

Where We Operate

North America



Barbados	1	Mexico	1 1 8
Belize	1	Panama	1
Canada	6 7 8	Puerto Rico	2
	1 3	Trinidad and Tobago	1
Dominican Republic	1	Tobago	
Grenada	1	United States	228 51 9
Jamaica	1 1	Puerto Rico	36 4 71

Key

- PROCUREMENT
- Ag Services & Oilseeds
- Carbohydrate Solutions
- Nutrition

PROCUREMENT

PROCESSING

South America



Argentina	3 1
Brazil	35 18 11
Colombia	2
Ecuador	1
Paraguay	12 1
Peru	1

Europe



Belgium	1 1	Portugal	1
Bulgaria	1	Romania	9
Czechia	2	Serbia	1 1
Denmark	1	Spain	4
France	1 11	Turkey	1 1
Germany	3 12 5	Ukraine	3 1
Ireland	3	United Kingdom	2 5 4
Netherlands	1 1 2		6 7
Poland	2 7 1		

Africa



Madagascar	2
Morocco	1
Nigeria	1 1
South Africa	1

Asia/Pacific



Australia	2
Greater China	1 9
India	23 3 1
New Zealand	4
Philippines	1 3
Vietnam	5
Indonesia	2

Community Members

- Community engagement
- ADM Cares
- Human Rights

Farms

- Regenerative agriculture
- No-deforestation
- No-conversion
- Protect biodiversity

Customers

- Quality and food safety
- Supporting food access
- Strategic partnerships

Logistics

- Integrated global transportation network
- Alternative fuel vehicles
- Sea Cargo Charter for Ocean Freight
- U.S. EPA SmartWay Certification

Processing Facilities

- Energy efficiency
- Reduced water withdrawal
- Landfill avoidance
- Health and Safety

Low-Carbon Energy Infrastructure

- Renewable energy procurement
- Carbon capture and storage
- Renewable natural gas
- Wind and solar projects
- Carbon footprint reduction

Uniting the Value Chain



Sustainability at ADM

10 Key Topic Assessment and Stakeholder Engagement

11 Risk and Opportunity Management

12 Commitments and Policies



Key Topic Assessment and Stakeholder Engagement

Following the guidelines from the Global Reporting Initiative (GRI), we use a third party to conduct a formal assessment to identify and prioritize key sustainability topics that reflect our most significant impacts to the economy, environment, and people, including human rights. Because these impacts may change over time as our activities, business relationships, and assets evolve, we update this assessment on a regular basis. During our most recent assessment in 2024, the firm compiled perspectives from interviews, surveys, workshops, and research from a variety of internal and external stakeholders, including ADM executives, internal subject matter experts, investors, customers, and NGOs.

The assessment prioritized the following key topics based on stakeholder feedback:



Ongoing Stakeholder Engagement

We have established direct and easy-to-access communication channels for engagement with our stakeholders. These engagements provide valuable insights on stakeholder concerns and topics that they consider important. In 2024, we engaged with key stakeholders including customers, policy makers, NGOs, and investors. After meeting with customers, we entered into partnerships with several of them on regenerative agriculture and additional collaborations on environmental and human rights topics. We placed additional emphasis on engaging key stakeholders relevant to our supply chain efforts in global palm and South American soy as a part of our strategy to achieve the goals outlined in our [Policy to Protect Forests, Biodiversity, and Communities](#).

