



POST HOLDINGS, INC.



Bob Evans
FARMS®



MICHAEL
FOODS^{INC.}

2025 Post Holdings Sustainability Report



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Post Holdings Overview



Robert V. Vitale
President and Chief
Executive Officer

“I am proud of our organization’s progress towards sustainability. Continued success requires focus on actions that support business performance and are the right thing to do as a responsible business.”

Post Holdings, Inc. (Post), is a consumer packaged goods holding company with businesses operating in the center-of-the-store, refrigerated, foodservice, and food ingredient categories. While the story of Post begins in 2012, our heritage dates back more than 100 years through our cereal and egg businesses. Since 2012, we have completed several acquisitions which have transformed the company into a diversified consumer products holding company.

13,180

Global employees
(as of November 1, 2025, for Post and its consolidated subsidiaries)

\$8,158

Fiscal year 2025 net sales (in millions)

28+

2012-2025 acquisitions and innovative financial transactions

COMPANIES

Our diversified companies encompass a broad mix of product types, with leading market positions in core growth categories.

Primarily North American ready-to-eat (RTE) cereal and granola, pet food and nut butters.

Primarily egg and potato products.



MICHAEL FOODS™

Primarily United Kingdom (U.K.) RTE cereal, muesli and protein-based shakes.



Primarily side dishes, eggs, cheese and sausage products.

Bob Evans FARMS®

KEY STATISTICS

Post Consumer Brands

Grocery



50%

3 of the top 6 United States (U.S.) cereal brands by dollar share⁽¹⁾

Pet



#3

branded U.S. pet food manufacturer by volume⁽²⁾

Weetabix



#1

RTE cereal brand in the U.K.⁽³⁾

Foodservice



#1

foodservice manufacturer of value-added eggs and refrigerated potato products⁽⁴⁾

Refrigerated Retail



#1

dinner side brand by household penetration⁽⁵⁾

Welcome

Welcome to our 2025 Sustainability Report! This past year has delivered another shift in the sustainability landscape, causing many companies to change course and reconsider commitments. We are proud that our organization has maintained a consistent trajectory with sustainability and believe this says a lot about our culture, leadership, talented workforce and genuine commitment. Our approach to sustainability is pragmatic and not flashy or attention seeking, although we are proud to have received some positive and unsolicited recognition this past year, including:

| TIME | Forbes |
|---|------------------------------------|
| 2025 World's Best Companies | 2025 Best Brands for Social Impact |
| Newsweek | USA Today |
| 2026 America's Most Responsible Companies | 2025 America's Climate Leaders |

As we reflected on fiscal year 2025, here are a few highlights that we are especially proud of.

- Each business continues to build out complementary sustainability programs, including steering committees, roadmaps and assurance-ready data management processes.
- Our Packaging Share Group kept our organization ahead of emerging Extended Producer Responsibility (EPR) and other product-related state regulations.
- We fully activated the HowGood platform to further understand the social and environmental impacts and opportunities related to global ingredients and product-specific footprints.
- We continued to focus on and support our key suppliers by requesting data, providing technical assistance and tools, and continually benchmarking their organizations' sustainability progress and maturity.
- We have engaged with a tax and accounting firm specializing in greenhouse gas (GHG) assurance to continue our pursuit of assurance-grade sustainability reporting.

We remain committed to being transparent with our sustainability progress, understanding that being a responsible business requires a heightened level of transparency. This is a fundamental part of doing business in today's society, with growing expectations from nearly all stakeholders.

Commitment to Transparency

While our annual Sustainability Report provides a snapshot of our progress, we encourage you to also learn more through the following resources:

| | | | |
|----------------------------|-------------------|----------------------------|-------------------|
| Sustainability Website | ↗ | TCFD Summary | ↗ |
| Environmental Data Table | ↗ | Investor Resources | ↗ |
| GRI and SASB Content Index | ↗ | Operating Company Websites | ↗ |

In addition, here are direct website links to our positions and progress on key sustainability topics:

| | | | |
|--------------------------------|-------------------|--------------------------|-------------------|
| Scope 1, 2 and 3 GHG Emissions | ↗ | Sustainable Sourcing | ↗ |
| Water Stewardship | ↗ | Traceability | ↗ |
| Sustainable Packaging | ↗ | Sustainable Agriculture | ↗ |
| Waste Minimization | ↗ | Health and Safety | ↗ |
| Biodiversity | ↗ | Human Rights | ↗ |
| Deforestation | ↗ | All In @Post | ↗ |
| Animal Welfare | ↗ | Sustainability Oversight | ↗ |
| Responsible Sourcing | ↗ | Responsible Marketing | ↗ |

We hope you enjoy reading our latest report, learning more about our organization and sharing in our sustainability journey. As in previous years, I am proud that I can once again say that our sustainability progress makes our company an even better place to work, partner with and invest in.



Nick Martin

Vice President, Corporate Sustainability

Our Approach

Our framework and approach to sustainability is structured around four pillars and three principles, as outlined below. We feel this framework translates sustainability uniquely to our business and culture and drives further integration of sustainability factors into daily processes, actions and decisions across all business functions.

Pillars

| Long-Term Ambition | |
|---|--|
|  | Sourcing Post is committed to sourcing all direct and indirect ingredients, materials and services in a socially, ethically, environmentally and economically responsible manner. We aspire to maintain full traceability of our sourcing supply chain, proactively monitor and manage risks and opportunities, and consistently meet or exceed sourcing-related expectations from relevant stakeholders. |
|  | Operations Post is committed to providing products and services to our customers without harm to people and the environment, as outlined in our Global Environmental, Health, Safety and Sustainability Policy (EHS&S) Policy. We are dedicated to doing our part, continuing to reduce our operational impacts and striving for a more sustainable future in partnership with our key stakeholders. |
|  | People Post is committed to attracting, developing, engaging and retaining a talented workforce with a wide range of backgrounds, skills and abilities. We value the differences that make each of us unique and view this as fundamental to being a responsible business and achieving business results. By pursuing this ambition, we will be better positioned to engage in the community and with our consumers, ensuring that feeding people is at the heart of everything we do. |
|  | Products Post is committed to the quality and safety of our products as our highest priority and foundational to our organization and culture. We are committed to maintaining and continuously improving our food safety management systems and making packaging more sustainable, but only when it is possible to also ensure the quality and safety of our products. |

Principles

Maintain Foundation

By consistently delivering on the essentials and making sure our sustainability efforts complement, but do not distract from, the foundational actions that define a responsible company. We must nail the fundamentals, always.

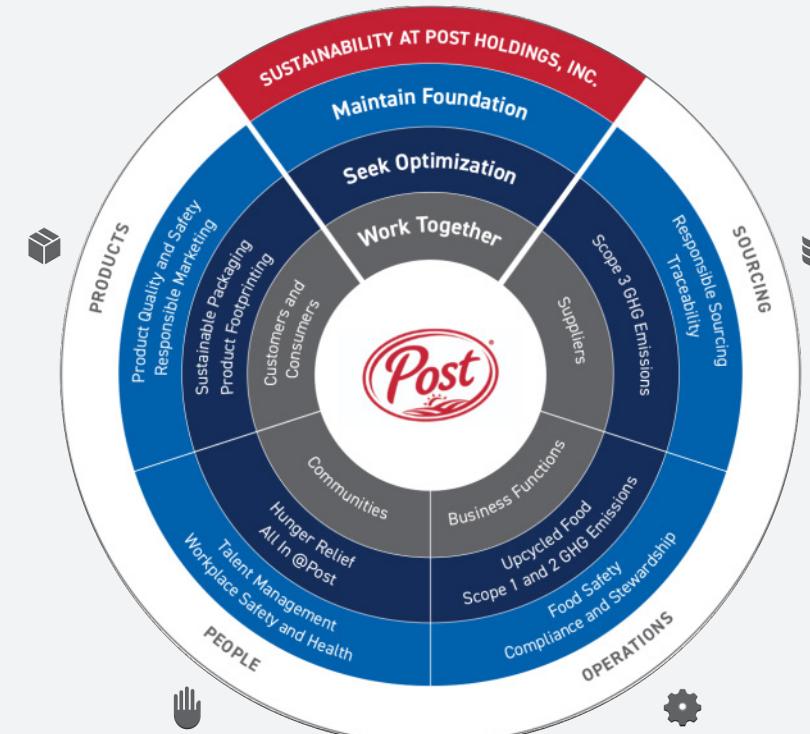
Seek Optimization

To eliminate waste in all forms and actions through continuous improvement. This includes wasted materials, time, capital, natural resources and any other inefficiencies. By optimizing, our business becomes more sustainable.

Work Together

With our constituents, internally and externally. The sustainability challenges we face are larger than any one person, company or entity and must be approached at scale through collaboration.

Framework



Our Focus Areas

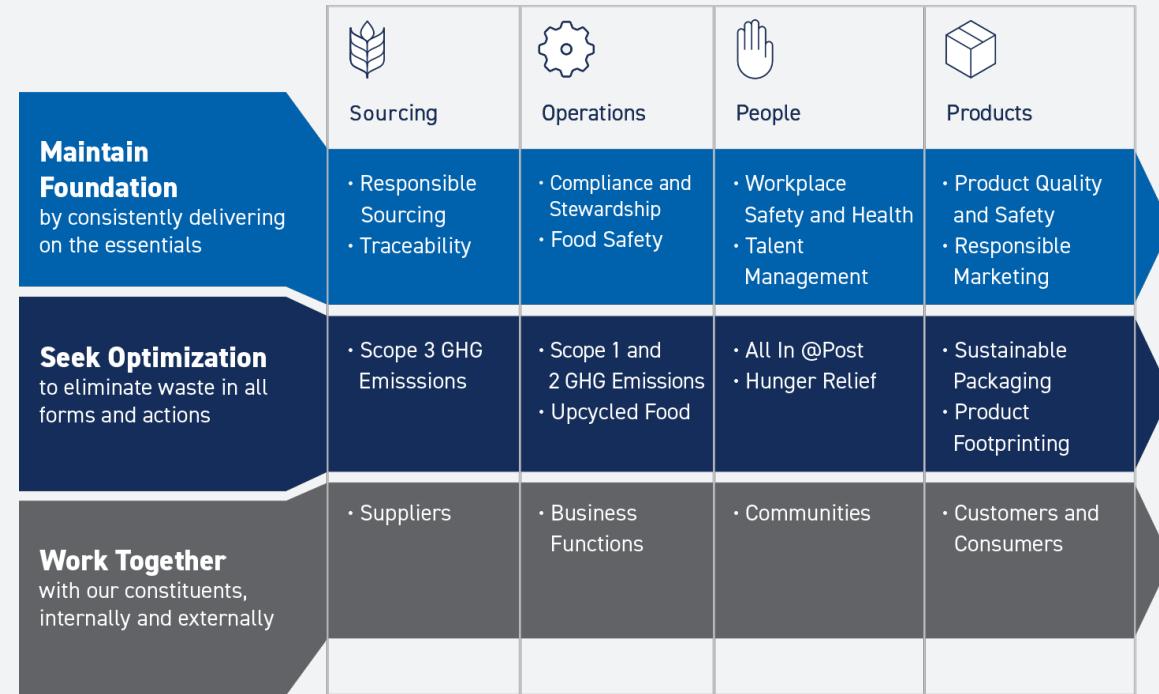
Post's approach to defining priority focus areas for sustainability is founded upon an outside-in and inside-out approach to identify, prioritize and manage risks and opportunities. The potential impact of external factors on our businesses is a fundamental consideration within our enterprise risk management processes and development of risk factors in our [annual report](#). This includes considering how relevant factors could affect our company's business performance, such as the following.

| | |
|--|---|
| • Business ethics and corporate governance | • Climate scenarios |
| • Laws, regulations and litigation | • Reputation damage |
| • Data privacy, cybersecurity and technology | • Acquisitions and strategic transactions |
| • Supply chain disruptions | • Competition |
| • Talent management | • Customer and consumer preferences |

When determining the materiality of risks to our business and whether the information is important to our investors, Post considers both the significance of the risk and the probability of occurrence. Our process is led by a formal Disclosure Committee with representatives from various functional areas across our company, including a financial representative from each of our businesses who provide input to evaluate materiality, including consideration of litigation risk, reputational risk, supply chain risk, environmental matters, insurance and expenditures.

Our Sustainability Steering Committee and Sustainability Operations Council also went through a rigorous process to define the most relevant sustainability topics, including benchmarking our peers, customers, investors, rating and ranking frameworks, and leading disclosure standards.

Using the insights gained from the processes above, our teams reflected on what sustainability focus areas will drive actions that support our business performance and are the right thing to focus on as a responsible business.



The process of defining our sustainability focus areas was also guided by the creation of our three principles outlined on the previous page. This was an iterative process with three steps:

Step One

We started by defining the **foundational** focus areas that are imperative to maintain as a responsible company, as this is a prerequisite for a credible approach to sustainability.

Step Two

We focused on defining areas in which we could pursue **optimization** to reduce potential impacts on society and also drive business efficiencies.

Step Three

Lastly, but equally important, we considered key stakeholders and partners across each of our four pillars with whom we must **work together**.

Our Sustainability Characteristics

Based upon our sustainability journey to date, we believe our continued success will be determined by maintaining the following characteristics.

| Characteristic | Description |
|---|--|
|  Succeed financially | We must be diligent with sustainability investments, as strong financial performance is necessary to fuel and maintain our commitment to long-term sustainability. |
|  Nail the fundamentals, always | We must consistently deliver the foundational actions that define a responsible company (e.g., food safety, ethics and compliance, responsible sourcing, workplace safety, talent management and responsible marketing), as these are prerequisites for a credible sustainability approach and commitment. |
|  Prioritize effectiveness over speed | We must resist the pressure to move too quickly, and we must remain focused on building strategies and processes that are the right fit for our organization. |
|  Focus on less to achieve more | We must prioritize our focus areas, as the list of sustainability-related topics seemingly grows and changes by the day. If everything is a priority, then nothing is. |
|  Collaborate internally and externally to make holistic decisions | We must make balanced and informed decisions and cannot focus on just one stakeholder, business function or product characteristic at the cost of the others. Sustainability challenges are increasingly complex and must be viewed holistically. |
|  Manage for today with an eye on the future | We must be prepared for future scenarios, but most capital investments and operational improvements happen on a shorter time horizon. Our decisions and actions should build toward the future while remaining agile and responsive to dynamic conditions. |

Our Sustainability Governance

Our holding company business model differs from that of traditional consumer packaged goods companies. While we have some centralized functions (such as procurement, tax, external reporting and corporate compliance) and shared functions (such as food safety), our businesses have autonomous management teams and drive their own strategies for growth. Consistent across our businesses is our commitment to sustainability and our overarching governance structure.

Sustainability Steering Committee

Our Sustainability Steering Committee is a group of senior leaders from across the company who lead the development of our strategy and recommend goals, policies, practices and disclosures. Its core responsibilities include:

- Evaluating emerging issues and trends that affect the company's businesses, operations, performance or reputation.
- Communicating regularly with executive management and the Sustainability Operations Council, as well as with the leadership of each operating company.
- Providing sustainability-related information and recommendations to our full Board of Directors at scheduled meetings and as important issues arise.

Sustainability Operations Council

The Sustainability Operations Council consists of technical leaders from each operating company. Its core responsibilities include:

- Providing operational perspectives on proposed strategies, goals, policies, practices and disclosures, and on the implications for our production facilities and distribution.
- Aligning on technical elements of program implementation.
- Sharing best practices and technical expertise among businesses.
- Managing environmental data and driving continuous improvements across all categories (energy, GHG emissions, water and waste).
- Ensuring a consistent and effective flow of sustainability information throughout the enterprise.

Oversight

Board of Directors

Audit Committee of the Board of Directors

Leadership

Executive Management

Investor Relations

VP Corporate Sustainability

Strategy

Steering Committee

Operations Council

All In @Post Council

Pillar Management

Sourcing

Operations

People

Products

Integration

Post Consumer Brands

Foodservice and
Refrigerated Retail

Weetabix

Business-Level Steering Committees, Strategies and Roadmaps,
Share Groups and Data Collection Processes



Appendix: Our Sustainability Governance

For more details on our governance structures and processes, please see the [Appendix: Our Sustainability Governance](#) section.

