Observations across the company.

Great Catch Program

Introduced in October 2022 to help team members keep safety top-of-mind, the Great Catch Program invites employees to identify and electronically submit red flags, safety suggestions, best safety practices, and safety MVP nominations through our bakeries’ mobile workstations. By regularly recognizing and discussing safety issues, we can set our teams up for safety success.

The results from the program’s 2023 “rookie season” were truly impressive: more than 2,400 Great Catches were submitted. Flowers Baking Co. of Lafayette (La.) was recognized for the most successful implementation of the Great Catch program with more than 420 submissions.



LEARNING & DEVELOPMENT

Flowers provides ongoing safety-related training for frontline employees in our bakeries, warehouses, and retail locations.

Flowers Bakery of Texarkana (Texas) set a 2023 goal for its entire management team to complete the OSHA Outreach Training Program 10-hour safety course. By completing the interactive, online training module, every leader in the bakery earned their OSHA 10-Hour Card – an industry credential – while gaining industry-specific knowledge and safety skills to help keep their teams safe.

In September 2023, Mesa Organic Baking Co. (Ariz.) held a multi-day “Lockout/Tagout Workshop” to review OSHA standards for minor servicing of equipment and develop procedures for servicing equipment without extended downtime. The OSHA Lockout/Tagout standard requires practices and procedures to shut down equipment, isolate it from energy sources, and prevent the release of potentially hazardous energy while maintenance and servicing activities are performed.

Based on that workshop, Mesa was able to develop minor servicing procedures for the bread slicer, bagger, proof box, and mixer. They also determined proper troubleshooting of the oven chain and belt tracking – best practices that can be shared across our bakery network.

WORKER HEALTH & SAFETY

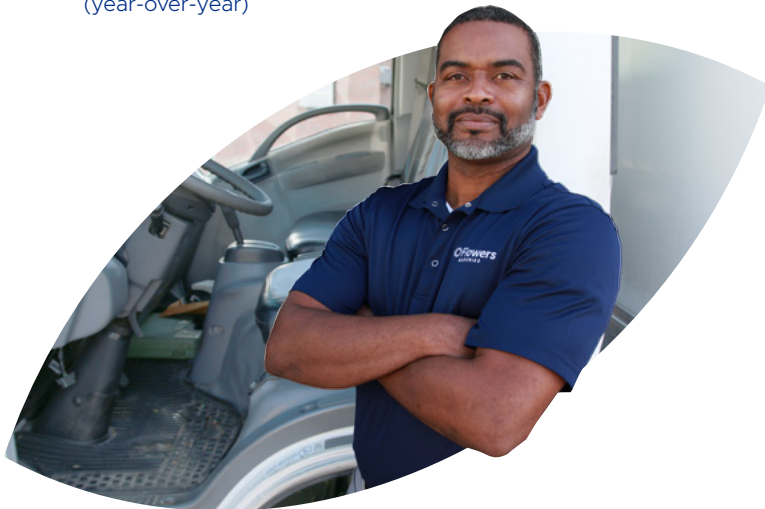
Safety Scorecard

Our Safety Scorecard tracks injuries and injury rates to highlight our progress and to ensure a shared understanding of safety performance across the company.

We continue to reduce our recordable and lost time injuries, with a 25% reduction in the recordable injury rate (RIR) and a 40% reduction in lost-time injuries (LTI) in 2023 compared to a 2020 baseline. Additionally, our performance continues to meet and exceed OSHA baking industry benchmarks.

Other safety accomplishments in 2023:

- 17 Flowers locations avoided a lost-time incident
- 20 Flowers locations outperformed the set target reduction goal for recordable incidents
- Companywide, Flowers reduced serious injuries by nearly 50% (year-over-year)



FLOWERS BAKING CO. OF BATESVILLE PUTS AN EMPHASIS ON SAFETY CULTURE



Engaging every leader and team member, Flowers Baking Co. of Batesville (Ark.) transformed its safety culture in 2023 with employee initiatives and out-of-the box approaches that seek new solutions to old problems. Initiatives included:

- Incorporating safety talking points into two daily pre-shift meetings;
- Employee recognition and incentive programs with door prizes and other giveaways;
- Enhanced comfort measures, like cooler, more-breathable uniforms; and
- Cooling initiatives, like power washing roofs so they reflect heat more efficiently and installing highly effective evaporative coolers.

Leading the charge was **Cameron Moser**, ESS manager at the Batesville bakery. For his efforts, Cameron was recently awarded the company's first Safety MVP Award, which honors a Flowers ESS manager for "implementing creative safety initiatives and successfully improving bakery safety culture."

As a result, the Batesville bakery reduced its total recordable injury rate nearly 50% from 2022 to 2023.

WORKER HEALTH & SAFETY

Awards and Recognition

In 2023, several facilities were acknowledged internally for achieving safety records. Our Lynchburg Distribution Center celebrated a nine-year streak without an LTI and 17 bakeries avoided a LTI in 2023. Flowers Baking Co. of Tyler (Texas) also met a huge safety milestone – one year without a recordable job-related illness or injury.



Flowers Baking Co. of Jamestown (N.C.) was honored in 2023 with a Silver Safety Award from the North Carolina Department of Labor for an LTI incidence rate at least 50 percent below the industry average.



ABA Safety Awards

Flowers' dedication to safety was recognized by the American Bakers Association (ABA) with multiple Safety Recognition Awards in 2023. Created in 2016, these awards honor member facilities' safety performance and implementation of effective safety and health management systems. These Flowers facilities each outperformed the OSHA Bread and Bakery Industry Average for Total Reportable Injuries and Reportable Lost Time Incidents:



- Flowers Bakery of Cleveland (Tenn.)*
- Flowers Bakery of London (Ky.)*
- Flowers Bakery of Texarkana (Texas)*
- Flowers Baking Co. of Bailey Street (Ga.)
- Flowers Baking Co. of Bardstown (Ky.)*
- Flowers Baking Co. of Crossville (Tenn.)
- Flowers Baking Co. of Crossville – Distribution Center
- Flowers Baking Co. of Denton (Texas)
- Flowers Baking Co. of El Paso (Texas)*
- Flowers Baking Co. of Henderson (Nev.)*
- Flowers Baking Co. of Houston (Texas)*
- Flowers Baking Co. of Jamestown (N.C.)*
- Flowers Baking Co. of Lenexa (Kan.)
- Flowers Baking Co. of Miami (Fla.)*
- Flowers Baking Co. of Modesto (Calif.)
- Flowers Baking Co. of Montgomery (Ala.)
- Flowers Baking Co. of Norfolk (Va.)
- Flowers Baking Co. of Ohio – Distribution Center
- Flowers Baking Co. of Oxford (Pa.)
- Flowers Baking Co. of Thomasville (Ga.)
- Flowers Baking Co. of Tyler (Texas)*
- Franklin Baking Company (N.C.)*
- Tuscaloosa Organic Baking Co. (Ala.)*

**Achieved consecutive years of recognition*



TALENT ACQUISITION & MANAGEMENT

OUR APPROACH

Flowers aims to attract and retain a qualified workforce through an inclusive and accessible recruiting process.

We want all our employees to enjoy the same benefits. No matter where they work or live, whenever possible, we strive to supply the same plans, access, and quality of care to every eligible team member.

We dedicate significant resources to learning and development. We believe it's the company's responsibility to give our team members every opportunity to grow as Flowers employees and as people.

We value our employees' opinions and perspectives. And we turn to them to help us make Flowers a better place to work.

We believe in the power of recognition. Team and individual achievements are celebrated through our intranet, and we annually honor employees who go above and beyond.

TALENT ACQUISITION & MANAGEMENT

Recruiting & Onboarding

Our hiring efforts utilize a variety of channels and include various recruiting intelligence and marketing strategies. Through campus outreach, apprenticeships, and internship and rotational programs, we employ an inclusive recruiting process to attract and retain top talent in a competitive talent market.

To ensure new hires are set up for success, we reevaluated and revamped our onboarding process in 2022, and rolled out new onboarding content companywide in 2023. Additionally, we introduced an even more comprehensive onboarding program at select bakeries with the goal of refining the program to launch companywide in the future.

We also introduced a New Hire Resource Center on FLOconnect, our intranet. It provides a comprehensive introduction to benefits and programs that contribute to employees' health, wealth, and career. Importantly, the resource center exposes new employees to the entire Flowers organization and corporate strategic priorities, so they can better understand how their work fits into the larger picture.

Early-career programs: Our **Business Development Program** offers recent college graduates the opportunity to step out of the classroom and into a career in sales. The six-month, fully paid placement provides real world work experience and exposure to our company and the industry.

Engaging with early-career individuals through **internships and apprenticeships** is another way Flowers is attracting top-notch talent.

