



# Scaling Impact

2024 Corporate Sustainability Report



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**"Together with our partners and customers, we're scaling up and accelerating solutions to drive growth and secure our future."**

# CEO Statement

## Dear Stakeholders,

ADM's sustainability efforts in 2024 reflect our continuous, dedicated work to enable and support agriculture and farmers, drive innovation and long-term value, protect and strengthen vital supply chains, and serve our customers. I'm proud of ADM's progress this year and the momentum we're building toward our goals.

Sustainability is integral to ADM's growth strategy. Our business is deeply connected to the land, farmers and responsible stewardship, and has been for over 120 years. Healthy and resilient soil, water and air are the foundation for the crops that we transform into an unparalleled array of products. ADM's work supports farmers by creating value and global demand for products and practices that help feed the world, protect nature and enrich lives.

As a pillar of the global food system, we recognize our role in ensuring billions have access to the fundamental nutrition they need, and our opportunity to support sustainable solutions to meet the needs of a growing global population. In addition, consumer demand is evolving, and customers increasingly expect sustainably sourced products.

Among the year's sustainability highlights, ADM expanded our global regenerative agriculture program, increasing acreage and downstream partnerships with customers, to help strengthen soil health and ensure the long-term resilience of agriculture. The program grew to 5 million acres globally, surpassing our 2024 goal of 3.5 million acres and achieving our 2025 goal a year early. Farmers in the program reduced their GHG emissions by more than 1 million metric tons of CO<sub>2</sub>e and sequestered more than 363,000 metric tons of carbon in the soil.

We also continued enhancing the efficiency of our own footprint, reducing emissions and saving both energy and water as part of our Strive 35 strategy. In 2024, measuring over our 2019 baseline, we delivered a 14.5% reduction in our Scope 1 + 2 GHG emissions, 6.6% reduction in energy intensity and 3.6% reduction in water withdrawal.

Healthy ecosystems play a critical role in supporting agricultural resilience, and ADM progressed toward our target to achieve a deforestation-free supply chain by the end of 2025. We also remain committed to conversion-free supply chains in South America's high-risk biomes, helping to protect primary native vegetation.

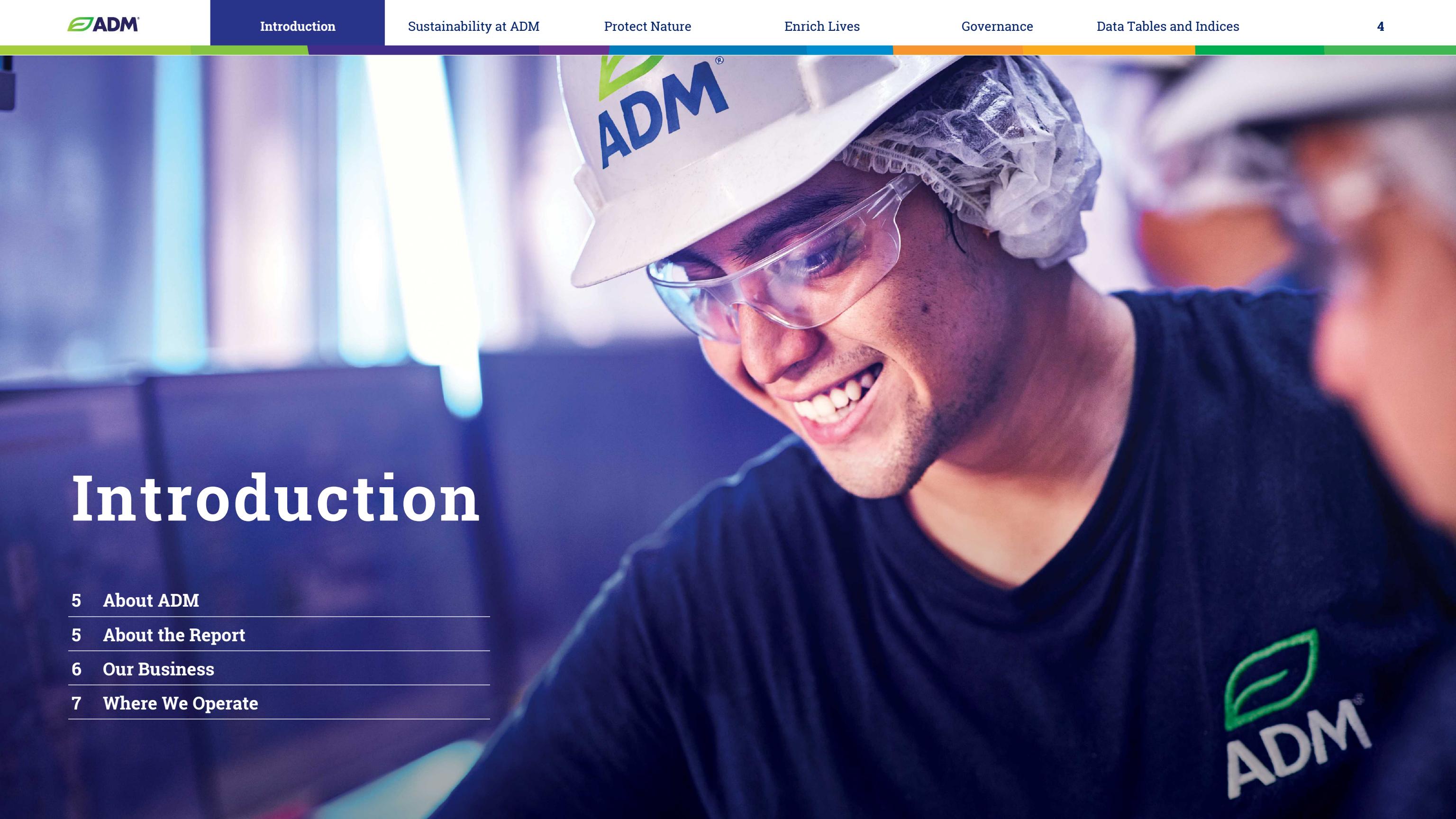
Of course, all of this work comes back to ADM's purpose: unlocking nature to enrich lives. We are committed to making a positive impact on the lives of our colleagues, our partners and the communities where we operate. This year, among other actions, we advanced our safety record, with a 31% year-over-year reduction in Tier 1 and 2 process safety incidents across our global network. ADM Cares, our corporate social investment program, also invested \$15.6 million in projects and organizations driving meaningful social, economic and environmental progress.

We know there's more to be done – and we can't do it alone. Together with our partners and customers, we're scaling up and accelerating solutions to drive growth and secure our future. I'm excited for the work ahead and confident ADM will meet the challenge.

Sincerely,

A handwritten signature in black ink that reads "Juan R. Luciano".

**Juan R. Luciano**  
Board Chair and CEO



# Introduction

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## About ADM

ADM unlocks the power of nature to enrich the quality of life. We're an essential global agricultural supply chain manager and processor, providing food security by connecting local needs with global capabilities. We're a premier human and animal nutrition provider, offering one of the industry's broadest portfolios of ingredients and solutions from nature. We're a trailblazer in health and well-being, with an industry-leading range of products for consumers looking for new ways to live healthier lives. We're a cutting-edge innovator, guiding the way to a future of new bio-based consumer and industrial solutions. And we're leading in business-driven sustainability efforts that support a strong agricultural sector, resilient supply chains, and a vast and growing bioeconomy. Around the globe, our expertise and innovation are meeting critical needs from harvest to home.

## About the Report

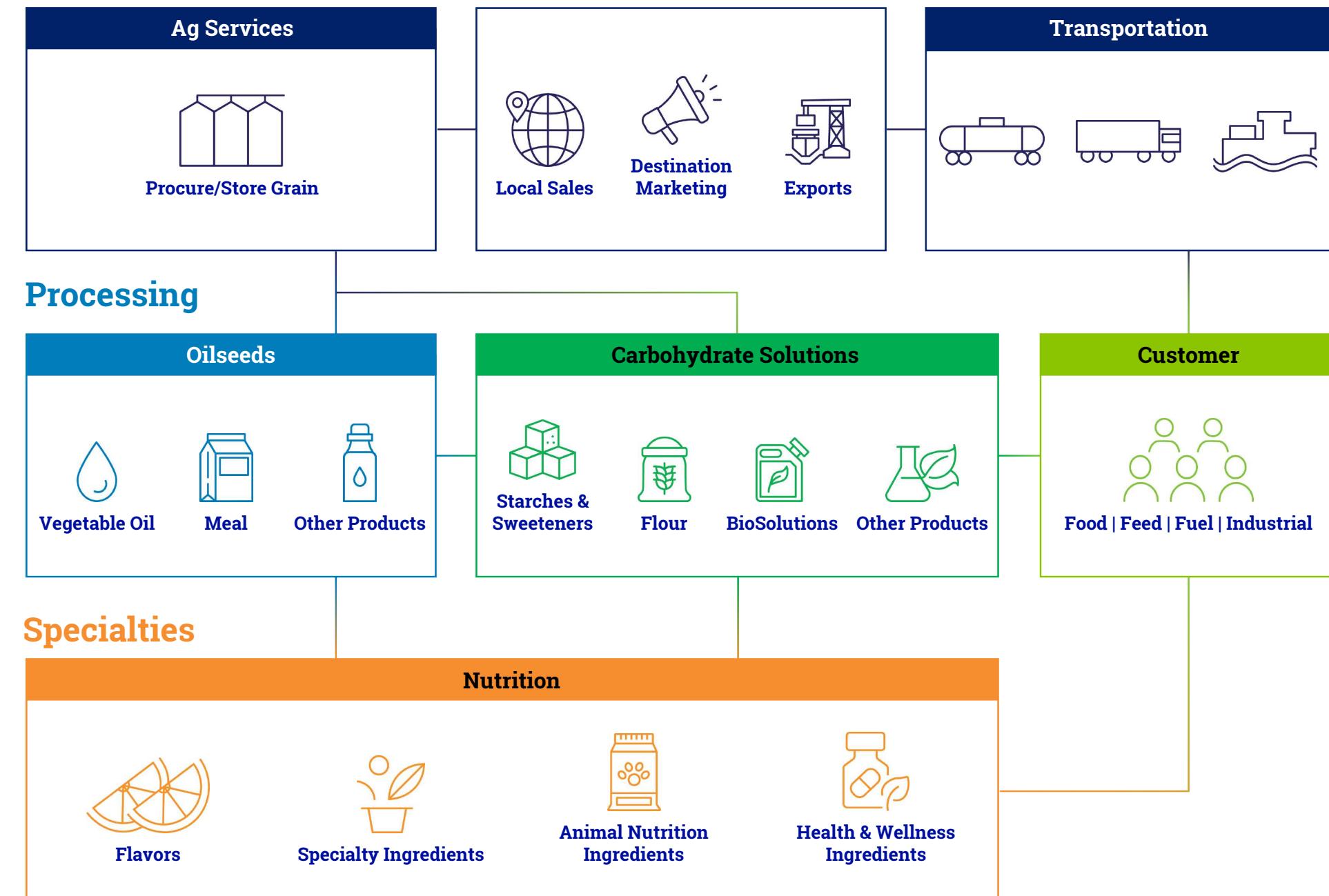
We are committed to reporting on our sustainability activities on an annual basis. This report highlights our activities and progress toward addressing key sustainability topics from January 1, 2024, to December 31, 2024. Informed by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD), our disclosures cover governance, strategy, risk and impact mitigation, and metrics and targets. We have included an index to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) at the end of the report.



# Our Business

ADM works with thousands of growers in the world's most productive agricultural regions to purchase millions of metric tons of crops each year. Our 44,000 employees work to transform many of those raw commodities into a broad array of products and ingredients serving our customers' needs in food, feed, fuel, industrial, and consumer product applications. ADM is able to efficiently distribute commodities and processed products virtually anywhere in the world with our integrated network of elevators, warehouses, terminals, and transportation fleet assets. ADM owns approximately 150 warehouses and terminals and has 68 innovation centers. We operate a transportation fleet consisting of 2,600 barges, 31,950 rail cars, 610 trucks, 1,740 trailers, 171 boats, and 23 ocean-going vessels, which allows us to move grain as needed in the event of extreme weather or political conflicts that may jeopardize food security. In 2024, we processed 18.5 million metric tons of corn and 35.7 million metric tons of oilseeds.