Sourcing



Post is committed to sourcing all direct and indirect ingredients, materials and services in a socially, ethically, environmentally and economically responsible manner. We aspire to maintain full traceability of our sourcing supply chain, proactively monitor and manage risks and opportunities, and consistently meet or exceed sourcing-related expectations from relevant stakeholders.

IN THIS SECTION

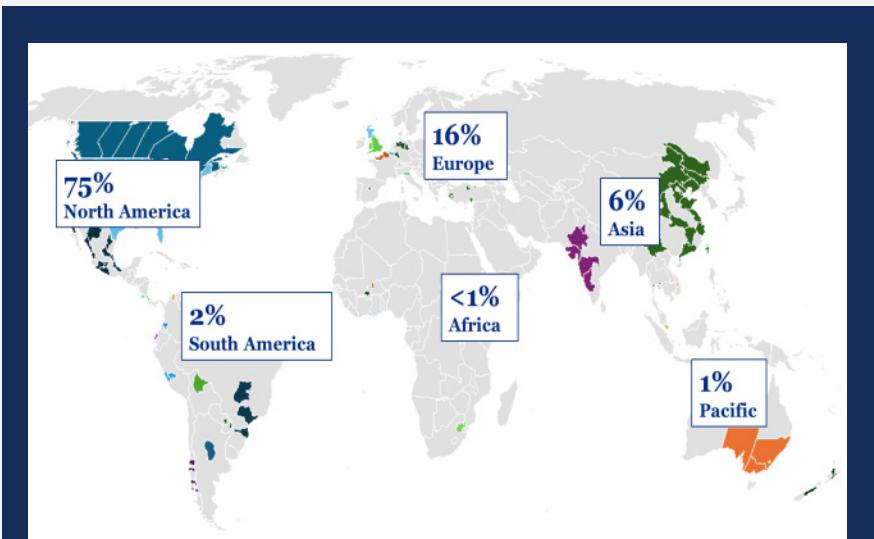


- [10 Sourcing Snapshot](#)
- [11 Traceability](#)
- [12 Responsible Sourcing](#)
- [15 Scope 3 Greenhouse Gas Emissions](#)
- [16 Supplier Engagement](#)

United Nations Sustainable Development Goal (U.N. SDG) Alignment



Pillar No. 1 Snapshot: Sourcing



Key Facts and Statistics

91%

The percentage of our global sourcing of ingredients and packaging from supplier facilities located in North America (75%) and Europe (16%).

64%

The percentage of our top 5 suppliers for each of our top 10 global ingredients with mature sustainability programs (32 of 50 suppliers).

Focus Areas



Maintain Foundation by consistently delivering on the essentials

- Traceability
- Responsible sourcing



Seek Optimization to eliminate waste in all forms and actions

- Scope 3 GHG emissions



Work Together with our constituents, internally and externally

- Suppliers



Weetabix hosts an annual [Supplier Awards](#) program celebrating the achievements of our brilliant suppliers. Pictured above is Colm O'Dwyer, Weetabix managing director, speaking at the 2025 event.

Performance Measures

30% reduction in scope 3 GHG emissions intensity from sourced ingredients and packaging by 2030.

Global ingredient and packaging supplier facilities annually assessed for climate scenarios, water stress, deforestation and biodiversity.

Key ingredient and packaging suppliers engaged in GHG emissions management.

Full traceability from raw material to finished product maintained.

New commodity-specific sustainability initiative launched each year.

STATUS

On Track



Achieved



On Track



Achieved



Achieved



Maintain Foundation

Traceability

Through our data science team, we maintain an end-to-end flow of information from all stages of production, from purchased ingredients to sold products covering all fully owned global subsidiaries. This data, which is continually updated, positions our organization to comply with evolving supply chain and traceability requirements and incorporate more effective predictive analytics on the potential implications of supply disruptions.



During fiscal year 2025, we fully activated the [HowGood](#) platform, which allows our organization to leverage traceability data to better understand environmental and social impacts and opportunities related to our global sourcing and individual products. HowGood is a leading sustainability intelligence platform for food companies with a database of over 90,000 emissions factors and the ability to comprehensively evaluate and prioritize individual ingredients we source globally across key environmental and social metrics, including:

- GHG emissions (scope 3 and [FLAG](#))
- Blue water usage
- Land use and change
- Soil health

- Biodiversity
- Pesticide and fertilizer usage
- Labor risk
- Animal welfare



HowGood

In addition, we recently activated the [FieldScope](#) module, which provides the ability to evaluate field-level data and farming practices related to:

- Crop details and soil characteristics
- Irrigation
- Inputs (fertilizers, crop protection)
- Carbon emissions and intensity
- Field operations (machinery, fuel, energy)
- Farm settings (country and climate)

The platform also builds our product footprinting capacity with the ability to evaluate product-level impacts and opportunities more efficiently and at scale across the broad range of our portfolio. This includes collaborating with several of our key customers that are also using the platform to evaluate select products.

Beyond Tier 1 Analytics

The partnership with HowGood is opening up advanced analytics on the social and environmental impacts and opportunities related to ingredients and products we manufacture as well as those that we procure from our vendor partners.

Traditionally, we had good insights on where ingredients and products were manufactured and our tier 1 supplier locations for sourcing. With HowGood, we can now also consider embedded factors that will allow us to be even more strategic with leveraging sourcing insights.

For example, if we look at a bagel or English muffin breakfast sandwich that our foodservice business manufactures, the platform gives us the ability to evaluate:



Sub-Ingredients (Tier 2 and 3)

We can evaluate the sourcing and metrics associated with sub-ingredients, including leveraging HowGood's database to make data-driven assumptions. For instance, we know that we source bagels from a bakery in Ohio, which would commonly show up as low risk in most tools. However, the bagels include several sub-ingredients that are not sourced locally (e.g., yeast, seasonings and vitamins). Based upon the known manufacturing location, the platform helps us understand and evaluate expected sourcing geography and impact characteristics for each individual sub-ingredient.

Product Footprints

We can configure all of the components of a given breakfast sandwich and estimate the aggregate footprint of that product. We can also do side-by-side comparisons; for instance, one with certified ingredients and one without certifications, one with standard and one with alternative ingredients or sourcing geographies, and/or ones with different packaging configurations.

Responsible Sourcing

We expect our suppliers to share our high standard of business ethics, and we work with those that act in a socially, environmentally and economically responsible manner.

Supplier Standards and Expectations

The Post [Supplier Code of Conduct](#), combined with our [Global Code of Conduct](#), [Human Rights Position](#) and [No Deforestation Policy](#), spells out our expectations for suppliers, including the following expectations for their operations and their supply chains:

- Ensuring products present no threat to food safety.
- Maintaining a culture of ethics, integrity and full compliance with all applicable laws, rules and regulations.
- Complying with wage and hour laws.
- Recognizing employees' right to freedom of association and collective bargaining.
- Upholding a zero-tolerance policy for unlawful labor practices, such as child labor, forced labor and human trafficking.
- Producing products safely and with respect for the environment.

Our supplier standards and expectations apply to all business partners, including suppliers, consultants, contractors and subcontractors. Employees of suppliers are encouraged to promptly report ethical concerns.

24 of 25

Top global ingredient and packaging suppliers, representing 50% spend, were founded and/or headquartered in the U.S.

91%

The percentage of global supplier locations for ingredients and packaging located in North America (75%) and Europe (16%). The remaining are in Asia (6%), South America (2%), Pacific (1%) and Africa (<1%).

Supplier Qualification and Assurance

We are committed to maintaining an effective process for supplier qualification and assurance, which optimizes traditional elements of cost, quality and service while meeting new and increasing responsible sourcing factors. We have a steering committee of senior leaders and a cross-functional working team dedicated to continual improvement of our Supplier Qualification and Assurance Program.

In addition to standard vendor onboarding and qualification processes, all suppliers are screened for social, ethical, human rights and environmental risks via surveys and third-party assessment tools and platforms through a four-step process:



Supplier Diversity

Our selection of suppliers is driven by business needs, quality and value. We are dedicated to building strong relationships with our suppliers based on their ability to provide high-quality products and services, competitive pricing and reliable delivery. We also strive to create an open and competitive procurement process that allows all qualified suppliers, regardless of their classification, to compete. Striving to maintain a competitive procurement process brings strength and flexibility to our supply base and organically increases supplier diversity.

Animal Welfare

We recognize our responsibility to provide health, safety and comfort for all animals in our supply chain and to make pet food products that facilitate the nutritional health and welfare of the domestic pets who consume them. We expect all employees, suppliers and business partners to treat the animals they interact with using evidence-based best practices and compassion at all times.

Our commitment to animal welfare is maintained through:

- An established [Animal Welfare Committee](#), consisting of a multidisciplinary group of internal leaders from each of our relevant businesses and recognized third-party experts whose collective insights are used to guide our policies and practices and monitor external trends related to sow, layer hen and pet welfare.
- Adherence to our [animal welfare principles](#) and regulatory compliance by employees, suppliers and business partners through standard operating procedures, training, assessment and certification programs, routine internal and third-party audits, and other continuous improvement processes. Our [diversified companies](#) encompass a broad mix of product types and therefore maintain business-tailored programs for managing animal welfare and delivering upon our commitment. This includes a commitment to actively participate in recognized industry associations and quality certification programs related to animal welfare as an important means of staying current with regulations, stakeholder perspectives and industry best practices.

Protein PACT
For the People, Animals & Climate of Tomorrow

Bob Evans Farms participates in Protein PACT, which is the largest-ever collective action effort to strengthen animal protein's contributions to healthy people, healthy animals, healthy communities and a healthy environment. Bob Evans Farms Chief Human Resources Officer Devra Cornell (on left) is shown presenting at the Protein PACT Solutions Summit on driving local impact through purpose-driven action.

Pesticide Management

Our highest priority is the quality and safety of our products and continuously improving our food safety management systems. We are committed to responsible pest management for our own operations, engaging our key agricultural suppliers to promote reductions in volume and types of pesticides utilized within our global supply chain and being transparent with actions we take in support of this commitment. To find out more about the responsible pest management actions we are taking on our owned potato farms and with our sourcing of ingredients, visit our [topic webpage](#).

Regenerative Agriculture Initiatives

MIDWEST ROW CROP COLLABORATIVE (MRCC) REGENERATIVE AGRICULTURE LEADERSHIP COHORT

Post Consumer Brands and Michael Foods, our two largest businesses, are participating in a two-year MRCC [Regenerative Agriculture Leadership Cohort](#). The program is designed to equip emerging industry leaders with the skills, network and strategic insights needed to scale regenerative agriculture. Our businesses are collaborating with peers across the food, feed, fuel and fiber industries, learning from real-world case studies, industry mentors and hands-on project development. The MRCC is administered by the Environmental Initiative, of which our own Chris Nelson from Post Consumer Brands is a member of the MRCC board of directors.



Left Photo: A planter box demonstration by the University of Minnesota to compare the root systems of different varieties of cover crops.

Right Photo: Chris Nelson, associate director of sustainability at Post Consumer Brands, uses a soil compaction tester during an MRCC visit to [Legvold Farms](#).

Bottom Photo: The Weetabix Executive Team visits Bridgehouse Farm in Long Buckby.

MIDWEST ROW CROP

COLLABORATIVE

Administered by Environmental INITIATIVE



WEETABIX WHEAT GROWERS GROUP

All wheat for Weetabix Original products is sourced from within a 50-mile radius of our factory and aligned with a robust wheat growing protocol. This initiative continues to redefine what responsible sourcing can be, including live field trials over the past two years to optimize nitrogen application. The small-scale field trials have shown the emission intensity of wheat sourced by Weetabix can be up to 55% lower than the U.K. standard.

Supplier Deforestation, Biodiversity and Water Stress

We maintain a [No Deforestation Policy](#), and our aspiration is to source 100% of our global commodities with no deforestation or conversion impacts.

We purchase only Roundtable on Sustainable Palm Oil (RSPO) Mass Balanced-certified palm oil. All soy oil, soy protein isolate and soybean meal for feeding poultry is sourced from soybeans grown and processed in North America. We are working to meet customer expectations for supplying Rainforest Alliance- or Fair Trade-certified cocoa ingredients. Weetabix currently receives the 100% sustainable cocoa certification from Rainforest Alliance for all of the cocoa it uses across its products, which is fully audited.

Our packaging is sourced from supplier locations that are 95% within North America and Europe, with a majority of suppliers having sustainable forestry policies, commitments and certifications.

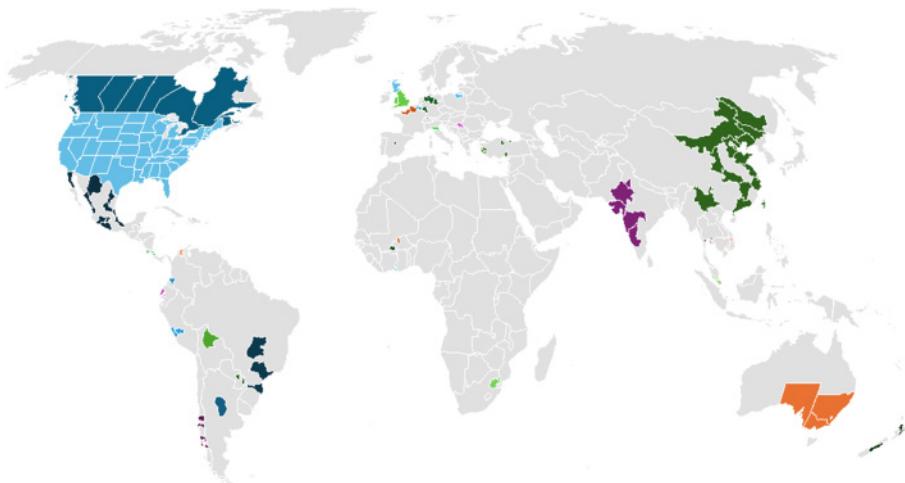
We complete an annual screening of all global ingredient and packaging supplier facilities to evaluate proximity to water-stressed regions, areas of high biodiversity and deforestation. The screening utilizes recognized and publicly available tools, including the [WWF Biodiversity Risk Filter](#), the [WWF Water Risk Filter](#) and the [World Resources Institute Aqueduct Water Risk Atlas](#).

The fiscal year 2025 screening included approximately 1,800 unique global supplier facilities as shown on the map below of applicable states and provinces, and had the following regional-level assessment results:

1,800

Approximate active and unique supplier facilities for global ingredients and packaging during fiscal year 2025, with over 90% in North America and Europe.

