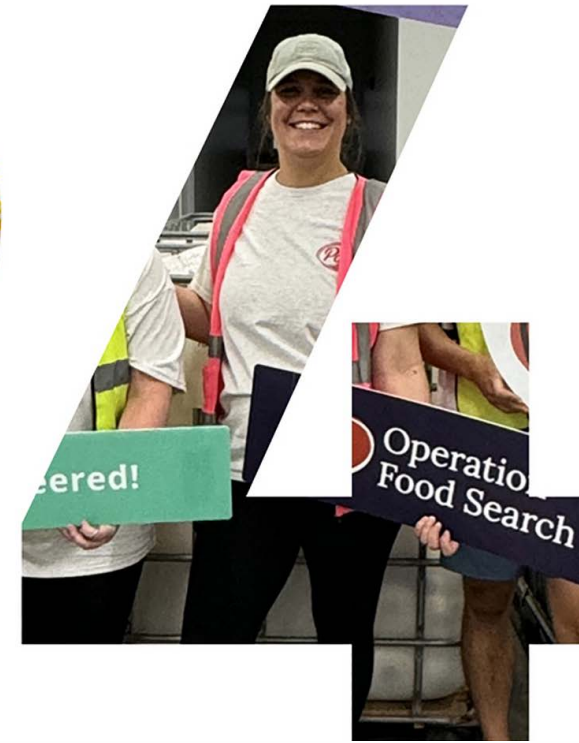




# Sustainability Report



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# Post Holdings Overview

Post Holdings, Inc., is a consumer packaged goods holding company with businesses operating in the center-of-the-store, refrigerated, foodservice, pet food and food ingredient categories. Our companies also market private brand foods.

**\$7.9B**

Fiscal Year 2024 Net Sales

**25+**

2012-2024 Acquisitions and Innovative Financial Transactions

**11,480**

Employees  
(as of November 1, 2024, excluding 8th Avenue Food & Provisions and other unconsolidated subsidiaries)

**14%**

Fiscal Year 2024 Adjusted EBITDA Growth



**Robert V. Vitale**  
President and CEO

“I am proud our organization achieved exceptional business results while continuing to advance sustainability and overall positive environmental performance. I hope in reading this report, you share my pride in the organization.”

**COMPANIES**

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

North American ready-to-eat (RTE) cereal, pet food and peanut butter



Primarily U.K. RTE cereal, muesli and protein-based shakes



Primarily egg and potato products



Nut butters, dried fruit and nut products, granola and pasta



Primarily side dish, egg, cheese and sausage products



**KEY STATISTICS**

**Post Consumer Brands**

RTE Cereals      Pet Food

**50%** of the top 6 U.S. cereal brands by dollar share<sup>1</sup>

**#3** branded U.S. pet food manufacturer by volume<sup>2</sup>

**Weetabix**

**#1** RTE cereal brand in the U.K.<sup>3</sup>

**Foodservice**

**4x** outpaced growth of value-added eggs compared to traditional shell eggs in foodservice<sup>4</sup>

**Refrigerated Retail**

**#1** dinner side brand by household penetration<sup>5</sup>



# Welcome and Introduction



Welcome to our 2024 Sustainability Report! As we reflect on another year, we hope you see that our understanding of what it takes to be a more sustainable business continues to mature and is demonstrated by our evolved framework approach, increased level of transparency and overall performance. Our journey has reinforced a few core beliefs that define our approach to sustainability.

### Focusing on less can achieve more.

Case in point, this streamlined report. By eliminating content that is repetitive year over year, we saved effort, and readers can focus on what is new. We also took a hard look at the relevance of sustainability topics, which seem to be growing by the day. While there are a few topics that every company must prioritize, such as climate, we want to focus all additional efforts on the areas that can achieve the most meaningful positive impacts on our business, society and the environment. By focusing on less, we feel we can achieve more.

### Delivering on our organization's commitments to our constituents is how we succeed in the short and long term.

While it is as important as ever to understand the perspectives and expectations of a wide range of stakeholders, our sustainability program is focused on delivering on our organization's commitments to our constituents: capital providers, colleagues, community, customers and consumers.

### Sustainability must be integrated across business functions.

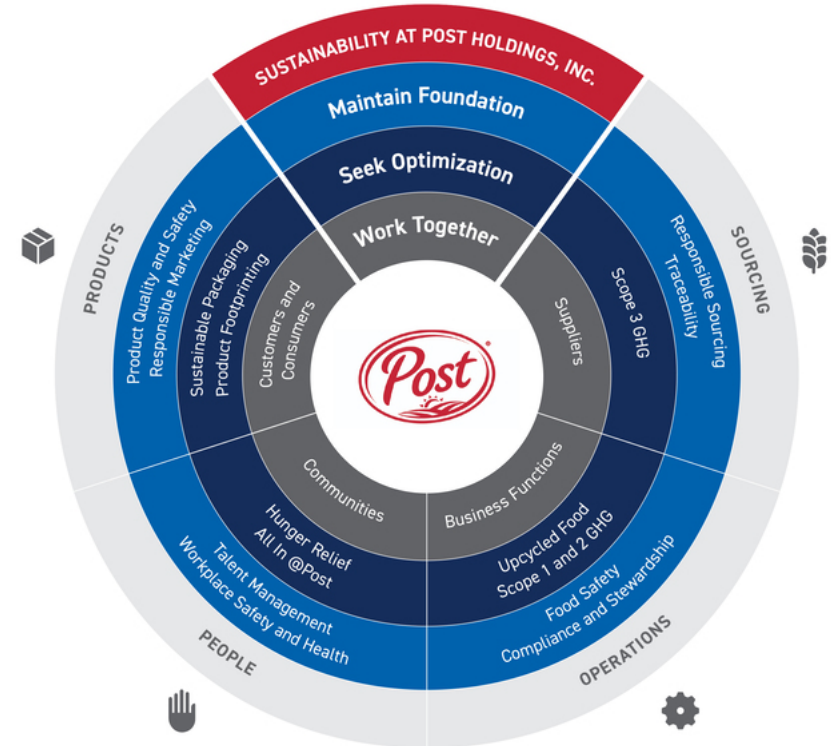
We have defined the following three principles that we feel make sustainability at Post specific to our business and culture and will drive further integration of sustainability factors into daily processes, actions and decisions across all business functions:

- 1. 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.
- 2. 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.
- 3. 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.

We hope you enjoy reading our latest report and learning more about our organization. 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



### Evolved Sustainability Framework

During fiscal year 2024, Post developed an evolved framework and approach to sustainability, which maintained our four pillars (sourcing, operations, people and products) and added the three core principles. We also went through a rigorous process to define focus area topics, including benchmarking our peers, customers, investors, rating and ranking frameworks and leading sustainability-related disclosure standards.

# Our Approach

## Defining Priority Focus Areas

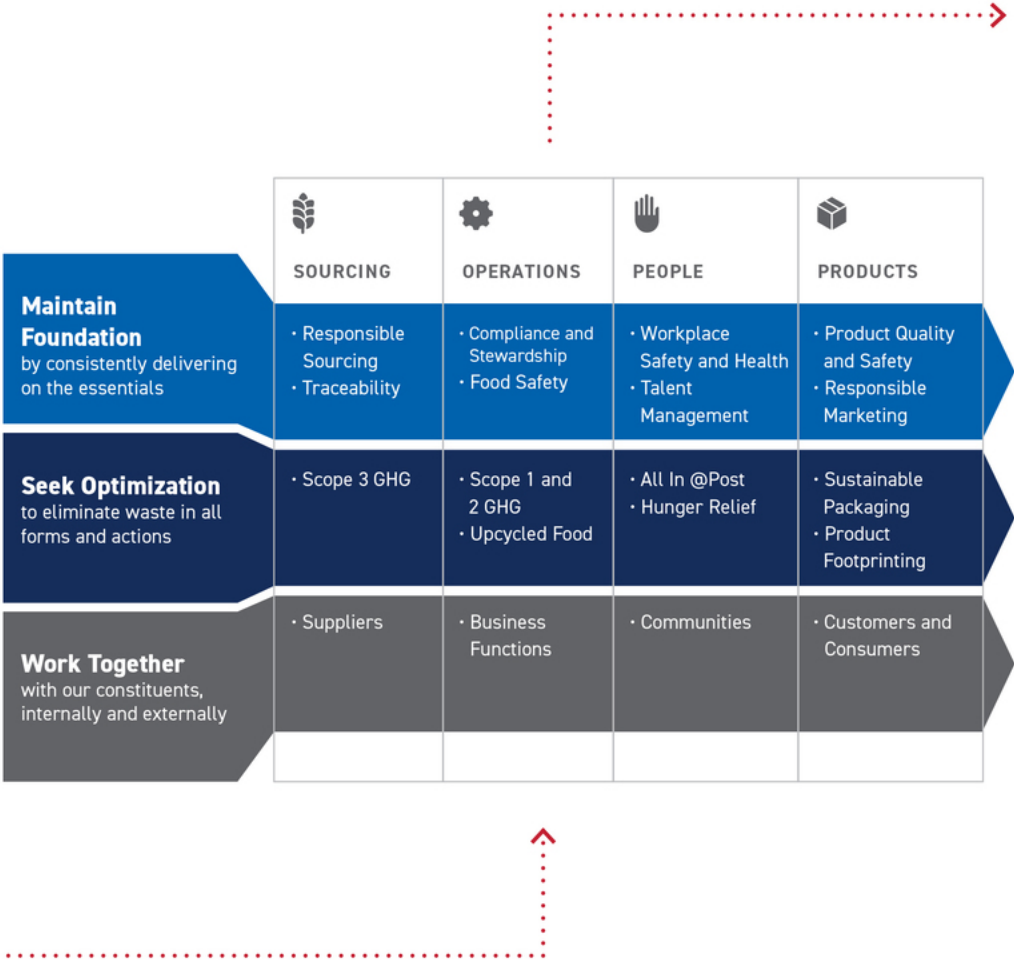
Post's approach to defining priority focus areas for sustainability is founded upon an outside-in and inside-out approach to identify, prioritize and manage risks and opportunities.

### Outside In

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 reporting. This includes considering how relevant factors could affect our Company's business performance, such as the following:

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

When determining the materiality of all risk factors to our business and whether the information is important to a reasonable investor, 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 operating unit who solicits input to evaluate materiality in all contexts, including consideration of litigation risk, reputational risk, supply chain risk, environmental matters, insurance and expenditures.



### Inside Out

To monitor and manage both positive and negative potential impacts of our business on society and the environment, Post uses various processes and tools, such as the following:

- Global Code of Conduct and employee compliance trainings
- Global Environment, Health, Safety and Sustainability Policy
- Human Rights Position, No Deforestation Policy and sourcing due diligence processes
- Supplier Code of Conduct
- Animal Welfare Position and Animal Welfare Committee with external advisors
- Social Media Policy and Responsible Marketing Position
- All In @Post and Employee Resource Groups
- Annual climate, water stress and biodiversity assessments
- Sourcing and product environmental and social footprints, powered by HowGood

We evaluate and disclose our Company's impacts through working to align with the Global Reporting Initiative (GRI), International Sustainability Standards Board (ISSB), Sustainable Accounting Standards Board (SASB), Greenhouse Gas Protocol and the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) covering the full global scope of operations, including full and partially owned subsidiaries. Post also proactively engages with select third-party sustainability rating assessments.



