



2026

Sustainability Report



Peabody



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Peabody is a leading coal producer, providing essential products for the production of affordable, reliable energy and steel. Our commitment to sustainability underpins everything we do and shapes our strategy for the future.





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Dear Stakeholders,

The landscape in which we operate has changed meaningfully over the past year, shaped by accelerating U.S. policy tailwinds, recognition of the twin needs of energy reliability and affordability, and an expanding focus on resilient supply chains, steelmaking capacity, and responsible resource development. These shifts reinforce the importance of the work we do—and the vital role Peabody continues to play in supporting global economic progress, energy system stability, and the materials needed for modern infrastructure.

Safety remains our first priority and our measure of excellence. In 2025, we delivered record-setting safety outcomes across our global operations, achieving a total recordable injury frequency rate (TRIFR) of 0.71 recordable accidents per 200,000 hours worked. This is 12 percent better than the prior record set in 2024 and sets a new standard for our organization.

Our commitment to sustainability continues to guide our decisions at every level of business. Industry-leading reclamation work continued, demonstrating our long-term commitment to land stewardship and responsible resource development. Our acres reclaimed were approximately double acres disturbed, and we tied our best year ever for environmental notices of violation. The American Society of Reclamation Sciences recognized Peabody's

Monty Parke as Reclamationist of the Year, a well-deserved honor for our midwestern operations environmental manager. The team at the Kayenta Mine was also honored by the U.S. Department of the Interior for their exceptional reclamation practices.

Among our most transformative initiatives is the advancement of the Centurion Mine, which enters 2026 as our flagship operation. The start of longwall production in February is the culmination of years of work, positioning it as a leading, modern metallurgical coal mine. It is engineered for advanced safety performance, built for high-efficiency metallurgical coal production, aligned with the energy and industrial policy priorities emerging globally, and structured to support long-term market needs while elevating operational sustainability. As we advance Centurion, we are also committed to operating fully within Australia's Safeguard Mechanism, ensuring the mine is developed with transparent, responsible greenhouse gas emissions management aligned to national climate policy. An early step is the construction of a 5MW power plant onsite that will support Centurion's power requirements using coal mine gas sourced onsite.

Centurion will allow Peabody to meet the growing global demand for steelmaking coal that enables infrastructure, electrification, urbanization, renewable energy expansion, and economic development.

Both in the United States and around the world, energy reliability and affordability were major themes, and increasingly the call is for energy addition versus energy transition. 2025 again saw global coal use reach an all-time record. New coal plants continue to be built in significant numbers in Asia, as major populations switch on to modern electricity, major economies continue to grow, and emerging technologies such as artificial intelligence create step-function increases in energy demand. Peabody remains a part of those responsible solutions.

The world is seeking a balance between the need for the responsible development of resources and energy security and industrial capacity essential to global advancement. We believe these go hand in hand and reinforce the importance of our work across safety, sustainability, operational excellence, and innovation. We view this work not as a risk, but as an opportunity.

As we continue to advance our strategy, strengthen our operations, and invest in innovations that support global progress, we remain committed to building brighter futures for our employees, our communities, and the world that depends on the energy and resources we provide.

Jim Grech
President and Chief Executive Officer





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About Our Company

Peabody is a leading coal producer, providing essential products for the production of steel and affordable, reliable energy. Our commitment to sustainability underpins everything we do and shapes our strategy for the future.

We are focused on three core portfolios: seaborne metallurgical, seaborne thermal and U.S. thermal coal. Our seaborne metallurgical segment provides an essential ingredient needed for steelmaking to customers in Asia and Europe. Our seaborne thermal segment is well positioned to serve continued strong demand from growing Asia Pacific economies and is supported by our high-quality, low-cost mines in Australia. The U.S. thermal segment benefits from our low-cost operations and serves as a foundation for the U.S. energy grid now and in the future.





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Peabody at a Glance

2025 Quick Facts

2025 TRIFR*
0.71

Employees
5,400

Countries Served
18

Acres Restored
3,300

2025 Revenue
\$3.9B

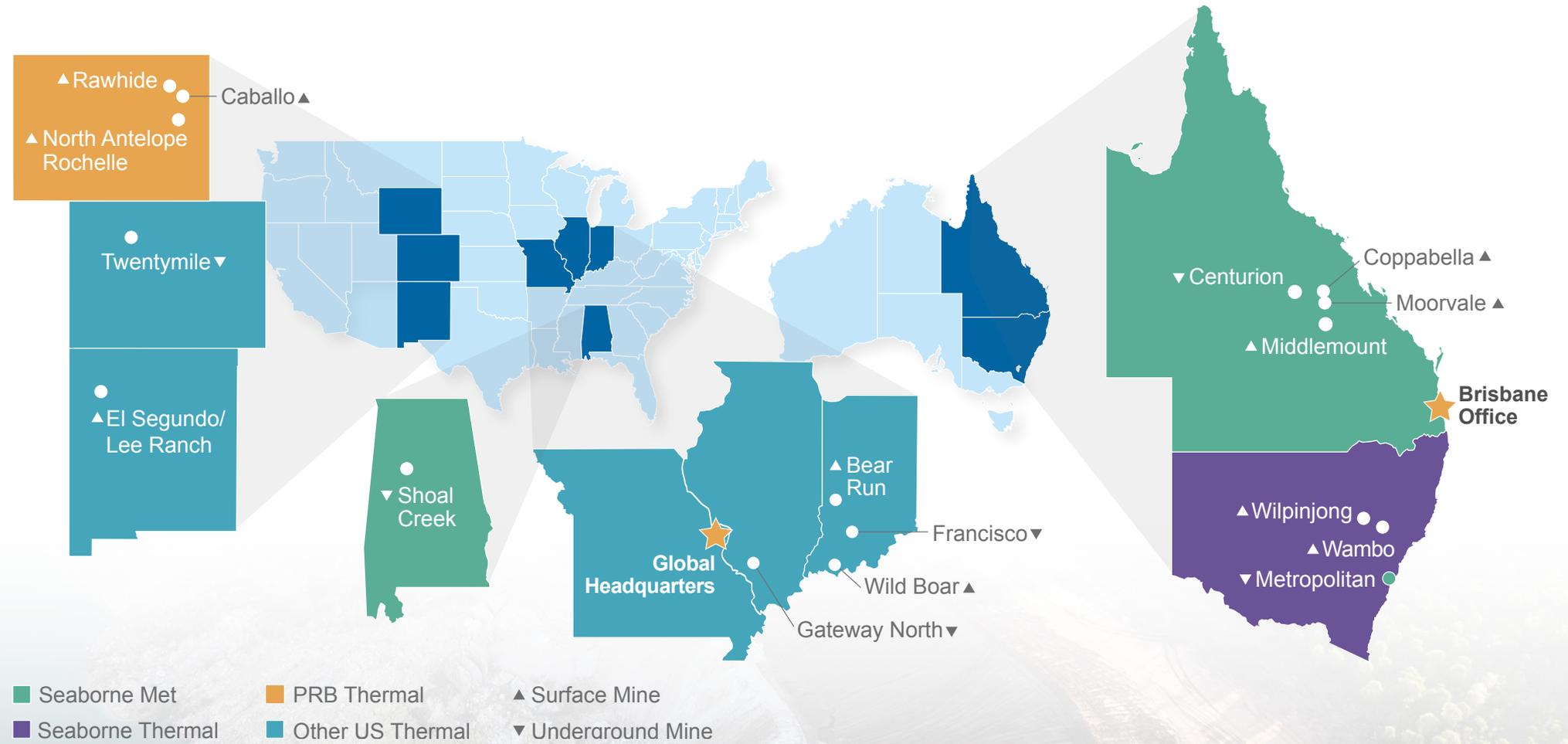
Bond Release
\$45.1M

2025 Adjusted EBITDA
\$455M

2025 Tons Sold
122MT

Seaborne Thermal: 15.4MT
Seaborne Metallurgical: 8.6MT
US Thermal: 97.9MT

*Total recordable Incident Frequency Rate ("TRIFR") equals recordable incidents per 200,000 hours worked.





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Mission and Values

Our Mission

To create superior value for shareholders as the leading global supplier of coal, which enables economic prosperity and a better quality of life.

Our Values



Safety

We commit to safety and health as a way of life.



People

We offer an inclusive work environment and engage, recognize and develop employees.



Integrity

We act in an honest and ethical manner.



Customer Focus

We provide customers with quality products and excellent service.



Excellence

We are accountable for our own success. We operate cost-competitive mines by applying continuous improvement and technology-driven solutions.



Sustainability

We take responsibility for the environment, benefit our communities and restore the land for generations that follow.



Leadership

We have the courage to lead, and do so through inspiration, innovation, collaboration and execution.



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Building Brighter Futures

Over the past year, the global conversation around energy has shifted in transformative ways. The rise of Artificial Intelligence (AI) and the explosive growth of data centers, and the electricity required to power them, have elevated a longstanding truth: the world cannot function without reliable, affordable energy. At the same time, there is a growing acknowledgment of the profound societal good that access to energy provides.

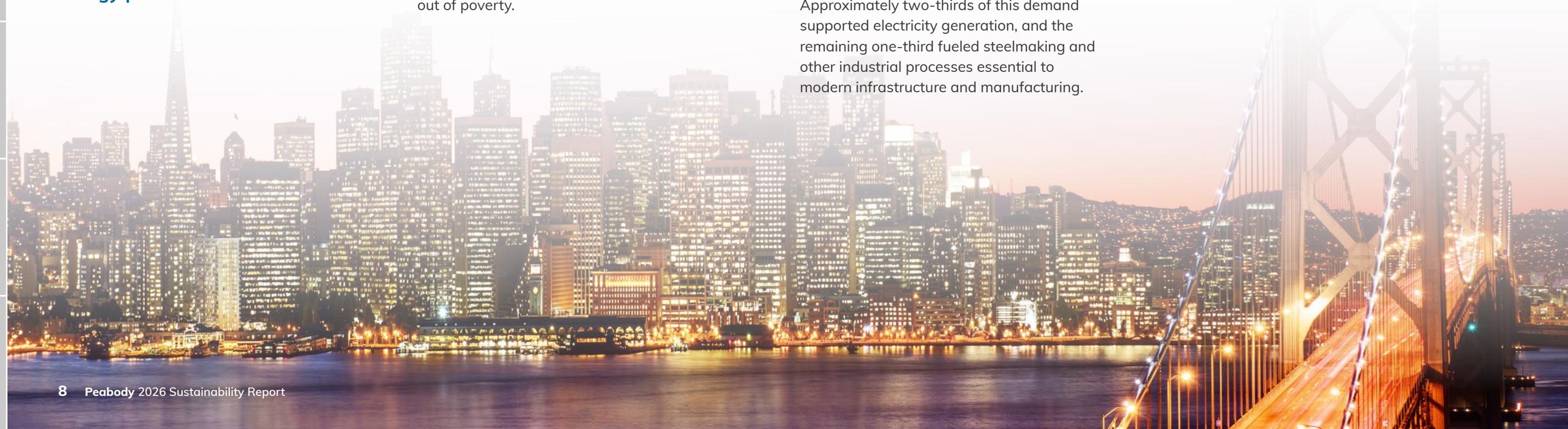
Energy is foundational. Like food, shelter, and clothing, it is essential to modern life. It powers communication, transportation, business, cooking, entertainment, heating and cooling, information sharing, and healthcare services. Beyond daily use, energy provides something even more fundamental: safety, security, opportunity, and the freedom to innovate. Without it, societies are both literally and figuratively left in the dark.

Yet today, well under half of the global population experiences true energy security, that is, energy that is consistent, reliable, affordable, and resilient. In the United States, we often take this for granted, but in much of the world, access to dependable energy is a gateway to longer lifespans, cleaner water, improved agricultural productivity, and economic progress that lifts entire communities out of poverty.

This reality explains why so many developing nations continue to depend on thermal coal, one of the world's most abundant, reliable, and affordable energy sources. India, for example, is expanding coal-fired power capacity by an expected 87% by 2047. Indonesia has more than doubled its coal power capacity over the last decade. And in China, home to the world's largest power system, new coal capacity equivalent to the size of Utah's entire power grid comes online roughly every four days. China uses 30% more coal than the rest of the world combined.

While some reports declare that coal's decline is imminent, the facts tell a different story. According to the International Energy Agency, global coal consumption in 2025 again reached a record high, 9.8 billion tons. Approximately two-thirds of this demand supported electricity generation, and the remaining one-third fueled steelmaking and other industrial processes essential to modern infrastructure and manufacturing.

As the essential ingredient in steelmaking, metallurgical coal enables the production of infrastructure that underpins modern life, from bridges and hospitals to renewable energy systems such as wind turbines, solar panels, and electric vehicles. Steel is essential for progress, and for developing economies, access to steel is directly tied to improved housing, transportation networks, clean water systems, and resilient energy infrastructure. Metallurgical coal is not just a commodity; it is a catalyst for human development, enabling countries to industrialize sustainably, expand opportunity, and elevate quality of life for generations.





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Building Brighter Futures CONTINUED

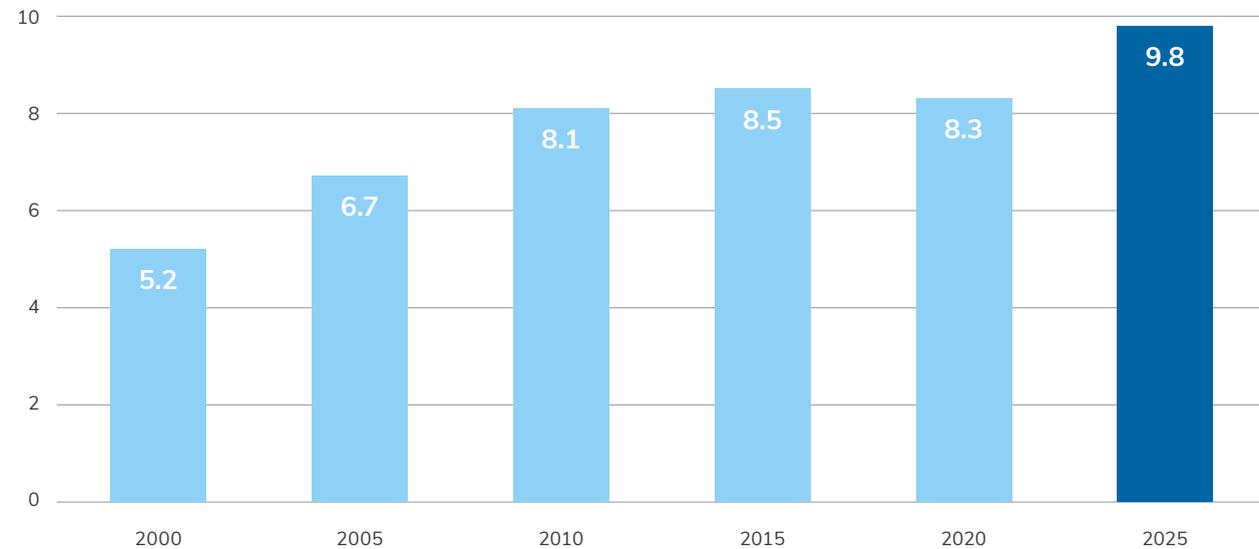
As the United States' largest coal producer, Peabody is committed to meeting this global need responsibly and sustainably. This means taking a leadership role, across both our U.S. and Australian operations, in advancing responsible mining practices for thermal and metallurgical coal; supporting research into cleaner coal technologies; pioneering innovative land reclamation techniques; partnering on renewable energy projects on reclaimed mine lands; and deploying solutions such as reusing gas from underground coal seams to power our own operations.

Across our business, sustainability is not a standalone initiative; it is a core part of who we are. From the earliest stages of exploration to the final stages of land restoration, we work to ensure that our practices support resilient communities, protect natural environments, and create longterm value for all stakeholders.

In this report, we hope you see how deeply sustainability is integrated into our operational philosophy, and how it guides our work to build brighter futures around the world.

GLOBAL COAL DEMAND SETS ALL-TIME RECORD IN 2025* (tons in billions)

*Source: IEA "Coal 2025"; also Global coal consumption, 2000-2026 – Charts – Data & Statistics – IEA



JIM GRECH APPOINTED CHAIR OF THE NATIONAL COAL COUNCIL

President and Chief Executive Officer Jim Grech has been appointed as the Chair of the National Coal Council (NCC). The NCC provides advice and recommendations to the Secretary of Energy on general policy matters relating to coal and the coal industry.

