

OUR STAKEHOLDERS

Peabody believes that stakeholder engagement is a key part of the way we operate, manage risk and apply continuous improvement across our business.

Our outreach initiatives help to identify those areas that are most important to our stakeholders and allow us to better align our organization with diverse interests and support our long-term objectives.

While our means of engagement differ among stakeholder groups, our goal is consistent — we strive to actively listen, incorporate feedback and build stronger relationships for a better business.

Peabody's stakeholder engagement occurs at multiple levels of the organization, and our Board of Directors also actively engages with shareholders as part of the company's outreach on matters of governance and other ESG topics.

STAKEHOLDER



**Investors and
Financial Community**



Employees



Customers



Suppliers



Community



**Federal, State and
Local Governments**

HOW WE ENGAGE, LISTEN AND INFORM

- Active outreach to investors and sell-side analysts through conferences, non-deal roadshows, office meetings, and video/phone calls and emails
- ESG-specific investor presentations, calls and meetings
- Quarterly earnings release and management calls
- Periodic updates via SEC filings, press releases, website and email
- Access to board members and executive management
- Annual meeting of stockholders

- Communications of company standards, policies/procedures, including “Safety a Way of Life” management system
- Goal setting, performance reviews and development plan discussion with supervisor
- Learning and leadership development programs
- Town hall meetings with executives
- Internal website, emails, meetings and other communications
- Open participation in employee-led inclusion and diversity advisory board (IDAB) and events
- “Tell Peabody” hotline for confidential and anonymous reporting of concerns

- Proactive communications regarding product availability/mix
- On-site customer visits
- Accessibility through global trading and business offices located in Australia, China and U.S.

- Supplier relationship management for key suppliers
- Alliance agreements with largest suppliers
- Periodic continuous improvement discussions

- Ongoing engagement with land owners and other community members near operations before, during and post-mining
- Substantial interaction informally and through community advisory boards at multiple locations
- Executive participation on community boards
- Targeted charitable giving and opportunities for employee volunteerism
- Matching Gifts and Dollars for Doers programming

- Advocate for advanced coal technologies
- Leadership in multiple industry groups and trade associations
- Environmental reporting to federal and state governments
- Ongoing discussions with government agencies and regulators in U.S. and Australia
- Active outreach to U.S. Congress, state and local legislators on policies related to energy, safety and environmental issues
- Disclosures of U.S. political contributions and lobbying expenses

STAKEHOLDER GENERAL AREAS OF INTEREST

- Corporate strategy
- Operational performance
- Debt and liquidity levels
- Capital allocation
- ESG matters
- Disclosures
- Macro and industry factors
- Targets and priorities

- Competitive wages and benefits
- Work-life balance
- Inclusion and diversity
- Ability to be challenged and develop
- Corporate strategy
- Safety and operational performance
- Financial position

- Product quality
- Product pricing
- Reliability of supply

- Continued/expanded supply opportunities
- Peabody safety culture
- Impacts of operations on community
- ESG across the value chain

- Opportunity to engage and provide feedback
- Local employment opportunities
- Economic benefits and philanthropic support
- Environmental performance

- Economic development and job creation
- Environmental performance
- Social benefit
- Regulatory compliance
- Transparency in disclosure