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 VALUES

HONESTY & INTEGRITY – We always do what's right, maintaining high standards of ethical conduct.

PASSION – We achieve our goals with energy and enthusiasm.

RESPECT & INCLUSION – We create an inclusive and respectful culture.

HUMILITY – We strive to serve and learn from others as we pursue common goals.

SUSTAINABILITY – We are committed to building a sustainable future for our team, our company, and our communities.

COMPANY FACTS

BUSINESS: The second-largest producer and marketer of packaged bakery foods in the U.S.

BAKERIES: 44 bakeries in 19 states

EMPLOYEES: Approximately 10,300*

PRODUCTS: Baking mixes, bagels, breads, buns, English muffins, rolls, snack items (bars, cakes, cookies, crackers), and tortillas

TOP BRANDS: Nature's Own, Dave's Killer Bread, Canyon Bakehouse, Simple Mills, Wonder, Tastykake

MARKET: Retail and foodservice. Fresh bakery foods to more than 85% of the U.S. population through a direct store delivery (DSD) network; frozen bakery items and snack items to customers' warehouses nationwide.

FY2025 SNAPSHOT

SALES BY CATEGORY

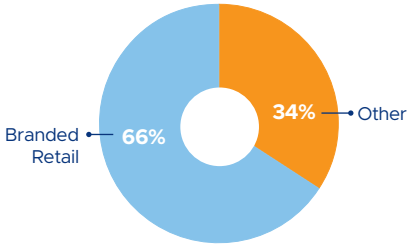
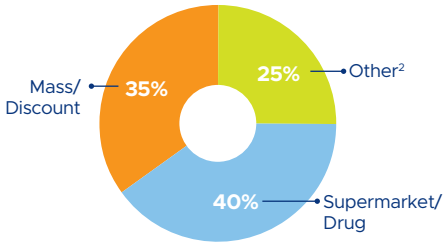


Chart data should not be used for historical comparisons because of changes in sales category definitions.

SALES CHANNELS[1]



[1]Internal Sales Data Warehouse; 53 Weeks Ending 1/3/26; includes sales from e-commerce, click and collect, and other online channels

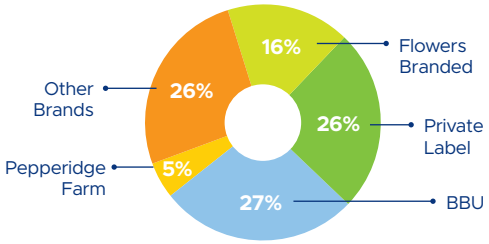
[2]Includes foodservice, restaurant, institutional, vending, thrift stores, and contract manufacturing

FLOWERS' STRENGTHS

- Leading brands in a large and stable consumer goods category
- Proven ability to grow share in underdeveloped product segments and geographic regions
- Executing initiatives to optimize portfolio and network profitability with a focus on managing costs, leveraging data-driven insights, and shifting mix to higher margin branded products
- Track record of disciplined M&A
- Consistent cash generation and track record of dividend growth
- Broad product range – baking mixes, bagels, breads, buns, English muffins, rolls, snack items (bars, cakes, cookies, crackers), tortillas
- Dual distribution capability – fresh bakery foods distributed daily through a DSD network and fresh and frozen products delivered to customers' warehouses nationwide
- Conservative financial position with investment-grade debt rating

BRAND SHARE, TOTAL U.S.

Breads, Buns, Rolls



Circana Flowers Custom Database: 53 weeks ending 1/3/26 (Chart data should not be used for historical comparison because of changes in product and geographic definitions.)

CATEGORY STRENGTHS

$48 billion retail sales**
$7 billion foodservice sales**

- Across the grocery store segment, fresh bread and rolls is the **third-largest category**, in dollars, behind salty snacks and carbonated beverages.***
- Highly profitable category for retailers.
- 98% of households buy fresh packaged bread.**

* As of 1/3/26
** Flowers internal estimate, based on 2025 Circana data
*** Circana Panel data Total US All Outlets (Numbers should not be used for historical comparison due to changes in Circana data.)

BRAND STRENGTHS

Nature's Own	America's best-selling loaf bread. **Nature's Own** breads and buns have no artificial preservatives, colors, or flavors and no high fructose corn syrup. For an artisan experience, try Non-GMO Project Verified Perfectly Crafted breads, buns, and rolls.
Dave's Killer Bread	The #1 organic bread in the U.S., **Dave's Killer Bread** is Non-GMO and USDA organic, with killer taste and texture, whole grain nutrition, and no artificial ingredients. It will rock your world!
Canyon Bakehouse Gluten Free	The #1 gluten-free bread brand in the U.S., **Canyon Bakehouse** is also free from dairy, nuts, and soy and made with 100% whole grains so everyone can Love Bread Again®.
Simple Mills	A leading brand of better-for-you crackers, cookies, snack bars, and baking mixes, **Simple Mills** is made with simple and nutritious high-quality ingredients that deliver extraordinary taste. (*Acquired early 2025*)
Wonder	Hot dog, hamburger, sandwich, or snack cake, **Wonder** is the way to go. A trusted brand for more than 100 years. Instill a little Wonder in what you're eating today!
Tastykake	A snack favorite since 1914, **Tastykake** is celebrated for its complete line of cakes, pies, and donuts. One taste, and you'll know why Tastykake has been a favorite for more than 100 years.

