Flowers Foods is committed to building a sustainable future for our company and the communities we serve.
The years 2020 and 2021 are forever earmarked in history by a global pandemic, unprecedented supply chain challenges, and social disruption. Through it all, the Flowers team delivered on our commitment as a key part of the nation’s food supply — while supporting the communities we serve. Adapting to this ever-changing environment required us to be more efficient, more resilient, and more aware than ever before.

And just as the world has evolved, so too has our perspective on the focus of our sustainability report. To reflect that, our report has expanded beyond environmental initiatives to include our team, consumers, and communities. It’s important to note that our focus on these “new” additions is not new at all — it has, in fact, been intrinsic to our business for more than a century. But what has changed is our awareness of the importance for transparency around what we are doing in each of these areas.

Our refreshed Corporate Responsibility Report highlights the great progress we made across our business in 2020/2021, including:

- **Investing in energy-efficient upgrades.** Flowers continues to find new ways to integrate energy efficiency into our business. For example, we incorporated energy efficiency throughout the design of our Lynchburg, Virginia bakery upgrade and it was recognized by the Department of Energy as a Better Plants Project in 2021.

- **Maintaining 100% GFSI certification across our bakery network.** Certification requires a full review of our food safety plans and quality systems.

- **Donating bakery products in support of hunger relief efforts.** Through our network of bakeries, we support Feeding America and independent food banks, soup kitchens, and other groups providing meals and food to those in need. In 2021, we donated $7.5 million in wholesale bakery food products toward this effort.

- **Supporting racial equality and historically black colleges and universities.** In 2020 and 2021, we donated a collective $1.5 million to the NAACP Legal Defense Fund, the Thurgood Marshall College Fund (TMCF), and the United Negro College Fund.

- **Expanding waste and recycling programs.** In 2020, we joined the World Resources Institute 10x20x30 initiative to tackle food loss and waste in our operations.

While this report marks a clear change in reporting perspective, we recognize there is always more that can be done to continue to evolve our program. To guide our future efforts, we conducted a materiality assessment in 2022 that will help us prioritize environmental, social, and governance topics and focus our Corporate Responsibility strategy and reporting.

We are also building on our accomplishments with additional worker safety programs, the expansion of environmental initiatives through new capital projects, a revised and more comprehensive commitment to animal welfare, and new diversity, equity, and inclusion training that is additive to existing anti-harassment and anti-discrimination training, among other important projects.

I’m incredibly proud of all our team has accomplished and look forward to driving further progress in the years ahead. Working together, we can advance our goal of building a more responsible, sustainable Flowers Foods.

Ryals McMullian
President and CEO
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 $4.8 billion in 2022. The company operates 46 bakery subsidiaries in 19 states and employs approximately 9,200 people.

**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.

**WHERE OUR PRODUCTS ARE BAKED AND SOLD**
- Fresh (DSD*) territory
- Frozen bakery foods and snack cakes are available nationwide.

*Direct-store delivery
*Map does not include Papa Pita sales territory

**OUR PRIMARY BRANDS:**
- Nature's Own
- Dave's Killer Bread
- Wonder
- Tastykake
- Canyon Bakehouse
- Mrs. Freshley's

**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 in 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
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.
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.

<table>
<thead>
<tr>
<th>PERFORMANCE SUMMARY</th>
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<tbody>
<tr>
<td><strong>PROGRESS</strong></td>
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<tr>
<td>-22%</td>
</tr>
<tr>
<td>8%</td>
</tr>
<tr>
<td>93%</td>
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<tr>
<td>100%</td>
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*Compared to 2015 Baseline*
Flowers recognizes that carbon dioxide and other greenhouse gases (GHG) may have an adverse impact on global temperatures, weather patterns, and the frequency and severity of extreme weather and natural disasters. We seek to reduce emissions through a combination of energy awareness and efficiency upgrades.

