

ADM Institute for the Prevention of Postharvest Loss

In 2011, the ADM Institute for the Prevention of Postharvest Loss (ADMI) was established by the University of Illinois after receiving \$10 million in funding from ADM Cares. ADMI was created to alleviate poverty and hunger among smallholder farmers through improved postharvest management of grains and oilseeds. ADM Cares has since continued to partner with ADMI and supported various projects aimed at promoting research, community outreach, education, and capacity building to reduce postharvest losses.

In 2024, with support from ADM Cares, the ADMI team worked with colleagues at IPB University in Indonesia to design and pilot a training program for extension workers. The goal of this engagement was to enhance the extension workers' support of income-generating activities of female farmer groups. ADMI designed an online training program for 51 extension workers that covered topics such as participatory extension practices, gender equity in extension, and writing a business plan. After six months, the project impacted 1,950 female farmers through improved extension services with 76% of farmer groups starting new income-generating activities and 92% of the extension workers facilitating goal-setting activities with farmer groups. ADMI received additional funding from ADM Cares to scale up this training to reach more extension workers in 2025.

ADM Cares also supported a second ADMI-led project that was initiated to engage women who participate in oil palm production in three regions across Indonesia. The oil palm sector provides economic opportunities for rural women, but working in this sector may also expose these women to harassment and dangerous work conditions. ADMI's project surveyed 600 women working in the industry in various capacities, following up with focus group discussions and interviews. The feedback collected was used to prepare multiple policy briefs that will be presented to policy makers. The policy briefs outline ways to support women in the oil palm industry, reduce harassment, and elevate women's voices in the decision-making process.



Governance

33 Strategy and Oversight

34 Compliance and Ethics

Unlocking Nature. Enriching Life.



Strategy and Oversight

Our commitment to change and growth goes beyond our products and services. At ADM, sustainable practices and a focus on healthy soil, water and air are not separate from our primary business: they are integral to the work we do every day to serve customers, create value for shareholders, create market opportunities for farmers and ensure the long-term resilience of agriculture. We are committed to being a force for change in developing innovative, sustainable solutions in agriculture, food and nutrition, industrial and consumer products, energy, and packaging materials while pursuing ways to continually improve our efforts in both protecting the environment and enhancing environmental and social sustainability.

We believe sustainability is critical to our future growth strategy. Our strategic plan of sustainable growth leverages the trends and technologies in sustainability to help us grow and create value for our stakeholders. Our Agricultural Services and Oilseeds business unit is focused on traceability of sourcing and differentiation, and working with growers on low-carbon agricultural practices and products. Carbohydrate Solutions is focused on decarbonization efforts that increasingly position the business to offer low-carbon-intensity feedstocks for biosolutions and biomaterials, including fuel solutions, to replace petroleum-based products. Nutrition is working with suppliers and customers to identify nature-positive solutions that can reduce environmental impact in supply chains. The growth of these projects and businesses will be integral to supporting the objective of helping the planet limit total global warming to the 1.5°C threshold indicated by the United Nations. Additionally, ADM includes achievement of GHG emission goals