The map to right illustrates the state and province locations for all global ingredient and packaging supplier facilities during fiscal year 2025.



| Assessment Category | Very High | High | Medium | Low | Very Low | Assessment Insights |
|---------------------|-----------|------|--------|-----|----------|--|
| Deforestation | 0% | 0% | 4% | 30% | 66% | There are no supplier locations in areas with very high or high risk of deforestation. |
| Biodiversity | 0% | 1% | 9% | 16% | 73% | There are no supplier locations in areas with very high risk of biodiversity impacts. The supplier locations in areas with potentially high risk of biodiversity impacts are in Canada, Colombia, Costa Rica, New Zealand, Thailand and the United States. |
| 2030 Water Stress | 1% | 13% | 18% | 25% | 43% | The supplier locations in areas with potentially very high water stress are in China, India, Pakistan and the United States. Additional countries with potential high stress include Belgium, Canada, Chile, China, France, India, Israel, Mexico, Pakistan, Peru, South Africa, Spain, Thailand, Turkey, the United States and Vietnam. |
| Riverine Flooding | 0% | 2% | 10% | 32% | 56% | There are no supplier locations in areas with very high risk of riverine flooding. The supplier locations in areas with potentially high risk of riverine flooding are in Bolivia, Brazil, Canada, China, Philippines, Thailand, the United States and Vietnam. |
| Coastal Flooding | 1% | 1% | 8% | 17% | 73% | The supplier locations in areas with potentially very high or high risk of coastal flooding are in China, the United States, the United Kingdom and Vietnam. |
| Drought | 0% | 1% | 16% | 69% | 14% | There are no supplier locations in areas with very high risk of drought. The supplier locations in areas with potentially high risk of drought are in China, Cote d'Ivoire, Ecuador, India, Israel, Mexico, Spain, Thailand and Turkey. |

We also conduct an annual climate scenario assessment of physical and transition risks using the same set of global supplier facilities. Our 2025 assessment had the following results:

| Scenario #1: High Physical; Low Transition | Scenario #2: High Physical; High Transition | Scenario #3: Low Physical; Low Transition | Scenario #4: Low Physical; High Transition |
|--|---|---|--|
| 11% | 7% | 57% | 25% |



2025 TCFD Summary

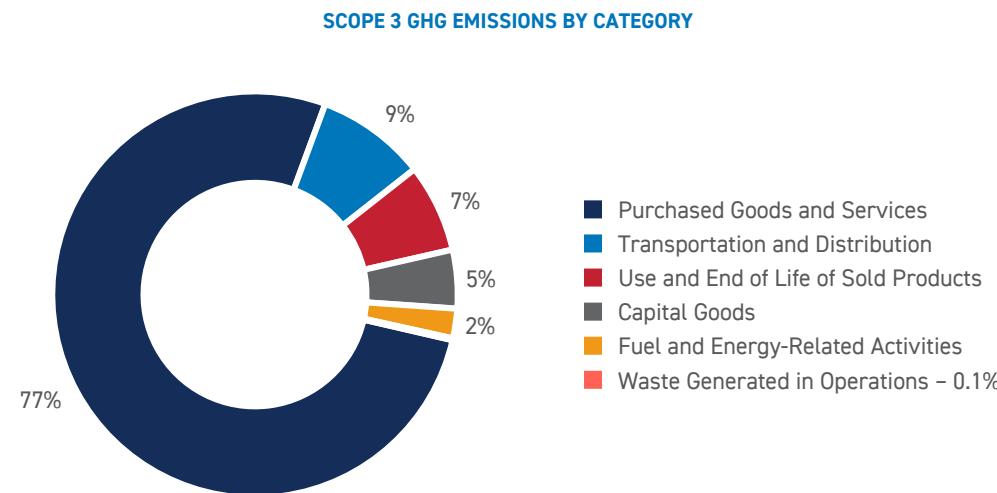
For additional details on our climate scenario assessments, see the [2025 TCFD Summary](#).



Seek Optimization

Scope 3 Greenhouse Gas Emissions

We are committed to a 30% scope 3 GHG emissions intensity reduction from sourced ingredients and packaging by 2030. In addition, our Weetabix business has validated Science-Based Targets Initiative targets and an ambition to operate as a net-zero business by 2050. During fiscal year 2025, we again estimated our global scope 3 GHG emissions using procurement from the most recently available fiscal year (in this case, 2024) and the spend-based calculation method. Analysis using fiscal year 2025 data is currently underway, and outputs will be shared on our website. The following is a graphical summary by category.



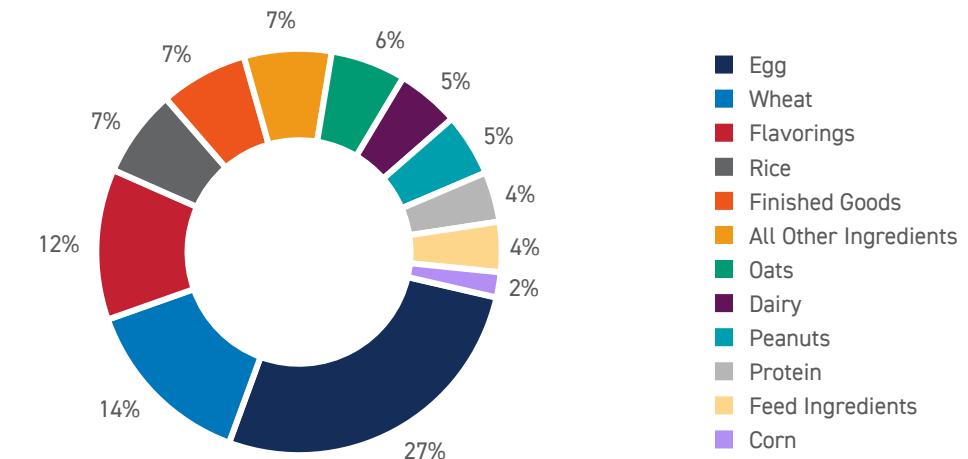
For purchased goods and services, the largest category of scope 3 GHG emissions, the following are estimated to be the largest subcategory contributors:

- Agricultural-based ingredients and raw materials: 73%
- Electricity, gas and water supply: 14%
- Pulp and paper, rubber and plastics: 6%

The remaining emissions within this category are split across multiple small-portion subcategories.

Future monitoring and measurement of scope 3 GHG emissions will utilize the HowGood platform. We have started to utilize the platform to further evaluate and profile the GHG emissions by ingredient category. The following is an initial baseline profile.

PROPORTION OF SCOPE 3 GHG INGREDIENT FOOTPRINT BY COMMODITY



The following provides a breakdown of our scope 3 GHG ingredient-related emissions by business and the largest source of ingredient emissions.

| | Post Consumer Brands (includes 8th Avenue Food & Provisions, Inc.) | Foodservice | Refrigerated Retail | Weetabix |
|--|---|-------------|---------------------|----------|
|--|---|-------------|---------------------|----------|

| | | | | |
|--|-----|-----|----|----|
| Percentage of Total Global Scope 3 Ingredient Emissions | 52% | 41% | 4% | 3% |
|--|-----|-----|----|----|

| | | | | |
|---|-------|-----|---------|-------|
| Largest Source of Ingredient Emissions | Wheat | Egg | Protein | Wheat |
|---|-------|-----|---------|-------|

The following shows our progress toward our scope 3 GHG goal against a fiscal year 2021 baseline:

| | FY2021 | FY2022 | FY2023 | FY2024 | Goal Progress |
|--|--------|--------|--------|--------|---------------|
| MTCO2e/million U.S. dollars (USD) net sales | 994 | 963 | 818 | 702 | -29% |
| MTCO2e/million pounds of product | 1,214 | 1,289 | 1,288 | 1,294 | +7% |



Work Together

Supplier Engagement

We consider suppliers important business partners for sustainability. We conduct regular benchmarking focused on supplier organizations representing ~90% of our global spend on ingredients and packaging. The following are benchmarking results for fiscal year 2025.

| Benchmarking Focus | 90% Global Spend on Ingredients and Packaging | Top 50 Global Spend on Ingredients and Packaging |
|---|---|--|
| Public Commitment to Sustainable Practices | 81% | 88% |
| GHG-Related Public Goals | 60% | 72% |
| Published Sustainability Data | 65% | 74% |

We also benchmarked our top 5 suppliers within 10 key commodity categories to evaluate the relative maturity of their sustainability progress based upon publicly available information. Given the significance of these suppliers to our overall environmental and scope 3 GHG emissions footprint, we are energized about the baseline results and that 80% of the largest suppliers across all categories (8 of 10 suppliers) have mature sustainability commitments and programs.



The Weetabix leadership team, along with our Post Holdings Vice President of Food Safety and EHS, and the Growers Group visits FRW Farrington & Son's Bottom Farm in June 2025. This was an opportunity to catch up, share insights and see firsthand what is happening out in the wheat fields.

The Farrington family have been farming in Northamptonshire for four generations. Farming practices revolve around integrated farm management, holistic and regenerative agriculture, and creating healthy soils, with high environmental and conservation measures. The farm was awarded the 2024 Weetabix Northamptonshire Food and Drinks Gold Medal Farming Environment Award.

The following are baseline benchmarking results by commodity category.

| Category | Top 5 Global Supplier Sustainability Maturity by Category | | | | |
|-------------------------|---|-------------|-------------|-------------|-------------|
| | #1 | #2 | #3 | #4 | #5 |
| Peanuts | Mature | Mature | Mature | Mature | Mature |
| Eggs | Mature | Progressing | Mature | Mature | Mature |
| Flavorings | Mature | Mature | Mature | Progressing | Mature |
| Wheat | Mature | Limited | Mature | Mature | Mature |
| Corn | Mature | Mature | Progressing | Limited | Mature |
| Potatoes | Mature | Limited | Mature | Limited | Mature |
| Oats | Mature | Mature | Limited | Limited | Progressing |
| Rice | Mature | Progressing | Mature | Limited | Limited |
| Dairy | Limited | Mature | Mature | Limited | Mature |
| Feed Ingredients | Limited | Mature | Mature | Limited | Limited |

Mature = Comprehensive sustainability strategy and publicly available content.

Progressing = Information available, but lacks completeness, goals and/or data.

Limited = Limited or no publicly available information or commitment to sustainability.

We believe we have an opportunity to leverage these insights to become even more strategic with our sustainability-related supplier engagement. We will work to further validate these results, especially for suppliers deemed limited, through additional research and direct engagement. This benchmarking also reinforces the importance of commodity-specific strategies and initiatives. During fiscal year 2025, we also maintained participation in various supply chain engagement-related initiatives, such as the following:



Wheat Leadership Roundtable



Operations



Post is committed to providing products and services to our customers without harm to people and the environment, as outlined in our Global EHS&S Policy. We are dedicated to doing our part, continuing to reduce our operational impacts and striving for a more sustainable future in partnership with our key stakeholders.

IN THIS SECTION



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United Nations Sustainable Development Goal (U.N. SDG) Alignment



Pillar No. 2 Snapshot: Operations



Key Facts and Statistics

100%

Global sites, warehouse and distribution centers and supplier facilities for ingredients and packaging annually assessed for climate scenarios, water stress, deforestation and biodiversity.

15%

Decrease in absolute scope 1 and 2 GHG emissions compared to our fiscal year 2020 baseline, positioning us to be on track for our 2030 goal.

Focus Areas



Maintain Foundation by consistently delivering on the essentials

- Quality and food safety
- Environmental compliance and stewardship



Seek Optimization to eliminate waste in all forms and actions

- Scope 1 and 2 GHG emissions
- Upcycled food



Work Together with our constituents, internally and externally

- Business functions



The Bob Evans Farms site in Lima, Ohio, produces refrigerated mashed potato and macaroni and cheese side dishes in the U.S., with approximately 400 employees.

Performance Measures

30% reduction in scope 1 and scope 2 GHG emissions by 2030.

Intensity reductions for electricity, GHG emissions and water use.

Global sites annually assessed for climate scenarios, water stress, deforestation and biodiversity.

Global sites and co-manufacturers Global Food Safety Initiative (GFSI) certified or equivalent.

Elimination of food waste in operations.

STATUS

On Track



Achieved



Achieved



Achieved



Progressing





Maintain Foundation

Quality and Food Safety

We verify the effective implementation of food safety management systems at our manufacturing and warehousing facilities through the use of internal and third-party audits. Third-party auditors assess our company-owned and co-manufacturer facilities alike against international standards, such as those set by the Safe Quality Food, British Retail Consortium and Food Safety System Certification 22000. These standards have been approved by the Global Food Safety Initiative (GFSI), which is a global organization for benchmarking and harmonizing food safety auditing and certification standards. For our supplier facilities, we implement risk-based quality management programs through which external assessments are evaluated against the GFSI-approved standards.

100%

GFSI-certified or equivalent company-owned facilities

100%

GFSI-certified or equivalent co-manufacturers used as suppliers



GFSI
Global Food Safety Initiative

Continuous Improvement

We are committed to continuously improving our food safety management systems. We define, track and report on metrics for the safety of products and the robustness of our preventive controls. We set targets and invest resources in our facilities to drive continuous improvement in those metrics and our food safety management systems.

Each year, hundreds of our employees go through various food safety and regulatory training programs. Some trainings we offer are Preventive Controls Qualified Individual, Foreign Supplier Verification Program, Allergen, Hazard Analysis and Critical Control Points, Aseptic Processing and other certification and improvement trainings as part of our training protocols.

We are also actively engaged in various industry organizations that help monitor regulations, best practices and innovation that inform our decision-making, such as the Consumer Brands Association, Institute for Food Technologists and Food and Drink Federation, as well as sector-specific organizations (e.g., the Meat Institute).

Environmental Compliance and Stewardship

The pursuit of our vision to provide products and services to our customers without harm to people and the environment is guided by our [Global EHS&S Policy](#), which all employees, contractors and visitors are required and supported to understand and follow. Our approach to EHS&S excellence is driven by all operational sites using a proprietary EHS&S management system, which has the following core characteristics:

- Aligns with national and international standards (such as American National Standards Institute (ANSI) Z-10 and ISO 14001 and 45001).
- Provides comprehensive knowledge and skills training to ensure employees perform assigned tasks safely, efficiently and in a manner that reduces risk to both the employee and the company.
- Supports our operations to be compliant with EHS&S laws, rules and regulations.

Our management system underwent a planned refresh during fiscal year 2025, with each of our businesses working on an update to one or more of the 16 topical elements. This process further builds ownership of our approach and also ensures that it is pragmatic and grounded in our day-to-day operations.

EHS&S MANAGEMENT SYSTEM ELEMENTS

1,800

After a strategic refresh conducted during fiscal year 2025, our EHS&S Management System now has approximately 1,800 auditable requirements across 16 elements.

| | | | |
|---|--|---|--|
| 1. Leadership and Administration | 2. Training | 3. Planned Inspections and Maintenance | 4. Accident/Incident Investigation and Analysis |
| 5. Compliance, Rules and Permits | 6. Ergonomics | 7. Health and Hygiene Controls | 8. General Promotion |
| 9. Group Communication | 10. Emergency Preparedness | 11. Engineering Controls and Change Management | 12. Environmental Management |
| 13. Contractors | 14. Claims and Medical Management | 15. Motor Fleet Safety | 16. Program Assessment |

Each business maintains additional EHS&S policies, measures and procedures specific to its individual needs and to maintain compliance with site permits and all applicable regulations. All sites are internally audited annually, and sites are also externally audited by third-party providers, customers and regulators. Our senior leadership team and our Board of Directors receive periodic updates regarding the performance of our EHS&S management system, safety performance and risk mitigation activities.

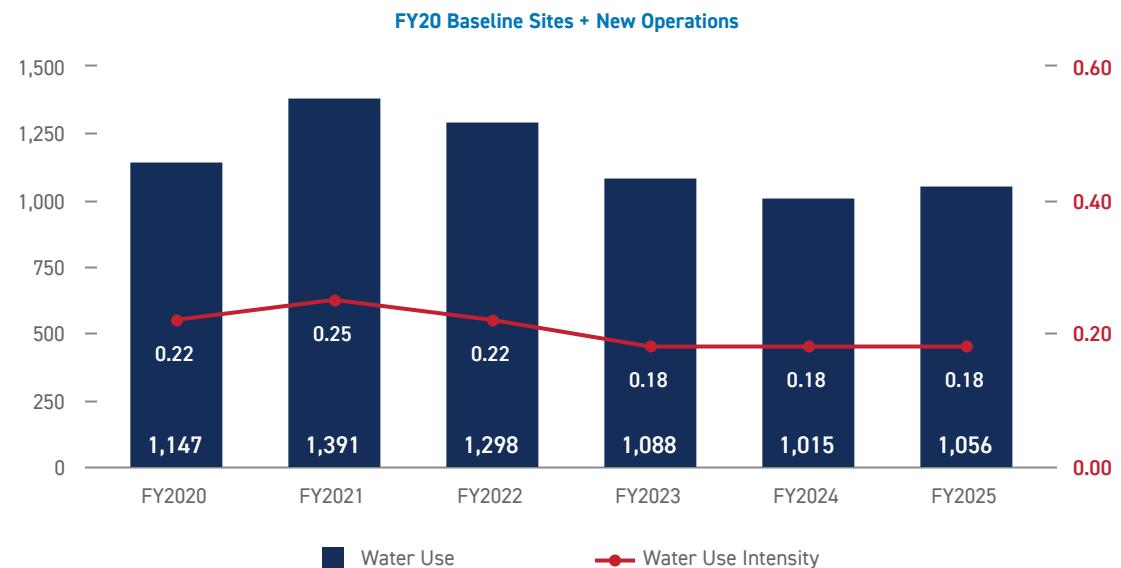
Water and Wastewater

Our Commitment: We realize that not all water is equal, so we are committed to assessing and understanding our water use and discharge impacts, particularly in high water stress environments. We are taking action to reduce overall water consumption and effectively manage wastewater discharge to protect the health of local watersheds in support of United Nations Sustainable Development Goal 6. To be a responsible company, our efforts related to water stewardship must be aligned with providing high-quality and safe products to our consumers.

