Protect Nature

Environmental Strategy

ADM depends on farmers and productive agricultural systems and the availability of natural resources. Our environmental strategy is based on actions we take to enhance the resiliency of farms in our supply chains, improve the efficiency of our operations, and meet the sustainability expectations of our customers. This ensures that ADM can continue playing a critical role in helping billions of people access the fundamental nutrition they need.

For our sourcing regions, we have established programs and commitments aimed at mitigating potential climate- and nature-related pressures, such as extreme weather events, biodiversity loss, and deforestation or native vegetation conversion. Within our operations, we focus on the efficient use of water and energy resources while promoting the beneficial reuse of waste. Our decarbonization efforts also enable the production of low-carbon-intensity product offerings, creating opportunities throughout our businesses and strengthening partnerships with our customers by supporting their own climate-related targets.

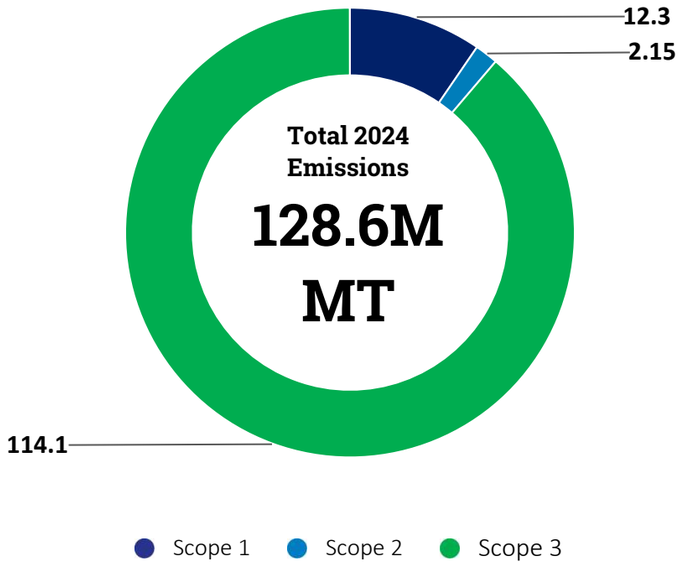
In addition to ADM's existing policies that articulate our environmental commitments, we also established a series of targets, known collectively as "Strive 35." First published in 2020, these targets measure our progress towards achieving our environmental strategy. Our Strive 35 environmental targets cover issues relevant to our stakeholders and operations, addressing those where we have the ability to mitigate our impacts. We report progress against these targets annually.

Strive 35

KEY TOPIC		PROGRESS	2025 INTERIM GOAL	2035 GOAL	TARGET DATE
GHG Emissions	Scope 1 + 2 GHG emissions over 2019 baseline by 2035	⬇ 14.5% reduction	✓ 1.5% absolute reduction	⬇ 25% absolute reduction	12/31/2035
	Scope 3 GHG emissions over 2021 baseline by 2035	⬇ 2.1% reduction	-	⬇ 25% absolute reduction	12/31/2035
Energy	Energy intensity over 2019 baseline by 2035	⬇ 6.6% reduction	✓ 6% reduction	⬇ 15% reduction	12/31/2035
	Renewable and low-carbon energy out of total energy use	7.5% usage	-	25% usage	12/31/2035
Water	Water withdrawal over 2019 baseline by 2035	⬇ 3.6% reduction	5% reduction	⬇ 10% absolute reduction	12/31/2035
Waste	Diverted from landfill	88.4% diverted	✓ 87% diverted	90% diverted	12/31/2035

