



# Local Action Global Impact

2020 Corporate Sustainability Report

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**Cover note:** In many parts of the world, ladybugs are considered to be a symbol of luck and prosperity and an omen of a good harvest. There are around 500 native species of ladybugs in North America. They play an important role in biodiversity as a predator of aphids and scale insects. This is also beneficial for agriculture where they serve as crop protectors, providing a biological form of pest-control.



# CEO Statement



**Juan R. Luciano**  
CHAIRMAN AND CEO

Our  
purpose:  
unlocking the  
power of nature  
to enrich the  
quality of life.

## Dear Stakeholders,

**When ADM last reported on its ESG efforts, we were still in the early stages of an unprecedented global pandemic. Economies were closing. Store shelves were emptying. No one knew how long it might last or when vaccines might arrive, and there was genuine concern about global food supply chains grinding to a halt.**

At ADM, we knew what we had to do. Our first priority was protecting our workplace, which we did by enacting strict protocols to protect our frontline workers, and enabling thousands of office and lab colleagues to work remotely. Second, we kept our company running, meeting customer needs and supporting the global food chain in times of unprecedented demand volatility. Third, we did not allow anything to distract us from continuing to deliver on our strategic goals, and most importantly, on our purpose: **unlocking the power of nature to enrich the quality of life.**

Underlying that purpose – and our entire business – is our understanding of the fundamental importance of sustainable and responsible practices, and our commitment to supporting our planet and its natural resources. We continue to support the United Nations Global Compact and its 10 principles. We’ve committed to meet our fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. As the bridge between growers and the products on store shelves, ADM is in a unique position to influence responsible practices throughout the entire agricultural value chain.

**It starts on the farm**, where we work closely with our global network of suppliers to advance sustainable practices to improve yields, conserve water, and reduce greenhouse gas emissions. In 2020, we surpassed 13 million acres that we’ve supported through sustainable farming programs over recent years. We’re also a leader in enhancing the transparency and traceability in global supply chains. In March of 2021, six years after we launched our first comprehensive no-deforestation policy, we unveiled a new policy encompassing ambitious new goals, including achieving full traceability of our direct and indirect soybean sourcing in Brazil, Paraguay, and Argentina by the end of 2022, and aiming for deforestation-free supply chains around the globe by 2030.

Our efforts continue after the harvest. We’re making strides in meeting our ambitious Strive 35 plan to **reduce the environmental impact of our processing operations** by reducing our greenhouse gas emissions, water, energy and waste by 2035. We’re improving the efficiency of our facilities and vehicles, finding alternative uses for waste, reusing and recycling water, and sequestering carbon at our onsite capture and storage facility. We’re rolling out new ideas and new technologies, from the use of ADM trucks and biodiesel to pilot innovative B100 technology, to our Manufacturing Innovation initiatives, which are keeping our facilities running safely and efficiently.

And finally, we’re providing customers and consumers with an **ever-expanding array of responsibly-produced, plant-based products**. Consumers today expect their food and drink to come from sustainable ingredients, produced by companies that share their values. We’re continually finding new ways to meet those needs, like our PlantPlus Foods plant-based protein joint venture, our partnership with Spiber Inc. to produce corn-based polymers

for use in a variety of consumer products, our agreement with InnovaFeed that will result in the construction of the largest insect protein facility, and our support of innovative nutrition and microbiome startups like Air Protein and Future Meat Technologies.

Of course, our purpose and our commitment to improving lives around the globe encompasses even more. This report details how our charitable efforts are creating positive impacts for producers, partners and more by combatting hunger, increasing access to clean water, and helping overcome challenges from COVID-19. We continue to dramatically expand our leadership role in diversity, equity and inclusion, with ADM leaders taking a visible and vocal role in addressing these important issues, both externally and within our company. And of course, the health and safety of our 39,000 colleagues around the globe remains our highest priority; we are proud of our efforts to protect our facilities, offices and labs from COVID-19, and we continue to focus on improving workplace safety across the enterprise.

I’m proud that ADM has once again been recognized for our proactive citizenship efforts, from our 13<sup>th</sup> consecutive year as one of Fortune magazine’s “World’s Most Admired Companies”, to our second inclusion in S&P Global’s Sustainability Yearbook, and being named once again by Ethisphere as one of the world’s most ethical companies. But more than that, I’m proud of our team. In a year of tremendous challenge, they never stopped innovating, creating and solving in order to deliver on our commitments and make the world a better place.

*Juan R. Luciano*  
**Juan R. Luciano**  
CHAIRMAN AND CEO

# Overview

- 4 About ADM
- 4 About the Report
- 5 Where We Operate
- 8 Awards and Memberships



# Overview

## About ADM

**At ADM, we unlock the power of nature to provide access to nutrition worldwide. With industry-advancing innovations, a complete portfolio of ingredients and solutions to meet any taste, and a commitment to sustainability, we give customers an edge in solving the nutritional challenges of today and tomorrow. We're a global leader in human and animal nutrition and the world's premier agricultural origination and processing company. Our breadth, depth, insights, facilities and logistical expertise give us unparalleled capabilities to meet needs for food, beverages, health and wellness, and more. From the seed of the idea to the outcome of the solution, we enrich the quality of life the world over.**

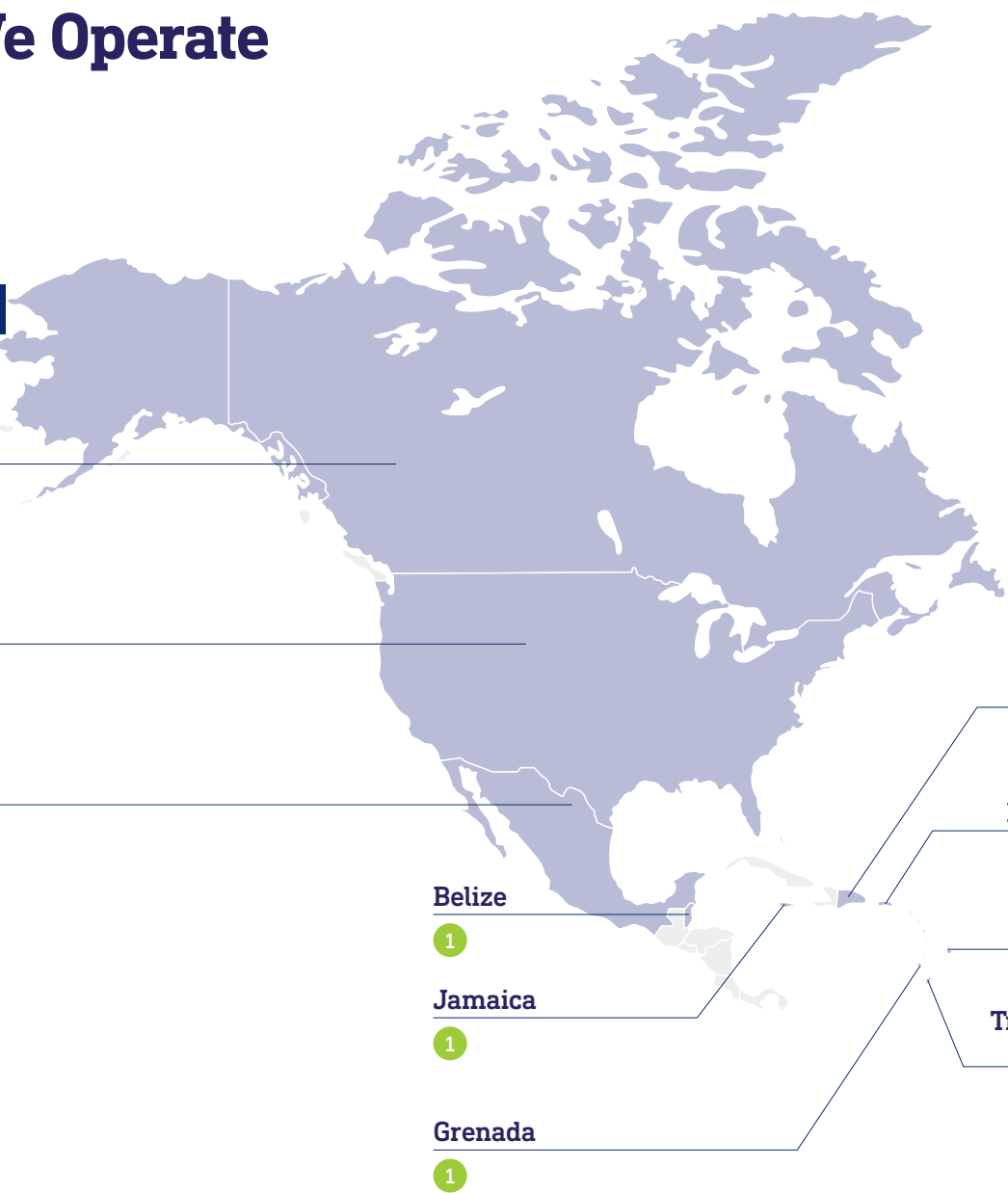
Learn more at [www.adm.com](http://www.adm.com).

## About the Report

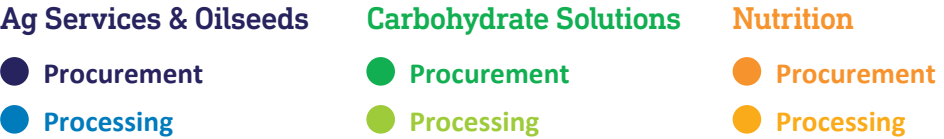
This report covers the Environmental, Social and Governance activities of ADM between January 1, 2020 and December 31, 2020. We have aligned our reporting to follow three key sustainability reporting standards. The 2020 corporate sustainability report has been prepared in accordance with the Global Reporting Initiative Standards: Core option. The disclosures in the report also align with the requirements of the Task Force on Climate Related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB). The content indices for the referenced standards are included at the end of the report.