**Manufacturing Emissions Intensity**
(mt CO2e/mt product)

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions Intensity</th>
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<tbody>
<tr>
<td>2017</td>
<td>0.253</td>
</tr>
<tr>
<td>2018</td>
<td>0.249</td>
</tr>
<tr>
<td>2019</td>
<td>0.237</td>
</tr>
<tr>
<td>2020</td>
<td>0.238</td>
</tr>
<tr>
<td>2021</td>
<td>0.221</td>
</tr>
</tbody>
</table>
Energy Strategy

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 that may warrant an investigation triggers an alert, notifying the facility’s management.

2. **Integrate**
   - We improve energy efficiency by looking for ways to incorporate energy-saving measures when upgrading equipment, installing new production lines, or designing new projects.

3. **Share**
   - We want our team to be energy smart. We regularly communicate best practices from around the company and celebrate energy successes with the entire Flowers team.

---

**We upgraded 90+ fixtures**

with LED lights and motion sensors at one Ohio distribution center.

This single action will reduce annual emissions by 167 metric tons of CO2e, equivalent to over 400,000 miles driven by a passenger vehicle.
ENERGY INITIATIVES

Focus Areas

Lighting
A large part of reducing our energy footprint is upgrading lighting in our facilities. Since 2015, Flowers has installed LED lighting at over 35 of our 46 bakeries. The new LED fixtures reduce energy use and offer the added benefits of improving lighting levels and reducing heat emission. When renewing warehouse leases, we request LED lighting upgrades and repairs to improve those buildings’ overall energy efficiency.

Compressed Air
We continue to upgrade compressed air systems to reduce energy use. These improvements involve installing systems with variable frequency drives, redesigning piping and air nozzles, and repairing air leaks.

Heat Recovery
Flowers reuses waste heat from ovens at many of our bakeries. For example, our bakery in Lewiston, Maine, captures waste heat to heat water and warm the building during the winter, saving approximately 217 metric tons of CO2e. We also installed heat recovery as part of a bakery upgrade project in Lynchburg, Virginia, in 2020/2021. Waste heat is used for other processes throughout the bakery, eliminating the need for boilers.
As we invest in our operations – whether it’s new bakeries, production lines, or upgrades to existing equipment – sustainability and predictability features are integral to the design process.

The U.S. Department of Energy (DOE) Better Plants Program recognized Flowers with a Better Project Award at its 2021 Better Buildings, Better Plants Summit. The award recognizes companies for outstanding accomplishments in implementing industrial energy, water, and waste projects at individual facilities, and Flowers was honored for the successful conversion of our Lynchburg, Virginia, facility into an energy-efficient organic bakery.

Energy-saving features included:

- A new high-efficiency oven and heat recovery system,
- A new refrigeration system that saves water and energy and eliminates the need for a cooling tower,
- An energy-efficient air compressor requiring half the horsepower of the previous device,
- Installation of LED lights throughout the facility that save energy and reduce heat,
- A new pan cooler, and
- Enclosed dual cooling towers.

**The upgraded sustainability features at the plant are expected to reduce annual energy use by 22%.**

Two ways we control heat waste in our newly converted Lynchburg bakery are with enclosed cooling towers (left) and a cooler to quickly reduce the temperature of pans (right).
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.

Fourteen Flowers bakeries earned the EPA’s ENERGY STAR certification in 2021. More than half scored in the top 10 percent of similar U.S. facilities for energy efficiency and meeting strict EPA-established performance levels.

ENERGY STAR certification requires a bakery to score in the top 25 percent of all U.S. commercial bread and roll bakeries for improving energy performance through best practices and cost-effective improvements.

These are the Flowers bakeries that earned ENERGY STAR certification in 2021:

- Dave’s Killer Bread
- Flowers Baking Co. of Batesville
- Flowers Baking Co. of Bradenton
- Flowers Baking Co. of El Paso
- Flowers Baking Co. of Henderson
- Flowers Baking Co. of Houston
- Flowers Baking Co. of Modesto
- Flowers Baking Co. of New Orleans
- Flowers Baking Co. of Norfork
- Flowers Baking Co. of Tyler
- Holsum Bakery of Tolleson
- Lepage Bakeries Park Street
- Mesa Organic Baking Co.
- Tuscaloosa Organic Baking Co.
In 2021, we consolidated our delivering days from 5-day to 4-day distribution, eliminating trucks on the road one day per week.