# Sourcing

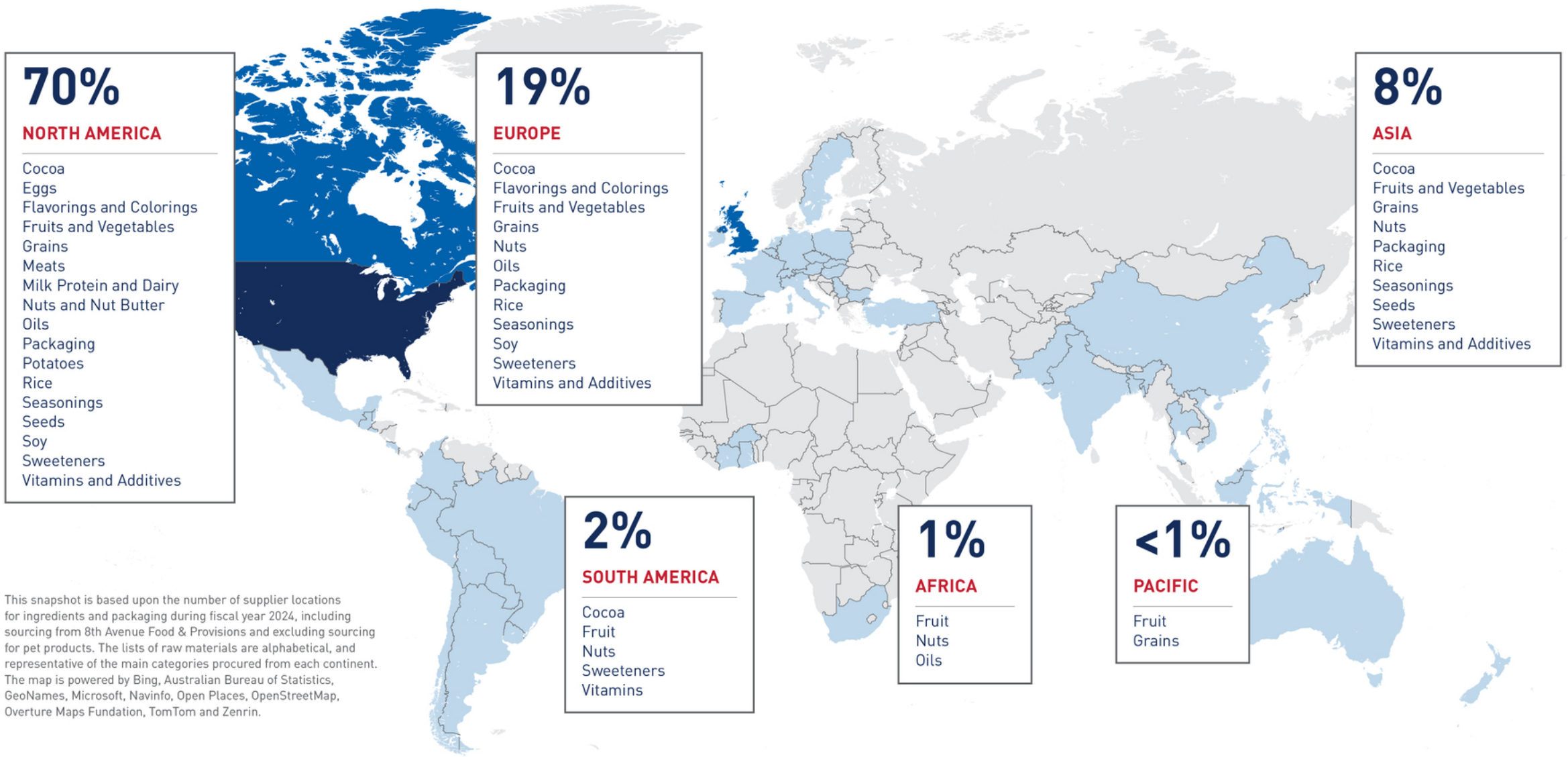
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## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL (U.N. SDG) ALIGNMENT



# Sourcing Snapshot



This snapshot is based upon the number of supplier locations for ingredients and packaging during fiscal year 2024, including sourcing from 8th Avenue Food & Provisions and excluding sourcing for pet products. The lists of raw materials are alphabetical, and representative of the main categories procured from each continent. The map is powered by Bing, Australian Bureau of Statistics, GeoNames, Microsoft, Navinfo, Open Places, OpenStreetMap, Overture Maps Foundation, TomTom and Zenrin.

**PILLAR NO. 1: SOURCING**

## Long-Term Ambition



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.

## Management Approach

Our approach to delivering on our sourcing pillar is led by our chief procurement officer who has the responsibility to lead the procurement function on behalf of all of our businesses, integrate procurement activities from mergers and acquisitions and serve on the company leadership team and relevant steering committees. 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. As a holding company, procurement was historically managed by our individual businesses but has become holding company-led in recent years. This provides a comprehensive perspective on our supply chain, enhanced traceability from source to market and competitive advantages.

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.

## 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

## Performance Measures

## Status

30% reduction in scope 3 GHG emissions intensity from sourced ingredients and packaging by 2030.	 Progressing
Global ingredient and packaging supplier locations annually assessed for climate scenarios, water stress, deforestation and biodiversity.	 Achieved
Key ingredient and packaging suppliers engaged in GHG emissions management.	 On Track
Full traceability from raw material to finished product maintained.	 Achieved
New commodity-specific sustainability initiative launched each year.	 Achieved



## Maintain Foundation



### Traceability

The principal materials we use to make our products are purchased from local, regional and international suppliers and include wheat, oats, rice, corn, other grain products, vegetable oils, dairy- and vegetable-based proteins, sugar and other sweeteners, fruit, nuts, potatoes and vegetables, eggs, pork and other animal proteins and fats, pasta, bakery products, cheese, milk and butter.

A portion of our egg needs comes from company-owned layer hens, and the balance is purchased under third-party contracts and in the spot market. We also buy grain to feed layer hens. Post owns and operates potato farms in Maine and also procures potatoes from third-party network growers. In addition, we procure live sows at prevailing market prices, and under fixed-price contracts, from terminals, local auctions, country markets, and corporate and family farms in various U.S. locations.

The principal packaging materials used by our businesses are folding cartons, corrugated containers, flexible film, rigid plastic trays and containers, foam trays, beverage packaging, plastic-lined carton board, large-format printed bags, and steel cans and lids.

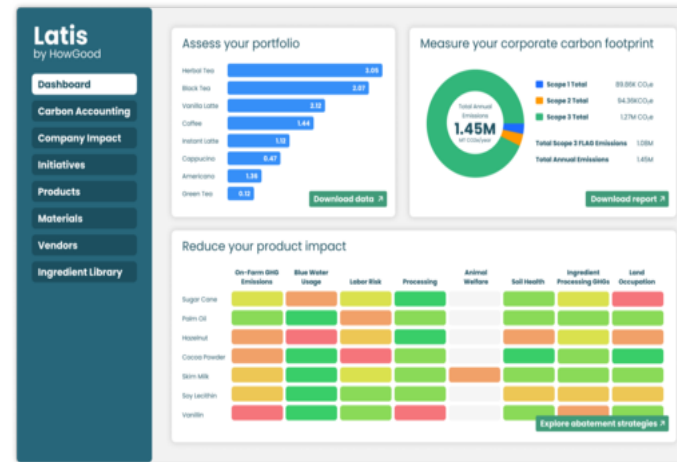
**715** Approximate supplier organizations for global ingredients and packaging during fiscal year 2024

Approximate active supplier facilities for global ingredients and packaging during fiscal year 2024

**1,570**

In fiscal year 2023, we completed a data analytics initiative to map the end-to-end flow of purchased ingredients and materials into sold products. The scope of this initiative included all fully owned global subsidiaries and positioned our organization to comply with evolving supply chain and traceability requirements and incorporate more

effective predictive analytics on the potential implications of supply disruptions. This data is now continually updated and utilized to identify materials susceptible to supply disruptions and to strengthen business continuity plans.



Post has formed a partnership with [HowGood](#), 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.



Weetabix introduced an on-pack QR code allowing consumers to learn more about the journey their *Weetabix* product makes from field to spoon and the efforts the Growers Group puts into the protection of the environment and wildlife. The traceability website also features information on initiatives, such as regenerative agriculture, renewable energy and the reduction of GHGs. In April 2024, nearly 1,000 consumers scanned this code. The wheat for *Weetabix Original* is grown within 50 miles of our mills, by approximately 120 growers in our Growers Group, who all follow our Wheat Protocol standards.

**24 of 25** Top global ingredient and packaging suppliers, representing 50% spend, were founded and/or headquartered in the U.S.

### Responsible Sourcing

#### Supplier Standards and Expectations

The Post [Supplier Code of Conduct](#), combined with our [Global Code of Conduct](#), [Human Rights Position](#) and [No Deforestation Policy](#) sets out our expectations for doing business ethically and responsibly, with respect for human dignity and in accordance with all applicable laws and regulations. As a global corporate citizen, we engage business partners that embrace our standards and expectations in their operations and their supply chains, including:

- 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.

#### Supplier Qualification and Assurance

We are committed to maintaining a robust process for supplier qualification and assurance, which optimizes traditional elements of cost, quality and service while meeting new and increasing responsibility 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.

**Integrity is our principal ingredient.**

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:

<p><b>STEP 1:</b></p> <p>A third-party risk management platform screens vendors for adverse media, government watch lists, sanctions and politically exposed persons.</p>	<p><b>STEP 2:</b></p> <p>All vendors are evaluated using a multivariable Post risk model.</p>
<p><b>STEP 3:</b></p> <p>Vendors with elevated risk levels are reviewed by an internal team.</p>	<p><b>STEP 4:</b></p> <p>When necessary, vendors are directly engaged for further third-party due diligence, monitoring and risk mitigation.</p>

**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 Post Holdings' 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. To learn more about animal welfare, visit our relevant operating [company websites](#).



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.

**Supplier Deforestation, Biodiversity and Water Stress**

Forests are key to preserving the biodiversity of plants and animals and fighting climate change. They also provide livelihoods to millions of people around the world. We maintain a [No Deforestation Policy](#), and our aspiration is to source 100% of our global commodities with no deforestation or conversion impacts.

We only purchase 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. Weetabix is a member of the Round

Table for Responsible Soy (RTRS) through the purchase of RTRS credits. We are working to meet customer expectations for supplying Rainforest Alliance- or Fair Trade-certified cocoa ingredients by 2025. 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 locations to evaluate proximity to water-stressed regions, areas of high biodiversity and deforestation. The screening utilizes the following recognized and publicly available tools:

- [WWF Biodiversity Risk Filter Tool](#)
- [WWF Water Risk Filter](#)
- [World Resources Institute Aqueduct Water Risk Atlas](#)

The fiscal year 2024 screening had the following regional-level results for assessed global supplier locations:

	2030 Water Stress	Biodiversity	Deforestation
High	15%	1%	0%
Medium	15%	11%	6%
Low	70%	88%	94%

**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](#).

## 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 committed to the Science-Based Targets Initiative as part of an ambition to set validated targets and operate as a net-zero business by 2050. During fiscal year 2024, we again estimated our global scope 3 GHG emissions using fiscal year 2023 procurement data and the spend-based calculation method. Future monitoring and measurement of scope 3 GHG emissions will utilize the HowGood platform, which is currently being implemented.

Scope 3 Category	FY2023 MTCO2e	% of Scope 3 Total
Purchased Goods and Services	4,499,819	79%
Transportation and Distribution	460,371	8%
Use and End of Life of Sold Products	403,977	7%
Capital Goods	210,062	4%
Fuel and Energy-Related Activities	134,722	2%
Waste Generated in Operations	8,032	<1%

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

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

The remaining emissions are split across multiple small-portion subcategories. The following provides progress against our goal:

	FY2021	FY2022	FY2023	Goal Progress
MTCO2e/million U.S. Dollars (USD) net sales	994	963	818	-18%
MTCO2e/million pounds of product	1,214	1,289	1,288	+6%

## Work Together

### Supplier Engagement

We consider suppliers important business partners, including in our journey toward sustainability. We proactively engage suppliers on sustainability through multiple initiatives at the industry, business, commodity and local levels. The following were key initiatives to engage suppliers during fiscal year 2024.

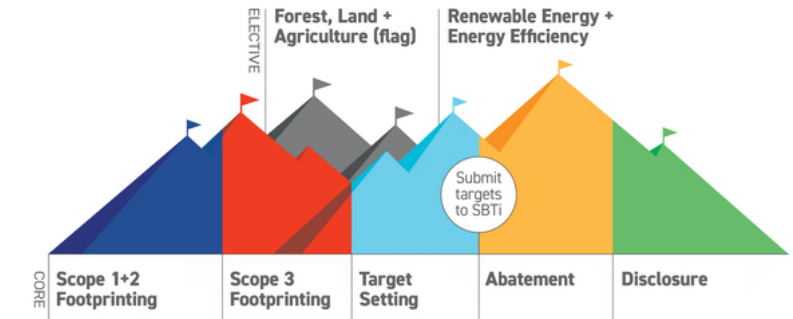
#### Scope 3 GHG Emissions

We are working to engage our top global ingredient and packaging suppliers, making up ~90% of spend, through two initiatives:

1. [CDP Supply Chain](#): a program to request annual GHG data and program information from suppliers. In 2024, 97% of participating suppliers provided scope 1 and 2 GHG emissions data to Post.
2. [Supplier Leadership on Climate Transition \(Supplier LOCT\)](#): a program providing suppliers direct mentoring, actionable instructions and tools to build internal capacity.



As a member company of Supplier LOCT, we sponsor the participation of our suppliers in a series of instructional seminars on developing a GHG footprint, setting targets, adopting GHG abatement measures, procuring renewable energy and disclosing progress. The Supplier LOCT program has 1,450 participating global supplier organizations across 79 countries participating in the following learning journey:



The Supplier LOCT program was recognized with the [2024 Innovative Partnership Award by The Climate Registry](#). The award honors exemplary, innovative organizations that have demonstrated outstanding leadership in managing and reducing greenhouse gas emissions in their operations, as well as integrating climate resilience initiatives.



#### Wheat Growers Group

Wheat is a core ingredient in several of our cereal and muesli products produced by Weetabix and Post Consumer Brands. Weetabix has estimated wheat to represent 37% of their business's scope 3 GHG emissions, presenting a significant opportunity for sustainability innovation and supplier engagement.

Since fiscal year 2010, Weetabix has engaged with a Growers Group (meet our farmers [here](#)) to advance the sustainability of wheat going into products by producing less carbon-intensive grains at economic scale by sourcing all wheat for Weetabix products from within a 50-mile radius of the Burton Latimer manufacturing facility:



- Maintaining a robust wheat growing protocol.
- Establishing a baseline for wheat GHG emissions that is representative of the diversity of farming, soil types and climate conditions among growers. Learn about the wheat cycle [here](#).
- Collating baseline data to understand the sources and factors that most influence GHG emissions and sharing data with farmers.
- Leveraging the farmer's expertise to design trials to evaluate these sources and factors, including a diverse group of farmers growing in different soil types.
- Building a sourcing mechanism to incentivize and secure wheat produced using less carbon-intensive practices.
- Setting sourcing targets to help meet Weetabix net zero carbon goals.