# Where We Operate

## North America



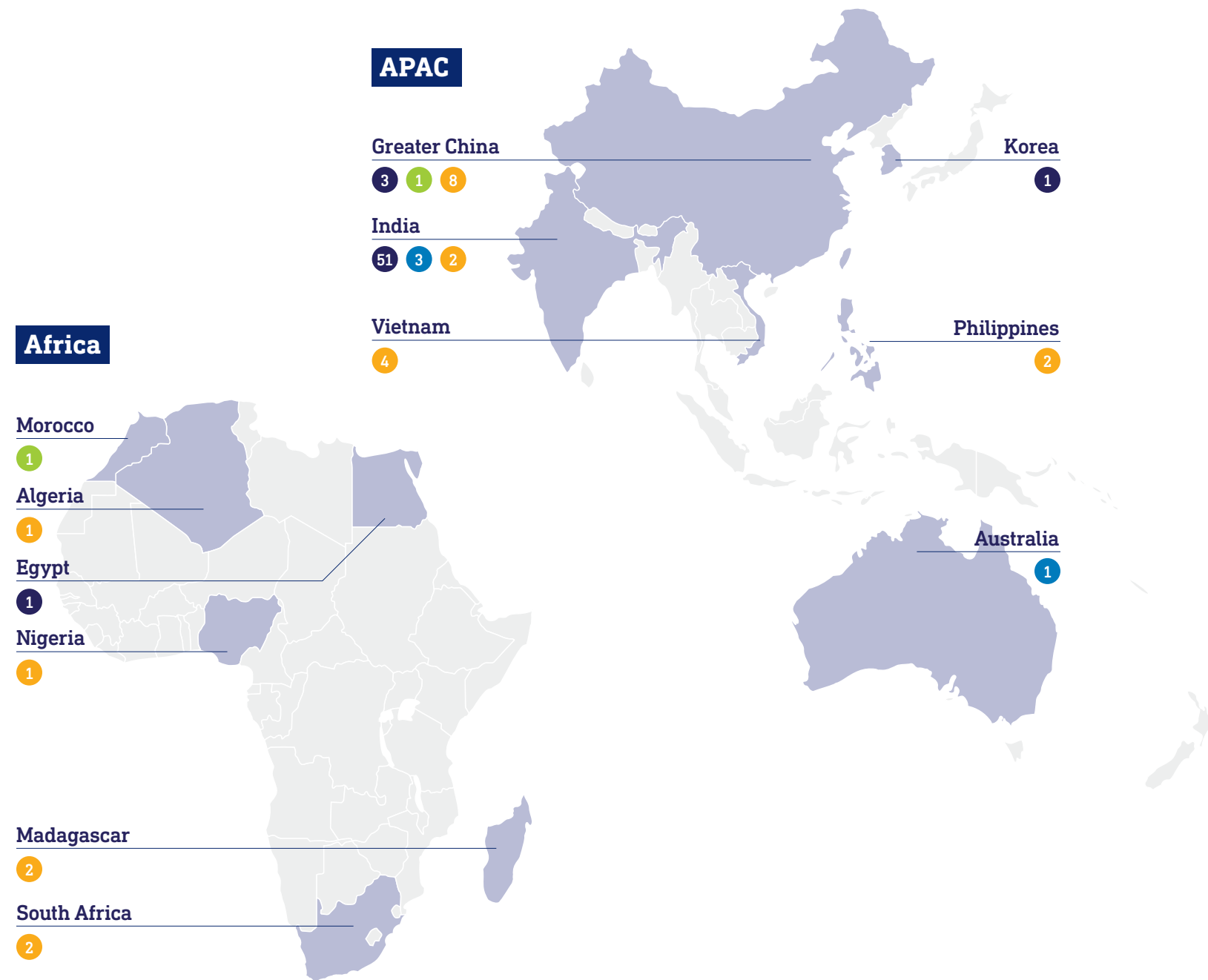
## Key



## South America



## Where We Operate, continued



### Key

#### Ag Services & Oilseeds

- Procurement
- Processing

#### Carbohydrate Solutions

- Procurement
- Processing

#### Nutrition

- Procurement
- Processing

### Europe

#### Netherlands

- 2
- 2
- 2

#### Belgium

- 1
- 1

#### United Kingdom

- 3
- 4
- 7
- 1

#### Ireland

- 1

#### France

- 2
- 13

#### Switzerland

- 1

#### Portugal

- 1

#### Spain

- 4
- 4

#### Italy

- 1

#### Germany

- 1
- 12
- 5

#### Czech Republic

- 2

#### Poland

- 8
- 7
- 2

#### Hungary

- 7

#### Russian Federation

- 14

#### Ukraine

- 10
- 1

#### Romania

- 10

#### Bulgaria

- 2
- 1

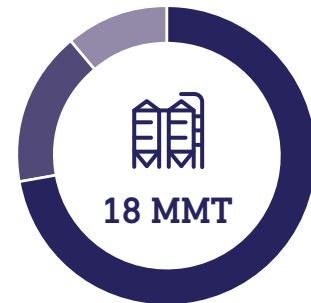
#### Turkey

- 1
- 1



## Ag Services & Oilseeds

### Daily Grain Storage Capacity



● **NA** 13 MMT  
● **SA** 3 MMT  
● **EMEI** 2 MMT

**433** Procurement and Storage Facilities

**42** Owned & Leased Port Facilities

**11,500** Owned Railcars

**3** Owned Ocean-going Vessels

**1,300** Owned Semi-Trailers

**1,800** Owned River Barges

**25** Countries with Procurement/Storage Locations

### Annual Crush Capacity



● **NA** 22 MMT  
● **SA** 7 MMT  
● **EMEI** 13 MMT

**119** Processing Facilities

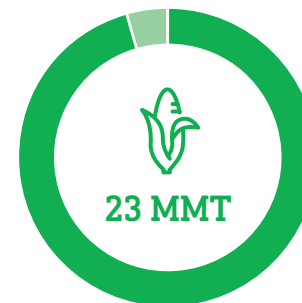
**47** Oilseed Crush Facilities

**~60** Different Products Used in Food, Animal Feed, Renewable Fuels and Industrial Products

**16** Countries with Processing Facilities

## Carbohydrate Solutions

### Annual Corn Grind

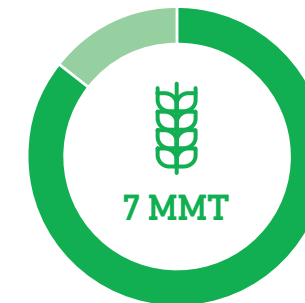


● **NA** 22 MMT  
● **EMEI** 1 MMT

**11** Owned Corn Processing Plants\*

**Corn Grind Capacity**  
**~2.6M** Bushels per Day

### Annual Wheat Milling Capacity



● **Americas** 6 MMT  
● **International** 1 MMT

**38** Owned Wheat Processing Plants\*

**Wheat Processing Capacity**  
**~880,000** Bushels per Day

**~30** Different Products

**12** Countries with Processing Plants

**3 of 5** Largest Corn Mills in the World

\* Additional Joint Venture Facilities in Mexico, Hungary, Russia and U.S.

## Nutrition

### Human Nutrition



**61** Customer Innovation Centers

**46** Processing Facilities

**23** Procurement Centers

### Animal Nutrition



**93** Processing Facilities

**120** Distribution Centers

# Awards and Memberships

## Awards

At ADM, we’re proud to have been recognized with awards that demonstrate our commitment to doing business with integrity and responsibility.



Sustainability Yearbook  
Member 2021  
S&P Global



S&P Global Yearbook  
Member 2021



2020  
WORLD'S MOST  
ETHICAL  
COMPANIES™  
WWW.ETHISPHERE.COM



Ethisphere Institute's World's  
Most Ethical Companies List  
(second year in a row)



BIG  
INNOVATION  
20 21



Big Innovation Award for Unique  
Probiotic Strain



edie sustainability  
leaders awards



Supply Chain Excellence, 2021  
edie Sustainability Leaders  
Award Recipient

- Fortune World’s Most Admired Companies List (for 13th consecutive year)
- 3BL’s 100 Best Corporate Citizens List
- SDG Award Finalist, Responsible Business Awards
- D&I Leader Award, Responsible Business Awards
- Top Employer, UK & Germany
- One of the “Best Company to Work” in Paraguay by Great Place To Work
- Military Friendly Company List, 2020
- Diversity Journal’s Diversity Team Award
- Ingredient Innovation Awards at FiE CONNECT 2020
- NutraIngredients, Probiotic Product of the Year
- NutraIngredients, Ingredient of the Year
- NutraIngredients, Editor’s Award for Functional Food Innovation

## Memberships

We believe it is important to be involved in organizations that promote sustainability and ethical behavior, and are proud of our participation with the following organizations:



BUSINESS ETHICS  
LEADERSHIP  
ALLIANCE™  
An Ethisphere Community



Business Ethics  
Leadership  
Alliance (BELA)



RTRS



Round Table  
on Responsible  
Soy Association  
(RTRS)



CERTIFIED SUSTAINABLE PALM OIL  
RSPO



Round Table  
on Sustainable  
Palm Oil (RSPO)



Field to Market™  
The Alliance for Sustainable Agriculture



Field to Market:  
The Alliance  
for Sustainable  
Agriculture



Fields  
of  
Europe



Fields of  
Europe



SAI  
PLATFORM



Sustainable  
Agriculture  
Initiative  
Platform  
(SAI Platform)



ISCC  
International Sustainability  
III Carbon Certification



International  
Sustainability  
and Carbon  
Certification  
(ISCC)



Cool  
Farm®



Cool Farm  
Alliance



GRSB™



Global  
Roundtable for  
Sustainable  
Beef



WBCSD



World Business  
Council for  
Sustainable  
Development

For an extended list of organizations of which ADM is a member, please click [here](#).

