

FLOWERS FOODS INC  
Form DEF 14A  
April 17, 2007

**Table of Contents**

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**SCHEDULE 14A**

Proxy Statement Pursuant to Section 14(a)  
of the Securities Exchange Act of 1934 (Amendment No. )

Filed by the Registrant  x

Filed by a Party other than the Registrant  o

Check the appropriate box:

- o Preliminary Proxy Statement
- o Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
- x Definitive Proxy Statement
- o Definitive Additional Materials
- o Soliciting Material Pursuant to Section 240.14a-12

**FLOWERS FOODS, INC.**

(Name of Registrant as Specified in its Charter)

**N/A**

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

- x No fee required.
- o Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.
  - (1) Title of each class of securities to which transaction applies: N/A
  - (2) Aggregate number of class of securities to which transaction applies: N/A
  - (3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined): N/A
  - (4) Proposed maximum aggregate value of transaction: N/A
  - (5) Total fee paid: N/A
- o Fee paid previously with preliminary materials.
  - o Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fees was paid previously. Identify the previous filing by registration statement number or the Form or Schedule and the date of its filing.

- (1) Amount Previously Paid: N/A
  - (2) Form, Schedule or Registration Statement No.: N/A
  - (3) Filing Party: N/A
  - (4) Date Filed: N/A
-

**Table of Contents**

**Thomasville, Georgia**

April 17, 2007

Dear Shareholder:

I would like to extend an invitation for you to join us at our annual meeting of shareholders on Friday, June 1, 2007 at 11:00 a.m. at the Thomasville Cultural Center in Thomasville, Georgia.

At this year's meeting, you will vote to:

elect four director-nominees to serve for a term of three years; and

ratify PricewaterhouseCoopers LLP as our independent registered public accounting firm for fiscal year 2007.

In addition, Flowers Foods' senior management team will report on the performance of the company and respond to questions from shareholders.

Included with the enclosed materials are a notice of the annual meeting and a proxy statement that contains further information about each matter to be voted upon and the meeting itself, including how to listen to the annual meeting on the Internet and different methods to vote your proxy.

Please carefully review the enclosed proxy materials. Your vote is important to us and to our business. I encourage you to sign and return your proxy card, or to use telephone or Internet voting prior to the annual meeting, so that your shares of Flowers Foods common stock will be represented and voted at the annual meeting even if you cannot attend.

I hope to see you in Thomasville.

George E. Deese  
*Chairman of the Board,  
Chief Executive Officer & President*

---

**Table of Contents**

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS  
To Be Held June 1, 2007

NOTICE IS HEREBY GIVEN that the annual meeting of shareholders of Flowers Foods, Inc. will be held on June 1, 2007 at 11:00 a.m. Eastern Time at the Thomasville Cultural Center, 600 East Washington Street, Thomasville, Georgia, for the following purposes:

- (1) to elect four nominees as directors of the company to serve for a term of three years;
- (2) to ratify the appointment of PricewaterhouseCoopers LLP as the independent registered public accounting firm for Flowers Foods, Inc. for the fiscal year ending December 29, 2007; and
- (3) to transact any other business as may properly come before the meeting and at any adjournment or postponement thereof;

all as set forth in the proxy statement accompanying this notice.

Only record holders of issued and outstanding shares of our common stock at the close of business on March 30, 2007 are entitled to notice of, and to vote at, the annual meeting, or any adjournment or postponement thereof. A list of such shareholders will be open for examination by any shareholder at the time and place of the annual meeting.

Shareholders can listen to a live audio webcast of the annual meeting on our website at [www.flowersfoods.com](http://www.flowersfoods.com). This webcast also will be archived on our website.

By order of the Board of Directors,

Stephen R. Avera  
*Senior Vice President,  
Secretary and General Counsel*

1919 Flowers Circle  
Thomasville, Georgia 31757  
April 17, 2007

**A PROXY CARD IS CONTAINED IN THE ENVELOPE IN WHICH THIS PROXY STATEMENT WAS MAILED. SHAREHOLDERS ARE ENCOURAGED TO VOTE ON THE MATTERS TO BE CONSIDERED AT THE MEETING AND TO SIGN AND DATE THE PROXY AND RETURN IT PROMPTLY IN THE ENCLOSED POSTAGE-PAID ENVELOPE OR VOTE BY TELEPHONE OR INTERNET. YOUR ATTENDANCE AT THE MEETING IS URGED; IF YOU ATTEND THE MEETING AND DECIDE YOU WANT TO VOTE IN PERSON, YOU MAY WITHDRAW YOUR PROXY.**

---

**Table of Contents**

**TABLE OF CONTENTS**

<u>QUESTIONS AND ANSWERS ABOUT THE ANNUAL MEETING AND VOTING</u>	1
<u>What is the purpose of the annual meeting?</u>	1
<u>How does the board of directors recommend that I vote on each proposal?</u>	1
<u>What is a proxy?</u>	1
<u>Who can vote?</u>	1
<u>How many votes do I have?</u>	2
<u>How do I vote?</u>	2
<u>What if I do not give any instructions on a particular matter described in this proxy statement when voting by mail?</u>	2
<u>Can I change my vote after I have mailed my proxy card or after I have authorized the voting of my shares over the Internet or by telephone?</u>	2
<u>How do I vote my 401(k) shares?</u>	2
<u>Can I vote if my shares are held in street name?</u>	3
<u>What constitutes a quorum?</u>	3
<u>What vote is required for each matter to be voted upon at the annual meeting?</u>	3
<u>Will any other business be conducted at the annual meeting or will other matters be voted on?</u>	3
<u>Where can I find the voting results from the annual meeting?</u>	3
<u>How and when may I submit a shareholder proposal for the 2008 annual meeting?</u>	3
<u>Who pays the costs of soliciting proxies?</u>	3
<u>How can I obtain an Annual Report on Form 10-K?</u>	4
<u>If I cannot attend the annual meeting, will a webcast be available on the Internet?</u>	4
<u>Can I elect to receive my proxy statement and Annual Report electronically?</u>	4
<u>Who should I contact if I have any questions?</u>	4
<u>PROPOSAL I ELECTION OF DIRECTORS</u>	5
<u>Class III Director-Nominees</u>	5
<u>Incumbent Directors</u>	6
<u>SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT</u>	8
<u>Principal Shareholders</u>	8
<u>Share Ownership of Certain Executive Officers, Directors and Director-Nominees</u>	8
<u>SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE</u>	9
<u>CORPORATE GOVERNANCE</u>	10
<u>General</u>	10
<u>Determination of Independence</u>	10
<u>Presiding Director</u>	11
<u>The Board of Directors and Committees of the Board of Directors</u>	12
<u>Relationships Among Certain Directors</u>	14
<u>Attendance at Annual Meetings</u>	14
<u>Selection of Director-Nominees</u>	14
<u>Shareholder &amp; Other Interested Party Communication with Directors</u>	15
<u>EXECUTIVE COMPENSATION</u>	15
<u>COMPENSATION DISCUSSION AND ANALYSIS</u>	15
<u>Executive Compensation Generally</u>	15
<u>Role of Executive Officers in Executive Compensation</u>	16
<u>Cash Compensation</u>	17



**Table of Contents**

<u>Long-Term Incentive Compensation</u>	18
<u>Retirement &amp; Other Post-Employment Benefits</u>	20
<u>Executive Deferred Compensation Plan</u>	21
<u>Executive Share Ownership Guidelines</u>	21
<u>Accounting and Tax Effect on Executive Compensation</u>	21
<u>COMPENSATION COMMITTEE REPORT</u>	22
<u>SUMMARY COMPENSATION TABLE</u>	23
<u>GRANTS OF PLAN-BASED AWARDS</u>	25
<u>OUTSTANDING EQUITY AWARDS AT FISCAL YEAR-END</u>	26
<u>OPTION EXERCISES AND STOCK VESTED</u>	27
<u>PENSION BENEFITS</u>	27
<u>NONQUALIFIED DEFERRED COMPENSATION</u>	28
<u>POTENTIAL PAYMENTS UPON TERMINATION OR CHANGE OF CONTROL</u>	28
<u>DIRECTOR COMPENSATION</u>	30
<u>DIRECTOR SUMMARY COMPENSATION TABLE</u>	32
<u>TRANSACTIONS WITH MANAGEMENT AND OTHERS</u>	34
<u>AUDIT COMMITTEE REPORT</u>	35
<u>PROPOSAL II RATIFICATION OF APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM</u>	37
<u>FISCAL 2006 AND FISCAL 2005 AUDIT FIRM FEE SUMMARY</u>	37
<u>SHAREHOLDER PROPOSALS</u>	38



**Table of Contents**

**FLOWERS FOODS, INC.  
1919 Flowers Circle  
Thomasville, Georgia 31757**

**PROXY STATEMENT  
FOR THE ANNUAL MEETING OF SHAREHOLDERS TO BE HELD  
JUNE 1, 2007**

This proxy statement and the accompanying form of proxy are being furnished to the shareholders of Flowers Foods, Inc. on or about April 17, 2007 in connection with the solicitation of proxies by our board of directors for use at the annual meeting of shareholders to be held on June 1, 2007 at 11:00 a.m. Eastern Time at the Thomasville Cultural Center, 600 East Washington Street, Thomasville, Georgia, and any adjournment or postponement of the meeting.

**QUESTIONS AND ANSWERS ABOUT THE ANNUAL MEETING AND VOTING**

**What is the purpose of the annual meeting?**

At the annual meeting, shareholders will:

vote to elect four nominees as directors of the company to serve for a term of three years;

vote on the ratification of the appointment of PricewaterhouseCoopers LLP as the independent registered public accounting firm for Flowers Foods for the fiscal year ending December 29, 2007; and

transact any other business that may properly come before the meeting and any adjournment or postponement of the meeting.

In addition, Flowers Foods' senior management team will report on the performance of the company and respond to questions from shareholders.

**How does the board of directors recommend that I vote on each proposal?**

The board of directors recommends that you vote **FOR**:

the election of the four director-nominees to serve as Class II directors until 2010; and

the ratification of the appointment of PricewaterhouseCoopers LLP as our independent registered public accounting firm for the fiscal year ending December 29, 2007.

**What is a proxy?**

A proxy is your legal designation of another person to vote the shares of Flowers Foods common stock you own as of the record date for the annual meeting. If you appoint someone as your proxy in a written document, that document is also called a proxy or a proxy card. We have designated three of our executive officers as proxies for the annual meeting. These three officers are George E. Deese, our chairman of the board, chief executive officer and president, Jimmy M. Woodward, our senior vice president and chief financial officer and Stephen R. Avera, our senior vice president, secretary and general counsel.

**Who can vote?**

To be eligible to vote, you must have been a shareholder of record of the company's common stock at the close of business on March 30, 2007, which is the record date for the annual meeting. There were 60,841,506 shares of our common stock outstanding and entitled to vote on the record date.

---

## **Table of Contents**

### **How many votes do I have?**

With respect to each matter to be voted upon at the annual meeting, you are entitled to one vote for each share of common stock you held on the record date for the annual meeting. For example, if you owned 100 shares of our common stock on the record date, you would be entitled to 100 votes for each matter to be voted upon at the annual meeting.

### **How do I vote?**

You can vote in the following ways:

*Voting by Mail.* You may vote by completing and signing the enclosed proxy card and promptly mailing it in the enclosed postage-paid envelope. The envelope does not require additional postage if you mail it in the United States.

*Internet Voting.* If you have Internet access, you may authorize the voting of your shares from any location in the world by following the "Vote by Internet" instructions set forth on the enclosed proxy card.

*Telephone Voting.* You may authorize the voting of your shares by following the "Vote by Telephone" instructions set forth on the enclosed proxy card.

*Vote at the Meeting.* If you attend the annual meeting, you may vote by delivering your completed proxy card in person or you may vote by completing a ballot. Ballots will be available at the annual meeting.

By executing and returning your proxy (either by returning the enclosed proxy card or by submitting your proxy electronically via the Internet or by telephone), you appoint George E. Deese, Jimmy M. Woodward and Stephen R. Avera to represent you at the annual meeting and to vote your shares at the annual meeting in accordance with your voting instructions. The Internet and telephone voting procedures are designed to authenticate shareholder identities, to allow shareholders to give voting instructions and to confirm that shareholders' instructions have been recorded properly. Any shareholder voting by Internet should understand that there may be costs associated with electronic access, like usage charges from Internet access and telephone or cable service providers, that must be paid by the shareholder.

### **What if I do not give any instructions on a particular matter described in this proxy statement when voting by mail?**

Shareholders should specify their choice for each matter on the enclosed proxy card. If no specific instructions are given, proxies that are signed and returned will be voted **FOR** each matter to be voted on at the annual meeting.

### **Can I change my vote after I have mailed my proxy card or after I have authorized the voting of my shares over the Internet or by telephone?**

Yes. You can change your vote and revoke your proxy at any time before the polls close at the annual meeting by doing any one of the following things:

Signing another proxy with a later date;

Giving our corporate secretary a written notice before or at the annual meeting that you want to revoke your proxy; or

Voting in person at the annual meeting.

Your attendance at the annual meeting alone will not revoke your proxy.

**How do I vote my 401(k) shares?**

If you participate in the Flowers Foods, Inc. 401(k) Retirement Savings Plan, by signing and returning your proxy you will direct Mercer Trust Company, the Trustee of the 401(k) plan, how to vote the Flowers Foods, Inc. common shares allocated to your account. Any unvoted or unallocated shares will be voted by the Trustee in the same proportion on each proposal as the Trustee votes the shares of stock credited to the 401(k) plan participants

## **Table of Contents**

accounts for which the Trustee receives voting directions from the 401(k) plan participants. The number of shares you are eligible to vote is based on your balance in the 401(k) plan on the record date for the annual meeting.