In 2023, we formalized our internship program with a focus on the following areas: Environmental, Safety & Sustainability; Food Safety & Quality; Research & Development; Brand Management; Accounting; Marketing; Human Resources; Data Science; Software Analysis; and Process Improvement, among others. By providing young, career-minded individuals the opportunity to gain hands-on experience and learn about our industry, we are building a pipeline of qualified new hires.

MEET KURTIS AIMABLE, BUSINESS DEVELOPMENT PROGRAM GRADUATE



After college graduation, **Kurtis Aimable** signed on with Flowers' Business Development Program at Derst Baking Company in Savannah, Ga. Over six months, he shadowed workers from almost every part of the company, from receiving and production to shipping and area sales. After completing the program, Kurtis accepted an area sales director position at Flowers.

“

I've never worked in this industry, so I enjoyed exploring where I could best apply my skills. I was also lucky to be trained by some amazing people, who are extremely passionate about what they do. Wherever I end up, this program will be the foundation for my success.”

TALENT ACQUISITION & MANAGEMENT

We also offer paid cybersecurity and engineering apprenticeship programs that provide students with on-the-job training, mentoring, and the potential for full-time employment. The 12-month long cybersecurity program hosts rising college graduates who work 20 hours a week to support the Information Security team. By applying their education to real-world cybersecurity issues, apprentices gain valuable experience and the potential for a career at Flowers. Since its inception, seven apprentices have completed the program, three of whom have joined the Flowers team.

The engineering apprenticeship program at our bakeries recruits students from technical schools and community colleges and teaches them how to perform preventive maintenance on equipment. For example, liaisons at several technical schools near Flowers Baking Co. of Bardstown (Ky.), work with Flowers to identify potential apprentices. Since 2013, 12 apprentices have transitioned to full-time employment at the bakery.

Second Chance Employment: All Flowers bakeries comply with Equal Employment Opportunity Commission (EEOC) guidance related to hiring employees with criminal histories. Additionally, a number of our bakeries actively champion second chance employment by recruiting formerly incarcerated individuals who are ready to re-enter the job market. These second chance bakeries engage with judicial systems, correctional institutions, parole officers, and other community partners to identify and hire qualified candidates, providing an opportunity for them to achieve economic advancement and avoid recidivism.

Our flagship Dave's Killer Bread bakery in Milwaukie, Ore., is one of our biggest advocates for second chance employment – with nearly 40% of team members hired through the bakery's second chance initiatives.

MEET DANIEL SOLARI, CYBERSECURITY APPRENTICE TO ANALYST

Daniel Solari, former cybersecurity apprentice, joined the Flowers team in December 2023 as a cybersecurity analyst after first working as a contract analyst for the company post-graduation.



“

As a full-time employee, I'm working on a lot of the same projects and tools that I did during my apprenticeship. It's been a completely smooth transition from college to a career; I feel like I got a huge jumpstart here at Flowers.”

TALENT ACQUISITION & MANAGEMENT

Veterans: Flowers employed 490 veterans in 2023. By participating in events such as Fleet Week and supporting the USO with financial commitments and initiatives like “Deploy the Joy,” sponsored by our Wonder and Tastykake brands (see page 58), we work to keep Flowers top-of-mind with service members for when they’re ready to seek civilian employment. Additionally, we support much-needed veteran’s services through our charitable giving and community outreach efforts (see page 57).



MEET VETERAN CORY VAUGHAN, PRODUCTION SUPERINTENDENT, DAVE’S KILLER BREAD

Four years in the U.S. Navy was a “supersized serving of real life,” says Cory, who enlisted right out of high school hoping for an adventure and money for school. After fulfilling his goal of a college degree, Cory found a temporary job at DKB, where he’s spent the past 10 years rising through the ranks to his current role as superintendent.

It’s a position that requires him to rally a large and diverse group of people toward a single goal – something he learned first-hand in the military. “Just like you have to work together to sail a ship, you have to work together to run a line,” he explains. “The Navy taught me the best way to get a team together is to work toward a shared goal. It’s been the most important lesson I’ve carried with me in my civilian life.”



MEET VETERAN ANDREAS CASEY, SENIOR DIRECTOR OF INFORMATION SECURITY

Andreas was only 19 when he made “the best choice of my life” and enlisted in the U.S. Marine Corps. He completed his first leadership course that year, which he credits for paving the way to every success he’s had since.

“That helped open my perspective on how you earn the right to be called a ‘leader’ through continuous self-evaluation,” he says. “Real leaders give back. They invest in growing people as professionals – not just as employees. It’s up to them to approach their team in a way that resonates, to inspire them to achieve.”

TALENT ACQUISITION & MANAGEMENT

Total Rewards

In addition to competitive pay, career advancement, and development opportunities, we invest in our team by providing valuable health and financial benefits and a broad array of voluntary benefits and free resources. In 2023, Flowers contributed 81 cents of every dollar paid toward employee health benefits.

OUR TOTAL REWARDS BENEFITS PROGRAM* INCLUDES:



Comprehensive health insurance coverage for employees working 30 hours or more each week and their families



Short-term disability insurance to provide wage protection for up to six months



Parental leave for birth, adoption, or foster placement



A 401(k) plan with generous 3% company contribution, plus a 50% match of employee contributions up to 6%

**Some benefits may vary for employees who are covered under collective bargaining agreements.*

TALENT ACQUISITION & MANAGEMENT

Healthcare

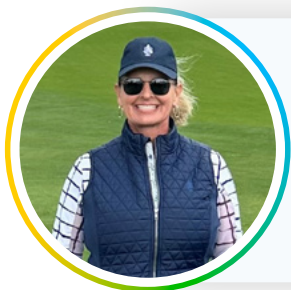
Focusing on Families: We believe that focusing on families and rewarding healthy behaviors strengthens employees' commitment to the company. Recognizing the time and expense involved in caring for a child with Autism Spectrum Disorder (ASD), we offer a benefit to cover Applied Behavior Analysis (ABA) therapy, which has been shown to improve outcomes for many children with autism. In 2023, we removed therapy limitations for children with an ASD diagnosis, helping to ensure that they are able to receive the care they need throughout each year.

We also work hard to support our employees as they are building their families, and we know that those families are built in different ways. This year, we enhanced our benefit for fertility treatments to a lifetime maximum of \$12,500.

Rewarding Healthy Behaviors: Employees can check their benefits and coverages, find in-network providers, and manage their healthcare spending 24/7 using the Engage Wellbeing App, which is available through our partnership with Anthem, our medical plan administrator. They can also record healthy behaviors and activities to earn points toward \$500 Amazon and Visa gift cards. We award 20 gift cards each quarter through a company-wide drawing.

Musculoskeletal Health: A new benefit was added to the Total Rewards package in 2023: Hinge Health – an app-based video platform that facilitates coaching and physical therapy for muscle and joint pain. It can be used for physical therapy but also to improve general health and wellness.

Through Hinge Health, an employee or eligible family member is connected – at no cost to them – with a fully qualified physical therapist. After an evaluation, they receive everything they need to complete their therapy in the privacy of their own home and on their own schedule, including exercise mats, therapy bands, and, in some cases, even motion sensors that let the therapist evaluate movement and provide corrective feedback.



Heidi Pachura, vice president of procurement, tried out Hinge Health following surgery and was pleased with her results. Thanks to the convenience and unlimited access to her exercise library, “I found myself completing at least five sessions a week and it helped me recover faster,” she says.

TALENT ACQUISITION & MANAGEMENT

Supporting the Whole Employee

We believe supporting our team members goes beyond healthcare; it's about fostering an environment that supports the whole employee. Helping our team and their families succeed outside the workplace gives them the ability to stay more engaged while on the job.

FLOcoach: Our Employee Assistance Program (EAP), provides free, confidential assistance to help with life's challenges, including personal, legal, financial, and dependent care needs. Through FLOcoach, team members and their dependents receive dedicated, no cost, 24/7 access to an extensive network of licensed professionals. Employees do not need to be enrolled in our medical benefits to be eligible; this program is open to all employees and their family members.

Sons & Daughters Scholarship Program: Our Sons & Daughters Scholarship Program has been in place since 1996. Over the past 20 years, the program has awarded an average of \$25,000 each year to students who are dependents of full-time and retired Flowers team members. Ten members of the Class of 2023 received scholarships to pursue degrees, including nursing, mechanical engineering, biology, accounting, and architecture.



Applications for the \$1,000 scholarship are available each spring. Students are selected based on academic performance, leadership qualities, and participation in extracurricular activities. After the initial award, the scholarship is renewable up to three times if the student remains eligible.