## External Commitments

ADM is a signatory of several initiatives that promote ethical behavior and sustainability, including:

- Signatory of the UN Global Compact
  - Signatory of ITC’s Trade for Sustainable Development Principles
- Amazon Soy Moratorium
  - Sea Cargo Charter

# Governance

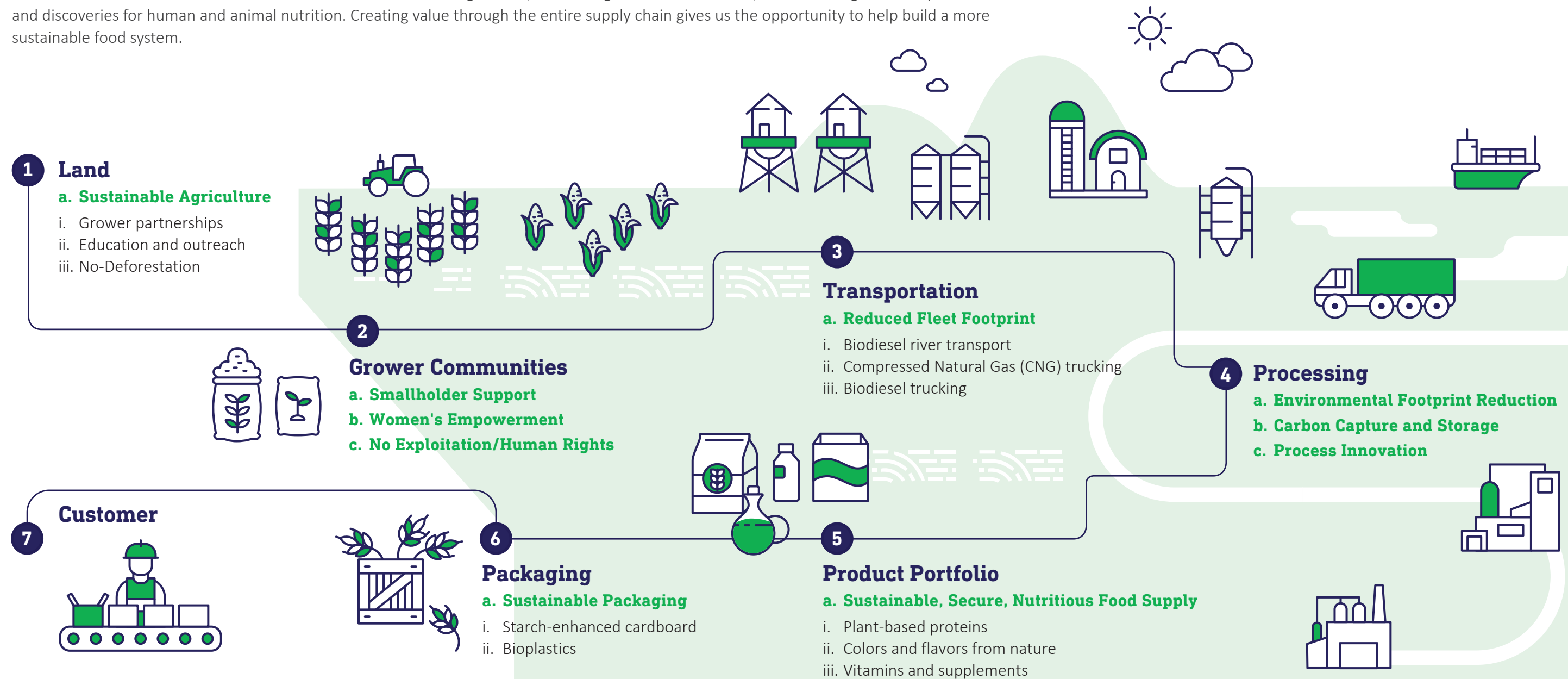
## Embedding Our Values in Our Operations and Supply Chain

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- 15 Goals, Targets and KPIs



# Building a More Sustainable Value Chain

We are the foundation of food on tables the world over – flavoring culture, forwarding health and wellness, and venturing into new possibilities and discoveries for human and animal nutrition. Creating value through the entire supply chain gives us the opportunity to help build a more sustainable food system.



# Sustainability Commitments and Policies

**ADM has set forth 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, with respect to our sourcing operations. 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, environmental, and health and safety teams, and were approved by Chairman and CEO Juan Luciano.**

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



# Sustainability Strategy, Governance and Risk Management

At ADM, the Sustainability and Corporate Responsibility Committee (“Sustainability Committee”) of the Board has direct oversight responsibility for the company’s objectives, goals, strategies and activities relating to sustainability and corporate responsibility matters. The Sustainability Committee also oversees the company’s compliance with sustainability and corporate responsibility laws and regulations, assesses performance relating to industry benchmarks, and assists the Board of Directors in ensuring that the company operates as a sustainable organization and responsible corporate citizen in order to enhance shareholder value and protect ADM’s reputation.

Regional sustainability teams — along with the corporate sustainability team — support the Chief Sustainability Officer to drive sustainability efforts in our facilities and supply chains around the world. Our sustainability efforts are also supported by Centers of Excellence (CoE) that drive efficiency programs in their areas of focus such as the Utilities CoE, Diversity, Equity and Inclusion CoE, and Environmental, Health and Safety CoE.

## Sustainability Governance: Strategy and Risk Overview

### Board of Directors

- Receives sustainability updates at each quarterly Board meeting
- Reviews risk matrices, including risks related to climate change and other sustainability matters, prepared by ERM team at each quarterly Board meeting

### Sustainability and Corporate Responsibility Committee of the Board

- Has direct oversight responsibility of objectives, goals, strategies, risks, and activities related to sustainability

### Vice President, Chief Sustainability Officer (CSO)

- Leads ADM’s sustainability efforts
- Reports metrics quarterly to ADM Board of Directors
- Meets quarterly with ADM Board of Directors’ Sustainability and Corporate Social Responsibility Committee
- Reports regularly to ADM leadership

### Regional and Corporate Sustainability Teams

- Support business units to drive transformation and help create value across the supply chain
- Support sustainability initiatives and implementation on the ground
- Engage and interact with stakeholders
- Located in North America, South America and EMEA

ADM uses a multi-disciplinary, companywide enterprise risk management (ERM) process to assess sustainability risks including climate change and deforestation. Each quarter, the ERM Sustainability subgroup reviews and reports sustainability risks and the related mitigation actions with the ERM team. The group uses a risk matrix which includes a quantitative review of impact, mitigation, and residual risk as well as qualitative information about risk categories, warning periods, mitigation strategies and effectiveness. The ERM term compiles risks from all subgroups for quarterly reporting to the Board.





Our sustainability governance includes the identification, monitoring and management of risks and opportunities to maximize the impact and effectiveness of our programs. In line with TCFD guidelines, we have identified our sustainability-related key risks and opportunities:

Risks

<b>Transition Risks</b>	<ul style="list-style-type: none"><li>• Emerging regulation and carbon pricing mechanisms could result in increased operational costs in the short to medium term.</li><li>• Any changes in policy or introduction of new policies could introduce additional tax requirements at our facilities. For example, in South America, introduction of the national legislation on biomass based power generation units, which requires additional certification and taxes, could limit our ability to operate our assets and increase our operating costs.</li><li>• Market demand has a direct effect on production, as well as directing sustainable sourcing initiatives. Changes in consumer demands could result in additional cost of implementation that may not be overcome by product sales.</li><li>• ADM uses coal-fired cogeneration technology to meet a sizeable portion of its energy demand. We are working to reduce the carbon footprint of our operations, but transitions can be time intensive and costly.</li></ul>
<b>Physical Risks</b>	<ul style="list-style-type: none"><li>• Increased severity and frequency of extreme weather events such as cyclones and floods could lead to increased direct costs from the disruption of supply chains and impair our ability to deliver products to customers in a timely manner.</li><li>• Increased severity and frequency of extreme weather events such as cyclones and floods could lead to increased sourcing costs due to limited availability of agricultural commodities and impact ADM’s ability to produce goods, which would directly affect sales and revenue.</li><li>• Increased calls for preserving and enhancing biodiversity by taking acres out of production—at a time when the world’s supply of raw materials is in great demand—may challenge ADM’s stewardship of natural resources. As the global population grows, and producers in many areas of the world must plant more to feed more people, a balance must be appropriately struck, or raw material shortages may result.</li></ul>

Opportunities

<b>Resource Efficiency</b>	<ul style="list-style-type: none"><li>• Developing enhanced transportation and warehousing scheduling, routing and tracking technologies can reduce carbon footprint and costs while improving customer delivery satisfaction.</li></ul>
<b>Products &amp; Services</b>	<ul style="list-style-type: none"><li>• Development and expansion of low-emission goods and services could lead to increased revenues resulting from increased demand. As various renewable fuel standards are implemented around the world, ADM has an opportunity to capitalize through the production and sale of ethanol, biodiesel, and renewable green diesel.</li><li>• As more businesses and consumers look to renewable products, development of new products or services from R&amp;D and innovation could lead to increased revenues through access to new and emerging markets.</li></ul>

# Materiality Assessment and Stakeholder Engagement

According to the Global Reporting Initiative (GRI), materiality is a way to assess the topics that have a direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large.

Materiality is a crucial step in defining our sustainability program. With so many topics that could be covered, conducting a materiality assessment allows us to focus our reporting on topics that reflect the economic, environmental and social impacts that are the most significant to our strategy and business operations, and to our stakeholders.

ADM engaged a reputable professional services firm to undertake an updated formal materiality assessment to guide our sustainability strategy in the coming years. Although this year's Corporate Sustainability Report and priorities are based on the previous materiality assessment, we are presenting the refreshed matrix in order to inform all stakeholders of where we are going.

The process applied this year was similar to that used for the 2017 materiality assessment. The assessment team applied its knowledge of the GRI methodology and our industry to select stakeholders for engagement based on the selection criteria of responsibility, influence, proximity, dependency, and representation. Working with ADM, the firm interviewed, surveyed, and researched publicly available information for a variety of internal and external stakeholders.