During fiscal year 2024, Weetabix worked with a pioneer group of six growers to explore how nitrogen inputs can be reduced within the annual growing cycle, helping to improve water and air quality and enhance biodiversity. The production, transport and use of nitrogen fertilizer is the biggest contributor to the carbon footprint of wheat production. Based on soil sampling, climate monitoring and crop testing, the initial trials of using less nitrogen fertilizers in small sections of wheat fields have been promising, resulting in a 50% reduction of GHG emissions compared with the standard emission factor for wheat. Weetabix is currently assessing the feasibility of expanding the trials.



Weetabix was honored to receive the Net Zero Initiative 2024 Award from the Food & Drink Federation (FDF). The annual FDF Awards recognize innovation, industry talent and healthier product development across the U.K. food and drink sector. Weetabix was recognized for advancements toward producing low or net zero carbon wheat on an economic scale.



### Potato Analytics Platform

We own and operate potato farms in Maine and procure the remainder of our potato supply from third-party network growers. We have partnered with Agriculture Data Optimization (Adopt) to design a data analytics solution specific to optimizing potato yields. Adopt is an agritech company, based in Minnesota, using predictive analytics to optimize farming conditions, enhancing yield, quality and sustainability in the agricultural supply chain.



This platform is an integral piece in our pursuit of a full lifecycle approach to more sustainable potato products and complements the following related initiatives:

Pillar	Progress and Potential Opportunities
Sourcing	In addition to using the Adopt platform, we have also made progress with traceability data, which will be used in the HowGood platform, and have engaged our largest suppliers in the CDP Supply Chain and the Supplier LOCT programs. We are also exploring the use of Potato Sustainability Alliance benchmarking data and the Cool Farm Tool to complement or inform the Adopt platform.
Operations	During fiscal year 2024, we commissioned a feasibility study through a third-party partner to evaluate renewable energy for our potato farms in Pineland, Maine. Our Michael Foods production plants are part of the Department of Energy Better Plants Program, and our Bob Evans Farms potato and side dish processing site in Lima, Ohio, has made significant reductions in waste through a partnership with Green Field Solutions.
Packaging	We continue to evaluate our packaging portfolio to increase sustainability characteristics and comply with emerging extended producer responsibility laws. We are also a member of the Sustainable Packaging Coalition and committed to integrating How2Recycle labels into our packaging.
Products	Our new partnership with HowGood will help us evaluate sourcing and better understand the social and environmental footprints of our products.



# Operations



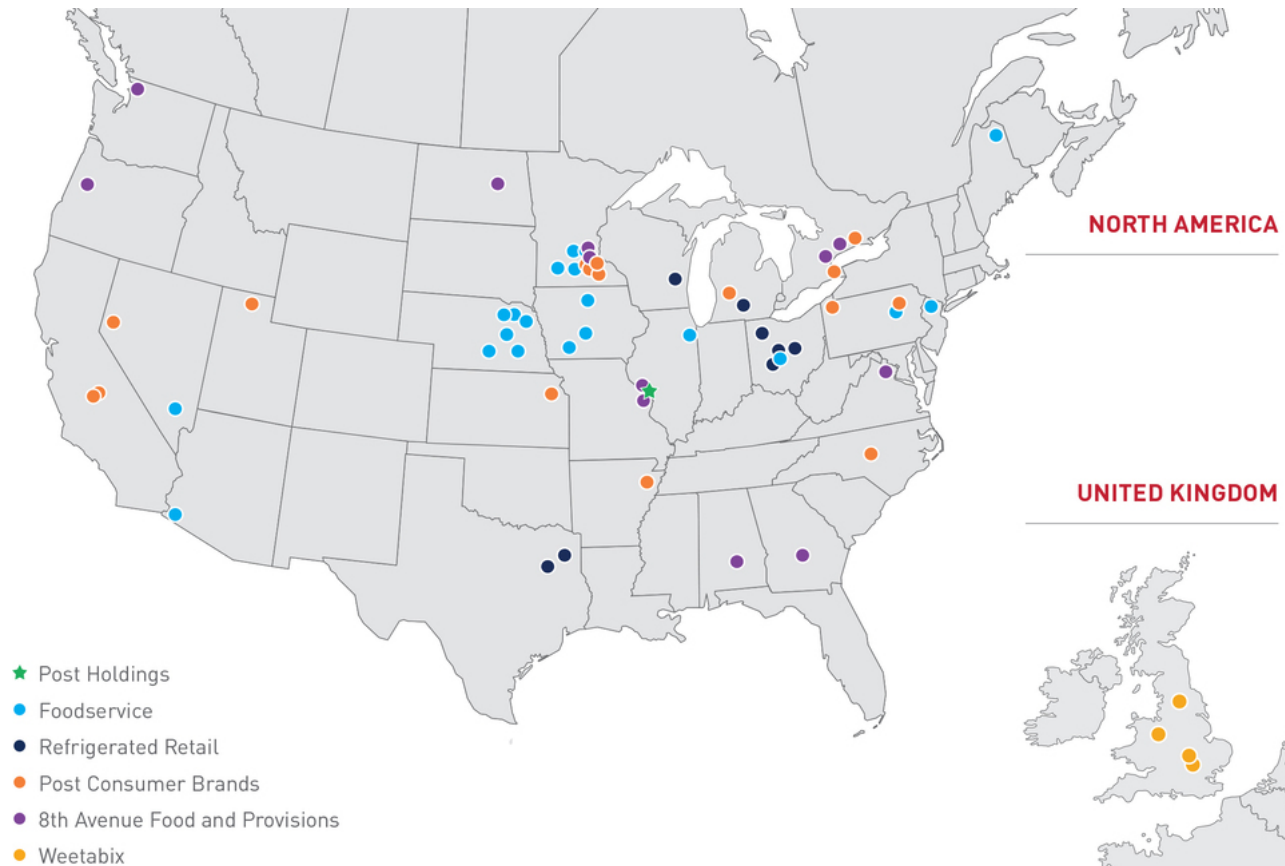
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## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL (U.N. SDG) ALIGNMENT



# Operational Snapshot



# 11,480

**Employees**

(as of November 1, 2024, excluding 8th Avenue Food & Provisions, other unconsolidated subsidiaries and joint ventures)

	vs. FY2023		vs. FY2023
<b>696</b> Purchased Grid Electricity (million kWh)	<b>3%</b> Improvement	<b>2,445</b> Total Energy Consumption (million MWh)	<b>7%</b> Improvement
<b>162</b> Purchased Grid Electricity Intensity (MWh/million lbs of product)	<b>0%</b> Maintained	<b>569</b> Total Energy Consumption (MWh/million lbs of product)	<b>4%</b> Improvement
<b>316K</b> GHG Scope 1 (MTCO2e)	<b>7%</b> Improvement	<b>267K</b> GHG Scope 2 (MTCO2e)	<b>6%</b> Improvement
<b>73</b> GHG Scope 1 Intensity (MTCO2e/million lbs of product)	<b>4%</b> Improvement	<b>62</b> GHG Scope 2 Intensity (MTCO2e/million lbs of product)	<b>3%</b> Improvement
<b>0.16</b> Nonhazardous Waste Generated Intensity (lbs/lb of product)	<b>6%</b> Regression	<b>92%</b> Landfill Diversion Rate	<b>0%</b> Maintained
<b>979M</b> Water Use (million gallons)	<b>5%</b> Improvement	<b>0.23</b> Water Use Intensity (gallons/lb of product)	<b>2%</b> Improvement
<b>59%</b> Water Source (Municipal or Third-Party)	<b>0%</b> Maintained	<b>41%</b> Water Source (Groundwater)	<b>0%</b> Maintained



**PILLAR NO. 2: OPERATIONS**

## Long-Term Ambition



Post is committed to providing products and services to our customers with zero harm to people and the environment. Our commitment has been outlined in our [Global EHS&S Policy](#). We are dedicated to doing our part in reducing our operational impacts and striving for a more sustainable future in partnership with our key stakeholders.

## Management Approach

Our approach to delivering on operations pillar is led by our Sustainability Operations Council and by each business having leaders for Manufacturing Operations and for Supply Chain with functional teams for Environmental, Health and Safety (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 with zero 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.

## Focus Areas



**Maintain Foundation** by consistently delivering on the essentials

- Quality and Food Safety
- Environmental Compliance & 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

## Performance Measures

## Status

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



On Track

Intensity reduction for electricity, GHG emissions and water use.



On Track

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



Achieved

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



Achieved

Elimination of food waste in operations.



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 Safe Quality Food, British Retail Consortium and FSSC 22000, which have been approved by the GFSI. GFSI 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

GFSI-Certified or Equivalent Co-Manufacturers Used as Suppliers



#### 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 include 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 and 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., Meat Institute).

### Environmental Compliance and Stewardship

We are committed to providing products and services to our customers with zero harm to people and the environment. This vision is based upon a belief that EHS&S management across our owned and operated sites is fundamental to being a responsible company.

The pursuit of our vision 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.

Each business maintains additional EHS policies, measures and procedures specific to its individual needs. 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 safety and risk management system and our risk mitigation activities.

# 2,000

Our EHS&S Management System establishes approximately 2,000 auditable requirements across 16 elements.

#### EHS&S MANAGEMENT SYSTEM ELEMENTS

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

In addition to the information in this report, please refer to the following for the most current and more detailed EHS&S data:

- [GRI and SASB Content Index](#)
- [Environmental Data](#)
- [Social Data](#)





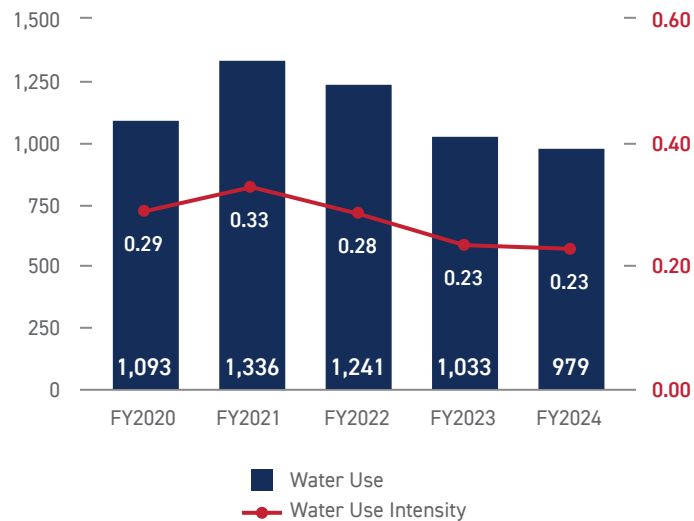
**Water and Wastewater**

**Our Commitment:** We realize that not all water is equal, so we are committed to assessing our water impact, 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 59% of incoming water volumes from municipal or third-party providers and 41% from groundwater sources. Compared to our fiscal year 2020 baseline, Post had a 10% decrease in total water use and a 21% decrease in water use intensity through fiscal year 2024. Our wastewater discharge volume for fiscal year 2024 was 1,776 million gallons.

**WATER USE AND INTENSITY**

(million gallons and production volume intensity)



During fiscal year 2024, we collected data for our newly acquired pet products manufacturing locations. The operations were not included within our fiscal year 2020 baseline, so we have elected to disclose separately to remain consistent with our performance data and other sustainability disclosures. The inclusion of these operations result in 1,008 million gallons of water use for our total enterprise for fiscal year 2024. We are currently evaluating revising our baseline to include these operations in fiscal year 2025 reporting.

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 primarily located in regions of potentially high water stress, we used the following data sources:

- [World Resources Institute \(WRI\) Aqueduct Water Risk Atlas](#)
- [WWF Water and Biodiversity Risk Filter](#)
- [FEMA National Risk Index](#)

Based upon our fiscal year 2024 assessment, we identified the following breakdown of sites and water use by projected 2030 water stress level:

2030 Water Stress Level	Production Sites and Offices	Incoming Water: Groundwater	Incoming Water: Municipal
High	2%	0%	<1%
Medium	17%	23%	26%
Low	81%	77%	74%

Post is using the results of our global water risk assessment, combined with our water and wastewater data, to inform decisions on further assessment, actions and investments. A priority focus will be placed on sites located in high-water-stress geographies to confirm sound water stewardship practices and consider watershed engagement opportunities.

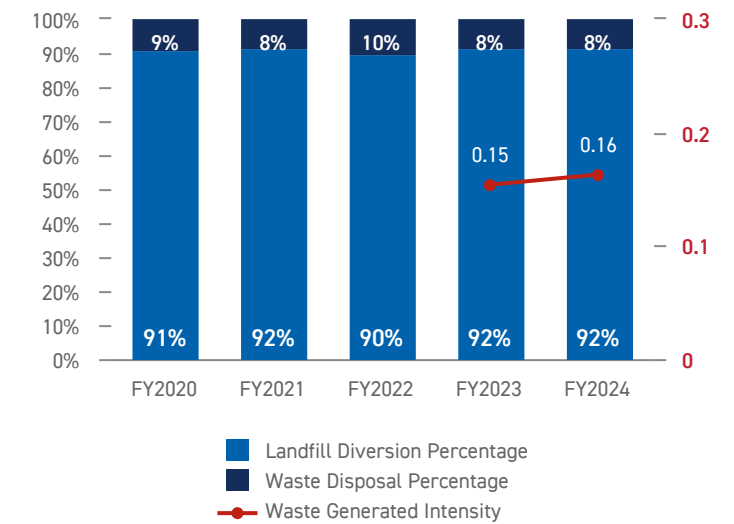
**Waste Minimization**

**Our Commitment:** Assess our waste to landfill across the enterprise, as waste minimization, recycling and reuse is of the utmost importance to our business, the environment and society.

