

OUR IMPACT

—
2025 Annual Benefit Corporation Report





Baking with Purpose

At King Arthur, we're guided by a long tradition of baking with purpose. For more than two centuries, care has been at the center of everything we do — care for our craft, for the people who bake with us, and for the world we all share. As a 100% employee-owned company, that commitment shows up in everything we do, from progress in sourcing trusted ingredients to creating diverse recipes to investing in planet-forward, people-positive practices. We're working to support healthier fields, stronger communities, and a more sustainable future for baking — all grounded in our commitment to advancing food justice, building resilience and shaping the future of food. And through our education, resources, and welcoming community, we invite everyone to learn, create, and bake alongside us.

KAREN COLBERG, CHIEF EXECUTIVE OFFICER
SUZANNE MCDOWELL, VICE PRESIDENT OF IMPACT



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WHO

WE ARE





Frank and Brinna Sands

Employee-Owned Benefit Corporation

Employee ownership is core to who we are and to how we work. In 1996, Frank and Brinna Sands chose to sell the company not to outside investors, but to the employees who help shape it every day. They believed that those who work in a company should be its natural stewards. That commitment deepened in 2012, when we became a Vermont Benefit Corporation which requires us to consider the impact of every decision on all stakeholders — our employee-owners, bakers, communities, partners, and planet. As employee-owners, we take that responsibility seriously. We carry forward a legacy that began in 1790, and that sense of shared responsibility influences everything we do — from the products we create to the culture we nurture. Together, we're building a company that does right by our people, our planet, and our baking community.



Certified B Corp since 2007

We're proud to be a founding Certified B Corp and to have renewed our certification under B Lab's global standards. Recertification is a milestone that marks our commitment to transparency, accountability, and continuous improvement. As a Certified B Corp, our environmental and social performance is independently measured and verified, ensuring we hold ourselves to the highest standards as we grow and continue to raise the bar.



FOOD

JUSTICE





Chef Carla Briggs and Chef Kathryn Conyers, Viola's Heritage Breads

OUR IMPACT WORK IS GROUNDED IN THE BELIEF THAT A JUST AND RESILIENT FOOD SYSTEM IS ESSENTIAL FOR A THRIVING FUTURE.

We are working to help build a system where everyone can grow, share, sell, and enjoy food with dignity and purpose. Through strategic partnerships, investments, and advocacy, we strengthen resilience from farm to kitchen — creating a future where good food and opportunity rise together.



Chef Waldo Stout, Waldo's Pizza

Guiding Principles

PARTNER-ORIENTED

We collaborate with those closest to the work — farmers, bakers, organizations, and advocates — to build lasting relationships that drive meaningful change.

IMPACT OVER UNIFORMITY

We focus on outcomes, not checkboxes, prioritizing depth of change over sameness of approach, meeting each partner and community where they are.

METRIC DRIVEN

We measure what matters. Tracking how our collective actions add up to stronger, more resilient food systems over time.

TRANSPARENCY

We share openly about our work and what we're learning, so that others can adapt, build, and join in the movement toward a more just food future.



OUR ROLE
IN THE
FOOD SYSTEM



FOOD JUSTICE



FARMERS

VALUE CHAIN PARTNERS

EMPLOYEE-OWNERS

COLLECTIVE ACTION

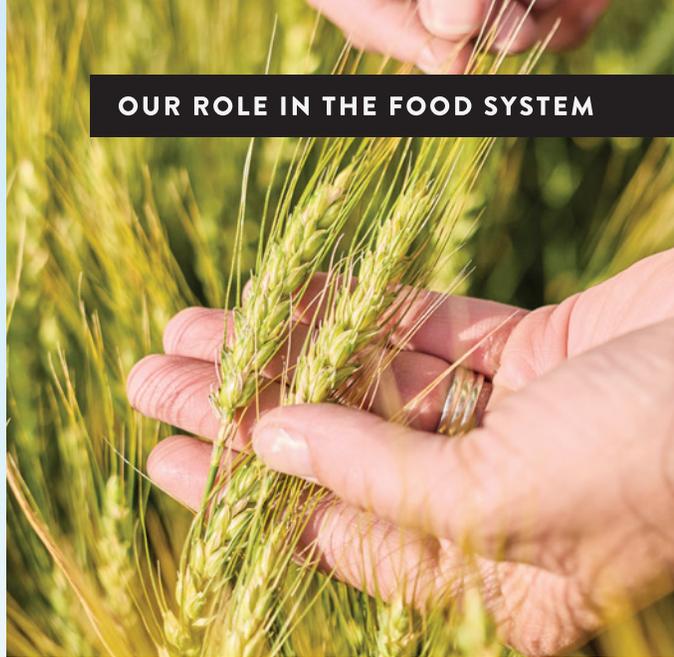
COMMUNITIES

BAKERS

FOOD JUSTICE



Abby and Clint Kroupa, Friesen Farms



OUR ROLE IN THE FOOD SYSTEM



OUR ROLE IN THE FOOD SYSTEM IS TO CONNECT THE PEOPLE WHO GROW OUR INGREDIENTS, THE BAKERS WHO USE THEM, AND THE COMMUNITIES WE SERVE.