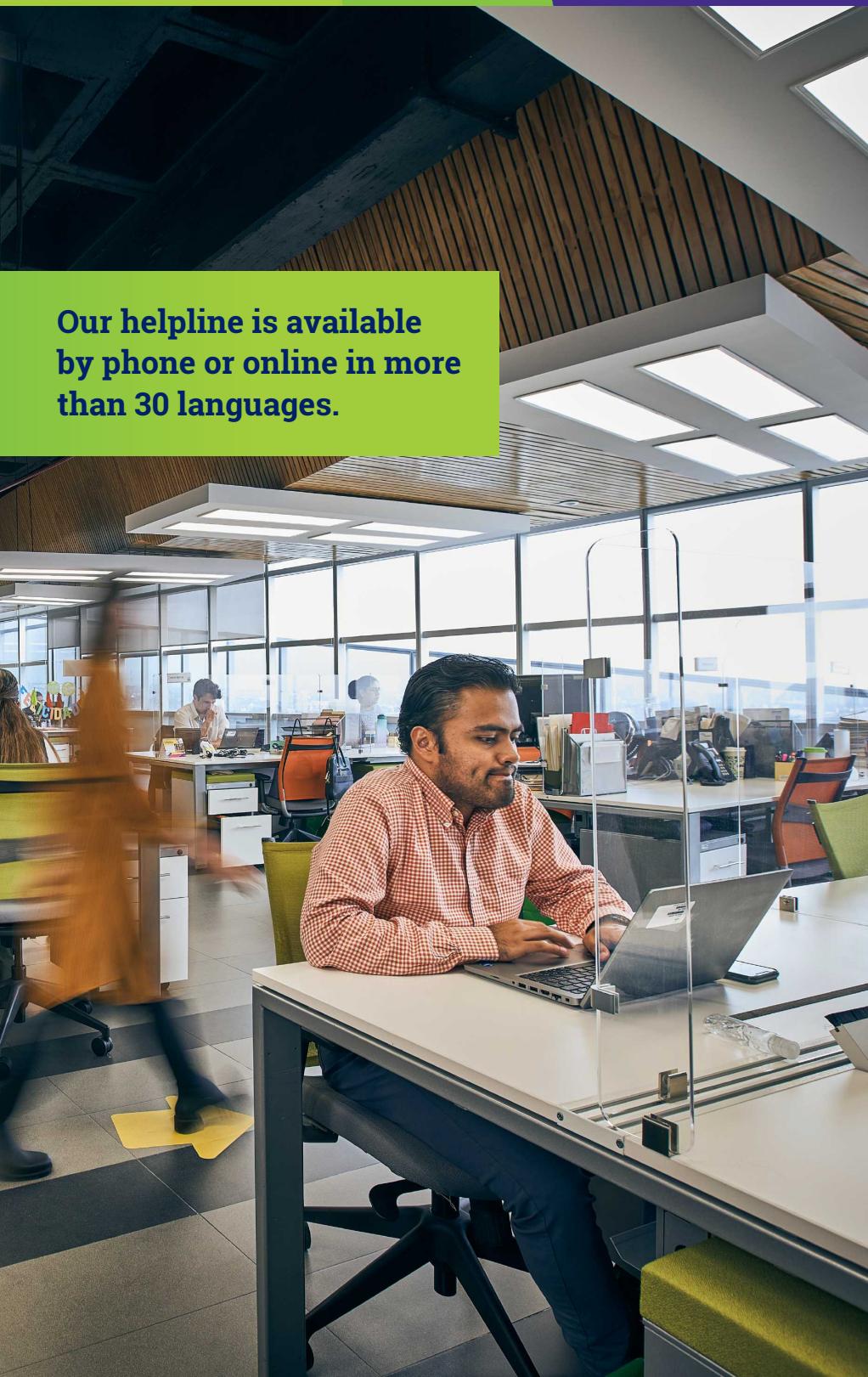
and water reuse goals in executive performance measurement to reflect the strategic importance of ESG to our business.

Our sustainability efforts are overseen by our Board of Directors, including a dedicated Sustainability and Technology Committee, supported by our management sustainability team.

The Sustainability and Technology Committee maintains detailed oversight of our sustainability strategies and initiatives, monitoring short, intermediate, and long-term objectives with regular management updates on key sustainability issues and progress.

The Executive Council of ADM, our highest strategic and operational body, provides close supervision of our ESG efforts and in-depth review of sustainability issues. Furthermore, regional sustainability teams, along with the corporate sustainability team, support the CSO to drive sustainability efforts in our facilities and supply chains around the world. Our sustainability efforts are also supported by functional expertise throughout the company, including Operations and Utilities; Supply Chain and Procurement; Agricultural Services and Oilseeds; and Environmental, Health, and Safety.

| | |
|---|---|
| Sustainability and Technology Committee of the Board | <ul style="list-style-type: none"> Has direct oversight responsibility of objectives, goals, strategies, risks, and activities related to sustainability |
| Executive Council of ADM | <ul style="list-style-type: none"> Highest strategic and operational body Provides close supervision of our ESG efforts and an in-depth review of sustainability issues |
| Vice President, Chief Sustainability Officer (CSO) | <ul style="list-style-type: none"> Leads ADM's sustainability efforts Reports metrics quarterly to ADM's Board of Directors Meets quarterly with ADM Sustainability and Technology Committee of the Board Reports regularly to ADM leadership |
| Regional and Corporate Sustainability Teams | <ul style="list-style-type: none"> Support business units to drive transformation and help create value across the supply chain Support sustainability initiatives and implementation on the ground Engage and interact with stakeholders Located in North America, South America, and EMEA |



Compliance and Ethics

At ADM, we strive to meet the highest standards of ethical behavior. We have developed key policies and programs to work toward this aim.

In March 2025, we were recognized by Ethisphere, a global leader in advancing the standards of ethical business practices, as one of the World's Most Ethical Companies™ and one of only 10 honorees in the Food, Beverage, & Agriculture category. This honor marks the sixth consecutive year we have received this recognition for our deep commitment to ethical business practices, transparency, and corporate citizenship.