**Our Performance:** We generated 2% more nonhazardous waste in fiscal year 2024, but were able to recycle 3% more than the previous fiscal year resulting in an overall diversion from landfill rate of 92%. Our Weetabix business has been zero waste since fiscal year 2016, and our two largest businesses, Post Consumer Brands and Foodservice, achieved 95% and 93% landfill diversion, respectively.

**NONHAZARDOUS WASTE LANDFILL DIVERSION AND INTENSITY**

(landfill diversion and production volume intensity)



During our fiscal year 2024 data review, we identified inconsistencies in waste definitions and calculations for fiscal years 2020-2022, so the intensity values are not displayed above.

The inclusion of pet operations result in a waste generated intensity of 0.17 and a decrease to 90% landfill diversion for fiscal year 2024.

**Biodiversity**

**Our Commitment:** Assess the proximity of our operations and sourcing to sensitive habitats, as maintaining biodiversity is fundamental to protecting flora and fauna, preserving local culture, combating climate change, and supporting a stable economy.

**Our Performance:** We conduct annual global biodiversity assessments, which evaluate the proximity of our owned and operated production sites, warehouse and distribution centers, and supplier locations to sensitive or threatened habitats and species. To assess site proximity, we used 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](#)
- [Key Biodiversity Areas Partnership](#)

Based upon our fiscal year 2024 assessment, we found that 15% of production sites are within 10 miles of sensitive habitats:

- **11%** within the large North American Coastal Plain in the Southeast and eastern U.S. or California Floristic Province
- **5%** for the WWF protected area indicator 6.1
- **3%** near Great Rivers Confluence or the Niagara River Corridor

The results of our assessments, combined with our environmental data, are used to inform decisions on further assessment to confirm no direct or indirect impacts and to define actions to monitor and mitigate any future impacts including consideration for prioritizing local community engagement initiatives.



One of our un-mowed areas at Weetabix headquarters led to the natural growth of a beautiful Pyramidal Orchid on our site! This rare find is a gentle reminder that by letting nature take its course, we are not only supporting our precious pollinators but also boosting biodiversity. This discovery is a testament to the positive impact we can make by giving nature a little more space to thrive.

**Seek Optimization**

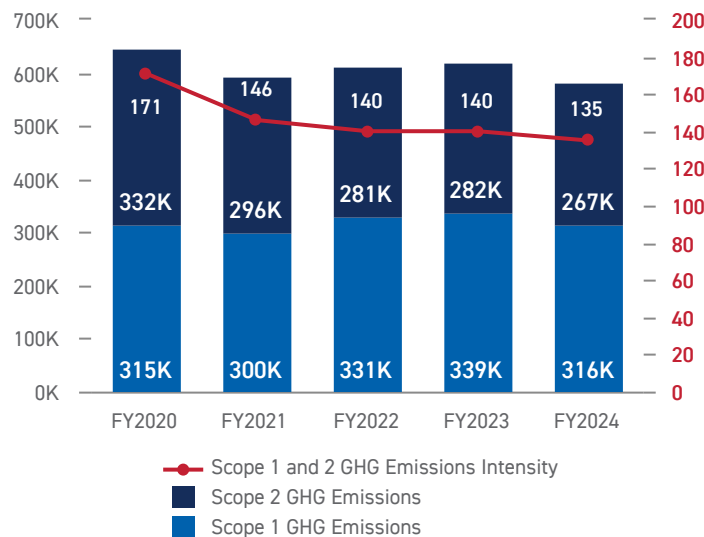


**Scope 1 and 2 Greenhouse Gas Emissions**

**Our Commitment:** 30% reduction in the GHG emissions in our direct operations (scope 1 and scope 2) by 2030 (fiscal year 2020 baseline). Weetabix is currently piloting the Science-Based Targets initiative (SBTi) process, and insights are shared with the Sustainability Operations Council during monthly meetings.

**Our Performance:** Compared to our fiscal year 2020 goal baseline, we have decreased scope 1 and 2 GHG absolute emissions by 10% and emissions intensity by 21%. Our purchased grid electricity decreased by 3% compared to fiscal year 2023 with intensity decreased by 11% compared to our fiscal year 2020 baseline.

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



Our total energy consumption for fiscal year 2024 was 2,445 million megawatt-hours (MWh), a 7% reduction versus the previous fiscal year. The inclusion of pet operations would increase scope 1 GHG emissions by 42,978 MTCO2e and scope 2 GHG emissions by 32,314 MTCO2e. We are working to collect historical data for all new acquisitions and will include a revised baseline and combined performance graphs in future reporting.

**21%↓**

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

**10%↓**

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

We are currently in Phase 3 (2023-2024) 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 2024:



**Climate Scenario Modeling**

**Our Commitment:** Build resiliency to acute and chronic climate events and emerging climate-related transition policies where we operate in alignment with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.

**Our Performance:** Our scenario modeling of acute physical, chronic physical and transition risks and opportunities, which is updated annually, uses location-specific inputs from widely recognized, publicly available data sources and risk categories and assigns one of four global scenarios:

**Risk Categories**

- Extreme weather (avalanches/winter weather/cold waves, earthquakes, hail, hurricanes, ice storms, landslides, lightning, strong winds/tornadoes, tsunamis, volcanic activity and wildfires)
- Inland/riverine floods and coastal floods/sea level rise
- Water stress (availability and quality) and drought/heat waves
- Biodiversity and sensitive habitats
- Transition and market

**Data Sources**

- [World Resources Institute Aqueduct](#)
- [WWF Water and Biodiversity Risk Filter](#)
- [Department of Homeland Security FEMA National Risk Index](#)
- [Alliance for Zero Extinction Global AZE Map](#)
- [Conservation International Biodiversity Hotspots and Critical Ecosystem Partnership Fund](#)
- [Key Biodiversity Areas Partnership](#)
- [Energy Information Administration](#)
- [Energy & Climate Intelligence Unit Net Zero Scorecard](#)
- Location-specific contextual data from various sources (e.g., energy mix, utility renewable energy targets, net metering status and carbon pricing mechanisms)

**Global Scenarios**

<p>■ CLIMATE SCENARIO #1</p>	<p>■ CLIMATE SCENARIO #2</p>
<p>Higher Physical Risks, Lower Transition Risks Short term (0-2 years) to Medium term (2-5 years) <b>Extreme Global Warming, 3° C or Higher Scenario</b></p>	<p>Higher Physical Risks, Higher Transition Risks Medium term (2-5 years) to Long term (5-10 years)</p>
<p>■ CLIMATE SCENARIO #3</p>	<p>■ CLIMATE SCENARIO #4</p>
<p>Lower Physical Risks, Lower Transition Risks Medium term (2-5 years) to Long term (5-10 years)</p>	<p>Lower Physical Risks, Higher Transition Risks Long term (5-10 years) <b>Rapid Decarbonization, 1.5° C Scenario</b></p>

Based upon our global scenario modeling, we have identified the following potential exposure for our owned and operated sites.

	Current Exposure	Future Projection
Owned and Operated Production Sites	<ul style="list-style-type: none"> <li>■ Approximately 54% of our sites are exposed to Scenario #3.</li> <li>■ Approximately 30% are exposed to Scenario #1 and 13% to Scenario #4.</li> <li>■ Approximately 3% are currently exposed to Scenario #2.</li> </ul>	We project more of our sites will be exposed to Scenario #4, as policy and market requirements are expected to increase. It is possible a few sites could transition to Scenario #2 with increased exposure to both higher physical and transition risks.
Warehouse and Distribution Sites	<ul style="list-style-type: none"> <li>■ Approximately 90% of our sites are exposed to Scenario #3.</li> </ul> <p>The remaining sites are distributed across the other three scenarios (■ or ■).</p>	We project the exposure for these non-production sites to remain steady, with the potential that some sites may transition from Scenario #3 to #1.

There are three main components to our strategy for managing climate-related risks and opportunities:

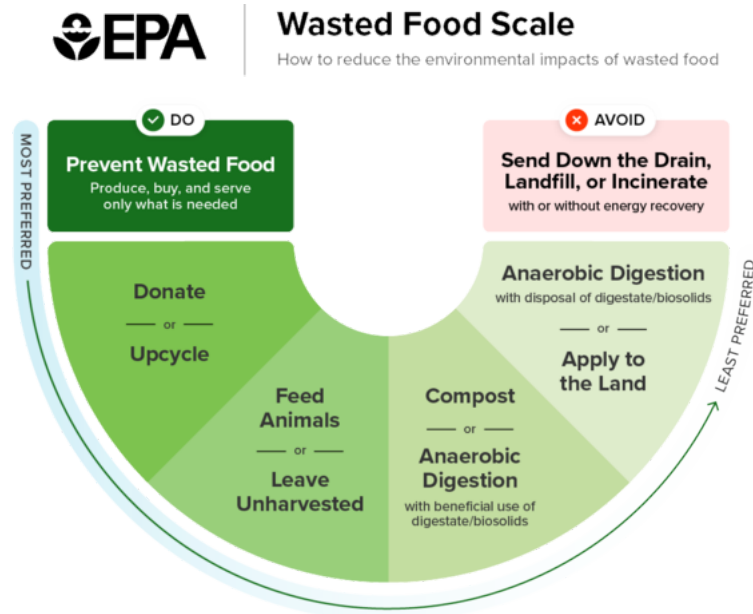
- 1. Decarbonization:** We are committed to the following goals:
  - a. 30% reduction** in the scope 1 and 2 GHG emissions from our direct operations by 2030
  - b. 30% reduction** in scope 3 GHG emissions intensity from sourced ingredients and packaging by 2030
- 2. Climate Resiliency:** The Post Risk Management function oversees a comprehensive program to evaluate and mitigate risks to our business, assets and people, including consideration of climate-related risks and resiliency. To understand the exposure of our assets, operations and personnel to climate-related risks, we conduct annual climate scenario assessments as described in this section and also leverage the Climate Resilience Product Suite available through our global commercial property insurance partner. The combined insights from the assessments are utilized to validate scenario modeling, prioritize further evaluations, develop or enhance business continuity plans, inform decisions on actions and investments to build resiliency, and when necessary implement insurance mechanisms.
 

Over the past three years, we have implemented 20 physical and human element projects at global sites which have resulted in increased climate resiliency, ranging from updating plans and guidelines (e.g., snow monitoring and response) to improving physical sites (e.g., roof maintenance, reinforcement and structural analysis).
- 3. 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 index, and maintaining information on our corporate and business websites.

For additional information on our TCFD alignment, supplier exposure to climate scenarios and climate resiliency progress, see [Appendix: TCFD Index](#) and our [2024 CDP Climate Disclosure](#).

## Upcycled Food

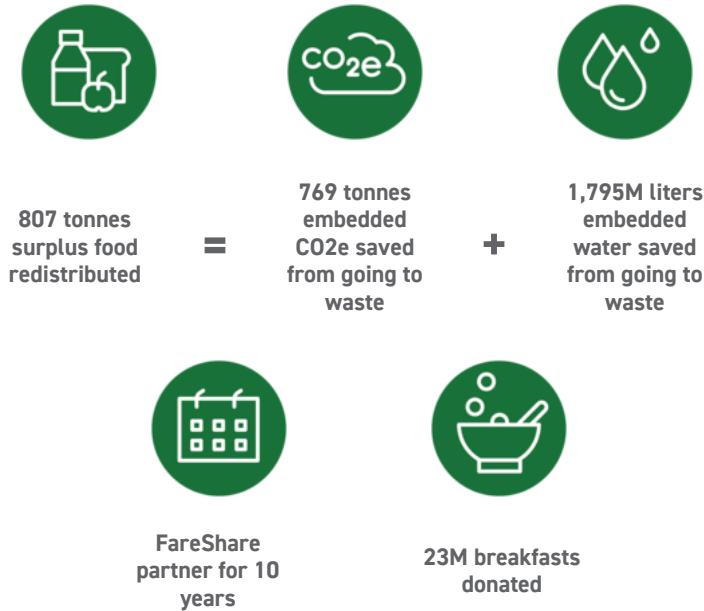
**Our Commitment:** Eliminating food waste across the lifecycle of our products. Feeding people is at the heart of everything we do, so our priority is on donating food for human consumption. As outlined in the Environmental Protection Agency (EPA) Wasted Food Scale, there are additional opportunities to manage food in a beneficial way through an upcycle approach when food cannot be sold in our regular supply chain or donated.



**Our Performance:** We have a lot to learn in this space and are excited by the opportunities, with the following achievements to date and opportunities to refine our programs:

- Bob Evans Farms launched a Save the Potato Six Sigma project.
- Michael Foods continues to explore how to safely use every part of the egg and potato, including diverting to beneficial byproducts (i.e., animal feed, soil conditioner and other innovative applications). Michael Foods also repurposes manure from egg layer farms.

