

Special Report:

THE WINN-DIXIE COMPANY

100 years of legacy and the bold chapter ahead

For 100 years, Winn-Dixie has operated grocery stores in communities across Florida and southern Georgia. From everyday essentials to special occasions, the grocer has maintained a consistent neighborhood presence built on trust and value.

But this centennial milestone is not simply about looking back; the company is utilizing that achievement as a strategic inflection point. Now operating as The Winn-Dixie Company, the grocer is sharpening its focus on the markets where its roots run deepest and its opportunities are strongest.

The next chapter is defined by clarity: a Florida-first growth strategy, disciplined investment in remodels and new stores, expanded Own Brands, enhanced digital convenience and a renewed commitment to value.

The goal is not reinvention for reinvention's sake, but intentional evolution: honoring a century of trust while building a modern grocery experience designed for today's shopper.

As Chairman and CEO Anthony Hucker puts it, Winn-Dixie is a "brand-new 100-year-old company," carrying its legacy forward with purpose while positioning itself for sustainable growth in the decades ahead.

Tradition meets transformation

Founded in 1925, Winn-Dixie grew from a small regional grocer into one of the Southeast's most recognized supermarket brands. Through economic cycles, industry consolidation and shifting consumer habits, it remained closely tied to the communities it serves, particularly across Florida, where it has long been considered a hometown grocer.

That local identity has endured. Trust, value and neighborhood presence remain the brand's defining attributes. Associates serving neighbors, stores tailored to local tastes and a consistent focus on affordability have shaped Winn-Dixie's reputation for generations.

At the same time, Winn-Dixie has evolved alongside its customers. Today's stores reflect more diverse communities, expanded fresh departments, culturally relevant assortments and award-winning Own Brands. Digital tools and a robust Winn-Dixie Rewards program deliver personalized savings,

while remodels and updated formats modernize the in-store experience without losing the familiarity customers expect.

The legacy, in many ways, is less about nostalgia and more about resilience. A century of operating in one of the country's most dynamic regions has required adaptability and focus. As the company steps into its next century as The Winn-Dixie Company, the balance between tradition and transformation remains central to its strategy.



How the Florida grocery icon is reinventing itself for the next century

Chairman and CEO Anthony Hucker is betting that a century of deep Florida roots – not national scale – is the company’s greatest competitive advantage ...

There are not many grocery companies that can claim 100 years of history, but Winn-Dixie is among those that can. From its earliest days serving Florida families, the banner has outlasted wars, recessions, the rise of big-box retail and the seismic disruption of e-commerce.

Now, under the leadership of Anthony T. Hucker, chairman and CEO of The Winn-Dixie Company, the grocer is doing something unusual in an industry that rarely looks backward – it is leaning into its own history as its primary growth strategy.

The rebranding to The Winn-Dixie Company name – announced last October – was more than a cosmetic change. It signaled a deliberate strategic pivot: concentrate resources in Florida and select neighboring southern Georgia markets; invest heavily in store remodels and new builds; grow the company’s award-winning Own Brand portfolio; and modernize the customer experience.



Anthony Hucker with a Winn-Dixie team member at a charitable giving event.



The message from the top is clear: “By stepping forward as The Winn-Dixie Company, we are sharpening our strategy around the markets where our roots run deepest and our opportunities are strongest,” Hucker said.

Century of resilience – and a renewed sense of purpose

The top executive also is candid about the weight of leading a company with Winn-Dixie’s legacy. “I’m humbled by it and feel a powerful sense of obligation to the legacy of this company, our people and the communities that count on me,” said Hucker, who has more than 30 years of global retail experience, including senior leadership roles at Aldi, Royal Ahold Group and Walmart.

That obligation, he posits, is not just sentimental; it is strategic.

For generations of Florida families, Winn-Dixie has been woven into the rhythms of ordinary life – the weekly grocery run, the holiday table, the birthday cake. That kind of embedded brand loyalty, Hucker said, is

not something a national chain can manufacture. It has to be earned, store by store, neighbor by neighbor, over decades.

The century of history also comes with hard-won lessons. The company has navigated wars, economic cycles, industry consolidation and profound shifts in consumer behavior. Each disruption, Hucker said, has made the organization sharper. “The biggest lesson in recent years is that clarity wins and focus fuels momentum,” he explained. “This isn’t about starting over but rather carrying our century-old legacy forward with pride and purpose as we build our next 100 years.”