### **Can I vote if my shares are held in street name?**

If your shares are held in street name through a broker, bank or other holder of record, you will receive instructions from the registered holder that you must follow in order for your shares to be voted for you by that record holder. Telephone and Internet voting is also offered to shareholders who own their Flowers Foods shares through certain banks and brokers.

### **What constitutes a quorum?**

The holders of at least a majority of the shares of our common stock entitled to vote at the annual meeting are required to be present in person or by proxy to constitute a quorum for the transaction of business.

Abstentions and broker non-votes will be counted as present in determining whether the quorum requirement is satisfied but will not be included in vote totals and will not affect the outcome of the vote. A non-vote occurs when a nominee holding shares for a beneficial owner votes on one proposal pursuant to discretionary authority or instructions from the beneficial owner, but does not vote on another proposal because the nominee has not received instruction from the beneficial owner and does not have discretionary power. The aggregate number of votes cast by all shareholders present in person or represented by proxy at the meeting, whether those shareholders vote for or against the proposals, will be counted for purposes of determining the minimum number of affirmative votes required for approval of the proposals, and the total number of votes cast for each of these proposals will be counted for purposes of determining whether sufficient affirmative votes have been cast.

### **What vote is required for each matter to be voted upon at the annual meeting?**

Once a quorum has been established, the vote of the holders of a majority of the shares of our common stock present at the meeting in person or by proxy will decide the action proposed on each matter identified in this proxy statement, except the election of directors. Directors will be elected at the meeting by a plurality of the votes cast by holders of shares of our common stock entitled to vote in the election. In other words, the four director-nominees receiving the highest number of votes cast at the annual meeting will be elected, regardless of whether that number represents a majority of the votes cast.

### **Will any other business be conducted at the annual meeting or will other matters be voted on?**

Our board of directors does not know of any other business to be brought before the meeting, but if any other business is properly brought before the meeting, the persons named as proxies, Messrs. Deese, Woodward and Avera, will exercise their judgment in deciding how to vote or otherwise act at the annual meeting with respect to that matter or proposal.

### **Where can I find the voting results from the annual meeting?**

We will report the voting results in our quarterly report on Form 10-Q for the second quarter of fiscal 2007, which we expect to file with the Securities and Exchange Commission ( SEC ) on or about August 23, 2007.

### **How and when may I submit a shareholder proposal for the 2008 annual meeting?**

For information on how and when you may submit a shareholder proposal for the 2008 annual meeting, please refer to the section entitled "Shareholder Proposals" in this proxy statement.

**Who pays the costs of soliciting proxies?**

We will pay the cost of soliciting proxies. We have engaged Georgeson Shareholder Communications, Inc. to assist in the solicitation of votes for a fee of \$10,000, plus out-of-pocket expenses. In addition, our directors and officers may solicit proxies in person, by telephone or facsimile but will not receive additional compensation for these services. Brokerage houses, nominees, custodians and fiduciaries will be requested to forward soliciting

**Table of Contents**

material to beneficial owners of stock held of record by them, and we will reimburse those persons for their reasonable expenses in doing so.

**How can I obtain an Annual Report on Form 10-K?**

A copy of Flowers Foods' annual report, which includes our Form 10-K and our financial statements for the fiscal year ended December 30, 2006, is being mailed with this proxy statement to all shareholders entitled to vote at the meeting. The Annual Report does not form any part of the material for the solicitation of proxies.

The annual report is also available on our website at [www.flowersfoods.com](http://www.flowersfoods.com). You may also receive a copy of the annual report free of charge by sending a written request to Flowers Foods, Inc., 1919 Flowers Circle, Thomasville, Georgia 31757, Attention: Investor Relations Department.

**If I cannot attend the annual meeting, will a webcast be available on the Internet?**

Shareholders can listen to a live audio webcast of the annual meeting over the Internet on the company's website at [www.flowersfoods.com](http://www.flowersfoods.com). This webcast also will be archived on the site.

We have included the website address for reference only. The information contained on our website is not incorporated by reference into this proxy statement and does not form any part of the materials used for the solicitation of proxies.

**Can I elect to receive my proxy statement and Annual Report electronically?**

Yes. Follow the "Vote by Internet" instructions on the enclosed proxy card. On the proxy voting website, you will be prompted to elect whether or not you wish to receive future proxy statements and annual reports electronically. Enter a valid e-mail address and you will no longer receive paper versions of these documents. Alternatively, you may call our shareholder relations specialist at (229) 226-9110 for assistance.

**Who should I contact if I have any questions?**

If you have any questions about the annual meeting or your ownership of our common stock, please contact Marta J. Turner, our senior vice president of corporate relations, at the above address or by calling (229) 226-9110.

**Table of Contents**

**PROPOSAL I**

**ELECTION OF DIRECTORS**

Our board of directors is divided into three classes, with Class I and Class III consisting of four members and Class II consisting of three members. The directors in each class serve for a term of three years. Directors are elected annually to serve until the expiration of the term of their class or until their successors are elected and qualified. Background information concerning each of our director-nominees and the incumbent directors is provided below.

The following nominees are proposed for election in Class III, to serve until 2010:

Franklin L. Burke

George E. Deese

Manuel A. Fernandez

Melvin T. Stith, Ph.D.

Unless instructed otherwise, the proxies will be voted for the election of the four nominees named above to serve for the terms indicated or until their successors are elected and have been duly qualified. If any nominee is unable to serve, proxies may be voted for a substitute nominee selected by the board of directors. However, our board of directors has no reason to believe that any nominee will not be able to serve if elected.

**Class III Director-Nominees**

*Franklin L. Burke*, age 65, has been a private investor since 1991. He is the former senior executive vice president and chief operating officer of Bank South Corp., an Atlanta, Georgia banking company, and the former chairman and chief executive officer of Bank South, N.A., the principal subsidiary of Bank South Corp. He has served as a director of Flowers Foods since March 2001. Mr. Burke previously served as a director of Flowers Industries, Inc. from 1994 until March 2001 and as a director of Keebler Foods Company from 1998 until March 2001.

*George E. Deese*, age 61, has been chief executive officer and President of Flowers Foods since January 2004 and chairman of the board since January 1, 2006. Previously, he served as president and chief operating officer of Flowers Foods from May 2002 to January 2004 and as president and chief operating officer of Flowers Bakeries, the company's core business division, from 1983 to May 2002. Mr. Deese joined the company in 1964. He is a board member of the Grocery Manufacturers of America (GMA), and serves as a trustee of the Georgia Research Alliance. Mr. Deese previously served as chairman of the American Bakers Association (ABA) and on the ABA board and executive committee. He previously served as vice chairman of the board for Quality Bakers of America (QBA) and as a member of the QBA board for 15 years.



*Manuel A. Fernandez*, age 60, has been the managing director of SI Ventures, a venture capital firm, since 1998 and chairman emeritus of Gartner, Inc., a leading information technology research and consulting company, since 2001. Prior to his present positions, Mr. Fernandez was chairman, president, and chief executive officer of Gartner. Previously, he was president and chief executive officer at Dataquest, Inc., Gavilan Computer Corporation, and Zilog Incorporated. He has served as a director of Flowers Foods since January 2005. Mr. Fernandez also serves on the board of directors of Brunswick Corporation (NYSE), The Black & Decker Corporation (NYSE) and SYSCO Corporation (NYSE).

**Table of Contents**

*Melvin T. Stith, Ph.D.*, age 60, is dean of the Whitman School of Management at Syracuse University in New York. From 1991 to November 2004, he was dean of the College of Business at Florida State University in Tallahassee and the Jim Moran Professor of Business Administration. He also is a director of Synovus Financial Corp. (NYSE). He has served as a director of Flowers Foods since July 2004.

**YOUR BOARD OF DIRECTORS UNANIMOUSLY RECOMMENDS THAT  
YOU VOTE FOR ALL OF THE ABOVE DIRECTOR-NOMINEES**

**Incumbent Directors**

*Class I Directors Serving Until 2008*

*Benjamin H. Griswold, IV*, age 66, is partner and chairman of Brown Advisory. Mr. Griswold retired in February 2005 as senior chairman of Deutsche Bank Securities, a position he had held since 1999. Prior to that time, Mr. Griswold held several positions with Alex. Brown & Sons, ultimately being elected the firm's chairman of the board. Following the merger of Alex. Brown and Bankers Trust New York, he became senior chairman of BT Alex. Brown, which was acquired by Deutsche Bank in 1999. Mr. Griswold also served on the board of the New York Stock Exchange, completing his term in 1999. He currently serves on the board of directors of WP Carey, LLC (NYSE) and The Black & Decker Corporation (NYSE), the advisory board of Princeton University's Bendheim Center for Finance and as a trustee of Johns Hopkins University. Mr. Griswold joined the Flowers Foods Board of Directors in February 2005.

*Joseph L. Lanier, Jr.*, age 75, formerly served as chairman of the board of directors of Dan River Inc., a Danville, Virginia textile company. He retired from this position effective August 21, 2006. He remained a consultant to the company until December 31, 2006. Mr. Lanier retired as chief executive officer of Dan River in February 2005, a position he had held since 1989. He is also a director of Alliance One (NYSE), where he previously served as chairman of the board, and Torchmark Corp. (NYSE). Mr. Lanier has served as a director of Flowers Foods since March 2001, and he previously served as a director of Flowers Industries, Inc. from 1977 until March 2001.

*Jackie M. Ward*, age 68, is the retired chief executive officer & chairman of the board of directors of Computer Generation Incorporated, a telecommunications company based in Atlanta, Georgia that she co-founded, from 1968 until it was acquired by Intec in December 2000. She is also a director of Bank of America Corporation (NYSE), Equifax, Inc. (NYSE), Sanmina-SCI Corporation (NASDAQ), Wellpoint, Inc. (NYSE) and SYSCO Corporation (NYSE). Ms. Ward has served as a director of Flowers Foods since March 2001 and she previously served as a director of Flowers Industries, Inc. from March 1999 until March 2001.

*C. Martin Wood III*, age 63, has been a partner in Wood Associates, a private investment firm, since January 2000. He retired as senior vice President and chief financial officer of Flowers Industries, Inc. on January 1, 2000, a position that he had held since 1978.

Mr. Wood has served as a director of Flowers Foods since March 2001 and he previously served on the Flowers Industries, Inc. Board of Directors, from 1975 until March 2001.

**Table of Contents**

***Class II Directors Serving Until 2009***

*Joe E. Beverly*, age 65, has been chairman of the board of directors of Commercial Bank in Thomasville, Georgia, a wholly-owned subsidiary of Synovus Financial Corp. (NYSE), a financial services company, since 1989. He is also the former vice chairman of the board of directors of Synovus Financial Corp, and is an advisory director of Synovus Financial Corp. He was president of Commercial Bank from 1973 to 1989. Mr. Beverly has served as a director of Flowers Foods since March 2001, and he previously served as a director of Flowers Industries, Inc. from August 1996 until March 2001.

*Amos R. McMullian*, age 69, chairman emeritus of Flowers Foods, retired as chairman of the board of directors of Flowers Foods effective January 1, 2006, a position he had held since November 2000. He previously served as chief executive officer of Flowers Foods from November 2000 to January 2004. Mr. McMullian previously served as chairman of the board of directors of Flowers Industries, Inc. from 1985 until March 2001 and as its chief executive officer from 1981 until March 2001.

*J.V. Shields, Jr.*, age 69, has been chairman of the board of directors and chief executive officer of Shields & Company, a New York diversified financial services company and member of the New York Stock Exchange, Inc., since 1982. Mr. Shields also is the chairman of the board of directors and chief executive officer of Capital Management Associates, Inc., a registered investment advisor, and the chairman of the board of trustees of The BBH Funds, the Brown Brothers Harriman mutual funds group. He has served as a director of Flowers Foods since March 2001, and he previously served as a director of Flowers Industries, Inc. from March 1989 until March 2001.

**Table of Contents****SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT****Principal Shareholders**

The following table lists information regarding the ownership of our common stock by the only non-affiliated individuals, entities or groups known to us to be the beneficial owner of more than 5% of our common stock:

<b>Name and Address of Beneficial Owner</b>	<b>Amount and Nature of Beneficial Ownership(1)</b>	<b>Percent of Class(2)</b>
Gabelli Asset Management, Inc. One Corporate Center Rye, New York 10580-1435	3,129,083	5.14%

- (1) The beneficial ownership reported in the table above for Gabelli Asset Management, Inc. is based upon filings with the SEC. According to the Schedule 13D/A filed on February 5, 2007, Gabelli Funds, LLC has sole voting and dispositive power with respect to 777,000 shares; GAMCO Investors, Inc. has sole voting power with respect to 2,256,083 shares and sole dispositive power with respect to 2,348,083 shares; and MJG Associates, Inc. has sole voting and dispositive power with respect to 4,000 shares.
- (2) Percent of class is based upon the number of shares of Flowers Foods common stock outstanding on March 30, 2007.