Risk and Opportunity Management

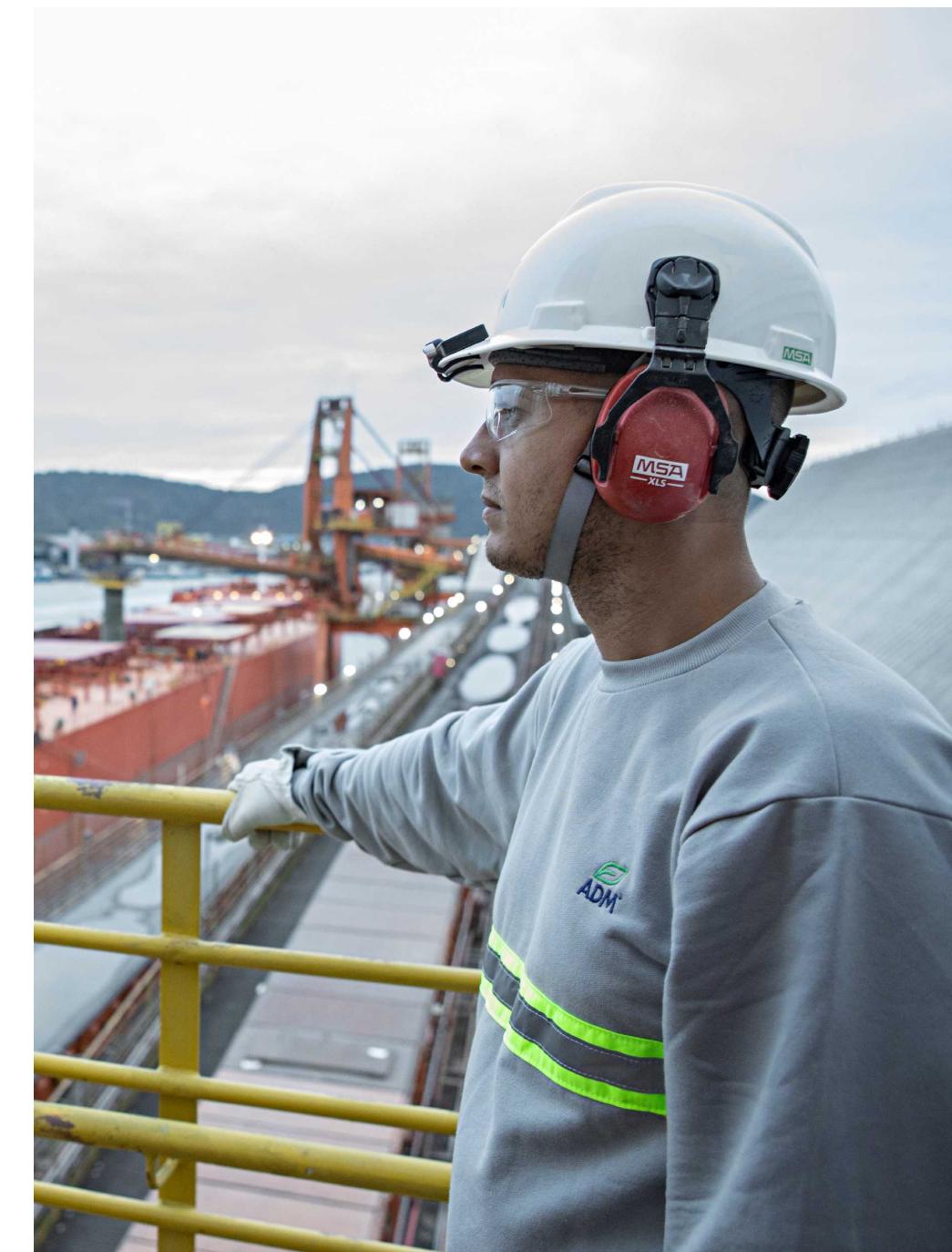
Sustainability risk management, including climate change and deforestation, is integrated into our multi-disciplinary, company-wide enterprise risk management (ERM) process. Each quarter, the ERM Sustainability subgroup and the ERM team review and report sustainability risks and related mitigation actions. The review includes previously identified risks to ensure that our initiatives are properly focused, as well as the identification and assessment of emerging risks. The team uses a risk matrix that includes a quantitative assessment of impact, mitigation, and residual risk as well as qualitative information about risk categories, warning periods, mitigation strategies, and effectiveness.

In line with the recommendations of the TCFD, we conducted a scenario analysis using three potential warming scenarios: 1.5°C (latest recommendation from the Intergovernmental Panel on Climate Change (IPCC) to prevent the worst effects of global warming), 2°C (aligned with the Paris Climate Accords), and 2.6°C (status quo). In each of the scenarios, we identified potential sourcing shifts and limitations, operational changes, physical impacts, and opportunities. In 2023, we completed a human rights salience exercise to identify risks to human rights in our operations and supply chains. We are also identifying and assessing nature-related issues using the LEAP framework from the TNFD.

We have categorized the risks identified through these tools as physical risks or transition risks. We have also identified opportunities related to products and services.



More information regarding the results of our scenario analysis and ADM's management of sustainability-related risks and opportunities can be found in our latest [CDP Corporate Questionnaire](#) disclosure.



Commitments and Policies

ADM maintains several key social and environmental commitments and policies that collectively outline our expectations for our colleagues, business partners, and contractors, and our organization as a whole. They establish clear standards that govern our approach to raw material sourcing, environmental stewardship, and employee conduct, among other areas, and they state our positions on issues of widespread public interest. These standards were developed with input from our operations, law, compliance, and EHS teams, and were approved by Board Chair and CEO Juan Luciano:

- [ADM Supplier Expectations](#)
- [ADM Tax Policy](#)
- [Code of Conduct](#)
- [Commitment to Anti-Corruption Compliance](#)
- [Environmental, Health, & Safety \(EHS\) Policy](#)
- [Human Rights Policy](#)
- [Managing Supplier Non-Compliance Procedure](#)
- [Policy to Protect Forests, Biodiversity, and Communities](#)
- [Statement on Genetically Modified Organisms](#)
- [Statement on Animal Testing](#)

In a world that is becoming increasingly interconnected and transparent, we strive to match that clarity and provide means to facilitate conversation and feedback. We invite all stakeholders who have concerns related to the implementation of our policies to email us at responsibility@adm.com or use [The ADM Way Helpline](#), which is available in more than 30 languages and accessible using a QR code. Our Human Rights Policy protects human rights defenders, whistleblowers, complainants, and community spokespersons from any form of retaliation.