Our Performance: Globally, we source 56% of incoming water from municipal or third-party providers and 44% from groundwater sources. Our water use increased by 4% compared with fiscal year 2024, but our water use intensity decreased by 3%. Our wastewater discharge volume for fiscal year 2025 was 1,778 million gallons for fiscal year 2020 baseline sites and 1,992 million gallons including new operations.

WATER USE AND INTENSITY

(million gallons and production volume intensity)



8%

Decrease in total water use compared to fiscal year 2020 for our baseline sites and new operations.

19%

Decrease in water use intensity compared to fiscal year 2020 for our baseline sites and new operations.

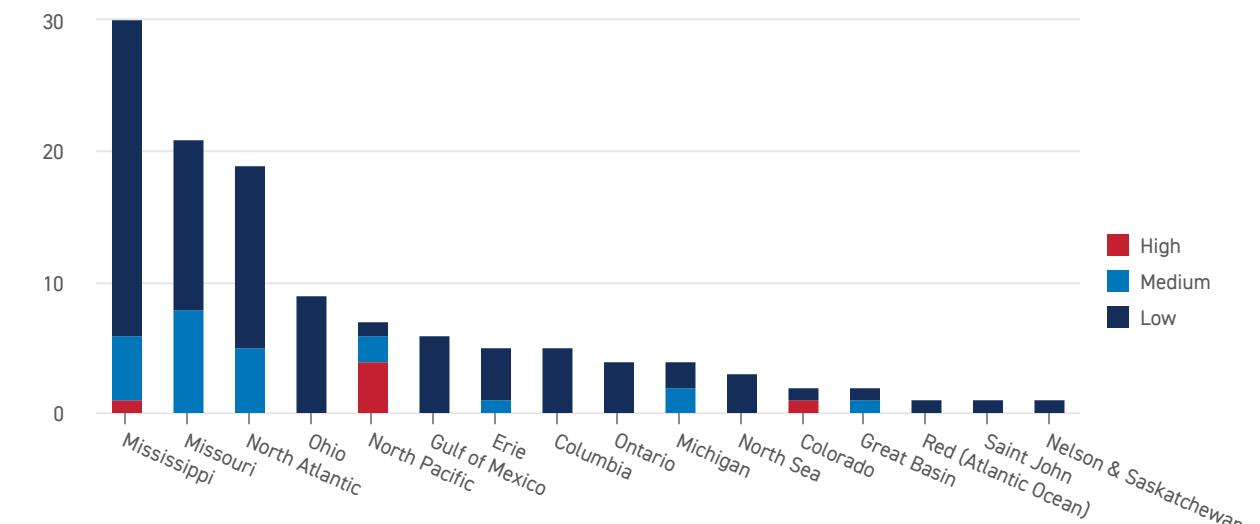
We conduct an annual global water risk assessment of our operational sites and have continued to enhance data collection capabilities to understand water sourcing, use and discharge. To assess sites located in regions of potentially high water stress, we use the following data sources: [World Resources Institute Aqueduct Water Risk Atlas](#), [WWF Water Risk Filter](#) and the [FEMA National Risk Index](#).

Based upon our fiscal year 2025 assessment, we identified the following breakdown of sites and water use by projected 2030 water stress level:

| 2030 Water Stress Level | Owned or Operated Sites and Offices | Incoming Water Volume: Groundwater | Incoming Water Volume: Municipal | 3rd-Party Warehouse and Distribution Sites |
|-------------------------|-------------------------------------|------------------------------------|----------------------------------|--|
| High | 5% | 0% | 5% | 5% |
| Medium | 19% | 21% | 13% | 21% |
| Low | 76% | 79% | 82% | 74% |

We use the results of our annual global water risk assessments, combined with our water and wastewater performance data, to inform decisions on further assessment, actions and investments. A priority focus is placed on sites located in potentially high water stress geographies to confirm sound water stewardship practices and consider watershed engagement opportunities.

COMBINED SITES BY MAJOR RIVER BASIN AND PROJECTED 2030 REGIONAL WATER STRESS LEVEL



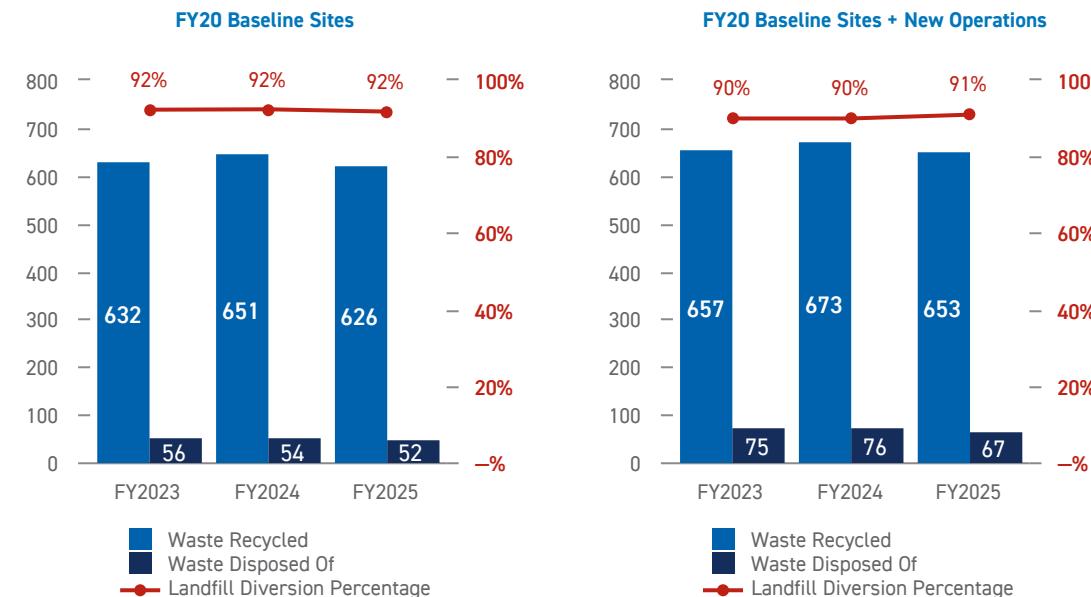
Waste Minimization

Our Commitment: Assess our waste that goes to landfills across the enterprise, and strive to optimize waste minimization, recycling and reuse across all operations.

Our Performance: We generated 4% less nonhazardous waste in fiscal year 2025 and were able to recycle 3% more than in the previous fiscal year, allowing us to increase our overall diversion from landfill rate to 91% for all active sites. Our Weetabix business has been zero waste since fiscal year 2016. We decreased our nonhazardous waste generation intensity against production volume by 11% compared to fiscal year 2024 and by 37% compared to our fiscal year 2020 baseline for all active sites.

NONHAZARDOUS WASTE LANDFILL DIVERSION AND INTENSITY

(landfill diversion and million pounds)



4% ↓

Decrease in nonhazardous waste generated compared to fiscal year 2024 for our baseline sites and new operations.

9 Years

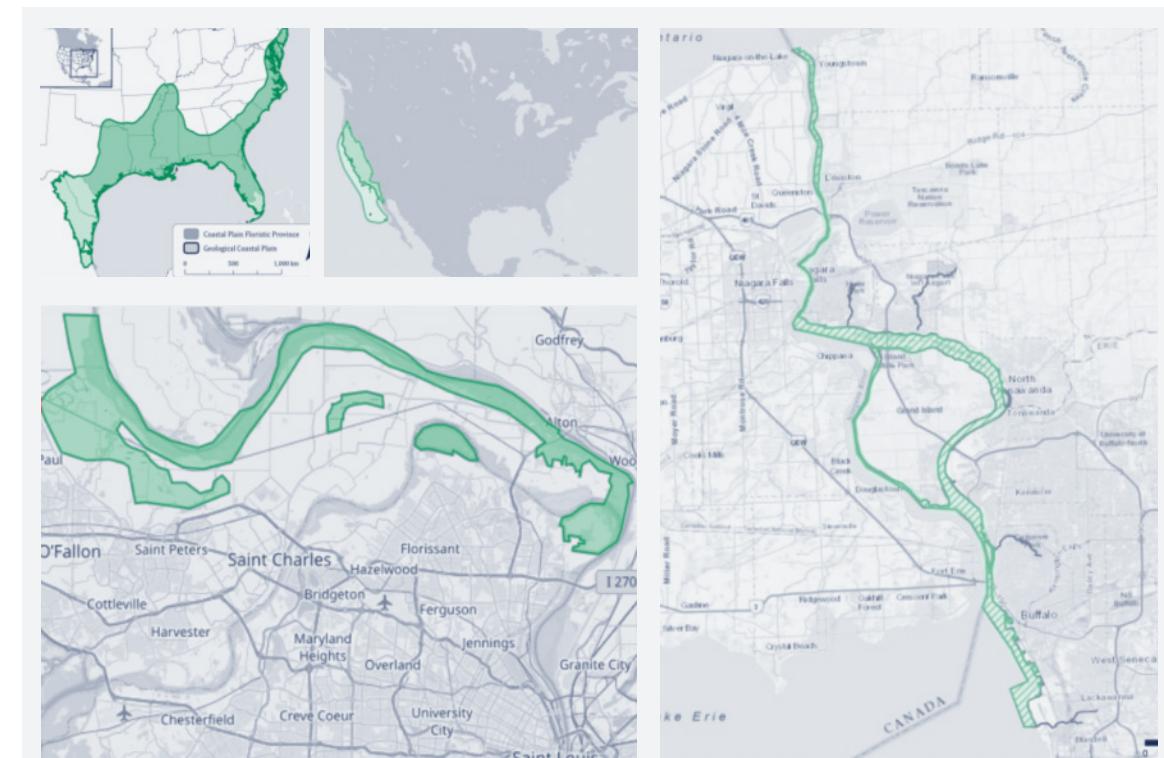
The number of years that our Weetabix business has been zero waste.

Biodiversity

Our Commitment: Assess the proximity of our operations and sourcing to sensitive habitats and define actions to monitor and mitigate any direct or indirect impacts.

Our Performance: We conduct an annual global biodiversity assessment, which evaluates the proximity of our operational sites, warehouse and distribution centers, and supplier facilities to sensitive or threatened habitats and species. To assess site proximity, we use the following recognized data sources: [WWF Biodiversity Risk Filter](#), [Alliance for Zero Extinction Global AZE Map](#), [Conservation International Biodiversity Hotspots](#) and [Critical Ecosystem Partnership Fund](#), and [Key Biodiversity Areas Partnership](#).

Based upon our fiscal year 2025 assessment, we found that 17% of operational sites are within 10 miles of sensitive habitats or rank high for one or more relevant WWF Biodiversity Risk Filter indicators. The sites are located in proximity to the following areas highlighted in the maps below.



Top Left: North American Coastal Plain (source: CEPF); Top Middle: California Floristic Province (source: CEPF); Right: Niagara River Corridor (source: U.S. EPA); Bottom Left: Great Rivers Confluence (source: BirdLife).



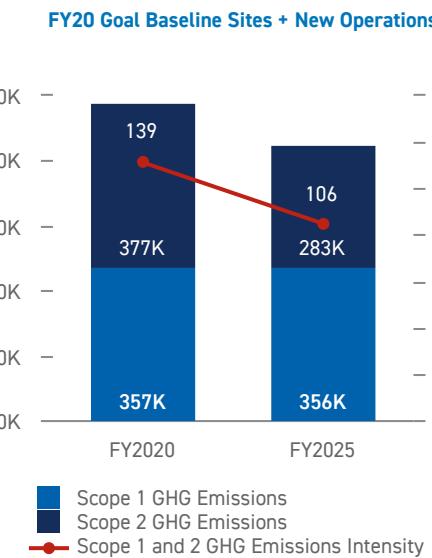
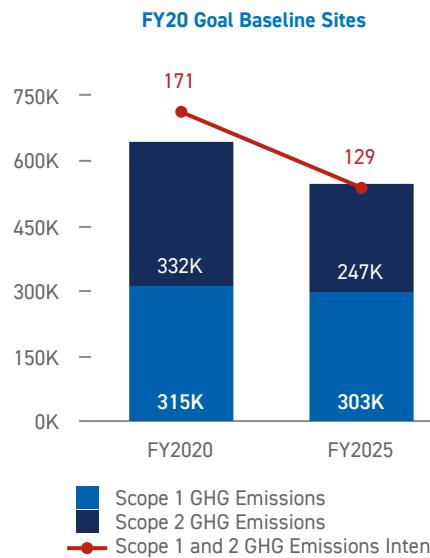
Seek Optimization

Scope 1 and 2 Greenhouse Gas Emissions

Our Commitment: Achieve a 30% reduction in absolute greenhouse gas (GHG) emissions in our direct operations (scope 1 and scope 2) by 2030 (fiscal year 2020 baseline). Our Weetabix business has additional targets validated by the science-based targets initiative (SBTi) as a pilot for our organization.

Our Performance: Compared to our fiscal year 2020 goal baseline, we have decreased scope 1 and 2 GHG absolute emissions by 15% and emissions intensity versus production volume by 25% for baseline sites.

GHG EMISSIONS AND INTENSITY: SCOPE 1 AND 2 (MTCO2e and production volume intensity)



15% ↓

Decrease in absolute scope 1 and 2 GHG emissions compared to our fiscal year 2020 goal baseline.

25% ↓

Decrease in scope 1 and 2 GHG intensity based on production volume compared to our fiscal year 2020 goal baseline.

Climate Transition Plan

There are three main components to our transition plan:

Decarbonization: We are currently in Phase 4 (2025-2027) of our five-phase GHG 2030 Goal Roadmap, with a continued focus on reducing our scope 1 and 2 GHG emissions while growing our businesses. The following are key action areas deployed across our businesses during fiscal year 2025.

Energy and Fuel Efficiency Measures

Our purchased grid electricity decreased by over 3% compared to fiscal year 2024 for our baseline sites, with intensity versus production volume down over 6% for all active sites. Our total energy consumption for fiscal year 2025 for all active sites was 2,752 million megawatt-hours (MWh), and for baseline sites, 2,353 million MWh.

Lighting Upgrades

Given the advancements in technology and clear cost savings, we continue to upgrade lighting across our sites, with a majority having completed assessments and/or upgrades.

Target Setting and Key Performance Indicators

Each business has site-level targets and KPIs to measure, benchmark and drive continuous improvements. We are also incorporating KPIs into our quarterly business reviews with companywide leadership.

Grid Advancements

In the U.S., 15 of the 17 eGRID regions relevant to our operations reduced emission factors from the previous year by an average of 7.1%.

Site Assessments and Treasure Hunts

Michael Foods continues to leverage the Better Plants Program, and Post Consumer Brands partnered with Energy One Consulting, an optimization firm founded by former food industry engineers.

Renewable Energy Sourcing

Weetabix currently sources 100% renewable electricity. We have completed renewable energy feasibility evaluations for over 85% of our sites and will continue evaluating investments based upon those findings.

Internal Climate Acceleration Fund

In fiscal year 2024, we launched an internal Climate Acceleration Fund (CAF) to support our businesses in accelerating GHG emissions reductions and to further mitigate physical and policy-related climate risks.

During fiscal year 2025, the CAF supported the following projects:

- Adoption of potato analytics platform
- MRCC Regenerative Agriculture Leadership Cohort participation
- Weetabix Growers Group data analysis for SBTi and product claims and field trial planning, instrumentation, soil and plant analysis, data collection and reporting
- Compressed air audits at multiple sites
- Supplier LOCT participation
- GHG assurance readiness assessment and a cross-functional training session
- Support of New Scientist Live, a STEM-based event highlighting regenerative agriculture

Climate Scenarios and Resiliency: The Post Risk Management function oversees a comprehensive program to evaluate and mitigate risks, including climate-related risks, to our businesses, assets and people.



Location-Specific Scenario Modeling

We conduct annual climate scenario modeling using location-specific inputs from widely recognized, publicly available data sources for multiple physical and transition risk categories. We then assign one of four global scenarios for our owned and operated sites, third-party warehouse and distribution sites and global supplier facilities for ingredients and packaging. We also leverage the Climate Resilience Product Suite available through our global commercial property insurance partner.