## Origination of Crops



# Where We Operate

North America



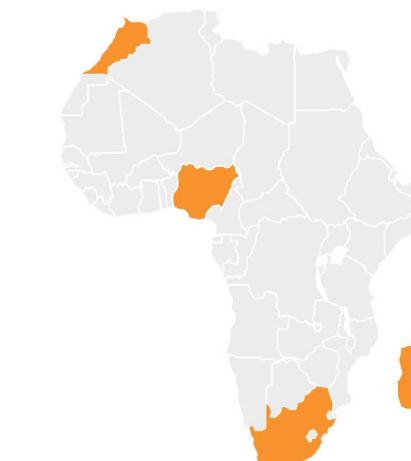
South America



Europe



Africa



Asia/Pacific



	PROCUREMENT	PROCESSING
Ag Services & Oilseeds	●	
Carbohydrate Solutions	●	●
Nutrition	●	●

**Key**



## 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

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# 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

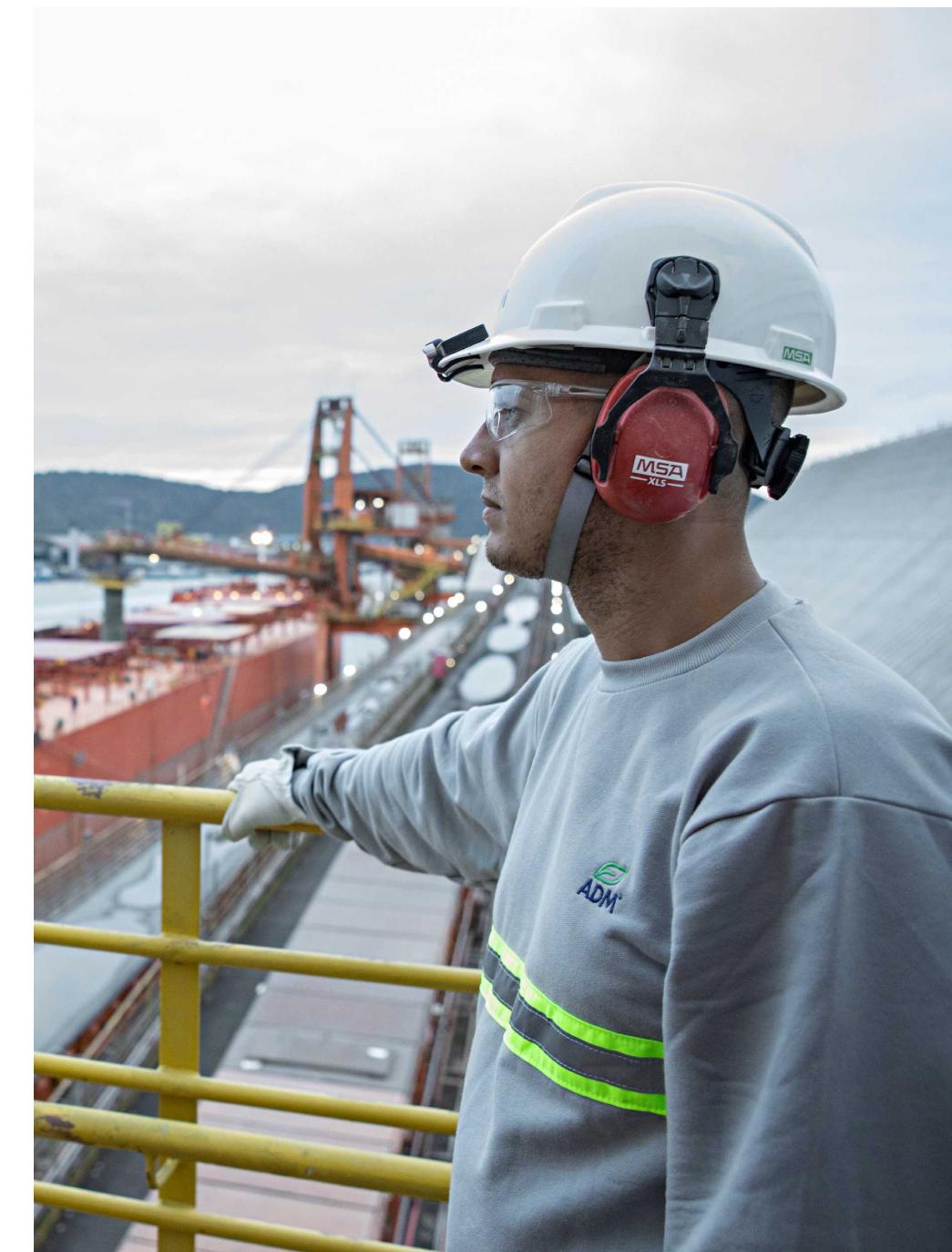
Sustainability risk management, including climate change and deforestation, is integrated into our multi-disciplinary, company-wide enterprise risk management (ERM) process. Each quarter, the ERM Sustainability subgroup and the ERM team review and report sustainability risks and related mitigation actions. 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](mailto: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.



# Protect Nature

**14 Environmental Strategy**

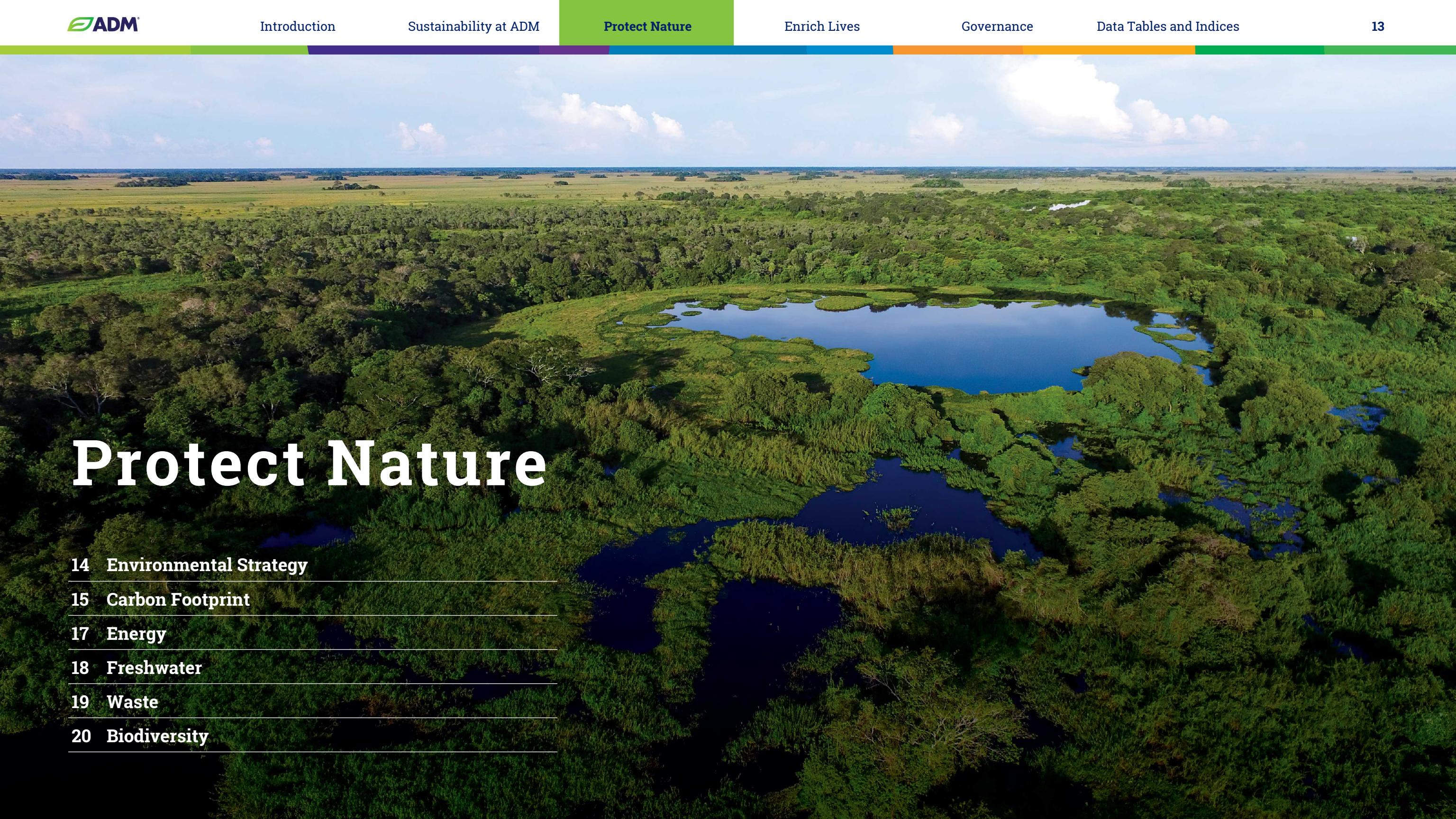
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# Environmental Strategy

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.

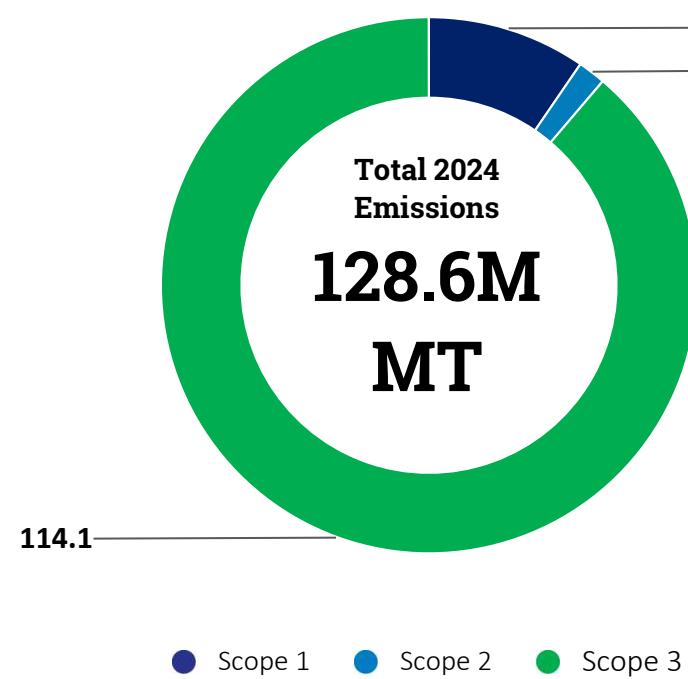
In addition to ADM's existing policies that articulate our environmental commitments, we also established a series of targets, known collectively as "Strive 35." First published in 2020, these targets measure our progress towards achieving our environmental strategy. Our Strive 35 environmental targets 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	<b>Scope 1 + 2 GHG emissions over 2019 baseline by 2035</b>	<span style="color: green;">⬇️ 14.5%</span> reduction	<span style="color: green;">✓ 1.5%</span> absolute reduction	<span style="color: green;">⬇️ 25%</span> absolute reduction	12/31/2035
	<b>Scope 3 GHG emissions over 2021 baseline by 2035</b>	<span style="color: green;">⬇️ 2.1%</span> reduction	-	<span style="color: green;">⬇️ 25%</span> absolute reduction	12/31/2035
Energy	<b>Energy intensity over 2019 baseline by 2035</b>	<span style="color: green;">⬇️ 6.6%</span> reduction	<span style="color: green;">✓ 6%</span> reduction	<span style="color: green;">⬇️ 15%</span> reduction	12/31/2035
	<b>Renewable and low-carbon energy out of total energy use</b>	<span style="color: green;">7.5%</span> usage	-	<span style="color: green;">25%</span> usage	12/31/2035
Water	<b>Water withdrawal over 2019 baseline by 2035</b>	<span style="color: green;">⬇️ 3.6%</span> reduction	<span style="color: green;">5%</span> reduction	<span style="color: green;">⬇️ 10%</span> absolute reduction	12/31/2035
Waste	<b>Diverted from landfill</b>	<span style="color: green;">88.4%</span> diverted	<span style="color: green;">✓ 87%</span> diverted	<span style="color: green;">90%</span> diverted	12/31/2035

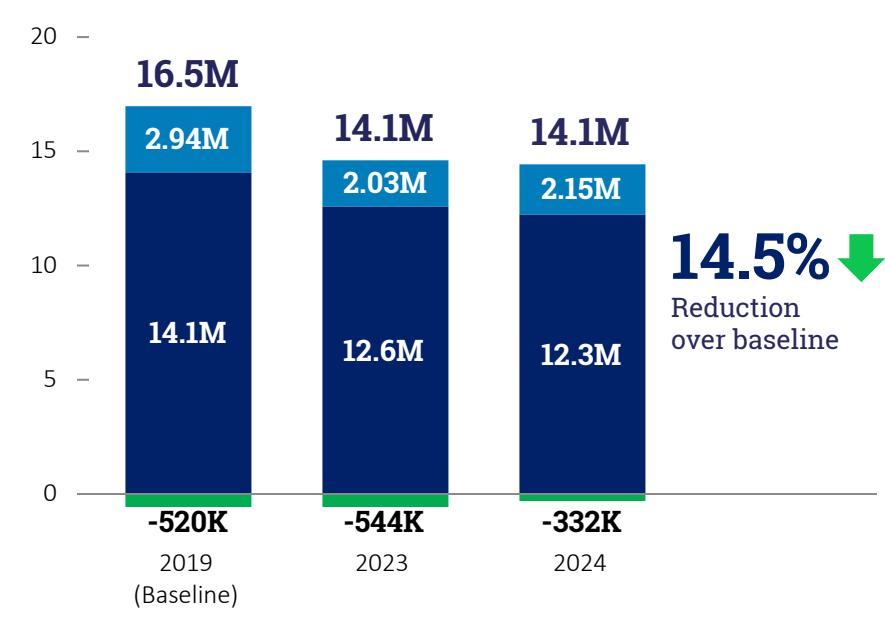
# Carbon Footprint

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.