Guided by food justice, we use our resources and relationships to strengthen local food economies, support regenerative farming, and help build a more just and resilient food system.

As our impact work evolves, so does how we report on it. This year, we've organized our report around measurable progress across the food system, highlighting clear and comparable metrics that strengthen accountability and transparency year over year.



Employee- Owners

Our employee-owners are at the center of everything we do. Their passion, innovation, and sense of purpose fuel our ability to positively impact the food system and the communities in which we live and work.



Ownership means we really show up every day, knowing we are in it together – accountable to each other, proud of each other, and united by the positive impact we can have for our community.

– **LIZI MYERS,**
ASSOCIATE BRAND
MANAGER - INNOVATION

EMPLOYEE-OWNERS BY THE

Numbers

351

Employee-owners

89%

Proud to work
at King Arthur

21%

Volunteer hours utilized

3,016

Volunteer hours

49%

Volunteered

9

Involved in
grant-making

33

Led internal learning sessions

2,398

Courses completed in our
Learning Management System

79%

Completed at least one course in our
Learning Management System

11%

Participated in donation match

\$5,192

Matched donations



Janna and Matt Splitter and family, Splitter Farm

Farmers

We stand alongside farmers who are growing the future by championing regenerative wheat and soil health.



Our partnership with King Arthur helps us validate our sustainability efforts and develop standards for regenerative wheat production that will shape the future of farming in the High Plains.

**– JANNA & MATT SPLITTER,
SPLITTER FARMS**

FARMERS BY THE

Numbers

WE AIM TO HELP LEAD THE TRANSITION TO REGENERATIVE AGRICULTURE, AND WE FOCUS ON THE CORNERSTONES THAT MAKE THIS SHIFT POSSIBLE AT SCALE.

Farmers need the flexibility to choose the soil-health practices that fit their context, guided by place-based research from the regions where our wheat is grown. Because building soil health takes time, we emphasize gradual improvement and rely on soil testing to track meaningful outcomes. We also recognize that trusted support comes from local technical experts, and that premium payments are essential to help farmers reduce risk and adopt new practices. That's why we are investing in projects on the ground like the Northern Plains Trusted Advisor Partnership.



Progress toward our commitment of 100% of flour sourced from regenerative acreage by 2030.

26%

Regenerative acres in our supply chain:

35,117

Number of agricultural research partners:

2

Number of acres enrolled in the Northern Plains Trusted Advisor Partnership:

75,470



Value Chain Partners

We work hand in hand with value chain partners to source ingredients and packaging responsibly and reduce environmental impacts across our food system.



The heart of Farmer Direct Foods is our network of multi-generational family farms. As we navigate the environmental and economic challenges of sustainable agriculture, King Arthur's commitment to regenerative practices, collaborative leadership, in-person engagement, and long-term investment demonstrates a genuine dedication to building a viable, farm-to-shelf model that supports farmers every day.

- JULIE MAYDEN,
FARMER DIRECT FOODS

PROGRESS TOWARD OUR 2030

Commitments

We set ambitious 2030 Sustainability Commitments to reduce our environmental footprint and build resilience across our food system.

➤ **Reduce supply chain greenhouse gas emissions by 30%**

	Metric tons CO ₂ e		
	FY22	FY25	% CHANGE
Scope 1	400	310	-22%
Scope 2	570	600	5%
Scope 3	281,450	424,470	51%
Total Emissions	282,420	425,380	51%

As our business has grown, total greenhouse gas emissions increased 51% from the FY22 baseline, reflecting higher production volumes. At the same time, emissions per unit produced declined, indicating improved efficiency as we scale. Because most of our emissions occur across our supply chain, we are focusing our reduction efforts where they matter most — particularly in wheat production, milling, and upstream transportation.

➤ **Strive for zero waste to landfill from all facilities for waste that cannot be minimized**

	Short tons		
	FY22	FY25	% CHANGE
Landfill	290	261	-10%
Compost	50	78	56%
Zero Sort Recycling	132	150	13%
Recycling – All other categories	57	11	-81%
Total Solid Waste	529	500	-6%

Progress Toward 100% by 2030

➤ Use 100% renewable power at our owned facilities	83%
➤ All packaging to include a minimum of 50% post-consumer recycled content	31%
➤ All packaging to include 100% deforestation-free fibers	<i>Deforestation-free certified material under review to ensure full Chain of Custody</i>
➤ Sustainably source 100% of key ingredients	11%
➤ 100% of high-risk suppliers meet Code of Conduct environmental and social requirements	<i>Launching supplier Code of Conduct tracking in 2026</i>



Chef Aaron Quint, Kingston Bread + Bar

Bakers

We help create opportunities for bakers of all stages to learn, build new skills, and grow their craft.