LOGISTICS

Through our direct-store delivery (DSD) network, Flowers ships fresh bakery foods from bakeries to warehouses where they are picked up by independent distributor partners for delivery to retail and foodservice customers. Our sustainability and logistics teams look for ways to reduce the carbon footprint when traveling beyond our standard radius.

Backhauls
Flowers continues to take advantage of existing backhauls to reduce mileage. Backhauls are the return trip of trucks to the bakeries after a delivery. For example, when we deliver products to the West Coast, we use the return trip to transport ingredients back to our bakeries on the East Coast. We also use backhauls to transport sales displays, pallets, and trays.

Using backhauls to transport other materials avoids fuel waste and improves operational efficiency. By maximizing our existing transport, we reduce mileage and environmental impact.

MPG Improvement
In 2021, we partnered with our largest DSD third-party transportation provider to test and secure new power equipment for half of their current fleet with us. By purchasing this new equipment, we improved our average miles per gallon (MPG) by 18% and used approximately 360,000 gallons less diesel fuel.
WATER STEWARDSHIP

OUR APPROACH

BAKERIES:
Nurture a culture where sound water stewardship and operational excellence is “business as usual.”

KEY INGREDIENTS & SUPPLIERS:
Use resources, knowledge, and expertise to facilitate improvements in water stewardship within the company’s supply chain.

COMMUNITY & WATERSHEDS:
Understand water demand and discharge in relation to the conditions of communities and watersheds where Flowers bakeries operate.

Water Policy
Water is critical to the long-term health and vitality of people, communities, and ecosystems. It also is essential to Flowers’ operations. We are committed to applying water stewardship principles to all aspects of our business.

Manufacturing Water Use
(m³/mt product)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
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<tbody>
<tr>
<td>2017</td>
<td>1.23</td>
</tr>
<tr>
<td>2018</td>
<td>1.29</td>
</tr>
<tr>
<td>2019</td>
<td>1.28</td>
</tr>
<tr>
<td>2020</td>
<td>1.23</td>
</tr>
<tr>
<td>2021</td>
<td>1.25</td>
</tr>
</tbody>
</table>
WATER RISKS & INITIATIVES

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 companies manage water risks.

Flowers' bakeries depend on water as an ingredient and for cleaning. We have identified bakeries with high water risks and are taking action to mitigate those risks.

**Availability**
Flowers evaluates 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.

**Monitoring**
Flowers monitors monthly water consumption across all bakeries and alerts management of any unusual changes in water usage. Bakeries also have access to Flowers’ energy management website and can regularly track their facility’s water consumption. Some take on-site meter readings to monitor water use more frequently and verify invoices.

**Reuse**
There are limited opportunities to reuse water in baking processes. When possible, we reuse water for equipment that does not come into direct contact with food products, such as cooling towers. Flowers is exploring ways to expand water metering to improve tracking and help quantify water reuse.

**Training & Recognition**
Flowers shares best practices through multiple internal communication platforms, including team meetings, email, and intranet features.
Upgraded sustainability features at our Lynchburg bakery are expected to reduce annual water consumption by 64%.

Supply Chain
Flowers analyzes water risks across the majority of our wheat and sugar growing regions. Wheat and sugar are two key commodities required for the manufacture of most Flowers products.

As a CDP Supply Chain member, we requested that ingredient suppliers respond to the CDP Water Program in 2021. These suppliers represent more than 75% of Flowers’ annual ingredient spend. We will use this information to better understand potential water risks in our supply chain.