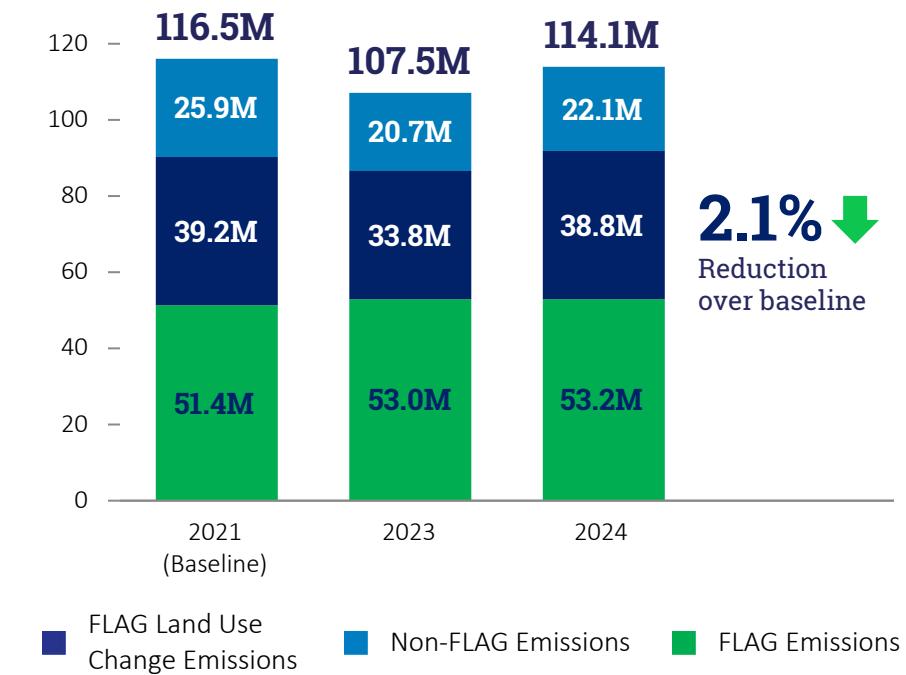
## Scope 1 + 2 Emissions

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<sub>2</sub> 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<sub>2</sub>e per year.



Project work continued to advance for the capture of biogenic CO<sub>2</sub> 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<sub>2</sub> 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<sub>2</sub>e 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<sub>2</sub>e when compared to regional benchmarks, and models show sequestration of more than 363,000 metric tons of CO<sub>2</sub>. 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.



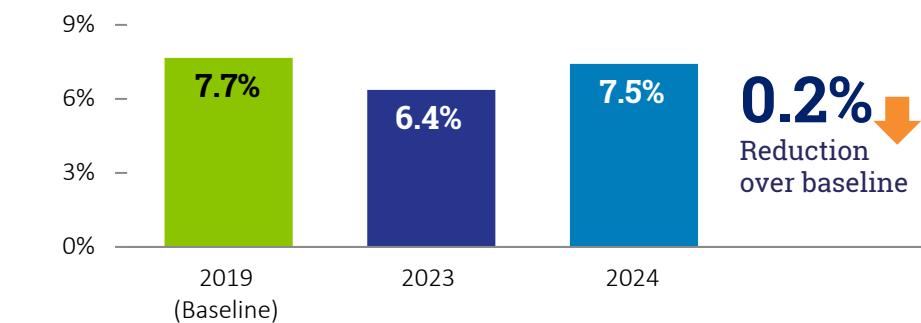
**GOAL**

**Energy**  
Increase low-carbon energy use to

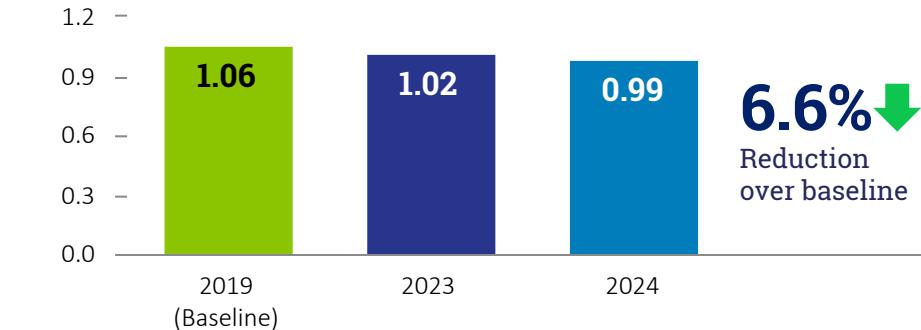
**25%**

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<sup>3</sup> 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<sup>3</sup> 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<sup>3</sup> 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<sup>3</sup>.

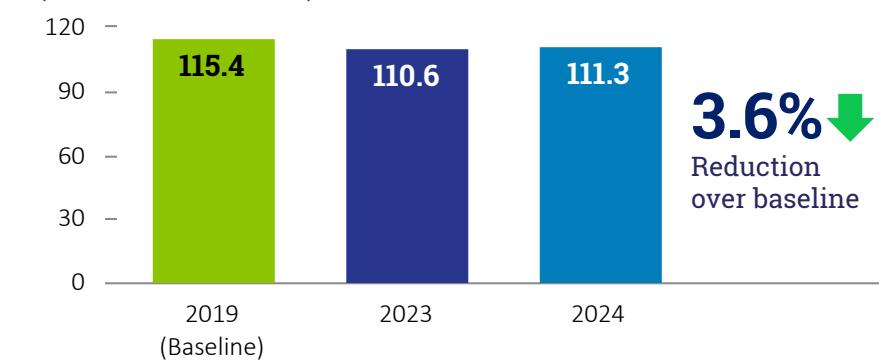


**TARGET**

**Water  
absolute reduction**

**10%**   
in water withdrawal over 2019 baseline by 2035

**Water Withdrawal**  
(million cubic meters)



# Waste

Focusing on reducing the amount of operational waste we generate and increasing the waste diversion rate has spurred innovative resource efficiency improvements and strategic partnerships that promote beneficial reuse. Uncovering opportunities for internal reuse of waste streams enables value creation for ADM. For materials that ADM cannot repurpose internally, our colleagues work to identify local organizations that can utilize these waste streams for further applications such as composting, animal feed, or energy recovery. These efforts promote circularity in our value chain while contributing to Scope 3 GHG reductions related to operational waste.

## Our efforts in 2024 include the following highlights:

- Our biodiesel plant in Joaçaba, Brazil, implemented process improvements to reduce contaminants in filter cake and effluent treatment plant sludge, allowing the materials to be reclassified for use as soil amendment and a source of bioenergy, diverting 350 metric tons per year from landfill.
- ADM's wheat milling facility in Cleveland, Tennessee, installed a new railcar vacuum system to collect waste flour, which can be blended with ADM's animal feed products. As a result, the site received ADM's internal Strive Award for this innovative practice that diverts approximately 2,000 metric tons per year from landfill.
- ADM's North American waste vendor management company helped assist our Fostoria, Ohio, oilseeds plant in locating a composting partner that can process the site's organic waste. Their operation now processes 600 metric tons of ADM's waste, such as scrap soybean pods, hulls, and meal, per year.

## Investment Recovery Program

ADM's Global Procurement organization continued to yield cost savings, reduce waste, and promote reuse across the company through our best-in-class investment recovery program. The program, originally launched in 2020 and now deployed globally, provides our network of manufacturing locations, crop procurement facilities, and corporate offices a structured and standardized process coupled with enabling technologies to identify surplus and idle assets; create internal visibility to those assets to transfer and reuse wherever possible; recycle those assets if appropriate; or monetize the surplus assets.

Since 2020, the program has facilitated approximately 9,400 internal transfers, and in 2024, it generated \$2.7M through the external sale of assets. By redirecting assets that would otherwise be disposed of, the investment recovery program creates financial value for ADM while supporting our Strive 35 goal of a 90% landfill diversion rate. The reduction in waste also reduces our Scope 3 GHG emissions that would result from operational waste and avoids additional Scope 3 GHG emissions that would be associated with the procurement of new assets.

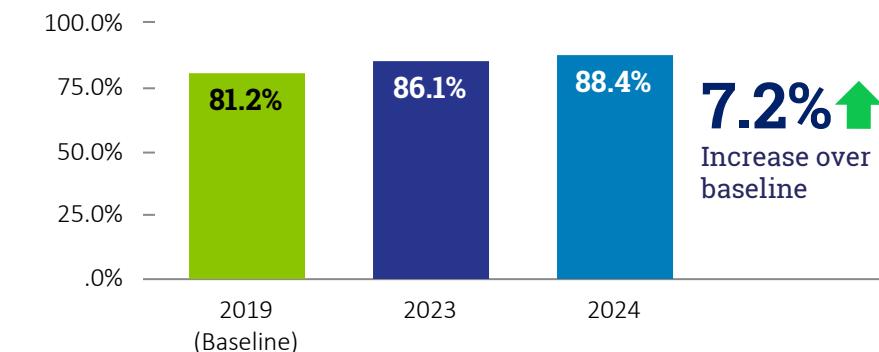


**TARGET**

**Waste diverted from landfill**

**90%**

## Landfill Diversion



# Biodiversity

The protection of biodiversity is a crucial component of maintaining resilient and productive agricultural systems.

When farmers have the time and resources to focus beyond daily operational demands, they can prioritize enhancing biodiversity across their land. With fewer constraints, they can thoughtfully design more diverse crop systems, establish habitats for pollinators, improve soil health, and integrate practices like cover cropping and agroforestry that foster ecological balance. What once seemed like an ideal becomes practical and actionable when farmers are empowered to focus on the land's long-term vitality.

That's why our regenerative agriculture program, small holder engagement, and no-deforestation efforts are a key way for ADM to support biodiversity.

Maximizing biodiversity

Protecting forests

Reducing food insecurity

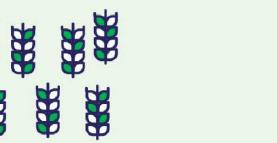
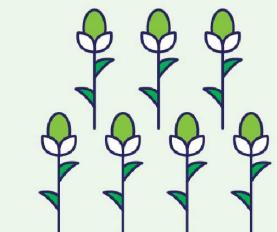
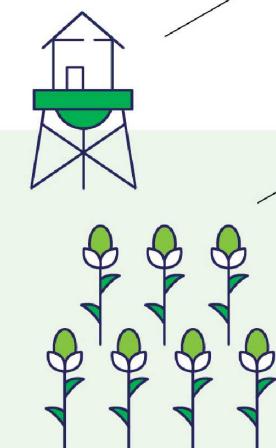
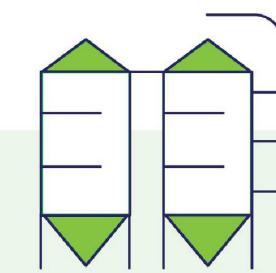
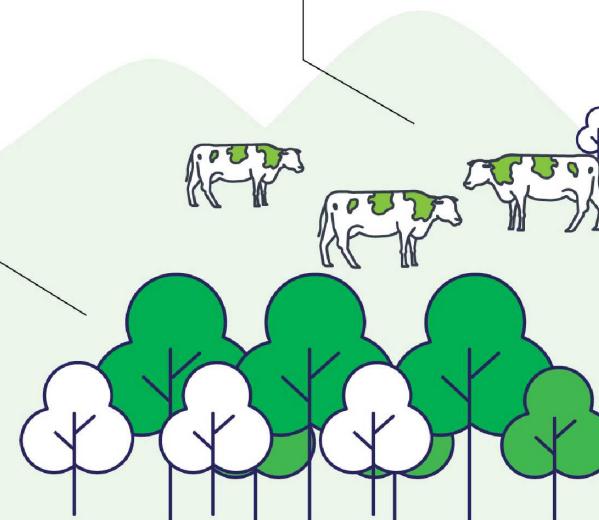
Conserving biodiversity

Protecting water quality

Using cover crops

Improving soil health

Continuously covering soil



Supporting local economic development

Protecting farmer health and safety

Providing farmers with education, technical support, financial incentives, and more

Minimizing soil disturbance and maintaining living roots in soil

Practicing reduced or no tillage

Responsibly managing inputs like nutrients and pesticides

Using Integrated Pest Management

## No-Deforestation

Preserving existing habitats through the avoidance of deforestation in agricultural supply chains helps protect biodiversity and high-carbon-value landscapes. We created our first no-deforestation policy in 2015. In 2021, we announced our aim to eliminate deforestation from all of our supply chains by 2030, aligned with the United Nations' New York Declaration on Forests. The following year, we announced an accelerated target date of December 31, 2025, which is included in our [Policy to Protect Forests, Biodiversity, and Communities](#).

Our approach to achieving this goal is grounded in a robust due diligence process, informed by the Accountability Framework initiative (AFI) operational guidance and sectoral and industry standards. We are working to establish a robust due diligence plan that identifies high risk supply sheds, quantifies sourcing volumes in those areas, and monitors land use change in those areas for deforestation, and in 2024, we engaged a consulting firm to conduct a desktop assessment of deforestation risks in our supply chains. This assessment utilized satellite data and quantitative analysis to identify additional areas at high risk of deforestation.

For high-risk supply chains, our no-deforestation program includes training, traceability, mapping, monitoring, verification and reporting.

### Training

Throughout 2024, we worked with our sourcing teams to ensure full awareness and understanding of our policy and potential supply chain risks.

### Traceability

For high-risk supply chains, we worked to establish traceability to the mill, silo, or collection point and/or the village, district, sourcing region or port.

### Mapping

Beginning in 2024 and continuing in 2025, we are working to map the crop production areas alongside published databases of known deforestation events from the USDA, FAO, and National Geographic.

### Monitoring

In 2025, we will continue to develop monitoring systems to ensure visibility in high-risk sourcing areas. Satellite monitoring will play a key role in ongoing due diligence, which will allow us to ensure we are not contributing to deforestation through our sourcing. As concerns are raised within our sourcing areas, we will maintain close alignment and collaboration with our supply chain partners.