- The Post Consumer Brands Niagara Falls plant has been zero waste to landfill for nearly a decade by making sure waste is recycled, converted to energy or upcycled as animal feed on local farms. Several other Post Consumer Brands sites are also nearing zero waste, with 2% or less waste going to landfill in fiscal year 2024.
- Weetabix production sites have been zero waste since fiscal year 2016, and Weetabix has also nurtured a 10-year partnership with FareShare, which has helped to redistribute surplus food and has helped community members in need and the environment.



We will also be evaluating relevant product and operational certifications as we build our capacity to understand upcycled food opportunities and incorporate into our products.

## Work Together

### Business Function Engagement

To be a sustainable 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 during fiscal year 2024.

Function	Representative Examples
Legal	Monitoring emerging sustainability-related regulations, such as climate disclosure rules and extended producer responsibility laws.
Internal Audit	Building capacity for emerging assurance requirements, including conducting audit exercises internally and with an external audit firm to enhance assurance readiness.
Finance	Integrating effective operational controls for sustainability disclosures with a focus on GHG accounting and climate.
Ethics and Compliance	Defining improvements to our supplier due diligence and assurance processes and collaborating on modern slavery disclosure compliance.
Procurement	Collaborating to further enhance traceability, 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

## IN THIS SECTION

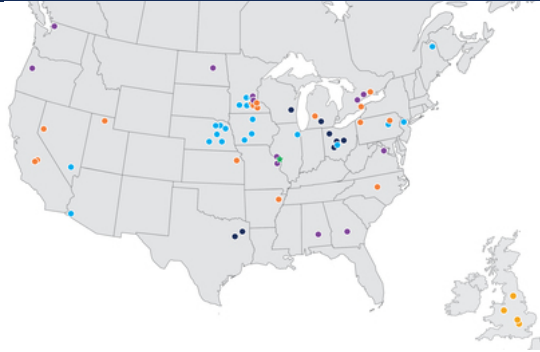
Social Snapshot	22	All In @Post	25
Management Approach	23	Hunger Relief	27
Workplace Safety and Health	24	Community Engagement	27
Talent Management	24		

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL (U.N. SDG) ALIGNMENT



# Social Snapshot

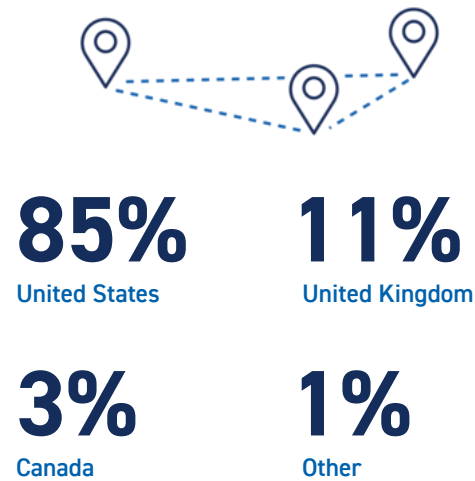
## TOTAL EMPLOYEES



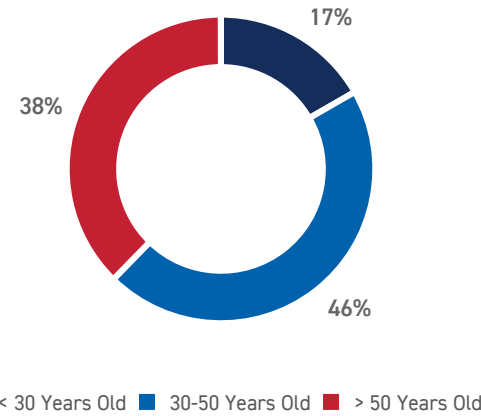
# 11,480

(as of November 1, 2024, excluding 8th Avenue Food & Provisions, other unconsolidated subsidiaries and joint ventures)

## TEAM MEMBERS BY GEOGRAPHIC LOCATION



## TEAM MEMBERS BY AGE

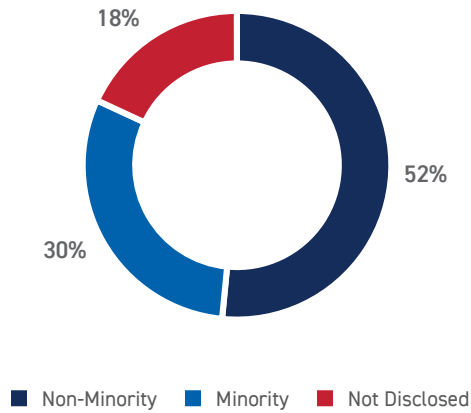


## EMPLOYEE PROMOTION RATE

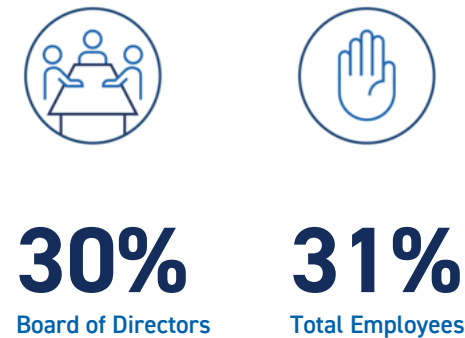
# 14.6%

Promotion rate in fiscal year 2024. According to Automatic Data Processing, only 4.5% of employees are commonly promoted within two years of hire.

## TEAM MEMBERS BY ETHNICITY



## PROPORTION OF FEMALES



## COMMUNITY FOOD DONATIONS

# 13M+ lbs

Food donated by Post North American operating companies in fiscal year 2024.

# 7 Years

Post Holdings has been a Leadership or Mission Partner of Feeding America for the past seven years.

# 13% ↑

Increase in community food donations in fiscal year 2024 vs. fiscal year 2023

# 23M Bowls

Weetabix has donated 23M bowls of cereal to communities in need over the course of 10 years working with FareShare and Magic Breakfast, equivalent to 807 tonnes of food.

PILLAR NO. 3: PEOPLE

## Long-Term Ambition



Post is committed to attracting, engaging, retaining and safeguarding a diverse, talented and inclusive workforce and views this as fundamental to being a responsible business and achieving business results. We value the differences that make each of us unique, and we want to have a workforce that is representative of the communities where we live and work. By achieving 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.

## Management Approach

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 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.

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 CEO 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.

## 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

## Performance Measures

## Status

<p>Aspire to provide products and services to our customers with zero harm to people or the environment.</p>	 On Track
<p>Donate or upcycle food annually to reduce food waste and support hunger relief.</p>	 Achieved
<p>All sites have local community engagement activities.</p>	 Progressing
<p>Recognized as a great place to work.</p>	 Achieved

## Maintain Foundation

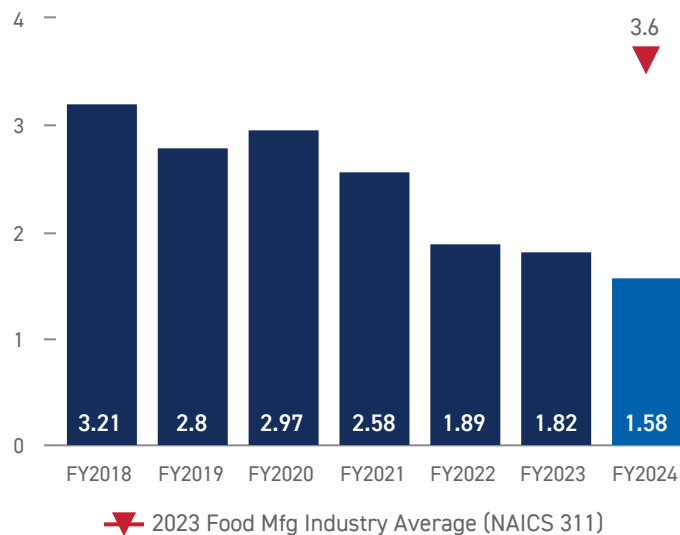


### Workplace Safety and Health

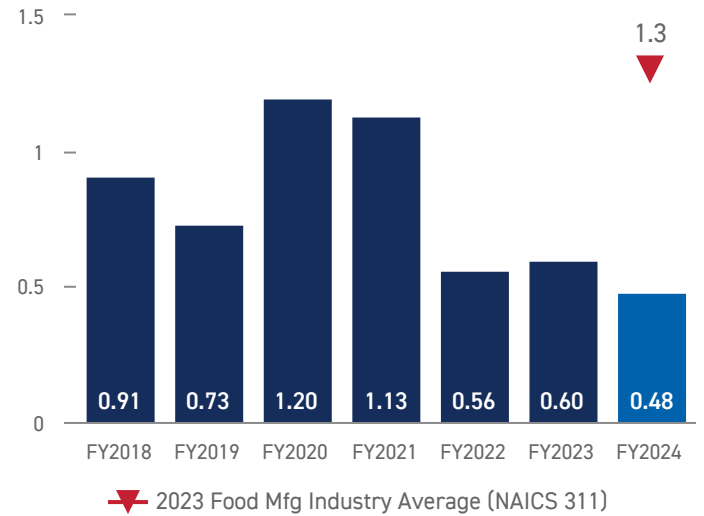
**Our Commitment:** Through regular communications between safety teams and leaders, we strive to continuously improve and update our safety protocols and practices in pursuit of our vision to provide products and services to our customers with zero harm to people and the environment. Our senior leadership team and our Board of Directors receive periodic updates regarding the performance of our safety and risk management system and our risk mitigation activities.

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

#### OSHA RECORDABLE RATE



#### OSHA LOST TIME INJURY RATE



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

- 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.
- Developing an enhanced root cause analysis process for more effective and sustained preventative actions.
- 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. We are also partnering, during fiscal year 2025, with an external 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.

### Talent Management

Acquiring, developing, engaging and retaining a diverse and talented workforce 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 understand 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, 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 implement initiatives to encourage and remove barriers to internal mobility opportunities within and between our businesses, including actively tracking and discussing internal talent.

#### Work-Life Integration

The overall well-being of our workforce is key to our success, with work-life integration being fundamental. With operations being in various shifts and work hours, we offer flexible scheduling and hybrid work arrangements when possible that 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, which 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 due to a qualifying birth or adoption. We also offer virtual primary care.

**Training and Educational Resources**

Another key factor in our human capital management strategy is providing development opportunities and resources for our employees. We offer a variety of training and development programs for employees. In addition, we encourage building individual development plans and offer a large array of training resources, ranging from technical skills to behavioral skills. We also provide robust compliance training and trainings associated with our Global Code of Conduct.

**Internship Programs**

Sustainability efforts across the enterprise were supported in fiscal year 2024 by our first Post Holdings Sustainability Intern this past summer. He is studying environmental engineering at the Georgia Institute of Technology and spent the summer at Post Holdings supporting our sustainability program by doing a variety of research and analytical tasks for our businesses.



"It has been an immense honor to intern with Post over the summer. The experience has not only helped me gain real-world experience to grow my career but has also been invaluable in gaining a better insight into corporate sustainability. Learning the behind-the-scenes of Post's sustainability strategy has been very enlightening, and I'm looking forward to applying their approach in my future endeavors."

Our businesses also have very established internship programs:

- Bob Evans Farms [Intern](#) and [MBA Intern](#) Programs
- Post Consumer Brands [Summer Interns](#)
- Michael Foods [Student Programs](#)
- Weetabix [Careers Website](#)
- 8th Avenue Food & Provisions [Corporate Summer Interns](#)

**Living Our Values**

Our 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.



**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 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, look for creative solutions and make them happen.



**Imagination**

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

**All In @Post**

We believe a culture that prioritizes diversity of backgrounds, experience and thought has a sustained, positive impact on our work environment, our people and our results. We are committed to building and maintaining that culture. We want to value the differences that make each of us unique and to have a workforce that is representative of the communities in which we live and work.



In addition, we strive to ensure inclusion for every employee and seek to identify and eliminate any barriers that may prevent full opportunity and participation at all levels of the organization. Success can only be achieved if we treat everyone with respect. Each of us has a right to work in an environment free from

harassment, discrimination, violence and retaliation. We are all in @Post! To cultivate this culture across our organization, we frame our commitment under a shared mission:

- We create opportunities for every individual to 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 each and every employee's potential and invite them to participate fully and with intention to maximize their opportunity and achievement.

Our All In @Post strategy is led by a council, with members from each business collaborating on the following focus areas:

**Speak-Up Culture**

We encourage a culture in which everyone in our organization feels comfortable speaking up whenever they have a concern about something specific or general without fear of retaliation.

**Employee Resource Groups**

We build and support Employee Resource Groups (ERGs) and Business Resource Groups (BRGs) across our businesses to support our All In @Post culture and initiatives, including the following:

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

Global Newsletter



Our newsletter, [A Post for All](#), recognizes the importance of prioritizing, enterprise-wide, the importance of a workplace that is inclusive and to where all employees feel they belong.

By sharing information on our All In @Post activities, we also learn more about our collective identity and continue to eliminate barriers to opportunity.

The published newsletter is currently produced in English, Spanish, Somali, Creole and Hmong.

Revamping Job Specifications

We are working to continuously identify and improve on unintended bias across our organization, including eliminating it in our talent selection and management process.