“By stepping forward as The Winn-Dixie Company, we are sharpening our strategy around the markets where our roots run deepest and our opportunities are strongest.”

Florida first: sharpening the footprint

At the center of Hucker’s transformation plan is a deliberately narrowed geographic focus. Rather than compete everywhere, The Winn-Dixie Company is doubling down on the markets where it has always been strongest.

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The company's bold five-year plan includes dozens of remodels and new ground-up store builds in Florida and select southern Georgia communities, markets where customer loyalty and brand recognition run deepest.

The store remodels are designed to feel unmistakably local. A recent grand reopening in St. Cloud, Florida, showcased updated design elements alongside more than 1,200 authentic Hispanic product offerings tailored specifically for that community, which was a tangible demonstration of the company's commitment to localized assortments. Enhanced fresh departments, Amazon return kiosks, improved digital integration and evolving liquor formats are among the modernizations rolling out across the footprint.

Enhanced fresh departments are integral in the company's remodeling program.

The retention of select South Georgia stores reflects the same disciplined thinking. "Where we believe we can operate with strength, serve communities well and create long-term value, we will continue to invest," Hucker said.



The liquor store portfolio plays a complementary role, providing shoppers with seamless convenience, often adjacent to or near grocery locations, while contributing meaningfully to company performance.

"Scale matters, but authentic connection matters even more," Hucker said. "That's where Winn-Dixie thrives."

Competing in a changed grocery landscape

Hucker makes no attempt to minimize the competitive pressure facing regional grocers today. Customers are demanding superior value, quality, convenience, seamless delivery and increasingly personalized

experiences, and national players with enormous scale are competing aggressively on all fronts.

The company's answer is to differentiate where national chains cannot easily follow: on authenticity, localization and data-driven personalization.

The Winn-Dixie Rewards program uses customer data to tailor offers around the products individual shoppers love most, turning routine transactions into what Hucker describes as "moments that feel rewarding and relevant." Free ice cream on birthdays and personalized deals are small gestures, but they reflect a philosophy that loyalty is built in daily micro-interactions, not just price per unit.

On the product side, the company is expanding its award-winning Own Brand portfolio, highlighted by the return of its iconic Lip Lickin' Chicken.

It also has launched third-party online grocery delivery through Amazon in select markets, with wider expansion planned for 2026 and beyond.

Behind the scenes, an artificial intelligence-powered Relocalize micro-factory is improving supply chain efficiency while reducing waste and emissions, pointing to a version of The Winn-Dixie Company that is as operationally sophisticated as it is locally rooted.

The advantage of private ownership

One structural advantage that Hucker points to repeatedly is the freedom that comes with private ownership. Without the pressure of quarterly earnings reports, the company can take a genuinely long-term view that includes investing in remodels, new stores, Own Brand innovations and community-centered programs that may not pay off in months but will build durable competitive advantage over years.

"Being privately held gives us the freedom to lead with long-term vision, investing strategically in the places where we can have the deepest impact," Hucker said. "It also gives us speed and flexibility to pilot bold initiatives with fewer constraints."

That flexibility, he argued, is essential in an industry where consumer expectations are shifting faster than ever.

The people business

Ultimately, Hucker returns again to a conviction that



no technology investment or supply chain innovation can substitute for: the relationship between a Winn-Dixie associate and a customer who has been shopping in the same store for 20 years.

"We always say, 'We're in the people business; we just happen to sell groceries,'" he explained. "Our associates are more than employees; they are neighbors serving neighbors."

In Hucker's telling, it is the store associate who knows a customer's name, understands a community's preferences and shows up reliably through hardship and celebration alike. That, he believes, is the company's most irreplaceable competitive asset.

The vision Hucker articulates for the decade ahead is ambitious but grounded: to become Florida's most preferred neighborhood grocer – the destination families choose every week because it delivers value, quality, convenience and human connection in a way no one else can.

"The goal is not simply growth," he said. "It is stewardship of a brand that has been woven into the fabric of these communities for a century."

One hundred years in, The Winn-Dixie Company is betting that clarity of purpose, depth of community roots and the trust of millions of Florida families are not relics of its past but foundations of its future.