### Verification

In 2025, we will engage a third-party certification body to verify our methodology and results to confirm the risk of deforestation in our supply chains is negligible.

### Reporting

To maintain transparency, we will publish updates on our due diligence program and progress against our goals on an annual basis. We continue to implement our no-deforestation action plans and programs to address our palm oil and South American soy supply chains. Please find our annual progress updates for these supply chains on our [Sustainability Policies & Reports](#) page on our website.

### Non-Compliance

While we work to establish this robust due diligence process to ensure we are not sourcing from deforested areas, instances of non-compliance could be possible. All incidences will be

investigated in accordance with our [Grievances and Resolutions Protocol](#) and any supplier found to be out of compliance with our policy will be addressed through our [Managing Supplier Non-Compliance Procedure](#).

### EUDR

In preparation for the European Union Deforestation Regulation (EUDR), we have taken significant steps to ensure compliance and maintain our suppliers' access to important global markets. We continue to work with stakeholders, including farmers, suppliers and governments across supply chains and regions. Our capabilities, powered by our relationships with farmers and suppliers around the globe, will ensure we can continue to give farmers the choice and the opportunity to add value by supplying global markets, while meeting our customers' needs.

### No-Conversion

In 2023, ADM commissioned an assessment of potential climate impacts related to the conversion of primary native vegetation linked to our commodity supply chains in South America. This assessment led to the development of our no-conversion commitment: we aim to have all our direct supply chains free of conversion of primary native vegetation by the end of 2025, and indirect supply chains by the end of 2027. This commitment is applicable to the defined high-risk areas of the Brazilian Amazon, Cerrado, and Pantanal, as well as the Paraguayan and Argentinian Chaco. We have adopted December 31, 2025 as our cut-off date for conversion, and we aim to have systems in place to demonstrate compliance by the target dates. As we approach the cut-off date, we will continue to expand monitoring efforts and will engage and educate our suppliers on our sourcing requirements in order to achieve these commitments.

## Regenerative Agriculture

Regenerative agriculture is an outcome-based farming approach that protects and improves soil health, biodiversity, climate, and water resources while supporting market opportunities and increased value for farmers. Regenerative agriculture is adaptive to local physical conditions and culture and is based on five principles of land management:

- Minimizing soil disturbance
- Maintaining living roots in soil
- Continuously covering soil
- Maximizing biodiversity — crops, soil microbes, pollinators
- Responsibly managing inputs — nutrients, pesticides, etc.

At ADM, we often say that everything starts with the farmer. That is certainly true for successful implementation of regenerative agriculture programs. We meet farmers where they live, both figuratively and literally. We focus on supporting their efforts through flexibility, ease of entry, third-party expertise, and community support.

We work with partners spanning the value chain, connecting farmers to end customers, technology providers, and technical experts. All of our partners have a role to play, and all come together with an understanding that this work benefits all stakeholders.

In 2024, our regenerative agriculture efforts focused on retaining participating farmers, expanding practice adoption, and rolling out projects in additional geographies. For 2024, we had a goal to engage 3.5 million acres. We are proud to announce we engaged

more than 5 million acres, surpassing our 2024 goal and achieving our 2025 goal a year early.

### North America



In 2024, we expanded to more than 4.7 million acres covering corn, soy, wheat, canola, sorghum, cotton, and peanuts. We also expanded the program to include edible beans.

### EMEA



In EMEA, we have expanded our program to more than 80,000 acres, including wheat and canola in Poland, soy in Serbia, and wheat, barley, and canola in the United Kingdom.

### South America



In 2024, we continued efforts with peanut farmers on more than 24,000 acres in Argentina and soy farmers in Brazil covering more than 61,000 acres.

### APAC



In 2024, we continued our smallholder program in India, engaging farmers across 90,000 acres. We also launched a new project in Australia for cotton that will have its first harvest in 2025.

## Outcomes

In 2024, our regenerative agriculture projects:



**Reduced our Scope 3 GHG footprint by more than 1,000,000 metric tons of CO<sub>2</sub>e.**



**Sequestered more than 363,000 metric tons of CO<sub>2</sub>e.**

More information can be found in our Regenerative Agriculture Report on our [website](#).



## Responsible Pesticide Management

We recognize that pesticide use in the agricultural sector has led to concerns regarding the potential for unintended environmental and health impacts. We also recognize that an estimated 45% of crop production worldwide is lost to pests annually. While we do not own farms and generally cannot mandate practices, we do strive to work with farmers across our diverse global supply chains to support sustainable practices that substitute natural controls for some agrochemicals, foster ecosystem balance, reduce GHG emissions, and mitigate crop losses.

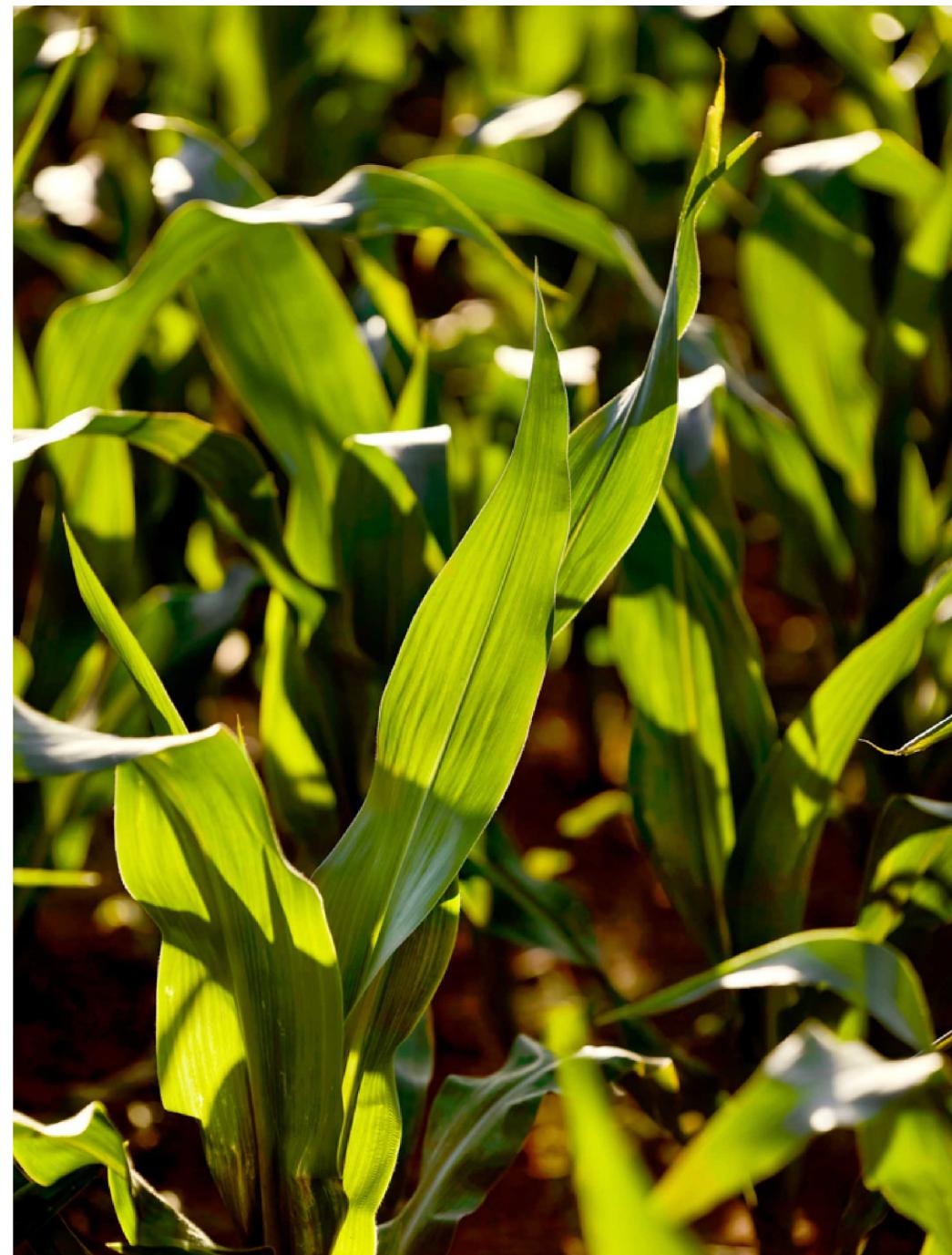
We engage with farmers around the world on implementing sustainable and regenerative agricultural practices, including Integrated Pest Management (IPM) principles, cover crops, and companion crops. IPM is designed to reduce risks to health and the environment through the design and implementation of a plan to prevent and manage pest damage by the most economical means with the least possible hazard to people, property, and the environment. Cover crops and companion crops can help protect crops from pests by supporting improvements in soil health and increasing beneficial predatory insects.

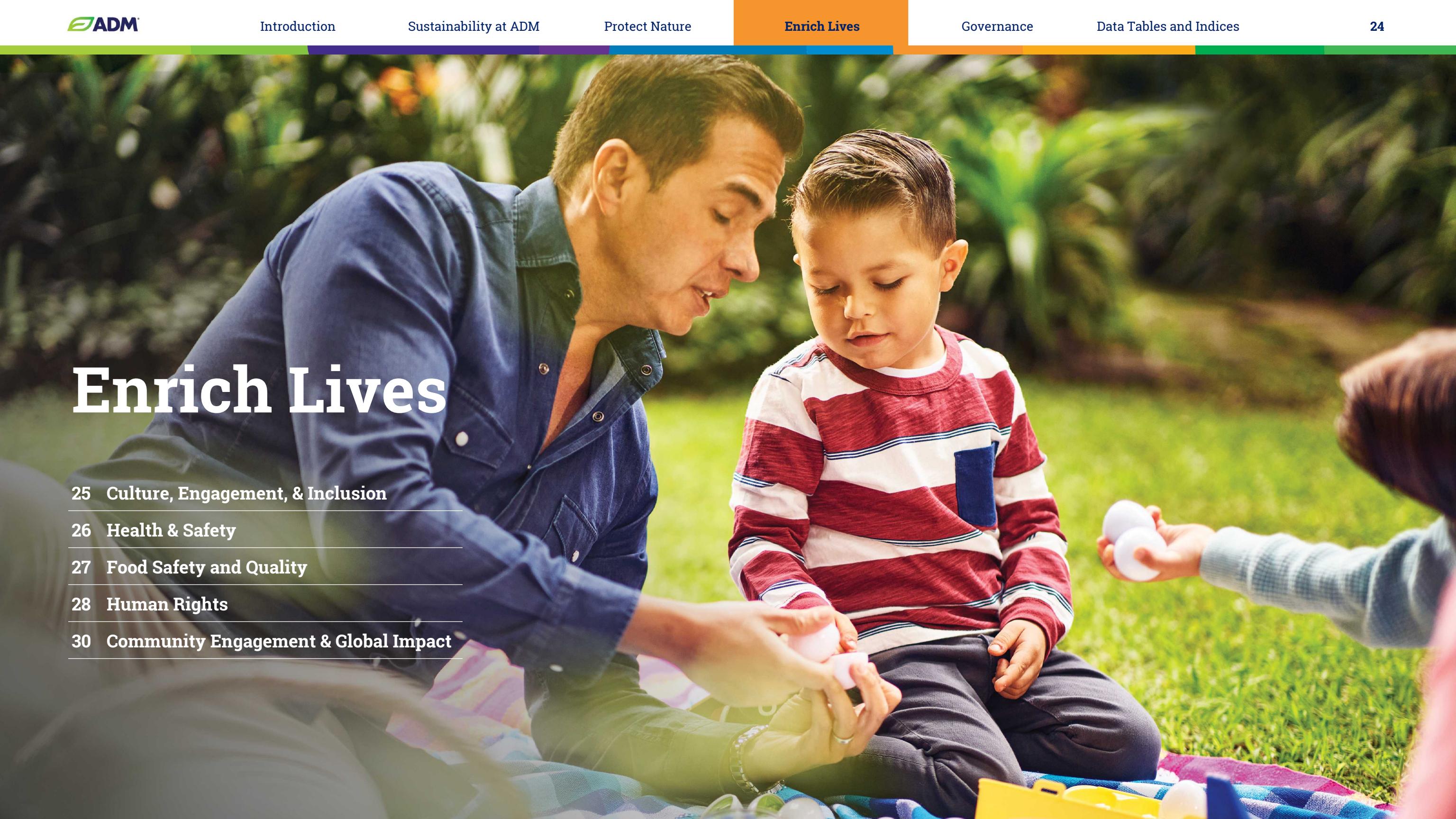
We source commodities from several programs with components that specifically impact pesticide usage, such as regenerative agriculture, ADM Responsible Soy, International Sustainability and Carbon Certification (ISCC), Roundtable on Sustainable Palm Oil (RSPO), and Round Table on Responsible Soy (RTRS) programs. We are also supporting the adoption of cover crops, companion crops, and/or the development, implementation, and monitoring of IPM plans.