Training

We offer "Speak Up, Listen Up" and "Respect for Others" employee trainings — along with a wide variety of educational information and resources on age, allyship, culture, disability, equity, gender, inclusion and race — to promote inclusivity.



Post Consumer Brands was again named one of the Top 200 Workplaces in Minnesota by the Star Tribune in 2024, which recognizes the most progressive companies in Minnesota based on employee opinions measuring engagement, organizational health and satisfaction. The analysis included responses from 149,176 employees at Minnesota public, private and nonprofit organizations. In 2024, over 5,000 companies were invited to participate. Post was ranked 26th in the large company category, moving up five spots over last year's ranking in Minnesota.

Partnerships

We participate in a wide range of related partnership initiatives across our operating companies, such as:

- [Women in Manufacturing](#)
- [U.S. Committee for Refugees and Immigrants](#)
- [Mental Health First Aiders](#)
- [Employers for Carers](#)
- [GroceryAid](#) and [Diversity & Inclusion in Grocery](#)
- [United Way](#)
- [I Am Boundless, Inc.](#)
- [Canine Companions](#)
- [Dress for Success Columbus](#)
- [NextUp Cincinnati](#)
- [United Negro College Fund Columbus](#)
- [Historically Black Colleges & Universities Connect](#)
- [Special Olympics of Illinois](#)
- [National Black MBA Association, Inc.](#)
- [Society of Hispanic Professional Engineers](#)

Each business takes a top-down approach in supporting our All In @Post mission while celebrating its unique business culture, values and employees. The following are examples of initiatives in fiscal year 2024 across our businesses:



Post Consumer Brands partnered with the Greater Twin Cities United Way Flavors of Our Community program, which packs and distributes ingredients and meals filled with foods and flavors local Afghan, East Asian, East African and Latino communities are accustomed to eating.



Bob Evans Farms welcomed its latest future service dog, named Tilden, to campus as part of ongoing support to [Canine Companions](#). Tilden quickly became the employees' new favorite co-worker!

Bob Evans Farms was recognized by the Meat Institute as a Diversity, Equity and Inclusion Award recipient based upon annual Protein PACT submittals.



Michael Foods operates under the motto "We are FIRST in FOOD because we are FIRST in PEOPLE!", which is used below in a multilingual employee shirt with relevant languages across sites.



## 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.

Post Holdings has been a Leadership or Mission Partner of [Feeding America](#), the largest hunger relief organization in the U.S., for the past seven 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 27 Missouri and Illinois counties.

## 13M+ lbs

Food donated by Post North American operating companies in fiscal year 2024 representing an increase of 13% from fiscal year 2023.

Our businesses continue to take pride in supporting hunger relief by giving back through food donations, fundraisers, volunteering and more in their local communities. During fiscal year 2024, our businesses supported many local and national organizations, such as:

- [Magic Breakfast](#)
- [FareShare](#)
- [M.A.S.H. Pantry](#)
- [The Humanity Alliance](#)
- [Mid-Ohio Food Collective and Food Bank](#)
- [Feed the Children](#)
- [Second Harvest Heartland](#)
- [Midwest Food Bank](#)
- [Meals from the Heartland](#)
- [Community Food Bank of New Jersey](#)
- [The Freestone Foodbank](#)
- [Northwest Arkansas Food Bank](#)
- [CANHelp](#)
- [Children's Hunger Alliance](#)
- [Central State University Pantry Collection](#)

We also supported food banks in north Texas; Akron; and Xenia, Ohio; Britt and Garner, Iowa; Yuma, Arizona and more!

## 23M Bowls

Weetabix has donated 23 million bowls of breakfast to communities in need over the course of 10 years working with FareShare and Magic Breakfast.



## Work Together

### Community Engagement

Our community engagement is one of our proudest traditions and, in addition to food insecurity and hunger relief, focuses on three 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.
- 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.
- 3. Disaster Relief:** We have a history of stepping up to help during natural disasters as we know these are the times our communities most need us.

During fiscal year 2024, Post Holdings supported the [St. Louis County Library Foundation](#), [The Salvation Army](#), [Home Sweet Home](#), [St. Louis Zoo](#), [Concordance](#), the [Humane Society of Missouri](#) and the [American Red Cross](#).



Each year, we support hundreds of local events and organizations in the communities where we live and work. Our employees also volunteer for causes they care about. During fiscal year 2024, we supported many community organizations, such as:

- [United Way](#) and [Greater Twin Cities United Way](#)
- [Nellie's Champions for Kids](#)
- [The Ohio State University Comprehensive Cancer Center–James Hospital & Solove Research Institute](#)
- [4-H Programs](#)
- [United Schools Network](#)
- [CANHelp](#)
- [Virgil L. Strickler Youth Reserve Program](#)
- [Ohio Farm Bureau ExploreAg Camp](#)
- [Columbus Zoo and Aquarium Military Family Days](#)
- [Cancer Support Community Central Ohio](#)
- [iBELIEVE Foundation](#)
- [Wright-Patterson Air Force Base Area Veterans Career Fair](#)
- [Ohio Cattleman's Association Youth Development Program](#)
- [COSI Center for Science and Industry](#)
- [LSS Choices](#)
- [Distributive Education Clubs of America](#)
- [Franklin University U-LEARN](#)
- [Ronald McDonald House of Central Ohio](#)
- [Le Sueur Giant Days](#)
- [Future Farmers of America](#)
- [Mars Hill Youth Ski Program](#)
- [Walk to End Alzheimer's](#)
- [Lenox Stock & Saddle Club](#)
- [Twin Cities in Motion](#)
- [Pasadena Humane Society](#)
- [Northants Search and Rescue](#)
- [The English FA and Football Association of Wales](#)
- [Save the Children](#)

We also supported many more local school, initiatives such as Adopt-A-Street programs, youth sports and other organizations!

We remain supportive of the local St. Louis community, including supporting the following in fiscal year 2024:

- The Post Event Space at the St. Louis County Library Clark Family Branch.
- Presenting sponsor of Glennon LIVE benefiting the Children's Fund at SSM Health Cardinal Glennon Children's Hospital.
- The Post Entrance at the Enterprise Center.
- Presenting sponsor at Operation Food Search Feast for Change.



A Post team attending the Operation Food Search annual Feast for Change fundraiser and the Post Event Space at the St. Louis County Library.



We were also a participating sponsor of [The Great Forest Park Balloon Race](#) again in fiscal year 2024. Hosted in St. Louis, the race was inducted into the permanent collection of the Library of Congress honoring the race as a Local Legacy and a "meaningful and significant American community tradition." Several Post balloons are maintained and flown by The Post Balloon Club, a nonprofit organization run by Post employees and volunteers.



Post Consumer Brands participated in the National Cereal Festival held annually in Battle Creek, Michigan.

Did you know the city is known as the birthplace of Post cereal and also recognized as the cereal capital of world?

We also support community engagement through organizations that are managed and supported by employees, such as the following:



**Ingredients for Good Program** – This annual volunteer initiative is focused on National Volunteer Month in April and during fiscal year 2024 resulted in over 1,300 Post Consumer Brands employees volunteering more than 1,600 hours, donating or packing over 94,000 meals, and completing 17 unique projects. All Post Consumer Brands manufacturing sites and the main administrative office participated in events during the month.



**Post Foundation of Battle Creek** – The foundation was established in 2011 to receive and administer funds to be used for charitable, scientific, literary and educational purposes and for organizations in the greater Battle Creek community to continue the legacy of C.W. Post. The vision of the foundation is to create a permanent endowment that will lend a hand in shaping and encouraging positive environments and activities in the local Battle Creek area.



**Better Together Foundation** – The charitable giving program was founded in 1996 and is managed by Post Consumer Brands employees, with a focus on supporting those facing hardships in our communities. The foundation has distributed over \$2.6 million in charitable grants and donations since its founding.



# Products

## IN THIS SECTION

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## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL (U.N. SDG) ALIGNMENT

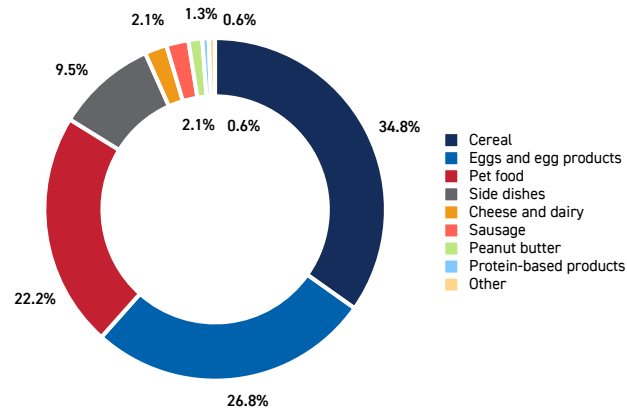


# Product Snapshot

We operate in the center-of-the-store, refrigerated, foodservice, pet food and food ingredient categories. Our companies also market private brand foods. Our brands include some of the most beloved and recognizable products in the world.

### PRODUCT SALES

(Net Sales by Product, excluding 8th Avenue Food & Provisions)



### PRODUCT CATEGORIES

#### Center-of-the-Store

- Ready-to-eat cereals
- Hot cereals
- Muesli
- Peanut and nut butters and spreads

#### Refrigerated

- Side dishes
- Eggs and egg products
- Sausage
- Cheese and other dairy

#### Convenient Nutrition

#### Foodservice

- Egg products
- Potato products
- Dry pasta

#### Food Ingredients

#### Pet Food

- Dry and wet
- Functional
- Treats

#### Private Brand Food

### CUSTOMER CHANNELS AND REPRESENTATIVE BRANDS

Food/Drug/Mass-Market Retailers/eCommerce	Dollar and Discounter	Organic	Club
Foodservice			

PILLAR NO. 4: PRODUCTS

## Long-Term Ambition



Our highest priority is the quality and safety of our products, which is 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 the food.

## Management Approach

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 Post operating company 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 operating company.

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 food packaging 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.

## 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

## Performance Measures

## Status

Products use 100% mass-balanced RSPO-certified palm oil.	 Achieved
Products use 100% third-party certified cocoa.	 On Track
Products with How2Recycle labels designated across our portfolio.	 Progressing
Packaging portfolio assessed for sustainability and recyclable, compostable or reusable packaging materials.	 On Track
Elimination of food waste in operations.	 Progressing

## Maintain Foundation



### Product Quality and 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 Post to proactively withdraw affected products in a timely manner and in compliance with all applicable regulations. In fiscal year 2024, Post businesses had two product recalls involving a small quantity of product.

### 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 (TV, 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 with the identity of the advertiser.
- Based on sound scientific evidence.
- Accurate in reflecting product characteristics (taste, size, 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 laws and guidelines specific to advertising and personal information related to children, including the:
    - Children's Online Privacy Protection Act, which governs how personal information is collected from children under 13 and used online in the U.S., along with all other relevant child and teenager privacy laws worldwide.
    - Better Business Bureau's Children's Advertising Review Unit, which provides guidelines for responsible advertising to children under 13 in the U.S.
    - Children's Food and Beverage Advertising Initiative Pledge to not market any product to children under 13 in the U.S. and Canada, unless the product aligns with defined nutritional guidelines.
  - Avoiding using online behavior-based advertising methods when targeting children.
  - Managing advertising to avoid any product being advertised on content or programs primarily intended for children under 6.

#### Labeling and Nutrition

As a food company, our labels give directions on proper preparation of our products and include detailed information to consumers on ingredients and nutrition. For example, our Post Consumer Brands business has a [webpage](#) dedicated to helping consumers read new

nutrition facts labels and a Food Claim Glossary to help understand the different product claim badges on our products.

Nutrition Facts	
About X servings per Container	
Serving size 1 1/3 cup (39g)	
Amount per serving	
<b>Calories</b>	<b>150</b>
% Daily Value*	
Total Fat 1.5g	2%
Saturated Fat 0g	0%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 150mg	7%
Total Carbohydrate 34g	13%
Dietary Fiber 0g	0%
Total Sugars 18g	
Incl. 18g Added Sugars	35%
Protein 1g	
VitaminD 0mcg	0%
Calcium 160mg	10%
Iron 6.3mg	35%
Potassium 20mg	0%

\* The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

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.

#### 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 only use credible certification frameworks and auditable practices. We offer products across a range of certifications and clearly labeled attributes, such as:

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



## 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, and single-use material laws. To ensure we stay aligned with the consumer goods industry and leverage all available technical resources, we actively support and participate in packaging-related initiatives such as:



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

#### Packaging Innovation

Packaging teams across all businesses are working to reduce the volume of our packaging material used and find the best environmental 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 compared to our existing packaging. The following are example initiatives during fiscal year 2024:

- Post Consumer Brands has achieved approximately 90% of cereal packaging, by weight, now made from recycled content or renewable resources and also designed to be recyclable, with a

goal of 100% by fiscal year 2025. Other packaging progress includes:

- Reducing overall packaging materials by nearly 2 million pounds in the last few years.
- Participating in [MBOLD](#), a circular economy collective action initiative in Minnesota with the aim of recovering 90 million pounds of flexible packaging and film per year.
- Weetabix achieved 100% recyclable packaging across all brands in late calendar year 2022 and continues to innovate, including:
  - Reducing the coating thickness in the paper wrap that protects Weetabix biscuits, representing a 59% reduction in material used and more than 200 metric tonnes reduction of plastic each year and now the paper wrap is fully acceptable in U.K. curbside recycling.
  - Switching the supply for some board used for cereal boxes from North America to Europe\*, along with carton flap designs that reduce material and glue.
  - Currently trialing an inner bag with 30% recycled content set to be introduced across all cereal brands in fiscal year 2025.
- 8th Avenue has been trialing increased post-consumer recycled content for peanut butter containers as well as granola and fruit and nut pouches and is implementing How2Recycle labels.
- Michael Foods is transitioning from white to kraft boxes. The majority of Michael Foods chip board and corrugated boxes contains recycled content.
- Bob Evans Farms has been testing alternative trays for sausage products that are more sustainable while also maintaining product safety and quality.