Transparency: We are committed to disclosing our plans and progress related to climate risks and opportunities, including participation in the annual [CDP Climate questionnaire](#), publishing an annual Sustainability Report and TCFD Summary, maintaining information on our corporate and business websites, and obtaining third-party assurance on certain of our sustainability-related data and disclosures.

GHG Assurance



We have engaged with [Sensiba](#), a Certified B Corporation that provides accounting, business consulting and tax advisory services, to support our efforts toward third-party assurance of GHG emissions data and process controls. The engagement is focused on the following:

Part 1:

GHG Assurance Readiness Assessment (Completed)

We are also leveraging our partnership with [HowGood](#) to enhance our scope 3 GHG accounting and prepare for future assurance requirements related to supply chain emissions. The emission allocations within the HowGood platform are auditable, third-party verified and aligned to leading industry standards.

Part 2:

GHG Assurance Training for Finance and Internal Audit (Completed)

Part 3:

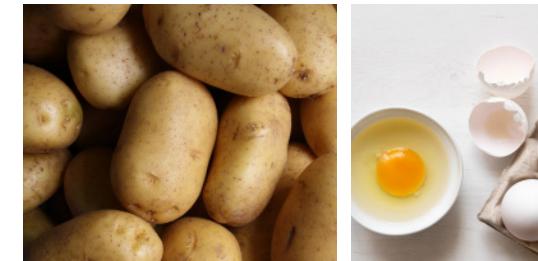
GHG Limited Assurance for Scope 1 and 2 GHG Emissions (Planned)

2025 TCFD Summary

Please see the [2025 TCFD Summary](#) for full details on our scenario modeling methodology, latest results and resiliency actions.

Upcycled Food

We are committed to eliminating food waste across the life cycle of our products. Feeding people is at the heart of everything we do, so our priority is on donating food for human consumption. As outlined in the [Environmental Protection Agency \(EPA\) Wasted Food Scale](#), there are also additional opportunities to manage food in a beneficial way through an upcycle approach when it cannot be sold in our regular supply chain or donated. While we continue to have a lot to learn about safely upcycling food, including within our pet food business, we are excited by our progress and identified opportunities.



Michael Foods continues to explore how to safely use every part of the egg and potato, including diverting materials to beneficial byproducts (e.g., animal feed, soil conditioner and other innovative applications).

Business Function Engagement

As a responsible company, we must integrate environmental and social considerations into the organization and all business functions. We continue to pursue this in two ways: (1) aligning on strategic objectives, practices and processes across the enterprise, and (2) collaborating with key functions. The following are representative examples of business function integration.

| Function | Representative Examples |
|--|--|
| Legal | Monitoring emerging sustainability-related regulations, such as climate disclosure rules and extended producer responsibility laws. |
| Finance and Internal Audit | Building capacity for emerging assurance requirements, including engaging an accounting firm to assess assurance readiness and integrating operational controls. |
| Ethics and Compliance | Implementing improvements to our supplier due diligence and assurance processes and collaborating on modern slavery disclosure compliance. |
| Procurement | Collaborating to further enhance traceability, implement the HowGood platform, build product footprinting capabilities and engage suppliers on sustainability expectations and performance data. |
| Marketing, Sales and Customer Management | Responding to customer inquiries related to sustainability, and building capacity to more proactively share progress updates and collaboration opportunities with customers. |
| Operations and Engineering | Evaluating how to effectively track sustainability-related projects and the associated positive impacts on business and the environment across each business. |

People



Post is committed to attracting, developing, engaging and retaining a talented workforce with a wide range of backgrounds, skills and abilities. We value the differences that make each of us unique and view this as fundamental to being a responsible business and achieving business results. By pursuing this ambition, we will be better positioned to engage in the community and with our consumers, ensuring that feeding people is at the heart of everything we do.

IN THIS SECTION

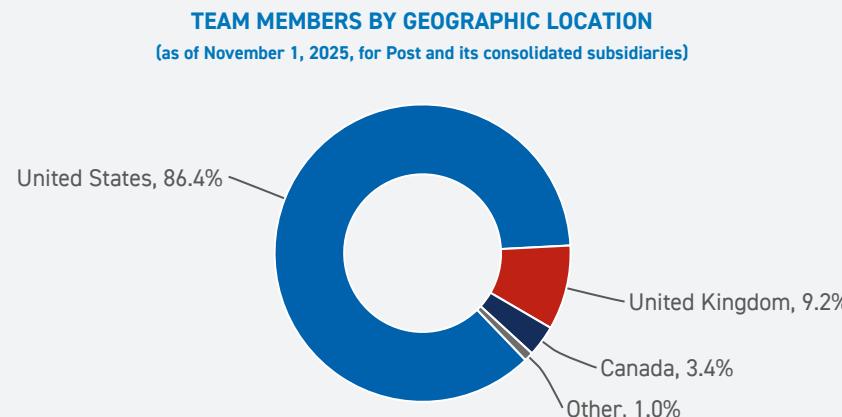


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- [29 Hunger Relief](#)
- [30 Community Engagement](#)

United Nations Sustainable Development Goal (U.N. SDG) Alignment



Pillar No. 3 Snapshot: People



Key Facts and Statistics

13,180

>55%

10M+

Global employees as of November 1, 2025, for Post and its consolidated subsidiaries.

Reductions in Occupational Safety and Health Administration (OSHA) recordable and lost time injury rates since fiscal year 2018.

Pounds of food donated by Post operating companies in fiscal year 2025.

Focus Areas



Maintain Foundation by consistently delivering on the essentials

- Workplace safety and health
- Talent management



Seek Optimization to eliminate waste in all forms and actions

- All In @Post
- Hunger relief



Work Together with our constituents, internally and externally

- Communities



Post Consumer Brands was once again awarded as a Minnesota Top Workplace in 2025, which is a list based upon a composite score calculated purely by evaluating employees' responses.

Performance Measures

Aspire to provide products and services to our customers without harm to people or the environment.

Donate or upcycle food annually to reduce food waste and support hunger relief.

All sites have local community engagement activities.

Recognized as a responsible business and great place to work.

STATUS

On Track



Achieved



On Track



Achieved





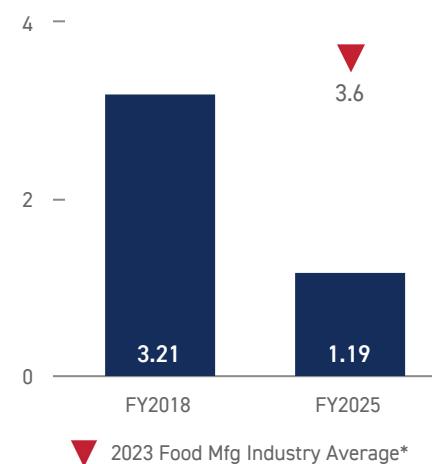
Maintain Foundation

Workplace Safety and Health

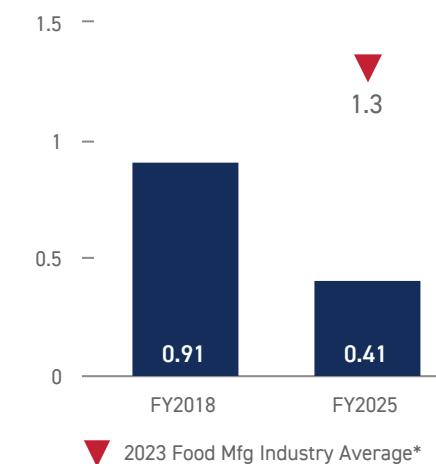
Our Commitment: We are committed to maintaining a healthy and safe workplace for our employees and adhering to our Global EHS&S Policy. Through regular communications between safety teams and leaders, we strive to continuously improve and update our safety protocols and practices in pursuit of our vision to provide products and services to our customers without harm to people and the environment. Our senior leadership team and our Board of Directors receive periodic updates regarding our safety performance and risk mitigation activities.

Our Performance: We have consistently outperformed health and safety rates for food manufacturing companies (NAICS 311) for both recordable and lost time injury rates.

OSHA RECORDABLE RATE



OSHA LOST TIME INJURY RATE



63%

Decrease in OSHA recordable rate compared to fiscal year 2018.

55%

Decrease in OSHA lost time injury rate compared to fiscal year 2018.

We are proud of our health and safety performance and continue to be focused on the following core areas:

- Continuously improving our comprehensive safety and risk management system, which incorporates rigorous safety standards and practices.
- Proactively identifying hazards and implementing effective exposure reduction strategies for high-energy or high-risk work activities, including human behaviors, artificial intelligence technology and training.
- Enhancing our root cause analysis process for more effective and sustained preventative actions.
- Effectively training employees and leadership to ensure consistent implementation of our safety protocols.
- Implementing a robust change management process designed to identify and eliminate risk to human and food safety, as well as the environment, prior to change implementation.
- Completing approximately 50 EHS&S site audits annually to assess regulatory compliance and conformance to our EHS&S Management System requirements. During fiscal year 2025, we also partnered with an third-party auditing resource to enhance our internal auditing processes.
- Implementing an improved contractor oversight process to ensure our external partners perform to our standards and expectations.

High-Performance EHS Culture

Our continued performance with health and safety rates, as shown on the left, is validation that our comprehensive safety and risk management program (SRMP) and team-based approach is effective. To maintain this, participation from all levels of the organization is essential. "SRMP has really changed the culture from responsibility primarily falling on the shoulders of people working in safety to everyone's responsibility," said Kristy Mackeprang, Michael Foods' Bloomfield human resources manager. "That shift has allowed both hourly and salaried employees to be involved in audits, inspections and decisions that affect them every day, and that has been a positive change."

Michael Foods has achieved a 55% improvement in audit scores and a 67% reduction in injury rates since beginning their SRMP journey shortly after Post's acquisition in 2014.

To further improve and to avoid complacency, as well as engage our safety teams and leaders across the organization, Post conducted an update to our SRMP in fiscal year 2025. Each business was assigned a portion of the 16 elements of our program, as previously defined within the environmental compliance section of this report, and tasked with making recommendations for improvement.

THINK SAFE. ACT SAFE. BE SAFE.

* Updated 2024 [U.S. Bureau of Labor Statistics](#) industry averages were not available at time of publication.

Talent Management

Attracting, developing, engaging and retaining a talented workforce with a wide range of backgrounds, skills and abilities is key to achieving our business goals. We continue to enhance our talent acquisition strategy across the enterprise through increased partnerships with colleges and universities; through community outreach initiatives; by providing training and resources to our recruiters and people leaders on interviewing skills; through job description development; and by enhancing use of our technology platforms and data insights. Our businesses conduct engagement surveys annually and then use those results to assess their strengths and areas of opportunity.

Total Rewards

We continue to review, evaluate and implement solutions and resources that address the overall well-being of our employees. Our Total Rewards programs, plans and policies are designed to be comprehensive and competitive, support our business goals, and be cost-effective and promote shared fiscal responsibility. To support the health and financial needs of our employees, we offer competitive fixed and/or variable pay and a suite of benefit plans and programs to eligible employees, including medical, prescription drug, dental, vision, life insurance and disability coverage; paid time off; employee assistance; and defined benefit and defined contribution retirement plans and programs.

Succession Planning and Internal Mobility

We believe encouraging internal mobility is a key strategy to reducing attrition by retaining critical talent across our organization, as well as building succession plans with their future roles in mind. We continue to proactively implement initiatives to encourage and remove barriers to internal mobility opportunities. Here are some great examples of career journeys within our company:

- VP of Product Research and Development 
- Senior Manager of Operations 
- Senior Director of Customer Operations 
- U.K. Compliance Manager 



The New Jersey Michael Foods site hosts a fun, interactive walk-through allowing employees to learn about and expand their skills into other departments.

Work-Life Integration

The overall well-being of our workforce is key to our success, with work-life integration being fundamental. Because operations take place during various shifts and work hours, we can offer flexible scheduling and hybrid work arrangements when possible to give employees balance between personal and professional needs. This also translates back to our Total Rewards philosophy, with balanced benefit offerings, such as medical plans, that are tailored toward progressivity by providing a tiered cost structure depending on rate of pay. We recognize the importance of providing paid parental leave to eligible employees who have become parents. We also offer virtual primary care.

A Day in the Life

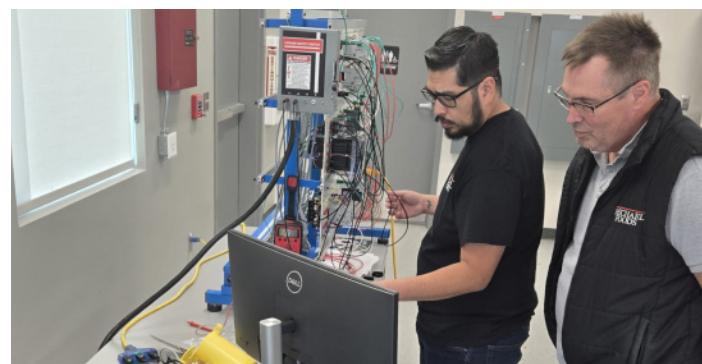
Take a look inside our organization through a day in the life of employees in the following roles:

| | |
|---|---|
| Continuous Improvement Engineer  | Manufacturing Engineering Manager  |
| Operations Supervisor  | Finance Manager  |
| Product Developer  | Sr. Associate Brand Manager – Pet  |
| Customer Solutions Representative  | Quality Technician  |



Training and Educational Resources

We provide training, development opportunities and resources for our employees both in-person and through e-learning. In addition, we encourage building individual development plans and offer a large array of training resources, ranging from technical skills, such as the [Post Consumer Brands' Engineering Apprentice Program](#) and the new Michael Foods Technical Training Center, to behavioral skills. We also provide robust compliance training and trainings associated with our Global Code of Conduct.



A new Technical Training Center opened by our Michael Foods business in Norwalk, Iowa. The center will allow team members to hone skills for hands-on precision maintenance, electrical wiring and motor control systems, which are critical for driving reliability and performance across our operations.

Internship Programs

We have established [internship programs](#) across our organization, which continue to expand in terms of number of roles, functions and universities. In 2025, we had interns from 25 states, 45 colleges and universities, and 30 different fields of study across all of our businesses. Explore our internship opportunities through the links below as our businesses are already recruiting for summer 2026!

- Bob Evans Farms Intern Programs 
- Post Consumer Brands Summer Interns 

- Michael Foods Student Programs 
- Weetabix Careers Website 

Learn about a day in the life from previous interns:

- Accounting Intern 

- Brand Marketing Intern 

Living Our Values

Our Post values are a fundamental part of our day-to-day operations. They govern the way we work, the way we behave and the way we interact. They transcend location, role and function. Our values drive value, which is why we take them seriously and maintain the Living Our Values employee recognition program. Our businesses also maintain complementary purpose statements, values and employee recognition programs.



Integrity

We take responsibility for our actions, adopt an unbiased approach to all colleagues, do the right thing, deliver what we promise and are considerate of individual differences and cultures.



Impact

We measure everything; commit to excellence; and question whether if the job can be done quicker, better or more efficiently.



Interdependence

We take ownership of our successes and mistakes, encourage the wisdom of the unconventional, trust each other, and respect and value our differences.



Insight

We learn from others, leverage strengths, seek to develop a deep understanding and look for creative solutions and make them happen.



Imagination

We have the courage to dream big, are open to and proactive about change, are positive and inspiring, peer around the corner and change the landscape.



All In @Post

We believe each employee brings diverse backgrounds, skills and abilities to the workplace. Our ongoing commitment is to provide employees with a supportive environment where all are invited to share their talents and succeed. We also believe that each employee is ultimately responsible for their own success. In November 2024, we adopted a new mission statement to articulate our collective viewpoint with respect to this partnership between us, called All In @Post.

All In @Post Mission Statement

- We create the opportunity to be "[All In @Post](#)," where every individual can thrive, reach their potential, feel a sense of belonging and own their success.
- We foster an inclusive environment, which values the differences that make everyone unique.
- We invest in every employee's potential and invite them to participate fully and with intention to maximize their opportunity and achievement.



All In @Post is led by a council representing each business and collaborating on the following focus areas:

Speak-Up Culture

We encourage a culture in which everyone in our organization feels comfortable speaking up without fear of retaliation whenever they have a concern about something specific or general. To support this culture, we offer "Speak Up, Listen Up" and "Respect for Others" employee trainings — along with a wide variety of resources on age, allyship, culture, disability, equity, gender, inclusion and race — to promote inclusivity.