The King Arthur Tastes Like Home Recipe Challenge was a defining moment for our baking students – a chance to showcase their creativity and compete at a professional level. The outpouring of community support and King Arthur’s generosity sparked new energy in our program and inspired record student enrollment.

– ELIZABETH DEROSE,
DIRECTOR OF HOSPITALITY,
CULINARY & TOURISM INSTITUTE,
FREDERICK COMMUNITY COLLEGE

BAKERS BY THE

Numbers

70%

External contributors
from underrepresented communities
(including blog, recipe, podcast)

1

Tastes Like Home
Recipe Challenge

5

Interns worked in
our Vermont bakery
through culinary
school partnerships

140

Students reached through partner-led
culinary education and experiential learning

64,741

Kids who learned to bake bread
through the Bake for Good program

155

Entrepreneurs supported

17

Bakers participating
in job-skills training

4

For Goodness
Bakes programs that
expand opportunities
for aspiring bakers



Employee-owner, Carrie Brisson and the bakery team

Communities

We invest in grassroots, community-led food justice work — because everyone deserves access to nourishing food.



Hunger Free Vermont is advancing the Vermont Food Security Roadmap, a ten-year plan to ensure all Vermonters have access to the food they need. This work centers collaboration, advocacy, and meaningful ways for communities to take action toward a food-secure Vermont.

**- ANORE HORTON,
EXECUTIVE DIRECTOR,
HUNGER FREE VERMONT**

COMMUNITIES BY THE
Numbers

Total dollars donated through
 1% For the Planet since 2014:

\$1.7 M

Total dollars donated to
 nonprofits since 2020:

\$3.2 M

2025

Percent of total dollars donated to
 organizations advancing food justice:

81%

Number of grants awarded
 and organizations funded:

185

Total weight, in pounds, of flour and
 baking mixes donated companywide:

43,349

Total value of in-kind contributions
 at our retail stores:

\$16,348

Total dollars awarded through
 Community Grants:

\$50,000

Total dollars awarded to
 Rising Partners multi-year grants:

\$140,000

Number of community events and
 promotions held at our retail stores
 and baking schools:

51

Number of local and regional suppliers
 featured in our Vermont bakery and café:

42



Knee Deep Farm, NOFA-VT

Collective Action

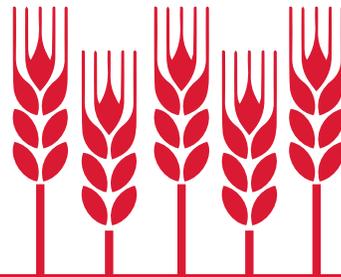
We use our collective influence to advocate for systemic change in agriculture and food policy.

In 2025, ASBN advanced agricultural policy that supports regenerative practices, resilient supply chains, and fair treatment of farmworkers. Through collective action with businesses like King Arthur, we amplified the private sector's voice to shape policies that make our food system economically strong, environmentally responsible, and socially equitable.

- LIZA LAMANNA,
AGRICULTURE & WATER POLICY
MANAGER, AMERICAN SUSTAINABLE
BUSINESS NETWORK

COLLECTIVE ACTION BY THE

Numbers



Number of collective advocacy actions initiated with coalition partners:

350

Number of followers on LinkedIn (primary impact channel):

18,246

Number of impressions generated on LinkedIn:

246,336

LinkedIn engagement rate:

4%

Number of external speaking engagements highlighting our Impact:

11



LOOKING
AHEAD





Employee-owner, Tucker Adams and his family

AS THE STANDARDS FOR RESPONSIBLE BUSINESS CONTINUE TO RISE ACROSS OUR INDUSTRY, WE'RE COMMITTED TO GROWING WITH THEM – LEARNING, IMPROVING, AND EVOLVING OUR PRACTICES TO MEET THE EXPECTATIONS OF TODAY AND TOMORROW.

As a Vermont Benefit Corporation, we're committed to accountability and positive impact. The B Impact Assessment keeps us on track, and as we look to 2026 and beyond, we'll keep advancing our goals with transparency and collaboration across our whole baking community.

– JENNIFER PODHAJSKY, BENEFIT CORPORATION DIRECTOR



Pastry Chef Lasheeda Perry, Queen of Flavor and King Arthur Contributor

Future Forward

Looking ahead, we remain focused on measurable progress across the food system — deepening accountability, building resilience, and growing responsibly for the long term.

STRENGTHEN OUR FOUNDATION

Invest in employee-owner engagement and operational excellence to support resilient supply chains and advance community-led food justice efforts.

DRIVE OUR GROWTH

Fuel sustainable, profitable growth while expanding access to responsibly sourced ingredients and strengthening long-term supplier partnerships.

INSPIRE BAKING

Deepen customer engagement and expand digital education to connect more bakers to the quality, sourcing, and impact behind our ingredients.