The duties of the Council are advisory and can include providing reports and advice on federal policy affecting the production, marketing, and use of coal; steps to more effectively address technological, economic, regulatory and societal matters relating to coal production and use; and the appropriate balance among various elements of Federal coal-related programs.

U.S. coal-fueled generation rose an estimated 13 percent in 2025, driven by extended coal-fired plant lives, major cost advantages, and rising electricity demand from AI and data centers. Existing coal-fired plants fuel substantial electricity generation and also represent significant ability to satisfy growing U.S. electricity demand. Increased U.S. coal use helped grow 2025 global coal demand to a record of 9.8 billion tons according to the International Energy Agency.

NCC rightly observes that electric power generated from coal is affordable, reliable and resilient, and coal is a key component for steelmaking as well as a potential source of critical minerals and rare earth elements.





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Our Sustainability Program

At Peabody, we are driving an approach to safety, sustainability, human capital, and governance that reflects our values, supports our mission, and delivers further value across our business and to our stakeholders.

We are committed to being a leading coal producer by maintaining financial stability, offering a broad range of products to meet our customers' requirements, driving operational excellence, and prioritizing sustainability. We recognize that strong safety, environmental, human capital, and governance standards underpin effective business practices.

To identify and prioritize focus areas for program development, we review and update our materiality assessment on a regular basis. Along with assessing changes to regulations and practices within the industry, we incorporate the feedback and perspectives of both internal and external stakeholders and consider risks and opportunities within our business, and the ways in which our business might offer risks and opportunities to the people and environment around us.

The topics considered throughout the assessment were guided by the Sustainability Accounting Standards Board ("SASB") and the reporting standards established by the Global Reporting Initiative ("GRI"). Results are then integrated within our enterprise risk management system to build actionable performance goals and the processes that support performance. We continue to build and enhance programs in these strategic areas that mitigate risk, realize opportunity, and measure performance through transparent metrics and disclosure.

Peabody is a signatory of the United Nations Global Compact, the world's largest corporate sustainability initiative, which provides a universal framework for sustainability in the areas of human rights, labor, environment, and anti-corruption. We endeavor to incorporate the principles of the compact into our strategy, corporate culture, and operation through collaborative projects that advance the broader development goals of the United Nations and are in line with our mission and values. We will continue to outline our actions and efforts in our annual Communication on Progress.

MATERIALITY ASSESSMENT





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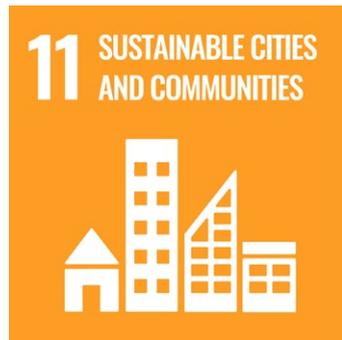
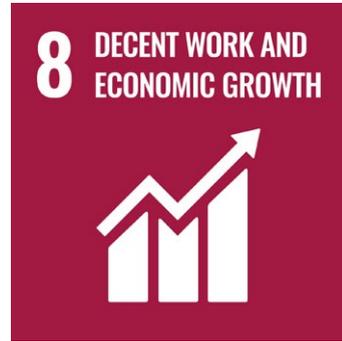
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Our Sustainability Program CONTINUED

OUR ALIGNMENT TO THE UN SUSTAINABLE DEVELOPMENT GOALS



Click the icon to navigate to the relevant section



At Peabody, part of our strategy is to cultivate resilience across all business cycles. From a financial standpoint, we prioritize fiscal discipline and operational excellence. Regarding sustainability, we are dedicated to evaluating current risks and opportunities while proactively planning for future requirements.

Our resilience is rooted in a strong foundation of rigorous health and safety standards, sound environmental stewardship, effective governance, and prudent human capital practices, all of which contribute to positive business outcomes. These principles are deeply embedded within our culture, supported by risk-based programs and a commitment to continuous process improvement. This approach not only helps to enhance performance and mitigate risks but also drives long-term value through innovation, adaptability, and sustained organizational success.”

Samantha Anderson
Global Head of Corporate Sustainability





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Biodiversity and Land Use

Our Approach

At Peabody, the land on which we operate is a valuable resource. Responsible stewardship of the land throughout the lifecycle of mining, from exploration to closure, forms the foundation of our commitment to sustainability. Peabody prioritizes minimizing environmental impacts through effective mine planning and the ongoing restoration of areas affected by mining activities. This approach aims to achieve positive outcomes for post-mine land use, landform, biodiversity, and environmental outcomes.

Our Practice

Before mining, we conduct thorough comprehensive baseline studies of local ecosystems, geology, water, and land use to develop the detailed assessments required for mine permit approvals. These assessments also guide our mine plans and help us minimize impacts, respect critical habitats, and achieve cost-effective reclamation that supports biodiversity outcomes post-mining.

To achieve our approach, we regularly assess the effectiveness of our reclamation practices, track our progress at each site, and prioritize progressive reclamation through our incentive compensation metrics. To ensure regulatory compliance is achieved and Peabody's standards are implemented, relevant staff receive training on permit conditions and site practices controls.

Where applicable, Peabody also engages with our stakeholders, including Traditional Owners and Indigenous groups, to incorporate their knowledge and perspectives into the reclamation practice that will shape post-mine land use.

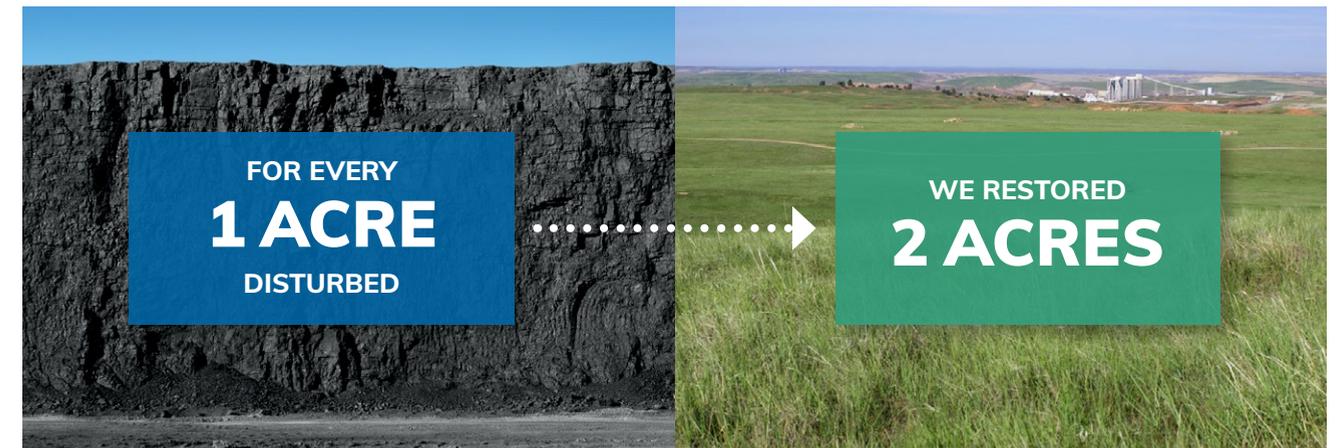
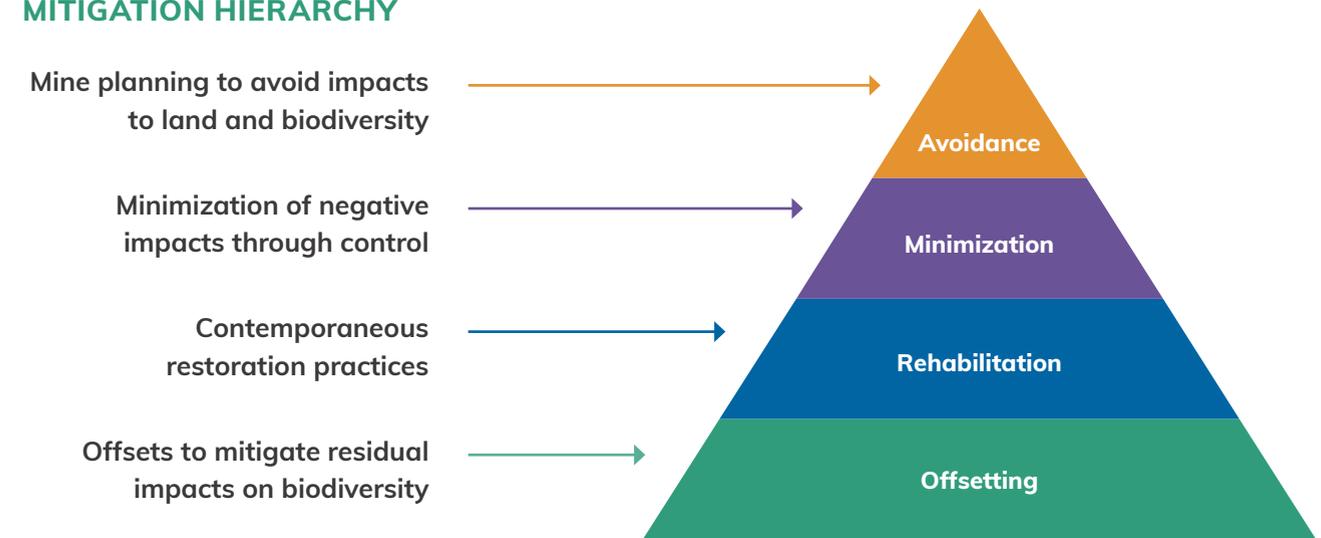
Our Performance

Peabody's progressive rehabilitation practices drive biodiversity outcomes. Successful land restoration is a metric within Peabody's executive compensation program, with a target of reclaiming as much, or more, land than we disturb annually. This approach balances cost-optimized operational excellence and our commitment to minimizing environmental impacts from our mines.

Throughout our operations and our history, we have served as a leader in reclamation performance and industry-leading practices, and that proud history continues today. Our reclamation staff are leaders in the science and methodology that have supported our performance. By investing in ongoing and progressive land restoration, we have enabled new uses and redevelopment of former mine sites, including opportunities for renewable energy projects on reclaimed land, recreational areas for conservation, and housing developments in mining communities.

Peabody has established an annual target to restore one acre of mined land for every acre disturbed. In 2025, we surpassed this benchmark by grading 2,629 acres and revegetating 3,269 acres of mined land, equivalent to 1.6 acres graded and 2.0 acres revegetated for every acre affected by mining. Our progressive land practices also resulted in \$45.1 million in bond releases and contributed to revitalizing wildlife habitats, rangelands, forests, prime farmland, grazing areas, and wetlands.

MITIGATION HIERARCHY





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Biodiversity and Land Use CONTINUED

MONTY PARKE WINS RECLAMATIONIST OF THE YEAR

Peabody's Monty Parke was named the 2025 Reclamationist of the Year Award by the American Society of Reclamation Sciences. The Reclamationist of the Year award recognizes individuals with outstanding accomplishments in the practical application or evaluation of reclamation technology. It also recognizes individuals responsible for implementing innovative practices or designs for new reclamation strategies.



Monty has 46 years of experience in mining, farming, and land reclamation, including more than two decades of developing innovative solutions in coal mine reclamation in Indiana and Illinois. For more than twenty years, reclaimed mine land under Monty's direction has been restored to productive farmland, diverse wildlife habitat, and valuable forestland, including 52,000 acres reaching or exceeding the requirements for obtaining final bond release. In addition, Monty has overseen the planting of more than 9.5 million trees in the Midwest.

MINER'S RIDGE DEVELOPMENT

The Miner's Ridge Subdivision, developed in 2023, is located just east of Interstate 69 in Vanderburgh County, Indiana along Boonville-New Harmony Road, and resides upon a rehabilitated surface coal mine. In the 1980s, the Danville 7 and Hymera Coal Seams were mined where the development now exists, requiring land disturbance up to approximately 244 meters deep.

Following the cessation of mining, infilling and rehabilitation processes were completed to restore use and access to the area, which was later determined to be an excellent location for the Miner's Ridge development due to its accessibility and picturesque landscapes.

After upgrading or installing new utilities and resurfacing adjacent roadways, the sixteen-lot Miner's Ridge development began to take shape. The majority of the parcels offer either lakefront property or alternative waterbody features, all while providing build sites with scenic flexibility. Miner's Ridge proved to be a success story for both the company's post mine land use strategy and the new property owners. Because of Miner's Ridge success, a secondary development known as Miner's Lake was created in 2025, situated directly across the street and with similar land features.

The success of these developments is made possible by Peabody's sustained investment in reclamation which aim to create post-mine uses that are valuable to communities and the environment.

KAYENTA MINE PRESENTED WITH EXCELLENCE IN SURFACE COAL MINING RECLAMATION NATIONAL AWARD

In February, the U.S. Department of the Interior's Office of Surface Mining Reclamation and Enforcement (OSMRE) formally presented its 2023 National Excellence in Surface Coal Mining Reclamation National Award to the company's Kayenta Mine during a ceremony at the Arizona operation.

The national award recognizes outstanding reclamation achievements that restore mined land for productive future use. Kayenta Mine was selected as the national winner for its innovative, sustained reclamation practices in reclaiming the J19 pit, which returned land to equal or better conditions while supporting the local community and environmental values. Although selected in 2023, the award was not recognized by the Administration at that time.

The Kayenta Mine is located on Black Mesa in Navajo County, Arizona, on lands leased from the Navajo Nation and Hopi Tribe. Most of the Mesa is rolling country covered primarily by a sagebrush shrubland. The J19 area comprises 750 acres.

In an innovative practice, the reclamation efforts used an 8200 Dragline to move over 12 million yards of backfill, completing the rough grading and backfill in a 3-year span. Final grading of permanent program lands within J19 occurred from 2009 to 2022 with both pre-mining and post-mining topography consisting of rolling hills dissected by ephemeral drainage channels. The grading plan incorporated the concept of geomorphic reclamation.

J19 will be used by local residents who traditionally used the land prior to mining, by wildlife that roam the area, and by community members who will use the cultural plants for medicinal use.

In 2025, Peabody's global operations restored twice as many acres as were disturbed, underscoring the company's ongoing commitment to environmental stewardship and sustainable land management.





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Climate

Our Approach

Sustainability is a core value at Peabody. We recognize that assessing and responding to the risks and opportunities posed by a changing climate is essential to our ongoing commitment to sustainability and creates opportunities for innovation and advancement.

We are committed to aligning our programs and targets with the expectations of our customers and stakeholders to deliver an approach to performance that is measurable, actionable, and supportive of our business strategy.

Our Practices

The Board has oversight of Peabody's climate-related risks and opportunities. The Board and its committees are provided regular updates on major risks as part of Peabody's enterprise risk management process, including climate-related matters. The senior management team executes the strategic objectives set forth by the Board of Directors and Peabody's employees turns those objectives into meaningful actions.

As part of our risk management and business continuity efforts, we regularly assess new and emerging risks from changing climate that could affect our mining operations, product transportation, and supply chain. We also evaluate how shifts in policy, regulation, financing, or market conditions in response to climate matters may impact our business. This process, grounded by our enterprise risk management framework, is essential for maintaining sustainable, resilient mining operations aligned with the goals of our customers and the expectations of our shareholders.

Along with these goals and expectations, we continue to comply with all regulatory requirements related to greenhouse gas emissions management, emissions reporting, and climate disclosure. Within our Australian operations, processes have been developed to address both Commonwealth and state requirements related to emissions reporting, abatement, and offset requirements, as well as financial disclosure concerning climate-related matters. Peabody views compliance as fundamental to our license to operate and will continue to develop opportunities for innovation as a pathway to minimizing risk while supporting our business strategy.

CLIMATE RISKS AND OPPORTUNITIES

The Risks

Physical Risks:

-  Disruption to water supplies for mining operations
-  Disruption to transportation infrastructure for products and supply chain
-  Damage to equipment and infrastructure from weather events
-  Electrical grid failure and power outages

Transitional Risks:

-  Closure of coal-fired electricity generating plants
-  Increased cost of regulatory compliance
-  Limitation on construction of new coal-fired electricity generating plants
-  Limited access to capital and financial markets for investment and development

The Opportunities

-  Collaborative focus on the development of high-efficiency, low-emissions technologies
-  Investment and development of CCUS technologies
-  Increased steel demand related to construction and infrastructure



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Our Performance

Coal remains an essential part of economic progress by supplying affordable, dependable electricity needed for growth and as a key resource in steel production, which supports infrastructure projects that lead to a better quality of life.