In 2024, we sourced volumes from programs that specifically focus on pesticide management techniques and practices as follows:

	METRIC TONS
<b>Canola</b>	3,810,000
<b>Corn</b>	10,700,000
<b>Cotton</b>	54,700
<b>Palm</b>	236,000
<b>Peanuts</b>	309,000
<b>Sorghum</b>	34,900
<b>Soybeans</b>	4,760,000
<b>Sunflower</b>	37,000
<b>Wheat</b>	1,560,000
<b>Other</b>	52,900

In addition to this global sourcing effort, we are taking steps to identify pesticide usage in our key supply regions. Because pesticides vary in intensity, we need a more robust measurement than application volume to adequately evaluate pesticide usage. The Environmental Impact Quotient (EIQ) calculator, developed by Cornell University, provides data regarding the environmental and health impacts of pesticide options. In 2024, we gathered pesticide data from over 3,000 farmers in the U.S., and in 2025, we will use the EIQ tool to develop insights into pesticide usage in this region.



A photograph of a man and a young boy sitting on a blanket in a park-like setting. The man, wearing a blue button-down shirt, is smiling and looking down at the boy. The boy, wearing a red and white striped shirt, is focused on a pink Easter egg he is holding. In the background, another person's hand is visible holding a white Easter egg. The scene is bright and sunny.

# Enrich Lives

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# Culture, Engagement, & Inclusion

ADM is a truly global company of 44,000 employees working together to achieve extraordinary results connected to our purpose of unlocking nature and enriching life.

Our talented colleagues can be found in a wide variety of roles - including front-line employees who enable the production of ADM's products, R&D professionals who innovate to deliver science-backed solutions from nature, supply chain experts who deliver to customers all over the world, engineering teams who continuously improve our manufacturing operations, sales and commercial teams who work closely with customers, and so many more.

Our culture is grounded in the values of integrity, respect, excellence, resourcefulness, teamwork, and responsibility. We believe that cultivating an inclusive culture of care and continuous learning for our colleagues is a critical lever to help ADM to continue innovating, driving growth through customer focus, and delivering outstanding performance for shareholders.

ADM provides opportunities for all members of our diverse, global workforce to make meaningful contributions to the company's success. We continually provide development opportunities to our colleagues to build skills and experiences that help to deliver our strategy. This is done through formal learning programs, on-the-job development, as well as structured mentoring and coaching programs available globally.

In 2024, ADM conducted an all-colleague listening survey to measure colleague perspectives on engagement, enablement, and

inclusion. The insights from this survey served as an input to a new quarterly cultural scorecard that tracks various measures - including new joiner sentiment, employer brand sentiment, employer brand reputation, and attrition. These efforts support our ability to effectively measure the impact of culture on business results.

ADM's Global Week of Understanding is a signature week-long investment focused on continuous learning and strengthening our culture. The week features keynote presentations, training

programs, roundtable sessions, and onsite activities that foster an environment where all can thrive, and diversity of perspectives are harnessed to fuel innovation and growth.

ADM's Employee Resource Groups (ERGs) are voluntary, employee-led groups where colleagues with shared experiences or interests can come together to build a sense of community and engage in personal and professional development. Our ERGs are open to all employees and offer forums that foster collaboration, connection, and learning.



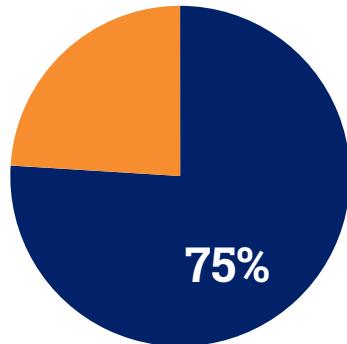
# Health and Safety

## Employee Safety

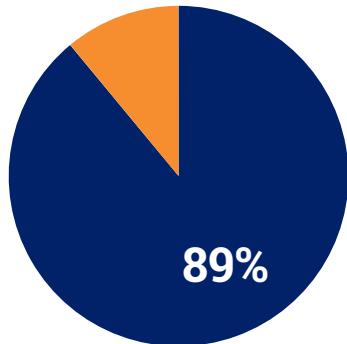
ADM is committed to a safe and reliable culture that protects our people and processes. By fostering a highly engaged workforce that is proactive and relentlessly focused on risk reduction, we aim to ensure that every colleague returns home safely to their families and the things that matter most.

In 2024, 75% of our sites completed the year with zero injuries and approximately 89% with no lost-workday injuries. Our colleagues delivered a year-over-year reduction of 31% in tier 1 and 2 process safety incidents. In addition, our Decatur complex achieved significant safety improvements in 2024 with no serious injuries.

Sites with Zero Injuries



Sites with Zero Lost-Workday Injuries



Globally, we had one ADM colleague fatality and nine serious injuries. We continue to take steps to further enhance our workplaces through occupational safety and process safety

improvements with a goal of zero fatalities. Through the guidance of the Environmental, Health, and Safety Technology Center, we are advancing impactful safety initiatives, including:

- Driving excellence in Life-Critical Standards
- Encouraging proactive use of Stop Work Authority
- Expanding Total Process Safety training at all organizational levels
- Providing focused support to our highest-risk sites

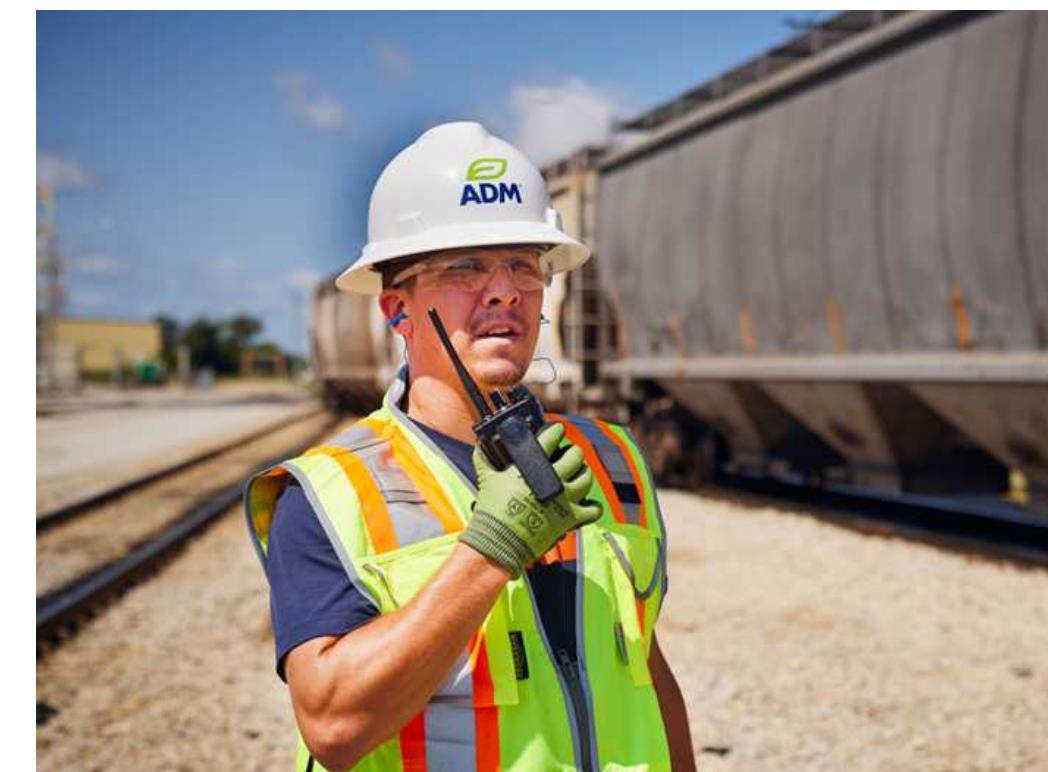
As defined by OSHA, we track and report our annual Total Recordable Incident Rate (TRIR) and Lost Workday Incident Rate (LWIR), based upon the number of incidents per 100 employees (or per 200,000 work hours). In 2024, the TRIR and LWIR values were 0.69 and 0.23, respectively, excluding unsupervised contractors.

Looking ahead to 2025, ADM is focused on efforts to reduce serious injuries and total recordable injury rate. We are no longer tracking safety performance against a 2020 baseline. Instead, we are exploring new targets that are aligned with industry best practices and that support actions and behaviors that will allow us to continue to improve. We are also developing an incident severity index that will allow for a meaningful comparison of incidents across geographies and over time.

## Employee Health Programs

ADM continues to provide access to several virtual health support programs for our colleagues. In 2025, our digital health partner, Hinge Health, will begin offering Women's Pelvic Health Programs

at no cost to our colleagues and/or their spouses who are enrolled in an ADM medical plan. Additionally, access to Hinge Health can help employees suffering from muscle or joint pain. Participating colleagues can work with a virtual care team to assess and develop a personalized exercise plan, reduce pain, and find physical therapists. We also provide mental health support through TELUS Health, weight management support through Wondr Health, hypertension and diabetes care through Teledoc Health, and a smoking cessation program in partnership with the American Cancer Society Quit for Life® program.



# Food Safety and Quality

We believe food is fundamental to quality of life, and expanding access to nutrition is a foundational piece of how we fulfill our purpose. The safety and security of our world's food and feed supply chains are of critical importance to that work. That's why at ADM, we continually review and improve our food safety systems and procedures, including good manufacturing practices for human and animal food. We also develop and implement risk-based preventive controls and critical control points for human food based on hazard analysis. Our facilities, processes, and procedures undergo regular evaluation to assess the risk of product contamination, and we implement a variety of safeguards and security concepts to reduce those risks. We built our Food Safety and Quality program to continually drive toward safety, center on customers and focus on quality.



Food Safety Driven



Customer Centered



Quality Focused

## Food Safety Driven

Utilizing our customized "Integrated Risk Management" application, we are able to proactively monitor and provide focused support across the organization through subject matter expertise, resources, and global verification procedures to ensure conformity to strict food safety standards.

In 2024, ADM increased our number of sites certified under Global Food Safety Initiative (GFSI) schemes to a total of 330.

## Customer Centered

Our Quality and Food Safety Center of Excellence keeps the customer at the center of all we do. Whether an internal or external customer, we strive to provide the highest quality product and service. Tools such as our Quality Management System (QMS) help to align everyone on best practices to ultimately satisfy all of our customers.

## Quality Focused

In September 2024, we held our fifth annual Global Food Safety Week for our colleagues around the globe to provide a dedicated time to refresh knowledge of best practices and refocus on the program. The theme this year was "Quality in Customer Excellence" to highlight the fact that quality is truly the key to achieving excellence in serving our customers. We hosted

activities to reinforce and educate our team on the critical role that quality plays when it comes to our customers and to reinforce ADM's culture of Food Safety and Quality. In 2024, we continued to create dynamic and engaging training targeted to our colleagues in various departments to highlight the link between all roles and Food Safety and Quality outcomes.

## Safety and Quality Drive Innovation in Rapid Mineral Testing

The "Method Tool for Mineral Control" project, based in Tepatitlán, Mexico, has made significant strides thanks to an internal cross-functional team. This initiative focused on developing a rapid mineral testing method to enhance quality control and consistency in premixes. This project is crucial to ADM's commitment to enhancing the quality and safety of our products. The new rapid testing method advances our goals of safety and quality, focusing on people, food, and feed. The new method is faster and more efficient than traditional approaches, with reduced preparation and analysis times; delivers reproducible, constant values; can analyze up to 90 minerals on the periodic table; and requires no chemical reagents.

# Human Rights

## Salient Risks

ADM engaged with a third-party organization to conduct a formal salience assessment, evaluating human rights risks across our entire value chain, regardless of the scale or the far-reaching nature of the issue.

Open dialogue among ADM teams, affected communities, and NGOs helped determine the salient risks within our supply chain based on the likelihood of occurrence and severity of the potential impacts on people and their communities.



Child Labor



Forced Labor



Gender  
Discrimination



Health & Safety



Impacts on  
Communities



Just Transition in  
Agriculture



Living Wages

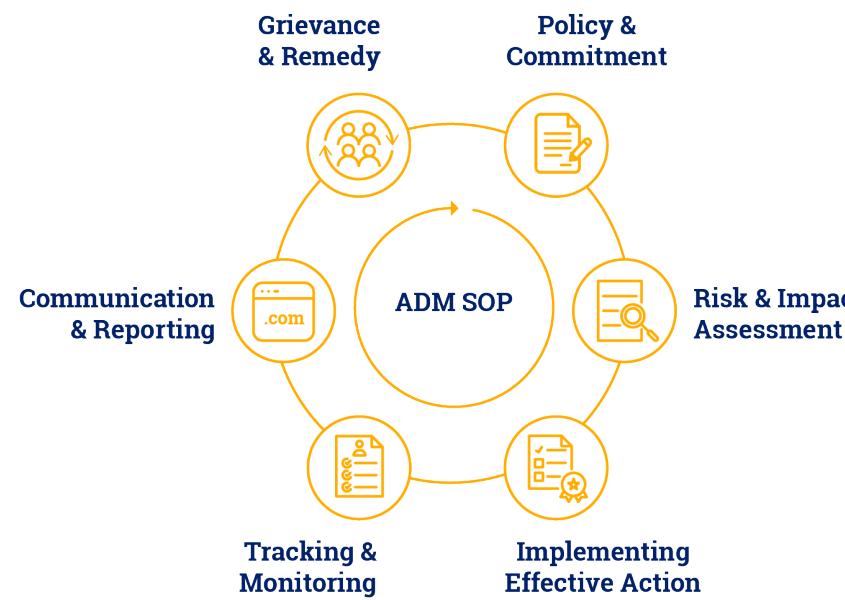
Recently, we incorporated the findings of the salience assessment into our supply chain due diligence process to enhance the accuracy of our risk assessment. The integration allows a systematic identification of high-risk geographies, commodities, and suppliers, helping to mitigate potential negative impacts.