Using the WBCSD Global Tool, WRI Aqueduct and a third-party consultant, Flowers identified seven bakeries with high water risks.
10X20X30 FOOD WASTE REDUCTION INITIATIVE

In September 2020, Flowers joined the 10x20x30 food waste initiative. Led by a group of the world’s biggest food retailers and providers, the program offers training and technical assistance to help suppliers reduce food loss and waste in their operations.

WASTE & RECYCLING

Improving our recycling initiatives is central to our overall waste reduction. Since bringing the management of waste and recycling services in-house in 2018, we have gained insight into our waste at our bakeries, warehouses, and thrift stores, and are identifying additional opportunities for diversion.

Company-wide Diversion Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Diversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>90.1%</td>
</tr>
<tr>
<td>2018</td>
<td>91.1%</td>
</tr>
<tr>
<td>2019</td>
<td>91.4%</td>
</tr>
<tr>
<td>2020</td>
<td>92.8%</td>
</tr>
<tr>
<td>2021</td>
<td>93.3%</td>
</tr>
</tbody>
</table>

Flowers’ sustainability team provides the following waste/recycling support to 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
WASTE REDUCTION PILOT PROGRAM

Flowers participates in a waste reduction pilot with the DOE’s 20 other Better Plants partners to collectively set, track, and meet waste reduction goals. The pilot will help determine how to expand the program to support other DOE partners.

Flowers partners with external organizations to reduce waste and make donations.

Site Assessments
Flowers conducts site assessments to identify potential recycling savings and improvements. As a result, we have invested in waste equipment, such as balers and compactors, to improve recycling efforts at several bakeries.

Special Recycling
In 2020, we launched a company-wide battery recycling program and expanded our ink and cartridge recycling program to all locations. These initiatives provide containers with pre-paid shipping labels. Once containers are filled and properly packaged, they are mailed to the vendor for recycling. Proceeds are donated to local charities.

Compactor Monitors
Flowers operates compactor monitors at many bakeries. The monitors automatically notify waste haulers when a pickup is needed. These devices provide intelligent monitoring and maximize container capacity to reduce the number of hauls.

Backhauls
Some Flowers warehouses and distribution centers utilize existing relays to return cardboard and stale to central locations for collection and baling. At high-volume warehouses and distribution centers, we have bulk collection systems for both cardboard and stale retrieved from the market.

Recyclable Packaging
All of our product bags are 100% recyclable. Over the years, we have right-sized and down-gauged in an effort to use less material and we continue to explore other avenues to reduce material consumption.
# 2020/2021 Environmental Scorecard

## Energy Consumption

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</thead>
<tbody>
<tr>
<td>Manufacturing (MMBtu)</td>
<td>4,029,732</td>
<td>3,907,907</td>
<td>3,860,093</td>
<td>3,860,430</td>
<td>3,748,667</td>
<td>3,739,322</td>
</tr>
<tr>
<td>Manufacturing (MMBtu/mt product)</td>
<td>2.86</td>
<td>2.74</td>
<td>2.76</td>
<td>2.80</td>
<td>2.73</td>
<td>2.83</td>
</tr>
<tr>
<td>Company-wide (MMBtu)</td>
<td>4,395,642</td>
<td>4,220,081</td>
<td>4,270,474</td>
<td>4,247,739</td>
<td>4,037,063</td>
<td>4,006,174</td>
</tr>
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## Green House Gas Emissions

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<tbody>
<tr>
<td>Manufacturing (mt CO2e)</td>
<td>171,765</td>
<td>162,631</td>
<td>168,684</td>
<td>168,283</td>
<td>171,534</td>
<td>155,873</td>
</tr>
<tr>
<td>Manufacturing (mt CO2e/mt product)</td>
<td>0.122</td>
<td>0.114</td>
<td>0.121</td>
<td>0.122</td>
<td>0.125</td>
<td>0.118</td>
</tr>
<tr>
<td>Company-wide (mt CO2e)</td>
<td>179,853</td>
<td>171,849</td>
<td>183,615</td>
<td>182,475</td>
<td>178,832</td>
<td>163,701</td>
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## Water Withdrawal