We continue to responsibly mine our existing thermal coal reserves to support increasing global energy needs, while enhancing our steelmaking coal portfolio through the development of Centurion Mine, which will provide resources vital for building the infrastructure that underpins economic growth. We are pursuing a future that balances our ability to support reliable, affordable, and secure energy and steel production with our ability to mitigate regulatory risk and create value through emission management and reduction.

As part of this strategy, Peabody will continue to complement our coal portfolio with new opportunities for our non-coal assets, such as investing in renewables on reclaimed land and gas utilization strategies.

We remain committed to reducing greenhouse gas emissions from our mining operations and will continue to promote innovation and investment in low-emission technologies through our advocacy in policy-making, leadership within industry bodies, and partnerships with research institutions.



CENTURION GREENHOUSE GAS MANAGEMENT

In 2025, Peabody advanced Centurion Mine's development, reaching long-wall production in February 2026. The mine will deliver premium coking coal for 25 years while managing greenhouse gas emissions in line with Australia's climate policy.

Initial steps include building a 5 MW gas power station to turn waste mine gas into electricity, reducing grid demand from the mine site. A micro-LNG plant on site will convert captured coal seam gas for transport to users, increasing domestic gas supply. These early steps will extract coal seam gas ahead of mining to safely manage gas levels and reduce fugitive emissions that would otherwise be released during operations while reducing the mine's carbon footprint.





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Greenhouse Gas Emissions

Our Approach

As part of our business strategy, Peabody remains committed to supporting reliable, affordable energy and steel while reducing greenhouse gas emissions from our operations.

We believe that the most effective approach to reducing greenhouse gas emissions is through near-term targets that are measurable, actionable, and address key risks and opportunities within the organization.

Our Practices

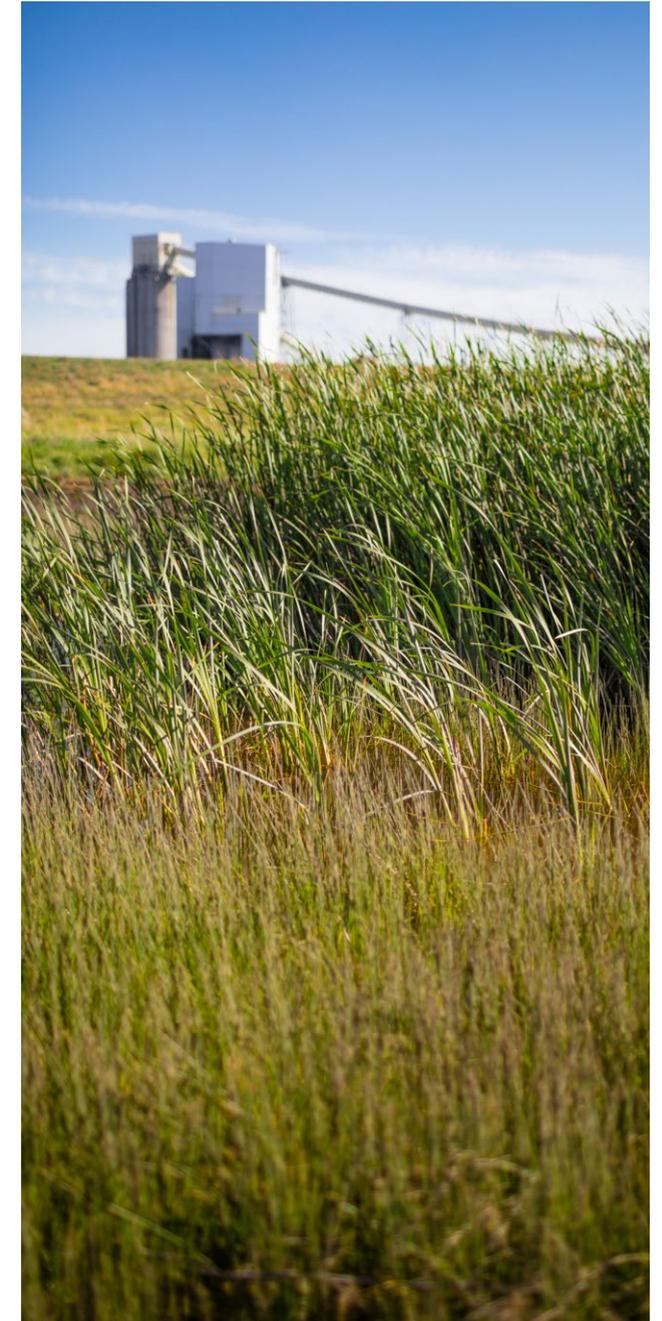
Peabody's Scope 1 direct emissions include consumed diesel fuel and fugitive emissions from our operations, and our Scope 2 emissions related to the consumption of purchased electricity.

While Peabody has not established specific targets addressing the reduction of Scope 3 emissions, we will continue to support our customers' and suppliers' emission reduction goals through investment in research and technology and advocacy for the policies that support these goals.

The strategy outlined by our Executive Management Team, with oversight from our Board of Directors, will guide the process as we select the right investments to shape the most effective emission reduction solutions.

We also believe partnerships with our customers, our supply chain, and research institutions will be key to maturing the technology that will deliver efficient and economic emission reductions into the future. We believe that the investments and partnerships we make today will shape the energy economy of the future and create new opportunities for our operations and our products.

PEABODY'S EMISSIONS REDUCTION TARGETS





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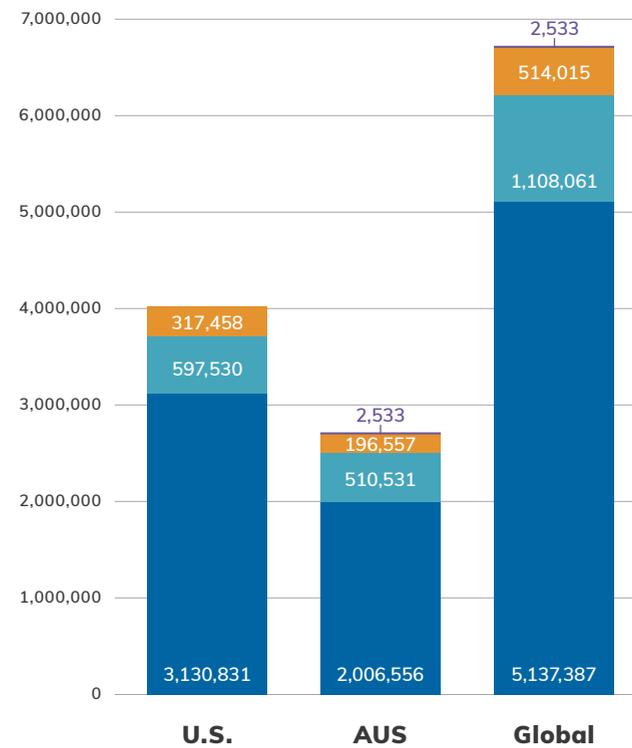
As part of our incremental efforts, we have established a target of reducing our Scope 1 and 2 emissions by 20%, from a 2023 baseline, by 2030. This target builds upon Peabody's 15% reduction in Scope 1 and 2 emissions from 2018-2023.

We aim to achieve this target by:

- Incorporating the risks and opportunities in each mine's emission profile to optimize emission and energy performance
- Prioritizing emission reduction initiatives that create value and mitigate risk, especially in relation to the cost structure of each of our mines
- Minimizing dependence on purchased offsets through effective emission reduction

SCOPE 1 AND 2 EMISSIONS SOURCE

(tonnes CO₂-e)



- Fugitive Emissions
- Emissions from Fuels
- Emissions from Purchased Electricity
- Other

EMISSION REDUCTIONS: THE OPPORTUNITIES – SCOPE 1, 2 AND 3 EMISSIONS

Scope 1	Scope 2	Scope 3
Fugitives From Mining	Emissions From Fuels	Emissions From Purchased Electricity
Coal seam gas drainage Flaring Gas sales Power generation Sealing underground mining areas Regenerative thermal oxidation	Enhanced mine planning Alternate material handling and conveyance Electric mining equipment Alternative fuels	Wind and solar energy generation on reclaimed mine land Pumped hydro projects for power generation Power generation via coal seam gas
		Emissions From Activities in Value Stream
		Carbon capture and storage for coal-fired power generation Low emission coal-derived materials for roads and construction





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Energy Use

Our Approach

We consistently evaluate innovative methods to lower our energy usage, reducing operational costs and decreasing our Scope 1 and Scope 2 greenhouse gas emissions. This approach aligns our strategy for environmental management, reducing unnecessary impacts to the environment benefits the environment, communities, and our business.

Our Practices

Our mining operations rely on energy sources, including electricity and fuels such as diesel, to power our haulage fleet, pumps, conveyors, and maintenance facilities. The energy needs of our mines and processing plants are integral to our daily production activities.

We are investing in our equipment fleet with a focus on adopting advanced engine technologies, hybrid solutions, and enhanced data analytics to increase efficiency and lower emissions now and into the future.

Many of our sites already employ electric-powered equipment, including draglines, shovels, longwall shields, and continuous miners, throughout the extraction process. As electrification technology continues to progress within the mining industry, we will continue to work closely with suppliers to explore and implement further integration of these advancements into our operational strategy.

Our Performance

As part of our strategy to optimize cost and efficiency while minimizing environmental impacts, Peabody assesses energy utilization, both fuel and electricity consumption, on an ongoing basis for each of its operations. As we look to introduce new mining equipment into the fleet, our mine planning teams consider fuel usage as part of the business case, as this consideration directly ties to both operating cost and emissions reduction metrics for our mines.

ENERGY CONSUMPTION AND SOURCE

(Gigajoules)





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Tailings Management

Our Approach

Peabody is dedicated to implementing programs and practices that protect people, reduce environmental impact, prevent uncontrolled releases or structural failures, and limit liabilities associated with post-mining closure and rehabilitation.

The management of mineral waste in our tailings impoundments plays a crucial role in affecting nearby communities, the environment, and our operations. At Peabody, we prioritize the proper oversight of all facilities, ensuring that they are operated in compliance with their design specifications to mitigate risks to both communities and the environment.

Our Practices

The design, construction, monitoring, operation, maintenance, and remediation of impoundments and dams are conducted in accordance with all applicable regulatory requirements of the jurisdiction in which each mine is located. Impoundment design is informed by site-specific risk assessments and adheres to prevailing industry standards for geological, geotechnical, hydrological, climatic, seismic, and refuse characterization methodologies.

Prior to the development of any above-ground storage facility, a comprehensive options analysis is undertaken. This evaluation addresses life-of-mine storage needs, disposal methods, potential environmental and community impacts, operational management considerations, and closure obligations.

Where feasible, the preferred strategy is to store mineral waste below ground level within available mining voids. In scenarios where such voids are unavailable, detailed designs are developed in compliance with both local and federal regulations.

TAILINGS MANAGEMENT: ACTIVE TO RECLAIMED



Active Tailings Pond

Dewatering

Tailings Drying & Containment

Capping & Rehabilitation

Reclaimed Land



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Tailings Management CONTINUED

Our Performance

Each tailings storage facility is engineered with consideration of its geographic location and structure type, utilizing material characterization alongside geological, geotechnical, hydrological, climatic, and seismic data for both assessment and design purposes.

A risk-based methodology governs tailings and slurry management practices, encompassing every stage from operational life through to closure. This approach accounts for:

- Life-of-mine storage capacity
- Handling and storage protocols
- Disposal methodologies
- Impacts on communities and ecosystems

Regular assessments by qualified, independent engineers ensure conformity with design specifications, monitoring regimes, and maintenance protocols, consistent with Peabody's Coal Waste Containment standard.

OUR TAILINGS LOCATIONS

Location	Construction Method	Hazard or Failure Consequence Classification	Operating Status	
Queensland, AUS	Centurion	Upstream	Significant	Active
	Coppabella	Upstream	Significant	Active
	Moorvale	Upstream	Significant	Active
New South Wales, AUS	Wilpinjong	In-pit Void, Raised by embankment	Significant	Active
	Wambo	In-pit Void, Raised by embankment	High	Inactive-Capping
		In-pit Void, Raised by embankment	Significant	Inactive-Capping
		In-pit Void	Low	Active
Illinois, USA	Gateway	Upstream	Low	Inactive-Capping
	Willow Lake	Downstream Incised Dike	Low	Active
Alabama, USA		Shoal Creek	Downstream	High
	Shoal Creek	Downstream	Low	Inactive-At Capacity



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Pollution and Air Quality

Our Approach

As part of our ongoing commitment to the communities we serve, we prioritize air quality and pollution management throughout our operations by adhering to all relevant regulations and implementing effective environmental controls.

Our Practices

IDENTIFYING AND MEASURING CONTAMINANTS

Peabody utilizes industry-leading practices to optimize the use of natural resources and reduce environmental impacts associated with its operations. This approach emphasizes comprehensive risk assessments at each site to

identify potential pollution sources and evaluate their potential impacts. These assessments serve as the foundation for implementing targeted control measures that address and mitigate environmental risks effectively.

MANAGEMENT PROCEDURES

We are dedicated to following all relevant environmental laws wherever we do business. Each facility has management plans to ensure routine operations meet both regulatory requirements and company standards. This includes adhering to the Peabody Air Quality Management Standard and the Peabody Spill Prevention and Response Standard.

MONITORING AIR QUALITY

Peabody's site-specific management plans feature comprehensive monitoring protocols, encompassing dust assessment, routine area inspections, and both internal and external audits. These measures facilitate the timely implementation of appropriate control procedures when pollution levels surpass established thresholds.

STANDARDS AND ASSURANCE

Sites undergo both internal and external audits. Internal audits are conducted in accordance with the Peabody Safety and Sustainability Management System, and external audits are carried out as mandated by local government agencies within the relevant jurisdictions.

Our Performance

Peabody is committed to continually enhancing its environmental performance and reducing potential impacts. In 2025, the company received only one notice of violation (NOV) in its U.S. operations and none in Australia. As Peabody works towards achieving zero violations, the compliance record for 2025 ties with 2024 as the best year of environmental compliance in the company's history.





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Waste Management

Our Approach

At Peabody, we are committed to reducing our waste footprint on-site and off-site, ensuring full compliance with all regional legislative requirements for waste management and disposal. This approach requires the careful consideration of what materials are authorized onsite, robust management practices to minimize the risk of spills and leaks, and ongoing assurance to identify further opportunities to improve our management controls and disposal practices.

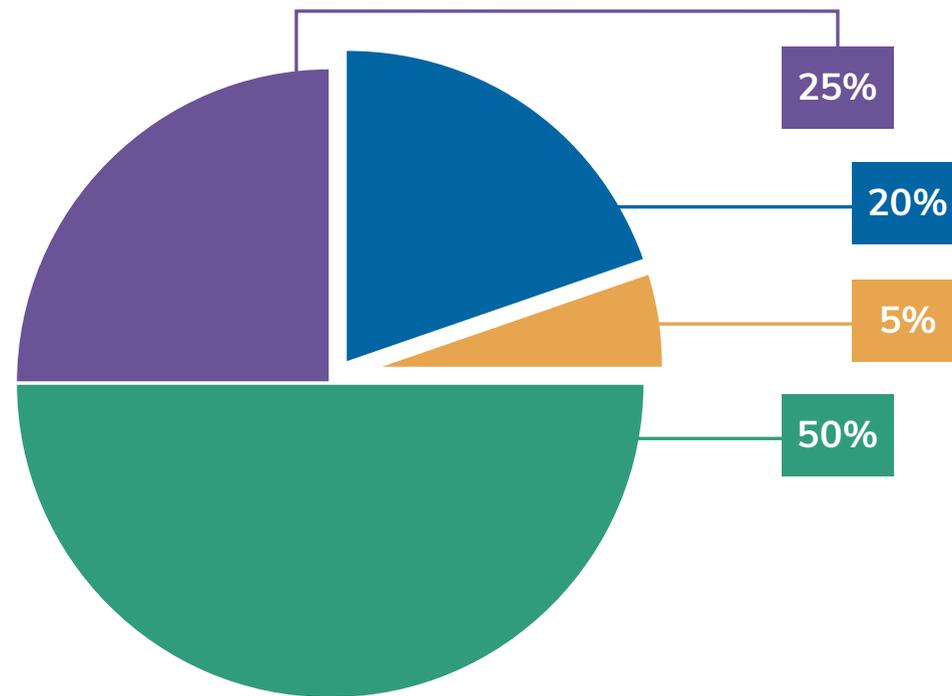
Our Practices

As part of our risk-based approach to environmental management, we implement waste management practices designed to identify, assess, and reduce waste, particularly potentially hazardous materials, while maximizing opportunities for recycling and reuse prior to appropriate disposal. To enhance our waste minimization and management efforts, we maintain a rigorous chemical management program that begins with a review and approval process for chemicals that could create hazardous waste and actively seek to utilize less hazardous alternatives whenever feasible. From office waste to batteries and used oil from our equipment fleet, we aim to recycle spent materials whenever feasible.