FLOWERS BENEFITS SUPPORT A TEAM MEMBER THROUGH HER BREAST CANCER JOURNEY



When **Leticia Mims**, quality manager at Flowers Baking Co. of Denton (Texas), received a breast cancer diagnosis, she felt lucky that it was caught at an early stage. "It really helped with my treatment," she says. "So did choosing the right benefits."

In addition to using her medical insurance plan to find care and short-term disability benefit to heal after treatment, Leticia was able to work with an Anthem Health Guide, who stayed in touch with her throughout her treatment and connected her with a dietitian, mental health counselor, and other local resources to support her recovery.

She had also enrolled in the MetLife Critical Illness Insurance Plan, which gave her a lump sum to help offset treatment costs, so she could focus on recuperation instead of worrying about finances.

"I'm so glad that I was working at Flowers when it happened," she says. "I was fortunate to have all these great benefits – and the support of the bakery. You can get really down when you're sick, but my team members never stopped checking on me."

Leticia is now healthy and cancer-free. She hopes to inspire other women to perform regular self-exams and make time for annual health screenings so they can also benefit from early detection.

TALENT ACQUISITION & MANAGEMENT

Thomas University Partnership: In December 2023, we launched a new partnership with Thomas University in our hometown of Thomasville, Ga. Through this partnership, which commenced in the Spring 2024 semester, employees and dependents are guaranteed admission for bachelor and graduate degrees, provided they meet minimum admission requirements. Those who attend part-time (6 to 12 credits per semester) will receive a \$1,000 scholarship per semester; full-time students will receive up to a \$2,500 scholarship for the fall and spring semesters.



Thomas University is a private, non-profit, regionally accredited university that offers more than 50 associate, bachelor, and master's degree programs, both on-campus and online. In addition, the university facilitates training programs designed for professionals to accomplish their professional development goals.

FLOWERS DISASTER RELIEF FUND:



Since 2004, the Flowers Disaster Relief Fund (DRF) has stood ready to assist Flowers employees, contract and leased labor, independent distributor partners, and recent retirees if their primary homes are damaged by large-scale disasters. Funds donated by team members throughout the year are matched by the company when disaster strikes.

Our team at Lynchburg Organic Baking Co. (Va.), for example, raised nearly \$1,700 in 2023 for the Disaster Relief Fund through a donut fundraiser.



TALENT ACQUISITION & MANAGEMENT

Learning & Development

We support and nurture our employees through learning and development programs designed to build and strengthen leadership and professional skills. Our company's focus on Continuous Performance Management empowers managers to have regular, meaningful conversations with their team members about key accomplishments, potential obstacles, and opportunities for growth. We encourage both managers and employees to focus time during these touch-bases to talk about how employees want to grow professionally.

Learning Management System (LMS): The LMS is home to our in-house educational courses, training programs, and more. By the end of 2023, Flowers employees had completed more than 5,000 hours of training. We also offer ongoing tactical training in areas like worker safety and food safety through a platform more conducive to team members on the bakery floor.

Leadership Development: Our leadership development programs include the Flowers Frontline Leadership Program and Stop At Nothing leadership training for front-line employees advancing into leadership positions, Lead Now for leaders at all levels, and Leading the Flowers Way for our high-potential leaders. Additionally, we offer Career Conversations training for supervisory employees to discuss career pathing and employee development.

In 2023, we celebrated 72 Flowers team members representing five bakeries who completed the **Frontline Leadership Development Program (FLLD)**. Launched in 2018, the FLLD is a dedicated operations-based leadership development program designed to give eligible employees the skills they need to succeed in bakery supervisory roles. A company-wide total of 254 team members across 18 bakery locations have graduated from the program as of December 2023.

We also rolled out **Stop At Nothing**, a four-day "intensive leadership development program" that facilitates learning experiences for high potential front-line employees. The training is available at all bakeries and team members must be nominated by plant leadership to participate. In 2023, 100 team members attended the training.

Front-Line Employee Learns to "Stop At Nothing"

Jennifer Allen, ESS coordinator at Flowers Baking Co. of Denton (Texas), (pictured, right, with **Mose Jones**, shipping helper) participated in the Stop At Nothing program, which she calls "a self-awareness course with a lot of company mentorship on the side." After joining the company in 2015 as a contract employee, Jennifer worked her way to bread line supervisor before starting her current role a year ago. Stop At Nothing helped streamline the transition to an office-based role. "Knowing that you are supported is the main key to succeeding in any job," she said. "I've grown tremendously over the course, and I feel so inspired to come into work every day and be a better leader. I want to see people happy to come to work – to inspire that in others."



Two cohorts of employees completed **Lead Now** in 2023. This program is geared toward new and seasoned managers looking to broaden their leadership skills. Nominated employees complete a self-assessment and create individualized development plans aligned with their job responsibilities.

Flowers also continued its bakery-focused **Mentor Up** program in 2023. Established in 2021, the program helps improve retention by pairing new employees with seasoned mentors who help them acclimate to company culture.

TALENT ACQUISITION & MANAGEMENT

Employee Engagement & Recognition

Whether it's producing our beloved products or cooking up new innovations, our team is the essential ingredient to our success. We believe the talent and dedication of the Flowers team is second to none in the baking industry. More than 15% of our current team has been with our company for over 20 years.

To identify opportunities to improve the overall employee experience, we conduct anonymous surveys and act on the results. In addition to surveys, we hold skip-level meetings and focus groups throughout the year as another tool to solicit feedback.

78%

OF SURVEYED EMPLOYEES
SAY THEY ARE PROUD TO
WORK FOR FLOWERS.

76%

OF SURVEYED EMPLOYEES
WOULD RECOMMEND FLOWERS
AS A GOOD PLACE TO WORK.

Employee Opinion Surveys: Anonymous surveys give employees a venue for open feedback on how we can make Flowers a better place to work.

Our surveys capture feedback from our team members on a variety of topics, including confidence in company leadership, competitiveness of our compensation and benefits package, career growth opportunities, and how we can make our company an employer of choice. The results are shared with team members and reviewed by senior leaders, who seek to analyze areas of opportunity and prioritize actions and activities to drive

meaningful change in our overall employee experience. As a follow-up, feedback sessions in each location focus on identifying pain points and, where possible, implementing immediate solutions.

In 2023, our employee opinion survey captured feedback from team members across the company. 59% of respondents were hourly team members, 28% were contract labor, and 13% were salaried employees.



ENGAGEMENT & INCLUSION

OUR APPROACH

Diversity enriches our perspective. We believe in the power of people from diverse backgrounds and experiences coming together under a common set of values to achieve uncommon results.

We aspire to be an inclusive workplace – where all perspectives are valued, all contributions are celebrated, and everyone has equal opportunity.

We empower our people. Our culture of appreciation and belonging means Flowers is a place where all employees can learn, grow, and thrive. We offer mentoring opportunities, apprenticeships, and learning and development programs across our organization.

We seek out employees with diverse backgrounds and skillsets. Flowers aims to attract new employees through an expansive recruiting process targeting applicants from traditional and non-traditional sources.

We want to make Flowers even better. We are committed to understanding more about each other and the value of each person's contributions. And we are turning to our employees to help us chart what's next through intentional conversations and anonymous surveys.



ENGAGEMENT & INCLUSION

Hiring Efforts

In 2023, Flowers expanded recruiting efforts and increased our focus on pipeline development. One part of this effort was the formalization of our summer internship program and entry-level rotational programs (see page 31). To recruit top talent, Flowers increased the number of focus schools and career fairs attended annually and developed new relationships with Historically Black Colleges and Universities (HBCUs).

In addition, to further expand our reach within the local community, members of the corporate Community Engagement Team (see page 54) participated in the Thomasville-Thomas County Juneteenth Freedom Festival in 2023, distributing Flowers products and information about career opportunities.

These activities are in addition to existing recruitment efforts that include second-chance employment, apprenticeship programs, and veteran-focused outreach through our partnership with the USO. Learn more about our talent acquisition efforts on page 30.

WOMEN IN LEADERSHIP

In a historically male-dominated industry, Flowers is proud to celebrate the women who are making a significant impact on our business. In 2023, **Wanda Hoskins** was named plant manager of Flowers Bakery of London (Ky.). Since her appointment, the London bakery has seen year-over-year improvement in its employee engagement scores.



OUR WORKFORCE

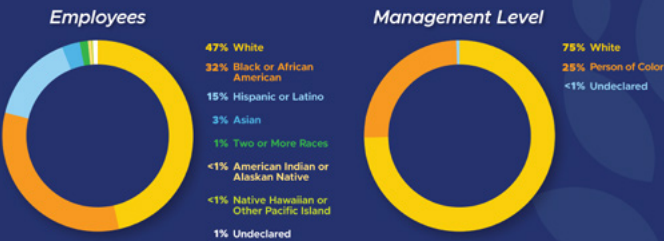
Gender, race, and ethnicity categories are reported consistent with EEO-1 reporting requirements.