**Share Ownership of Certain Executive Officers, Directors and Director-Nominees**

The following table lists information as of March 30, 2007 regarding the number of shares owned by each director, each director-nominee, each executive officer listed on the summary compensation table included later in this proxy statement, and by all of our directors, director-nominees and executive officers as a group:

<b>Name of Beneficial Owner</b>	<b>Amount and Nature of Beneficial Ownership(1)</b>	<b>Percent of Class</b>
Stephen R. Avera	50,676(2)	*
Joe E. Beverly	83,737(3)	*
Franklin L. Burke	53,412(4)	*
George E. Deese	669,687(5)	1.10%
Manuel A. Fernandez	6,315(6)	*
Benjamin H. Griswold, IV	32,584(7)	*
Joseph L. Lanier, Jr.	96,122(8)	*
Gene D. Lord	122,447(9)	*

Edgar Filing: FLOWERS FOODS INC - Form DEF 14A

Amos R. McMullian	1,490,556(10)	2.45%
J. V. Shields, Jr.	4,567,087(11)	7.51%
Allen L. Shiver	92,172(12)	*
Melvin T. Stith, Ph.D.	8,240(13)	*
Jackie M. Ward	46,001(14)	*
C. Martin Wood III	2,315,318(15)	3.81%
Jimmy M. Woodward	52,198(16)	*
All Directors, Director-Nominees and Executive Officers as a Group (15 persons)	9,686,552	15.92%

\* Represents beneficial ownership of less than 1% of Flowers Foods common stock

(1) Unless otherwise indicated, each person has sole voting and dispositive power with respect to all shares listed opposite his or her name.

**Table of Contents**

- (2) Includes restricted stock awards for 11,300 shares all of which are subject to forfeiture.
- (3) Includes restricted stock awards of 2,564 shares all of which are subject to forfeiture. Also includes 31,036 shares owned by the spouse of Mr. Beverly, as to which shares Mr. Beverly disclaims any beneficial ownership.
- (4) Includes (i) unexercised stock options for 33,750 shares and (ii) restricted stock awards of 2,564 shares all of which are subject to forfeiture. Also includes 7,780 shares owned by the spouse of Mr. Burke, over which Mr. Burke and his spouse share investment authority.
- (5) Includes (i) 14,904 shares owned by the spouse of Mr. Deese, as to which Mr. Deese disclaims any beneficial ownership and (ii) restricted stock awards of 146,600 shares all of which are subject to forfeiture.
- (6) Includes restricted stock awards of 2,564 shares all of which are subject to forfeiture.
- (7) Includes (i) 1,500 shares owned by the spouse of Mr. Griswold, as to which Mr. Griswold disclaims any beneficial ownership, and (ii) restricted stock awards of 2,564 shares all of which are subject to forfeiture.
- (8) Includes restricted stock awards of 2,564 shares all of which are subject to forfeiture. Also includes 32,257 shares held by a limited partnership in which Mr. Lanier and his spouse are the general partners and 16,125 shares owned by the spouse of Mr. Lanier, as to which Mr. Lanier disclaims any beneficial ownership.
- (9) Includes restricted stock awards of 15,350 shares.
- (10) Includes (i) unexercised stock options for 183,000 shares and (ii) restricted stock awards of 2,564 shares all of which are subject to forfeiture.
- (11) Includes (i) unexercised stock options for 33,750 shares and (ii) restricted stock awards of 2,564 shares all of which are subject to forfeiture. Also includes (i) 2,127,167 shares held by investment advisory clients of Capital Management Associates, Inc., of which Mr. Shields is chairman of the board of directors and chief executive officer, and (ii) 2,351,112 shares owned by the spouse of Mr. Shields, as to which Mr. Shields disclaims any beneficial ownership. Mr. Shields' business address is Shields & Company, 140 Broadway, New York, NY 10005.
- (12) Includes restricted stock awards for 14,800 shares. Also includes 4,500 shares held by Mr. Shiver as custodian for his minor children and 1,315 shares held by the spouse of Mr. Shiver, as to which shares Mr. Shiver disclaims any beneficial ownership.
- (13) Includes restricted stock awards of 2,564 shares all of which are subject to forfeiture.
- (14) Includes restricted stock awards of 2,564 shares all of which are subject to forfeiture.
- (15) Includes (i) unexercised stock options for 33,750 shares and (ii) restricted stock awards of 2,564 shares all of which are subject to forfeiture. Also includes 32,627 shares held by a trust of which Mr. Wood is co-trustee and 1,934,185 shares owned by the spouse of Mr. Wood, as to which shares Mr. Wood disclaims any beneficial ownership.
- (16) Includes restricted stock awards of 15,200 shares all of which are subject to forfeiture.

**SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE**

Based solely upon a review of our records and written representations by the persons required to file these reports, all stock transaction reports required to be filed by Section 16(a) of the Securities Exchange Act of 1934, as amended (the

Exchange Act ), with the SEC were timely filed in fiscal 2006 by directors and executive officers except for (i) a Form 4 filed by C. Martin Wood III, a director, with respect to a gift transaction on November 15, 2006 and (ii) a Form 4 filed by Joseph L. Lanier, Jr., a director, with respect to a transaction executed on March 15, 2006.



**Table of Contents**

**CORPORATE GOVERNANCE**

**General**

We believe that good corporate governance is essential to ensure that our company is effectively managed for the long-term benefit of our shareholders. We have thoroughly reviewed our corporate governance policies and practices and compared them with those recommended by corporate governance advisors and the practices of other publicly-held companies.

Based upon this review we have adopted the following corporate governance documents:

Corporate Governance Guidelines

Audit Committee Charter

Compensation Committee Charter

Nominating/Corporate Governance Committee Charter

Finance Committee Charter

Code of Business Conduct and Ethics for Officers and Members of the Board of Directors

Stock Ownership Guidelines for Executive Officers and Non-Employee Directors

Flowers Foods, Inc. Employee Code of Conduct

You can access the full text of all these corporate governance documents on our website at [www.flowersfoods.com](http://www.flowersfoods.com) by clicking on the Investor Center tab and selecting Corporate Governance. You can also receive a copy of these documents by writing to Flowers Foods, Inc., 1919 Flowers Circle, Thomasville, Georgia 31757, Attn: Investor Relations Dept.

**Determination of Independence**

Pursuant to our corporate governance guidelines, the nominating/corporate governance committee and the board of directors are required to annually review the independence of each director and/or director-nominee. During this review, transactions and relationships among each director or any member of his or her immediate family and the company are considered, including, among others, all commercial, industrial, banking, consulting, legal, accounting, charitable and familial relationships and those reported in this proxy statement under Transactions with Management and Others. In addition, transactions and relationships among directors or their affiliates and members of senior management and their affiliates are examined. The purpose of this annual review is to determine whether each director meets the applicable criteria for independence in accordance with the New York Stock Exchange Listed Company Manual ( NYSE Rules ) and our corporate governance guidelines. Only those directors who meet the applicable criteria for independence and the board of directors affirmatively determines have no direct or indirect material relationship with the company will be considered independent directors.

As part of our corporate governance guidelines, we have adopted categorical standards which provide that certain relationships will be considered material relationships and will preclude a director's independence. The standard we have adopted for determining director independence is that an independent director is one who:

has not been employed by the company or any of its subsidiaries or affiliates, or whose immediate family member has not been employed as an executive officer by the company, within the previous three years;

does not, or whose immediate family member does not, receive more than \$100,000 per year in direct compensation from the company, other than director and committee fees and pension or other forms of deferred compensation for prior service, provided such compensation is not contingent in any way on continued service (such person is presumed not to be independent until three years after he or she (or their immediate family member) ceases to receive more than \$100,000 per year in such compensation); provided that compensation received by an immediate family member for service as an employee of the company (other than as an executive officer) need not be considered;

## **Table of Contents**

(A) is not, or whose immediate family member is not a current partner of a firm that is the company's internal or external auditor; (B) is not a current employee of such a firm; (C) does not have an immediate family member who is a current employee of such a firm and who participates in the firm's audit, assurance or tax compliance (but not tax planning) practice; or (D) has not been, or whose immediate family member has not been, within the last three years (but is no longer) a partner or employee of such a firm and personally worked on the company's audit within that time;

is not employed, or whose immediate family member is not employed, as an executive officer of another company where any of the company's present executives serve on that company's compensation committee (such person is not independent until three years after the end of such service or the employment relationship); and

is not a current employee, or whose immediate family member is not a current executive officer, of a company that has made payments to, or received payments from, the company for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of \$1 million, or 2% of such other company's consolidated gross revenues.

The nominating/corporate governance committee and the board of directors conducted the required annual independence review in February 2007. Upon the recommendation of the nominating/corporate governance committee, the board of directors affirmatively determined that a majority of our directors and director-nominees are independent of the company and its management as required by the NYSE Rules and the corporate governance guidelines. Messrs. Beverly, Griswold, Lanier, Shields and Wood and Ms. Ward are independent directors. Messrs. Burke, Fernandez and Stith are independent director-nominees. Mr. McMullian is considered an inside director because of the proximity of his prior consulting relationship with the company for which he received compensation greater than \$100,000. This consulting arrangement ended in 2005. Mr. Deese is considered an inside director because he is currently an executive officer of our company. Each director and director-nominee abstained from voting as to themselves.

The foregoing discussion of director independence is applicable only to service as a member of the board of directors, the compensation committee and the nominating/corporate governance committee. Additional guidelines apply to the members of the audit committee under applicable law and NYSE Rules.

### **Presiding Director**

Pursuant to the corporate governance guidelines, the board of directors created the position of presiding director, whose primary responsibilities are to preside over periodic executive sessions of the board of directors in which management directors and other members of management do not participate and to:

serve as the liaison between the chairman of the board and the outside, independent directors of the company;

oversee information sent by the company to the members of the board of directors;

review meeting agendas and schedules for the board of directors;

call meetings of the independent directors; and

be available for consultation and director communication with shareholders.

Each year at the meeting of the board of directors following the annual meeting, a presiding director is appointed among the independent directors to serve for one year. On June 2, 2006, Joseph L. Lanier, Jr. was appointed to serve as the presiding director until June 1, 2007.

**Table of Contents****The Board of Directors and Committees of the Board of Directors**

In accordance with the company's amended and restated bylaws, the board of directors has set the number of members of the board of directors at eleven. The board of directors held seven meetings in fiscal 2006. During fiscal 2006, no incumbent director attended fewer than 75% of the aggregate of:

The total number of meetings of the board of directors held during the period for which he or she has been a director; and

the total number of committee meetings held by all committees of the board on which he or she served during the periods that he or she served.

Our board of directors has established several standing committees: an audit committee, a nominating/corporate governance committee, a compensation committee and a finance committee. The board of directors has adopted a written charter for each of these committees, all of which are available on the company's website at [www.flowersfoods.com](http://www.flowersfoods.com).

The following table describes the current members of each of the committees and the number of meetings held during fiscal 2006:

	<b>Audit Committee</b>	<b>Nominating/ Corporate Governance Committee</b>	<b>Compensation Committee</b>	<b>Finance Committee</b>
Joe E. Beverly*	<b>X</b>			<b>X</b>
Franklin L. Burke*	<b>Chair</b>			<b>X</b>
George E. Deese				
Manuel A. Fernandez*		<b>X</b>	<b>X</b>	
Benjamin H. Griswold IV*	<b>X</b>			<b>X</b>
Joseph L. Lanier, Jr.*		<b>X</b>	<b>Chair</b>	
Amos R. McMullian				
J.V. Shields, Jr.*		<b>X</b>		<b>X</b>
Melvin T. Stith*			<b>X</b>	<b>X</b>
Jackie M. Ward*		<b>Chair</b>	<b>X</b>	
C. Martin Wood III*	<b>X</b>			<b>Chair</b>
Number of Meetings	<b>9</b>	<b>5</b>	<b>5</b>	<b>6</b>

\* Independent Directors

***Audit Committee***

Under the terms of the audit committee charter, the audit committee represents and assists the board of directors in fulfilling its oversight responsibilities with respect to:

the integrity of our financial statements;

our compliance with legal and regulatory requirements;

the independent registered public accounting firm's qualifications and independence; and

the performance of the company's internal audit function and the independent registered public accounting firm.

The audit committee's authorities and duties include:

responsibility for overseeing our financial reporting process on behalf of the board of directors;

**Table of Contents**

direct responsibility for the appointment, retention, termination, compensation and oversight of the work of the independent registered public accounting firm employed by the company, which reports directly to the committee, and sole authority to pre-approve all services to be provided by the independent auditor;

review and discussion of our annual audited financial statements and quarterly financial statements with management and our independent registered public accounting firm;

review of the internal audit function's organization, plans and results and of the qualifications and performance of our independent registered public accounting firm (our internal audit function and its compliance officer report directly to the audit committee);

review with management the effectiveness of our internal controls; and

review with management any material legal matters and the effectiveness of our procedures to ensure compliance with our legal and regulatory responsibilities.

The board of directors has determined that all audit committee members are independent as defined by the NYSE Rules and under SEC rules and regulations. The board of directors has also determined that Mr. Wood is an audit committee financial expert under Item 401(h) of Regulation S-K of the Securities Act of 1933, as amended (the Securities Act). Each member of the audit committee is financially literate, knowledgeable and qualified to review financial statements.

***Nominating/Corporate Governance Committee***

Under the terms of its charter, the nominating/corporate governance committee is responsible for considering and making recommendations to the board of directors with regard to the function and needs of the board, and the review and development of our corporate governance guidelines. In fulfilling its duties, the nominating/corporate governance committee shall:

receive identification of individuals qualified to become board members;

select, or recommend that the board select, the director-nominees for our next annual meeting of shareholders;

evaluate incumbent directors;

develop and recommend corporate governance principles applicable to the company;

review possible conflicts of interest of directors and management and make recommendations to prevent, minimize or eliminate such conflicts;

make recommendations to the board regarding the independence of each director;

review director compensation;

oversee the evaluation of the board and management; and

perform any other duties and responsibilities delegated to the committee from time to time.

Our board has determined that all members of the nominating/corporate governance committee are independent as defined by the NYSE Rules and our corporate governance guidelines. For information relating to nomination of directors by shareholders, please see Selection of Director-Nominees.