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<tbody>
<tr>
<td>Manufacturing (m³)</td>
<td>1,920,540</td>
<td>1,758,687</td>
<td>1,797,848</td>
<td>1,762,030</td>
<td>1,684,802</td>
<td>1,653,881</td>
</tr>
<tr>
<td>Manufacturing (m³/mt product)</td>
<td>1.36</td>
<td>1.23</td>
<td>1.29</td>
<td>1.28</td>
<td>1.23</td>
<td>1.25</td>
</tr>
<tr>
<td>Company-wide (m³)</td>
<td>2,131,682</td>
<td>2,312,843</td>
<td>2,001,360</td>
<td>1,995,548</td>
<td>1,894,380</td>
<td>1,841,390</td>
</tr>
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</table>

## Waste & Recycling

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</thead>
<tbody>
<tr>
<td>Manufacturing Waste (mt)</td>
<td>8,758</td>
<td>8,327</td>
<td>8,684</td>
<td>7,140</td>
<td>9,780</td>
<td>8,109</td>
</tr>
<tr>
<td>Company-wide Waste (mt)</td>
<td>18,777</td>
<td>18,200</td>
<td>18,217</td>
<td>18,219</td>
<td>15,718</td>
<td>15,073</td>
</tr>
<tr>
<td>Manufacturing Diversion Rate (%)</td>
<td>94.9%</td>
<td>95.1%</td>
<td>95.2%</td>
<td>96.1%</td>
<td>95.2%</td>
<td>95.6%</td>
</tr>
<tr>
<td>Company-Wide Diversion Rate</td>
<td>89.9%</td>
<td>90.1%</td>
<td>91.1%</td>
<td>91.4%</td>
<td>92.8%</td>
<td>93.3%</td>
</tr>
</tbody>
</table>

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.
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. Nearly 20% of our current team has been with our company for more than 20 years.

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.

To determine opportunities to improve the overall employee experience, we conduct anonymous surveys about our total rewards programs, career growth opportunities, and other topics.
The safety of our team is our number one 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.

A few of our best practices include:
- Bakery safety training
- Safety focus during shift meetings
- OSHA training for new and existing team members
- Job hazard analysis and training
- Continuous improvement culture

Total Rewards

We have a demonstrated history of investing in our workforce by providing competitive pay and benefits. Our benefits package includes:

- Comprehensive health insurance coverage to employees working 30 hours or more each week;
- Parental leave to new parents for birth, adoption or foster placement;
- Short-term disability to provide wage protection for up to six months;
- A tuition reimbursement program; and
- A 401(k) plan* with generous company contribution.

*Some union-affiliated employees participate in a company-sponsored pension plan or multi-employer plan.
FLOcoach: Our Employee Assistance Program

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 at no cost.

Flowers Disaster Relief Fund

Following major weather events, the Flowers Foods Disaster Relief Fund (DRF) stands ready to assist employees, contract and leased labor, independent distributor partners, and recent retirees if their primary homes are damaged. DRF was established in 2004 to express the compassion and caring of the Flowers team to fellow team members affected by catastrophic, large-scale, natural disasters. Funds donated by team members throughout the year are matched by the company when disaster strikes.

In 2021, DRF assisted nearly 140 team members affiliated with six bakeries. Disasters included a winter storm, flooding, and a hurricane that caused catastrophic damage for more than 20 team members.
COVID-19

On March 11, 2020, the World Health Organization declared the novel strain of coronavirus (COVID-19) a global pandemic and recommended containment and mitigation measures worldwide.