GENDER DIVERSITY



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RACE & ETHNICITY DIVERSITY



Roll over thumbnail to enlarge

ENGAGEMENT & INCLUSION

Training and Communication

To foster a greater culture of belonging, Flowers deploys annual anti-harassment, anti-discrimination, and inclusiveness training. This content is also provided as part of our onboarding process for new corporate and bakery employees. In addition, all employees are provided opportunities to take additional training for their self-development and career progression.

In January 2023, on Martin Luther King Jr. Day, we launched a landing page on FLOconnect, our company intranet, to give employees insight into the company's engagement and inclusion philosophy and activities, access to training, and relevant articles from around Flowers.

Employee Resource Groups

In 2023, we launched two Employee Resource Groups (ERGs).

Women in Search of Excellence (WISE) aims to empower female employees by creating a space for its members to connect, share, and learn together. Since its inception, WISE has continued to grow in participation and offers its members insight from both internal and external perspectives.



Common Ingredients, designed to facilitate intergenerational collaboration and communication across the company, began in April 2023. The group hosts engaging panel discussions on a variety of topics nominated by the membership. "The more we each learn about different people and different areas of our company, the stronger we will be," says **Brenda Gooshaw Samson**, director of cyber security, governance, and culture, the ERG president.



A third group, **ABLE (African-Americans Building Leadership Excellence)** focused on Black and African American employees, was introduced in early 2024.



Our Responsibility to
OUR CONSUMERS





FOOD SAFETY & QUALITY (FSQ)

OUR APPROACH

Our consumers are at the core of everything we do. From school lunches to weekend cookouts, we offer quality products that meet a variety of dietary needs and preferences. We care about how our food is made ... because we eat it, too.

We have a culture of food safety. Flowers Foods and its subsidiaries are committed to producing bakery foods that comply with all applicable regulatory requirements and standards, as well as meeting customer and consumer expectations for consistency, quality, and authenticity.

We take a systematic approach. Our 46 bakeries across the United States employ comprehensive food safety plans, rigorous training programs, and robust auditing practices.

We go above and beyond. In addition to regular inspections by local, state, and industry agencies, we conduct our own internal auditing.

FOOD SAFETY & QUALITY (FSQ)

Food Safety Management Program

Our comprehensive food safety management program is designed to ensure safe food handling practices throughout the production and distribution process. Our program is governed by a science-based risk assessment and preventive control system for potential food safety hazards in our operations.

Some of our best practices include ongoing monitoring and verification procedures, corrective actions, a risk-based supply-chain program for receiving facilities, and robust recordkeeping and documentation.



Quality Assurance

We understand that our consumers expect quality and consistency each time they purchase one of our products. As part of the manufacturing process, we score final products for attributes such as color, weight, toppings, height, and width, and adjust our production process if those attributes don't meet our quality expectations. Traditionally, this scoring process was conducted manually, but as part of our Bakery of the Future program (see page 20), we have introduced a digital bread scoring application that incorporates quality data into the overarching dashboard and allows us to more quickly identify and remedy potential concerns.

Training

Our Quality, Regulatory, and Food Safety (QRFS) team members receive required training to achieve and maintain appropriate certifications. A quarterly training process to facilitate these certifications is also open to other interested Flowers employees as space allows. In addition, Flowers has developed a 12-month Quality and Food Safety training plan for all bakery team members, the results of which are tracked and regularly reported to leadership.

For National Food Safety Month in September 2023, our QRFS team challenged all bakery team members to complete four weekly tasks, such as a 3,000-step "I Pledge Walk" and an online training module to focus on the critical role they play in upholding food safety. Team members who completed all the challenges were recognized with a "Food Safety Champion" t-shirt.

INSPECTIONS AND CERTIFICATIONS

All Flowers bakeries are Global Food Safety Initiative (GFSI) certified, which requires a full third-party review of our food safety plans and quality systems annually.

We conduct comprehensive evaluations of product safety and quality parameters throughout the production process, including finished product evaluations and shelf-life tests. In addition, internal audits conducted by a third party specifically search for opportunities to improve food safety and quality.

FOOD SAFETY & QUALITY (FSQ)

Product Labeling

Mislabeled is the leading cause of food recalls, so it's important to us that our labels are clear, transparent, and accurate so that consumers understand what is contained in our products. We adhere to all federal requirements for labeling, and we regularly revise our labels to stay up to date with the most current guidelines.

Responsible Sourcing

Flowers Foods upholds quality and food safety requirements for suppliers as part of our [Supplier Code of Conduct](#). Our bakeries maintain audit records for the quality and safety of suppliers' raw materials and packaging as part of their GFSI certification.

In addition, we uphold commitments to sustainable palm oil and animal welfare, which are overseen by our chief procurement officer.

Palm oil commitment: Since 2018, Flowers has committed to and achieved our pledge to source 100% Roundtable on Sustainable Palm Oil (RSPO)-certified palm oil. Additionally, all Flowers bakeries that produce cake products maintain RSPO Supply Chain Certification. All of our palm oil suppliers are RSPO-certified and independently audited by third parties. Our bakeries are audited every year to ensure ongoing compliance.

Animal welfare commitment: Flowers Foods values the humane treatment of animals. While the majority of our ingredients are plant-based, a limited number of Flowers products contain eggs. We seek to source shell eggs that are certified and compliant with United Egg Producers' Animal Husbandry Guidelines (or an equivalent standard for conventional housing), and consistent with the Five Freedoms of animal welfare: 1) freedom from hunger and thirst; 2) freedom from discomfort; 3) freedom from pain, injury, or disease; 4) freedom to express normal behaviors; and 5) freedom from fear and distress.





HEALTH, NUTRITION & WELLNESS

OUR APPROACH

We have a culture of innovation. Flowers understands that consumers' needs and wants are evolving and leverages insights to develop new products to meet them.

Our products include “better-for-you” selections and sweet treats for consumers who like to balance healthy with indulgent options.



HEALTH, NUTRITION & WELLNESS

An Array of Options

For more than 100 years, Flowers Foods has offered consumers a wide selection of delicious products that meet various dietary needs, preferences, and lifestyles.

All our No. 1-selling national brands – Nature's Own®, Dave's Killer Bread®, and Canyon Bakehouse® – are made with no artificial preservatives, colors, or flavors, and no high fructose corn syrup.



Additionally, many of our products offer one or more of the following characteristics:

- Certified gluten free
- Keto/low carb
- Kosher
- Non-GMO Project Verified
- Sugar free
- USDA Organic
- 100% whole grain

We offer a variety of product sizes for portion control and convenience – single-serve snacks, thin-sliced bread, and smaller-sized loaves – in addition to family-sized packaging.



ORGANIC
PRODUCTS
MADE UP
15.3%
OF SALES
DOLLARS
IN 2023.

HEALTH, NUTRITION & WELLNESS

Genetically modified foods: Wheat, the main ingredient in our bakery foods, comes from non-GMO crops.

Our Dave's Killer Bread and Nature's Own Perfectly Crafted® products are Non-GMO Project Verified. Non-GMO bakery foods carry the Non-GMO Project butterfly logo on the package.

We produce other bakery foods that do contain minor ingredients derived from genetically modified crops, such as soy, corn, sugar beets, and cottonseed. These products are labeled in compliance with USDA bioengineered (BE) disclosure requirements.

CANYON BAKEHOUSE MAKES GLUTEN-FREE MORE ACCESSIBLE

The Canyon Bakehouse brand relaunched its online store, canyonglutenfree.com, in summer 2023. With just a few clicks, gluten-free buyers are now able to purchase the brand's baked goods and have them shipped straight to their door.

"Our goal with this direct-to-consumer e-commerce innovation is to make our products available to everyone who is gluten-free," explains Danielle Benjamin, senior director, brand management. "Consumers who may not be able to find our breads and baked goods in stores nearby will now have the chance to bulk shop or find new favorites online."



GLUTEN-FREE
PRODUCTS
MADE UP
2.6%
OF SALES
DOLLARS
IN 2023.

HEALTH, NUTRITION & WELLNESS

Flowers Brands Honored in 2023

We're very proud that several of our signature products were honored in 2023 as a result of consumer surveys and evaluations by expert nutritionists.

Dave's Killer Bread and Wonder® were selected as 2023 winners in *Newsweek's* Most Trusted Brands in America Awards. DKB was voted the most trusted organic bread brand, and Wonder made the list for most trusted white bread. The winners were selected based on a survey of U.S. shoppers by market research firm BrandSpark® International. Consumers shared their thoughts on which brands they trust the most based on transparency in manufacturing, fair pricing, and prompt responses to consumers' concerns.