### 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.

In fiscal year 2023, we completed a data analytics initiative to map the end-to-end flow of purchased ingredients and materials into sold products and the connections between specific suppliers and

customers. This data is being leveraged as part of a partnership with [HowGood](#), a leading sustainability intelligence platform for food companies with a database of over 90,000 emissions factors. This partnership 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 tracking and 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 chains. 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. For fiscal year 2024, see our private fleet statistics below:

	FY2022	FY2023	FY2024
Miles per Gallon	6.14	7.40	7.45
MTCO2e	22,317	17,053	16,253

During fiscal year 2024, we replaced 22% of our private fleet with new modern trucks with automatic transmissions.

**21% ↑**

Increase in miles per gallon vs. fiscal year 2022

**27% ↓**

Decrease in GHG emissions vs. fiscal year 2022

\* This statement was updated in February 2025

**Electric Terminal Tractor**

Since 2021, Post Consumer Brands (PCB) has been using Minnesota's first electric terminal tractor to transport cereal products between distribution facilities in Northfield, Minnesota. The investment was made with funding from the Minnesota Pollution Control Agency and in partnership with Taylor Truck Lines. PCB also participates in the U.S. Environmental Protection Agency's SmartWay Shipper Program.



**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) and international shipments via a freight forwarder. Post partners 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, Post stipulates a miles-per-gallon range to realize these benefits. For fiscal year 2024, we had the following statistics for intermodal and truckload and will work to include LTL and international shipments in future reporting:

	FY2022	FY2023	FY2024
Miles per Gallon	6.73	7.03	7.16
MTCO2e	177,567	172,712	146,074

**6%** ↑

Increase in miles per gallon vs. fiscal year 2022

**18%** ↓

Decrease in GHG emissions 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:



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



**Recycling Guidance:** We are adding the How2Recycle 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.



**Customer Initiative Support:** Weetabix has supported GroceryAid for over 15 years and was recently awarded the Gold Achievement Award for the eighth consecutive year for supporting all three program pillars: awareness, fundraising and volunteering.



**Industry Recognition Programs:** For the 16th year, Weetabix hosted the [Northamptonshire Food & Drink Awards](#), an annual competition run by the sector, for the sector, to celebrate all that is great about local food and drink.



**Co-sponsorships:** Bob Evans Farms partnered with Kroger, Ohio Farm Bureau and Ohio Harness Horseman's Association to support the Youth Reserve Program and junior exhibitors at the Ohio State Fair.



**Customer Site Tours:** Weetabix hosted farm visits for buying teams from major supermarket retailers, which help them see the Weetabix Way firsthand and experience our commitment to making tasty, nutritious products in more sustainable ways.



**Product Certifications:** We are responding to the growing market importance of certified ingredients and products, such as recently working with retail customers on identifying credible pollinator-related certifications.



**Product Proceed Donations:** A portion of the proceeds from each sale of *Nutrish* dog and cat food products goes to *The Rachael Ray Foundation*™. The foundation has distributed over \$7 million a year (2019-2023) to animal and human welfare organizations, which Post has continued to support since acquiring the brand in 2023.

# Appendix

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## About This Report

The 2024 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.

Through 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](http://www.postholdings.com), including press releases and proxy materials; Forms 10-K, 10-Q and 8-K as filed with the Securities and Exchange Commission (the SEC); and information on corporate governance such as our Global Code of Conduct, our Corporate Governance Guidelines and charters of committees of our Board of Directors. For more information about our Board, corporate governance and oversight of environmental, social and governance matters, visit:

- The “[Investors](#)” page on our corporate website.
- [2024 Proxy Statement](#)
- [2024 Annual Report](#)
- The “[Governance](#)” page on our corporate sustainability website, including:
  - [Audit Committee Charter](#)
  - [Corporate Governance Guidelines](#)
  - [Corporate Governance and Compensation Committee Charter](#)
  - [Global Code of Conduct](#)
  - [Management Team](#)
  - [Sustainability Oversight](#) structure and roles
- Operating Company [websites](#)

For purposes of the 2024 Sustainability Report, we use the 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.

The scope of this report is based upon:

- Our global operations during fiscal year 2024 (October 1, 2023 to September 30, 2024) unless otherwise noted.
- Our owned and operated locations include properties for Bob Evans Farms, Crystal Farms, Michael Foods, Post Consumer Brands, Weetabix, and our corporate offices, but not including acquired properties that have been owned or operated for less than a full fiscal year.
- Environmental data has been included for 8th Avenue Food & Provisions, which is an unconsolidated subsidiary, unless otherwise noted.
- Environmental data has been included for pet product manufacturing locations owned or operating for the full fiscal year 2024, but sourcing related data has been excluded pending full integration and completion of data quality and assurance processes.
- Sites included within our annual climate scenario, water stress and biodiversity assessments are aligned with the map on p. 14 based upon a list of owned sites maintained by our risk management team, including 8th Avenue Food & Provisions and pet product manufacturing locations owned or operating for the full fiscal year 2024.
- 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 Global Reporting Initiative (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.

This report and our environmental and social data has been reviewed by our Internal Audit teams and will be reviewed by an external audit firm. 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 26, 2024. U.S. data only.
- 2 – Nielsen Retail Measurement, Total US Pet Retail Plus; 52 weeks ended October 26, 2024.
- 3 – Nielsen Scantrack, 52 weeks ended November 2, 2024. U.K. data only.
- 4 – Circana Supply Track, 52 weeks ended September 30, 2024.
- 5 – Circana Scan Data HMR Dinner Sides; 52 weeks ended October 6, 2024.



## 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. Such statements are based on management’s current views and assumptions and involve risks and uncertainties that could affect expected results. Those risks and uncertainties include, but are not limited to, those described in Post Holdings’ filings with the SEC. You should not rely upon forward-looking statements as predictions of future events. Although Post Holdings believes that the expectations reflected in the forward-looking statements are reasonable, Post Holdings cannot guarantee that the future results, levels of activity, performance or events and circumstances reflected in the forward-looking statements will be achieved or occur. Moreover, Post Holdings undertakes 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 Post Holdings’ expectations.

## Trademarks and Service Marks

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## 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. 22; P. 36
44959	Entities included in the organization's sustainability reporting	P. 36
44960	Reporting period, frequency and contact point	P. 36; 2024 10-K
44961	Restatements of information	P. 36
44963	Activities, value chain and other business relationships	P. 3; P. 6-12 P. 14; P. 36; 2024 10-K
44964	Employees	P. 22
44966	Governance structure and composition	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 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; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K; Audit Committee Charter
44970	Delegation of responsibility for managing impacts	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K; Audit Committee Charter
44971	Role of the highest governance body in sustainability reporting	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K; Audit Committee Charter
44972	Conflicts of interest	Audit Committee Charter
44973	Communication of critical concerns	P. 5; P. 36; 2024 10-K; Audit Committee Charter
44976	Remuneration policies	2024 10-K; Corporate Governance and Compensation Committee Charter; Executive Compensation Recoupment Policy
44977	Process to determine remuneration	2024 10-K; Corporate Governance Guidelines; Corporate Governance and Compensation Committee Charter
44979	Statement on sustainable development strategy	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K; Audit Committee Charter
44980	Policy commitments	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; Global Code of Conduct



GRI/SASB ID	Metric	Content Location
44981	Embedding policy commitments	Global Code of Conduct
44982	Processes to remediate negative impacts	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; Global Code of Conduct; No Deforestation Policy; Human Rights Position; Supplier Code of Conduct
44983	Mechanisms for seeking advice and raising concerns	P. 5; P. 36; Global Code of Conduct; Human Rights Position
44985	Membership associations	P. 9-12; P. 16; P. 20; P. 26-28; P. 32-34
2-29	Approach to stakeholder engagement	P. 4-5
44986	Process to determine material topics	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K
44987	List of material topics	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K
44988	Management of material topics	P. 5; P. 8; P. 15; P. 23; P. 31; P. 36; 2024 10-K
FB-PF-000.B	Number of production facilities	P. 3; P. 14
201-1	Direct economic value generated and distributed	2024 10-K
201-2	Financial implications and other risks and opportunities due to climate change	2024 10-K; 2024 CDP Climate
<b>Anti-corruption</b>		
205-2	Communication and training about anti-corruption policies and procedures	Global Code of Conduct
<b>Energy</b>		
302-1	Energy consumption within the organization	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
302-2	Energy consumption outside of the organization	P. 11-12; 2024 CDP Climate; Environmental Data Webpage
302-3	Energy intensity	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
302-4	Reduction of energy consumption	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
FB-PF-130a. 1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage



GRI/SASB ID	Metric	Content Location
<b>Water and Effluents</b>		
303-3	Water withdrawal	P. 14; P. 17; Environmental Data Webpage
303-4	Water discharge	P. 14; P. 17; Environmental Data Webpage
303-5	Water consumption	P. 14; P. 17; 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. 14; P. 17; Environmental Data Webpage
<b>Biodiversity</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	P. 18
304-2	Significant impacts of activities, products and services on biodiversity	P. 18
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	P. 18
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
305-2	Energy indirect (Scope 2) GHG emissions	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
305-3	Other indirect (Scope 3) GHG emissions	P. 11-12; 2024 CDP Climate; Environmental Data Webpage
305-4	GHG emissions intensity	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
305-5	Reduction of GHG emissions	P. 14; P. 18; 2024 CDP Climate; Environmental Data Webpage
<b>Waste</b>		
306-3	Waste generated	P. 17; Environmental Data Webpage
306-4	Waste diverted from disposal	P. 17; Environmental Data Webpage
306-5	Waste directed to disposal	P. 17; Environmental Data Webpage
<b>Packaging</b>		
FB-PF-410a. 2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	P. 31; P. 33





GRI/SASB ID	Metric	Content Location
<b>Employment</b>		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	P. 24-26
<b>Occupational Health and Safety</b>		
403-1	Occupational health and safety management system	P. 24
403-2	Hazard identification, risk assessment, and incident investigation	P. 24
403-4	Worker participation, consultation, and communication on occupational health and safety	P. 24
403-6	Promotion of worker health	P. 24
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P. 6-12; Supplier Code of Conduct
403-9	Work-related injuries	P. 24; Social Data Webpage
403-10	Work-related ill health	P. 24; Social Data Webpage
<b>Training and Education</b>		
404-2	Programs for upgrading employee skills and transition assistance programs	P. 24-26
<b>Diversity and Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	P. 22; P. 25-26; 2024 Proxy Statement; Social Data Webpage
405-2	Ratio of basic salary and remuneration of women to men	2023 Weetabix Gender Pay Report
<b>Public Policy</b>		
415-1	Political contributions	Global Code of Conduct
<b>Customer Health and Safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	P. 31-32
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. 31-32
FB-PF-250a. 4	(1) Number of recalls issued and (2) total amount of food product recalled	P. 31-32



# TCFD Index

Post Holdings, Inc. recognizes the importance of managing climate-related risks and opportunities and aligning with recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) is a key step towards doing our part to support the global transition to a low-carbon economy. This TCFD Index has been prepared according to the latest TCFD recommendations (October 2023 Status Report) and covers our full global enterprise within the scope of this disclosure. For additional details, please reference responses in our [CDP 2024 Climate Change Questionnaire](#).

## Governance

Disclose the organization's governance around climate-related risks and opportunities, including: a) Describe the board's oversight of climate-related risks and opportunities; and b) Describe management's role in assessing and managing climate-related risks and opportunities.

### CDP Climate Change Questionnaire 2024 References: 4.1.2 and 4.3.

Post Holdings, Inc.'s President and Chief Executive Officer (CEO) serves on the Board of Directors and is frequently and directly engaged with our Sustainability Steering Committee, which oversees climate-related issues. Our President and CEO is regularly briefed on sustainability topics and progress by our Vice President – Corporate Sustainability and our Sustainability Steering Committee. Given carbon and climate change are an important topic for our key customers and investors, this topic is consistently included in briefings. The Sustainability Steering Committee, which is led by our Vice President – Corporate Sustainability, includes leaders from global procurement, communications, legal, investor relations, and operations and reports directly to our Executive Vice President, General Counsel and Chief Administrative Officer.