*Compensation Committee*

Under the terms of its charter, the compensation committee has overall responsibility for evaluating and approving the company's compensation plans, policies and programs. The compensation committee's primary functions are to:

review and approve corporate goals and objectives relevant to our chief executive officer's compensation, evaluate our chief executive officer's performance in light of these goals and objectives, and, either as a



## **Table of Contents**

committee or together with the other independent directors (as directed by the board), determine and approve our chief executive officer's compensation level based on this evaluation;

make recommendations to the board with respect to non-chief executive officer compensation, incentive-compensation plans and equity-based plans;

administer equity-based incentive plans and other plans adopted by the board that contemplate administration by the compensation committee;

oversee regulatory compliance with respect to compensation matters;

review employment agreements, severance agreements and any severance or other termination payments proposed with respect to any of our executive officers; and

produce a report on executive compensation for inclusion in our proxy statement for the annual meeting of shareholders.

Our board has determined that all members of the compensation committee are independent as defined by the NYSE Rules and our corporate governance guidelines.

## ***Finance Committee***

The primary functions of the finance committee are to:

make recommendations to the board of directors with respect to the approval, adoption and any significant amendment to all of the company's defined benefit and defined contribution plans and trusts (the retirement plans);

oversee the administration of the retirement plans and approve the selection of any third-party administrators;

review and employ managers to review the investment results of the retirement plans and the investment policies of the retirement plans and monitor and adjust the asset allocations of the retirement plans;

oversee, in consultation with management, regulatory and tax compliance matters with respect to the retirement plans; and

make recommendations to the board of directors with respect to management's capital expenditure plans and other uses of the company's cash flows (including the financial impact of stock repurchases, acquisitions and the payment of dividends), the company's credit facilities, commodities hedging and liquidity matters.

## **Relationships Among Certain Directors**

J.V. Shields, Jr. and C. Martin Wood III are married to sisters.

## **Attendance at Annual Meetings**

In accordance with our corporate governance guidelines, directors are expected to rigorously prepare for, attend and participate in all meetings of the board of directors and meetings of the committees on which they serve and to devote the time necessary to appropriately discharge their responsibilities. Aside from these requirements, the company does

not maintain a formal policy for attendance by directors at annual meetings of shareholders. However, all of our directors attended the annual meeting of shareholders held on June 2, 2006.

### **Selection of Director-Nominees**

The nominating/corporate governance committee identifies and considers director candidates recommended by its members and other board members, as well as management and shareholders. A shareholder who wishes to recommend a prospective director-nominee for the committee's consideration should submit the candidate's name and qualifications to Flowers Foods, Inc., 1919 Flowers Circle, Thomasville, Georgia 31757, Attention: Senior Vice President, Secretary and General Counsel. The nominating/corporate governance committee will also consider

## **Table of Contents**

whether to recommend for nomination any person identified by a shareholder pursuant to the provisions of our amended and restated bylaws relating to shareholder nominations. Recommendations by shareholders that are made in accordance with these procedures will receive the same consideration given to nominees of the nominating/corporate governance committee.

The nominating/corporate governance committee believes that any director-nominee must meet the director qualification criteria set forth in our corporate governance guidelines before it could recommend such director-nominee for election to the board of directors. These factors include:

integrity and demonstrated high ethical standards;

the ability to express opinions, raise tough questions and make informed, independent judgments;

experience managing or operating public companies;

knowledge, experience and skills in at least one specialty area;

ability to devote sufficient time to prepare for and attend board of directors meetings;

willingness and ability to work with other members of the board of directors in an open and constructive manner;

ability to communicate clearly and persuasively; and

diversity in background, personal and professional experience, viewpoints or other demographics.

The nominating/corporate governance committee considers these factors as it deems appropriate, as well as other factors it determines are pertinent in light of the current needs of the board of directors. The nominating/corporate governance committee may use the services of a third-party executive search firm to assist it in identifying and evaluating possible director-nominees.

## **Shareholder & Other Interested Party Communication with Directors**

The board of directors will give proper attention to written communications that are submitted by shareholders and other interested parties and will respond if appropriate. Shareholders and other interested parties interested in communicating directly with the board of directors as a group, the independent directors as a group or any individual director may do so by writing to Presiding Director, Flowers Foods Inc., 1919 Flowers Circle, Thomasville, GA 31757. Absent circumstances contemplated by committee charters, the chair of the nominating/corporate governance committee and the presiding director, with the assistance of our senior vice president, secretary and general counsel will monitor and review all correspondence from shareholders and other interested parties and provide copies or summaries of such communications to other directors as they deem appropriate.

## **EXECUTIVE COMPENSATION**

### **COMPENSATION DISCUSSION AND ANALYSIS**

#### **Executive Compensation Generally**

#### ***Objectives of Executive Compensation***

The primary objective of our executive compensation program is to attract, retain and motivate qualified executives necessary for the future success of the company and the maximization of shareholder value. Our compensation program is designed to motivate our executives by rewarding the achievement of specific annual, long-term and strategic goals by the company, and it aligns our executives' interests with those of the shareholders by rewarding performance above established goals, with the ultimate objective of improving shareholder value. Finally, we strive to foster a sense of ownership among our executives and our directors by requiring them to own certain amounts of our common stock.

The compensation committee evaluates both performance and compensation to ensure that (i) the company maintains its ability to attract and retain the most qualified employees in key positions; (ii) each executive's

**Table of Contents**

compensation remains competitive relative to the compensation paid to similarly situated executives in our Relevant Market Sector (as defined on page 17) and (iii) each of the company's primary objectives with respect to compensation are being fulfilled. To that end, the compensation committee believes that an effective compensation program should include three primary components:

base salary;

cash bonuses; and

long-term incentives, primarily through stock-based compensation.

Certain retirement and other post-employment benefits are also included in the executives' compensation package. In addition, see page 28 of this proxy statement for details on payments and benefits payable (or realizable) upon termination of employment and a change in control of the company. Perquisites are not a significant part of our executive compensation program.

Each element of our compensation program is described in greater detail below, including a discussion of why the company chooses to pay each element, how we determine the amount of each element to pay and how each element and the company's decisions regarding that element fit into our overall compensation objectives. Amounts of salary and non-equity incentive plan compensation, equity incentive plan compensation, and other compensation expressed as a percentage of total compensation for each of the executive officers set forth in the Summary Compensation Table (the "Named Executives") for the fiscal year ended December 30, 2006 were:

<b>Name and Principal Position</b>	<b>Salary Percentage</b>	<b>Non-Equity Incentive Comp. Percentage</b>	<b>Equity Incentive Comp. Percentage</b>	<b>Other Comp. Percentage</b>	<b>Total %</b>
George E. Deese Chairman of the Board, Chief Executive Officer and President	23%	28%	46%	3%	100%
Jimmy M. Woodward Senior Vice President and Chief Financial Officer	34%	25%	38%	3%	100%
Gene D. Lord President and Chief Operating Officer Flowers Bakeries Group	34%	25%	37%	4%	100%
Allen L. Shiver President and Chief Operating Officer, Flowers Specialty Group	35%	21%	41%	3%	100%
Stephen R. Avera Senior Vice President, Secretary and General Counsel	38%	23%	34%	5%	100%

The objectives of our executive compensation program are accomplished through a balance of pay components that are competitive with market practice and place greater emphasis on variable incentive compensation (non-equity and equity-based incentives), which focuses our executives on long-term performance and helps to align their interests

with those of our shareholders. Approximately 55% to 75% of the annual total direct compensation opportunity for the Named Executives in fiscal 2006 was linked to the achievement of predefined performance criteria in accordance with the Bonus Plan and the EPIP (each as defined on pages 17 and 18, respectively). Cash bonuses accounted for approximately 21% to 28% of the Named Executives' compensation in 2006, while long-term incentive awards (i.e., stock options and performance-contingent restricted stock) accounted for approximately 34% to 46% of the mix in 2006.

### **Role of Executive Officers in Compensation Decisions**

The compensation committee of the board of directors, which is comprised entirely of independent directors, has overall responsibility for evaluating and approving the company's compensation plans, policies and programs. The compensation committee engages Towers Perrin, an independent compensation consultant, to assist the committee in assessing the competitiveness of base salaries, annual bonuses and long-term incentives. In addition,

**Table of Contents**

the chief executive officer consults and advises the compensation committee with respect to the company's compensation philosophy and makes recommendations to the compensation committee regarding the compensation of the other executive officers. All recommendations of the chief executive officer to the compensation committee regarding compensation of executive officers is independently evaluated by the committee and its outside consultants. The chief financial officer, or his designee, assists the compensation committee in understanding the key drivers of company performance, particularly those measures used in our bonus and long-term incentive plans and also provides the compensation committee with regular updates on company performance as it relates to certain measures used in our bonus and long-term incentive plans.

**Cash Compensation*****Base Salary***

Our approach to executive compensation is based on a strong belief in pay for performance and is generally the same as our approach to employee compensation. Base salary represents the fixed and recurring part of an executive's annual compensation and is intended to reward experience and expertise, functional progression, career development, skills and competencies. We have established a system of tiered salary grades, and executives are assigned an appropriate salary grade considering the position's internal value as well as external comparisons to relevant positions in published compensation surveys as provided by independent compensation consultants. Because there are not many food companies the size of Flowers, a specific set of peer companies is not used for market comparisons; rather, market base salary data is based on currently available food industry and general industry peers' pay data from published survey data available to our independent compensation consultants (the Relevant Market Sector). We use an average of food industry and general industry survey data when making market comparisons, and the data is adjusted to reflect pay for companies with annual revenues comparable to Flowers Foods.

The compensation committee generally establishes salaries that approximate the 50th percentile of the Relevant Market Sector because it is the compensation committee's intention to set total executive salaries high enough to be competitive and to attract and retain a strong motivated leadership team, but not so high that it creates a negative perception with our other constituencies. Individual salaries for executives that report directly to the chief executive officer are subject to approval by the chief executive officer and the compensation committee. The chief executive officer's salary is subject to approval by the compensation committee and the board of directors.

***Bonus Plan***

Our Annual Executive Bonus Plan (the Bonus Plan) provides for an annual incentive bonus, which is expressed as a percentage of base salary, varying by position with the company. Annual bonuses are intended to reward performance as measured over a twelve-month period and to additionally reward performance above established goals. Prior to the beginning of each fiscal year, the compensation committee establishes target bonus levels for the executives who have been designated as participants in the Bonus Plan, which are expressed as a percentage of the executive's base salary (the Target Bonus Percentage). The compensation committee generally sets target bonus percentages at the 50th percentile of the Relevant Market Sector. Based upon performance projections presented by management, the compensation committee sets a target performance goal (the EBITDA Goal). We currently use earnings before interest, taxes, depreciation and amortization (EBITDA) as the performance measure in the Bonus Plan because we believe that EBITDA is a useful tool for managing the operations of our business and is an indicator of the company's ability to incur and service indebtedness and generate free cash flow. A bonus is awarded to participating executives based on the following formula:

the participating executive's base salary; *multiplied by*

the Target Bonus Percentage; *multiplied by*

a percentage equal to the company's actual EBITDA for the fiscal year divided by the EBITDA Goal (the Bonus Percentage ).

If the actual EBITDA is equal to the EBITDA Goal, the resulting Bonus Percentage is 100%. If actual EBITDA is less than the EBITDA Goal, the applicable Bonus Percentage will drop by 5% for every 1% by which actual



## **Table of Contents**

EBITDA is less than the EBITDA Goal. If actual EBITDA exceeds the EBITDA Goal, the Bonus Percentage shall increase by 5% for every 1% by which the actual EBITDA exceeds the EBITDA Goal. In no event will an executive's Bonus Percentage exceed 150% or a payment to an executive exceed \$1.5 million. Correspondingly, the Bonus Plan is designed to provide the executive a lesser bonus if actual results fall below the designated goals. The Bonus Percentage is zero if actual results are 80% or less of the designated goals. This mechanism provides motivation for the executive to continue to strive for improved company performance in any given year, regardless of the fact that the goals may, or may not, be obtained. The compensation committee has the authority to set a goal other than EBITDA and to use its discretion with respect to the payment of cash bonuses. In fiscal 2006, all bonuses paid to the Named Executives were based solely on the EBITDA formula outlined above.

The bonuses paid to the Named Executives for 2006 were 25% above the amounts paid to the Named Executives for 2005 due to normal increases in salaries and better performance relative to the EBITDA Goal. For 2006, a cash bonus of \$916,918 was awarded to Mr. Deese based upon superior individual performance and financial results. Mr. Deese's bonus was 31% higher than the amount paid to him in 2005. A total of \$967,264 was paid to the other Named Executives for 2006 bonuses which was, in the aggregate, 19% above the amount paid to them for 2005. These amounts are reflected in the Non-Equity Incentive Plan Compensation column of the Summary Compensation Table on page 23.

## **Long-Term Incentive Compensation**

### ***Equity and Performance Incentive Plan***

In keeping with the compensation committee's philosophy that the element of shareholder risk is an essential compensation tool, stock based incentives comprise a significant portion of the compensation program for executives. The compensation committee believes that stock based incentives are fundamental to the enhancement of shareholder value, reward performance over the long-term and help align the executives' interests with that of our shareholders. The company's long-term compensation programs and the individual grants thereunder are reviewed and approved by the compensation committee, which also relies on advice from outside consultants with respect to the types and amounts of incentive compensation to be paid to the Named Executives. The compensation committee generally targets the 50th percentile of the Relevant Market Sector for stock based incentives granted to the Named Executives.

The 2001 Equity and Performance Incentive Plan, as amended and restated as of February 11, 2005 (the EPIP), is the company's ongoing intermediate and long-term incentive plan. The EPIP was approved by the company's shareholders on June 3, 2005. The EPIP provides the compensation committee with an opportunity to make a variety of stock based awards, while selecting the form that is most appropriate for the company and the executive group. The awards under the EPIP contain elements that help focus the executive's attention on one of the company's primary goals—the long-term success of the company and, ultimately, the enhancement of shareholder value.