Dave's Killer Bread Organic Snack Bars, specifically the Cocoa Brownie Blitz variety, were selected as a *Health* 2023 Food Awards winner in the snack category. The magazine focuses on products that can be conveniently found at local supermarkets or through a food subscription service, offering "healthier alternatives that are also relatively affordable." The winners were selected by the publication's editorial team and expert nutritionists who reviewed more than 125 products.

A variety of Canyon Bakehouse products, including bagels, breads, hamburger buns, rolls, and English muffins, were selected as 2023 product leaders in the annual *Gluten Free Buyers Guide*. Results were determined by "tens of thousands of gluten-free community members" across the United States who cast their votes for leading options in the market.

What's New? At Flowers, It's Always Something

Recognizing that innovation is – and will continue to be – a driver of growth, Flowers in 2023 refined its approach to innovation by bringing together multiple teams focused on consumer research, new product development, and innovation under one umbrella.

Leading this new organizational structure is Penny Patterson-Smith, Flowers Foods' first chief innovation officer. She and her team are working to develop meaningfully differentiated products that satisfy our consumers, excite our retail customers, and grow sales for the company and our distribution partners.

MEET PENNY PATTERSON-SMITH, FLOWERS' FIRST CHIEF INNOVATION OFFICER



Penny Patterson-Smith, who joined Flowers in 2020 as senior vice president of cake brands, was appointed as our chief innovation officer in 2023. Her challenge: To build a robust, balanced innovation "funnel" that continues to delight our customers and consumers while delivering on Flowers' growth agenda.

"Smart innovation, paced in the right way, can become a reliable, consistent growth lever for the organization," Penny says, "especially when you're largely competing in a mature category."

Coming from a 30-year career in the packaged goods industry, she understands the importance of "little i" innovation – tweaking flavors, creating new seasonal variations – but says there's "big i" innovation potential.

"We want to uncover strategic opportunity areas that lead to more 'big i' innovation – fulfilling an unmet or underserved consumer need, expanding our brand footprints, and broadening the way consumers use our products," she says.

Penny says her team will focus on delivering close-in strategic plan innovation needs first while identifying and testing longer-term opportunities to build on Flowers legacy of strong innovation - like Nature's Own - to drive growth. "Ultimately, the goal is to anticipate meaningful trends (not fads!) and lead the market by bringing relevant solutions forward for both our bread and snack businesses."

HEALTH, NUTRITION & WELLNESS

2023 LAUNCHES

In 2023, we launched three new products that feature “better-for-you” attributes: Dave’s Killer Bread Organic Snack Bars, Nature’s Own Keto Net One Loaf, and Nature’s Own Perfectly Crafted Artisan Style Everything Bun.



Dave’s Killer Bread Organic Snack Bars: In April 2023, Dave’s Killer Bread launched its latest innovation: Organic Snack Bars. Available in three delicious flavors – Cocoa Brownie Blitz™, Trail Mix Crumble, and Oat-Rageous Honey Almond™, the bars offer organic whole grain nutrition and sky-high flavor standards to the snack aisle.



Nature’s Own Keto Net One Loaf: From the number one loaf bread brand in the U.S., the Nature’s Own Keto loaf blends the perfect balance of softness and texture with one net carb per slice. Households with a keto-friendly focus can enjoy tasty bread while maintaining their low-carb lifestyle. Nature’s Own Keto loaf was the number one new item in the category in 2023.



Nature’s Own Perfectly Crafted® Artisan Style Everything Bun: A savory counterpart to Nature’s Own Perfectly Crafted Brioche Style buns, the Perfectly Crafted Everything Bun is soft yet sturdy with an ideal blend of everything seasoning for the perfect burger or sandwich. Both new products from Nature’s Own maintain the traditional brand promise of no artificial flavors, colors, or preservatives, and no high fructose corn syrup. Perfectly Crafted is also Non-GMO Project Verified.

Our Responsibility to

OUR COMMUNITIES





CHARITABLE GIVING & VOLUNTEERISM

OUR APPROACH

We strive to make a positive difference. Flowers' charitable giving and volunteer efforts focus on feeding families, helping children, and supporting U.S. service members and veterans.

We encourage our bakeries to support their local communities and we're proud of their many significant contributions in 2023.

CHARITABLE GIVING & VOLUNTEERISM

Community Engagement

In 2023, the corporate Community Engagement Team was formed to give corporate employees in our hometown of Thomasville, Ga., an opportunity to engage in volunteer and community events as a group, with a focus on activities that feed the hungry, delight children, or support U.S. service members and veterans.

The team enjoyed its inaugural outing at “Easter Eggstravaganza,” a community-wide event sponsored by the City of Thomasville. Then, in October, Community Engagement Team volunteers joined with more than 1,200 other local volunteers for Hands on Thomas County Day 2023, the largest one-day, coordinated volunteer effort in the community, with volunteers working at more than 50 sites.

Additionally, many of our bakeries and internal teams participate in service projects supporting a variety of causes throughout the year. For example, our London, Ky., bakery was honored in 2023 by Main Street Kentucky for its Honey Bun Day, a community-wide event that celebrates the thousands of jobs created by the bakery since it opened as Griffin Pie Company in 1953. London bakery employees partner with community members to make the annual event a success with live music, food vendors, culinary competitions, and a Makers Market featuring arts and crafts.

Hunger Relief

In 2023, our bakeries donated more than \$7.6 million* in fresh and recovery bakery food products to Feeding America, independent food banks, soup kitchens, and other groups providing meals and food to those in need. Recovery donations, an integral part of our food waste prevention, are made up of warehouse inventory nearing the end of its life cycle.



Flowers is a Guiding Partner of Feeding America, the largest charity working to end hunger in the United States. Guiding Partners make aggregate annual contributions or commitments of \$250,000 or more, donations of 2.5 million pounds or more of food and grocery products, or combined gifts of \$150,000 or more and 1.5 million pounds or more of food and grocery products.

*Wholesale value

FLOWERS TEAMS STEP UP AFTER ANOTHER “I” OF A HURRICANE



In 2022, Hurricane Ian lashed southwest Florida and Flowers team members jumped into action, delivering product to devastated communities.

In 2023, Hurricane Idalia hit the Big Bend area of Florida as a Category 3 storm on August 30 and went on to inundate parts of eastern and southern Georgia.

Our Thomasville, Ga. bakery and sales teams went to work supporting local communities threatened by Idalia, first by delivering bread and snacks to City of Thomasville first responders and utility workers. When Idalia made landfall near Keaton Beach in Florida and left significant damage from Steinhatchee, Fla., to Valdosta, Ga., a community about 40 miles east of Thomasville, the team jumped into action to support the areas hardest hit by the storm.

The team made several donations of Nature’s Own Butter Bread, Tastykake Honey Buns, and an assortment of Dave’s Killer Bread Snack Bars to the Thomasville-based Salvation Army for distribution throughout the impacted region. In addition to these donations, **James Carver**, vice president for market sales for Thomasville and the Florida Panhandle, and area sales director **Jamie Oglesby** made multiple trips to Perry, Fla., to deliver product and saw the damage first-hand.

“This could easily have been us,” James said. “We want to do everything we can to support our neighbors to the east and south.”

CHARITABLE GIVING & VOLUNTEERISM

A “WONDER” TO BEHOLD: 10,000 LOAVES DONATED TO THE FOOD BANK FOR NEW YORK CITY



Continuing its partnership with Macy's as a participant in the Macy's Thanksgiving Day Parade, Wonder Bread partnered in November 2023 with Katie Lee Biegel, a celebrity chef and Food Network host, to present a cooking event at the DeGustibus Cooking School inside Macy's flagship store in Manhattan.

While Biegel whipped up her Caramel Apple French Toast Sandwich, which pairs Wonder Bread with spiced apples and cream cheese for a decadent breakfast, Wonder brand manager **Ashley Smith** announced the donation of 10,000 loaves of Wonder Bread to the Food Bank for New York City, of which Biegel is a board member.

FEEDING OHIO: CREATING A NEW PATH FOR COMMUNITY FOOD DONATIONS



When several Flowers-owned thrift stores in central Ohio closed in 2022, the team at Flowers Baking Co. of Ohio went to work to ensure the inventory that customers and independent distributor partners would have returned to thrift stores didn't end up as waste. Team member **Carri Champa**, a former thrift store manager, now warehouse/stale checker, had developed relationships with area food banks over the years, so the team was able to develop new pipelines to get product back into the community.