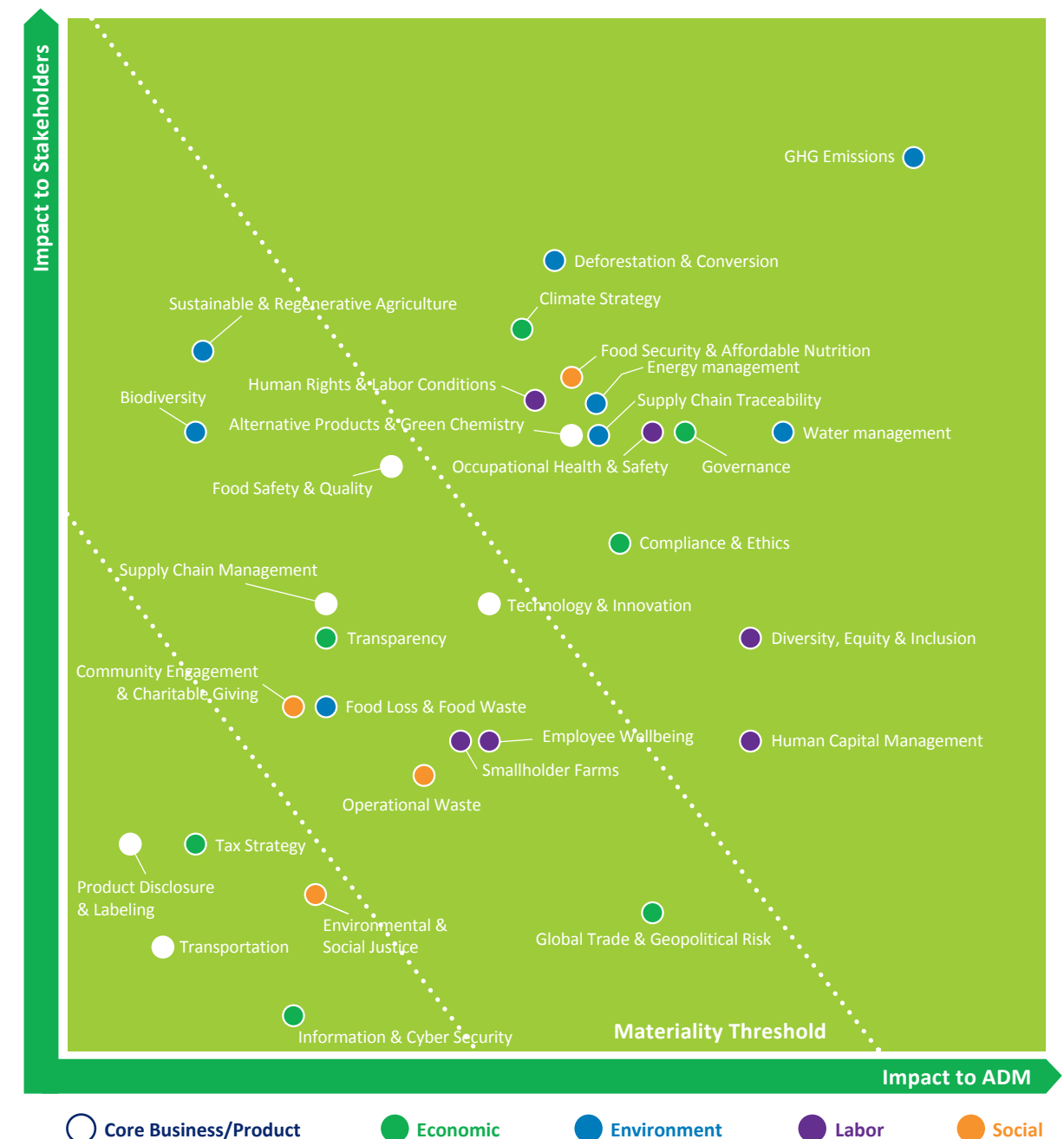
The following stakeholder groups were included as part of the assessment:

- ADM leadership
- Employees
- Investors
- Civil society/non-governmental organizations (NGOs)
- Customers

At the outset of the assessment, informed by the current landscape and with a forward-looking lens, the firm and ADM revised previous topic names and definitions. Consequently, some topics were disaggregated or consolidated to better reflect the way ADM manages the issues such as separating "Biodiversity" from "Land Use" and renaming the latter to "Deforestation & Conversion." Through the process, new topics were also identified, including but not limited to: "Transparency," "Information & Cyber Security," "Tax Strategy," and "Alternative Products & Green Chemistry."

The assessment results indicate several key topics that are consistent across all stakeholder groups as critical importance: "GHG Emissions," "Deforestation & Conversion," "Governance," and "Water Management." Although these are critical to manage, the other topics on the matrix are also important to ADM and our stakeholders.

We recognize that these priorities can change rapidly, so we will continue to monitor and adjust our focus as informed by ongoing stakeholder engagement via customer feedback, NGO inquiries, and dialogue with stakeholders. Any interested party can reach out to us at [sustainability@adm.com](mailto:sustainability@adm.com). All of these touchpoints help direct our sustainability programs.



# Goals, Targets and KPIs

The United Nations Development Programme created the Sustainable Development Goals (SDGs) as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The 17 SDGs provide clear guidelines and targets for countries and governments, although industry still has a vital role to help achieve these goals. At ADM, we have undertaken a mapping exercise to determine which SDGs align with our business objectives and in turn, allow us to make the greatest contribution toward achievement. Specifically, we are focusing our efforts toward Zero Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Climate Action, and Life On Land.

Below are highlights of some of our activities that support our commitment to these SDGs, as well as some of our other company goals.

## New Commitments

ADM is fully committed to ending deforestation, preserving biodiversity and conserving resources in our operations and supply chain. In March 2021, we released our new [Policy to Protect Forests, Biodiversity and Communities](#) and a target date to eliminate deforestation in our supply chains. Also, to ensure we are charting a path to achieve our Strive35 goals, we set 5-year targets to measure our progress against these longer-term goals.

NEW

100%

deforestation-free by 2030 (aim to eliminate deforestation from all of our supply chains by 2030)

NEW

STRIVE 35 5-YEAR TARGETS

1.5%

reduction in GHG emissions by 2025

6%

reduction in energy intensity by 2025

5%



















reduction in water intensity by 2025

87%

diverted waste from landfill by 2025

Learn more about ADM’s commitments and transparent reporting at [www.adm.com/sustainability](http://www.adm.com/sustainability).

## Strive 35 Environmental Goals

MATERIAL TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT	
				SDG	SASB
 Emissions	<b>25% absolute reduction</b> in GHG emissions over 2019 baseline by 2035*	 <b>In progress</b> <div><div></div></div> <b>8.9% reduction</b>	12/31/2035	 	Greenhouse Gas Emissions
 Energy	<b>15% reduction</b> in energy intensity over 2019 baseline by 2035	 <b>In progress</b> <div><div></div></div> <b>1.7% reduction</b>	12/31/2035	 	Energy Management
 Water	<b>10% reduction</b> in water intensity over 2019 baseline by 2035	 <b>In progress</b> <div><div></div></div> <b>1.9% reduction</b>	12/31/2035	  	Water Management
 Waste	<b>90% diverted</b> waste from landfill over 2019 baseline by 2035	 <b>In progress</b> <div><div></div></div> <b>83.4% diverted</b>	12/31/2035	  	















\* For explanation of reduction, see page 26








Soy

MATERIAL TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT	
				SDG	SASB
 Traceability to Origin	100% of Direct suppliers in Brazil	 In progress <div><div></div></div> 95%	6/30/2021	    	<ul style="list-style-type: none"><li>Environmental and Social Impacts of Ingredient Supply Chain</li><li>Ingredient Sourcing</li></ul>
	100% of Indirect suppliers in High-Risk areas in Brazil	NEW	12/31/2021		
	100% of Indirect suppliers in Brazil	NEW	3/31/2022		
	100% of Direct and Indirect suppliers in Paraguay	 In progress <div><div></div></div> 75% Direct suppliers NEW Indirect suppliers	12/31/2022		
	100% of Direct and Indirect suppliers in Argentina	NEW	12/31/2022		










Palm

MATERIAL TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT	
				SDG	SASB
<div> Traceability</div>	<b>Traceability to Mill:</b> Improve traceability of palm oil and palm kernel oil to mill to maintain high visibility into ADM’s palm supply chain and reduce deforestation risk	<div> <b>In progress</b> Palm Oil <div><div></div></div>99.60%</div>	Ongoing	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>Environmental and Social Impacts of Ingredient Supply Chain</li><li>Ingredient Sourcing</li></ul>
		<div> <b>In progress</b> Palm Kernel Oil <div><div></div></div>99.20%</div>	Ongoing		
<div> Supplier Engagement</div>	<b>100%</b> of direct suppliers committed to responsible sourcing of palm oil aligned with ADM’s policy	<div> <b>Achieved</b> <div><div></div></div>100%</div>	12/31/2021		
	<b>100%</b> of volumes sourced from direct suppliers who have implemented a Grievance Management System	<div> <b>In progress</b> <div><div></div></div>85.3%</div>	12/31/2021		
	<b>100%</b> of volumes sourced from direct suppliers with an implementation plan for responsible sourcing of palm oil	<div> <b>In progress</b> <div><div></div></div>99.3%</div>	12/31/2021		
<div> Monitoring and Verification</div>	<b>100%</b> of volumes sourced from direct suppliers with human rights due diligence process in place	<div> <b>In progress</b> <div><div></div></div>99.4%</div>	12/31/2021		

## Sustainable Agriculture

MATERIAL TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT	
				SDG	SASB
 Sustainable Ag Projects	Enroll wheat acres representing <b>10%</b> of US wheat processing volume in sustainable ag projects	 <b>In progress</b> <div><div></div></div> 8.4%	12/31/2022	  	Ingredient Sourcing

## Operational and People Matters

MATERIAL TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT	
				SDG	SASB
 Ethics Training	Train <b>100%</b> of employees on ethics	 <b>Achieved</b> <div><div></div></div> 100%	12/31/2020		
 Workplace Safety	<b>50%</b> reduction in Total Recordable Incident Rate (TRIR) from 2020 results*		12/31/2025		Workforce Health & Safety
	<b>50%</b> reduction in Lost Workday Incident Rate (LWIR) from 2020 results*		12/31/2025		
 Gender Parity Pledge	Achieve <b>50%</b> gender parity among ADM's senior leadership structure	 <b>In progress</b> <div><div></div></div> 27%	12/31/2030		

\* For full safety reporting see page 48.