After a detailed review of long-term incentive programs and trends, the compensation committee and the board of directors determined that our stock-based compensation component for executive officers would be split between stock options and performance-contingent restricted stock. This mix reflects the compensation committee's consideration of competitive market practices and the desire to balance both the annual accounting expense and share dilution associated with the long-term incentive program with the executives' focus on long-term stock price appreciation and efficient use of capital. Therefore, beginning with the 2006 award, executive officers were granted: (i) non-qualified stock options which accounted for approximately 50% of the value of their long-term incentive compensation and (ii) shares of performance-contingent restricted stock, which accounted for another 50% of their long-term incentive compensation. On January 3, 2006, Mr. Deese received a stock option grant of 102,600 shares and a performance-contingent restricted stock award of 31,700 shares. Aggregate option grants of 86,900 shares and performance-contingent restricted stock grants of 26,850 shares were awarded to the other Named Executives in 2006.

under the EPIP.

*Performance-Contingent Restricted Stock Award.* Shares of performance-contingent restricted stock were granted on January 3, 2006 to the Named Executives pursuant to the EPIP and the 2006 Restricted Stock Agreement

**Table of Contents**

(the Restricted Stock Agreement ). In addition, the Named Executives together received dividends of \$27,811 on such restricted shares.

The Restricted Stock Agreement provides the terms and conditions under which the shares of restricted stock will vest. Vesting generally occurs two years from the date of grant on January 3, 2008 and the shares become nonforfeitable if, on this date, the company's average return on invested capital over the vesting period equals or exceeds its weighted average cost of capital for the same period (the ROI Target ). Furthermore, each grant of performance-contingent restricted stock will be adjusted as set forth below:

if the ROI Target is satisfied, then the performance-contingent restricted stock grant may be adjusted based on the company's total return to shareholders ( Company TSR ) percent rank as compared to the total return to shareholders of the S&P Packaged Food & Meat Index ( S&P TSR ) in the manner set forth below:

If the Company TSR is equal to the 50th percentile of the S&P TSR, then no adjustment;

If the Company TSR is less than the 50th percentile of the S&P TSR, the grant shall be reduced by 1.3% for each percentile below the 50th percentile that the Company TSR is less than the 50th percentile of S&P TSR, but in no event shall the reduction exceed 20%; or

If the Company TSR is greater than the 50th percentile of the S&P TSR, the grant shall be increased by 1.3% for each percentile above the 50th percentile that Company TSR is greater than the 50th percentile of S&P TSR, but in no event shall such increase exceed 20%.

Before the shares of performance-contingent restricted stock or the additional shares of performance stock (if any) are deemed nonforfeitable, the compensation committee must certify that the performance criteria outlined above have been met.

If the grantee dies, becomes disabled or retires, the performance-contingent restricted stock generally vests immediately. In addition, the performance-contingent restricted stock will immediately vest at the target level without adjustment if the company undergoes a change in control. During the vesting period, the executive is treated as a normal shareholder with respect to dividend rights on the restricted shares. The dividends earned on the shares are paid directly to the executive. At the time of vesting, the executive will receive the shares of stock and will be liable for his or her portion of all federal and state income and payroll taxes based on the fair market value of the shares awarded at the date of vesting.

*Nonqualified Stock Option Award.* Nonqualified stock options were granted on January 3, 2006 to the Named Executives under the company's 2006 Nonqualified Stock Option Agreement (the Stock Option Agreement ) and the EPIP. The Stock Option Agreement contains the terms and conditions under which the nonqualified stock options will vest. No further action or performance by the company, its stock, or the executive is required for vesting to occur. The options are valued using the Black-Scholes valuation method and granted at 100% of the market value on the date of grant. Market value is calculated as the average of the highest and lowest trading value on the date of the grant. Options vest three years from the date of grant on January 3, 2009, assuming that the executive is continuously employed by the company through the date of vesting and must be exercised prior to January 3, 2013. Generally, if the employee dies, becomes disabled, or retires, the nonqualified stock options immediately vest. In addition, options will vest if the company undergoes a change in control with respect to the voting power of its common shares. When the executive exercises the options, he or she will be liable for all federal and state income and payroll taxes based on the taxable income resulting from the exercise.

*Timing of Grants Under the EPIP.* The compensation committee continues to refine its process for determining the date for the annual grant of equity awards, with the intent of insulating the choice of date from any market influences that might affect the decision at a given time. For the 2006 annual grants, the compensation committee determined in advance that the grants would be made on the first day of the fiscal year. In fiscal 2007, the compensation committee adopted the policy of making the annual grant following the official announcement of our prior fiscal year results, which coincides with the opening of our self-imposed insider trading window. Except in unusual circumstances, we do not grant equity awards at other dates. If at the time of any planned equity grant any member of the compensation committee is aware of any material non-public information concerning our company, the compensation committee will generally delay the planned grant until such time as the material non-public

**Table of Contents**

information has been fully disseminated in the market. The grant date is established when the compensation committee approves the grant and all key terms have been determined. The exercise price of each of our prior stock option grants and the grant price of our prior restricted stock grants was the average of the high and low market price on the grant date. Going forward, the exercise price of each of our stock option grants and the grant price of our restricted stock grants will be the closing market price on the grant date. Executive officers do not play any role in the timing of equity awards under the EPIP.

**Retirement & Other Post-Employment Benefits**

Pension benefits are provided to executives under the Flowers Foods, Inc. Retirement Plan No. 1 (the Retirement Plan ) and the Supplemental Executive Retirement Plan (the SERP ), which was terminated as of December 31, 2005. The company also provides a defined contribution benefit to executives through its Executive Deferred Compensation Plan (the EDCP ).

***Retirement Plan***

The Retirement Plan is a qualified defined benefit pension plan that provides a pension upon retirement to eligible employees of participating subsidiaries (but not to employees of the company) that is based upon each year of service with the participating subsidiary. Additionally, the Retirement Plan provides a pension upon retirement to eligible employees (including employees of non-participating subsidiaries and of the company) who were participants under the Flowers Industries, Inc. Retirement Plan No. 1 prior to the company's spin-off from Flowers Industries, Inc., which is based upon each year of service with Flowers Industries, Inc. and/or certain of its subsidiaries. No additional years of credited service have been granted other than for actual years of credited service in the Retirement Plan.

Effective December 31, 2005 benefits under the Retirement Plan were frozen and no additional benefits will accrue under the Retirement Plan. The pension benefit is the sum of annual credits earned during eligible employment. The basic credit formula at the time the Retirement Plan was frozen was 1.35% of the first \$10,000 of W-2 earnings (subject to certain exclusions) for each year of service and 2% of W-2 earnings (subject to certain exclusions) in excess of \$10,000 for each year of service up to 35 years. For each year of service in excess of 35 years, 1.8% of W-2 earnings (subject to certain exclusions) was credited. Certain additional fixed benefit amounts were provided for a limited group of participants in the Retirement Plan, including certain of the Named Executives.

Benefits can be paid in many forms under the terms of the Retirement Plan, including a life annuity option, joint and survivor option, period certain and life options, level income option and a lump sum option of up to \$7,500. The payout option must be elected by the participant before benefit payments begin. Each available payout option is actuarially equivalent. Early retirement benefit payments are available to participants upon attainment of age 55 and completion of five years of vesting service. A participant's full benefit under the Plan is payable at age 65. Benefits are reduced by 1/15 for the first five years and by 1/30 for each of the next five years if a participant receives early retirement benefits. The same benefits are payable upon retirement, termination, or disability with the adjustments described above for payment before age 65 but on or after age 55. An actuarially equivalent 50% joint and survivor annuity is payable to a participant's spouse upon death prior to retirement. All executives have fulfilled the required service period and are either eligible for early retirement benefit payments currently or will become eligible upon attainment of age 55. No payments were made to the Named Executives under the terms of the Retirement Plan during the 2006 fiscal year measurement period October 1, 2005 to September 30, 2006. The anticipated retirement benefits under the Retirement Plan for Named Executives are detailed in the table below entitled Pension Benefits.

***SERP***

The SERP was a nonqualified defined benefit pension plan that covers pay and benefits above the qualified pension plan limits in the Retirement Plan. In addition, nonqualified deferred compensation was included as part of pensionable compensation in the SERP. Effective December 31, 2005, benefits under the SERP were frozen, and the plan was terminated. All benefits earned under the SERP as of March 26, 2001 were distributed as lump sums in

## **Table of Contents**

2001. Benefits earned in the SERP after March 26, 2001 were distributed as lump sums primarily in December 2005 upon termination of the SERP, and a distribution of remaining benefits due after final calculations were completed was made to one of the Named Executives during fiscal 2006.

### **Executive Deferred Compensation Plan**

The Executive Deferred Compensation Plan (the "EDCP") allows certain members of management to defer the receipt of a percentage of their salary and bonus. The purpose of the EDCP is to provide a deferral benefit to certain members of management whose contributions to the company's 401(k) defined contribution plan, a tax qualified plan, are limited by statutory restrictions. The EDCP is not a tax-qualified plan. The participants' deferrals are credited to an account established for the participant that is credited with interest until paid. Additionally, the company allocates contributions pursuant to the plan on behalf of the participant that are also credited with interest until paid. Interest credited on deferrals and company contributions to the EDCP are based on the Merrill Lynch U.S. Corp., BBB-rated Fifteen-Year Bond Index plus 150 basis points. Interest is considered above-market if earned at a rate which is 120% or more of the applicable federal long-term rate. Earnings in the EDCP are interest-based credits that exceed this threshold. The company credits interest at above market rates because participants' EDCP accounts are unfunded and unsecured. Generally, the deferrals and company contributions plus interest are paid to the participant upon termination of employment. Distributions from the EDCP are made from the company's general assets. Contributions credited to the EDCP on behalf of the Named Executives amounted to \$123,747 in fiscal 2006.

### **Executive Share Ownership Guidelines**

Based on the view of the compensation committee that the ownership of an equity interest in the company by executives is a component of good corporate governance and insures alignment of executive and shareholder interests, guidelines were adopted that require key members of the company's management team to directly own minimum amounts of the company's common stock. The guidelines are set forth below:

Chairman of the Board, President and Chief Executive Officer: 5 times base salary.

Senior Vice President and Chief Financial Officer: 3 times base salary.

President and Chief Operating Officer - Flowers Foods Bakeries Group: 3 times base salary.

President and Chief Operating Officer - Flowers Foods Specialty Group: 3 times base salary.

Senior Vice President, Secretary and General Counsel: 3 times base salary.

The initial number of shares required to meet the guidelines were valued on January 1, 2006 and the guidelines will be reviewed every four years thereafter for all direct stock holdings. Members of management subject to the guidelines or new participants have four years to reach the stated minimums. The holdings of each of the Named Executives are currently within the guidelines. These guidelines may be revised or terminated by the compensation committee at any time with thirty days' written notice to the affected employees.

### **Accounting and Tax Effect on Executive Compensation**

#### ***Deductibility of Executive Compensation***

We are not allowed a federal income tax deduction for compensation paid to certain executive officers in excess of \$1 million, except to the extent that such compensation constitutes performance-based compensation (as defined in

Section 162(m) of the Internal Revenue Code of 1986, as amended (the Code ). The compensation committee believes that amounts awarded under the Bonus Plan and the EPIP during fiscal 2005 and 2006 will result in performance-based compensation, and that Flowers Foods will not lose any federal income tax deduction for compensation paid under these compensation programs. The compensation committee will consider this deduction limitation during future deliberations and will continue to act in the best interests of the company.



**Table of Contents**

***Nonqualified Deferred Compensation***

The American Jobs Creation Act of 2004 was signed into law on October 22, 2004 and became effective on January 1, 2005. The Act changed the tax rules applicable to nonqualified deferred compensation agreements. While the final regulations are not yet effective, the company believes that it is operating in good faith compliance with the statutory provisions of the Act. A more detailed discussion of the company's Executive Deferred Compensation Plan is provided on page 21 under the heading Executive Deferred Compensation Plan.

***Stock Based Compensation***

Beginning on January 1, 2006, the company began accounting for stock-based compensation payments from the EPIP, including stock options, restricted stock and deferred stock in accordance with the requirements of FASB Statement 123R. Generally the executive is taxed at fair market value on stock based compensation upon the exercise of stock awards provided the risk of forfeiture and all restrictions have lapsed. The company generally receives a tax deduction equal to the value reported as income by the executive in the year the stock option is exercised or the grant of restricted stock vests.

**COMPENSATION COMMITTEE REPORT**

The compensation committee has reviewed and discussed the Compensation Discussion and Analysis contained in this proxy statement with the company's management and, based on this review and discussion, recommends that it be included in the company's Annual Report on Form 10-K for the year ended December 30, 2006 and proxy statement.