Our Performance

Our goal is reducing potential impacts to the environment caused by improper characterization, storage or disposal of materials and wastes from Peabody operations. While producing 122 million tons of coal in 2025, our operations generated 29,215 tons of nonmineral waste total and only 7,546 tons of hazardous waste. Throughout 2025, Peabody recorded 1 significant spill at our operations, all of which was managed in accordance with applicable reporting and remediation standards.

NON-MINERAL WASTE GENERATED BY DISPOSAL METHOD



- Hazardous Diverted from Disposal: 1,573 tons
- Hazardous Directed to Disposal: 5,973 tons
- Non-Hazardous Directed to Disposal: 7,188 tons
- Non-Hazardous Diverted from Disposal: 14,480 tons





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Water Use and Management

Our Approach

Peabody recognizes water as a shared resource with diverse social, cultural, environmental, and economic significance. We are committed to the ongoing improvement of our water management practices throughout the entire lifecycle of our assets, including their closure.

Our objective is to minimize environmental impact, mitigate operational risks, and foster a culture of continuous improvement across our operations. We utilize and manage water continuously within our operations, and we recognize its vital importance to local communities and its essential role within healthy ecosystems.

Our Practices

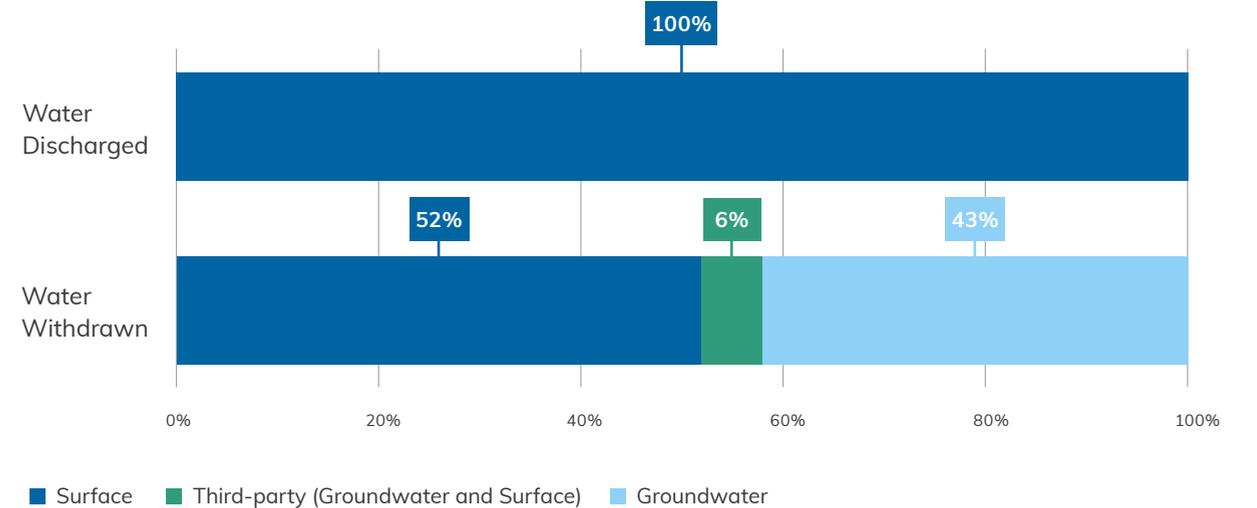
As part of our risk management framework, each mine tailors its water management approach to address regional challenges and regularly tracks its performance. We actively engage in watershed working groups and industry associations to take a comprehensive view of water management and involve our key communities. In drier regions, our operations prioritize conserving water, while mines in wetter climates frequently handle excess water from storms or groundwater to reduce flood risks.

In Australia, we must balance managing surplus water during rainy periods with preparing for shortages in dry seasons. We conduct annual reviews of operational water risks to ensure that each site's water needs are met with proper planning and controls. All Peabody mines manage and use water in accordance with local regulations and requirements specific to their country or region.

INPUTS AND OUTPUTS OF WATER MANAGEMENT



PEABODY WATER DISCHARGED / WITHDRAWN





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Water Use and Management CONTINUED

Our Performance

In 2025, Peabody withdrew a total of 36,700 megaliters of fresh water across its global operations, primarily sourced from direct rainfall. The majority of this water was utilized for dust control and coal processing at preparation plants. Water used on site is frequently recycled multiple times to meet process requirements prior to discharge, which is carried out in accordance with applicable regulations and water quality standards.

In certain regions, a considerable portion of water is obtained through stormwater management activities on mine properties as well as the dewatering of extraction areas within both surface and underground facilities. Additional uses include exploration, coal extraction, and land reclamation, while smaller amounts are dedicated to drinking water, sanitation, and equipment maintenance at mine locations.

Peabody has identified two facilities that operate in regions designated by the Water Resources Institute (WRI) as experiencing water stress. At these operations in particular, water conservation through recycling is key to minimizing the risk of environmental impact, and Peabody recycles 34% of water at these operations.

Water sources for Peabody's mining operations include rainfall and direct runoff, surface water bodies such as rivers and lakes, groundwater, and municipal or purchased supplies.

METROPOLITAN MINE SUPPORTS UNSW SYDNEY'S PLATYPUS CONSERVATION INITIATIVE

In 2025, Metropolitan Mine committed \$630,000 AUD over the next three years to the UNSW Sydney's Platypus Conservation Initiative, the first reintroduction effort of its kind in NSW. This funding supports researchers as they embark on the next phase of the initiative, following the successful initial reintroduction of platypuses to Royal National Park in New South Wales in 2023.

The second phase involves the introduction of 10 new platypuses into the Royal National Park over the next three years to improve genetic diversity among the population, which is required for long-term breeding and habitation success. Movement and behavior of the platypuses have been tracked by researchers through remote monitoring and live-trapping, providing new insight into how these animals interact with their environment, which can be used to inform future conservation efforts.

Researchers have already reported strong signs of a self-sustaining platypus population emerging from this targeted conservation initiative. UNSW Sydney's Centre for Ecosystem Science lead researcher, Dr. Gilad Bino, stated that the funding from Metropolitan Mine "...reflects a shared commitment to restoring a healthy and diverse platypus population in Royal National Park."

[Learn more](#)





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Health and Safety

Our Approach

At Peabody, safety is a way of life and a key measure of operational excellence. It is embedded in every aspect of our business and underpins our goal of an incident-free workplace through strong leadership, innovation, accountability, and continuous improvement. We focus on eliminating serious injuries and fatalities, protecting physical and mental health, and preventing environmental harm by systematically identifying risk, strengthening controls, and reinforcing a culture in which every individual is empowered to intervene and act.

Our Practices

Oversight of health, safety, and environmental performance is provided by Peabody's Board of Directors through the Health, Safety, Security, and Environmental Committee (HSSE Committee), with execution led by the Executive Leadership Team. Performance expectations are integrated into leadership accountability frameworks and reinforced through site-level management systems. Peabody is committed to maintaining safe, healthy, and environmentally responsible workplaces across all operations.

Our programs focus on:

- Comprehensive risk identification and critical control management to prevent high-consequence events
- Occupational health monitoring, including exposure assessments for dust, noise, and ergonomic hazards
- Mental health and wellbeing initiatives, including access to psychological support services, employee assistance programs, and leadership training on psychosocial safety
- Robust training and competency programs for supervisors, supported by frequent safety interactions and operational learning forums
- Proactive reporting systems, including near-miss notifications, hazard identification, and safety observations, to strengthen learning and prevention before incidents occur

These practices are designed to reinforce individual ownership of safety while strengthening organizational resilience.

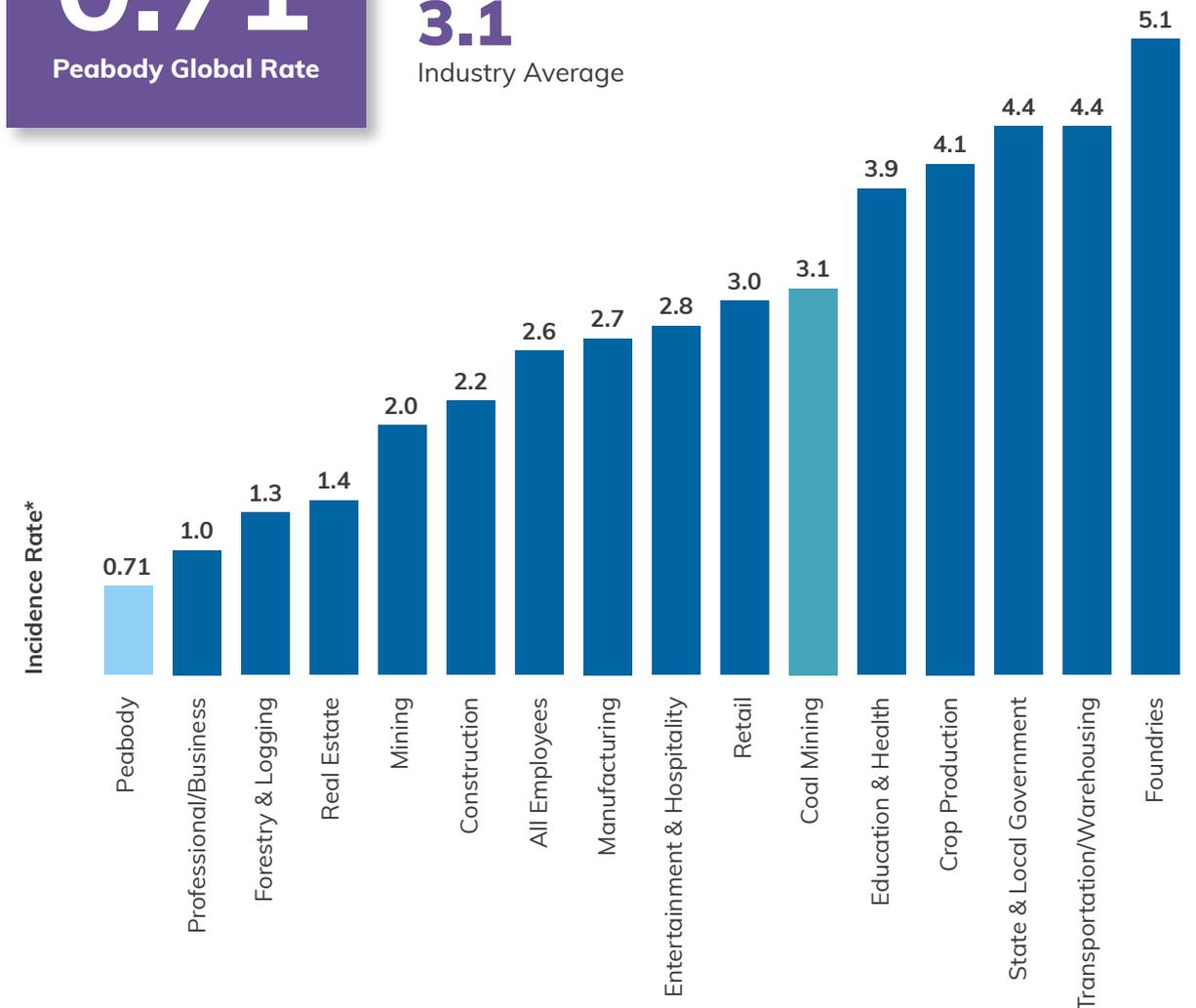
Peabody's Safety and Sustainability Management System (SSMS) is a risk-focused approach to continually improve health, safety, and environmental practices. The SSMS is certified independently under the CORESafety® framework of the U.S. National Mining Association, providing clear standards for both operations and management. These principles support a culture of active participation and responsibility for employees, contractors, visitors, and vendors at all sites.

2025 PEABODY RECORD SAFETY PERFORMANCE



Reportable injuries per 200,000 hours worked.

3.1
Industry Average



*Other sectors are U.S. for latest reportable year (2024) per U.S. Bureau of Labor Statistics.



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Health and Safety CONTINUED

Our Performance

In 2025, Peabody achieved another record-low injury rate, improving by 12% upon our prior best, achieved in 2024. Injury severity, measured by days lost or restricted, remained substantially below coal industry benchmarks in both the United States and Australia. In addition to lagging indicators such as injury rates, Peabody actively tracks leading safety metrics including near-miss reports, hazard identifications, critical-control verifications, and leadership safety interactions to strengthen prevention efforts and focus attention on emerging risk trends. Together, these results reflect Peabody's ongoing commitment to protecting people, restoring land, and operating responsibly while pursuing our long-term objective of zero harm.

R U OK? DAY INITIATIVES

A significant component of Peabody's focus on the mental well-being of employees is global participation and awareness-building around R U OK? Day. This Australian-originated national suicide prevention and mental well-being initiative encourages people to meaningfully connect with others and ask, "Are you OK?" as a prompt for supportive conversation and mental health awareness. R U OK? Day is held annually on the second Thursday of September and is designed to inspire and empower individuals, whether at work, home, or in the community, to routinely check in with those around them and foster a culture of open dialogue around emotional well-being. Research shows exposure to this campaign is associated with increased supportive behaviors in communities, with participants up to six times more likely to reach out to someone they're concerned about compared to those not exposed to the campaign.



Peabody site teams expand the impact of R U OK? Day through tailored activities that encourage meaningful connection among employees and contractors. These include mining-specific tailored messaging, mental health resources shared across crew meetings, and peer-to-peer support messaging embedded in safety meetings. By aligning internal programming with this established community movement, Peabody reinforces its commitment to supporting mental health and strengthening interpersonal support systems across its global operations.

2025 PEABODY SAFETY PERFORMANCE STATISTICS



United States

Australia

Global

TRIFR Employees

0.98

0.68

0.84

TRIFR Contractors

0.59

0.31

0.40

TRIFR Total

0.92

0.50

0.71

LTIFR Employees

0.52

0.62

0.52

LTIFR Contractors

0.15

0.19

0.18

LTIFR* Total

0.46

0.41

0.42

*Lost Time Injury Frequency Rate ("LTIFR"): The number of work-related injuries resulting in missed or restricted work days per 200,000 hours worked.



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Health and Safety CONTINUED

GATEWAY NORTH MINE: 2025 INJURY-FREE ACHIEVEMENT

Peabody's Gateway North Mine in Coulterville, Illinois, delivered an outstanding safety performance in 2025, completing the entire calendar year without a single MSHA-reportable injury. This milestone reflects disciplined execution of hazard-control systems and a deeply embedded safety culture at the site, driven by strong, frontline engagement and leadership commitment to Peabody's goal of incident-free operations.

The achievement underscores Gateway North's consistent application of core safety principles embedded in the company's Safety and Sustainability Management System. While the mine has long been recognized for operational efficiency in the Illinois Basin, the 2025 injury-free year stands out as a compelling example of how systematic risk identification, proactive behavior-based safety practices, and continuous reinforcement of lifesaving rules can produce leading safety outcomes across complex underground coal operations.

Gateway North's performance aligns with broader company performance trends. Peabody reported record-low injury rates over the past two years, with global reportable injury rates below prevailing industry averages, demonstrating enterprise-level adoption of effective health and safety practices.



WIPLINJONG AND WAMBO UNDERGROUND REPRESENT AT MINE RESCUE COMPETITIONS

Australia's Wilpinjong and Wambo Underground Mines claimed various prizes and victories at two mine rescue competitions in NSW.

June 2025 saw the Wambo Mine Rescue team claim victory at the Mines Rescue Hunter Valley Competition 2025. Five teams from the Hunter Valley region put their specialist training and skill in first aid, search, and rescue and firefighting to the test in simulated surface and underground emergency events.

As the Wambo Underground Coal Mine entered closure in 2025 and some established team members moved on, the new Wambo team worked intensively in pre-training to develop their team connection and performance for the final competition that a Wambo Underground team would compete in.