## Supply Chain Due Diligence

ADM's Human Rights Due Diligence Framework provides a clear guide for identifying, preventing, resolving, and mitigating the negative impacts on people and the environment within our supply chains. It is based on the United Nations Global Compact (UNGC) Framework and the United Nations Guiding Principles on Business and Human Rights.

In 2024, we performed a human rights risk assessment based on the social risks associated with sourced commodities and the salient risks in the country of origin of the commodities.



Our [Supply Chain Due Diligence Report](#) summarizes our efforts and highlights case studies that illustrate some of the many actions that we take to prevent and mitigate identified risks. Our actions work to improve the livelihood of communities, promote fair labor conditions, and unlock the potential of local suppliers.

## Grievance Mechanism

ADM offers two channels for reporting human rights concerns regarding noncompliance with ADM's policies, local laws, and regulations.

Interested stakeholders can contact the [ADM Way Helpline](#) and anonymously submit questions or concerns regarding our [Code of Conduct](#) and business ethical standards. Additionally, we welcome external parties, including individuals, government organizations, and non-governmental organizations to send any concerns regarding the [Policy to Protect Forests, Biodiversity, and Communities](#) and our [Human Rights Policy](#) through email to responsibility@adm.com.

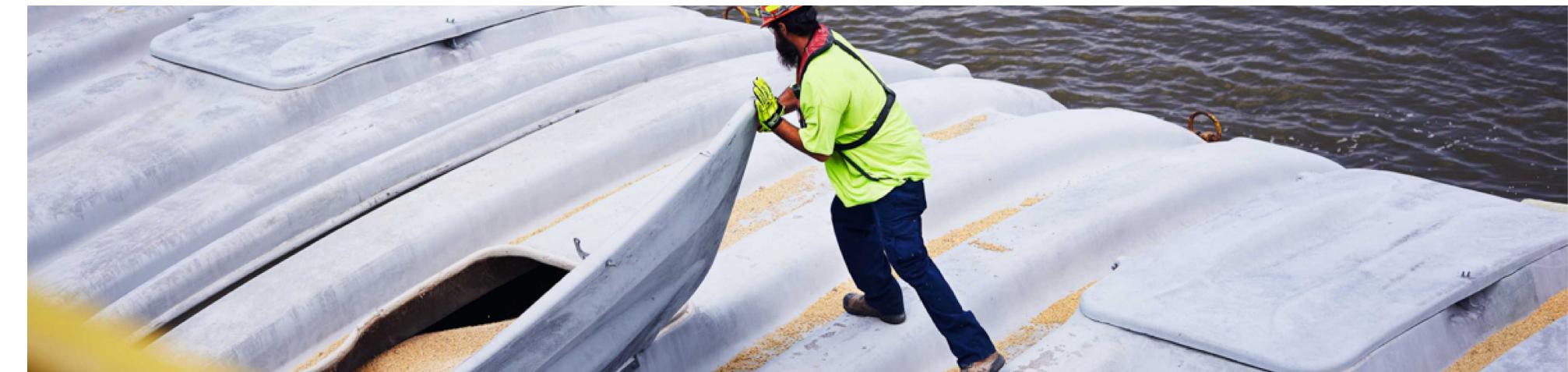
## SEDEX & EcoVadis

We invest in our people and strive to create a workplace where they can thrive. For over a decade, we have been evaluating the environmental, health and safety, and labor conditions of our facilities through internal and external audit programs.

Our company uses Sedex and EcoVadis to identify risks within our operations and supply chains related to labor standards, environmental, health, and safety conditions, and business ethics. We have more than 115 sites registered on Sedex, and currently link to more than 900 suppliers on the platform. Additionally, more than 30 ADM entities have been evaluated through EcoVadis assessments.

At the ADM facilities audited in 2024, there were no fees charged to jobseekers in exchange for employment, and no collateral was taken in the form of money, identification, or other personal belongings without the workers' consent as a condition of employment by ADM or contracted companies. No human trafficking or forced labor of any kind was observed.

Our sites' performance in these responsible sourcing assessments and audits demonstrates the alignment of our facilities with our environmental, health, and safety commitments. By leveraging these platforms, we not only uphold our commitment to ethical sourcing but also foster stronger partnerships with our suppliers, creating a more transparent value chain.



# Community Engagement & Global Impact

## ADM Cares

At ADM, we believe in the concept of shared value creation. Our corporate social investment program, ADM Cares, aligns corporate giving with our business strategies and sustainability objectives. Through the program, we work to sustain and strengthen our commitment to communities where we work, live, and operate by directing funding to initiatives and organizations driving meaningful social, economic, and environmental progress.

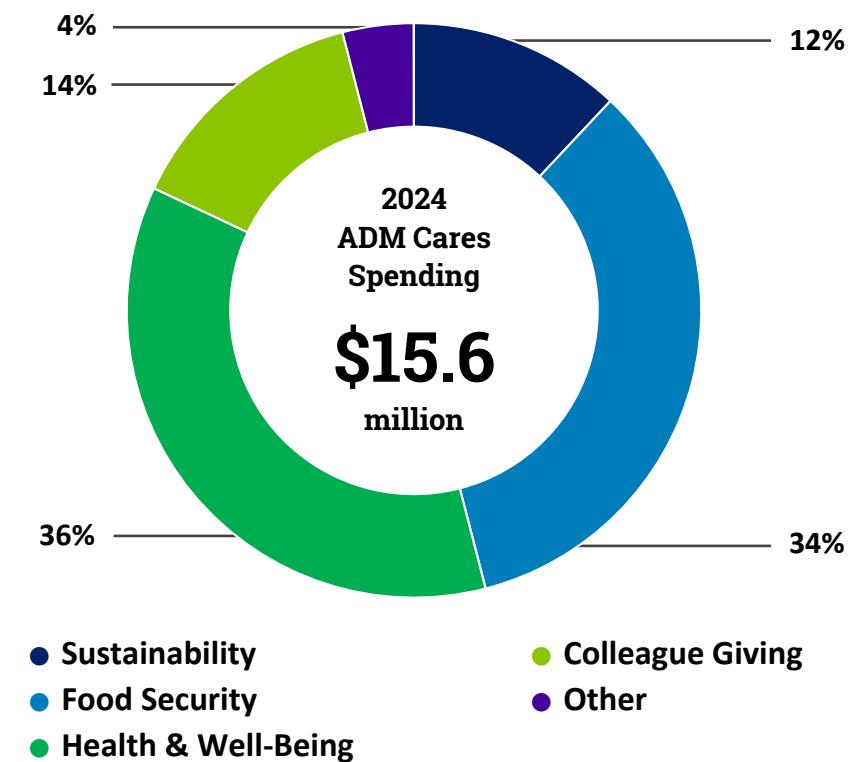
Our goal is to bolster the communities where ADM employees reside and work by allocating resources, volunteer efforts, and industry expertise to projects and organizations that drive meaningful progress. ADM Cares maximizes our societal impact across the globe, and by collaborating with partners, we magnify the effect of our philanthropic endeavors, making a difference in the lives of individuals worldwide.

In 2024, ADM Cares grants were focused on three key areas in line with our mission of unlocking nature to enrich lives: sustainability, food security, and health and well-being. The ADM Cares team assesses potential projects to ensure they meet specific criteria and contribute to our objectives in these focal areas. The impact of projects supported by ADM Cares is evaluated through annual reports to continually assess community needs and address pressing issues.

## Colleague Volunteering

Colleague engagement plays a vital role as well, fostering a sense of pride and purpose among ADM employees who are directly involved in supporting and implementing these initiatives. Together, in 2024, colleagues volunteered close to 8,500 hours in ADM communities around the world. In our EMEA region, our teams participate in a regional Volunteer Week, encouraging teams and individuals to volunteer with local causes, with plans to expand activities to the entire global ADM team in the future. Colleagues band together across regions to address food insecurity by supporting local food banks through collections and onsite packing events. Environmentally focused volunteer events include tree planting, river cleanups, and wildlife restoration projects. Through these collaborative efforts, ADM Cares not only enriches lives in our communities, but also cultivates a sustainable and prosperous future for people across regions.

## 2024 ADM Cares Spending



## 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

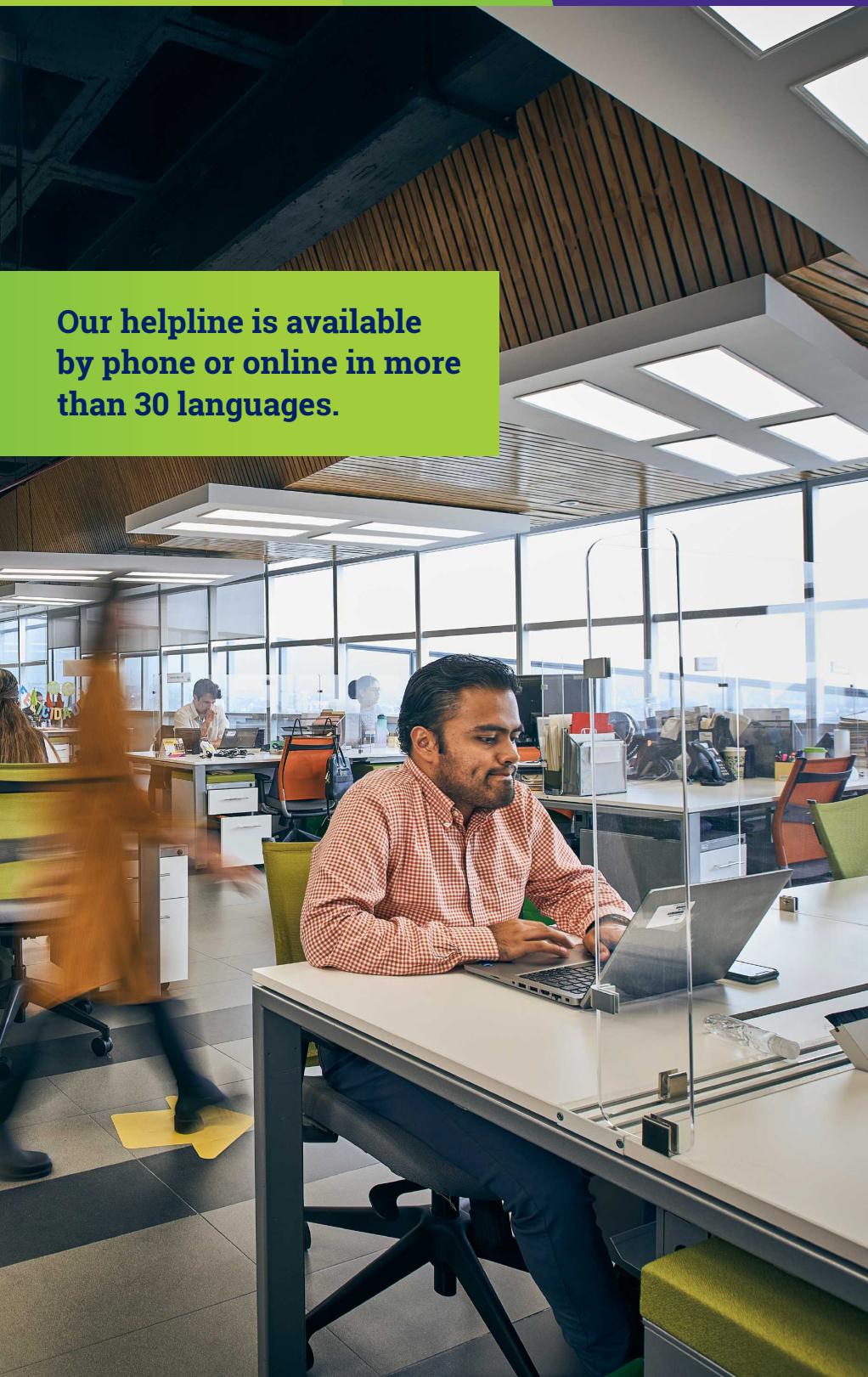
and water reuse goals in executive performance measurement to reflect the strategic importance of ESG to our business.

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.