The Compensation Committee  
of the Board of Directors:

Joseph L. Lanier, Jr., Chairman  
Manuel A. Fernandez  
Melvin T. Stith, Ph.D.  
Jackie M. Ward

**Table of Contents****SUMMARY COMPENSATION TABLE**

The following table summarizes the compensation of the chief executive officer, chief financial officer and each of the three other most highly compensated executive officers of Flowers Foods (the **Named Executives** ) for the fiscal year ended December 30, 2006:

Name and Principal Position	Year	Salary (\$)(1)	Stock Awards (\$)(2)	Option Awards (\$)(2)	Plan Comp. (\$)(3)	Change in Pension Value and Non-Equity Nonqualified Incentive Deferred		Total (\$)
						Comp. Earnings (\$)(4)(5)	All Other Comp. (\$)(6)	
George E. Deese Chairman of the Board, Chief Executive Officer and President	2006	750,000	786,061	712,429	916,918	38,893	67,049	3,271,350
Jimmy M. Woodward Senior Vice President and Chief Financial Officer	2006	370,134	104,247	307,348	271,493	3,352	29,180	1,085,754
Gene D. Lord President and Chief Operating Officer Flowers Bakeries Group	2006	374,774	104,247	307,348	274,897	15,638	28,703	1,105,607
Allen L. Shiver President and Chief Operating Officer, Flowers Specialty Group	2006	352,061	104,247	307,348	215,197	1,379	25,756	1,005,988
Stephen R. Avera Senior Vice President, Secretary and General Counsel	2006	336,486	78,732	220,491	205,677	6,112	39,817	887,315

(1) Executives may elect to defer amounts into Flowers Foods' 401(k) plan (up to IRS limits) and into the EDCP. Amounts of salary deferred during fiscal 2006 were as follows:

Name:	Salary Deferrals in 401(k) Plan (\$)	Salary Deferrals into EDCP (\$)	Total (\$)
-------	---	--	---------------

George E. Deese	12,500	74,619	87,119
Jimmy M. Woodward	7,500	36,963	44,463
Gene D. Lord	12,500	14,964	27,464
Allen L. Shiver	12,500	14,057	26,557
Stephen R. Avera	12,500	13,441	25,941

- (2) All amounts reported in these columns correspond to current year amounts recorded for financial statement purposes in accordance with Statement of Financial Accounting Standards Number 123R ( FAS 123R ). Please see Note 15 of Notes to Consolidated Financial Statements in our Form 10-K for the fiscal year ended December 30, 2006 for a discussion of the assumptions used in determining fair value.
- (3) Non-Equity Incentive Plan Compensation includes all performance-based cash awards earned by the Named Executives during the 2006 fiscal year under the Bonus Plan. For 2006, Mr. Deese elected to defer receipt of 25% of his non-equity incentive plan compensation. No other Named Executive elected to defer any portion of their non-equity incentive plan compensation.
- (4) Both qualified and nonqualified defined benefit pension plan benefits were frozen on or before December 31, 2005. All nonqualified defined benefit plan benefits earned after March 2001 were distributed as lump sums primarily in December 2005 upon termination of the plan, and a distribution of remaining benefits due after final calculations were completed was made to one of the Named Executives during fiscal 2006.

**Table of Contents**

(5) Amounts reported in the Change in Pension Value and Nonqualified Deferred Comp. Earnings column are as follows:

<b>Name</b>	<b>Change in Pension Value (\$)</b>	<b>Above-Market Nonqualified Deferred Comp. Earnings (\$)</b>	<b>Total (\$)</b>
George E. Deese	24,381	14,512	38,893
Jimmy M. Woodward(a)		3,352	3,352
Gene D. Lord	15,414	224	15,638
Allen L. Shiver	918	461	1,379
Stephen R. Avera	5,369	743	6,112

(a) Present value of accrued benefits for Mr. Woodward declined due to frozen plan benefits and an increase in interest rates.

(6) Amounts reported in the All Other Comp. column are reported in the table below.

<b>Name</b>	<b>Payment from SERP Termination (\$)</b>	<b>Employer Contributions to Section 401(k) Plan (\$)</b>	<b>Employer Contributions to Nonqualified Deferred Comp. Plan (\$)</b>	<b>Total (\$)</b>
George E. Deese		10,350	56,699	67,049
Jimmy M. Woodward		10,350	18,830	29,180
Gene D. Lord		10,350	18,353	28,703
Allen L. Shiver		10,350	15,406	25,756
Stephen R. Avera	15,008	10,350	14,459	39,817

**Table of Contents****GRANTS OF PLAN-BASED AWARDS**

The following table details grants made during the fiscal year ended December 30, 2006 pursuant to incentive plans in place at Flowers Foods as of that date:

Grant	Date for	Estimated Future Payouts Under Non-Equity Incentive Plan Awards(1)			Estimated Future Payouts Under Equity Incentive Plan Awards(2)			All Other Option	Exercise or Base Price of	Closing Market Price on Date of Grant	In
		Based Awards	Threshold (\$)	Target (\$)	Maximum (\$)	Threshold (#)	Target (#)	Maximum (#)			
Deese ity											
ard nce nt d Stock	1/3/2006	0	750,000	1,125,000	25,360	31,700	38,040				
fied											
rant . rd ity	1/3/2006							102,600	28.02	28.58	
ard nce nt d Stock	1/3/2006	0	222,080	333,120	5,720	7,150	8,580				
fied											
rant Lord ity	1/3/2006							23,150	28.02	28.58	
		0	224,864	337,296							

Board Director D. Stock	1/3/2006		5,720	7,150	8,580			
Director D. Shiver	1/3/2006					23,150	28.02	28.58
Board Director D. Stock		0	176,031	264,047				
Director D. Stock	1/3/2006		5,720	7,150	8,580			
Director R. Avera	1/3/2006					23,150	28.02	28.58
Board Director D. Stock		0	168,243	252,365				
Director D. Stock	1/3/2006		4,320	5,400	6,480			
Director	1/3/2006					17,450	28.02	28.58

- (1) Under the terms of the Bonus Plan, bonuses are awarded based on the achievement of a specified earnings goal. See page 17 for details about the Bonus Plan.
- (2) Under the terms of the EPIP and the Restricted Stock Agreement, receipt of this award requires that the company meet a certain performance requirement. See page 18 of this proxy statement for a description of this requirement. If the requirement is met, the award to the employees may be further adjusted according to achievement of a management objective based on the relative performance of the company's stock against a benchmark index. Amounts shown under threshold, target and maximum headings, above, represent the minimum, expected and maximum possible number of shares of stock transferred to the Named Executive assuming that such requirement is met.
- (3) The company granted nonqualified stock options under the EPIP and the Stock Option Agreement to certain individuals on January 3, 2006. The options become exercisable in full on the third anniversary of the grant date as long as the individual maintains employment with the company through that date.
- (4) For 2006, the company used the average high and low trading price of the company's common shares on the open market at the date of grant to determine the exercise price for the options granted.



**Table of Contents**

- (5) Amount is full grant date fair value computed in accordance with FAS 123R. Please see Note 15 of Notes to Consolidated Financial Statements in our Form 10-K for the fiscal year ended December 30, 2006 for a discussion of the assumptions used in determining fair value.

**OUTSTANDING EQUITY AWARDS AT FISCAL YEAR END**

The following table details all equity awards granted and outstanding as of December 30, 2006, Flowers Foods most recent fiscal year end:

Name and Grant	Option Awards				Stock Awards			Equity Incentive Plan Awards: Market or Payout Value of Unearned
	Number of Securities Underlying Unexercised Options (#)	Number of Securities Underlying Exercisable Options (#)	Exercise Price (\$)	Expiration Date	Market Value of Shares or Units of Stock That Have Not Vested (\$)(1)	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#)	Value of Unearned Shares, Units or Other Rights That Have Not Vested (\$)(1)	
George E. Deese 2003 Nonqualified Stock Option Award(2)		256,500	14.01	7/16/2013				
2004 Time Lapse Restricted Stock Award(3)					75,000	2,024,250		
2006 Performance-Contingent Restricted Stock Award(4)							31,700	855,583
2006 Nonqualified Stock Option Award(5)		102,600	28.02	1/3/2013				
Jimmy M. Woodward		153,225	14.01	7/16/2013				



2003 Nonqualified Stock Option Award(2) 2006 Performance-Contingent Restricted Stock Award(4)				7,150	192,979
2006 Nonqualified Stock Option Award(5) Gene D. Lord	23,150	28.02	1/3/2013		
2003 Nonqualified Stock Option Award(2) 2006 Performance-Contingent Restricted Stock Award(4)	153,225	14.01	7/16/2013	7,150	192,979
2006 Nonqualified Stock Option Award(5) Allen L. Shiver	23,150	28.02	1/3/2013		
2003 Nonqualified Stock Option Award(2) 2006 Performance-Contingent Restricted Stock Award(4)	153,225	14.01	7/16/2013	7,150	192,979
2006 Nonqualified Stock Option Award(5) Stephen R. Avera	23,150	28.02	1/3/2013		
2003 Nonqualified Stock Option Award(2) 2006 Performance-Contingent Restricted Stock Award(4)	108,225	14.01	7/16/2013	5,400	145,746
2006 Nonqualified Stock Option Award(5)	17,450	28.02	1/3/2013		

(1) Based on December 30, 2006 closing market price of \$26.99 for Flowers Foods common shares.

(2) Nonqualified stock options granted in 2003 will fully vest as of July 16, 2007.

(3) Mr. Deese was granted 75,000 shares of restricted stock on the effective date of his election as chief executive officer. This restricted stock award will vest on January 4, 2008.

**Table of Contents**

- (4) The performance-contingent restricted stock award granted in 2006 will vest on January 3, 2008. See Footnote 2 accompanying the Grants of Plan-Based Awards table on page 25 for additional details regarding the terms of the award.
- (5) Nonqualified stock options granted in 2006 will fully vest as of January 3, 2009. See Footnotes 3 and 4 accompanying the Grants of Plan-Based Awards table on page 25 for additional details regarding the terms of the award.

**OPTION EXERCISES AND STOCK VESTED**

The following table details exercises of all nonqualified stock options during the fiscal year ended December 30, 2006. No restricted stock vested in fiscal 2006:

<b>Name</b>	<b>Option Awards</b>	
	<b>Number of Shares Acquired on Exercise</b>	<b>Value Realized on Exercise (\$)</b>
George E. Deese		
Jimmy M. Woodward(1)	259,875	5,774,423
Gene D. Lord		
Allen L. Shiver		
Stephen R. Avera(2)	50,905	1,113,801

- (1) Mr. Woodward received 259,875 nonqualified stock options on April 6, 2001 with an exercise price of \$6.31 per share. On February 17, 2006, Mr. Woodward exercised the options to purchase shares trading at \$28.53 per share. The net value realized per share was \$22.22.
- (2) Mr. Avera received 50,905 nonqualified stock options on April 6, 2001 with an exercise price of \$6.31 per share. On February 15, 2006, Mr. Avera exercised the options to purchase shares trading at \$28.19 per share. The net value realized per share was \$21.88.

**PENSION BENEFITS**

The following table details the number of years of service credited, the present value of the accumulated benefits as of the September 30, 2006 measurement date, and any payments made during the fiscal year ended December 30, 2006 related to the Retirement Plan and the SERP. See pages 20 and 21 for a discussion of these plans.

<b>Name</b>	<b>Plan Name</b>	<b>Number of Years</b>	<b>Present Value of</b>	
			<b>Accumulated Benefit (\$)</b>	<b>Payments During</b>

		<b>Credited Service</b>		<b>Last Fiscal Year (\$)</b>
George E. Deese	Retirement Plan	38	767,206	
Jimmy M. Woodward	Retirement Plan	16	115,343	
Gene D. Lord	Retirement Plan	40	553,431	
Allen L. Shiver	Retirement Plan	24	173,507	
Stephen R. Avera	Retirement Plan	16	135,583	
	SERP	N/A		15,008

Amounts reported above as the actuarial present value of accumulated benefits are computed using the same interest rate (6.0%) and mortality table assumptions (RP2000 with mortality improvements projected to 2006 using Scale AA) that Flowers Foods applies to amounts reported in its financial statement disclosures.

**Table of Contents****NONQUALIFIED DEFERRED COMPENSATION**

The following table provides details regarding executive participation in the EDCP during the December 30, 2006 fiscal year. See page 21 of this proxy statement for a description of the EDCP.

<b>Name</b>	<b>Employee Contributions in FY 2006 (\$)(1)</b>	<b>Employer Contributions in FY 2006 (\$)(2)</b>	<b>Aggregate Earnings in FY 2006 (\$)(3)</b>	<b>Aggregate Withdrawals / Distributions (\$)</b>	<b>Aggregate Balance at 12/30/2006 (\$)(4)</b>
George E. Deese	144,494	56,699	64,939		947,269
Jimmy M. Woodward	36,963	18,830	15,189		230,715
Gene D. Lord	14,964	18,353	1,387		34,703
Allen L. Shiver	14,057	15,406	2,367		46,341
Stephen R. Avera	13,441	14,459	3,819		65,121

- (1) For Mr. Deese, includes \$74,619 of 2006 salary earned and \$69,875 of bonus earned in 2005 but paid in 2006. For all other executives, amounts shown are deferrals of 2006 salary earned.
- (2) Amounts are included in All Other Compensation in the Summary Compensation Table for the December 30, 2006 fiscal year.
- (3) Above-market interest on nonqualified deferred compensation is included in the Summary Compensation Table as Nonqualified Deferred Compensation Earnings for the December 30, 2006 fiscal year. Interest is above-market if earned at a rate which is 120% or more of the applicable federal long-term rate. Earnings in the EDCP are interest-based credits which exceed this threshold. The amount of above-market interest for each executive included in the Summary Compensation Table is as follows: Mr. Deese \$14,512; Mr. Woodward \$3,352; Mr. Lord \$224; Mr. Shiver \$461; Mr. Avera \$743.
- (4) The cumulative portion of the aggregate balance at December 30, 2006 reported in the Summary Compensation Table for all prior years is as follows: Mr. Deese \$225,476; Mr. Woodward \$66,415; Mr. Lord \$0; Mr. Shiver \$14,512; and Mr. Avera \$20,443.