Now they are working with 10 different area food banks, including Mid-Ohio Food Collective, which collects product twice a week. The team was recognized in 2023 by Mid-Ohio for helping provide more than 1 million meals since 2013.

CHARITABLE GIVING & VOLUNTEERISM

Helping Children

One of the primary pillars of our community support is charitable activities and donations focused on improving the lives of children. Individual Flowers locations fund charities that are important to their communities through company and/or employee donations. In total, Flowers employees allocated nearly \$60,000 via payroll deduction in 2023 to be donated to various charities – the majority of which were charities that support children and families.

Additionally, since 2005, Flowers has covered the annual cost of a day-long visit to the Challenger Learning Center in Tallahassee, Florida, for more than 600 middle-schoolers in the Thomasville and Thomas County school systems. Students have the opportunity to become scientists and engineers for the day, conducting space missions on state-of-the-art simulators with a Mission Control room similar to that found at the NASA Johnson Space Center and an orbiting space station modeled after the International Space Station.

United Way

Multiple Flowers locations partner with the United Way to aid those in need. For instance, the Flowers bakery in Goldsboro, N.C., Franklin Baking Company, won a Spirit of North Carolina award in 2024 from the United Way of North Carolina. The award, for an Impactful & Engaging Campaign Event, recognized Franklin's 2023 fundraiser – a dunking booth during an employee appreciation event where all the members of the management team took turns. In 2023, Franklin Baking Co. donated nearly \$9,000 to United Way through payroll deduction, the dunking booth, and a bake sale.



TASTYKAKE CHARMS CONSUMERS AND RAISES MONEY FOR RONALD MCDONALD HOUSE

In 2023, July 7 became National Krimpet Day, as Tastykake released a limited-time-only, birthday cake-inspired Confetti Krimpet packed with confetti sprinkles. The “holiday” celebrated Tastykake’s snack cake, with its uniquely crimped shape, which has captured the hearts and tastebuds of millions since its introduction way back in 1927.

An Instagram sweepstakes awarded consumers exclusive Tastykake merchandise, and the brand teamed up with Bassett’s ice cream at

Reading Terminal Market in its hometown of Philadelphia on a Confetti Krimpet milkshake, with a portion of the proceeds going to Ronald McDonald House.



CHARITABLE GIVING & VOLUNTEERISM

Supporting U.S. Service Members and Veterans

Honoring Flowers' commitment to the military and veterans through our charitable giving and volunteer efforts, in 2023, we expanded our support to include The Headstrong Project, a mental health organization, in addition to continuing our efforts with the United Service Organizations and Thomas University's Veteran Transition Program.



The Headstrong Project

Last year, Flowers donated in support of The Headstrong Project, an organization dedicated to providing mental health support for veterans, members of the military, and their families.

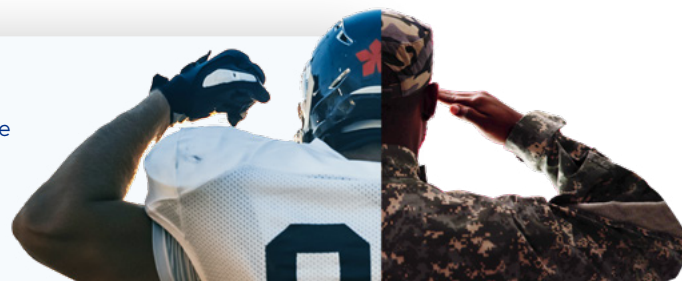
According to the nonprofit, 70 percent of veterans experienced post-traumatic stress disorder (PTSD), anxiety, or other combat-related trauma symptoms within a year of returning from deployment. There have been more than 120,000 U.S. veteran suicides since 9/11, far outweighing the number of deaths of U.S. service members in war operations since then.

The Headstrong Project provided more than 40,000 sessions for veterans in 2022. Of those treated that year, 54 percent showed meaningful improvement in PTSD.

"I'm extremely proud that Flowers is partnering with The Headstrong Project," said **Ryals McMullian**, Flowers chairman and CEO. "They provide much-needed resources for our military and veterans' mental health."

Thomas University's Veteran Transition Program

A \$100,000 donation from Flowers to Thomas University over four years helped launch the school's Military Transition Football Team in 2023, with veterans, reservists, and Georgia National Guard members on the roster. The program provides military veterans with an education and transition assistance as well as an opportunity to play collegiate football.



CHARITABLE GIVING & VOLUNTEERISM

United Service Organizations (USO)

Since 2018, our Wonder and Tastykake brands have proudly partnered with the United Service Organizations (USO) on the “Deploy the Joy” campaign to provide a variety of programs that keep service members and their families connected throughout the military journey. In 2022, these iconic Flowers brands fulfilled their multi-year commitment to donate \$1.8 million to the USO and increased their pledge to \$2.7 million through 2024.



HOW MUCH SUPPORT FOR VETERANS FITS IN A SHOEBOX? A LOT!



The Flowers Procurement team kicked off its quarterly team meeting on Veterans Day 2023 with a volunteer event to support veterans. The team met at three regional hubs – Dallas, Thomasville, Ga., and Jamestown, N.C. – to pack more than 750 veteran care packages for Operation Shoebox, a nonprofit that mails between 350 and 400 shoeboxes a week to troops and veterans.

“This was the first time we’ve hosted our quarterly meeting at three hubs like this,” **Eric Mathis**, senior vice president and chief procurement officer, said. “Kicking off the event with this team-building volunteer activity not only aligned with Veterans Day, but it also reinforces that no matter where we work, where we meet, together or in hubs, we are still one team working toward one goal.

“In this case, we are supporting a very worthy cause – Operation Shoebox. Kudos to the Procurement Community Engagement Team for coming up with such a relevant project.”

OUR DONATIONS SUPPORT SEVERAL PROGRAMS:



USO Military Spouse Networking Program: Provides military spouses the opportunity to build and sustain their social, professional, and community networks, whenever and wherever they move.

USO Military Virtual Programming (MVP) & Entertainment Tours: Provides world-class entertainment to service members and military families.

Bob Hope Legacy Reading Program: Makes it possible for deployed service members to record videos of themselves reading stories to their children and family members.

USO Care Package Program: Provides healthy snack packs and travel-sized hygiene products with toiletry packs to deployed service members.

GOVERNANCE

We believe that good corporate governance is essential to ensure that the company is effectively managed for the long-term benefit of our shareholders. We routinely review our corporate governance policies and practices in light of the legal and regulatory environment, the policies and practices of other publicly held companies, and input from investors, governance advisors, and other stakeholders. More detail regarding our corporate governance and Board of Directors can be found in our [2024 Proxy Statement](#) and on our [website](#). Copies of our corporate governance documents, including the charter for each committee of our Board of Directors and our Corporate Governance Guidelines, are also available on our [website](#).



GOVERNANCE

Corporate Responsibility Oversight

Under our Corporate Responsibility oversight structure, the Board of Directors retains ultimate oversight of the company’s Corporate Responsibility-related risks and priorities and delegates to its committees oversight of various Corporate Responsibility-related topics, as reflected in the committee charters. In connection with our strong founding values, management – at the direction and subject to the oversight of our board of directors and its committees – oversees the prioritization of Corporate Responsibility topics that impact our business and stakeholders and the focus of our Corporate Responsibility strategy and reporting. Our Corporate Responsibility governance framework includes a Corporate Responsibility Executive Committee and Corporate Responsibility Steering Committee as illustrated to the right.

Risk Management Oversight

Our Board of Directors is actively involved in oversight of risks that could affect the company. Specifically, the Board of Directors is responsible for overseeing, reviewing, and monitoring the company’s overall risks, and each Board committee is responsible for the oversight of specific risk areas relevant to its purpose as provided in the committee charters. More detail regarding our risk management oversight can be found in our 2024 Proxy Statement.

Ethics and Compliance

The trust the public has in Flowers Foods is based on our long-held reputation for honesty and integrity. We believe our high ethical standards are the foundation of our success, and that this strong foundation has enabled us to serve our consumers and trade customers for over a century. Our director of compliance is responsible for the direction and administration of our ethics and compliance program, and our audit committee receives regular reports on compliance activity.



GOVERNANCE

Code of Conduct

Every May, Flowers hosts Ethics and Compliance Month, a company-wide effort to educate employees about the ethical and legal rules that must be upheld at work. The cornerstone of Compliance Month is our required annual Code of Conduct training and acknowledgement process. Our [Code of Conduct](#) guides us to work in the most ethical and responsible manner and addresses every aspect of our business — topics include gifts, bribes, and conflicts of interest; antitrust and fair business practices; political contributions; and equal opportunity employment; among others. When employees abide by the Code of Conduct, it elevates the entire workplace—bringing our values of Honesty & Integrity to the forefront of everything we do.