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



## 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.

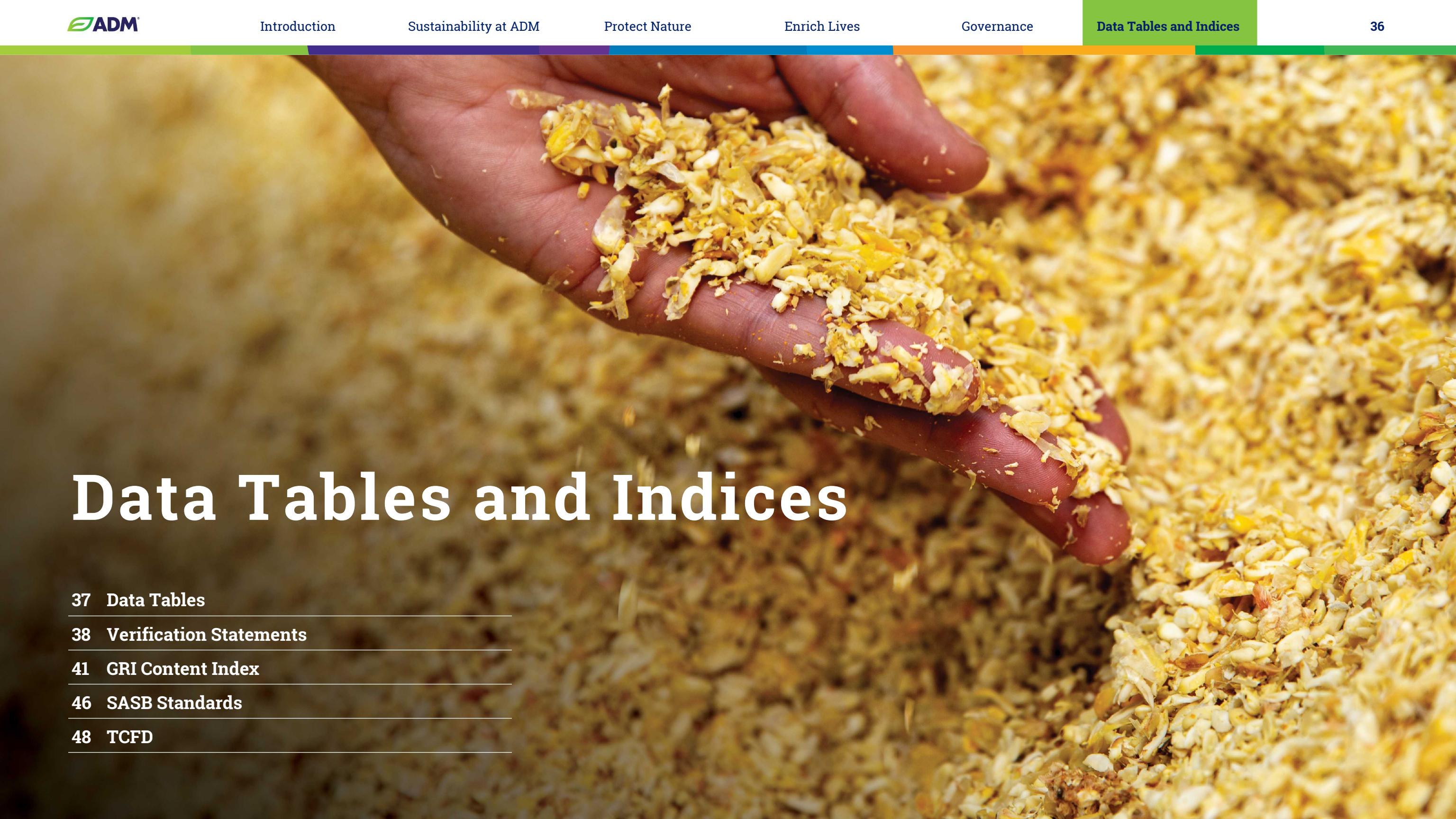
We assess the effectiveness of our compliance controls through enhanced reporting and automation. We are able to monitor trends and identify compliance risks with the use of an interactive

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

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# Data Tables<sup>1</sup>

## Emissions

GHG EMISSIONS BY SCOPE		mtCO <sub>2</sub> e
Scope 1		12,300,000
Scope 2 (Market-based)		2,150,000
Scope 2 (Location-based)		2,070,000
Biogenic		4,350,000
Scope 3		114,100,000

SCOPE 1 BREAKDOWN BY GHG		mtCO <sub>2</sub> e
CO <sub>2</sub>		12,100,000
N <sub>2</sub> O		68,100
CH <sub>4</sub>		44,100
SF <sub>6</sub>		1,760
HFC		21,800
PFC		0
HCFC		2,050

GHG EMISSIONS BY REGION <sup>2</sup>	SCOPE 1	SCOPE 2	TOTAL
APAC	71,700	109,000	181,000
EMEA	948,000	277,000	1,220,000
LATAM	130,000	48,900	179,000
North America	11,100,000	1,720,000	12,800,000
International	13,700	0	13,700

SCOPE 1 BREAKDOWN BY ACTIVITY		mtCO <sub>2</sub> e
Stationary Combustion		11,700,000
Mobile Combustion		515,000
Fugitive Emissions		25,600
Process Emissions		12,700

BIOGENIC BREAKDOWN BY SOURCE/SINK		mtCO <sub>2</sub> e
Combustion		1,210,000
Process		3,490,000
Sold		(19,800)
Sequestered		(332,000)

SCOPE 3 BREAKDOWN BY CATEGORY		mtCO <sub>2</sub> e
Category 1: Purchased Goods and Services		95,000,000
Category 1: Land-Based Removals		(363,000)
Category 2: Capital Goods		177,000
Category 3: Fuel-and-Energy-Related Activities		1,850,000
Category 4: Upstream Transportation		7,480,000
Category 5: Waste Generated in Operations		241,000
Category 10: Processing of Sold Goods		9,750,000
Total		114,100,000

## Energy

CONSUMPTION BY CATEGORY		MWh
Renewable Fuel		3,340,000
Non-renewable Fuel		44,800,000
Purchased Electricity		4,840,000
Purchased Steam		562,000
Sold Electricity		(262,000)
Total		53,200,000

## Water

WATER WITHDRAWAL BY SOURCE		m <sup>3</sup>
Groundwater		39,500,000
Surface		30,600,000
Municipal		41,100,000
Rain		—
Once-Through-Cooling (Surface)		203,000,000
Total		314,000,000

WATER DISCHARGES BY DESTINATION		m <sup>3</sup>
Groundwater		405,000
Other		405,000
Surface		32,900,000
Treatment		41,800,000
Once-Through-Cooling (Surface)		203,000,000
Total		279,000,000

<sup>1</sup> Values reflect data from the 2024 calendar year; due to rounding, the addition of subtotals may not equal the reported category total

<sup>2</sup> Values are in metric tons of CO<sub>2</sub>e (mtCO<sub>2</sub>e)

# Verification Statements



**VERIFICATION OPINION DECLARATION  
GREENHOUSE GAS EMISSIONS**

To: The Stakeholders of Archer Daniels Midland Company

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by Archer Daniels Midland Company (ADM) for the period stated below. This verification opinion declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of ADM. ADM is responsible for the preparation and fair presentation of the GHG emissions statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG emissions statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

**Boundaries of the reporting company GHG emissions covered by the verification:**

- Operational Control
- Worldwide
- Exclusions include a small number (<10) of leased office spaces

**Types of GHGs:** CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs, PFCs, SF<sub>6</sub>, other HCFCs

**GHG Emissions Statement:**

- Scope 1: 12,300,000 metric tons of CO<sub>2</sub> equivalent
- Scope 2 (Location-Based): 2,070,000 metric tons of CO<sub>2</sub> equivalent
- Scope 2 (Market-Based): 2,150,000 metric tons of CO<sub>2</sub> equivalent
- Biogenic Emissions: 4,350,000 metric tons CO<sub>2</sub>
- Biogenic Carbon Dioxide Sequestered: 332,000 metric tons CO<sub>2</sub>
- Scope 3:
  - Category 1 Purchased Goods and Services - 94,700,000 metric tons of CO<sub>2</sub> equivalent
  - Category 2 Capital Goods - 177,000 metric tons of CO<sub>2</sub> equivalent
  - Category 3 – Fuel and Energy-related Activities - 1,850,000 metric tons of CO<sub>2</sub> equivalent
  - Category 4 Upstream Transportation and Distribution (Intermare and some field aggregation for commodities in Category 1) - 7,480,000 metric tons of CO<sub>2</sub> equivalent
  - Category 5 – Waste Generated in Operations - 241,000 metric tons of CO<sub>2</sub> equivalent
  - Category 10 – Processing of Sold Goods - 9,750,000 metric tons of CO<sub>2</sub> equivalent

Data and information supporting the Scope 1 and Scope 2 GHG emissions statement were generally historical in nature.

Data and information supporting the Scope 3 GHG emissions statement were in some instances estimated.

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**Period covered by GHG emissions verification:**

- January 1, 2024 to December 31, 2024

**Criteria against which verification conducted:**

- The Climate Registry General Reporting Protocol (Scope 1 and Scope 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)
- ADM Methodology

**Reference Standard:**

- ISO 14064-3 Second edition 2019-04: Greenhouse gases -- Part 3: Specification with guidance for the verification and validation of greenhouse gas statements.

**Level of Assurance and Qualifications:**

- Limited
- This verification used a materiality threshold of ±5% for aggregate errors in sampled data for each of the above indicators.

**GHG Verification Methodology:**

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of ADM;
- Review of documentary evidence produced by ADM;
- Review of ADM's data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions at ADM Headquarters (Remote) and during in-person site visits to Columbus, Nebraska and Lincoln, Nebraska operations; and
- Audit of sample of data used by ADM to determine GHG emissions.

**Verification Opinion:**

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with The Climate Registry General Reporting Protocol (Scope 1 and Scope 2 GHG emissions) and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard

It is our opinion that ADM has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

**Statement of independence, impartiality and competence**

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with ADM, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.



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Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

**Attestation:**

  
John A. Rohde, Lead Verifier  
Apex Companies, LLC  
Lakewood, Colorado

  
David Reilly, Technical Reviewer  
Apex Companies, LLC  
Santa Ana, California

May 5, 2025

*This verification opinion declaration, including the opinion expressed herein, is provided to Archer Daniels Midland and is solely for the benefit of Archer Daniels Midland in accordance with the terms of our agreement. We consent to the release of this declaration to the public or other organizations for reporting and/or disclosure purposes, without accepting or assuming any responsibility or liability on our part to any other party who may have access to this declaration.*



**INDEPENDENT LIMITED ASSURANCE STATEMENT**

**To: The Stakeholders of Archer Daniels Midland Company**

**Introduction and objectives of work**

Apex Companies, LLC (Apex) has been engaged by Archer Daniels Midland Company (ADM) to provide limited assurance of select environmental and safety data (Subject Matter) reported in its 2024 Corporate Sustainability Report (the Report). This assurance statement applies to the Subject Matter included within the scope of work described below.

This information and its presentation in the report are the sole responsibility of the management of ADM. Apex was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on the accuracy of the Subject Matter. This is the ninth year in which we have provided assurance over the Subject Matter in ADM's Report.

**Scope of work**

The scope of our work was limited to assurance over select environmental and safety data and information including energy use, water use, waste by disposition and safety metrics included in the Report for calendar year 2024 (the 'Subject Matter') and summarized in the attached table.

Our assurance does not extend to any other information not covered by an assurance statement included in the Report.

**Reporting Boundaries**

The following are the boundaries used by ADM for reporting sustainability data:

- Operational Control
- Worldwide Operations
- Water usage for locations with greater than 400,000 cubic meters (m<sup>3</sup>) usage.

**Reporting Criteria**

The Subject Matter needs to be read and understood together with the ADM methodology for determining the information which is informed by the GRI Standards Core Option and OSHA reporting guidelines, as described in the Report.

**Limitations and Exclusions**

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period;
- Opinions and text provided in the Report.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

**Responsibilities**

The preparation and presentation of the Subject Matter in the Report are the sole responsibility of the management of ADM.

Apex was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;

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- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Directors of ADM.

**Assessment Standards**

We performed our work in accordance with Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. A materiality threshold of ±5-percent was set for the assurance process.

**Summary of Work Performed**

As part of our independent assurance, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of ADM;
3. Conducting in-person site visits to ADM facilities in Columbus, Nebraska and Lincoln, Nebraska and remote interviews with personnel in corporate offices in Decatur, Illinois;
4. Reviewing the data collection and consolidation processes used to compile the Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
5. Reviewing documentary evidence provided by ADM;
6. Agreeing a selection of the Subject Matter to the corresponding source documentation;
7. Reviewing ADM systems for quantitative data aggregation and analysis; and
8. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.

**Conclusion**

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the Subject Matter is not fairly stated in all material respects; and
- It is our opinion that ADM has established appropriate systems for the collection, aggregation and analysis of quantitative data.

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#### Statement of Independence, Integrity and Competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with Archer Daniels Midland Company, its Directors or Managers beyond that required of this assignment. We have conducted this assurance independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the assurance of sustainability data.

John A. Rohde, Lead Verifier  
Apex Companies, LLC  
Lakewood, Colorado

David Reilly, Technical Reviewer  
Apex Companies, LLC  
Santa Ana, California

May 5, 2025

This assurance statement, including the opinion expressed herein, is provided to Archer Daniels Midland and is solely for the benefit of Archer Daniels Midland in accordance with the terms of our agreement. We consent to the release of this statement to the public or other organizations for reporting and/or disclosure purposes, without accepting or assuming any responsibility or liability on our part to any other party who may have access to this statement.