Employee Resource Groups

We continue to establish and maintain Employee and Business Resource Groups (ERG and BRG) to support our All In @Post culture, including the following active examples from one or more businesses:

| | |
|--|---------------------|
| • Women's Development Network | • Women's BRG |
| • Latinos Engaging Attracting Developing | • Aspiring Leaders |
| • Pride LGBTQ+ Network | • Military/Veterans |



The Bob Evans Farms Aspiring Leaders BRG sponsored a table at the *Canine Companions® DogFest* in New Albany, Ohio.



Office events were in full swing (literally and figuratively!) during fiscal year 2025.

We hosted many office events throughout the year, including: Top Photos: inviting all corporate office employees in St. Louis to enjoy a day at the ballpark watching our beloved St. Louis Cardinals; Bottom Left Photo: our annual Post picnic in the St. Louis corporate office; and Bottom Right Photo: celebrating International Pi Day at our St. Louis corporate office with our deliciously unique St. Louis-style pizza.

1.96M Breakfasts

Donated to FareShare by Weetabix between October 2024 and July 2025, which benefited 18 mental health organizations, 57 asylum seekers and refugees' charities, 822 groups serving children and young people (aged 18-25 years) and 91 older people's community groups.



Seek Optimization

Hunger Relief

Feeding people is at the heart of everything we do. So when we help in our communities, it is natural that we continue in our work to feed the world, especially those in the most need.

We have been a Leadership or Mission Partner of [Feeding America](#), the largest hunger relief organization in the U.S., for the past eight years. The Feeding America network includes 200 food banks and 60,000 food pantries and meal programs, helping provide food assistance to more than 40 million people facing hunger.

In St. Louis, where Post Holdings' headquarters is located, we also support [Operation Food Search](#), which is a hunger relief organization that provides free food, nutrition education and innovative programs proven to reduce food insecurity. Operation Food Search, which serves over 200,000 individuals monthly, has a mission we fully support: to nourish and educate our neighbors in need to heal the hurt of hunger. Through monetary donations and volunteer activities, we are helping the Operation Food Search network serve its 330 community partners in 25 Missouri and Illinois counties.



Post was a presenting sponsor of the Operation Food Search annual Feast for Change fundraiser during Hunger Action Month in September 2025.

A group of employees also volunteered for Operation Backpack prior to local kids starting the new school year, which is a program by Operation Food Search that provides weekly sacks of kid-friendly, shelf-stable food to students during the weekend when school meals are not available.

In local communities where we have our operations, we take great pride in supporting hunger relief by giving back through food donations, fundraisers and volunteering in support of many local and national organizations and food banks.

10M+ Lbs

Amount of food donated by Post operating companies in fiscal year 2025.



25M Bowls

Weetabix has donated 25 million bowls of breakfast to communities in need through working with FareShare and Magic Breakfast since 2014.



Ingredients for Good Program

Post Consumer Brands (PCB) facilitated the [fourth annual Ingredients for Good](#) volunteer initiative, which achieved the following:

- Engaged over 1,200 PCB employees from 18 U.S. and Canadian locations.
- Donated over 2,000 volunteer hours to hands-on projects that help battle food insecurity for humans and their pet companions.
- Assembled more than 67,000 meals and snack packs and 24,000 pet food packs, which were distributed across 39 local nonprofit organizations and pet shelters.
- Contributed more than \$300,000 to local communities to support food access for the whole family.

A huge thank you to Greater Twin Cities United Way for their incredible partnership!



Work Together

Community Engagement

Our community engagement is one of our proudest traditions, and it starts with supporting our local St. Louis community. During fiscal year 2025, Post Holdings supported a number of organizations through corporate partnerships and also driven by our passionate employees. We are especially proud of the following:



Presenting sponsor of Glennon LIVE benefiting the Children's Fund at SSM Health Cardinal Glennon Children's Hospital.



Community partner of the St. Louis City Soccer Club, a member of the Western Conference in Major League Soccer.



Supporting the Salvation Army's Angel Tree Program has become a tradition at our corporate headquarters in St. Louis, helping children experience the joy of Christmas each year.



St. Louis County Library Foundation

Sponsoring the Post Event Space at the St. Louis Library Clark Family Branch and local fundraising events.



In addition to food insecurity, hunger relief and local St. Louis community support, our community engagement focuses on three additional priority areas:

- 1. Veterans and Military Families:** Our support helps raise awareness and provides military supporters the chance to give more than thanks to military members, veterans and their families.

As an example, Bob Evans Farms supported several initiatives, as highlighted at the right, including sponsoring Military Family Days at the Columbus Zoo, where active and retired military members and their families received free admission throughout the week; hosting a Veterans Day panel highlighting the incredible contributions of women in the veteran community; sponsoring a wreath-laying ceremony at three local veterans' cemeteries in Hillsdale, Michigan; and our Military and Veterans Business Resource Group supporting Big Brothers Big Sisters of Central Ohio at the Bowl for Kids' Sake event.

- 2. Education and Basic Needs for Kids:** Young people are our future employees, consumers, entrepreneurs and leaders. Their success in the community depends on their success in the classroom, so our charitable efforts help remove obstacles to education, especially for those faced with socioeconomic challenges.



As an example, Post Holdings was a sponsor for the [Party for Packs](#) event hosted by Operation Food Search. All proceeds from the event benefit Operation Backpack, which provides weekend meals to children in need when school meals are unavailable.



As an example, Weetabix joined [The 5% Club](#), an initiative focused on growing opportunities for apprentices, graduates and sponsored students to help more people earn while they learn.

- 3. Disaster Relief:** We have a history of stepping up to help during natural disasters, as we know that's when our communities most need us.

As an example, Post Holdings supported the following organizations with disaster relief in the immediate aftermath of storms impacting the St. Louis area during fiscal year 2025:



Severe Storm/
Tornado Relief Fund



American
Red Cross
Missouri & Illinois
Tornado Relief



Operation
Food Search
Tornado Emergency
Response



Bob Evans Farms Giving Report

Bob Evans Farms published their latest [Giving Report](#), showcasing the meaningful impact the organization achieved through community partnerships, volunteerism and charitable giving across the country during fiscal years 2023 and 2024. The giving programs have also enriched the lives of employees, offering opportunities to volunteer, connect with causes that matter and take pride in being part of a purpose-driven organization.



Each year, we support local events and organizations in the communities where we live and work. Our employees also volunteer for causes they care about.

During only the past two years, we are very proud to have supported the following organizations and many more.



Top Photo: Donated gifts supporting the Salvation Army's Angel Tree Program. Bottom Photo: Post Consumer Brands became a founding partner of the Battle Creek Battle Jacks baseball team in 2025.

100+

The number of organizations we have supported during the past two years.

4-H Programs

- 911 Memorial Stair Challenge
- Allen County Fair
- American Legion
- Battle Creek Battle Jacks
- Big Brothers Big Sisters
- Britt Area Food Bank
- Buddy Up for Life, Inc.
- Cancer Support Community Central Ohio
- CANHelp
- Canine Companions
- CASA for the Children
- Central State University Pantry Collection
- Chaska Food Distribution
- Children's Hunger Alliance
- Columbus Food Rescue
- Columbus Zoo
- Community Food Bank of New Jersey
- COSI Center for Science and Industry
- Distributive Education Clubs of America
- Diversity & Inclusion in Grocery
- Dress for Success Columbus
- Employers for Carers
- English FA and Football Association of Wales
- Family Promise of Greene County
- FareShare
- Feed the Children
- Feeding Medina County
- Food Bank of Iowa
- Franklin University U-LEARN
- Freestore Food Bank
- Future Farmers of America
- George Washington Carver Food Institute
- Good Samaritan Food Pantry

Grange Insurance Audubon Center

- Greater Twin Cities United Way
- GroceryAid
- Hancock County Fair
- Hancock County Learning Center
- HBCU Connect
- Healthy New Albany
- I Am Boundless, Inc.
- iBELIEVE Foundation
- Illinois Special Olympics
- Iowa Egg Council (Iowa State Fair)
- James Hospital & Solove Research Institute
- Le Sueur Giant Days
- Leading Ladies of Lenox Baby Pool Project
- Lenox High School
- Lenox Stock & Saddle Club
- LeSueur Giant Day Parade
- Lima City Schools
- LSS Choices
- M.A.S.H. Pantry
- Magic Breakfast
- Mars Hill Youth Ski Program
- Meals from the Heartland
- Mental Health First Aiders
- Mid-Ohio Food Collective
- Midwest Food Bank
- National Black MBA Association, Inc.
- NC4K Fashion Show
- Nellie's Champions for Kids
- NextUp Cincinnati
- Norfolk Area Chamber
- Northants Search and Rescue
- Northern Illinois Food Bank
- Northfield Operation Joy Program
- Northwest Arkansas Food Bank
- Ohio Agricultural Council
- Ohio Cattlemen's Association
- Ohio Farm Bureau ExploreAg Camp
- Ohio Farm Bureau Foundation
- Ohio Pork Council
- Pasadena Humane Society
- Pierce County Fair
- Project Share
- Randolph County Crisis Center
- Ronald McDonald House
- Salvation Army
- Samaritan Community Center
- Save the Children
- Second Harvest Heartland
- Society of Hispanic Professional Engineers
- Special Olympics
- Springfield Soup Kitchen
- The Freestone Foodbank
- The Humanity Alliance
- Twin Cities in Motion
- U.S. Committee for Refugees and Immigrants
- United Negro College Fund Columbus
- United Schools Network
- United Way
- Uplift Her Wellness Day
- Virgil L. Strickler Youth Reserve Program
- Walk for Hospice
- Walk to End Alzheimer's
- West Hancock EMS
- West Hancock Little Eagles Wrestling Team
- Women in Manufacturing
- World Champion Hopkins County Stew Fest
- Wright-Patterson Air Force Base Veterans

Products



Post is committed to the quality and safety of our products as our highest priority and foundational to our organization and culture. We are committed to maintaining and continuously improving our food safety management systems and making packaging more sustainable, but only when it is possible to also ensure the quality and safety of our products.

IN THIS SECTION

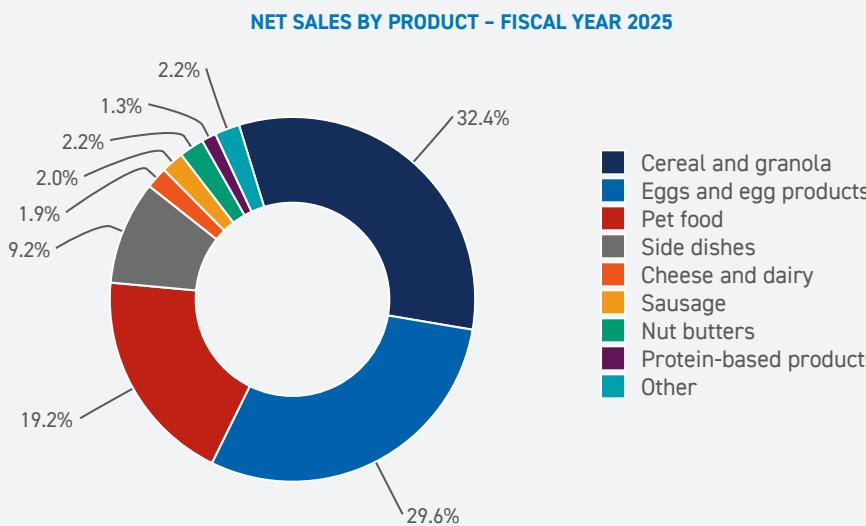


- [34 Products Snapshot](#)
- [35 Product Quality and Safety](#)
- [35 Responsible Marketing](#)
- [36 Sustainable Packaging](#)
- [37 Product Footprinting](#)
- [38 Customer and Consumer Engagement](#)

United Nations Sustainable Development Goal (U.N. SDG) Alignment



Pillar No. 4 Snapshot: Products



Key Facts and Statistics

90.5%

Company revenues generated by sales within the U.S. during fiscal year 2025.

100%

Of our top 5 global packaging suppliers have mature sustainability programs.

Focus Areas



Maintain Foundation by consistently delivering on the essentials

- Product quality and safety
- Responsible marketing



Seek Optimization to eliminate waste in all forms and actions

- Sustainable packaging
- Product footprinting



Work Together with our constituents, internally and externally

- Customers and consumers



Michael Foods' K-12 team attending the School Nutrition Association's Legislative Action Conference, focused on how to improve the health and well-being of students across the country.

Performance Measures

Products use 100% mass-balanced, Roundtable on Sustainable Palm Oil (RSPO) certified palm oil.

Products use 100% third-party certified cocoa.

Products with How2Recycle labels designated across our portfolio.

Packaging portfolio assessed for sustainability and recyclable, compostable or reusable packaging materials.

Elimination of food waste in operations.

STATUS

Achieved



On Track



Progressing



Achieved



On Track





Maintain Foundation

Product Quality and Safety

Behind every one of our great-tasting products is a network of people working diligently to ensure they are safe for consumers and pets. From ingredient suppliers and manufacturing teams to corporate support teams and food safety subject matter experts, we put Science in Action to ensure food safety. We have processes in place to quickly identify and communicate food safety risks and drive timely risk management, including, when necessary, recall measures.

Our ingredients, packaging materials, finished products and critical controls are traced, enabling us to investigate and address any potential concerns in the marketplace. Our internal food safety assurance systems, as described previously in this report, are able to continuously monitor for errors during production.

These systems position our company to proactively withdraw affected products in a timely manner and in compliance with all applicable regulations. In fiscal year 2025, Post businesses had two product recalls involving a small quantity of product.



Photos from the Post Holdings Quality and Food Safety (QFS) Summit, left, and from the Bob Evans Farms Quality, Food Safety and Environment (QFSE) Conference on the right.

Responsible Marketing

We recognize the importance of providing consumers with product choices to meet their varied preferences for taste, nutrition, value, convenience and sustainability and are committed to responsible marketing and product transparency. This commitment extends to all marketing and communications across all media (television, print, online, radio, mobile and social media), with the objective of providing critical product ingredient and nutrition information that is clear, accurate and accessible. By meeting this commitment, we empower consumers to make informed choices.

Responsible Marketing Principles

Our commitment is based on the following principles:

- Conduct marketing in accordance with all applicable laws, rules and regulations.
- Confirm that marketing content and claims about product nutrition and health benefits are:
 - Clearly distinguished as advertising for a commercial purpose and transparent about the identity of the advertiser.
 - Based on sound scientific evidence.
 - Accurate in reflecting product characteristics (taste, size, ingredients, content nutrition or health benefits) and not intentionally misleading to consumers.
 - About promoting balanced diets and healthy lifestyles and avoiding overconsumption, including food products not intended to be substitutes for meals and not being represented as such.
 - Respectful, inclusive and safe, including using advertising outlets that are audience appropriate and brand relevant.
- Maintain additional guiding principles specific to marketing to children (under 13) and teen (13-17) audiences, including:
 - Adhering to all applicable regulations for advertising and personal information related to children.
 - Avoiding using online behavior-based advertising methods when targeting children.
 - Managing advertising to avoid any product being advertised in content or on programs primarily intended for children under 6.



[Product Page](#)



[Product Page](#)



[Product Page](#)

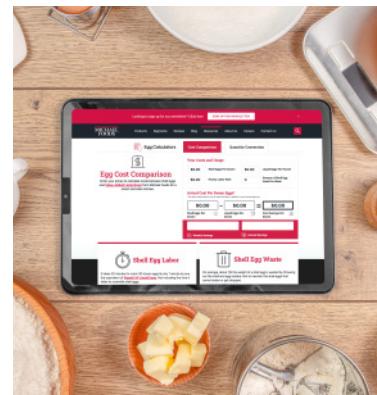


[Product Page](#)

Labeling and Nutrition

Our businesses have nutrition-focused technical teams that monitor consumer nutrition trends and participate in innovation. We encourage a healthy lifestyle, and our food products fit into a varied diet with a variety of product offerings. We actively participate in targeted nutrition and school meal programs.