In August, Wilpinjong Mine competed against other open cut coal mines in New South Wales at the NSW Western District Open Cut Mines Rescue Competition. Despite cold and blustery conditions on the day, Wilpinjong's team claimed First Place Overall Winners.

Additional awards claimed by the Wilpinjong team include Best Captain: Briony Pendelbury, Best Individual Theory and MVP: Annete Everingham, and Best Team Score for Theory, Heavy Lift Extrication, and Confined Space events.

These extensive achievements from both teams demonstrate our employees' dedication to embodying and upholding Peabody's number one value, employee safety.



[Watch the competition highlight reel](#) →



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Community Involvement

Our Approach

Peabody is dedicated to acting as a responsible and valued participant in the communities where we operate. Throughout the year, we engage in philanthropic activities, community improvement initiatives, local trade and industry associations, and emergency response organizations to support this commitment. Peabody recognizes the Indigenous peoples and communities we work alongside and remains committed to fostering meaningful engagement with these key partners throughout the mining life cycle.

Our Practices

Each facility has established its own community engagement strategy and program, including a range of initiatives such as donations to local schools, charities, and emergency services; support for arts and sports programs; contributions to Indigenous organizations and partnerships with Indigenous businesses; hosting safety and sustainability events onsite; volunteering for community service projects; and representing Peabody at various community events. Regularly scheduled formal meetings, as well as informal engagement and information sessions, are held across sites to facilitate information sharing and encourage community feedback.

Peabody recognizes the significant role of Indigenous peoples as custodians of their heritage and country and accordingly collaborates with relevant groups to ensure proactive and sustainable management of cultural heritage and the environment. Across all operations, Peabody's approach is grounded in meaningful engagement with Indigenous communities, underscoring the importance of continuous consultation and dialogue. Each site strives to work collaboratively with Indigenous peoples, acknowledging and respecting their rights, knowledge, and interests within mining operations.

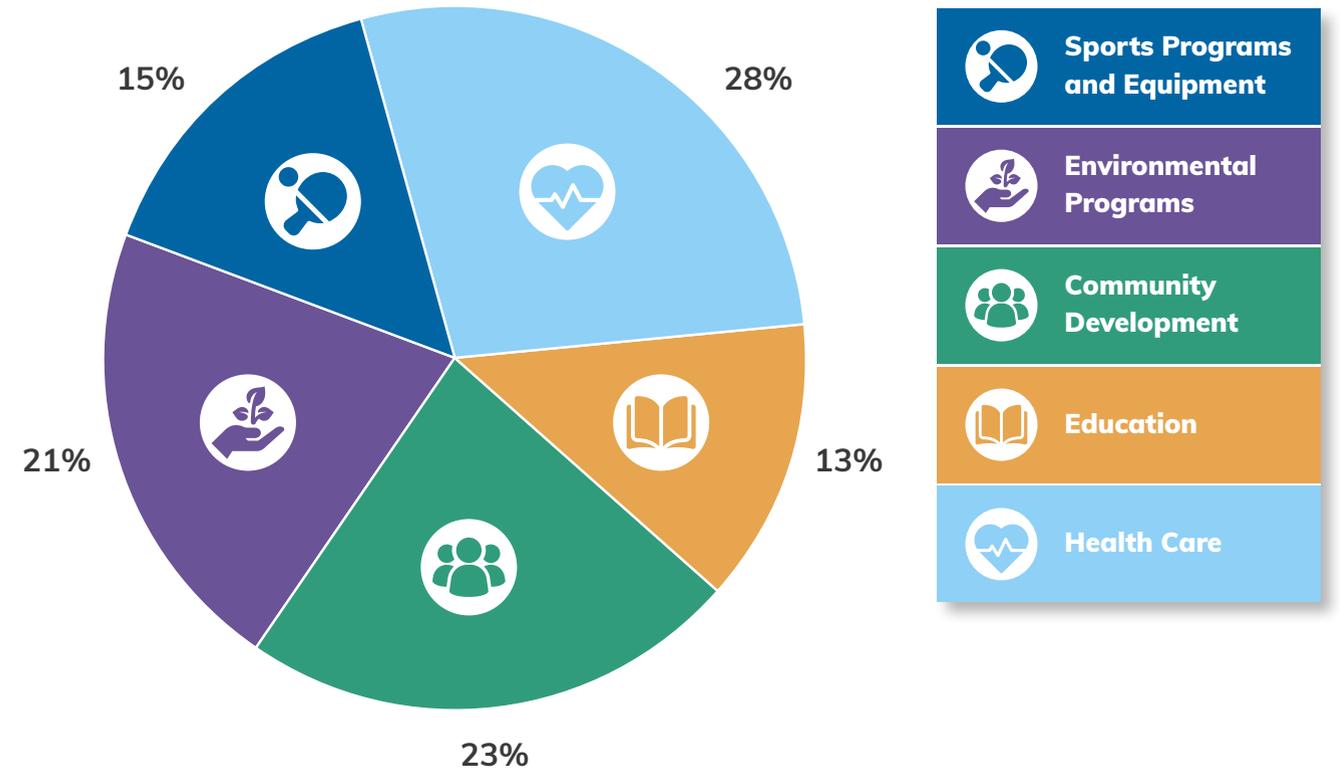
Our Performance

Our partnerships and programs play an important role in sharing our values and culture with the communities in which we operate. Our philanthropic initiatives are designed to help those who support us, aiming to enhance the well-being of our employees, their families, and local residents by contributing directly to education, health, sports, and social services.

Peabody is signatory to Native Title and Aboriginal Cultural Heritage Agreements with Indigenous groups at all our active and inactive mining sites in Australia. These agreements ensure Indigenous peoples participate in shaping economic support programs for their communities, which include employment opportunities and traineeships.

2025 SOCIAL INVESTMENT

Peabody's 2025 social investment aimed to improve societal well-being and support community development initiatives through the following categories:





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Community Involvement CONTINUED

AUSTRALIAN PLATFORM SUPPORTS COMMUNITY AWARENESS INITIATIVES

From September to November 2025, a monumental \$123,000 AUD was raised across the Australian platform in support of R U OK?, the McGrath Foundation, the Prostate Cancer Foundation of Australia, and the Movember Foundation.

Across our sites, numerous initiatives to raise awareness surrounding prostate, testicular, and breast cancer, as well as mental health, showcased Peabody's widespread commitment to *Raising Awareness for the Health of our People*. All funds raised help support medical research and mental health services, and fund specialist cancer care nurses in regional and remote regions of Australia, the heart of our Australian mining communities.

Our Centurion Mine raised \$26,495 in donations for Movember, and our Wilpinjong Mine raised \$24,000 in support of the McGrath Foundation through their Pink Up Mudgee campaign.



ANNUAL HOLIDAY FUNDRAISING SNAPSHOT

In the U.S., our **St. Louis headquarters** supported Mission: STL, a not-for-profit that supports programs in education, workforce development, housing, and community safety for residents of the City of St. Louis. The annual giving campaign raised \$28,000 to support the organization thanks to generous contributions from employees.

Peabody's **Bear Run Mine** in Carlisle, Indiana, marked its 25th year of Coal Miner's Christmas, partnering with 12 local schools across Indiana's Sullivan and Greene Counties to brighten the season for nearly 50 children. This long standing tradition is made possible by employee generosity, year round fundraising, and support from vendor partners.

Wild Boar in Lynnville, Indiana, also supported children in local schools with year-long fundraising. Money raised in monthly raffles supported a local school's Angel Tree program to fulfill holiday wishes for underprivileged children. The efforts supported ten families and provided requested necessities like clothing and socks—but also toys to ensure a special holiday for all.



St. Louis headquarters



Bear Run Mine

SITES SUPPORT REMOTE HEALTHCARE AND EMERGENCY SERVICES

After more than 18 months without a local doctor, the Gulgong community is welcoming back a dedicated general practitioner, a milestone proudly supported by Peabody's Wilpinjong Mine. Like many regional towns, Gulgong has faced a critical shortage of General Practitioners, forcing residents to travel long distances for basic healthcare. The return of a local practice marks a new chapter in restoring access, trust, and continuity in local care. This outcome has been made possible through the Doctors 4 Mudgee Region program, which is a not-for-profit initiative designed to attract and retain general practitioners across the Mudgee region by offering financial incentives, flexible practice models, and full relocation and lifestyle integration support to incoming doctors. Wilpinjong Mine is proud to contribute funding and support.

Peabody's Centurion and CMJV Mines are also giving back to their local communities through the sponsorship of a CQ Rescue helicopter. CQ Rescue provides world-class aeromedical and search and rescue services throughout Central and Northern Queensland. Supporting these services ensures improved access to life-saving health services for those living and working in remote Queensland.





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Cultural Heritage Management

Our Approach

At Peabody, many of our operations are situated on or near land of cultural significance to Indigenous peoples and communities. We acknowledge the longstanding connections between our mine sites and the local communities, including the presence of several historical heritage sites within our mining leases. Our approach to managing cultural heritage is founded on proactive engagement, which is essential for the effective and sustainable stewardship of cultural resources, risk mitigation, and maintaining our social license to operate.

Our Practices

Peabody recognizes the important role Indigenous people play as key stakeholders in our mining operations, particularly regarding their cultural heritage and environmental stewardship. We consistently consult with local Indigenous representatives and Native Title parties, building relationships grounded in mutual respect, understanding, and acknowledgment of Indigenous cultural values and rights.

In Australia, Peabody begins identifying and considering Indigenous cultural heritage impacts by engaging with the relevant Traditional Owner groups. These consultations take place before any regulatory approval is sought and continue throughout every stage of mining, from production to land rehabilitation and through to mine closure. Our strategy focuses on genuine dialogue, respect for traditional decision-making, and a strong commitment to collaborative efforts.

In the United States, any area slated for disturbance or project activities first undergoes an internal review and approval process, to ensure required assessments are complete prior to beginning work. Following this, we consult with relevant Indigenous stakeholders and incorporate cultural heritage assessments into the environmental permitting process wherever ground disturbance may extend beyond developed areas. When necessary, mitigation or management agreements are put in place based on assessment findings. After mining ends, a post-mining survey of the affected area is conducted.

WILPINJONG FULFILLS SUPPORT OF NEWWCF AGREEMENT

In 2005, the North Eastern Wiradjuri Wilpinjong Community Fund Ltd was established under a native title agreement between Wilpinjong Coal Pty Ltd and the North Eastern Wiradjuri group. The agreement set out a governance framework for development of an Indigenous-owned and Indigenous-led entity to manage community benefit funds, with a focus on supporting self determination and creating a longterm vehicle for building intergenerational wealth within the Indigenous community.

Peabody's Wilpinjong Mine has supported the development and growth of the Fund over the last two decades by contributing to governance participation, administrative capability, and financial stewardship. This collaboration helped strengthen the Fund's systems, build financial stability, and develop the capabilities and capacity required for independent operation.

With these objectives now achieved, NEWWCF Ltd is financially secure and equipped to manage its responsibilities without external oversight. In December 2025, Wilpinjong formally withdrew from the Company's governance in accordance with the Fund's Constitution.





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Cultural Heritage Management CONTINUED

Our Performance

As part of Peabody’s approach to managing our cultural heritage sites in Australia, comprehensive training initiatives have been implemented to ensure all personnel and contractors recognize the significance of these locations. These initiatives include a range of online training and induction modules, regular on-site cultural awareness sessions facilitated by the relevant Aboriginal Australian representatives, and the integration of cultural heritage management topics into corporate leadership and professional development programs. This structured approach is designed to promote deeper understanding and support informed decision-making.

In the United States, Peabody is progressing toward the final reclamation of the Black Mesa/ Kayenta Mine complex in Arizona. The company is restoring the land for productive future use, consistent with a comprehensive sustainability plan and ongoing collaboration with landowners, including the Navajo Nation and the Hopi Tribe.



CMJV NAIDOC WEEK CELEBRATIONS

As part of 2025 NAIDOC celebrations, the Coppabella Moorvale JV (CMJV) team in Central Queensland welcomed the Barada Barna Aboriginal Corporation to site. The visit included a traditional smoking ceremony acknowledging the significance of the land and its ancestors, as well as a corroboree dance.

Queensland Mine Rehabilitation Commissioner, James Purtill, was in attendance as part of his visit to Peabody’s rehabilitation projects. Throughout the year, Peabody maintains engagement with Traditional Owners and provides training to employees to cultivate awareness and ensure decision-making processes are informed, respectful, and support the rights of Indigenous Australians when assessing cultural heritage at sites.





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Diversity

Our Approach

We are committed to developing a workforce that reflects a wide range of backgrounds, perspectives, and experiences. Our employees are central to our success, and Peabody is dedicated to fostering a people-focused culture that values diversity and enables individuals to contribute their unique skills and perspectives.

Our Practices

Peabody’s workforce policies and practices are grounded in responsible governance and compliance with the employment and non-discrimination laws of the countries and regions where we operate. We are committed to fostering a fair, respectful, and inclusive workplace that supports a broad range of perspectives, backgrounds, and professional experiences. These commitments are reflected in our global Equal Employment Opportunity principles and our Code of Business Conduct and Ethics, which set expectations for all employees.

We maintain mechanisms to support transparency and accountability across our operations. Employees can safely raise concerns, including anonymously, through our independent, third party managed “Tell Peabody” reporting platform. Peabody also upholds established processes that allow employees to report legal or compliance-related matters with appropriate protections, consistent with regulatory requirements in each jurisdiction.

Understanding our workforce is essential to effective sustainability planning. In accordance with applicable laws in the United States, Australia, China, and other regions where we operate, Peabody collects and reports demographic information to meet regulatory obligations and to inform our Human Capital strategy. This information is not used to set hiring goals, demographic targets, or quotas. Instead, it helps identify opportunities to broaden our applicant pool to meet our considerable staffing needs.

Depending on regional needs, our talent outreach initiatives may include engagement with community and affinity organizations, recruitment of military veterans, partnerships with workforce development agencies, and collaboration with groups that support women in leadership. By understanding the diversity within the communities we serve, Peabody is better positioned to attract the talent needed to support our long term success.

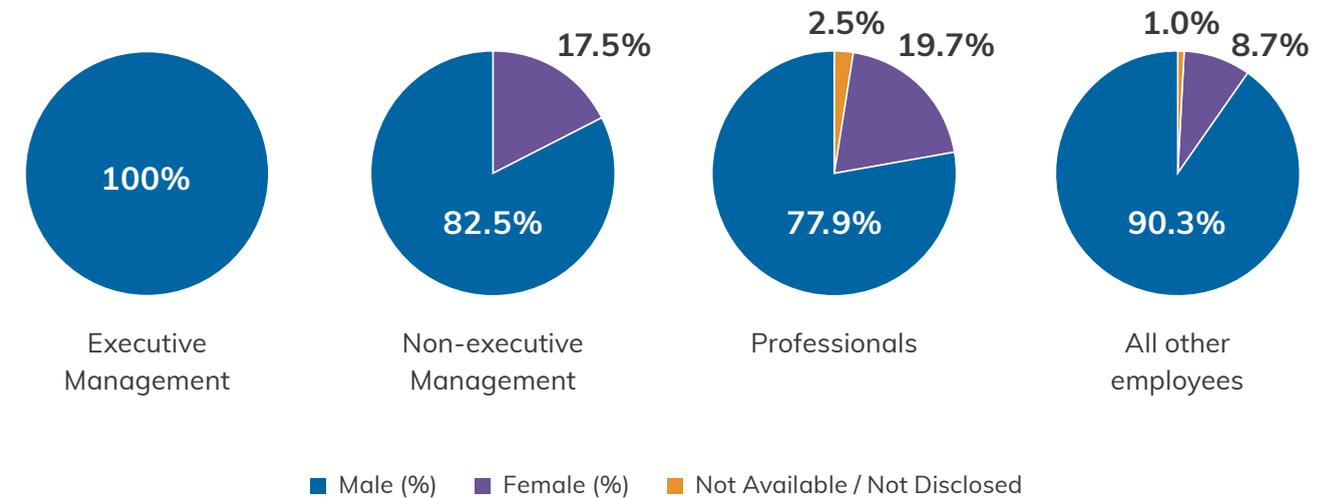
Consistent with our values and global compliance obligations, Peabody does not establish demographic targets or quotas for hiring or retention. We rely on comprehensive recruitment strategies, a people focused culture, and a strong employee value proposition to attract, develop, and retain top talent across our organization.