**POTENTIAL PAYMENTS UPON TERMINATION OR CHANGE IN CONTROL****Payments Made Upon Termination Following a Change in Control**

The company has entered into separation agreements with certain executive officers, including the Named Executives, which are designed to assure continuity of management in the event of a change in control. If (i) the company experiences a change in control and (ii) an executive's employment is terminated following the change in control for any reason other than for cause or disability or the executive terminates his employment for good reason (as defined in the agreements), the executive is entitled to the following benefits under the terms of the separation agreements:

a lump sum payment equal to three times (in the case of Mr. Deese) or two times (in the case of all other Named Executives) the sum of (i) the executive's annual base salary and (ii) a bonus equal to the base salary multiplied by the executive's target bonus percentage under the Bonus Plan;

continuation of medical insurance, life insurance and other welfare benefits for the executive and/or the executive's family until the first anniversary of the executive's date of termination; and

reasonable relocation expenses incurred by the executive within one year following the date of termination.

These agreements also provide for tax gross-up payments to neutralize any excise taxes that are imposed on payments subject to the Code (upon a change in control) and any additional income taxes that are attributable to those payments. The compensation committee may select, in its sole discretion, any additional executives to be offered such separation agreements.

**Table of Contents**

The following events would constitute a change in control under the separation agreements:

all or substantially all of the company's assets are sold to another entity, or the company is merged, consolidated or reorganized into or with another entity, with the result that upon the conclusion of the transaction less than 51% of the outstanding securities entitled to vote generally in the election of directors of the surviving entity are owned, directly or indirectly, by the shareholders of the company generally prior to the transaction;

any person becomes the beneficial owner of securities representing 35% of the voting power of the company excluding (1) any subsidiary, affiliate or employee benefit plan of the company or (2) any person or group of employees of which the company or a subsidiary control a greater than 25% interest; or

a majority of the board of directors are not directors who were (1) members of the board of directors on the effective date of the separation agreement or (2) nominated for election or elected to the board of directors by a majority of the directors who were members of the board at the time of such nomination or election.

If the CEO is terminated, he is bound by a three year covenant not to compete with respect to the trade or business of the successor entity. If any other Named Executive is terminated, he is bound by a two year covenant not to compete with respect to the trade or business of the successor entity. Breach of this covenant may result in the forfeiture of any payments or benefits that the executive is entitled to under the separation agreement.

If a change in control occurs, regardless of whether the executive's employment is terminated, all unvested restricted stock (at the target level) and all unvested stock options held by the executive immediately vest.

**Payments Made Upon Death, Disability or Retirement**

If a Named Executive dies, becomes permanently disabled or retires he is generally entitled to the following items:

immediate vesting in all restricted stock; and

immediate vesting in all unvested stock options.

Amounts shown in the table below represent estimated amounts payable (or realizable) upon death, disability, or retirement, a change in control without termination or termination in connection with a change in control. Amounts shown in the tables below are the estimated payment amounts assuming that the triggering event occurred on December 30, 2006. Values in the tables for equity-based awards are calculated using the closing market price of \$26.99 of the company's common stock on December 30, 2006. Based on these assumptions, no tax gross-up payments would be due to any of the Named Executives.

<b>Death, Disability or Retirement (\$)</b>	<b>Change in Control (\$)</b>	<b>Termination Following Change in Control (\$)</b>
---	---------------------------------------	---

**George E. Deese**

Edgar Filing: FLOWERS FOODS INC - Form DEF 14A

<i>Cash Severance</i>			4,500,210
<i>Equity Payout</i>	6,209,203	6,209,203	6,209,203
<i>Other Benefits(1)</i>			35,988
<b>Total</b>	6,209,203	6,209,203	10,745,401
<b>Jimmy M. Woodward</b>			
<i>Cash Severance</i>			1,184,429
<i>Equity Payout</i>	2,181,839	2,181,839	2,181,839
<i>Other Benefits(1)</i>			36,899
<b>Total</b>	2,181,839	2,181,839	3,403,167

**Table of Contents**

	<b>Death, Disability or Retirement (\$)</b>	<b>Change in Control (\$)</b>	<b>Termination Following Change in Control (\$)</b>
<b>Gene D. Lord</b>			
<i>Cash Severance</i>			1,199,277
<i>Equity Payout</i>	2,181,839	2,181,839	2,181,839
<i>Other Benefits(1)</i>			35,771
<b>Total</b>	2,181,839	2,181,839	3,416,887
<b>Allen L. Shiver</b>			
<i>Cash Severance</i>			1,056,183
<i>Equity Payout</i>	2,181,839	2,181,839	2,181,839
<i>Other Benefits(1)</i>			34,341
<b>Total</b>	2,181,839	2,181,839	3,272,363
<b>Stephen R. Avera</b>			
<i>Cash Severance</i>			1,009,458
<i>Equity Payout</i>	1,550,507	1,550,507	1,550,507
<i>Other Benefits(1)</i>			36,881
<b>Total</b>	1,550,507	1,550,507	2,596,846

(1) Other Benefits includes the estimated cost to provide outplacement assistance, relocation services and a one year continuation of health and welfare benefits for the Named Executives in accordance with the terms of the separation agreements.

**DIRECTOR COMPENSATION****General**

Based upon the recommendations of the nominating/corporate governance committee, the board determines director compensation. An employee of the company who also serves as a director does not receive any additional compensation for serving as a director or as a member or chair of a board committee.

**2006 Director Compensation Package**

The nominating/corporate governance committee periodically reviews the status of director compensation in relation to other comparable companies and other factors it deems appropriate. In addition, the nominating/corporate governance committee engages Towers Perrin, an independent compensation consultant, to assist the committee in its assessment of the competitiveness of director compensation. During 2006, the directors' compensation package for non-employee directors was based on the following principles:

a significant portion of director compensation should be aligned with creating and sustaining shareholder value;

directors should have equity interest in the company; and



total compensation should be structured to attract and retain a diverse and truly superior board of directors.

With the above principles in mind, the compensation package for 2006 was comprised of the following components:

***Cash and Stock Compensation***

an annual cash retainer of \$70,000 for all directors;

an annual cash retainer of \$10,000 for the chairman of the audit and compensation committees;

30

---

**Table of Contents**

an annual cash retainer of \$5,000 for the chairman of the nominating and corporate governance committee;

an annual cash retainer of \$5,000 for the chairman of the finance committee;

an annual cash retainer of \$5,000 for each member of the audit committee; and

an annual award of restricted stock valued at \$75,000 (which vests one year from the date of grant) based upon the average of the high and low market prices of the company's common stock on the Monday following the annual meeting of shareholders.

***Participation in Company Plans***

Non-employee directors are eligible to participate in the EPIP, our Stock Appreciation Rights Plan (the SAR Plan) and the EDCP. Under the EPIP, non-employee directors received restricted stock grants as described above. The restricted stock vests one year from the date of grant. Under the SAR Plan, a non-employee director may elect to receive stock appreciation rights in lieu of cash payments for the retainers described above. Stock appreciation rights granted under the SAR Plan do not give the director an equity interest in the company. Stock appreciation rights vest one year from the date of issuance, and the director has ten years to exercise these rights. Additionally, each stock appreciation right receives credit for any dividends paid on an equivalent number of shares of the company's common stock. Stock appreciation rights are expensed in accordance with the fair value provisions of FAS 123R.

Under the EDCP, non-employee directors may elect to defer all or any portion of their annual retainer. All deferrals earn interest until paid to the director. Generally, the deferral plus interest is paid to the director upon retirement or termination from the company's board of directors.

***Stock Ownership Guidelines***

The board believes that the economic interests of directors should be aligned with those of shareholders. To achieve this, all directors are expected to hold shares of common stock in the company. A non-employee director must own shares of common stock with a value of at least five times the annual cash retainer paid to the non-employee directors. Members of the board have four years to reach the stated minimums. These guidelines may be revised or terminated by the nominating/corporate governance committee at any time with thirty days written notice to the affected directors.

***Other Arrangements***

We reimburse all directors for out-of-pocket expenses incurred in connection with attendance at board meetings, or when traveling in connection with the performance of their services for the company.

**Table of Contents****DIRECTOR SUMMARY COMPENSATION TABLE**

The following table details compensation to non-employee members of the board of directors of Flowers Foods for the December 30, 2006 fiscal year:

Name	Fees Earned		Change in Pension Value and Nonqualified Deferred Comp.	All Other	Total
	or Paid in Cash (\$)(1)	Stock Awards (\$)(2)	Earnings(3)	Comp.(4)	
Joe E. Beverly	75,000	71,140			146,140
Franklin L. Burke	85,000	71,140	5,290		161,430
Manuel A. Fernandez	70,000	71,140	792		141,932
Benjamin H. Griswold, IV	75,000	71,140			146,140
Joseph L. Lanier, Jr.	80,000	71,140	2,058		153,198
Amos R. McMullian	70,000	71,140	16,395	275,434	432,969
J.V. Shields, Jr.	70,000	71,140			141,140
Melvin T. Stith, Ph. D.	70,000	71,140			141,140
Jackie M. Ward	75,000	71,140	5,365		151,505
C. Martin Wood III	80,000	71,140		41,102	192,242

(1) Directors have the option to convert their cash fees into stock appreciation rights ( SARs ) or defer their cash fees in the EDCP. During fiscal 2006, Mr. Burke elected to contribute all of his cash fees into the EDCP. In fiscal 2006, Mr. Fernandez elected to convert \$52,000 of his fees into stock appreciation rights and contributed the remainder to EDCP. In fiscal 2006, Mr. Griswold converted \$15,000 of his fees into SARs and received the remaining \$60,000 in cash. In fiscal 2006, Mr. Shields converted \$53,500 of his fees into SARs and received the remaining \$16,500 in cash. In fiscal 2006, Ms. Ward converted \$33,750 of her fees into SARs and contributed the remainder to the EDCP. Stock appreciation rights become exercisable on the first anniversary of the date of grant. SARs are accounted for under FAS 123R.

(2) The stock awards represent current year compensation cost computed in accordance with FAS 123R related to restricted stock granted to each non-employee director in 2005 and 2006. The 2006 restricted stock award is valued in accordance with FAS 123R and vests one year from the date of grant. The full grant date fair value of each director's 2006 award is \$75,000. Each of Messrs. Beverly, Burke, Fernandez, Griswold, Lanier, McMullian, Shields, Stith and Wood and Ms. Ward have 2,564 shares of restricted stock granted and unvested at December 30, 2006. The value of each award based on the December 30, 2006 closing market price of \$26.99 for Flowers Foods, Inc.'s common shares is \$69,202. Details regarding the number of stock appreciation rights, nonqualified stock options and restricted stock held by each director as of December 30, 2006 is as follows:

**Stock                      Nonqualified**

<b>Name</b>	<b>Appreciation Rights (#)</b>	<b>Stock Options (#)</b>	<b>Restricted Stock (#)</b>
Joe E. Beverly			2,564
Franklin L. Burke	42,525	33,750	2,564
Manuel A. Fernandez	14,750		2,564
Benjamin H. Griswold, IV	2,300		2,564
Joseph L. Lanier, Jr.	44,813	33,750	2,564
Amos R. McMullian		366,000	2,564
J.V. Shields, Jr.	41,075	33,750	2,564
Melvin T. Stith, Ph. D			2,564
Jackie M. Ward	9,400		2,564
C. Martin Wood III		33,750	2,564

**Table of Contents**

- (3) Amounts reported in this column represent above-market earnings on deferred compensation. The present value of accrued pension benefits for Messrs. McMullian and Wood declined because the benefit amounts remain fixed while the interest rates increase.
- (4) Amounts reported as All Other Compensation in the Director Compensation Table above, include the following for the relevant directors:

<b>Name</b>	<b>Distributions from Retirement Plan \$(a)</b>	<b>Distributions from EDCP \$(a)</b>	<b>Miscellaneous \$(b)</b>	<b>Total (\$)</b>
Amos R. McMullian	117,809	94,496	63,129	275,434
C. Martin Wood III	41,102			41,102

- (a) Distributions to Mr. McMullian under the EDCP and the Retirement Plan were earned during his service as an employee of the company. Mr. McMullian retired as chief executive officer in 2004. Distributions to Mr. Wood under the Retirement Plan were also earned during his service as an employee of the company. Mr. Wood retired as senior vice president and chief financial officer in 2000.
- (b) For Mr. McMullian includes \$58,087 for administrative support provided by the company for his service as chairman emeritus of the board. Also includes personal use of company aircraft.

**Table of Contents**

**TRANSACTIONS WITH MANAGEMENT AND OTHERS**

**Executive Officer and Director-Related Employees of the Company**

Ty Deese, an adult child of George E. Deese, the chairman of the board, president and chief executive officer of the company, was employed as the president of a company subsidiary throughout fiscal 2006. He was paid an aggregate salary and bonus of \$203,941 in fiscal 2006.

Charles Avera, the brother of Stephen R. Avera, the senior vice president, secretary and general counsel of the company, was employed as a national accounts vice president of a company subsidiary throughout fiscal 2006. He was paid an aggregate salary and bonus of \$145,192 in fiscal 2006.

A. Ryals McMullian, an adult child of Amos R. McMullian, a director, was employed by the company throughout fiscal 2006 as associate general counsel. He was paid an aggregate salary and bonus of \$175,209 in fiscal 2006.

Any transaction between the company and a related party is disclosed to the nominating and corporate governance committee and then presented to the full board for evaluation and approval. The company's policies with respect to related party transactions are set forth in our corporate governance guidelines and our code of business conduct & ethics which states that the company does not engage in transactions with related parties if such a transaction would cast into doubt the independence of the director, present the appearance of a conflict of interest or violate any applicable law. Each of the transactions set forth above were reviewed and approved by our board in accordance with the company's policy.