As a food company, our labels give directions on proper preparation of our products and include detailed information for consumers on ingredients and nutrition. The following are three examples of how our businesses proactively engage with consumers on nutrition:



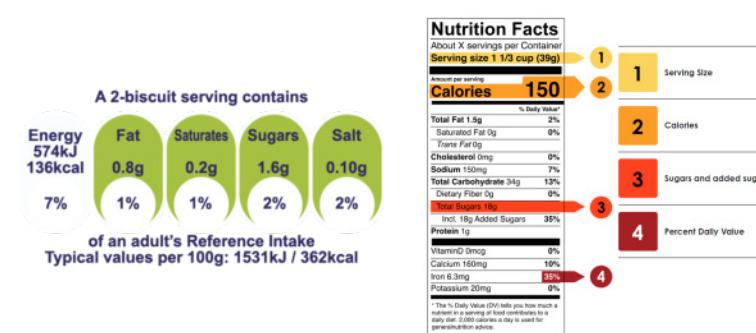
Michael Foods offers a range of free online resources including continuing education courses, videos, tools, recipes and a library of product-specific information sheets.

Check out the egg cost comparison, shell egg labor and shell egg waste calculators!

Product Certifications and Attributes

We acknowledge the trend toward certified or labeled products, which is of growing interest to customers, consumers and investors. As part of our approach to responsible marketing, as previously described, we seek to use only credible certification frameworks and auditable practices. We offer products across a range of certifications and clearly labeled attributes, such as:

- WIC Eligible
- Non-GMO Project Verified
- Plant-Based
- Allergens
- Kosher-Certified
- USDA Organic
- Certified Cage-Free
- Grain-Free
- Vegan
- Low Carbon
- RSPO Certified
- Gluten-Free
- Keto-Friendly
- Halal
- Heart-Healthy



Weetabix incorporates nutrition information on product packaging, including use of the color-coded "traffic light" front-of-pack nutrition labelling system. The example image above is for Weetabix Original.

Post Consumer Brands maintains pages dedicated to providing [product-specific nutrition information](#) and guidance to help consumers make informed food choices, including a [FAQ](#) section and Food Claim Glossary.



Seek Optimization

Sustainable Packaging

We are committed to pursuing more sustainable packaging across our portfolio to reduce the impacts of our products and to maintain compliance with emerging international, national and state packaging, labeling and single-use material laws.

We are committed to the following packaging-related goals:

- Post will implement How2Recycle (H2R) labeling across our products and actively participate as a member of the Sustainable Packaging Coalition (SPC).
- Weetabix would return to 100% of packaging being recyclable by 2026 (achieved), reduce plastic in packaging by 15% by 2025 (achieved) and reduce the carbon footprint of packaging by 15% by 2030.
- Post Consumer Brands will design for 100% recyclable cereal packaging by 2025 (achieved).



SUSTAINABLE PACKAGING COALITION®

We have an internal Packaging Share Group to promote the sharing of knowledge and best practices across the enterprise about current and emerging topics impacting the packaged food industry. The group meets monthly and includes representatives from each of our businesses and also the Post Holdings procurement team.

Packaging Share Group and EPR Compliance

The Packaging Share Group has been instrumental in meeting compliance obligations related to state-specific Extended Producer Responsibility (EPR) packaging regulations. The Packaging Share Group has allowed our organization to efficiently monitor and interpret dynamic EPR requirements and share best practices and technical expertise among companies. While not a formal member, we have been actively engaged with Circular Action Alliance, the designated producer responsibility organization for the majority of active state programs.



Packaging teams across all of our businesses are working to reduce the volume of packaging material used and find the solutions to keep the impact of our packaging low while providing safe and high-quality products. While there are innovative materials and designs more readily available, including plastic-free options, many do not keep food fresh or safe, resulting in increased food waste.

SPECRIGHT



Right Photo: Weetabix employees visit our partner, MM Packaging, and their impressive world-class facility; Bottom Left Image: a "how our cereal is made" video available on the PCB website captures that business's commitment and progress toward more sustainable packaging; and Top Left Logo: Bob Evans Farms has leveraged Specright to manage specification data and drive innovation across the entire life cycle of products. [Learn more](#) from Bob Evans Farms Chief Information Officer Andrew Norman.

Product Footprinting

We are building capacity to evaluate product-level impacts and opportunities more efficiently and at scale across the broad range of our portfolio through a methodical process.

| FY2023 | FY2024-2025 | FY2026 |
|---|--|---|
| Completed a data analytics initiative to map the end-to-end flow of purchased ingredients and materials into sold products. | Partnered with HowGood, a leading sustainability intelligence platform for food companies. Set up and calibrated multiple years of global sourcing data. | Leveraging product footprint functionality across each of our businesses. |

This process and our partnership with HowGood will enhance our scope 3 GHG accounting; allow for generation of dynamic lifecycle environmental, social and carbon assessments of products; and help prioritize decarbonization opportunities. This platform will also further advance our carbon accounting toward third-party validation and assurance.



Logistics and Transportation

One area of our product footprint that we have been proactively managing is the transport of raw materials and products. Our focus is on identifying ways to increase logistics efficiency without compromising quality or customer satisfaction. Each business has a unique distribution network based upon sourcing, production and product distribution to high-volume food distributors, retailers, club stores, supercenters, mass merchandisers and national restaurant chain customers. Our logistics and transportation network is made up of three main components, with the majority through third-party service providers.

1. Private Fleets Owned by Post

Our Foodservice and Refrigerated Retail businesses own and operate fleets. During the past two fiscal years, we replaced 40% of our private fleet with new, modern trucks with automatic transmissions. For fiscal year 2025, we had the following private fleet statistics:

| | FY2022 | FY2023 | FY2024 | FY2025 |
|------------------|--------|--------|--------|--------|
| Miles per Gallon | 6.14 | 7.40 | 7.45 | 7.30 |
| MTCO2e | 22,317 | 17,053 | 16,253 | 16,924 |

19% 
Increase in miles per gallon vs. fiscal year 2022.

2. Third-Party Services Managed by Post

The third-party logistics and transportation service providers managed by Post use a combination of intermodal, truckload, less-than-truckload (LTL), bulk and international shipments via a freight forwarder. We partner with a strategic transportation management solutions provider that provides our team with analytics and insights to manage costs, improve transportation network efficiency and minimize fuel use and GHG emissions. Within each contract renewal, we stipulate a miles-per-gallon range to realize these benefits. For fiscal year 2025, we had the following statistics, and we will work to include LTL and international shipments in future reporting.

| | FY2022 | FY2023 | FY2024 | FY2025 |
|------------------|---------|---------|---------|---------|
| Miles per Gallon | 6.73 | 7.03 | 7.16 | 7.50 |
| MTCO2e | 177,567 | 172,712 | 146,074 | 194,789 |

11% 
Increase in miles per gallon vs. fiscal year 2022.

3. Third-Party Services Managed by Suppliers or Customers

The third component of our logistics and transportation network includes inbound raw materials and services managed by suppliers and also customers that pick up and take outbound products from our production, distribution and warehouse sites.



Work Together

Customer and Consumer Engagement

We believe that customer and consumer engagement is the key to unlocking the full potential of sustainability. The following are examples of how we are proactively engaging customers and consumers in sustainability-related initiatives.



Food Industry Supplier Collaboration: We are partnered with several customers and peers to maintain an online climate school to provide global suppliers direct mentoring, actionable instructions and tools to build internal capacity.



Consumer Product Labels: Weetabix uses the NaviLens code on Weetabix Original packaging. Developed by the Royal National Institute for the Blind, the label can be used by visually impaired consumers.



Consumer Recycling Guidance: We continue adding the How2Recycle labels, including transitioning to the newly released pro labels, to packaging to assist consumers in effectively recycling packaging.



Product Footprinting: We are supporting customers with inquiries related to product-level characteristics, including via the HowGood platform. We are also using our evolving product footprinting capabilities to proactively engage branded and private label customers.



Customer Surveys: Our businesses complete annual sustainability assessments as requested by our customers; for example, the annual [THESSIS](#) assessment for retailers such as Ahold Delhaize, Coles, Sam's Club, Walgreens, Walmart and Woolworths.



Brand and Product Recognition: Nature's Recipe was named one of [America's Most Trusted Brands of 2025](#) by USA TODAY and its research partner Plant-A Insights Group. The Weetabix Net Zero Carbon Wheat Initiative was shortlisted for Sustainability Initiative of the Year at The Grocer Gold Awards 2025. Bob Evans Farms was honored to be named the #2 Most Trusted Brand in the packaged side dish category in the [2025 BrandSpark Most Trusted Awards](#) from BrandSpark and Newsweek. Weetabix was recognized with the [GroceryAid Gold Achievement Award](#) for the ninth consecutive year for supporting all three program pillars: awareness, fundraising and volunteering.

Appendix

IN THIS SECTION

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About This Report

The 2025 Sustainability Report describes our approach, commitments, initiatives and performance across a wide range of sustainability-related topics. Our Sustainability Steering Committee has responsibility for development of the annual sustainability report.

Throughout this report, we refer to "Post Holdings", "Post", "we", "us", "our", the "Company" or similar terms. Such references should be read to refer to Post Holdings, Inc. and its subsidiaries, unless context otherwise requires.

This report is part of a broader set of disclosures that provide stakeholders with access to financial and other information about Post Holdings, Inc. at www.postholdings.com, including press releases; Forms 10-K, 10-Q and 8-K as filed with the Securities and Exchange Commission (the SEC); and information on corporate governance and proxy materials such as our Global Code of Conduct, our Corporate Governance Guidelines and charters of committees of our Board of Directors.

For purposes of the 2025 Sustainability Report, we use the Global Reporting Initiative (GRI) definition of materiality, which is different from the definition used for filings with the SEC. The inclusion of information in this report should not be interpreted as acknowledging the materiality or financial impact of that information for SEC reporting purposes.

For more information about our Board, corporate governance and oversight of environmental, social and governance matters, visit:

- The "[Investors](#)" portion of our corporate website.
- [2025 Proxy Statement](#)
- [2025 Annual Report](#)
- The "[Governance](#)" page on the "sustainability" portion of our website, including:
 - [Audit Committee Charter](#)
 - [Corporate Governance Guidelines](#)
 - [Corporate Governance and Compensation Committee Charter](#)
 - [Global Code of Conduct](#)
 - [Sustainability Oversight](#) structure and roles
- Operating Company [websites](#)

The scope of this report is based upon:

- Our global operations during fiscal year 2025 (October 1, 2024 to September 30, 2025) unless otherwise noted.
- Our owned and operated locations include properties for Post Consumer Brands, Foodservice, Refrigerated Retail, Weetabix and our corporate offices, but not including acquired properties that have been owned or operated for less than a full fiscal year.
- Unless otherwise noted, environmental data has been included for 8th Avenue, which was unconsolidated during part of fiscal year 2025 but became wholly owned and consolidated on July 1, 2025.
- Environmental data has been included for all "new operation" manufacturing locations owned or operating for the full fiscal year 2025 and associated sourcing related data has also been included. For graphs stating "FY20 baseline sites" that represents a comparable set of sites to fiscal year 2020, which is used as our baseline for our scope 1 and 2 GHG goal. For purposes of performance graphs, we aggregated actual data for historical energy and GHG emissions for acquired sites back to fiscal year 2020 and have estimated historical data for acquired sites for water (fiscal years 2020-2023) and waste (fiscal year 2023).
- Sites included within our annual climate scenario, water stress, biodiversity and deforestation assessments are aligned with the map on p. 18 based upon a list of owned sites maintained by our risk management team, including 8th Avenue and pet product manufacturing locations owned or operating for the full fiscal year 2025.
- Data representing current accuracy as tracking allows with values adjusted from previously disclosed data based upon identified corrections, enhanced data methodologies and adjustments to our organization from acquisitions and divestitures.

We are also committed to being transparent with our performance and aligning data collection processes and disclosures with leading standards, such as the GRI, the International Sustainability Standards Board (ISSB) and Sustainability Accounting Standards Board (SASB), the Greenhouse Gas Protocol (GHG Protocol), and relevant state and local reporting programs.

Our sustainability-related disclosures are reviewed by our Internal Audit teams and we have engaged an external accounting firm to conduct third-party assurance of our scope 1 and 2 GHG emissions data. See Assurance discussion on page 23. For avoidance of doubt, this report has not been audited, reviewed, examined or compiled by our external auditors in accordance with any professional standards and our external auditor has not applied any agreed upon procedures with respect to this report. Accordingly, our external auditor expresses no opinion or any other form of assurance with respect to this report.

1. NielsenIQ xAOC, 52 weeks ended October 25, 2025. U.S. data only.
2. Nielsen Retail Measurement, Total US Pet Retail Plus; 52 weeks ended September 27, 2025.
3. Nielsen Scantrack, 52 weeks ended October 4, 2025. U.K. data only.
4. Circana SupplyTrack, 52 weeks ended September 30, 2025.
5. Circana Scan Data HMR Dinner Sides; 52 weeks ended October 5, 2025.

Our Sustainability Governance

To monitor and manage potential positive and negative impacts of our business on society and the environment, Post uses various sustainability governance elements, such as the following:

Sustainability Oversight Structure

Our holding company business model differs from traditional consumer-packaged goods companies. While we have some centralized functions (such as procurement, tax, SEC reporting and corporate compliance) and shared functions (such as food safety), our businesses have autonomous management teams and drive their own strategies for growth. Consistent across our businesses is our commitment to sustainability and overarching governance structure as described herein.

Oversight



Leadership



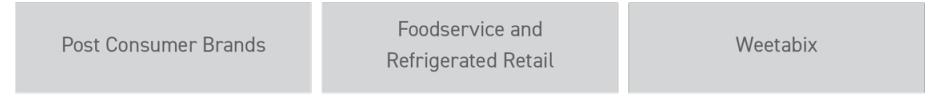
Strategy



Pillar Management



Integration



Business-Level Steering Committees, Strategies and Roadmaps,
Share Groups and Data Collection Processes

Board of Directors (the Board): is a strong, balanced blend of current and retired executives whose exceptional knowledge and considerable experience strategically guide and support the delivery of long-term value to the Company. The Audit Committee of the Board reviews information concerning environmental, social, legal, regulatory and other matters that may represent material financial exposure or risk to the Company, as well as other social and environmental issues important to our constituents. The Board also reviews our annual Sustainability Report and disclosures and considers significant trends that may impact the Company.

Executive Management: is directly engaged with our sustainability program through routine leadership meetings, scheduled briefings and key decision-making processes (e.g., goal commitments). Our Vice President – Corporate Sustainability reports directly to our Executive Vice President, General Counsel and Chief Administrative Officer. Leadership from each of our operating companies are also routinely engaged in strategy and integration.

Sustainability Steering Committee: is a group of senior leaders from across the Company who lead the development of our strategy and recommend goals, policies, practices and disclosures. The committee includes senior leaders from global procurement, communications, legal, investor relations, finance, product safety and quality and operations. The Sustainability Steering Committee's responsibilities include:

- Evaluating emerging issues and trends that affect the Company's operations, performance or reputation.
- Communicating regularly with executive management and the Sustainability Operations Council, as well as with the leadership of each operating company.
- Providing sustainability-related information and recommendations to the full Board at scheduled meetings and as important issues arise.

Sustainability Operations Council: is a group of technical influencers from each operating company and works in partnership with the Sustainability Steering Committee to:

- Provide operational perspectives on proposed strategies, goals, policies, practices and disclosures and on the implications for our production facilities and distribution.
- Align on technical elements of program implementation.
- Share best practices and technical expertise among businesses.
- Managing environmental data and driving continuous improvements across all categories (energy, GHG emissions, water and waste).
- Ensure a consistent and effective flow of sustainability information throughout the enterprise.

All In @Post Council: is a group of representatives from all businesses and is complemented by business-specific initiatives to deliver our All In @Post strategy. The Council's executive sponsors are the Post Holdings' President and Chief Executive Officer and our Executive Vice President, General Counsel and Chief Administrative Officer. The Board receives periodic updates regarding our All In @Post efforts.

Pillar Management: Our approach to governance within individual pillars is as follows:

Sourcing: Our approach to delivering on our sourcing pillar is led by our Chief Procurement Officer who leads the procurement function on behalf of all of our businesses providing a comprehensive perspective on our supply chain, enhanced traceability from source to market and competitive advantages. The procurement function is structured with functional leaders and teams for commodities and ingredients, packaging, contract manufacturing, indirect procurement, strategy, and process and procurement analytics.