As Hucker put it, "Honoring our heritage while investing boldly in what's next" is not a contradiction. It is the strategy.

DID YOU KNOW?

Anthony Hucker serves on several corporate and industry boards and is a respected advisor on transformation, governance and enterprise leadership. He is a sought-after speaker, contributor to CNBC, FOX and CNN and lectures internationally on leadership, strategy and organizational change.

Seven Harveys stores will convert to Winn-Dixies

In mid-March, The Winn-Dixie Company announced that it would rebanner seven Harveys Supermarket stores in Florida and Georgia with the Winn-Dixie name.

"The conversions mark another step forward in the company's evolution to The Winn-Dixie Company, reflecting a sharpened focus on growing the Winn-Dixie brand and delivering a more unified grocery experience for customers across Florida and southern Georgia," the Jacksonville, Florida-based grocer said.

Six of the Harveys to be converted are in north and central Florida: 5909 University Blvd. W., Jacksonville; 5250 Moncrief Road W., Jacksonville; 4506 SW Heritage Oaks Circle, Lake City; 3435 N. Pine Ave., Ocala; 2630 US Hwy. 92, Lakeland; and 1305 Ariana St. W., Lakeland.

The one South Georgia store is located at 3606 S. Second St. in Folkston.

While the converting stores will reflect

Winn-Dixie's new look, the grocer said it will take care to keep local customer favorite products across the store as it adds Winn-Dixie brand products, prepared foods and its signature "Lip Lickin' Chicken" in the deli.

Harveys Rewards customers will be able to transition to the Winn-Dixie Rewards app, the grocer said. Their points will transfer over, and they can continue accessing weekly digital deals, planning tools and savings that turn rewards into dollars off groceries.

Customers will need only to download the Winn-Dixie app and enter their phone numbers; no new signup required.

"For more than a century, Winn-Dixie and Harveys have earned the trust of families and communities across our region," said Anthony Hucker, chairman and CEO of The Winn-Dixie Company.

"Bringing our stores together under one iconic



name, Winn-Dixie, allows us to build on that shared legacy while continuing to invest in our stores, our associates and the quality, value and fresh offerings our customers count on."

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Goal is for customers to always find quality, convenience, affordability

Gayle Shields is into her 10th year with the organization, having joined the company as a VP in January 2017. This past January, Shields was named chief merchandising and marketing officer for The Winn-Dixie Company. She leads a fully integrated growth, customer and digital team, overseeing both strategy and execution across all store departments and the end-to-end customer experience.

Shields' responsibilities span merchandising and marketing operations, loyalty, digital, pricing, connected personalization, brand advertising, consumer insights, supply chain operations and demand planning and e-commerce.

She has more than 30 years of experience in the health care and grocery industry in various leadership roles. Prior to her promotion at Winn-Dixie, she held leadership positions including chief of store operations, VP of Own Brands and pharmacy, VP of grocery merchandising (non-food) and regional VP leading store operations for the North Florida region.

Before joining The Winn-Dixie Company, she worked for Ahold Delhaize for five years, ultimately as VP of pharmacy. She also has held positions at Albertsons, Save Mart and the California Department of Corrections. She has a bachelor's degree in pharmacy from the University of the Witwatersrand and an MBA from the University of South Africa.

Here, the seasoned executive shares her thoughts about how Winn-Dixie is going about making sure it serves customers and communities well now and into its next 100 years.



Gayle Shields, right, with a Winn-Dixie associate at a community feeding event.

How are customer needs and expectations guiding your decision-making?

People are at the heart of everything we do, and each decision reflects how our customers live, cook and celebrate.

We're a customer-obsessed organization, and every product we stock, promotion we run and store update we plan is shaped by what local families want and need from a modern grocery shopping experience.

Our stores reflect the diversity and culture of the communities we serve, ensuring that every customer can find familiar favorites, discover new products that resonate with their lifestyle and trust that their shopping experience will be consistent and reliable every visit.

Across Florida and southern Georgia, no two neighborhoods are the same, so our stores shouldn't be, either. That means tailoring assortments by location, expanding culturally relevant offerings, investing in fresh and prepared foods and ensuring value is clear and easy to access. It also means simplifying the experience from store layout to digital engagement.