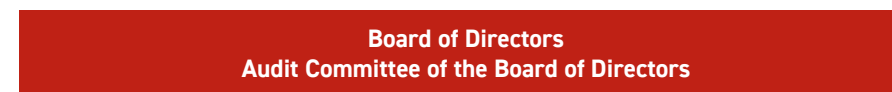
The Sustainability Steering Committee provides information and recommendations to the full Board of Directors, including climate-related risks and opportunities, at scheduled meetings and as important issues arise. The Board oversees matters relating to the Company's sustainability practices and initiatives, as well as other social issues important to the Company's constituents. The Board reviews the Company's annual sustainability report and disclosures and considers significant trends that may impact the Company. In addition, the Audit Committee reviews information concerning environmental, legal, regulatory and other matters that may represent material financial exposure and/or material risk and appropriate management thereof. The Board is involved in setting and monitoring progress on enterprise-wide goals and commitments, including those related to our Scope 1, 2, and 3 greenhouse gas (GHG) emissions. The Sustainability Steering Committee also routinely engages with the Presidents/CEOs from each of our operating companies.

The Sustainability Operations Council consists 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.
- Ensure a consistent and effective flow of sustainability information throughout the enterprise.

### Sustainability Governance Structure

#### Oversight



#### Leadership



#### Strategy



#### Integration





## Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning, including: a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term; b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning; and c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

**CDP Climate Change Questionnaire 2024 References: 3.1, 3.1.1, 3.6, 3.6.1, 5.1, 5.1.1, 5.1.2, 5.2, 5.3.1, 5.3.2, 5.14 and 5.14.1.**

Post maintains a TCFD-aligned global risk and opportunity assessment process that evaluates the relevancy of acute physical, chronic physical and transition and market risks and opportunities for our direct operations and supply chain. Our process for evaluating and monitoring climate-related risks and opportunities considers the following time horizons: short-term (0-2 years); medium-term (2-5 years); and long-term (5-10 years). Our assessment considers four distinct scenarios based upon a combination of physical and transition risks and the dynamics of average global warming degrees as described on page 19 of our 2024 Sustainability Report and our GHG and Climate Change [webpage](#).

<p><b>■ CLIMATE SCENARIO #1</b></p>	<p><b>■ CLIMATE SCENARIO #2</b></p>
<p>Higher Physical Risks, Lower Transition Risks</p> <p>Short term (0-2 years) to Medium term (2-5 years)</p> <p><b>Extreme Global Warming, 3° C or Higher Scenario</b></p>	<p>Higher Physical Risks, Higher Transition Risks</p> <p>Medium term (2-5 years) to Long term (5-10 years)</p>
<p><b>■ CLIMATE SCENARIO #3</b></p>	<p><b>■ CLIMATE SCENARIO #4</b></p>
<p>Lower Physical Risks, Lower Transition Risks</p> <p>Medium term (2-5 years) to Long term (5-10 years)</p>	<p>Lower Physical Risks, Higher Transition Risks</p> <p>Long term (5-10 years)</p> <p><b>Low-Carbon Rapid Decarbonization, 1.5° C Scenario</b></p>

The four scenarios are based upon a combination of physical and transition risks and the dynamics of average global warming degrees. If global temperatures go above 2°C, the physical climate risks can be expected to be more frequent and intense. Conversely, if rapid decarbonization occurs through policies, regulations, innovation and consumer demand, then global temperatures will plateau or start to decrease, physical risks will lessen, and transition risks will become more dominant. It is also assumed that transition risks take a longer period for implementation and impact, which results in scenarios that have medium- to long-term business implications.

Additionally, it is expected scenario conditions will not be global and will vary by geography and time horizon (e.g., some geographies will accelerate decarbonization efforts faster than others). Post's approach is to evaluate the current and future relevance of these scenarios and monitor changing conditions (e.g., a location moving from one scenario to a different one).

Based upon our 2024 global scenario modelling of production sites, warehouse and distribution sites and global supplier locations, we identified the following potential scenario exposure:

Value Chain Component	Current Exposure	Future Projection
Owned and Operated Production Sites	<ul style="list-style-type: none"> <li>■ Approximately 54% of our production sites are exposed to Scenario #3.</li> <li>■ Approximately 30% are exposed to Scenario #1 and 13% to Scenario #4.</li> <li>■ Approximately 3% are currently exposed to Scenario #2.</li> </ul>	We project more of our sites will be exposed to Scenario #4 as policy and market requirements are expected to increase. It is possible some sites could transition to Scenario #2 with increased exposure to both higher physical and transition risks.
Warehouse and Distribution Sites	<ul style="list-style-type: none"> <li>■ Approximately 90% of our warehouse and distribution sites are exposed to Scenario #3.</li> </ul> <p>The remainder are distributed across the other three scenarios (■ or ■).</p>	We project the exposure for these non-production sites to remain steady with the potential that some sites may transition from Scenario #3 to #1.
Global Ingredient and Packaging Supplier Locations	<ul style="list-style-type: none"> <li>■ Approximately 60% of global supplier locations are exposed to Scenario #3.</li> <li>■ Approximately 20% are exposed to Scenario #4 and 15% to Scenario #1.</li> <li>■ Approximately 5% are exposed to Scenario #2.</li> </ul>	We project future exposure of supplier locations to be similar to our production sites, but with a higher percentage in Scenario #2 as a more global footprint.



In fiscal year 2024, we also completed an updated annual screening of global ingredient and packaging supplier locations to evaluate proximity to water stressed regions, areas of high biodiversity and deforestation. The assessment utilized leading tools as outlined within the Management section of this index, page 10 of our 2024 Sustainability Report and our [Water Stewardship](#) and [Biodiversity](#) webpages.

The fiscal year 2024 screening had the following regional level results for assessed global supplier locations:

Water Stress Level	2030 Water Stress	Biodiversity	Deforestation
High	15%	1%	0%
Medium	15%	11%	6%
Low	70%	88%	94%

Climate-related risks and opportunities are relevant to a consumer packaged goods company's entire value chain from raw material sourcing to the end of life or circularity for a given product. The impacts of physical and transition factors can influence our strategies, processes and decisions and can have both positive and potentially negative financial impacts. Our approach to climate adaptation and resiliency is based upon evaluating the following TCFD-defined opportunity categories as relevant to our company:

- Resource Efficiency: Pursuing more efficient raw material sourcing, production and transport.
- Energy Sourcing: Pursuing lower emission or renewable sources of energy.
- Products and Services: Responding to shifts in consumer preferences towards low carbon goods and services.
- Markets: Ability to access new and emerging markets due to more effective climate adaptation.
- Resilience: Pursuing enhanced business resiliency and ability to operate through various conditions and climate scenarios.



## Management

Disclose how the organization identifies, assesses, and manages climate-related risks, including: a) Describe the organization's processes for identifying and assessing climate-related risks; b) Describe the organization's processes for managing climate-related risks; and c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

**CDP Climate Change Questionnaire 2024 References: 2.1, 2.2.1, 2.2.2, 2.2.5, 2.2.6, 2.2.8 and 2.2.9.**

Post's process for evaluating acute physical, chronic physical, and transition risks and opportunities uses location-specific inputs from widely recognized, publicly available data sources and risk categories including the following:

### Data Sources

- World Resources Institute (WRI) Aqueduct
- WWF Water Risk Filter
- WWF Biodiversity Risk Filter
- Department of Homeland Security FEMA National Risk Index
- Alliance for Zero Extinction
- Conservation International Biodiversity Hotspot
- Key Biodiversity Area (KBA) Partnership
- Energy Information Administration (EIA)
- Energy & Climate Intelligence Unit (ECIU) Net Zero Scorecard
- United Nations Framework Convention on Climate Change (UNFCCC) Nationally Determined Contributions (NDC) Registry
- Location-specific contextual data from various sources (e.g., energy mix, utility renewable energy targets, net metering status and carbon pricing mechanisms)

### Risk Categories

- Extreme weather (avalanches/winter weather/cold waves, earthquakes, hail, hurricanes, ice storms, landslides, lightning, strong winds/tornadoes, tsunamis, volcanic activity and wildfires)
- Inland/riverine floods
- Water stress (availability and quality)
- Drought / Heat waves
- Coastal floods / Sea level rise
- Biodiversity and sensitive habitats
- Transition and market

There are three main components to Post's strategy for managing climate-related risks and opportunities:

1. Decarbonization: Post is committed to the following goals:
  - a. 30% reduction in the GHG emissions in our direct operations, scope 1 and 2, by 2030.
  - b. 30% reduction in GHG emissions intensity from sourced ingredients and packaging, scope 3, by 2030.

The following are some of the programs we participate in to support our scope 1, 2 and 3 goal plans:



To learn more about and follow our climate-related strategies, initiatives and progress, please visit our GHG Emissions and Climate Change [webpage](#).

2. Climate Resiliency: The Post Risk Management function oversees a comprehensive program to evaluate and mitigate risks to our business, assets and people including consideration of climate-related risks and resiliency. To understand the exposure of our assets, operations and personnel to climate-related risks, we conduct annual climate scenario assessments as described in this section and also leverages the Climate Resilience Product Suite available through our global commercial property insurance partner.

The combined insight from the assessments are utilized to validate scenario modeling, prioritize further evaluations, develop or enhance business continuity plans, inform decisions on actions and investments to build resiliency and where necessary implement insurance mechanisms.

Over the past 3 years, we have implemented 20 physical and human element projects at global sites to build climate resiliency ranging from updating plans and guidelines (e.g., snow monitoring and response) to physical site improvements (e.g., roof maintenance, reinforcement and structural analysis).

3. Transparency: Post is committed to disclosing our plans and progress related to climate risks and opportunities, including participation in the annual CDP Climate questionnaire, an annual Sustainability Report, maintaining information on our website and this TCFD index.



## Metrics and Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, including: a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process; b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks; and c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

**CDP Climate Change Questionnaire 2024 References: 7.52, 7.53, 7.53.1, 7.53.2, 7.53.4, 7.54, 7.54.1, 7.54.2, 7.6, 7.7, 7.8, 7.8.1, 12.1, 12.1.1, 12.1.3 and 12.3.**

Post has a culture of continuous improvement, which includes utilizing metrics and targets to evaluate and drive performance. Post is committed to the following GHG goals:

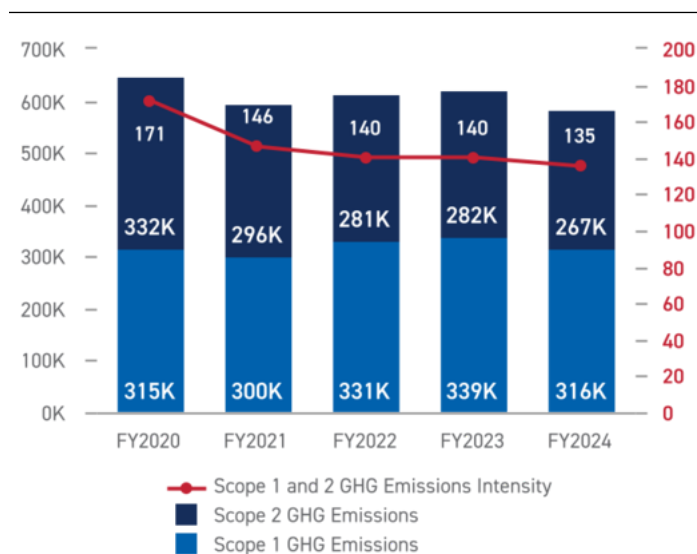
- a. 30% reduction in the GHG emissions in our direct operations, scope 1 and 2, by 2030.
- b. 30% reduction in GHG emissions intensity from sourced ingredients and packaging, scope 3, by 2030.

### Scope 1 and 2 GHG Performance:

Compared to our fiscal year 2020 goal baseline, we have decreased scope 1 and 2 GHG absolute emissions by 10% and emissions intensity by 21%. Our purchased grid electricity decreased by 3% compared to fiscal year 2023 and purchased grid electricity intensity decreased by 11% compared to our fiscal year 2020 baseline.

Our total energy consumption for fiscal year 2024 was 2,445,029 million megawatt-hours (MWh), a 7% reduction versus previous fiscal year. The inclusion of pet operations would increase scope 1 GHG emission by 42,978 MTCO2e and scope 2 GHG emissions by 32,314 MTCO2e. We are working to collect historical data for all new acquisitions and will include a revised baseline and performance graphs in future reporting.

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



**Scope 3 GHG Performance:** During fiscal year 2024, we completed a reevaluation of our global scope 3 GHG emissions baseline using fiscal year 2023 data and the spend-based method.

Scope 3 Category	FY2023 MTCO2e	% of Scope 3 Total
Purchased Goods and Services	4,499,819	79%
Transportation and Distribution	460,371	8%
Use and End of Life of Sold Products	403,977	7%
Capital Goods	210,062	4%
Fuel and Energy-Related Activities	134,722	2%
Waste Generated in Operations	8,032	<1%

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

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

The remaining emissions are split across multiple small portion sub-categories. The following provides progress against our goal:

	FY2021	FY2022	FY2023	Goal Progress
MTCO2e/million U.S. Dollars (USD) net sales	994	963	818	-18%
MTCO2e/million pounds of product	1,214	1,289	1,288	+6%

Future monitoring and measurement of scope 3 GHG emissions will utilize the [HowGood](#) platform, which is currently being implemented.

We are also committed to transparency with updated metrics, targets and progress within our annual Sustainability Report and on our website at: [www.postholdings.com/sustainability](http://www.postholdings.com/sustainability).





**POST HOLDINGS, INC.**

[www.postholdings.com/sustainability](http://www.postholdings.com/sustainability)

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