# Climate

## Protecting the Planet through Our Actions

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# Introduction

**We know that the health of our natural resources is critical to our future, and that our commitment to sustainable practices will result in a stronger ADM and a better world. ADM is committed to meeting its environmental obligations, while pursuing ways to continually improve our efforts in both protecting the environment and enhancing environmental sustainability.**

We have a large industrial footprint and believe it is important to reduce greenhouse gas (GHG) emissions related to our business activities and the entire agricultural supply chain. We use internal and external resources to identify opportunities and take action to reduce our GHG emissions globally to meet our commitment to mitigate the effects of climate change.

In 2020, we engaged with a leading engineering professional services firm to conduct an in-depth carbon reduction feasibility study and help us shape our new set of goals to combat climate change. Our new environmental goals, collectively called “Strive 35” – an ambitious plan to, by

2035, reduce absolute GHG emissions by 25 percent, reduce energy intensity by 15 percent, reduce water intensity by 10 percent, and achieve a 90 percent landfill diversion rate. We also committed to develop a global strategy focused on improving community wellbeing in priority watersheds, including water-stressed areas, by 2025.

At ADM, we have a robust Environmental Management System (EMS) aligned with ISO to manage our operations and facilities. We minimize our impacts to the environment by following different foundational procedures and ensure we meet our environmental obligations. We launched the company-wide EMS in 2012, and in 2020, and we initiated a refresh of our EMS with a focus to standardize the structure across all operations, align with other systems like Performance Excellence (PE) and Quality, and ensure each part is adding the value intended.

## Protecting Forests, Biodiversity and Communities

ADM is fully committed to ending deforestation, and to preserving biodiversity and water resources in our supply chains. This includes holding our suppliers accountable for producing commodities in ways that do not further deforestation in order to reduce impact on climate change. We believe that sustainable, ethical and responsible production by the food industry is critical for curbing global warming, conserving native biodiversity, and upholding the rights of indigenous communities and smallholders. We aim to eliminate deforestation from all of our supply chains by 2030.

Natural resources are essential to an abundant future, and we are striving to reduce the impact of our operations and supply chain while making a positive contribution to the wellbeing of people and the health of the planet. Our dedication to sustainable practices results in a stronger ADM and a better world.

ADM is committed to continuous improvement and to adaptation based on the latest science. We began the process of reviewing and revising our policy in 2020, and have made improvements to reflect current social and environmental standards and stakeholders expectations. In March 2021, we released our [Policy to Protect Forests, Biodiversity and Communities](#).

At ADM, transparency is a core value. We maintain monthly updates to our [grievances and resolutions log](#), through which we publish updates on investigations into each inquiry about our supply chains. Further, our policy describes ADM's non-compliance protocol for suppliers.

We also publish semi-annual progress reports on focused palm oil and South American soy, which contain specific milestones and data on progress toward achieving our commitments. Learn more about our progress [here](#).

We work to implement programs across our supply chains to improve biodiversity and protect forests. Using a risk-based approach, ADM has focused initially on its palm and South American soy supply chains. Our efforts are organized into four categories: supply chain traceability, supplier engagement, monitoring & verification, and reporting.



**We aim to eliminate  
all deforestation in  
our supply chain  
by 2030.**





## South American Soy

**Transparency and Traceability** – In South America, we track our soy volumes by country and supplier type – direct or indirect. In 2020, we reached 100% traceability for direct suppliers in the priority municipalities identified by the Soft Commodities Forum (SCF), 85% traceability for direct soy suppliers in Brazil and 80% traceability for direct soy suppliers in Paraguay. Moving forward, we are working to achieve our goal of full traceability for direct and indirect suppliers in Brazil, Argentina and Paraguay by the end of 2022.

**Supplier Engagement** – In 2020, we continued our sustainable farming extension programs for our soy growers. These program partners include Produzindo Certo, Sustentagil, and SOJA PLUS, and incorporate on-farm assessments and continuous improvement through implementation of best management practices. Since 2009, our programs have reached over 1,000 farmers on more than 2,500,000 hectares. We have also engaged with growers through SCF landscape initiatives with Solidaridad and the Mato Grosso Protect, Conserve Include (PCI) Strategy in high-risk municipalities. The PCI strategy works to identify the drivers of soy expansion and financial mechanisms that could be used to promote sustainable production in those regions.

**Monitoring & Verification** – Since 2018, specialized firms with GIS technology (satellite imaging) have been cross-referencing planted areas within the farm polygons of our direct suppliers in high-risk areas to determine if the soy being sourced is compliant with local legislation and our No- Deforestation Policy. Farms are also verified to make sure there are no environmental issues (embargoed areas), encroachment into protected areas or Indigenous Territories, or labor issues which violate our policy.

**Reporting** – In addition to our corporate reports, as a participant in Soft Commodities Forum of the World Business Council for Sustainable Development, we publish semi-annual reports along with other members to disclose progress toward agreed-upon regional objectives.

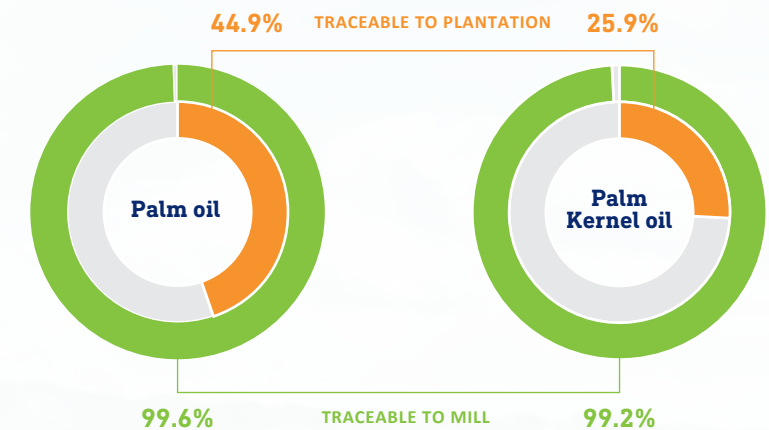
## Palm

**Transparency and Traceability** – We source palm products from 12 direct suppliers coming from 28 refineries and 1,615 mills. We maintain high levels of traceability to the mill – over 99%- and have been working to increase traceability back to the plantation of origin.

**Supplier Engagement** – We use a third-party assessor to gather data and assess our direct palm suppliers' performance using a scorecard tool. According to the findings, for palm sourced from our direct suppliers in 2020, approximately 97% of the volume was monitored for deforestation and 99% was covered by human rights due diligence. In addition, 100% of our direct suppliers had a publicly available No Deforestation policy in place, and 99.3% of palm volume was sourced from direct suppliers who have a supply chain implementation plan with targets in place.

**Monitoring & Verification** – We report certified sustainable palm oil supplies using the volumes of PO and PKO certified by the Roundtable for Sustainable Palm Oil (RSPO). Certified supplies are driven by market demand.

**Reporting** – ADM is a participating member of the IRF Active Working Group, allowing us to be at the forefront of driving progress. Beginning in 2021, ADM will use the Integrated Reporting Framework (IRF) to report and track our progress in implementing our No Deforestation commitments in our palm oil supply chains. We will soon be able to report the percentage of our sourced volumes that are delivering against No Deforestation criteria and will therefore be considered verified deforestation free.



## ☆ TRANSFORMATION SPOTLIGHT

## Palm LAB – Colombia

### Palm LAB - Labor Assessment Builder Program in Colombia

Palm oil is the world's most popular vegetable oil, accounting for more than 30 percent of global vegetable oil consumption. Half of all Colombian palm oil produced is exported, and Europe is the top export destination. Several international companies have committed to supporting 100% sustainable palm oil trade from Colombia, and thereby contribute to the advancement of a more sustainable palm oil supply for the sector.

The palm sector in Colombia represents around 8% of agricultural gross domestic product, generating more than 170,000 jobs and indirect economic benefits to around 400,000 people. The producer population consists of 80% smallholders, and of all producers, only 22% of total production is compliant with Voluntary Sustainability Standards (VSS) such as RSPO, ISCC, SA8000, Organic and/or Rainforest Alliance.

In 2020, ADM supported a multi-stakeholder alliance coordinated by Solidaridad aimed to build an inclusive palm oil value chain between Colombian smallholders, processors and international markets. The project is developing and implementing a data driven tool that will enable around 500 farmers and processors to plan, monitor and verify the uptake of labor practices as defined by the VSS and ADM's corporate policies.

Phase one of the project assessed labor and human rights risks in the Colombian palm oil supply chain with an aim to identify challenges at the mill and farm level and develop digital solutions for workers to address these issues. The initial impact assessment included 150 smallholders, 45 of them women, and 180 workers.

Moving forward, phase two of the project will focus on implementing interventions to address risks and challenges identified during the phase one assessments, with a specific focus on labor and human

rights issues. This effort will enable growers to make progress toward RSPO certification, ultimately increasing the amount of RSPO certified palm supply from Colombia to European markets.

Based on the outcomes of the phase one assessment, an improvement plan will be developed by the participating companies, including:

- Development of a policy to respect human rights, including prohibiting retaliation against Human Rights Defenders along with documented communication to all levels of the workforce, operations, supply chain and local communities, including specific prohibition on intimidation and harassment by the mill and its providers, including contracted security forces.
- Implementation of non-discrimination and equal opportunity policies to prevent discrimination based on ethnic origin, caste, national origin, religion, disability, gender, sexual orientation, gender identity, union membership, political affiliation or age.
- Establishment of a gender committee to raise awareness, identify and address issues of concern as well as opportunities and improvements for women.
- Publication of a statement recognizing freedom of association and the right to collective bargaining for all workers.
- Establishment of specific labor policies and procedures to protect temporary or migrant workers
- Development of trainings for smallholders on workplace discrimination, harassment and abuse as well as on the importance of maintaining and conserving HCV area, minimizing human-wildlife conflict, and recognizing rare, threatened and endangered species and important ecosystems.