Our main focus throughout the pandemic centered on the health and safety of our team members and independent distributor partners. From the start of the pandemic, we followed the guidance of the U.S. Centers for Disease Control and Prevention (CDC), taking a number of recommended steps to safeguard those in our facilities, including:

- Monitoring the symptoms of everyone entering our facilities
- Requiring face coverings
- Maintaining (where possible) social distancing of six feet
- Conducting enhanced cleaning and sanitizing of common areas and frequently touched surfaces
- Performing decontamination of work areas and equipment following a confirmed or presumptive case of COVID-19 at a facility
- Conducting contact tracing

Companywide bans on non-essential travel and non-essential visitors at all locations were put into place, corporate offices were closed, and office staff were directed to work remotely. In addition, the company issued regular communications about COVID-19 prevention steps. When COVID-19 vaccinations became available, we shared educational information with our team members and encouraged vaccination for those eligible.

In recognition and support of our frontline workers, we paid a total of $5.2 million and $12.3 million in appreciation bonuses to eligible hourly and non-exempt employees, leased labor, and contract workers in Fiscal 2021 and 2020, respectively. These appreciation bonuses are in addition to the company’s annual performance-based cash incentive plan, in which all Flowers employees participate.
DIVERSITY, EQUITY & INCLUSION

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 to learn, grow, and succeed.

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 new employees with diverse backgrounds and skillsets. Flowers aims to attract new employees through an inclusive recruiting process. We champion second chance employment and partner with organizations like the Thurgood Marshall College Fund and the USO to reach prospective employees.

We want to make Flowers even better. We are committed to understanding more about each other and we realize there’s always more we can do. And we are turning to our employees to help us chart what’s next—through intentional conversations and anonymous surveys.

To foster a greater culture of inclusion, in 2021, the entire Flowers senior leadership team participated in unconscious bias training. To further our progress in 2022, we have implemented diversity, equity, and inclusion training companywide, which is additive to our existing annual anti-harassment and anti-discrimination training.
SECOND CHANCE EMPLOYMENT

We are committed to giving second chances to those with criminal backgrounds who are looking for employment. We encourage our bakeries to work with local agencies to find qualified individuals within this candidate pool. Our bakeries are known as places that provide employment opportunities for those eager to get back on their feet and change their lives, regardless of one’s past.

VETERANS

We are a long-time supporter of causes that aid U.S. veterans and their families. We recruit U.S. military veterans, and actively employed more than 550 veterans as of year-end 2021.

Since 2018, our Wonder and Tastykake brands have proudly supported the USO as “A Force Behind the Forces,” pledging to donate up to $1.8 million to the organization by 2022.

At some Flowers bakeries, up to 30% of the workforce is made up of team members with criminal backgrounds.
THE FLOWERS SPIRIT IS ABOUT CARING FOR THOSE WITH WHOM YOU WORK, AS WELL AS FOR YOUR COMMUNITY AND NEIGHBORS.

FLOWERS SPIRIT AWARDS

Since 2002, the Flowers Spirit Award program has celebrated employees across the company who live our company values – on and off the job. Each year, each bakery recognizes a Flowers Spirit Award winner. Then, one person is chosen from across the company to receive the programs' highest honor: the L.S. Flowers Spirit Award.

Meet our 2020-2021 L.S. Flowers Spirit Award recipients:

2020: Danny Gray
Packager at Canyon Bakehouse

2021: Marcel Ngwa
Production Lead at Flowers Baking Co. of Denton
CONSUMERS

We strive to be a bold, visionary baked foods company with the consumer at the core of everything we do. From school lunches to weekend cookouts, we offer quality products that meet a variety of dietary preferences. We care about how our food is made ... because we eat it too.
Training, Inspections, and Certifications
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 operate clean and efficient bakeries that are regularly inspected by local, state, and industry agencies.

All Flowers bakeries are Global Food Safety Initiative (GFSI) certified. Certification requires a full review of our food safety plans and quality systems.

We conduct comprehensive evaluations of product safety and quality parameters throughout the production process, including finished product evaluations and shelf-life tests.

Suppliers
Flowers Foods upholds quality and food safety requirements for suppliers, including audit records for the quality and safety of their raw materials and packaging. Our bakeries maintain these audit records as part of their GFSI certification.
In 2020 And 2021, Our Organic And Gluten-Free Products Composed 16.3% And 17.9% Of Sales, Respectively.