3-YEAR PERFORMANCE*

SALES

	in millions	% change
'25	$5,256	3.0%
'24	$5,103	0.2%
'23	$5,091	5.9%

NET INCOME

	in millions	% of sales
'25	84	1.6%
'24	248	4.9%
'23	123	2.4%

ADJUSTED NET INCOME**

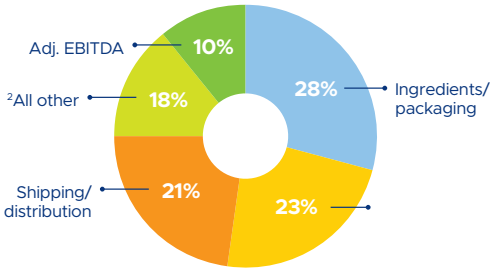
	in millions	% of sales
'25	$232	4.4%
'24	$272	5.3%
'23	$256	5.0%

ADJUSTED EBITDA**

	in millions	% margin
'25	$535	10.2%
'24	$539	10.6%
'23	$502	9.9%

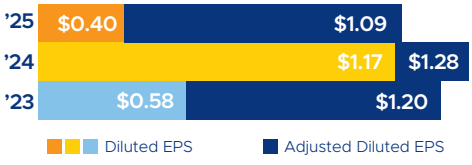
COMPONENTS OF ADJ. EBITDA**

% of FY25 Sales



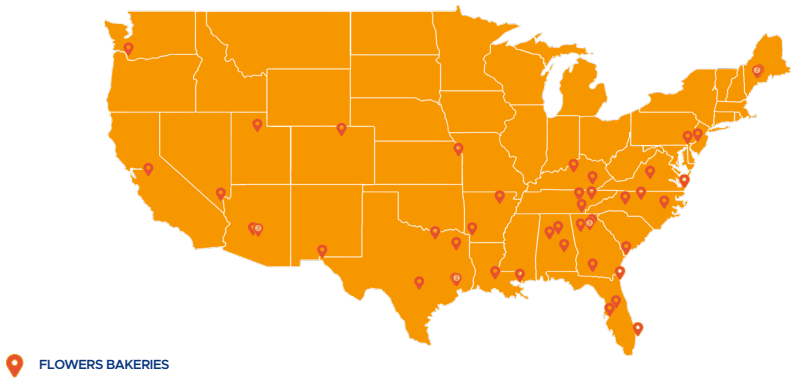
[1]Includes direct labor and indirect manufacturing expenses
[2]Includes selling and administrative expenses

DILUTED EPS & ADJUSTED DILUTED EPS**



* FY25 was a 53-week year.
** Excluding items affecting comparability. Reconciliations of non-GAAP measures are available at flowersfoods.com. Click on Investors and select Financial Data.

44 BAKERY LOCATIONS

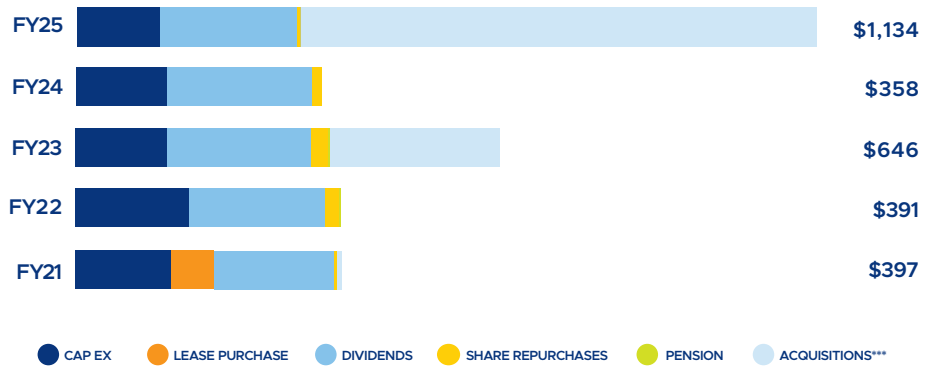


INDEPENDENT DISTRIBUTOR PARTNER (IDP) MODEL

- Independent distributor partners control and direct independent businesses.
- IDPs own the rights to distribute products in approximately 4,600[†] territories.
- Business model motivates IDPs to increase sales through outstanding service and merchandising.
- More info at www.floroutes.com

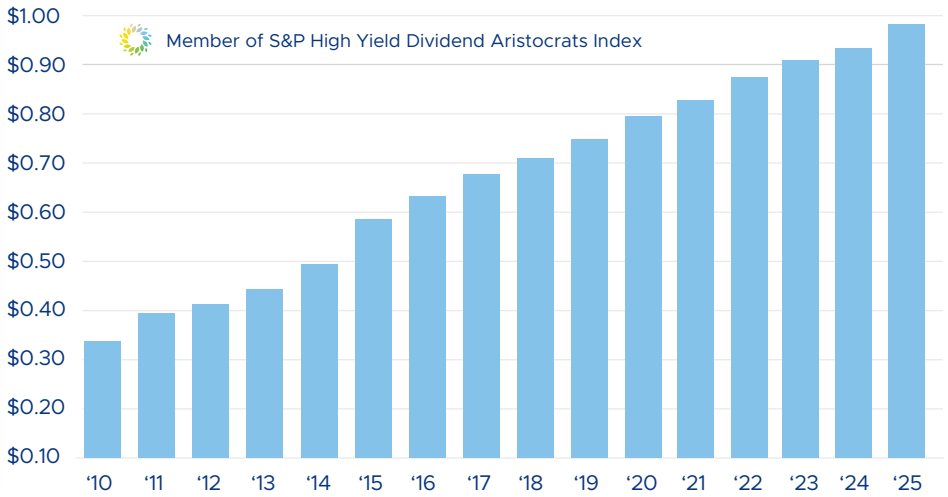
[†]FY 2025

CAPITAL ALLOCATION (in millions)



***In addition to cash, acquisitions may be funded with equity and/or debt.

DIVIDENDS PER SHARE 2010 - 2025



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