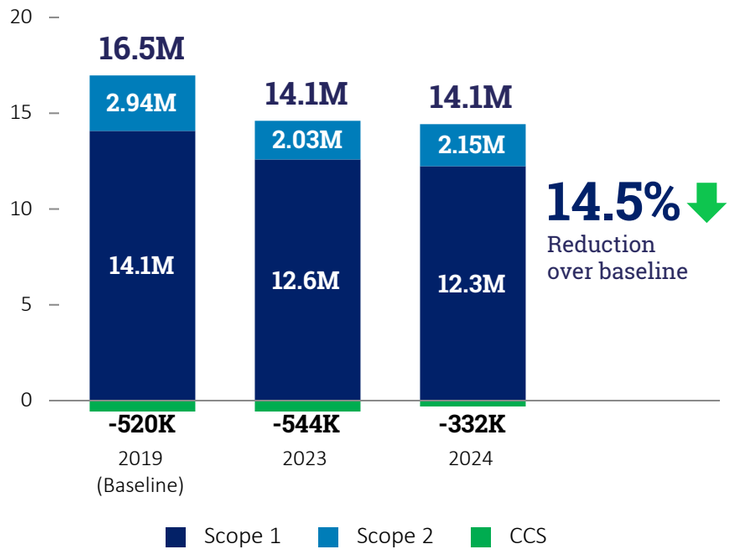
Carbon Footprint

ADM calculates its GHG inventory annually using an operational control consolidation approach, in accordance with the GHG Protocol. Primary sources of Scope 1 emissions include cogeneration, agricultural commodity drying and processing, and fuel consumption for ADM's fleet assets. Our Scope 2 emissions include those from purchased electricity and steam, with the inclusion of market-based instruments associated with renewable energy procurement. The current Scope 3 inventory includes Categories 1-5 and 10, with the majority of those emissions coming from Category 1: Purchased Goods and Services through ADM's sourcing of agricultural commodities.



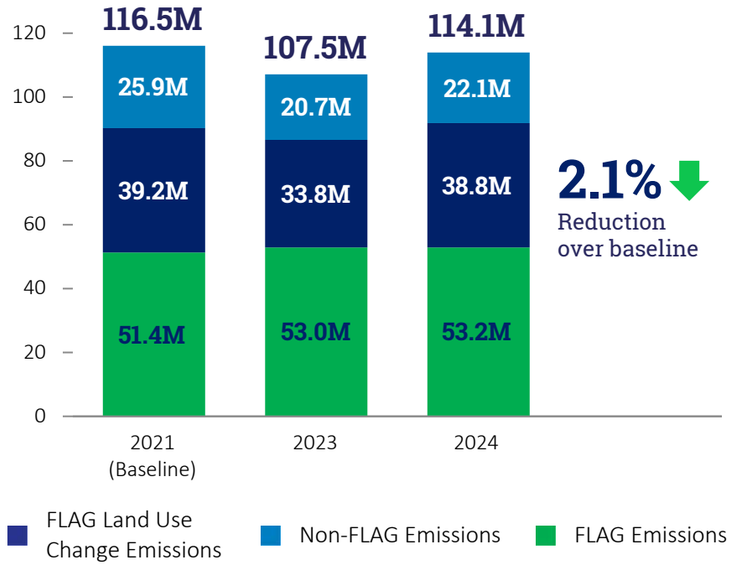
Scope 1 + 2 Emissions

We calculate and disclose both location-based and market-based Scope 2 emissions, using the market-based approach to measure progress for our Strive 35 reduction target. We also report the amount of CO_2 that is captured from our ethanol fermentation process in Decatur, Illinois, and permanently sequestered underground through our Carbon Capture and Storage (CCS) operations.



Scope 3 Emissions

Our annual Scope 3 inventory includes Categories 1-5 and 10: Purchased Goods and Services, Capital Goods, Fuel-and-energy-related Activities, Upstream Transportation and Distribution, Waste from Operations, and Processing of Sold Products. We also disclose the portion of our emissions in Category 1: Purchased Goods and Services, that are considered Forest, Land, and Agriculture (FLAG). This category is the largest share of our Scope 3 inventory and includes farm-level emissions from fertilizers, fuels, and other direct emission sources, as well as emissions from land-use change (LUC).



Scope 1 + 2 Carbon Reduction

Reducing emissions associated with our operations can reduce operating costs and translates to reductions in the carbon footprint of our products, an outcome that leads to further opportunities with new and existing customers. We are committed to achieving an absolute reduction in Scope 1 + 2 GHG emissions and are doing so through a combination of energy efficiency initiatives, low-carbon energy usage, and carbon capture and storage projects.

To align our carbon reduction strategy with industry standards, we publicly communicated our intent to have targets approved by the Science Based Target initiative (SBTi). Our commitment was published in April 2022, and in 2024, we submitted our near-term targets to SBTi and began the validation process. We continue to engage with SBTi, including through their net-zero standard consultation process, and remain committed to our reduction goals. We are assessing options and alternatives, and continue to work closely with our customers and partners to effectively communicate progress in this area.