#### Archer Daniels Midland Company Reporting Metrics Calendar Year 2024

Energy Source	Quantity	Units	Source	Quantity	Units
Electricity	4,840,000	MWh	Diesel Fuel	1,930,000	MWh
Steam	562,000	MWh	Ethanol	-	MWh
Biodiesel	245,000	MWh	Gasoline	11,700	MWh
Biogas	277,000	MWh	Jet Fuel	-	MWh
Biomass (Agricultural)	553,000	MWh	Kerosene	114	MWh
Biomass (Solid Products)	0.3	MWh	Liquified Petroleum Gas	86,400	MWh
Biomass (Wood)	2,260,000	MWh	Lubricants	-	MWh
Biodiesel Blends - B5	28,200	MWh	Natural Gas	18,800,000	MWh
Biodiesel Blends - B11	2,150	MWh	Subbituminous Coal	16,200,000	MWh
Biodiesel Blends - B20	26,900	MWh	Tires	-	MWh
Bituminous Coal	7,620,000	MWh	Residual Fuel Oil	46,000	MWh
			Vegetable Oil	0.4	MWh

Water Usage (Major Water Users Group <sup>1</sup> )	Quantity	Units	Safety Metrics	
Groundwater	39,500,000	cubic meters	Total Recordable Incident Rate	0.69
Municipal	41,100,000	cubic meters	Lost Days Incident Rate	0.23
Rain	-	cubic meters		
Surface <sup>2</sup>	30,600,000	cubic meters		

<sup>1</sup>As defined in 2024 Annual Sustainability Report

<sup>2</sup>Not including surface water used as single pass non-contact cooling water

GHG Emission Reduction 2019-2024 (Market-based) including biogenic sequestration  
(Absolute) 14.5%

Waste by Disposition  
Landfill 118,000 metric tons  
Landfill Diversion 88.4%

# GRI Content Index

<b>STATEMENT OF USE</b>	Archer Daniels Midland has reported the information cited in this GRI content index for the period January 1, 2024, to December 31, 2024, with reference to the GRI Standards.	
<b>GRI 1 USED</b>	GRI 1: Foundation 2021	
<b>GRI STANDARD</b>	GRI 13: Agriculture Aquaculture and Fishing Sectors 2022	
GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Archer Daniels Midland Company Headquarters: Chicago, Illinois, US Pages 6-7 <b>2024 Form 10-K</b> page 1
	2-2 Entities included in the organization's sustainability reporting	ADM Website — Locations
	2-3 Reporting period, frequency and contact point	Reporting period: January 1, 2024, to December 31, 2024 Reporting cycle: Annual Publication date of the report: May 28, 2025 Contact: sustainability@adm.com
	2-4 Restatements of information	No restatements of information have been made in this report
	2-5 External assurance	Pages 38-40
	2-6 Activities, value chain and other business relationships	Pages 5-8 <b>2024 Form 10-K</b> pages 5-15
	2-7 Employees	<b>2024 Form 10-K</b> pages 12-14
	2-8 Workers who are not employees	Global data is not available
	2-9 Governance structure and composition	Page 33 <b>2025 Proxy Statement</b> pages 3-4, 24-37 <b>2024 Form 10-K</b> pages 14-15
	2-10 Nomination and selection of the highest governance body	<b>2025 Proxy Statement</b> page 22
	2-11 Chair of the highest governance body	<b>2025 Proxy Statement</b> pages 24-25
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 33 <b>2025 Proxy Statement</b> pages 4, 6, 24-37 <b>2024 Form 10-K</b> pages 10-12 <b>Sustainability and Technology Committee Charter</b>

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
	2-13 Delegation of responsibility for managing impacts	Page 33 <b>2025 Proxy Statement</b> pages 4, 6, 24-37 <b>2024 Form 10-K</b> pages 10-12 <b>Sustainability and Technology Committee Charter</b>
	2-14 Role of the highest governance body in sustainability reporting	Page 33
	2-15 Conflicts of interest	<b>2025 Proxy Statement</b> pages 26-29, 84
	2-16 Communication of critical concerns	<b>ADM Way Helpline</b> ; responsibility@adm.com <b>2025 Proxy Statement</b> page 35
	2-17 Collective knowledge of the highest governance body	<b>2025 Proxy Statement</b> pages 9-21
	2-18 Evaluation of the performance of the highest governance body	<b>2025 Proxy Statement</b> page 30
	2-19 Remuneration policies	<b>2025 Proxy Statement</b> pages 36-37, 40-46 <b>2024 Form 10-K</b> pages 115-119
	2-20 Process to determine remuneration	<b>2025 Proxy Statement</b> page 41
	2-21 Annual total compensation ratio	<b>2025 Proxy Statement</b> page 76
	2-22 Statement on sustainable development strategy	Page 3
	2-23 Policy commitments	Pages 12, 34-35 <b>2025 Proxy Statement</b> page 6 <b>2024 Form 10-K</b> pages 10-12
	2-24 Embedding policy commitments	Pages 33-34
	2-25 Processes to remediate negative impacts	<b>Policy to Protect Forests, Biodiversity and Communities</b> <b>Human Rights Policy</b> <b>Managing Supplier Non-Compliance Procedure</b>
	2-26 Mechanisms for seeking advice and raising concerns	Pages 12, 34-35
	2-27 Compliance with laws and regulations	<b>2024 Form 10-K</b> page 28
	2-28 Membership associations	<b>ADM Website — Associations</b>
	2-29 Approach to stakeholder engagement	Page 10
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Page 10 <b>2025 Proxy Statement</b> pages 6, 26-27
	3-2 List of material topics	Page 10 <b>2025 Proxy Statement</b> pages 6, 26-27

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
	3-3 Management of material topics	Pages 10-35  <a href="#">2025 Proxy Statement</a> pages 6, 26-27 <a href="#">2024 Form 10-K</a> pages 5-25, 26-28
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	<a href="#">2024 Form 10-K</a> pages 32-55
	13.22 Economic inclusion	Pages 20, 22, 30
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	Pages 34-35
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Pages 17, 37  <a href="#">CDP Corporate Questionnaire</a> (7.30.9)
	302-3 Energy intensity	Pages 17, 37  <a href="#">CDP Corporate Questionnaire</a> (7.30.7)
	302-4 Reduction of energy consumption	Pages 17, 37
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Page 18  <a href="#">CDP Corporate Questionnaire</a> (5.11.7), (5.11.9, (9.2), (9.3)
	303-2 Management of water discharge-related impacts	Pages 18, 37  <a href="#">CDP Corporate Questionnaire</a> (9.2), (9.2.8), (9.2.10)
	303-3 Water withdrawal	Pages 18, 37  <a href="#">CDP Corporate Questionnaire</a> (9.2.2), (9.2.4), (9.2.6), (9.2.7)
	303-4 Water discharge	Pages 18, 37  <a href="#">CDP Corporate Questionnaire</a> (9.2.2), (9.2.8)
	303-5 Water consumption	Pages 18, 37  <a href="#">CDP Corporate Questionnaire</a> (9.2.2)
<b>GRI 304: Biodiversity 2016</b>	304-2 Significant impacts of activities, products and services on biodiversity	Pages 20-23
	304-3 Habitats protected or restored	Pages 20-23  <a href="#">CDP Corporate Questionnaire</a> (8.17) <a href="#">2024 Regenerative Agriculture Report</a> <a href="#">2024 Soy Progress Report</a> <a href="#">2024 Palm Oil Progress Report</a>

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
<b>GRI 305: Emissions 2016</b>	13.4 Natural ecosystem conversion	Page 21 <b>CDP Corporate Questionnaire</b> (8.7), (8.7.1), (8.7.2), (8.9), (8.9.1), (8.9.2), (8.10.1) <b>2024 Soy Progress Report</b> <b>2024 Palm Oil Progress Report</b>
	13.5 Soil management plan	Page 22 <b>2024 Regenerative Agriculture Report</b>
	13.6 Pesticides use	Page 23
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Pages 15-16 , 37 <b>CDP Corporate Questionnaire</b> (6.1), (7.2), (7.3), (7.4), (7.4.1)
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 15-16 , 37 <b>CDP Corporate Questionnaire</b> (6.1), (7.2), (7.3), (7.4), (7.4.1)
	305-3 Other indirect (Scope 3) GHG emissions	Pages 15-16 , 37 <b>CDP Corporate Questionnaire</b> (6.1), (7.2), (7.3), (7.4), (7.4.1)
	305-5 Reduction of GHG emissions	Pages 14-17, 37 <b>CDP Corporate Questionnaire</b> (7.53)
	306-2 Management of significant waste-related impacts	Page 19
<b>GRI 306: Waste 2020</b>	306-4 Waste diverted from disposal	Page 19
<b>GRI 308: Supplier Environmental Assessment 2016</b>	13.23 Supply chain traceability	Pages 21-22 <b>2024 Palm Oil Progress Report</b> <b>2024 Soy Progress Report</b> <b>CDP Corporate Questionnaire</b> (8.8), (8.8.1), (8.9), (8.9.1), (8.9.2), (8.9.3), (8.9.4)
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Page 26
	403-3 Occupational health services	Page 26
	403-5 Worker training on health	Page 26 <b>2024 Form 10-K</b> page 14
	403-6 Promotion of worker health	Page 26
	403-9 Work-related injuries	Page 26 <b>2025 Proxy Statement</b> page 6 <b>2024 Form 10-K</b> pages 10-14

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<b>2025 Proxy Statement</b> pages 4-5 <b>2024 Form 10-K</b> page 13
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Pages 28-29 <b>Supply Chain Due Diligence Report</b> <b>Modern Slavery Statement</b>
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 28-29 <b>Supply Chain Due Diligence Report</b> <b>Modern Slavery Statement</b>
<b>GRI 11: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights on indigenous peoples, including description of identified incidents of violations	<b>ADM Grievances Log</b>
	13.13 Number, size in hectares, and location of operations where violations of land and natural resource rights (including customary, collective, and informal tenure rights) occurred and the groups of rightsholders affected	<b>ADM Grievances Log</b> <b>2024 Soy Progress Report</b>
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 28-31
	13.9 Food security	Pages 22, 30-31
	13.13 Land and resource rights	<b>Policy to Protect Forests, Biodiversity, and Communities</b> <b>ADM Grievances Log</b>
<b>GRI 414: Supplier Social Assessment 2016</b>	414-2 Negative social impacts in the supply chain and actions taken	Pages 28-31
	13.20 Policies or commitments regarding recruitment of workers	Pages 12, 28-29 <b>Supply Chain Due Diligence Report</b> <b>Modern Slavery Statement</b>
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	<b>U.S. Political Contributions and Advocacy</b>
<b>GRI 416: Customer Health and Safety 2016</b>	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 27

# SASB Standards

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE OR LOCATION
<b>Greenhouse Gas Emissions</b>	Gross global Scope 1 emissions	FB-AG-110a.1	Page 37 <a href="#">CDP Corporate Questionnaire</a> (6.1), (7.2), (7.4.1)
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-AG-110a.2	<a href="#">CDP Corporate Questionnaire</a> (3.5), (7.53.1) <a href="#">2024 Form 10-K</a> page 11
	Fleet fuel consumed, percentage renewable	FB-AG-110a.3	7,050,000 GJ; 13%
<b>Energy Management</b>	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-AG-130a.1	<a href="#">CDP Corporate Questionnaire</a> (7.30.1)
<b>Water Management</b>	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-AG-140a.1	<a href="#">CDP Corporate Questionnaire</a> (9.2.2), (9.2.4)
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a.2	<a href="#">CDP Corporate Questionnaire</a> (9.3)
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	FB-AG-140a.3	<a href="#">CDP Corporate Questionnaire</a> (3.3)
<b>Food Safety</b>	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective actions for (a) major and (b) minor non-conformances	FB-AG-250a.1	Global data is not currently available
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-AG-250a.2	Global data is not currently available
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-AG-250a.3	Global data is not currently available
<b>Workforce Health &amp; Safety</b>	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	FB-AG-320a.1	Page 26
<b>Environmental &amp; Social Impacts of Ingredient Supply Chain</b>	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	FB-AG-430a.1	<a href="#">2024 Palm Oil Progress Report</a> <a href="#">2024 Soy Progress Report</a> <a href="#">CDP Corporate Questionnaire</a> (8.9)
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-AG-430a.2	<a href="#">ADM Grievances Log</a>
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	FB-AG-430a.3	Pages 11, 20-23, 28-29
<b>GMO Management</b>	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	FB-AG-430b.1	<a href="#">Statement on Genetically Modified Organisms</a>
<b>Ingredient Sourcing</b>	Identification of principal crops and description of risks and opportunities presented by climate change	FB-AG-440a.1	Pages 11, 20-22 <a href="#">2024 Form 10-K</a> pages 8-9
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	FB-AG-440a.2	<a href="#">CDP Corporate Questionnaire</a> (9.2.6)

**ACTIVITY METRIC**

<b>Production by principal crop</b>		FB-AG-000.A	Page 6
<b>Number of processing facilities</b>		FB-AG-000.B	Page 7
<b>Total land area under active production</b>		FB-AG-000.C	This activity metric is not relevant for ADM
<b>Cost of agricultural products sourced externally</b>		FB-AG-000.D	This information is considered confidential

# TCFD

TCFD CORE ELEMENT	TCFD DISCLOSURE REQUIREMENT	LOCATION
<b>Governance</b>	Board's oversight of climate-related risks and opportunities.	Page 33
	Management's role in assessing and managing climate-related risks and opportunities.	Page 33
<b>Strategy</b>	Climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<b>CDP Corporate Questionnaire (2.2), (3.1)</b>
	Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Page 33 <b>CDP Corporate Questionnaire (3.1), (5.2), (5.3)</b>
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<b>CDP Corporate Questionnaire (5.1)</b>
<b>Risk Management</b>	Process for identifying and assessing climate-related risks.	Page 11 <b>CDP Corporate Questionnaire (2.1), (2.2)</b>
	Process for managing climate-related risks.	Page 11 <b>CDP Corporate Questionnaire (2.1), (2.2)</b>
	Process for identifying, assessing, and managing climate-related risks is integrated into the organization's overall risk management.	Page 11 <b>CDP Corporate Questionnaire (2.1), (2.2)</b>
<b>Metrics &amp; Targets</b>	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 11, 37 <b>CDP Corporate Questionnaire (7.52)</b>
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 15-16, 37
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 14, 37