We consider suppliers important business partners, and we expect our suppliers to share our high standard of business ethics and act in a socially, environmentally and economically responsible manner. A primary requirement of our suppliers is to provide products that present no threat to food safety. To ensure suppliers follow our standards, we engage them through a Supplier Qualification and Assurance Program and require conformance to our Supplier Code of Conduct and contractual terms and conditions.

Our procurement team collaborates with other relevant functions, such as with global compliance and ethics and with sustainability, to define supplier requirements and monitor social, ethical and environmental risks and performance using analytical tools, direct engagement (e.g., surveys, audits and meetings) and third-party due diligence assessments.

Our commitment to animal welfare is guided by an established Animal Welfare Committee with recognized third-party experts, proactive adoption and creation of industry best practices and adherence to our animal welfare principles.

We are also committed to reducing our scope 3 greenhouse gas (GHG) emissions through measuring our impacts and directly engaging suppliers, including participation in collective action initiatives.

Operations: Our approach to delivering on operations pillar is led by our Sustainability Operations Council and by each business having leaders for our manufacturing operations and for supply chain with functional teams for EHS; production; continuous improvement; engineering; and warehouse operations. These teams are cascaded to each production site and warehouse and distribution center, with oversight from a plant manager.

Our Vice President of Food Safety and EHS leads enterprise-wide strategy, planning and execution in the areas of quality, EHS and food safety for our workforce and products and is supported by functional leaders for food safety, quality assurance and EHS. Post is committed to providing products and services to our customers without harm to people and the environment. The pursuit of this vision is guided by our [Global EHS&S Policy](#), which all employees, contractors and visitors are required and supported to understand and follow.

All businesses develop an annual operating plan, which includes capital planning on a revolving three-year cycle. Projects are evaluated cross-functionally and within various categories, including maintenance reliability, cost savings, research and development, growth, EHS, food safety and quality and integration of newly acquired assets or companies.

At the site level, delivering our operational responsibilities is founded upon a proprietary, international standards-based EHS&S management system, including regular internal and external auditing and effective corrective action implementation. Each operating company also maintains additional safety policies, measures and procedures specific to its individual needs.

People: Our approach to delivering on social responsibilities is, by nature of the breadth of the pillar, led by multiple functions within our organization and complemented by initiatives within each operating company. Our Chief Human Resources Officer and Chief Compliance Officer are supported by functional leaders for total rewards, compensation and benefits, corporate facilities, corporate recruitment, talent management, and compliance and ethics.

Our All In @Post program is led by a council with representatives from all businesses and is complemented by business-specific initiatives. The council's executive sponsors are the Post Holdings President and Chief Executive Officer and our Executive Vice President, General Counsel and Chief Administrative Officer.

Community engagement and employee volunteering is led by a cross-functional Corporate Giving Committee and a People Committee. Each of our businesses also has complementary plans, programs and committees to facilitate volunteerism, food donations and community support.

Products: Our approach to delivering on product responsibilities engages multiple functions within our organization and initiatives within each business given each business's unique product category requirements. Our Vice President of Food Safety and EHS leads enterprise-wide strategy, planning and execution in the areas of quality, EHS and food safety for our workforce and products and is supported by functional leaders for food safety, quality assurance and EHS. Post Holdings and each business has a quality and food safety leader, supported by appropriate teams and resources. The quality and food safety teams are accountable for maintaining food safety management systems, including developing and implementing policies, procedures, training and risk-based controls tailored to the products and processes of their respective business.

Sustainable packaging is led by our Vice President of Packaging and supported by a team of packaging specialists within Post Holdings and individual businesses. We also maintain a Packaging Share Group to promote the sharing of knowledge and best practices across the enterprise about current and emerging topics impacting the packaged food industry.

Product innovation, research and development and marketing efforts are led by each business based upon unique product categories and brands, customers, consumers and markets.

We partner with a strategic transportation management solutions provider to optimize third-party transport of raw materials and products managed by Post in addition to services managed by suppliers and customers. Our private fleets are managed by devoted business functions.

Policies and Positions

We have formal, public positions and internal policies guiding how we manage important topics responsibly, such as:

- Global Code of Conduct
- Global Environment, Health, Safety and Sustainability (EHS&S) Policy
- Contractor Environment, Health and Safety (EHS) Policy
- Human Rights Position
- No Deforestation Policy
- Supplier Code of Conduct
- Animal Welfare Position
- Roundtable on Sustainable Palm Oil (RSPO) Policy
- Social Media Policy and Responsible Marketing Position
- Anti-bribery and Anti-corruption Policy
- Antitrust Compliance Policy
- Anti-harassment, Discrimination and Non-retaliation Policy
- Employee Privacy Policy
- Workplace Relationships Policy
- Equal Employment - Affirmative Action Policy
- Insider Trading Policy
- Data Privacy and Cybersecurity Policy
- IT Acceptable Use Policy
- Generative Artificial Intelligence (AI) Policy
- Misconduct Reporting and Escalation Policy
- Public Release of Company Information Policy

Processes and Tools

We have various processes, committees and tools that drive implementation and collaboration across our businesses, such as:

- Employee Resource Groups and Business Resource Groups
- Annual climate, water stress, biodiversity and deforestation assessments
- Sourcing and product environmental and social footprints, powered by HowGood
- Packaging Share Group

- Animal Welfare Committee
- Ethics and Compliance Speak Up Line
- Supplier and sourcing due diligence
- Supplier Qualification and Assurance Program
- Employee training requirements

Disclosures

We are committed to being transparent with our sustainability performance and aligning data collection processes and disclosures with leading standards, including:

- Global Reporting Initiative (GRI)
- International Sustainability Standards Board (ISSB)
- Sustainable Accounting Standards Board (SASB)
- Greenhouse Gas Protocol
- Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

Post also proactively engages with select third-party sustainability rating assessments, including:

- ISS-Corporate
- CDP Climate
- MSCI
- Sustainalytics
- S&P Global Sustainability Assessment

Assurance

We have engaged with [Sensiba](#), a Certified B Corporation that provides accounting, business consulting and tax advisory services, to support our efforts towards third-party assurance of GHG emissions data and process controls. We have completed a GHG Assurance Readiness Assessment and a GHG Assurance Training for Finance and Internal Audit. We are currently working towards limited assurance for scope 1 and 2 GHG emissions in 2026.

We are also leveraging our partnership with [HowGood](#) to enhance our scope 3 GHG accounting and prepare for future assurance requirements related to supply chain emissions. The emission allocations within the HowGood platform are auditable, third-party verified and aligned to leading industry standards.

Forward-Looking Statements

Forward-looking statements, within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, are made throughout this report. These forward-looking statements are sometimes identified from the use of forward-looking words such as "believe," "should," "could," "potential," "continue," "expect," "project," "estimate," "predict," "anticipate," "aim," "intend," "plan," "forecast," "target," "is likely," "will," "can," "may" or "would" or the negative of these terms or similar expressions elsewhere in this report. Our financial condition, results of operations, and cash flows and other performance metrics may differ materially from the forward-looking statements in this report. Such statements are based on management's current views and assumptions and involve risks and uncertainties that could affect expected results. You should not rely upon forward-looking statements as predictions of future events. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee that future results, levels of activity, performance or events and circumstances reflected in the forward-looking statements will be achieved or occur. Moreover, we undertake no obligation to update publicly any forward-looking statements for any reason after the date of this report to conform these statements to actual results or to changes in our expectations.

Trademarks and Service Marks

We own or have long-term licenses to use a number of trademarks that are critical to the success of our businesses. Our Post Consumer Brands business's trademarks include *Post*®, *Post Consumer Brands*®, *Perfection Pet Foods*™, *Honey Bunches of Oats*®, *Great Grains*®, *Post*® *Bran Flakes*, *Post*® *Shredded Wheat*, *Spoon Size*® *Shredded Wheat*, *Golden Crisp*®, *Alpha-Bits*®, *Ohs!*®, *Shreddies*™, *Post*® *Raisin Bran*, *Grape-Nuts*®, *Honeycomb*®, *Frosted Mini Spooners*®, *Golden Puffs*®, *Cinnamon Toasters*®, *Fruity Dyno-Bites*®, *Cocoa Dyno-Bites*®, *Berry Colossal Crunch*®, *Malt-O-Meal*®, *Farina*™, *Dyno-Bites*®, *Mom's Best*®, *Better Oats*®, *CoCo Wheats*®, *Peter Pan*®, *Nutrish*®, *Nature's Recipe*®, *9Lives*®, *Kibbles 'n Bits*®, *Gravy Train*®, *Weetabix*®, *Barbara's*®, *Puffins*®, *Attune*™, *Attune Foods*™, *Golden Boy*™, *American Blanching Company*™, *Nature's Edge*™, *Willamette Valley*®, *Nut'n Better*®, [and] *Sweet Home Farm*®, each of which we own, as well as several trademarks that we license from third parties for use in the U.S., Canada and several other international markets, such as *Pebbles*®, *Oreo O's*®, *Rachael Ray*® and *Premier Protein*®. The trademarks for our Weetabix business include *Weetabix*®, *Alpen*®, *Weetos*™, *Ready Brek*™, *Weetabix On The Go*™, *Oatibix*® and *UFIT*™, each of which we own, as well as *Oreo O's*®, which our Weetabix business licensed from a third party for use in the U.K., the E.U. and other international markets. The trademarks for our Foodservice business include *Michael Foods*™, *Papetti's*®, *Abbotsford Farms*®, *Simply Potatoes*®, *Henningsen Foods*™, *Almark Foods*™ and *Easy Eggs*®, each of which we own. The trademarks for our Refrigerated Retail business include *Better'n Eggs*®, *Crystal Farms*®, *Simply Potatoes*®, *Westfield Farms*®, *David's Deli*®, *Owens*®, *Egg Beaters*® and *Wanderlish*™, each of which we own, and *Bob Evans*® (which is used in brands such as *Bob Evans*® *Egg Whites*), *Bob Evans Farms*® and *Pineland Farms*®, which we license from third parties for worldwide use. Our owned trademarks are generally protected through registration in the U.S., the U.K. or the E.U. in most cases, as well as in many other countries where the related products are sold.

Solely for convenience, trademarks and trade names referred to in this report appear without the ® or ™ symbols, but such references are not intended to indicate, in any way, that the applicable owner or licensor will not assert, to the fullest extent under applicable law, its rights to these trademarks and trade names. Each trademark, trade name or service mark of any other company appearing in this report is owned or used under license by such company.

The use of third party logos and links to third party websites in this 2025 Sustainability Report is solely for informational and illustrative purposes. It does not imply any affiliation, sponsorship or endorsement by Post Holdings, Inc. with any such third parties. All third party trademarks, logos, brand names and websites are the property of their respective owners.

GRI and SASB Content Index

Post Holdings strives to report in alignment with Global Reporting Initiative (GRI) and the Sustainable Accounting Standards Board (SASB) disclosure standards. According to SASB's *Sustainable Industry Classification System® (SICS®)*, Post Holdings is within the Food & Beverage Sector - Processed Foods industry classification. Any omitted metrics were unable to be reported at this time.

| GRI/SASB ID | Metric | Content Location |
|----------------------------|---|--|
| General Disclosures | | |
| 44958 | Organizational details | P. 3; P. 18; P. 40-43 |
| 44959 | Entities included in the organization's sustainability reporting | P. 40 |
| 44960 | Reporting period, frequency and contact point | P. 40; 2025 10-K |
| 44961 | Restatements of information | P. 22; P. 40 |
| 44963 | Activities, value chain and other business relationships | P. 3; P. 9-16; P. 18; P. 40; 2025 10-K |
| 44964 | Employees | P. 25 |
| 44966 | Governance structure and composition | P. 5-8; P. 41-43; 2025 10-K |
| 44967 | Nomination and selection of the highest governance body | Corporate Governance Guidelines |
| 44968 | Chair of the highest governance body | Audit Committee Charter |
| 44969 | Role of the highest governance body in overseeing the management of impacts | P. 5-8; P. 41-43; 2025 10-K; Audit Committee Charter |
| 44970 | Delegation of responsibility for managing impacts | P. 5-8; P. 41-43; 2025 10-K; Audit Committee Charter |
| 44971 | Role of the highest governance body in sustainability reporting | P. 5-8; P. 41-43; 2025 10-K; Audit Committee Charter |
| 44972 | Conflicts of interest | Audit Committee Charter |
| 44973 | Communication of critical concerns | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K; Audit Committee Charter |
| 44976 | Remuneration policies | 2025 10-K; Corporate Governance and Compensation Committee Charter; Executive Compensation Recovery Policy |
| 44977 | Process to determine remuneration | 2025 10-K; Corporate Governance Guidelines; Corporate Governance and Compensation Committee Charter |
| 44979 | Statement on sustainable development strategy | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K; Audit Committee Charter |
| 44980 | Policy commitments | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; Global Code of Conduct |
| 44981 | Embedding policy commitments | Global Code of Conduct |

| GRI/SASB ID | Metric | Content Location |
|-----------------|--|--|
| 44982 | Processes to remediate negative impacts | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; Global Code of Conduct; No Deforestation Policy; Human Rights Position; Supplier Code of Conduct |
| 44983 | Mechanisms for seeking advice and raising concerns | P. 6; P. 41-43; Global Code of Conduct; Human Rights Position |
| 44985 | Membership associations | P. 11; P. 13; P. 16; P. 19; P. 23; P. 29; P. 30-31; P. 36-38 |
| 2-29 | Approach to stakeholder engagement | P. 5-8; P. 16; P. 23; P. 30-32; P. 38; Global Code of Conduct |
| 44986 | Process to determine material topics | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K |
| 44987 | List of material topics | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K |
| 44988 | Management of material topics | P. 5-8; P. 10; P. 18; P. 25; P. 34; P. 41-43; 2025 10-K |
| FB-PF-000.B | Number of production facilities | P. 18 |
| 201-1 | Direct economic value generated and distributed | 2025 10-K |
| 201-2 | Financial implications and other risks and opportunities due to climate change | 2025 10-K; 2025 CDP Climate |
| Anti-corruption | | |
| 205-2 | Communication and training about anti-corruption policies and procedures | Global Code of Conduct |
| Energy | | |
| 302-1 | Energy consumption within the organization | P. 22; 2025 CDP Climate; Environmental Data Webpage |
| 302-2 | Energy consumption outside of the organization | P. 15-16; 2025 CDP Climate; Environmental Data Webpage |
| 302-3 | Energy intensity | P. 22; 2025 CDP Climate; Environmental Data Webpage |
| 302-4 | Reduction of energy consumption | P. 22; 2025 CDP Climate; Environmental Data Webpage |
| FB-PF-130a. 1 | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable | P. 22; 2025 CDP Climate; Environmental Data Webpage |

| GRI/SASB ID | Metric | Content Location |
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| 303-5 | Water consumption | P. 20; Environmental Data Webpage |
| FB-PF-140a. 1 | (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress | P. 20; Environmental Data Webpage |
| Biodiversity | | |
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| 304-2 | Significant impacts of activities, products and services on biodiversity | P. 21 |
| 304-4 | IUCN Red List species and national conservation list species with habitats in areas affected by operations | P. 21 |
| Emissions | | |
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| 305-2 | Energy indirect (Scope 2) GHG emissions | P. 22; 2025 CDP Climate; Environmental Data Webpage |
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| 305-4 | GHG emissions intensity | P. 22; 2025 CDP Climate; Environmental Data Webpage |
| 305-5 | Reduction of GHG emissions | P. 22; 2025 CDP Climate; Environmental Data Webpage |
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| Packaging | | |
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| GRI/SASB ID | Metric | Content Location |
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| 403-9 | Work-related injuries | P. 26; Health and Safety Webpage |
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| Public Policy | | |
| 415-1 | Political contributions | Global Code of Conduct |
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| 416-1 | Assessment of the health and safety impacts of product and service categories | P. 34-35; P. 42 |
| FB-PF-250a. 1 | Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances | P. 34-35; P. 42 |
| FB-PF-250a. 4 | (1) Number of recalls issued and (2) total amount of food product recalled | P. 34-35; P. 42 |



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