**HEALTH & WELLNESS**

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

**We have varieties that offer one or more of the following characteristics:**

- No artificial preservatives, colors, or flavors
- No high fructose corn syrup
- Sugar free or lower in calories
- Non-GMO Project Verified
- USDA Organic
- Certified gluten free
- 100% whole grain
Our charitable giving and volunteer efforts focus on feeding families, helping children, and supporting veterans.

Through our network of bakeries, we support Feeding America and independent food banks, soup kitchens, and other groups providing meals and food to those in need. In 2021, we donated $7.5 million in wholesale bakery food products* toward this effort.

Flowers Foods is a Feeding America Guiding Partner.

*Total value of product donations in wholesale dollars
Community Case Study: Feeding Denver, Colo., Kids Through the Backpack Society

June Everett founded Backpack Society (BPS) in 2019 with a mission to remove food insecurity as an obstacle for children so they can grow, learn, and thrive. BPS does this by providing a consistent bag of easy-to-prepare meals on the weekends to help students focus on important things – like being a kid.

In 2021, June reached out to Parrish McLemore, then general manager of the Denver market, about getting Flowers involved in supporting the program and after meeting with her, he “was all-in.”

Working with DSD, the sales team, and independent sales distributors, Parrish quickly set up a weekly donation of leftover product to Backpack Society by setting aside still-fresh loaves and snack cakes returned from grocery stores to make way for new inventory.

“We want to provide fresh, name-brand items that students will recognize and feel excited about eating,” Parrish says. “No one is ashamed to have Wonder Bread in their bag. We want them to eat the same things as their peers, the items they see on TV and in their grocery stores.”

He estimates they donate four or five trays a week – an average of 32 to 40 loaves of bread, which includes a variety of Dave’s Killer Bread, Nature’s Own, and Wonder products, in addition to Tastykake.

For Parrish, a former free lunch program recipient, it’s a cause that’s especially close to his heart. “Full bellies help kids focus in the classroom,” he notes. “Giving back and getting involved is a huge part of our mission here at Flowers. We want to be a part of the fabric of the community – this is just one way we’re making a difference.”
Community Case Study: Flowers Employees Provide Holiday Support for Thomasville, Ga., Charities

For more than four decades, Flowers Christmas Families program has supported local families through employee-donated contributions to local charitable organizations. In the last decade, generous Flowers employees have contributed around $20,000 annually to distribute among several local charitable causes. The organizations Flowers Christmas Families supported in 2020/2021 include:

- Salvation Army
- Georgia Division of Family & Children (foster children)
- Halcyon Home
- Vashti Center
- Tree House Advocacy Center
- Boys & Girls Club
- GIBB Village

Causes are selected annually based on their ability to identify and assist (primarily) children and vulnerable members of society who might otherwise fall through the cracks during the holiday season.
The disclosures in this report are informed by the recommendations of the Sustainability Accounting Standards Board (SASB) Processed Foods standard. SASB is an independent, standards-setting organization dedicated to improving the effectiveness and comparability of corporate disclosures on environmental, social and governance factors.

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<tr>
<th>Accounting Metric</th>
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<th>Disclosure</th>
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<tbody>
<tr>
<td><strong>Energy Management</strong></td>
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| (1) Total energy consumed                                                         | FB-PF-130a.1   | 2021: 4,006,174 MMBtu  
2020: 4,037,063 MMBtu |
| **Water Management**                                                              |                |                                                                           |
| (1) Total water withdrawn                                                          | FB-PF-140a.1   | 2021: 1,841,390 cubic meters  
2020: 1,894,380 cubic meters |
| Description of water management risks and discussion of strategies and practices to mitigate those risks | FB-PF-140a.3   | For details, see Water Stewardship and Water Risks |
| **Food Safety**                                                                   | FB-PF-250a.1   | 2021: 2.2% non-conformance rate; 100% corrective action rate  
2020: 2.0% non-conformance rate; 100% corrective action rate |
| **Health & Nutrition**                                                            | FB-PF-260a.1   | For details, see Health & Wellness |