In 2024, we published a modernized and more accessible version of our [Code of Conduct](#). We shared this Code with colleagues globally through various channels, including email announcements on our ADM Inside News intranet site, regional communication campaigns featuring videos, newsletters, and training sessions, as well as computer screen savers and leadership messages. The modernized Code includes a new style and structure, along with an expansive set of examples to help colleagues in applying its principles. The Code also includes links and references to relevant policies and resource centers, which provide easy access to a wide range of helpful tools and job aids, such as our "Food for Thought" guide, which answers common questions about the Code, related policies, and programs, and provides an extensive set of solutions to various scenarios that colleagues may face.

In 2024, following an assessment of our compliance program by external consultants, we began implementing enhancements to our compliance environment to improve the effectiveness of our compliance program and to promote a speak-up culture. This initiative involves strategic executive actions, improved management communication, and employee input to strengthen

the tone at the top and foster a culture of compliance, enhance our investigation processes to ensure consistency, and improve communication and awareness training. Our SVP, general counsel, and secretary conducted compliance training for our most senior leaders, focusing on integrity and ways to strengthen our compliance culture. In 2025, each of these senior leaders cascaded this training throughout the organization, transparently explaining the company's expectations around compliance.

We prohibit all forms of corruption, including bribery, and we abide by all anti-corruption laws in every country we do business. We have a robust anti-corruption program that includes a global Anti-Corruption Policy and other compliance procedures and controls, such as enhanced due diligence, screening, monitoring of high-risk third parties, and pre-approvals before hosting or entertaining government officials, designed to minimize the potential for corruption in ADM's global business dealings. We train colleagues and third parties to raise awareness of corruption risks and applicable anti-corruption laws in order to both avoid inadvertent violations of the law and enable early recognition and handling of potential issues. Our Anti-Corruption Program and Policy are updated periodically to address new risks and incorporate continuous enhancements. In 2024, we enhanced our expense report procedures to prevent fraud. The Compliance team collaborated with our Global Technology colleagues to develop an interactive AI module with direct hyperlinks and citations and relevant policies.

At ADM, we have developed a comprehensive third-party due diligence program alongside our innovative Third-Party Risk Management (TPRM) initiative, which includes our unique Vendor Compliance Day events. Launched in 2017, we host these events annually around the world to communicate our expectations to higher-risk vendors regarding fair and honest business practices, and compliance with the law. These events reinforce a strong “tone from the top,” with senior country and commercial leaders co-leading the events. They emphasize the importance of adhering to the high standards that ADM expects of its own employees. Vendor Compliance Day events offer resources designed to help vendors understand and meet ADM’s standards for responsible and ethical business practices. They also reaffirm our third parties’ commitment to comply with ADM policies, applicable laws, and the terms of our agreements. Furthermore, these sessions provide an opportunity to collaborate on navigating complex regulatory and operational challenges, improving responsible business practices and strengthening the overall program.

In 2024, we received a total of 1,632 reports concerning topics such as employee relations; environmental, health, and safety (EHS); diversity; equal opportunity; respect in the workplace; and misuse or misappropriation of assets or information. We log and track all reports we receive. Each is classified by type and then assigned to an investigator to conduct an independent and objective review into the concerns raised. If an allegation is substantiated, we implement corrective and disciplinary actions that can include coaching and counseling, process or control improvement, verbal or written warnings, financial penalties, or termination.