This effort will enable growers to make progress toward RSPO certification.





# Sustainable Agriculture

Food is fundamental. It sustains us, fulfills us and fuels our wellbeing. It's the most basic need with the most critical impact. To ensure we are able to feed a growing global population for generations to come, it is essential to work with suppliers to implement sustainable agriculture practices. At ADM we recognize the opportunity we have to work together with our growers to identify and implement farming practices that can reduce environmental impact, sequester carbon in the soil, and improve on-farm economics and labor conditions.

Sustainable agriculture practices often have multiple positive outcomes. For example, cover crops can sequester carbon, lowering GHG emissions while also reducing soil and nutrient run-off, protecting our growers' most vital assets. In a similar fashion, reduced tillage can protect soil from wind and water erosion, and over time, it can improve soil resiliency adding a long-term benefit for growers. These types of sustainable agriculture practices are critical to ensuring a viable supply chain into the future, while also reducing environmental impacts.

Sustainable agriculture is a key topic for ADM because it contributes to all five of the SDGs we've identified as core for our business.

- Zero Hunger: Improving the resiliency of our food supply chain to feed a growing global population
- Clean Water and Sanitation: Reducing soil and nutrient run-off to improve water quality and protect drinking water sources
- Decent Work and Economic Growth: Educating and enabling growers to protect smallholder resources and increase income
- Climate Action: Implementing practices to reduce direct emissions and sequester carbon in soils
- Life on Land: Protecting forests and biodiversity to preserve ecosystems

Our commitment to sustainability extends throughout our value chain. It includes our work with growers to implement responsible farming practices including the 13 million acres we've enrolled in sustainable

agriculture programs across five continents in recent years. For example, in South America, working with Aliança da Terra, we have engaged over 6.5 million acres to address local issues such as labor and safety practices and environmental protection.

We represent a unique position in the supply chain – as an aggregator and processor of commodities, we can leverage the relationships we have with our customers, upstream and downstream to implement sustainable agriculture programs. Our approach recognizes and accommodates the variances in commodities and geographies from which we source; not all practices are a good fit for every farm.

We participate in several certification and rating programs, including ADM Responsible Soy, 2BSvs, Round Table for Responsible Soy, International Sustainability and Carbon Certification, Roundtable on Sustainable Palm Oil, Sustainable Agriculture Initiative – Farm Sustainability Assessment, Red Tractor, Food Alliance, and Fair Trade.

In addition, we work with downstream customers to implement customized and targeted sustainable agriculture projects based on education, outreach, and continuous improvement. These programs focus on specific outcomes such as irrigation efficiency, carbon reduction and sequestration, or water quality impacts. We have identified four key practices that can provide positive outcomes in several or all of these areas – complex crop rotations, nutrient management plans, reduced tillage, and cover crops.

Working across 11 active projects in the United States, we engaged growers representing over 800,000 acres of corn, soy and wheat in 2020. We continue to focus on implementing projects that educate and incentivize positive change. In addition to direct financial incentives, we partner with agronomy specialists to provide technical assistance to ensure growers have support and success when implementing new practices. Three of our projects are collaborative efforts with down-stream customers focusing on increasing the usage of cover crops. In 2020, growers in these projects planted over 130,000 acres of cover crops reducing nutrient run-off and soil erosion while sequestering carbon in the soil.



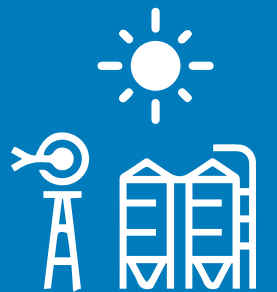
## Sustainable Agriculture Concepts

- Managing nutrients
- Keeping soil covered
- Minimizing soil disturbance
- Increasing crop diversity



## Positive Outcomes

- Reduced GHG emissions
- Improved resiliency
- Increased farm profitability
- Improved water quality



Our approach recognizes and accommodates the variances in commodities and geographies from which we source.

## ☆ INDIA TRANSFORMATION SPOTLIGHT

## Driving Sustainable Soybean Production in India

For nearly two decades, ADM has worked with local partners and a group of smallholder farmers to develop a more sustainable value chain for soybean production in the Indian states of Maharashtra and Karnataka. By promoting effective and environmentally-responsible soy farming, the program empowered local suppliers to improve productivity, increase yields and become more self-reliant. In fact, ADM's efforts have delivered incredible results. Soybean acreage in the area increased from 7,000 hectares in 2001 to 400,000 hectares in 2020, while yields per hectare have grown by 50 percent. And it's meant a significant increase in income for farmers and an improvement in the quality of life for thousands.

Participating farmers received comprehensive training on sustainable farming practices, support from the local government and universities in sourcing quality seed stocks and financial assistance to produce their own planting materials. In addition, they gained access to a sustainable credit provision from banks, which aimed to promote investment in environmentally responsible farming.

Some of the activities driven by ADM include:

- Enhancing efficiency and reducing operational costs for farmers by promoting mechanization
- Providing dedicated training programs for female farmers
- Training on environmentally responsible agricultural practices such as improving soil health, promoting water conservation techniques and maintaining ecological balance
- Helping farmers improve the quality of their home-grown seeds, encouraging self-reliance and circular sourcing
- Reducing post-harvest losses via training on proper storage practices

More than 250,000 producers in Maharashtra and Karnataka are now registered as vendors with ADM.

Recently, we added a new component to this project: enabling organic certification. We are working directly with growers to support them through the process of certifying their farms. The project has six stages –

- Farmer Identification – Through the extension services provided to the farmers' groups, we identify progressive farmers and those already following organic practices from our registered supplier base of 250,000 growers.
- Field Evaluation – We visit the farms of the grower candidates to discuss farming practices, including chemical usage and willingness to comply with organic certification requirements.
- Selection and Registration – If a grower has demonstrated that practices can meet certification and expressed interest in certification, we assist with the registration process. This includes verification of farm ownership and GPS coordinates of the farm.
- Training – We coordinate with local experts from agricultural universities to provide field-level training for growers on the identification, verification and application of manure and approved off-farm products. ADM field staff conduct training sessions on certification standards, documentation requirements, and how to maintain traceability and organic purity.
- Monitoring and Inspections – To ensure growers are adequately prepared, each farmer receives an internal inspection for each crop. Since many growers have two growing seasons per year, this means two inspections.

- External Audits – As a part of the certification process, auditors from EcoCert visit a random selection of farms to inspect and verify farm practices are in compliance with organic certification standards.

In 2019, ADM assisted the first cohort of growers with organic certification. The group included 1,200 farmers with 1,150 hectares of crop land. Last year, we added 2,550 farmers covering an additional 2,600 hectares. In 2021, we are aiming to reach 5,000 farmers covering 4,850 hectares.





# Environmental Footprint

## GHG Emissions

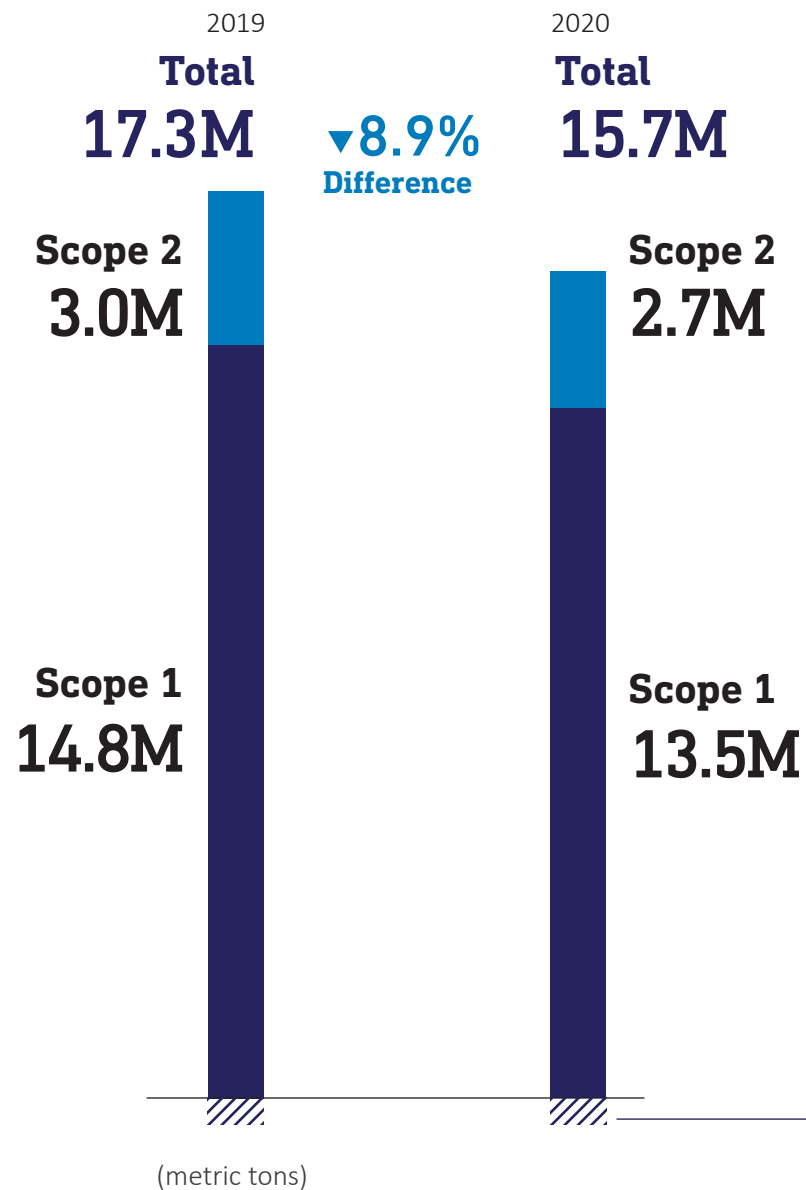
Each year, we inventory and calculate Scope 1 (direct emissions from our equipment) and Scope 2 emissions (from the electricity and steam we buy from local utilities) globally for facilities under our operational control. With global operations, we select regionally-appropriate factors from the International Energy Agency, United States Environmental Protection Agency, or The Climate Registry, unless the facility has Continuous Emissions Monitoring Systems which take precedent. Our assessment includes all six Kyoto protocol gases, plus additional refrigerants and is based on The Climate Registry, except where otherwise required by law, such as the US EPA Part 98 Mandatory Reporting Rule. We currently use location-based Scope 2 calculations, although we are assessing market-based mechanisms to reduce our footprint and will adjust our reporting in the future as needed.