For details, see Water Stewardship and Water Risks

| Description of water management risks and discussion of strategies and practices to mitigate those risks | For details, see Water Stewardship and Water Risks |
| Revenue from products labeled and/or marketed to promote health and nutrition attributes | For details, see Health & Wellness |

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<td>Discussion of strategies to reduce the environmental</td>
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<td>For details, see Recycling Initiatives</td>
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<td>impact of packaging throughout its lifecycle</td>
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<td>Environmental &amp; Social Impacts of Ingredient Supply</td>
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<td>Chain</td>
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<td>Percentage of food ingredients sourced that are</td>
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<td>We source 100% RSPO-certified palm oil for all cake products and</td>
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<tr>
<td>certified to third-party environmental and/or social</td>
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<td>maintained RSPO Supply Chain Certification for all cake bakeries. For</td>
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<td>standards, and percentages by standard</td>
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<td>details, see: Environment</td>
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<td>Ingredient Sourcing</td>
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<td>List of priority food ingredients and discussion of</td>
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<td>For details, see Water Risks</td>
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<td>sourcing risks due to environmental and social</td>
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<td>considerations</td>
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<td>Activity Metrics</td>
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<tr>
<td>Number of production facilities</td>
<td>FB-PF-000.B</td>
<td>46 bakery subsidiaries</td>
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ABOUT THIS REPORT

VERIFICATION

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.
Statements contained in this filing and certain other written or oral statements made from time to time by Flowers Foods, Inc. (the “company”, “Flowers Foods”, “Flowers”, “us”, “we”, or “our”) and its representatives that are not historical facts are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements relate to current expectations regarding our future financial condition and results of operations and the ultimate impact of the novel strain of coronavirus (“COVID-19”) on our business, results of operations and financial condition 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 (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 counterparty 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 ultimate impact of the COVID-19 pandemic and future responses and/or measures taken in response thereto, including, but not limited to, new and emerging variants of the virus and the efficacy and distribution of vaccines, which are highly uncertain and are difficult to predict, (c) the loss or financial instability of any significant customer(s), including as a result of product recalls or safety concerns related to our products, (d) changes in consumer behavior, trends and preferences, including health and whole grain trends, and the movement toward less expensive store branded products, (e) the level of success we achieve in developing and introducing new products and entering new markets, (f) our ability to implement new technology and customer requirements as required, (g) our ability to operate existing, and any new, manufacturing lines according to schedule, (h) our ability to implement and achieve our environmental, social, and governance (“ESG”) goals in accordance with regulatory requirements and expectations of stakeholders, suppliers, and customers; (i) our ability to execute our business strategies which may involve, among other things, (1) the ability to realize the intended benefits of 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, (j) consolidation within the baking industry and related industries, (k) changes in pricing, customer and consumer reaction to pricing actions (including decreased volumes), and the pricing environment among competitors within the industry, (l) our ability to adjust pricing to offset, or partially offset, inflationary pressure on the cost of our products, including ingredient and packaging costs; (m) disruptions in our direct-store-delivery distribution model, including litigation or an adverse ruling by a court or regulatory or governmental body, or other regulatory developments, that could affect the independent contractor classifications of the independent distributor partners, (n) increasing legal complexity and legal proceedings that we are or may become subject to, (o) labor shortages and turnover or increases in employee and employee-related costs, (p) the credit, business, and legal risks associated with independent distributor partners and customers, which operate in the highly competitive retail food and foodservice industries, (q) any business disruptions due to political instability, pandemics, armed hostilities (including the ongoing conflict between Russia and Ukraine), 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, (r) the failure of our information technology (“IT”) systems to perform adequately, including any interruptions, intrusions, cyber-attacks or security breaches of such systems or risks associated with the planned implementation of the upgrade of our ERP system; and (s) the potential impact of climate change on the company, including physical and transition risks, 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 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 October 8, 2022 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.