By understanding our customers deeply, we can anticipate their expectations and deliver experiences that are personal, intuitive and reliable.

What are the keys to delivering a consistent, accessible shopping experience customers can rely on?

Consistency and accessibility are the foundation of the Winn-Dixie experience. Customers know they can walk into any store and find quality, value and convenience at every turn – an expectation built over decades of trust. And it is our responsibility to strengthen it every day.

Accessibility also means value they can see, products they can trust and stores that feel welcoming and easy to shop in.

Customers don't have to search for value; they can find it immediately in our Price Hold program, weekly BOGOs, digital coupons and in our Own Brands that deliver quality at a better price. Our bold store updates and innovations are helping us modernize the experience while preserving the neighborhood familiarity that customers value.

How do you obtain the insights and feedback you need to continuously improve the customer experience?

"Listening loudly," as we refer to it, is foundational to our culture and how we operate. We put a lot of time, energy and resources into listening to our customers, and we are constantly using that feedback to shape the customer experience in our stores.

Our updates are informed by deep category expertise, community-level analysis and disciplined in-store execution standards that ensure we translate data into impactful action.

We also listen actively through store-level feedback, associate input, social engagement and customer surveys to use this data responsibly.

For example, our Winn-Dixie Rewards program uses real-time data on shopping patterns, product preferences and savings behavior to deliver a more meaningful, personal experience. By combining analytics with human understanding, we can act quickly and thoughtfully to deliver the products, services and experiences that matter most.

Winn-Dixie has long supported its local communities in various ways – disaster relief, helping relieve hunger and food insecurity, honoring veterans, etc.

Tell me about how that strengthens Winn-Dixie as well as its customers and communities. Are your priorities shifting/growing into new areas of giving these days?

We believe it is both our responsibility and our privilege to help the communities we serve. Community support is at the heart of our purpose, and that is not changing.

As we move forward in our second century, that opportunity and responsibility to be thoughtful about where we focus our resources to make the greatest possible difference will continue to evolve.

We are sharpening our impact where we can best leverage our strengths as a trusted community partner by focusing on hunger relief and disaster relief in our communities.

Millions in the Southeast face food insecurity daily, and since 2005, we have partnered with Feeding America and other local hunger-relief organizations to ensure families have access to nutritious meals. We have also worked with the American Red Cross for more than 70 years to help communities prepare for, respond to and recover from severe weather.

Showing up for our neighbors strengthens trust, reinforces loyalty and demonstrates our commitment to the community beyond selling groceries. Today, we continue to carry this legacy forward by focusing on the programs and partnerships that make the biggest impact in our communities.

Saving money is a major priority for today's grocery shoppers. Tell me about...

- **Winn-Dixie's commitment to helping customers save;**
- **The role of the Winn-Dixie Rewards program in delivering everyday savings;**
- **How pricing, promotions and Own Brands support affordability; and**
- **How you help customers balance quality and value in today's economy.**

Today's shopper doesn't want to choose between quality, convenience and affordability. Our job is to make sure they don't have to sacrifice one for the other.

Delivering value has always been central to the Winn-Dixie promise, and that commitment remains as important today as it was 100 years ago. We are committed to helping our neighbors save time and money with every trip to their local Winn-Dixie, and we're investing millions into pricing to ensure our customers can put affordable protein and fresh produce on their plates.

Our signature Price Hold program saves shoppers nearly 20 percent on popular national and Own Brand favorites, and we refresh those items seasonally to offer dependable savings on the items customers buy most. Our weekly deals go beyond indulgence to include fresh produce, healthy beverages and shelf-stable essentials families rely on.

Our award-winning Own Brand products are another powerful vehicle for reducing grocery spending. With more than 4,100 private-label SKUs across food, beverage, household and specialty categories – including Know & Love, our clean-label line – we deliver high-quality products at affordable prices.

Our Winn-Dixie Rewards app takes savings even further. Customers earn points for free groceries, unlock digital coupons and receive offers tailored to how they shop, turning everyday purchases into real savings.

We know that our customers are navigating a lot of uncertainty right now, with the added challenges of tighter budgets and busier schedules. That's why we take pride in offering a variety of ways to help shoppers save money and feed their households without compromise.