For our Strive 35 goals, we established a new baseline year of 2019 because it was the most recent, full year of data available while conducting the carbon reduction feasibility study that informed our goal setting process.

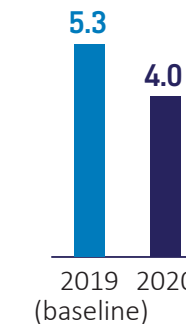
At our Decatur, Illinois facility, we operate a carbon sequestration well that has the capacity to permanently sequester 1.1 million metric tons of CO<sub>2</sub> annually. The amount of CO<sub>2</sub> sequestered is subtracted from our Scope 1 and 2 emissions to calculate our total global emissions.

In 2020, we saw an 8.9% reduction in absolute GHG emissions. Although we implemented several energy efficiency projects in the previous years and are starting to see the results of those efforts, the majority of the reduction in emissions came from the shutdown of our dry corn mills in the U.S. The mills were not in operation for three quarters of the year, although in Q2 2021, they resumed operation.

**TARGET**  
**GHG Emissions**  
**25%**  
**Absolute reduction**  
**in GHG emissions over**  
**2019 baseline by 2035**



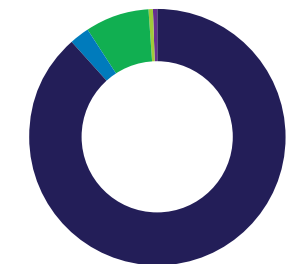
**BIOGENIC CO<sub>2</sub>**  
(in millions)



**CARBON PERMANENTLY SEQUESTERED**  
(in thousands)

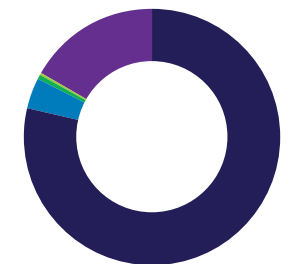


**TOTAL EMISSIONS BY REGION**  
(metric tons)



North America	13.9 million
Latin America and Caribbean	398,000
EMEA	1.3 million
APAC	97,000
International Air/Water	52,000

**TOTAL EMISSIONS BY ACTIVITY**  
(metric tons)



Stationary Combustion	12.9 million
Mobile Combustion	623,000
Fugitive Emissions	41,000
Process Emissions	13,000
Purchased Energy	2.7 million

Energy

In 2020, as a part of our Strive 35 sustainability goals, we announced our goal to reduce energy intensity per ton of product 15% by 2035 over a 2019 baseline. We have identified three pathways to conserve energy and reduce our GHG footprint: purchasing renewable energy, fuel switching, and energy efficiency initiatives. With the vision and scope defined, we set a 5-year interim target to reduce energy intensity 6% by 2025. This provides a guiding path and helps ensure continuous progress toward our goal.

To calculate our energy consumption, we gather information on all facilities under our operational control using a combination of utility bills, operations data tracking systems, and fuel purchase records. Total consumption is made up of renewable fuel consumption (biofuels such as wood and biogas burned onsite); non-renewable fuel consumption (fossil fuels burned onsite); electricity consumption (purchased from utilities or power providers); and steam consumption (purchased from utilities or other off-site providers). The fuels burned onsite are used to generate steam and heat, as well as electricity at locations with cogeneration facilities. To ensure proper accounting, any electricity produced by our cogeneration facilities that gets sold to the grid is subtracted from our total energy consumption.

In 2020, we implemented more than 50 energy saving projects across various business units that will result in annual cost savings of more than \$12.4 million while reducing over 273,400 MWh of energy

TARGET

Energy Intensity

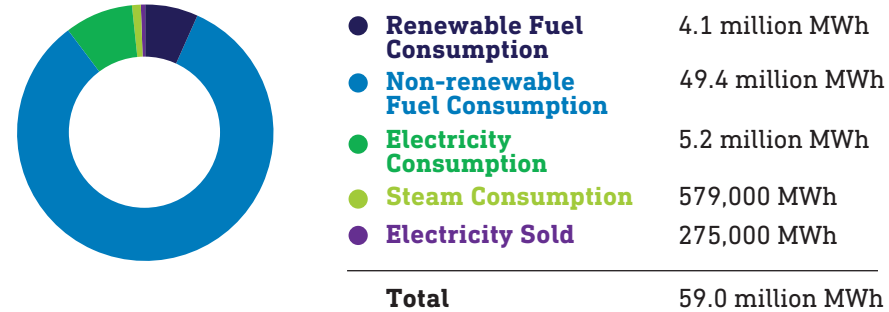
15%

Reduction in energy intensity per ton of product produced at our largest sites by 2035 over a 2019 baseline

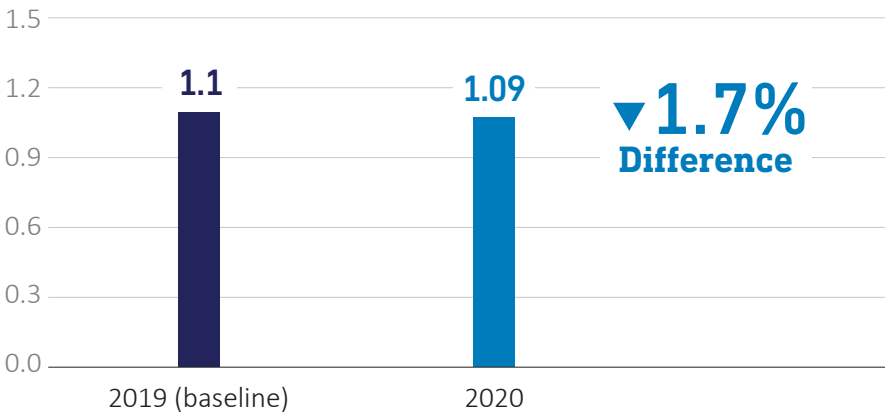
and avoiding around 117,000 metric tons of GHG emissions. We conducted our yearly Energy Treasure Hunt Program virtually at eight of our locations and implemented changes in control strategies and operating procedures that resulted in energy reduction of 108,900 MWh. We have also instituted multiple capacity enhancement projects to improve productivity and save energy by repairing, upgrading or replacing inefficient equipment. Examples include:

- **Compressed air studies and leak identification/repair efforts** – Compressed air systems are mostly inefficient but vital for our manufacturing facilities. In Latur, India we replaced an old air compressor which will reduce 250 MWh of electricity use per year. We also completed engineering studies of compressed air systems at six facilities in North America.
- **Standardized boiler tuning model at South American operations** – The boiler-tuning process varies for different biomass-fueled boiler systems in our South American facilities. We created a standardized process for boiler tuning at our facility in Uberlandia and then implemented it across all regional systems. Through this initiative we expect reduced woodchip consumption equivalent to over 71,000 MWh of energy.
- **Combined Heat and Power (CHP) commissioning** – At our oilseeds facility in Windsor, Canada, we installed two high-efficiency gas turbines with waste heat boilers and waste heat recovery economizers. These systems are producing 93% of the total electricity requirements for the site while also generating 100% of the steam required. This project resulted in a net production efficiency improvement of over 41,000 MWh through the deployment of updated cogeneration technology.

ENERGY CONSUMPTION BREAKDOWN (MWh)



ENERGY INTENSITY (MWh/ton of product produced)





## Transportation

To enhance the efficiency of transporting large quantities of raw materials and finished products between our procurement facilities and processing plants, and also the delivery of products to our customers around the world, we operate a large agricultural transportation network composed of approximately 680 trucks, 154 boats, and 32 oceangoing vessels. Our transportation business emits approximately 3% of our total Scope 1 emissions. We continue to optimize our sourcing and distribution process and to reduce our fleet footprint by switching to less carbon-intense fuels wherever possible.

**Trucking** – In 2020, we started a project to test Optimus Technologies' Vector fuel system, an innovative technology that enables diesel engines to run almost entirely on 100% biodiesel. We outfitted five ADM trucks with the systems for use in daily fleet operations for a one year period – approximately 170,000 miles. The project aims to reduce up to 500,000 pounds of CO<sub>2</sub>.

While nearly all diesel engine manufacturers support at least 20 percent biodiesel (B20), the Optimus Vector System is designed to allow conventional diesel engines to run on 100 percent biodiesel in a wide range of climates. The system is already in use in shorter-mileage, local fleet applications such as distribution and waste removal. This new project allows us to evaluate its use for longer-haul over-the-road fleets, potentially opening a pathway to significantly higher volumes of biodiesel in the U.S. truck fleet.

**Oceangoing Vessels** – The international shipping industry accounts for up to 80% of global trade flows and contributes to 2.2% of the world's greenhouse gas emissions, with the figure expected to grow by 50-250% by 2050, in the absence of any mitigating measures. To reduce the environmental impact of shipping, the Sea Cargo Charter was launched to drive sustainable change in the shipping industry.

In 2020, ADM became a signatory of the Sea Cargo Charter. The charter's principles are aligned with the International Maritime Organization's greenhouse gas strategy to reduce shipping's total annual greenhouse gas (GHG) emissions by at least 50% by 2050 compared to 2008. It provides a standard framework for companies to measure and report carbon emissions annually in their shipping activities and assess whether shipping activities are aligned with the adopted climate goals. Increased emissions transparency is expected to accelerate efforts to decarbonize the shipping industry.