Our Performance

Peabody takes an active approach to recruiting talent from a range of platforms in order to operate its assets safely and efficiently, which is especially important in our labor-constrained sector. We have established initiatives aimed at attracting candidates from underrepresented groups to strengthen our workforce. In recent years, we have launched Spanish-language recruitment at our Twentymile Mine in Craig, Colorado, to address a significant staffing shortage, as well as targeted recruitment of ex-military personnel for our operations in both the U.S. and Australia.

Peabody is pleased to report a favorable gender pay gap of 2.9% for its global operations.

OUR WORKFORCE





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Human Capital Management

Our Approach

Our Human Capital strategy reflects our commitment to our values: fostering a workplace that prioritizes safety, values people, upholds integrity, promotes leadership, pursues excellence, focuses on customers, and champions sustainability.

Our Practices

Our people are central to our success. At Peabody, we strive to build a culture that puts people first, appreciating the diverse backgrounds and experiences across our workforce, and creating an environment where our employees are respected, heard, and empowered to share their unique skills and perspectives.

We are dedicated to providing a workplace that supports the health and well-being of every employee. Our commitment to ethics and open communication fosters trust within our team and with those outside the organization. By enforcing strict safety standards, offering ongoing training, and nurturing a culture that supports employees in prioritizing safety and integrity, we aim to reach and maintain our goal of zero harm.

We empower our staff to be drivers of positive change by speaking up, whether through our anonymous “Tell Peabody” hotline or directly, whenever they spot unsafe conditions or conduct that fails to meet these high standards.

GROWING WITH PEABODY: VACATION AND GRADUATE OPPORTUNITIES



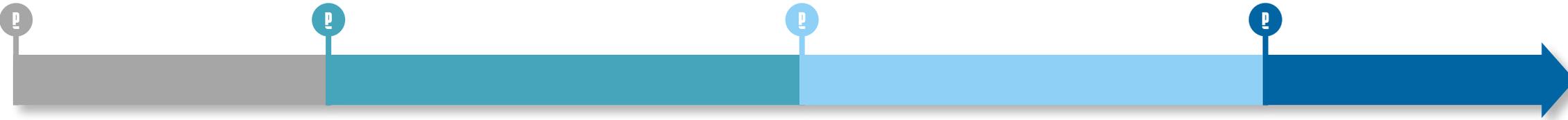
Joshua Kondo | Graduate, Process Engineer
Nov 2025-Feb 2026: Vacation Student, Wilpinjong Mine
2026: 1st Year Graduate, Wilpinjong Mine



Rodrigo Madrigal | Graduate, Sales & Marketing
Nov 2023-Feb 2024: Vacation Student, Finance
Nov 2024-Feb 2025: Vacation Student, Sales & Marketing
2025: 1st Year Graduate, Sales & Marketing
2026: 2nd Year Graduate, Sales & Marketing



Elke Gane | Geologist
2023: 1st Year Graduate, Coppabella & Moorvale Mines
2024: 2nd Year Graduate, Metropolitan Mine
2025-Present: Geologist, Metropolitan Mine



VACATION STUDENT

University students join Peabody for 2–3-month projects between semesters. They attend professional development webinars, assist technical staff, and gain practical industry experience.

GRADUATE PROGRAM YEAR 1

Graduates are paired with a professional mentor within the organization and undertake assignments at a mine site under their mentor’s guidance. Together, graduates and mentors collaborate to develop a tailored graduate passport. Each passport is customized to the graduate’s position and designed to facilitate career-focused professional development. The passport details the core competencies participants will build during the program and outlines specific operational areas they will engage with throughout their tenure.

GRADUATE PROGRAM YEAR 2

Graduates rotate to a different mine for broader experience, while continuing with Program activities, including career development courses, webinars, and performance reviews.

EMERGING PROFESSIONAL

Upon successful completion of the program, graduates may be offered employment with Peabody and have the opportunity to further develop their careers as emerging professionals.

Peabody

PEABODY PROFESSIONAL

The Vacation and Graduate Programs serve as valuable pathways for recruiting emerging professionals and engineers into our workforce. These programs offer participants structured, professional development and comprehensive exposure to our industry and operations. Peabody gains valuable internal leadership development through mentorship initiatives, while benefiting from the fresh perspectives brought to the organization by these individuals.



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Human Capital Management CONTINUED

Our Performance

We build talent pipelines by partnering with high schools, trade schools, and universities, including programs that focus on recruiting historically underrepresented groups into our workforce. Additionally, we recruit internationally for hard-to-fill technical positions, leveraging favorable work visa agreements between the United States and Australia.

We maintain targeted outreach initiatives to further strengthen our commitment to developing a skilled and diverse workforce, including our successful program for recruiting military veterans.

Peabody values leadership throughout the organization. We provide leadership development, particularly for our front-line leaders, to empower employees to pursue leadership opportunities, foster innovation, and guide sustainable growth for the company.

We believe that equipping leaders to be engaged and effective managers helps us support and develop our workforce as a whole, ultimately delivering strong results for our shareholders.

PEABODY SUPPORTS U.S. MINING ENGINEERING PROGRAM

In 2025, Peabody made a substantial contribution to support the redevelopment of the Mining Engineering Program at the University of Texas El Paso (UTEP). Peabody will also provide expert insight into the development of program curriculum and internship opportunities for future mining engineering students.

UTEP is relaunching its mining engineering program after a 63-year-hiatus to meet the growing worldwide demand for mining engineers. In 2023, U.S. universities graduated only 312 mining engineers, but there will be an estimated 500 job openings annually over the next 10 years. The restart of the mining engineering program at UTEP will help close this gap—and serve as a talent pipeline for Peabody’s global operations.





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Human Rights

Our Approach

The Peabody Statement on Human Rights affirms our dedication to fostering a secure and healthy workplace where all individuals are treated equitably and respectfully. Our human rights policies extend to every employee, visitor, and contractor across our global operations. These standards are upheld through Peabody’s Code of Business Conduct and Ethics and our Vendor Code of Conduct, both of which align with the Universal Declaration of Human Rights.

Peabody is committed to conducting business ethically and with integrity in every relationship and aspect of its operations. We require our external partners, including our supply chain, to adhere to these guiding principles, and we communicate these expectations via our Code of Business Ethics and Vendor Code of Conduct. Robust controls and training programs have been implemented to help prevent modern slavery throughout our company and supply chains, including due diligence and supplier screening processes designed to ensure modern slavery does not occur anywhere in our business and supply chains.

Our Practices

Peabody supports its customers in delivering affordable and reliable energy and steel to communities worldwide, but the company’s responsibility extends beyond simply supplying coal. As a leader in the mining and business sectors, we recognize that upholding human rights is essential to our commitment to customers, stakeholders, and employees. We encourage reporting of any misconduct, including human rights violations, via workplace communication channels and online training resources. Our Board of Directors has established processes for receiving and investigating reported violations, including a confidential hotline accessible to employees, contractors, and vendors. We strictly prohibit any form of retaliation against individuals who make complaints in good faith.

Our Anti-Slavery Policy strictly prohibits forced, compulsory, or trafficked labor, as well as holding anyone, adult or child, in slavery, servitude, or debt bondage. This policy is integrated into our contracting procedures and aligns with Australia’s Modern Slavery Act and other relevant laws and regulations. Employees receive annual training on this topic and related issues, and we expect our suppliers to ensure their own partners meet these high standards as well.

The Vendor Code of Conduct sets out the key principles and expectations Peabody has for its business partners, covering areas like health and safety, environmental stewardship, labor practices, human rights, and employment standards. Peabody requires vendors to comply with all applicable laws and standards related to human rights, including the International Bill of Human Rights, United Nations Guiding Principles on Business and Human Rights, International Labor Organization Declaration on Fundamental Principles and Rights at Work, and the Australian Modern Slavery Act.

Our Performance

Peabody’s Whistleblower Policy encourages all current and former directors, officers, employees, and suppliers to report any suspected wrongdoing, unethical or improper behavior, workplace dangers, or other concerning situations related to Peabody. To safeguard confidentiality, Peabody maintains a confidential, 24/7 telephone and web-based hotline, where employees, vendors and contractors may report any issues or concerns anonymously, without risk of retaliation. All issues reported to the hotline are reviewed and investigated. Information regarding investigations and outcomes is regularly reviewed by the Board of Directors or its Committees.

We routinely evaluate the controls and procedures designed to reduce modern slavery risks in our supply chain. To date, Peabody has not identified any breaches of modern slavery requirements, nor have any modern slavery risks been detected through our enhanced due diligence or supplier screening processes.





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Labor Relations

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As a global employer, we recognize that equal opportunity employment is essential for attracting and retaining a qualified and high-performing workforce. Peabody is committed to upholding labor, human rights, employment standards, and environmental excellence not only for its employees, but also for all vendors and contractors working on behalf of the company.

Our Practices

Our Equal Opportunity Policy Statement ensures that all employment actions—such as recruiting, hiring, job placement, promotion, training, compensation, transfer, and termination—

are based solely on job-related qualifications and performance. These decisions are made without consideration of ethnicity, religion, national origin, sex, sexual orientation, gender identity or expression, age (as defined by law), disability unrelated to essential job functions, or veteran status.

We are committed to following all relevant labor laws and upholding the rights provided by these laws and related election processes, as detailed in our Code of Business Conduct and Ethics.

Currently, 37% of our global hourly workforce is represented by organized labor unions. Peabody respects employees' rights to freely choose whether to form or join trade unions and to engage in collective bargaining.

Our Performance

We utilize market data from compensation surveys and peer reviews to guide pay decisions, aiming to attract, motivate, reward, and retain employees while supporting shareholder interests. Peabody commits to the payment of above the living wage, and employees benefit from competitive salaries, benefits, and results-based incentives. The company also offers a range of savings and retirement benefits, including a 401(k) match and paid time off.

Peabody recognizes the value of work/life balance and provides employees with flexible options to meet their personal and work obligations, including part-time roles, flexible schedules, adjusted hours, and telecommuting, depending on location and role.

We regularly review these policies and our employee value proposition to ensure our programs are effective and support our Human Capital strategy.

TOTAL REWARDS STRATEGY



Support the company's mission to create superior value for shareholders as the leading global supplier of coal, which enables economic prosperity and a better quality of life.



Promote the values of Safety, Customer Focus, Leadership, People, Excellence, Integrity and Sustainability.



Offer a comprehensive total rewards package to attract and retain the best people in the industry and align their talents to maximize their full potential.

FOCAL POINT COMPENSATION REVIEW PROCESS

STEP 1

- Update market pay with annual salaries
- Survey participation
- Review job matches for updates

STEP 2

- Review critical roles with Executive Leadership Team
- Engage in Focal Point analysis

STEP 3

- Deliver Focal Point analysis to each Executive Leadership Team member
- Review results and discuss potential salary adjustments

STEP 4

- Communicate with affected employees
- Post salary adjustments



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Business Continuity

Our Approach

Peabody is committed to supporting our employees, our communities, and our shareholders. We have established a system and governance processes that manage risks within our business. Through these processes, the company identifies risks related to people, production, logistics and distribution, and supply chain, and implements controls to mitigate them. This strategy ensures our business is resilient, even in the face of challenges.

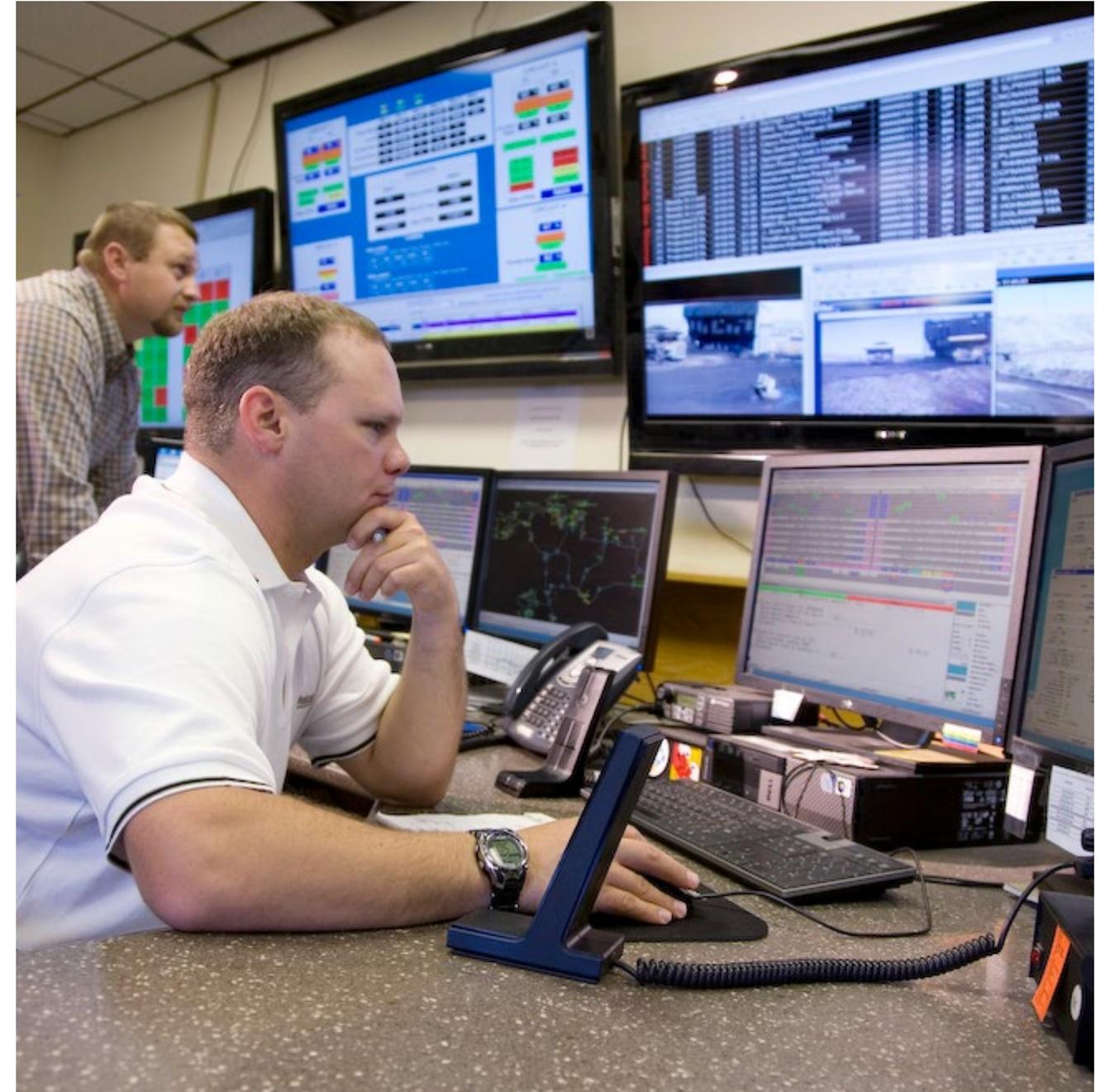
Our Practices

Peabody has implemented an Enterprise Risk Management (ERM) process across all levels of the organization. This approach uses a consistent framework to evaluate risks, and ensures that information about these risks is communicated to the appropriate management levels. The Board of Directors, the executive team, and operations management regularly conduct oversight and reviews of key risk areas.

When assessing key risks, we aim to understand how these risks might change over time and determine what actions can be taken to reduce them. This includes evaluating whether our current controls are sufficient to maintain resilience and business continuity during potential disruptions.

Management is responsible for the day-to-day risk management, while the board, both collectively and through its committees, is responsible for oversight of the risk management program.

Risk assessments are conducted regularly in key operational areas. These are based on potential consequences and likelihood and include escalation criteria. Operations management works closely with technical teams throughout this process to monitor and review any changing conditions. The findings from each area are then reported to the executive team, which reviews the adequacy of both the assessments and action plans, ensuring consistency with public disclosures.





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Our Performance

In its risk oversight role, the Board of Directors has the responsibility to satisfy itself that the risk management processes designed and implemented by management are adequate and functioning as intended. Additionally, the Board of Directors holds strategic planning sessions with management to discuss our strategies, key challenges, risks, and opportunities. The full Board of Directors receives reports on our Enterprise Risk Management initiatives on an annual basis, at a minimum. It also oversees the process of identifying and mitigating our material risks, and management's ERM team annually interviews individual directors as part of their risk identification efforts.