How does your merchandising support an easy, reliable shopping experience for customers each time they visit?

Our merchandising is built around reliability. Strong in-stock positions, clear pricing and intuitive layouts allow customers to find what they need quickly. Neighborhood-tailored assortments ensure every store reflects its community's culture, tastes and priorities. We also work to find a balance between offering the essentials shoppers are looking for and giving them exciting local options to consider trying.

When shoppers can trust that their favorite items and new local options will be available every visit, we can make shopping feel effortless at the very least – and we hope it's fun as well.

How are you capitalizing on fresh, Own Brands and neighborhood relevance to draw and retain shoppers? What are the keys to neighborhood relevance for your stores?

Freshness builds trust; Own Brands build loyalty; and neighborhood relevance builds connection. Those pillars have guided Winn-Dixie for generations, and today we are refining them to meet the expectations of modern customers.

Our Own Brand portfolio delivers consistent quality at a value that families appreciate, while fresh products reflect local expectations for flavor and quality. Neighborhood relevance comes from understanding the culture, cuisine and traditions of each community.

For example, at our recent store renewal in St. Cloud, Florida, we introduced authentic Puerto Rican,

Dominican and Cuban flavors as permanent assortments, not seasonal displays. That model is scalable and will expand across more stores in 2026.

We want our stores to reflect the neighborhoods we serve, and this cross-functional approach ensures that our stores feel like they belong to the community, keeping customers coming back week after week.

The newly refreshed Winn-Dixie in St. Cloud, Florida, is merchandised year-round with authentic Puerto Rican, Dominican and Cuban flavors to meet the needs of area residents.

By pairing culturally relevant offerings with our award-winning Own Brands and fresh products, we create stores that feel personal, connected and essential to the neighborhoods we serve.

How do insights about today's shopper guide your marketing/merchandising decisions?

We strive to understand the shopper needs we see in our stores and communities every day. One of the ways we do this is by analyzing data such as basket trends, price sensitivity, demographic shifts and category performance to understand what matters most to families in Florida and southern Georgia, ensuring the strategy translates into a consistent experience on the shelf.

Our insights shape the decisions, and our store teams' execution brings them to life. When merchandising and marketing strategies are aligned around real customer behavior, the result is relevance customers can see and value they can feel.



Team members celebrate the grand reopening of the store in St. Cloud, Florida.

There are several trends afoot in the industry that seem to be gaining traction, such as an increasing desire for authentic ethnic foods, health and wellness (including GLP-1 medications, protein-packed foods, etc.). Which of these trends are most important to your Florida (and Georgia) shoppers? Or are there other trends that apply to your customers?

Florida and southern Georgia consist of incredibly dynamic and fast-growing areas. We are consistently monitoring how emerging trends are shaping consumer tastes, dietary needs and overall product demand. A few trends we have continued to see are strong demand for authentically local assortments, as well as protein-forward options and better-for-you alternatives at an accessible price point.

Cultural relevance and strong local representation are no longer nice-to-haves; they are expectations for our customers. That means building culturally diverse assortments and intentionally supporting small businesses owned and operated within our states. Local

brands bring authenticity, regional identity and entrepreneurial energy to our stores, while strengthening the economic fabric of the communities we serve.

A health and wellness focus continues to gain momentum. Customers are prioritizing protein-forward foods, cleaner ingredients and better-for-you options, particularly as conversations around GLP-1 medications and functional nutrition become more common. Our Know & Love line, now with more than 600 clean-label products, was developed to meet that demand. It delivers transparency, simplicity and affordability in one place.

What's most important is that these trends intersect with value. The key is delivering trend-forward assortments without losing sight of everyday affordability. Shoppers want products that reflect their culture, support their lifestyle and fit their budget. Our role is to seamlessly combine these priorities.

How do you best reach your customers with the messages you want them to hear?

We strive to meet customers where they are. Digital channels like the Winn-Dixie Rewards app, email and social media allow us to deliver personalized, timely messages, while weekly circulars, in-store signage and promotions ensure that savings and key offerings are visible in stores.

The strongest communication is when what we say matches the in-store experience – when customers see the deals, products and cultural relevance we promote, we build credibility, trust and connection. Every channel works together to make our message clear, consistent and actionable.

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