GOAL

GHG Emissions

25% ↓

Absolute reduction

in Scope 1 + 2 GHG emissions over 2019 baseline by 2035

In pursuit of our Strive 35 reduction target, our 2024 efforts included the completion of several projects and continued progress on additional projects that will help us reach our goals. Highlights include:

ADM completed an agreement to install solar panels at our Global Research Center in Decatur, Illinois. The new solar installation is expected to be online in 2025 and will reduce Scope 1 + 2 GHG emissions by approximately 3,000 metric tons of CO_2e per year.

Project work continued to advance for the capture of biogenic CO_2 emissions from our Columbus ethanol plant operations. With implementation slated for 2026, the project will collect and deliver nearly 800,000 metric tons of CO_2 annually to an offsite permanent sequestration operation.

Permitting and engineering activities commenced for the development of Broadwing, the planned low-carbon steam and electricity plant in Decatur. Announced in 2023, this steam and power plant will supply low-carbon energy to ADM's Decatur Complex and is expected to be operational by 2029 with the potential to reduce upwards of 2,700,000 metric tons of CO_2e once fully operational.

Scope 3 Carbon Reduction

ADM's decarbonization strategy includes reducing Scope 3 emissions across our value chain and annually disclosing our inventory. Scope 3 emissions have been subject to evolving accounting methodologies and we continue to evaluate industry best practices, such as those in the GHG Protocol's Land Sector and Removals Guidance, which is expected to be published in Q4 2025.

The majority of our Scope 3 emissions are related to our purchases of agricultural commodities, including emissions resulting from on-farm activities and land-use change. To achieve our Scope 3 reduction goal, we are implementing our no-deforestation program, which will reduce land use change emissions, and we continue to expand our regenerative agriculture program, which provides incentives and support for farmers to adopt practices that can reduce on-farm emissions and sequester carbon in the soil. In 2024, our regenerative agriculture efforts reduced on-farm emissions by more than 1 million metric tons of CO_2e when compared to regional benchmarks, and models show sequestration of more than 363,000 metric tons of CO_2. To allow for changes over time and potential reversals of carbon sequestering practices, we maintain a buffer of participating acres that are calculated but not included in our reported totals. We also use satellite monitoring and traceability programs to achieve our no-deforestation objectives, reducing emissions resulting from land-use change. Because these emissions occur outside of our operational control, we will continue to engage our suppliers, customers, and industry organizations to improve data quality, guide sector-specific accounting guidance, and drive reductions through mutually beneficial programs.

Energy

Our Strive 35 program includes goals of improving the energy efficiency of our operations and increasing the usage of renewable and low-carbon energy. Renewable energy includes sources such as wind, hydro, and solar. Low-carbon energy includes zero- or low-emission sources such as biofuels, nuclear, natural gas with carbon capture and storage (CCS), and low-carbon hydrogen and ammonia.

Improving energy efficiency across our facilities brings cost savings, while increasing the usage of low-carbon or renewable energy allows us to meet the sustainability expectations of our customers. Together, these objectives further contribute to our sustainability strategy by driving Scope 1 + 2 GHG emissions reductions, leading to a less-carbon-intensive product portfolio.

Energy-related projects implemented in 2024 are expected to save more than 600,000 MWh per year. Key initiatives include:

- Completed upgrades at both our dry milling and wet milling operations at our Cedar Rapids corn complex, leading to projected facility-wide energy reductions of 150,000 MWh.
- Replaced desolventizer toaster dryer cooler (DTDC) systems at our oilseeds sites in Erith, UK, and Campo Grande, Brazil, leading to savings of 17,000 MWh and 3,300 MWh, respectively.
- Implemented heat recovery opportunities at our corn processing facility in Razgrad, Bulgaria, which is expected to reduce energy consumption by 25,000 MWh.
- Procured more than 681,000 MWh of renewable electricity.