Should a crisis occur, Peabody maintains and regularly reviews its Crisis Management Plan. This plan includes a scalable structure and can be utilized at both the corporate and facility level. The plan includes defined roles for members of a Crisis Management Team and Facility Emergency Contacts and interfaces with the response plans necessary to address specific risks or regulatory requirements that may apply to each operation.

Each Peabody site has its own site-based Incident Management Team that is responsible for on-site management of serious incidents and crises as part of its Emergency Management Plan. These teams are supported by corporate staff and the Crisis Management Team when necessary. The site-based Incident Management Team works in tandem with local emergency response teams and oversees the mitigation and recovery efforts.

Crisis and Incident Management Team members receive regular training and conduct annual exercises to test the program and plans. The Board of Directors is also a key piece of the Crisis Management Team and participates in regular exercises to test its own, board-specific Crisis Management Plan and to ensure preparedness.

Peabody engages with a broad network of stakeholders, including investors, regulators, and trade associations, to identify potential risks that may require a crisis management response and uses these inputs to continually improve readiness for future responses.

OUR APPROACH TO CRISIS MANAGEMENT PLANNING



Crisis Management Drills

Board of Directors and Executive Leadership Team conduct simulated crisis management drills based on scripted scenarios developed by an independent firm. Findings are documented and inform planning and control improvements.



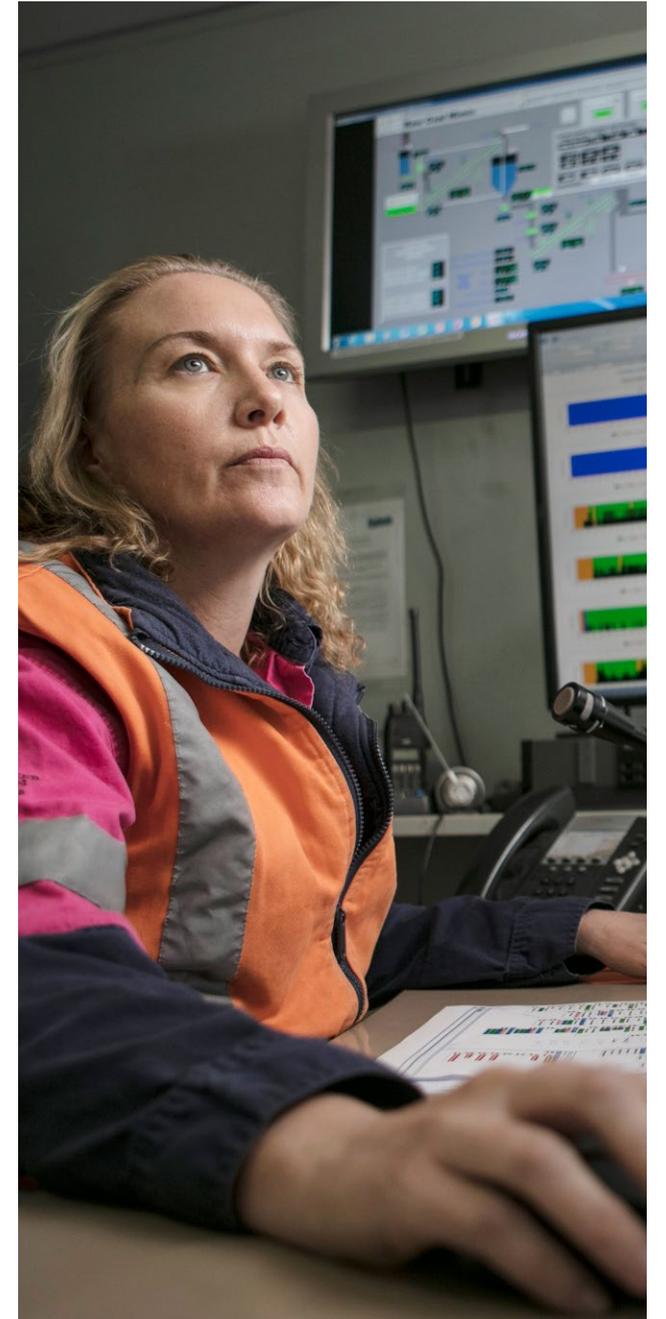
Crisis Management Review

Annually, Corporate Crisis Management Teams in St. Louis and Brisbane review and test the crisis management plan. Opportunities and lessons learned are used to drive improvements.



Incident Response

Each operation maintains incident-ready emergency response and an incident Management Team. The teams are also tested by tabletop and onsite exercises at least annually. Key findings are shared with the Executive Leadership Team.





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Corporate Governance

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OUR BOARD

Peabody is governed by an accomplished and diverse Board of Directors. Our directors have backgrounds spanning leading international companies in mining, energy, utilities, equipment, and capital markets, offering a wide range of expertise and perspectives. The board has broad experience in a variety of areas, including mining and related sectors, end-user segments such as energy and steel, academic roles, mergers and acquisitions, finance and accounting, human resources and organizational well-being, international operations, health, safety and environmental affairs, government relations and administration, public policy, corporate governance, legal and regulatory matters, board participation, and executive leadership. As part of the Board's commitment to governance excellence, three new independent directors have been welcomed to the Board of Directors since 2023.

- Experience Level 3 = Technical Expertise or Advanced Knowledge (e.g. direct hands-on experience and subject matter expert during his/her career)
- Experience Level 2 = Managerial knowledge (e.g. experience derived through general managerial experience)
- Experience Level 1 = Working knowledge (e.g. exposure as a Board committee member at Peabody or another company)
- None = Limited knowledge (e.g. exposure comes from Board and Committee report-outs only)

BOARD OF DIRECTORS SKILLS MATRIX

	Malone	Banks	Bertone	Champion	Chirekos	Gorman	Grech	Hodges	Laymon	Walker
Skills, Knowledge, and Experience										
Public Company Board Experience	●	●	●	●	●	●	●	●	●	●
Financial	●	●	●	●	●	●	●	●	●	●
Health, Safety, Environmental	●	●	●	●	●	●	●	●	●	●
Risk Management	●	●	●	●	●	●	●	●	●	●
Accounting	●	●	●	●	●	●	●	●	●	●
Corporate Governance/Ethics	●	●	●	●	●	●	●	●	●	●
Legal/Regulatory	●	●	●	●	●	●	●	●	●	●
Human Capital/Organizational Health/Compensation	●	●	●	●	●	●	●	●	●	●
Executive Experience	●	●	●	●	●	●	●	●	●	●
Strategic Planning/Oversight	●	●	●	●	●	●	●	●	●	●
Technology/Cybersecurity	●	●	●	●	●	●	●	●	●	●
Mergers and Acquisitions	●	●	●	●	●	●	●	●	●	●
Mining or Related	●	●	●	●	●	●	●	●	●	●
End User Segments (Energy/Steel)	●	●	●	●	●	●	●	●	●	●
Academia/Education	●	●	●	●	●	●	●	●	●	●
SEC Regulatory	●	●	●	●	●	●	●	●	●	●
Commercial Sales/Marketing	●	●	●	●	●	●	●	●	●	●
Global Operations/Supply Chain	●	●	●	●	●	●	●	●	●	●
Government/Public Policy	●	●	●	●	●	●	●	●	●	●
International (Australia /AsiaPac)	●	●	●	●	●	●	●	●	●	●
Restructuring Industry/Company	●	●	●	●	●	●	●	●	●	●



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BOARD INDEPENDENCE

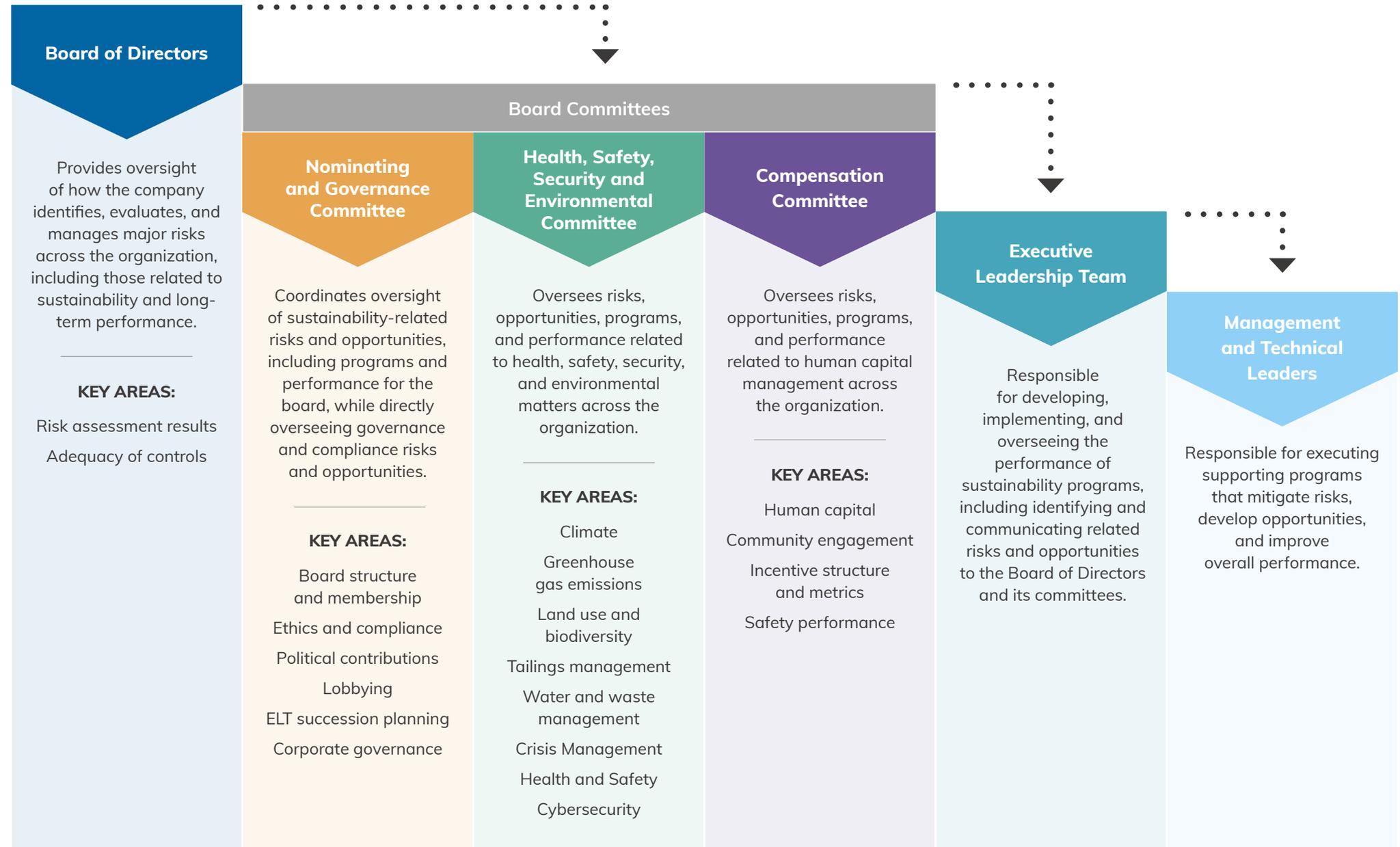
An independent board provides robust and meaningful oversight. Nine of our 10 directors qualify as independent under NYSE guidelines, including the non-executive chair of the board.

The board conducts its work through five standing committees:

- Audit
- Compensation
- Executive
- Health, Safety, Security, and Environmental
- Nominating and Corporate Governance

Each committee operates under a formal charter that outlines its purpose, organizational structure, and responsibilities. Both the board and its committees hold regular executive sessions with their independent directors.

BOARD GOVERNANCE AND RISK OVERSIGHT





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OVERSIGHT

Peabody's corporate ethics, compliance, safety, and environmental programs undergo ongoing evaluation and oversight. The board annually assesses its own composition and the effectiveness of these programs. Responsible governance is maintained through a reporting relationship between management's compliance function and the Nominating and Corporate Governance Committee, and through consistent compliance updates to both this and the Health, Safety, Security, and Environmental Committees.

ENVIRONMENTAL MATTERS

Peabody's Environmental Policy is led by the Executive Leadership Team, with overall responsibility for environmental performance. The Board of Directors and its Health, Safety, Security, and Environmental Committee oversee the policy, managing key risks, objectives, programs, and progress on sustainable development.

HUMAN CAPITAL AND SOCIAL MATTERS

We recognize that both our products and our people, as well as the communities in which we operate, are essential to building a stronger future for our business and our communities. Our Executive Leadership Team is responsible for Peabody's Human Capital Management program, including human rights and labor policies, safety outcomes, and engagement within our communities. Oversight of these areas, including review of key risks, opportunities, and performance metrics, is provided by the Board of Directors, primarily through its Compensation Committee.

GOVERNANCE MATTERS

Our organization is guided by governance principles designed to support our board, drive operational excellence, and maintain focused engagement and financial health. These principles cover key topics such as the roles and responsibilities of the board and management, the qualifications and composition of directors, evaluation and succession planning for management, and overall corporate compliance. Oversight of these areas, along with related risks and opportunities, is provided by the Board of Directors and the Nominating and Governance Committee.





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Business Ethics and Integrity

Our Approach

Peabody values its reputation for fairness and integrity, fostering a culture of high ethical standards. We are dedicated to a culture of high ethical standards and behavior that begins with following all relevant laws and regulations wherever we operate.

Our Practices

At Peabody, integrity is a fundamental value. We uphold this principle by clearly defining our expectations in the Code of Business Conduct and Ethics, which details the standards and guidelines shaping our work culture and driving excellence.

The Code addresses important topics such as conflicts of interest, antitrust laws, unfair competition, fraud, commercial relationships, financial reporting, and harassment. These policies ensure compliance with local, state, federal, tribal land, and international regulations, including securities laws.

To ensure that these policies are practiced, all salaried employees are required to complete annual training on the Code of Business Conduct and Ethics.

We believe that consistently following these ethical practices serves the company's best interests and strengthens our reputation as a responsible, world-class mining organization for all stakeholders.

Peabody has a zero-tolerance policy against offering, giving, or promising anything of value to government officials to influence their actions or break the law. The company also forbids any form of commercial bribery, as outlined in our Anti-Bribery and Anti-Corruption Policy. Salaried employees are also required to undergo yearly anti-bribery and anti-corruption training.



KEY CORPORATE COMPLIANCE AREAS



Whistleblower Policy

Ensures confidentiality for employees, vendors and contractors to report concerns regarding potentially unethical or improper conduct in the workplace without the risk of retaliation.



Anti-Bribery and Anti-Corruption Policy

Explicitly prohibits commercial bribery of any kind.



Anti-Slavery Policy

Prohibits the use of any form of forced, compulsory or trafficked labor by any person or organization working for or on behalf of Peabody, including our supply chain.



Vendor Code of Conduct

Communicates Peabody's expectations and policies to our Vendors and anyone performing work on behalf of the Company.



Code of Business Conduct and Ethics

Covers areas of business ethics and integrity for Peabody employees, including areas of legal compliance, bullying and harassment, fraud, and conflicts of interest.

Ethics and Integrity



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Whistleblower Protection

Our Approach

Peabody's Whistleblower Policy encourages all current and former directors, officers, employees, suppliers, and the public to report any suspected wrongdoing, unethical or improper behavior, or workplace dangers and concerns related to Peabody.

Our Practices

To maintain confidentiality, Peabody operates "Tell Peabody," a telephone and web-based hotline available 24/7. Employees, vendors, and contractors can use this service to anonymously share issues or concerns with an independent organization, ensuring protection from retaliation. Alternatively, reports may also be made directly to managers, HR representatives, or the General Counsel.

During onboarding, employees receive information about the "Tell Peabody" hotline, and annual refresher training is provided to all employees. Every issue reported through the hotline is reviewed and investigated. The Board of Directors regularly reviews updates on investigations and their outcomes. For external parties, details about the "Tell Peabody" hotline are accessible via our public website.