In addition, our Board of Directors has adopted a Code of Business Conduct and Ethics applicable to all directors and officers of the company. This Code is intended to focus each director and officer on areas of ethical risk, provide guidance to help them recognize and deal with ethical issues, provide mechanisms to report unethical conduct, and help foster a culture of honesty and accountability.

Flowers Ethics & Compliance Hotline

Flowers offers a confidential Ethics Hotline for employees to ask questions or raise concerns. The hotline is available 24 hours a day, seven days week, with interpreters available upon request. Employees can access the hotline online anonymously at [SpeakUp](#). [FlowersFoods.com](#) or via phone at 1-888-337-7524. No retaliation is permitted against employees who raise a good faith concern or complaint. The hotline is proactively communicated with all employees through the annual Code of Conduct training and is easily accessible as a resource to employees.

Political Contribution and Activity Policy

The company's [Political Contribution and Activity Policy](#) governs corporate political contributions, trade association activities, and Flowers' political action committee.

Supplier Code of Conduct

Recognizing that our supply partners play an important role in ensuring that we maintain our high ethical standards, the Flowers Foods [Supplier Code of Conduct](#) outlines the principles we expect our supply partners to follow. This code supplements, but does not supersede, any rights or obligations established in any agreement we may have with any supply partner.



GOVERNANCE

Data Security and Privacy

Ensuring the security of our information systems and the privacy of our consumers' and customers' data is of primary importance at Flowers. We follow policies, protocols, and practices that address both cybersecurity and data privacy.

Cybersecurity: Protecting the security of our information systems is important to Flowers. We follow certain policies, protocols, and practices that address cybersecurity. Our program includes employee training and a computer security incident response plan (the "CSIRP") that provides controls and procedures designed to timely and accurately report material cybersecurity incidents. The company's Board of Directors oversees the company's Information Security program, which is approved annually. For more information, see the [Cybersecurity section of our 2023 Annual Report](#).

Data Privacy: Internal data privacy policies are designed to prevent unauthorized access to, and disclosure of, personal information using a range of operational and technological safeguards. Our employees also receive training on data privacy to prevent any misuse of personal information.

Our [privacy policy](#) outlines our practices for collection, use, and disclosure of information provided to us while visiting our web sites. We closely monitor evolving data privacy and data protection legislation around the world and update our policies and procedures to comply with current regulations.



SASB INDEX

SASB (Sustainability Accounting Standards Board) Standards identify the sustainability-related issues most relevant to investor decision-making.

ACCOUNTING METRIC	CODE	DISCLOSURE
Energy Management		
(1) Total energy consumed	FB-PF-130a.1	(1) 3,930,484 MMBtu
Water Management		
(1) Total water withdrawn	FB-PF-140a.1	(1) 1,882,420 cubic meters
Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-PF-140a.3	<i>For details, see Water Stewardship and Water Risks</i>
Food Safety		
Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-PF-250a.1	(1) 2.3% (2a) 100% (2b) 100%
Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-PF-250a.2	100%
Health & Nutrition		
Revenue from products labeled and/or marketed to promote health and nutrition attributes	FB-PF-260a.1	<i>For details, see Health & Wellness</i>
Product Labeling & Marketing		
Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	FB-PF-270a.3	<i>See FB-PF-250a.4. Flowers takes compliance seriously and has internal teams who evaluate the company's labels and marketing for compliance with all relevant legal and regulatory requirements. To the extent the company learns of a situation of non-compliance, it is addressed promptly.</i>

SASB INDEX

ACCOUNTING METRIC	CODE	DISCLOSURE
Product Labeling & Marketing		
Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	FB-PF-270a.4	<i>Flowers is and has been a party to a number of legal proceedings challenging various product claims made in the Company's product labeling. To the extent loss contingencies related to any of these matters could be deemed material to the company's financial statements, they would be disclosed in Flowers Foods' annual report on Form 10-K and/or quarterly reports on Form 10-Q filed with the SEC.</i>
Packaging Lifecycle Management		
Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-PF-410a.2	<i>For details, see Recycling Initiatives</i>
Environmental & Social Impacts of Ingredient Supply Chain		
Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	FB-PF-430a.1	We source 100% RSPO-certified palm oil for all cake products and maintain RSPO Supply Chain Certification for all cake bakeries. <i>For details, see: Environment</i>
Ingredient Sourcing		
List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	FB-PF-440a.2	<i>For details, see Water Risks</i>
Activity Metrics		
Number of production facilities	FB-PF-000.B	46 bakery subsidiaries

GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities.

a) Describe the board's oversight of climate-related risks and opportunities.

The Board of Directors holds ultimate oversight of the company's Corporate Responsibility-related risks, priorities and goals, with an enterprise-wide approach to Corporate Responsibility. Corporate Responsibility risks, including those related to climate and environmental performance, are a priority of the Board and are reviewed by the Board collectively. The Audit Committee of the Board of Directors oversees environmental and sustainability initiatives, risks and related disclosures, including risks related to material environmental disclosures and published targets. The Nominating/Corporate Governance Committee of the Board of Directors is responsible for considering and making recommendations to the Board regarding Board composition and works with the Board to determine the appropriate mix of skills and experience of Board members necessary to effectively oversee the company's strategy and risks.

b) Describe management's role in assessing and managing climate-related risks and opportunities.

In connection with our strong founding values, management – at the direction of and subject to the oversight of our Board of Directors and its committees – oversees the prioritization of Corporate Responsibility topics that impact our business and stakeholders and the focus of our Corporate Responsibility strategy and reporting. Our Corporate Responsibility governance framework includes a Corporate Responsibility Executive Committee and Corporate Responsibility Steering Committee. The Corporate Responsibility Executive Committee, which includes our chairman and CEO, CFO, president and COO, and Chief Legal Counsel, among other senior executives, provides direction regarding Corporate Responsibility strategy, goals, and policies, and receives periodic progress updates. The Corporate Responsibility Steering Committee, composed of senior leaders through the company, manages Corporate Responsibility initiatives and meets regularly to discuss and make recommendations regarding Corporate Responsibility-related risks, policies, and processes.

STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Flowers Foods considers potential climate-related risks across its operational strategy and planning. The nature of these risks depends on the physical aspects of climate change, market regulations, investor and societal pressure to reduce our carbon footprint, and our ability to understand and respond to rapidly evolving developments. Our identified risks include the following:

Physical Risks – We believe natural disasters and extreme weather conditions may disrupt the productivity of our facilities or the operation of our supply chain. There is growing concern that carbon dioxide and other greenhouse gases in the atmosphere may have an adverse impact on global temperatures, weather patterns, and the frequency and severity

of extreme weather and natural disasters. In the event that such climate change has a negative effect on agricultural productivity, we may be subject to decreased availability or less favorable pricing for certain commodities that are necessary for our products, such as corn and wheat. We may also be subjected to decreased availability or less favorable pricing for water as a result of climate change, which could impact our production and distribution operations. Adverse weather conditions and natural disasters can reduce crop size and crop quality, which in turn could reduce our supplies of raw materials, lower recoveries of usable raw materials, increase the prices of our raw materials, increase our cost of transporting and storing raw materials, or disrupt our production schedules.

Legal and Regulatory Risks - Changes in applicable laws or regulations or evolving interpretations thereof, including increased government regulations to limit carbon dioxide and other greenhouse gas emissions as a result of concern over climate change, may result in increased compliance costs, capital expenditures, and other financial obligations for us, which could affect our profitability or impede the production or distribution of our products, and affect our sales. The increasing concern over climate change also may result in more regional, federal, and/or global legal and regulatory requirements to reduce or mitigate the effects of greenhouse gases. In the event that such regulation is enacted and is more aggressive than the sustainability measures that we are currently undertaking to monitor our emissions and improve our energy efficiency, we may experience significant increases in our costs of operation and delivery. In particular, increasing regulation of fuel emissions could substantially increase the distribution and supply chain costs associated with our products. As a result, climate change could negatively affect our business and operations.

b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

To manage our climate-related risks, our executive leadership and our Board monitor changing customer demand, regulatory requirements, and other impacts to our business. We are focused on addressing our identified climate change-related risks.

c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Our strategy has been influenced by climate-related risks and opportunities, and the key drivers of our emissions.

RISK MANAGEMENT

Disclose how the organization identifies, assesses, and manages climate-related risks.

a) Describe the organization's processes for identifying and assessing climate-related risks.