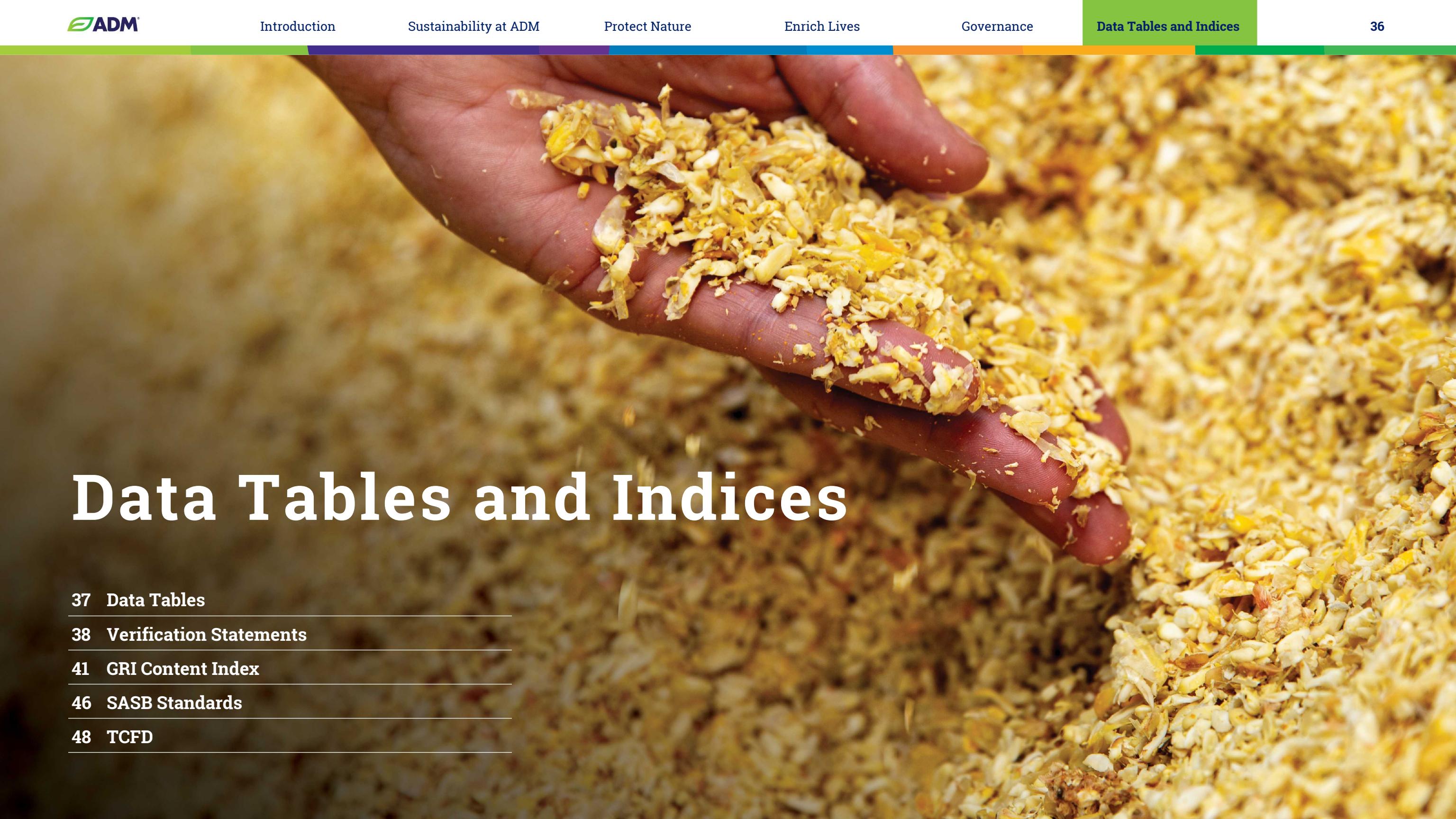
We assess the effectiveness of our compliance controls through enhanced reporting and automation. We are able to monitor trends and identify compliance risks with the use of an interactive

compliance application, which enables us to assess information from our databases on various topics such as conflicts of interest, government hosting and gifting, expense reporting, and training. Training is a key component of our compliance program. In 2024, 99% of all colleagues completed annual required training. Training included coverage and certification of our modernized Code of Conduct, our commitment to integrity, the importance of speaking up, and our policy of no retaliation. Training was also provided on the acceptable use of ADM assets, travel and expenses, supporting an environment of respect, and psychological health and safety.

Above and beyond our global annual required training, Compliance held 216 facilitator-led training sessions for nearly 8,000 colleagues in 16 countries around the world. These training sessions covered the following topics: anti-corruption, Code of Conduct, conflicts of interest, donations and contributions, government hosting and gifting, anti-money laundering, fraud, harassment, trade sanctions and antiboycott, internal investigations, dawn raid and antitrust/competition, confidentiality, compliance integration, third-party due diligence and screenings, data privacy, data classification, election guide, and JV board members.

Consistent with our commitment to managing risk related to our third-party relationships around the world, 2024 marked the tenth consecutive year of ongoing compliance monitoring and training of third-party service providers acting on our behalf. This year we completed 15 compliance audits of third parties, including port agents, customs brokers, law firms, consultants, and distributors. We also hosted 12 virtual compliance training sessions globally, with more than 400 attendees from nine countries.





Data Tables and Indices

[37 Data Tables](#)

[38 Verification Statements](#)

[41 GRI Content Index](#)

[46 SASB Standards](#)

[48 TCFD](#)