PEABODY Code of Business Conduct & Ethics

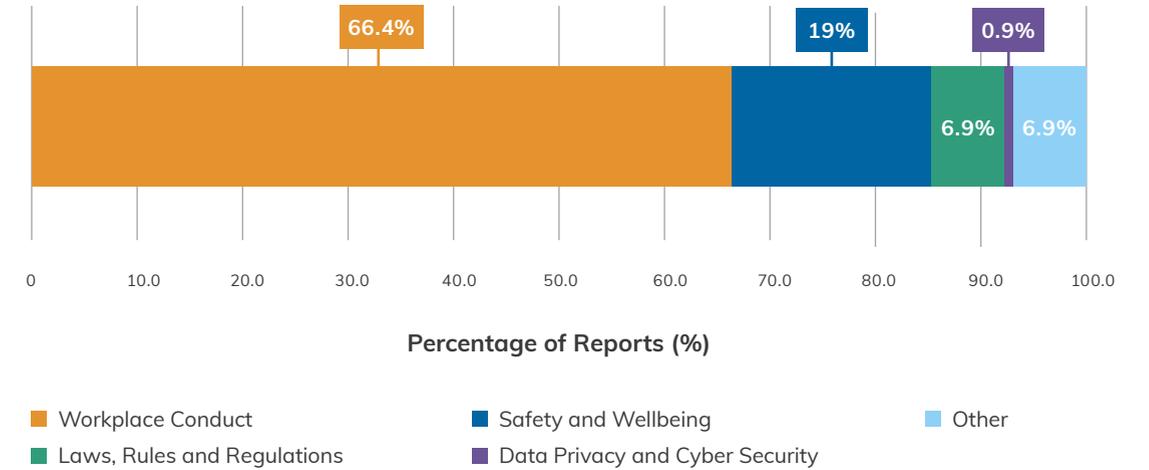
- P** **Protect and Use Company Assets Properly**
Theft, fraud, carelessness, and waste impact our resources and ability to work ethically. Misusing company computers, emails or the internet are some of the inappropriate behaviors that lower the integrity of our workplace.
- E** **Encourage Speaking Up**
We understand it takes courage to speak up; however, we can't fix an issue if we don't know about it. If you know of, suspect, experience or witness misconduct of any kind, talk with your manager, local team, HR or contact the **Tell Peabody Hotline**.
- A** **Act Respectfully**
Treat each other fairly and respectfully to make our workplace an enjoyable and productive environment free from unwelcome behaviors. Speak up about suspected or actual inappropriate behavior.
- B** **Be Safe At Work - No Drugs, Alcohol or Violence**
Avoid being under the influence of, bringing, or sharing controlled substances, illegal drugs, or alcohol at work and when operating our vehicles. Violent or threatening behavior does not belong in our workplace and will not be tolerated.
- O** **Operate within the Law and Policies**
We follow - in both letter and spirit - all of the laws and regulations that apply to our business. We operate safely and act with integrity. This includes timely reporting of misconduct, accidents, injuries, and unsafe equipment, practices and conditions.
- D** **Decide Ethically**
Ethical decision-making is essential to our success. If something seems illegal, against policy or unethical or if made public it makes you uneasy, stop and ask for help from your supervisor, general manager, HR or the Ethics & Compliance Officer.
- Y** **You Matter**
Peabody supports a workplace that is free from unlawful discrimination and harassment, and expects that all employees will treat each other with fairness and respect. Retribution, retaliation and revenge are prohibited.

TELL PEABODY HOTLINE

TellPeabody.com | US: 1-800-514-9324 | AU: 1-300-849-285 | China: 00-800-1777-9999 | SMS text: +1 (314) 690-5024 | Integrity@peabodyenergy.com

Full version of the Peabody Code of Business Conduct and Ethics is available in the Investor section of PeabodyEnergy.com

2025 TELL PEABODY REPORTS





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Political Contributions and Lobbying

Our Approach

As a global leader in energy resources, Peabody recognizes the importance of engaging in the political process and collaborating with policymakers on key energy, environmental, and economic issues worldwide.

Our Practices

Peabody's political contributions and lobbying efforts are managed by members of the Executive Leadership Team, with oversight from the company's Board of Directors. All activities follow relevant laws, corporate policies, and Peabody's Code of Business Conduct and Ethics.

In addition, Peabody is involved with industry groups, trade associations, and nonprofit organizations. These groups represent both the mining sector and the broader business community when engaging with governments and other stakeholders to build consensus on policy matters.

Our Performance

In 2025, Peabody contributed \$65,500 to political activities through its Political Action Committee (Peabody PAC), a nonpartisan fund that supports candidates and is financed solely by voluntary contributions from eligible Peabody employees and directors. The company's total U.S. federal lobbying expenditures for 2025 were approximately \$752,094, using the Lobbying Disclosure Act reporting methodology. Peabody's political contributions, PAC activity, and U.S. lobbying expenses are matters of public record and can be accessed via the Federal Election Commission, state campaign finance disclosures, and the U.S. Senate and House of Representatives.

Peabody discloses its U.S. federal lobbying expenses quarterly, detailing the relevant issues lobbied, under the name Peabody Investments Corp; these reports are available on the company's website.

Peabody also holds memberships in organizations that may conduct further lobbying or make related expenditures. In 2025 approximately \$271,040 of the company's annual dues and other payments to U.S. industry groups and trade associations was allocated for such activities.

In Australia, Peabody does not make direct political contributions to candidates or parties. However, in 2025, Peabody was a member of Coal Australia, which engages in political advocacy on behalf of their member companies and provides direct financial support to third-party groups to promote pro-coal mining policies.





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Supply Chain Management

Our Approach

Peabody is committed to upholding high standards in labor practices, human rights, employment conditions, and environmental excellence. These commitments extend beyond our direct workforce to include all vendors and contractors who undertake work on Peabody's behalf. Operations management, working closely with the Vice President of Supply Chain Management, is responsible for ensuring these values are upheld. Together, they are responsible for partnering with vendors who not only share Peabody's values but also consistently deliver quality products and services.

Our Practices

Before engaging in business with Peabody, suppliers must undergo a review process conducted by the procurement team to ensure they meet the company's standards and requirements. As part of the onboarding process, all vendors and their employees receive a copy of Peabody's rules and regulations. They also participate in training to ensure they understand the requirements set out in our corporate policies and standards.

HEALTH AND SAFETY

Vendors are required to comply with all relevant health and safety permits, establish systems for workers to report incidents, and implement corrective action plans should any incidents or failures occur. These training and compliance requirements are clearly outlined in the contractual agreements with each vendor.

While work is being performed at any Peabody facility, a dedicated Peabody project manager oversees contractor performance and ensures ongoing compliance with our standards.

ENVIRONMENTAL RESPONSIBILITY

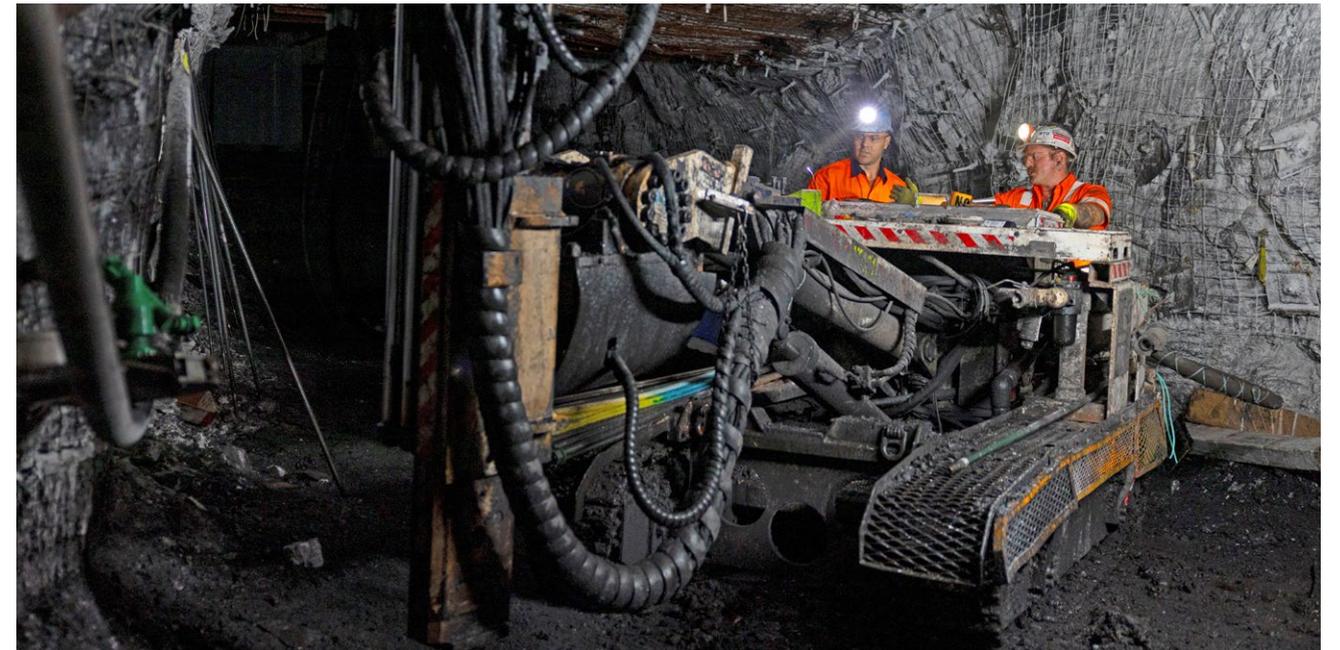
Peabody sets clear expectations for environmental compliance and stewardship through its Vendor Code of Conduct, which is communicated to all vendors. Suppliers must comply with all applicable laws and regulations, local, tribal, or international, and ensure that all their activities are covered by the necessary environmental permits and licenses. Aligned with our risk-based approach, Peabody may impose additional requirements or controls within contractual arrangements, depending on the scope or potential impact associated with the service or product provided. Vendors operating on site are required to follow our environmental management practices, and their performance is monitored by a Peabody project manager throughout the duration of their engagement.

HUMAN CAPITAL

Peabody's vendors are expected to follow all applicable laws and regulations, as well as the standards detailed in our Vendor Code of Conduct. Vendors must incorporate a zero-tolerance policy towards bullying, harassment, or discrimination in their internal procedures and workplace policies. Furthermore, they are required to uphold the principles found in the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the International Labor Organization Declaration on Fundamental Principles and Rights at Work. For vendors operating within Australia, it is also expected that they comply with the provisions of the Australian Modern Slavery Act.

Our Policies

- [Anti-Bribery and Corruption Policy](#)
- [Anti-Slavery Policy](#)
- [Health, Safety and Communities Policy](#)
- [Code of Business Conduct and Ethics](#)





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Cybersecurity and Data Protection

Our Approach

Cybersecurity is a critical component of risk management at Peabody. Our strategy is focused on reducing exposure to cyber risks and on the ongoing enhancement of our cyber defense and resilience capabilities.

Our Practices

Peabody's cybersecurity strategy focuses on:

- Proactively managing cyber risks to meet compliance requirements
- Vetting third parties for robust cybersecurity practices
- Maintaining essential business services during disruptions
- Enforcing data policies to safeguard sensitive information
- Exercising incident response and risk mitigation plans

The Peabody cybersecurity department conducts risk assessments on current and prospective vendors to evaluate data shared and system connections. Based on these findings, the team recommends any actions or additional security controls that may be necessary to mitigate potential risks.

Artificial Intelligence (AI) has the potential to enhance productivity in the mining industry. Peabody understands the importance of evaluating both the capabilities and limitations of AI now and in the future.

Our Performance

In 2025, Peabody experienced no data breaches impacting customer or employee privacy. Peabody follows the National Institute of Standards and Technology Cybersecurity Framework and partners with a third-party Security Operations Center and industry peers to monitor threats.

Annual cybersecurity training is mandatory for all employees and directors, with additional targeted training for those handling sensitive data. Peabody has established an AI Center of Excellence to oversee controls, update risk processes, educate staff, and define AI adoption policy, ensuring a risk-based, case-by-case approach aligned with the Enterprise Risk Management framework.

AI APPLICATIONS IN EXPLORATION AND MINING





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Performance Data

Category	Topic	Unit	2023	2024	2025	GRI	SASB
Total Revenue		\$ million USD	4,947	4,237	3,862		
Emissions	Carbon Intensity	tonnes* CO ₂ -e/million \$USD	1,228	1,337	1,751	305-4	
Emissions	Carbon Intensity	tonnes CO ₂ -e/tonnes mined	0.047	0.047	0.055	305-4	
Emissions	Scope 1 Emissions ^a	tonnes CO ₂ -e	5,466,875	5,106,580	6,247,981	305-1	EM-CO-110a.1,2
Emissions	Scope 2 Emissions ^a	tonnes CO ₂ -e	607,151	557,072	514,014	305-2	
Emissions	CO ₂ Equivalent Emissions Total (Scope 1 & 2) ^a	tonnes CO ₂ -e	6,074,026	5,663,651	6,761,996	305-1; 305-2	
Waste	Hazardous Waste	tonnes	4,029	6,873	6,848	306-3	EM-CO-150a.5
Waste	Non-Hazardous Waste	tonnes	19,850	48,200	19,663	306-3	
Waste	Non Mineral Waste Generated	tonnes	24,417	55,073	26,511	306-3	EM-CO-150a.2
Waste	Mineral Waste	tonnes	10,740,241	10,759,295	9,267,578	306-3	EM-CO-150a.3; EM-CO-540a.1
Waste	Hazardous Waste Recycled or Reused	tonnes	1,766	1,741	1,427	306-4	EM-CO-150a.6
Waste	Total Waste Recycled (Hazardous + Non-Hazardous)	tonnes	14,837	28,060	12,373	306-4	EM-CO-150a.6
Water	Water Withdrawal Total	megaliters	53,744	56,328	57,682	303-3	EM-CO-140a.1
Water	Fresh Water Withdrawal Total	megaliters	10,119	34,221	36,726	303-3; 303-5	EM-CO-140a.1
Water	Water Discharge Total	megaliters	58,290	40,315	67,739	303-4	
Water	Percentage of Water Withdrawn in Areas with High or Extremely High Baseline Stress ^b	%	7%	8%	7%		EM-CO-140a.1
Water	Number of Water Non-Compliances Resulting in a Formal Enforcement Action	#	2	0	0		EM-CO-140a.2
Energy Use	Energy from Electricity	Gigajoules	4,048,297	3,710,182	3,625,318	302-1	
Energy Use	Energy from Fuel Use	Gigajoules	19,719,075	16,268,091	15,925,479	302-1	
Energy Use	Total Energy	Gigajoules	25,241,341	19,978,273	19,550,797	302-1	



Contents



President & CEO Statement



Our Business



Environmental



Social



Governance



Appendix

Performance Data CONTINUED

Category	Topic	Unit	2023	2024	2025	GRI	SASB
Diversity	% Women Employees	%	11%	11%	11%	405-1	
Diversity	% Non Executive Women Managers	%	16%	17%	18%	405-1	
Human Capital Management	Turnover of Employees	%	22.3%	21.9%	20.1%	401-1	
Health & Safety	Employee Health & Safety Training Hours	Hours	100,145	107,996	97,690	403-5	EM-MM-320a.1
Health & Safety	Total Injury Rate	Rate	1.18	0.81	0.71	403-9	EM-CO-320a.1
Health & Safety	Total Injury Rate Employees	Rate	1.18	0.79	0.84	403-9	EM-CO-320a.1
Health & Safety	Total Injury Rate Contractors	Rate	1.18	0.88	0.40	403-9	EM-CO-320a.1
Health & Safety	Lost Time Injury Rate Total	Rate	0.76	0.43	0.42	403-9	EM-CO-320a.1
Health & Safety	Lost Time Injury Rate Employees	Rate	0.80	0.49	0.52	403-9	EM-CO-320a.1
Health & Safety	Lost Time Injury Rate Contractors	Rate	0.66	0.28	0.18	403-9	EM-CO-320a.1
Health & Safety	Employee Fatalities	#	0	0	0	403-9	EM-CO-320a.1
Health & Safety	Contractor Fatalities	#	1	0	0	403-9	EM-CO-320a.1
Labor	Percentage of Active Workforce Covered Under Collective Bargaining Agreements, Broken Down by U.S. and Foreign Employees	%	U.S.: 8.3% Non-U.S.: 56.0%	U.S.: 8.5% Non-U.S.: 67.8%	U.S.: 9.1% Non-U.S.: 68.3%		EM-CO-310a.1
Labor	Number and Duration of Strikes or Lockdowns	#	0	1 strike, 16 days	2 strikes, 44 days and 46 days		EM-CO-310a.2
Management	Executive Member Diversity	%	0%	0%	0%	405-1	
Management	Board Member Diversity	%	40%	33%	40%	405-1	

^a IPCC AR5 GWP values utilized

^b Waste metrics within the body of the report stated in short tons

*metric tonnes

[View the complete 2025 Performance Data](#)



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