We take a multi-pronged approach to identifying, assessing, and managing climate-related risks, including oversight from our Board of Directors and senior leadership. The Board of Directors is actively involved in oversight of climate-related risks that could affect the company. This oversight is conducted primarily through the Audit Committee, but the full Board of Directors has retained responsibility for general oversight of risks. Specifically, the Board of Directors is responsible for overseeing, reviewing and monitoring the company's overall risks, and each Board committee is responsible for the oversight of specific risk areas relevant to its purpose as provided in the committee charters. The overall responsibility of the Board of Directors and its committees is enabled by an enterprise risk management ("ERM") model and process implemented by management that is designed to identify, assess, manage, and mitigate risks. The Board of Directors satisfies this responsibility through full reports by each committee chair regarding the committee's considerations and actions, as well as through regular reports to the Board of Directors directly from management responsible for oversight of particular risks within the company.

The company believes that the Board's committee structure, discussed in detail above, supports the risk oversight function of the Board of Directors. Strong independent directors chair the various Board committees involved with risk oversight, there is open communication between management and directors regarding material risks, and all directors are actively involved in the risk oversight function.

At the management level, the SVP of Safety, Sustainability & Environmental monitors and reports climate-related issues, including climate risks, to the Chief Supply Chain Officer (CSO) and the Corporate Responsibility Steering Committee. Based on these reports, the Corporate Responsibility Steering Committee evaluates and recommends to the Corporate Responsibility Executive Committee actions intended to mitigate such risks and further our progress toward meeting our climate related goals.

b) Describe the organization's processes for managing climate-related risks.

The SVP of Safety, Sustainability & Environmental monitors and reports climate-related issues, including climate risks, to the Chief Supply Chain Officer (CSO) and the Corporate Responsibility Steering Committee. Based on these reports, the Corporate Responsibility Steering Committee evaluates and recommends to the Corporate Responsibility Executive Committee actions intended to mitigate such risks and further our progress toward meeting our climate related goals.

c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management program via our enterprise risk management (ERM) team. Members of the team sit on our Corporate Responsibility Steering Committee and report quarterly to the Audit Committee.

METRICS AND TARGETS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

We monitor our energy use and efficiency. Additionally, we monitor our scope 1 and 2 emissions and seek to reduce emissions.

b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

We disclose our scope 1 and 2 GHG emissions in our Corporate Responsibility Report. By reducing our dependence on products and processes that increase GHG emissions, we endeavor to limit risks associated with any potential impact from changes in climate.

There is growing concern that carbon dioxide and other greenhouse gases in the atmosphere may have an adverse impact on global temperatures, weather patterns, and the frequency and severity of extreme weather and natural disasters. In the event that such climate change has a negative effect on agricultural productivity, we may be subject to decreased availability or less favorable pricing for certain commodities that are necessary for our products, such as corn and wheat. Adverse weather conditions and natural disasters can reduce crop size and crop quality, which in turn could reduce our supplies of raw materials, lower recoveries of usable raw materials, increase the prices of our raw materials, increase our cost of transporting and storing raw materials, or disrupt our production schedules.

We may also be subjected to decreased availability or less favorable pricing for water as a result of climate change, which could impact our production and distribution operations. In addition, natural disasters and extreme weather conditions may disrupt the productivity of our facilities or the operation of our supply chain. The increasing concern over climate change also may result in more regional, federal, and/or global legal and regulatory requirements to reduce or mitigate the effects of greenhouse gases. In the event that such regulation is enacted and is more aggressive than the sustainability measures that we are currently undertaking to monitor our emissions and improve our energy efficiency, we may experience significant increases in our costs of operation and delivery. In particular, increasing regulation of fuel emissions could substantially increase the distribution and supply chain costs associated with our products. As a result, climate change could negatively affect our business and operations.

c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

GHG emissions

Reduce emissions (scopes 1 and 2) 20% per metric ton of product off 2020 baseline.

Water

Reduce water use 10% per metric ton of product off 2020 baseline.

Waste

98% waste diversion from landfill companywide.

Palm Oil

- Continue to source 100% of palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO).
- Maintain RSPO Supply Chain Certification for all cake bakeries.

Packaging

- Maintain at least 90% of all packaging as recyclable, reusable, or compostable.
- Maintain at least 30% of recycled materials in all packaging.



VERIFICATION/AUDITING

Information in this report was analyzed by internal departments but was not independently verified. Data was collected using external energy management programs, SAP, and manual data entry. Proxy data was used rarely, and only when results were skewed due to individual meter failures.

FORWARD-LOOKING STATEMENTS

This report contains information that may constitute forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements relate to current expectations regarding our business and our future financial condition and results of operations and are often identified by the use of words and phrases such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “predict,” “project,” “should,” “will,” “would,” “is likely to,” “is expected to” or “will continue,” or the negative of these terms or other comparable terminology. These forward-looking statements are based upon assumptions we believe are reasonable. Forward-looking statements are based on current information and are subject to risks and uncertainties that could cause our actual results to differ materially from those projected. Certain factors that may cause actual results, performance, liquidity, and achievements to differ materially from those projected are discussed in our Annual Report on Form 10-K for the year ended December 30, 2023 (the “Form 10-K”) and Quarterly Reports on Form 10-Q filed with the Securities and Exchange Commission (“SEC”) and may include, but are not limited to, (a) unexpected changes in any of the following: (1) general economic and business conditions; (2) the competitive setting in which we operate, including advertising or promotional strategies by us or our competitors, as well as changes in consumer demand; (3) interest rates and other terms available to us on our borrowings; (4) supply chain conditions and any related impact on energy and raw materials costs and availability and hedging counter-party risks; (5) relationships with or increased costs related to our employees and third-party service providers; (6) laws and regulations (including environmental and health-related issues); and (7) accounting standards or tax rates in the markets in which we operate, (b) the loss or financial instability of any significant customer(s), including as a result of product recalls or safety concerns related to our products, (c) changes in consumer behavior, trends and preferences, including health and whole grain trends, and the movement toward less expensive store branded products, (d) the level of success we achieve in developing and introducing new products and entering new markets, (e) our ability to implement new technology and customer requirements as required, (f) our ability to operate existing, and any new, manufacturing lines according to schedule, (g) our ability to implement and achieve our Corporate Responsibility goals in accordance with regulatory requirements and expectations of stakeholders, suppliers, and customers; (h) our ability to execute our business strategies which may involve, among other things, (1) the ability to realize the intended benefits of completed, planned or contemplated acquisitions, dispositions or joint ventures, (2) the deployment of new systems (e.g., our enterprise resource planning (“ERP”) system), distribution channels and technology, and (3) an enhanced organizational structure (e.g., our sales and supply chain reorganization), (i) consolidation within the baking industry and related industries, (j) changes in pricing, customer and consumer reaction to pricing actions (including decreased volumes), and

the pricing environment among competitors within the industry, (k) our ability to adjust pricing to offset, or partially offset, inflationary pressure on the cost of our products, including ingredient and packaging costs; (l) disruptions in our direct-store-delivery distribution model, including litigation or an adverse ruling by a court or regulatory or governmental body that could affect the independent contractor classifications of the independent distributor partners, and changes to our direct-store-delivery distribution model in California, (m) increasing legal complexity and legal proceedings that we are or may become subject to, (n) labor shortages and turnover or increases in employee and employee-related costs, (o) the credit, business, and legal risks associated with independent distributor partners and customers, which operate in the highly competitive retail food and foodservice industries, (p) any business disruptions due to political instability, pandemics, armed hostilities (including the ongoing conflict between Russia and Ukraine and the conflict in the Middle East), incidents of terrorism, natural disasters, labor strikes or work stoppages, technological breakdowns, product contamination, product recalls or safety concerns related to our products, or the responses to or repercussions from any of these or similar events or conditions and our ability to insure against such events, (q) the failure of our information technology systems to perform adequately, including any interruptions, intrusions, cyber-attacks or security breaches of such systems or risks associated with the implementation of the upgrade of our ERP system; and (r) the potential impact of climate change on the company, including physical and transition risks, availability or restriction of resources, higher regulatory and compliance costs, reputational risks, and availability of capital on attractive terms. The foregoing list of important factors does not include all such factors, nor does it necessarily present them in order of importance. In addition, you should consult other disclosures made by the company (such as in our other filings with the SEC or in company press releases) for other factors that may cause actual results to differ materially from those projected by the company. Refer to Part I, Item 1A., Risk Factors, of the Form 10-K, Part II, Item 1A., Risk Factors, of the Form 10-Q for the quarter ended July 13, 2024 and subsequent filings with the SEC for additional information regarding factors that could affect the company’s results of operations, financial condition and liquidity. We caution you not to place undue reliance on forward-looking statements, as they speak only as of the date made and are inherently uncertain. The company undertakes no obligation to publicly revise or update such statements, except as required by law. You are advised, however, to consult any further public disclosures by the company (such as in our filings with the SEC or in company press releases) on related subjects.

Learn more about Flowers Foods at flowersfoods.com.