Energy Treasure Hunts

Each year, ADM performs “Energy Treasure Hunts” to identify energy reduction opportunities within our facilities that will enable cost savings and feature short payback periods. In 2024, ADM held 13 of these events on-site at ADM locations and identified opportunities that could potentially yield over 850,000 MWh in energy reductions and $11.3M in cost savings with 75% of the opportunities having a payback period of less than two years. Previous Energy Treasure Hunts led to the implementation of projects in 2024 that are projected to save 114,000 MWh and $2.7M, demonstrating the effectiveness of the program and our team’s ability to execute on identified opportunities.

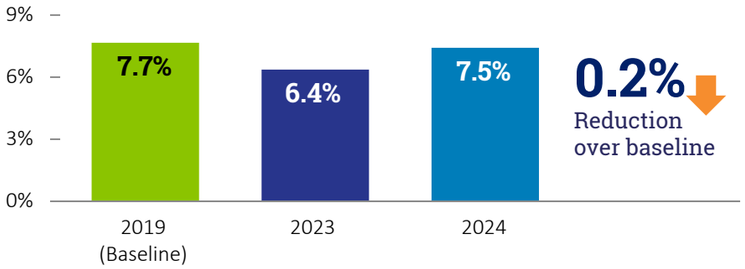
Building on the success of the internal program, ADM’s team has recently begun offering Energy Treasure Hunts as a service to our customers and their facilities. ADM’s Decarbonization Technical Centre in the EMEA-APAC region partnered with a key customer of our UK Milling business in 2024, resulting in the discovery of potential reductions in energy consumption and GHG emissions of almost 7% and 9%, respectively. More than 20 different energy-saving opportunities were uncovered with an average payback period less than three years. By extending our expertise to customers, we are strengthening and expanding existing relationships with key accounts while delivering real value to their operations.

GOAL

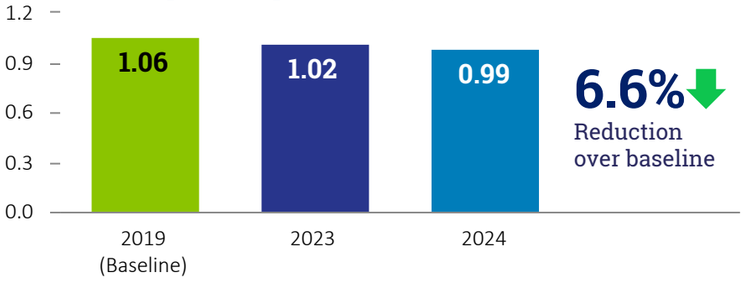
Energy
Increase low-carbon energy use to

25%
of total energy usage by 2035

Low-Carbon Energy
(% of total energy usage)



Energy Intensity
(MWh/ton of product produced)



Freshwater

ADM set a goal to achieve absolute water withdrawal reductions in our Major Water Users Group (MWUG), a collection of 41 of our largest sites that account for more than 95% of our global water usage. Our water withdrawal consists of municipal water, surface water, well water, and rain water. We exclude once-through cooling water from our water withdrawal disclosures and target because we return the water to its original location with only a change in temperature.

Water is a crucial resource for our facilities and for the communities in which we operate. We are committed to reducing our freshwater intake and improving our sites' water use efficiency through a strategy of reduction, reuse, and reclamation technologies and processes. As a global company, we have assets in water-stressed regions and continue to develop our strategy to address stewardship of these watersheds.

As part of our objective to develop a water strategy focused on improving community well-being in priority watersheds in 2025, we will be engaging an external water science and engineering firm to review and confirm the sites in scope for the strategy; develop and review project quantification methodologies and targets; and identify actions that we can take in support of these watersheds.

Water-related projects implemented in 2024 are expected to save more than 1,340,000 m^3 per year. Key initiatives include:

- Completed two major projects at our Cedar Rapids complex aimed at recapturing lost productivity in its reuse membrane system and repurposing flows for internal reuse, enabling potential savings upwards of 1,000,000 m^3 per year.
- Implemented operations improvements at our oilseeds plants in Valdosta, Georgia; Rondonópolis, Brazil; and Uberlandia, Brazil, that are expected to yield cumulative water savings of 58,000 m^3 per year.
- Made improvements to the boiler make-up water treatment system at our oilseeds facility in Windsor, Ontario, which could reduce water usage by approximately 14,000 m^3.

TARGET

Water
absolute reduction

10% ↓
in water withdrawal over 2019 baseline by 2035

Water Withdrawal
(million cubic meters)