**Table of Contents**

**AUDIT COMMITTEE REPORT**

*The following Report of the audit committee does not constitute soliciting material and should not be deemed filed or incorporated by reference into any other Flowers Foods filing under the Securities Act of 1933 or the Securities Exchange Act of 1934, except to the extent we specifically incorporate this Report by reference therein.*

During fiscal 2006, the audit committee conducted nine meetings. At each meeting the audit committee met with the senior members of the company's management team (including the chief financial officer), internal auditors and the company's independent registered public accounting firm, PricewaterhouseCoopers LLP. At each of its regularly scheduled meetings, the audit committee conducted private sessions with the independent registered public accounting firm, and separately with the director of internal audit, the chief financial officer, the company's compliance officer and the company's general counsel to discuss financial management, accounting and internal controls, compliance matters and legal issues. The audit committee has reviewed and discussed with management and PricewaterhouseCoopers LLP the company's audited consolidated financial statements for the year ended December 30, 2006 and the company's disclosures under Management's Discussion and Analysis of Financial Condition and Results of Operations in the Annual Report on Form 10-K, including a discussion of the quality of the accounting principles, the reasonableness of significant accounting judgments and estimates and the clarity of disclosures in the financial statements. The audit committee reviewed management's representations and reviewed certifications prepared by the chief executive officer and chief financial officer that the unaudited quarterly and audited consolidated financial statements of the company fairly present, in all material respects, the financial condition and results of operations of the company. Management advised the audit committee that the company's financial statements were prepared in accordance with generally accepted accounting principles, and reviewed significant accounting issues with the audit committee. These reviews included discussions with PricewaterhouseCoopers LLP of the matters required to be discussed pursuant to the Statement on Auditing Standards No. 61, Communication with Audit Committees, as amended, including the quality of the company's accounting principles, the reasonableness of significant judgments and the clarity of disclosures in the financial statements. The audit committee has also received the written disclosures and the letter from PricewaterhouseCoopers LLP required by Independence Standards Board Standard No. 1, Independence Discussions with Audit Committees, and has discussed with PricewaterhouseCoopers LLP matters relating to its independence from the company, including a review of audit and non-audit fees. The audit committee has also monitored the scope and adequacy of the company's internal audit program and reviewed internal audit staffing levels.

The audit committee has been updated periodically on management's process to assess the adequacy of the company's internal control over financial reporting, the framework used to make the assessment, and management's conclusions on the effectiveness of the company's internal control over financial reporting. The audit committee has also discussed with PricewaterhouseCoopers LLP the company's internal control assessment process, management's assessment with respect thereto and PricewaterhouseCoopers LLP's evaluation of the company's internal control over financial reporting.

In performing all of its functions, the audit committee acts in an oversight capacity on behalf of the board of directors. The audit committee reviews the company's earnings releases before issuance and its Quarterly Reports on Form 10-Q and Annual Report on Form 10-K prior to filing with the SEC. In its oversight role, the audit committee relies on the representations of management, which has the primary responsibility for establishing and maintaining adequate internal controls over financial reporting and for preparing the financial statements and other reports, and of the independent registered public accounting firm, who is engaged to audit and report on the consolidated financial statements of the company and its subsidiaries, management's assessment of the effectiveness of the company's internal control over financial reporting and the effectiveness of the company's internal control over financial reporting.





**Table of Contents**

Based on its review and discussions, the audit committee recommended to our board of directors (and the board of directors has approved) that our audited financial statements be included in our Annual Report on Form 10-K for the fiscal year ended December 30, 2006. The audit committee and the board of directors also have appointed PricewaterhouseCoopers LLP as our independent registered public accounting firm for the fiscal year ending December 29, 2007. The board of directors is recommending that the shareholders of Flowers Foods, Inc. ratify the appointment of PricewaterhouseCoopers LLP as our independent registered public accounting firm.

The Audit Committee  
of the Board of Directors:

Franklin L. Burke, Chairman  
Joe E. Beverly  
Benjamin H. Griswold, IV  
C. Martin Wood III

**Table of Contents**

**PROPOSAL II**

**RATIFICATION OF APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC  
ACCOUNTING FIRM**

Our audit committee and board of directors has appointed PricewaterhouseCoopers LLP as our independent registered public accounting firm for the fiscal year ending December 29, 2007. Our board of directors recommends that this appointment be ratified.

Representatives of PricewaterhouseCoopers LLP will be present at the meeting and will have the opportunity to make a statement, if they desire to do so, and to respond to appropriate questions.

We have been advised by PricewaterhouseCoopers LLP that neither the firm, nor any member of the firm, has any financial interest, direct or indirect, in any capacity in the company or its subsidiaries.

If the shareholders of the company do not ratify the appointment of PricewaterhouseCoopers LLP as our independent registered public accounting firm for fiscal 2007, the audit committee will reconsider the appointment.

**YOUR BOARD OF DIRECTORS UNANIMOUSLY RECOMMENDS  
THAT YOU VOTE FOR PROPOSAL II**

**FISCAL 2006 AND FISCAL 2005 AUDIT FIRM FEE SUMMARY**

During fiscal 2006 and fiscal 2005, we retained our principal accountant, PricewaterhouseCoopers LLP, to provide services in the following categories and amounts:

*Audit Fees.* Fees for audit services totaled approximately \$1,315,000 in 2006 and \$1,250,000 in 2005, including fees associated with annual audits and the reviews of our Quarterly Reports on Form 10-Q and Annual Reports on Form 10-K.

*Audit Related Fees.* Fees for audit related services totaled approximately \$89,900 in 2006 and \$82,550 in 2005. Audit related services principally include services related to audits of certain employee benefit plans and accounting consultations.

*Tax Fees.* Fees for tax services, including tax compliance, tax advice and tax planning, totaled approximately \$275,000 in 2006 and \$338,800 in 2005.

*All Other Fees.* Fees for all other services not described above totaled approximately \$4,500 in 2006 and \$4,000 in 2005, and were related to software licensing agreements in both 2006 and 2005.

All non-audit services were reviewed by the audit committee, which concluded that the provision of such services by PricewaterhouseCoopers LLP was compatible with the maintenance of that firm's independence in the conduct of its auditing function. On an ongoing basis all audit and permissible non-audit services provided by PricewaterhouseCoopers LLP are pre-approved by the audit committee on a case-by-case basis.

Representatives from PricewaterhouseCoopers LLP are expected to be present at the annual meeting. They will be provided the opportunity to make a statement and will be available for appropriate questions.



**Table of Contents**

**SHAREHOLDER PROPOSALS**

In order to properly submit a proposal for inclusion in the proxy statement for the 2008 annual meeting, you must follow the procedures outlined in Rule 14a-8 of the Exchange Act. To be eligible for inclusion, we must receive your shareholder proposal at our principal corporate offices in Thomasville, Georgia as set forth below no later than December 15, 2007.

If you wish to present a proposal before the 2008 annual meeting, but do not wish to have the proposal considered for inclusion in the proxy statement and proxy card, you must follow the procedures outlined in our amended and restated bylaws. We must receive your shareholder proposal at the address noted below by February 28, 2008. If your proposal is not properly brought before the annual meeting in accordance with our amended and restated bylaws, the chairman of the board of directors may declare such proposal not properly brought before the annual meeting, and it will not be acted upon.

Any proposals or notices should be sent to:

Stephen R. Avera  
Senior Vice President,  
Secretary and General Counsel  
Flowers Foods, Inc.  
1919 Flowers Circle  
Thomasville, Georgia 31757

**Table of Contents**

[Form of Paper Proxy Front]

**FLOWERS FOODS, INC.**

Dear Shareholder,

Please take note of the important information enclosed with this proxy. Your vote is important, and we encourage you to exercise your right to vote your shares. Please mark the boxes on the reverse side of this proxy card to indicate your vote. Then sign the card and return it in the enclosed postage-paid envelope, or follow the instructions on the reverse side of this proxy card for Internet or telephone voting. Your vote must be received prior to the annual meeting of shareholders on June 1, 2007.

If you are a participant in the Flowers Foods, Inc. 401(k) Retirement Savings Plan, you have the right to direct Mercer Trust Company, the trustee of the 401(k) plan, how to vote the Flowers Foods, Inc. common shares allocated to your account. Any unvoted or unallocated shares will be voted by the trustee in the same proportion on each proposal as the trustee votes the shares of stock credited to the 401(k) plan participants' accounts for which the trustee receives voting directions from the 401(k) plan participants. The number of shares you are eligible to vote is based on your balance in the 401(k) plan on March 30, 2007, the record date for the annual meeting. Because all of the shares in the 401(k) plan are registered in the name of Mercer Trust Company, as trustee, you will not be able to vote your shares in the 401(k) plan in person at the annual meeting on June 1, 2007.

If you own stock directly in your own name as well as in the 401(k) plan, separate share totals are indicated on the reverse side of this voting instruction form. If you own stock indirectly through a bank or broker, as well as in the 401(k) plan, you will receive a separate voting instruction form from the bank or broker.

Thank you.

Flowers Foods, Inc.

**FLOWERS FOODS, INC.  
1919 Flowers Circle  
Thomasville, Georgia 31757**

**THIS PROXY IS SOLICITED ON BEHALF OF THE BOARD OF DIRECTORS  
FOR THE ANNUAL MEETING OF SHAREHOLDERS TO BE HELD ON JUNE 1, 2007**

The undersigned hereby appoints George E. Deese, Jimmy M. Woodward and Stephen R. Avera as proxies, with power to act without the other, and with full power of substitution, and hereby authorizes them to represent and vote, as designated on the reverse side, all the shares of common stock of Flowers Foods, Inc. held of record on March 30, 2007 by the undersigned at the annual meeting of shareholders to be held on June 1, 2007, and at any adjournment or postponement thereof. The above-named proxies of the undersigned are authorized to vote, in their discretion, upon such other matters as may properly come before the annual meeting and any adjournment or postponement thereof.

If you are a participant in the Flowers Foods, Inc. 401(k) Retirement Savings Plan, you have the right to direct Mercer Trust Company, the trustee of the 401(k) plan, how to vote the Flowers Foods, Inc. common shares allocated to your account. This proxy card also acts as a voting instruction form to provide voting directions to the trustee.

The proxies will vote on the proposals set forth in the Notice of Annual Meeting and Proxy Statement as specified on the reverse side and are authorized to vote, in their discretion, on any other business that may properly come before the Annual Meeting.

WHEN PROPERLY EXECUTED, THIS PROXY WILL BE VOTED IN ACCORDANCE WITH THE INSTRUCTIONS INDICATED ON THE REVERSE SIDE. IF NO INDICATION IS MADE, THIS PROXY WILL BE VOTED FOR THE ELECTION OF THE DIRECTOR-NOMINEES LISTED ON THE REVERSE SIDE AND FOR PROPOSAL 2, AND IN THE DISCRETION OF THE PROXIES AS TO ANY OTHER MATTER THAT MAY PROPERLY COME BEFORE THE ANNUAL MEETING.

PLEASE VOTE, DATE AND SIGN ON THE REVERSE SIDE AND RETURN THE PROXY IN THE RETURN ENVELOPE PROVIDED.

---

**Table of Contents**

[Form of Paper Proxy Back]

**FLOWERS FOODS, INC.**  
**ATTN: INVESTOR RELATIONS DEPT.**  
**1919 Flowers Circle**  
**Thomasville, GA 31757**

**VOTE BY INTERNET [www.proxyvote.com](http://www.proxyvote.com)**

Use the Internet to transmit your voting instructions and for electronic delivery of information up until 11:59 P.M. Eastern Time on May 31, 2007 (May 29, 2007 for 401(k) plan participants). Have your proxy card in hand when you access the web site. You will be prompted to enter the 12-digit Control Number which is located below to obtain your records and to create an electronic voting instruction form.

**VOTE BY PHONE 1-800-690-6903**

Use any touch-tone telephone to transmit your voting instructions up until 11:59 P.M. Eastern Time on May 31, 2007 (May 29, 2007 for 401(k) plan participants). Have your proxy card in hand when you call. You will be prompted to enter the 12-digit Control Number which is located below and then follow the simple instructions the Vote Voice provides you.

**VOTE BY MAIL**

Mark, sign, and date your proxy card and return it in the postage-paid envelope we have provided or return it to Flowers Foods, Inc., c/o ADP, 51 Mercedes Way, Edgewood, NY 11717.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS:

**THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED**

**FLOWERS FOODS, INC.**

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR ALL THE DIRECTOR-NOMINEES:**

1. Election of Directors

Director-nominees proposed for election in Class III to serve until 2010:

01) Franklin L. Burke, 02) George E. Deese, 03) Manuel A. Fernandez, 04) Melvin T. Stith, Ph.D.

FOR ALL     WITHHOLD ALL     WITHHOLD AUTHORITY TO VOTE FOR ANY  
INDIVIDUAL DIRECTOR-NOMINEE  
(Write number(s) of director-nominee(s) on the line below)

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE FOR THE FOLLOWING PROPOSAL:**

Edgar Filing: FLOWERS FOODS INC - Form DEF 14A

2. To ratify the appointment of PricewaterhouseCoopers LLP as the independent registered public accounting firm for Flowers Foods, Inc. for the 2007 fiscal year.

FOR       AGAINST       ABSTAIN

Please date this proxy and sign it exactly as your name or names appear on your stock certificates or on a label affixed hereto. When shares are held jointly, EACH joint owner should sign. When signing as attorney, executor, administrator, trustee, guardian, corporate officer, etc., give full title as such. If shares are held by a corporation, please sign in full the corporate name by its president or other authorized officer. If shares are held by a partnership, please sign in the partnership name by an authorized person.

Signature (PLEASE SIGN WITHIN BOX) Date

Signature (Joint Owners) Date