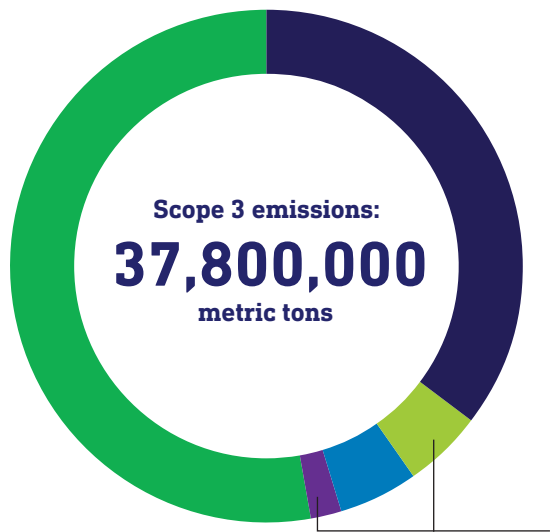
**Route Optimization** – Working with third-party transportation providers, we have begun implementing a route optimization project. By coordinating routes, eliminating intermediate warehousing, and ensuring trucks are loaded to full capacity when practical, we are increasing our transportation efficiency and reducing shipping emissions in our supply chain. An initial pilot assessment in 2020 demonstrated monthly CO<sub>2</sub> reductions of approximately 100,000 pounds.



### Scope 3 (Supply Chain) GHG Emissions

In 2018, we conducted an assessment of our Scope 3 emission profile and identified the top categories where ADM focuses its efforts to reduce the supply chain GHG emissions. While considering ADM’s ability to drive change, significance to stakeholder groups and absolute contribution of emissions, the assessment identified the below categories as material for ADM:

#### SCOPE 3 GHG EMISSIONS BY CATEGORY



For the categories calculated, our scope 3 emissions in 2020 were 37,800,000 metric tons.

- **Category 1:** Purchased Goods and Services, 35%
- **Category 3:** Fuel and Energy Related Emissions, 5%
- **Category 4:** Upstream Transportation and Distribution, 5%
- **Category 5:** Waste, 2%
- **Category 10:** Processing of Sold Products/Goods, 52%

**NEW** In 2020, we added categories 3 and 5.

Working to address our Scope 3 footprint, we have identified categories 1 and 4 as our greatest opportunity to make meaningful reductions. Our direct grower relationships enable us to participate in supply chain collaboration projects focused on sustainable and regenerative agriculture. In the U.S., Field to Market is one such alliance, through which we drive continuous improvement programs in agricultural practices and systems across the U.S. Through the collaboration, we partner with downstream customers to implement projects that focus on supporting farmers in adopting practices that address water quality and soil health, such as cover crops, reduced tillage, complex crop rotations, and nutrient management to reduce soil erosion, nutrient run-off, and GHG emissions.

We intend to set a Scope 3 reduction target in 2021.





## Water and Wastewater

Water availability has become a critical issue in the last few years. As we see an increase in regions classified as water scarce or projected to be water scarce in the future, the importance of reducing water consumption and improving water quality is clear. In 2020, we announced our target to reduce water consumption by 10% per ton of product produced at our largest sites by 2035 over a 2019 baseline. In addition, to support the health and wellbeing of the communities where we operate, by 2025, we will develop a global improvement strategy in priority watersheds. This approach will allow us to implement projects where they will be the most impactful.

Our Major Water Users Group (MWUG) consists of facilities that use more than 400,000 cubic meters of water per year. The MWUG makes up more than 96% of our global water usage and are the sites for which we calculate water usage and efficiency for our Strive 35 reduction tracking. We monitor water usage using a combination of flow meters and utility billing data. We exclude once-through cooling water from our withdrawal numbers because we return the water to its original location with only a change in temperature. Although we reuse and recycle water through various processes such as cooling tower recirculating, for calculation purposes we only include the water reused after it has been processed in our onsite wastewater treatment facility.

We focus our water intensity reduction efforts on the MWUG. In 2020, we added five sites to the group. We implemented ten water conservation initiatives across the group that helped us save 935,035 cubic meters of fresh water with a cost savings of \$3.3 million per year. Initiatives that we implemented in 2020 include:

- Installed membrane bioreactors at our Campo Grande, Brazil oilseeds facility to reduce pollutant loading in the wastewater generated by the facility, allowing the site to reclaim a portion of its wastewater for operational needs. This allows us to reduce our water withdrawal while also reducing the organic and ammonia loads in our wastewater by 80%, and suspended solids by 90%.
- Upgraded the wastewater treatment performance at our Decatur, Illinois complex using ultrafiltration membranes, providing additional reclaim water for use across the campus. This initiative helps reduce our water usage by 19,000 cubic meters per year.
- In our Cedar Rapids, Iowa corn plant, we have modified our water sampling process to reclaim, clean and reuse the sampling stream water instead of sending it to the sewer. This reduces our sewer loading and make-up water needs by 24,000 cubic meters per year.

TARGET

Water Reduction

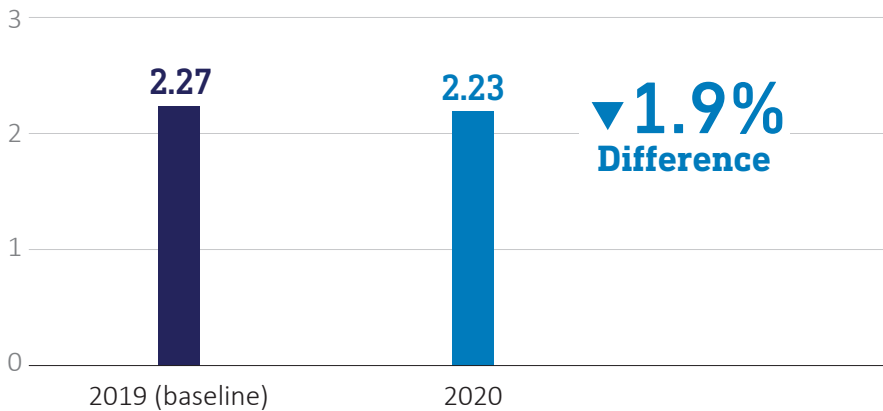
10%

Reduction in water usage per ton of product produced at our largest sites by 2035 over a 2019 baseline

WATER WITHDRAWAL BY SOURCE  
(cubic meters)



WATER INTENSITY  
(m³/ton of product produced)



## Waste Management

In 2020, we announced our new waste diversion goal. We aim to beneficially reuse, recycle or otherwise divert from landfill at least 90% of our waste. To achieve this goal, we have focused on developing a strategy to standardize our waste management and reporting program. We created a Landfill Diversion Team and rolled out our new Strive 35 Waste Management standard operating procedure. In North America, we have engaged a third-party waste management vendor that will help us to identify and implement programs on beneficial reuse.

Last year, we diverted 83% of our waste from landfills. Some examples of diversion projects include:

**Waste to Electricity** – ADM colleagues at several facilities identified opportunities to divert waste streams for use as fuel for electricity generation:

- Our oilseeds facility in Erith, United Kingdom sent organic wastes to anaerobic digestion plants to generate electricity diverting more than 1,800 tons of waste per year from landfills.
- Our rice facility in Arbuckle, California sent approximately 78,000 tons of rice hulls to a local electric generation company.
- In Alejandro Roca, Argentina, our Golden Peanut facility sends over 21,000 tons of peanut hulls for energy generation annually.

### Beneficial Reuse of Waste –

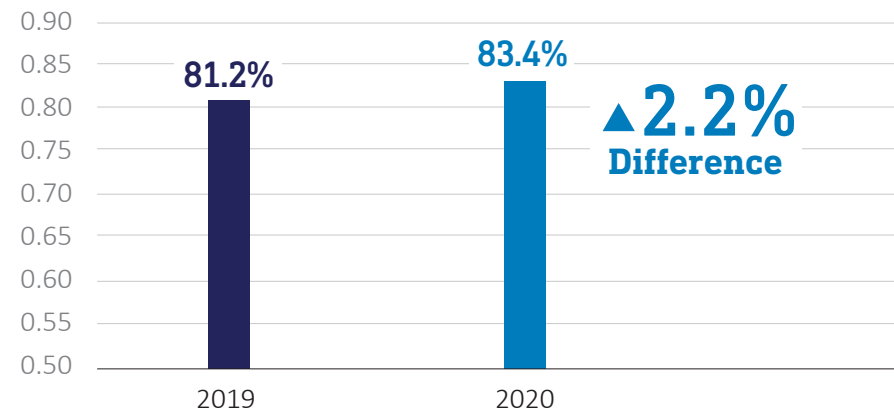
At our Decatur, Illinois location, we sent more than 2,900 tons materials that had previously been landfilled to a food byproducts solutions provider for reuse as an animal-feed blend. The plant also signed a beneficial reuse agreement for oil tank foots, which will help us to reuse and divert over 1,200 tons of waste per year from landfills.

### TARGET Waste Management

Aim to beneficially reuse, recycle or otherwise divert from landfill at least

90%  
of our waste

### WASTE DIVERSION FROM LANDFILL





# Innovation

## Improving Traditional Proteins

### Methane Reduction in Cows

Colleagues at our Pancosma facility are researching botanical compounds, derived from cinnamon and cloves in addition to capsicum oleoresin from chili peppers for their potential to target a key metabolic pathway in ruminants that could lead to reduced methane emissions.

Methane is a powerful greenhouse gas, with a global warming potential 25 times higher than carbon dioxide. Studies suggest that in addition to its effect on climate change, reducing the amount of methane that is released could lead to more energy being made available for animal performance.

Pancosma is currently conducting in vivo trials to quantify the level of methane reduction depending on the ruminant species and a range of production conditions. Meanwhile, ADM's Feed Additives business is conducting additional studies to identify new potential additives which could be of interest to further lower enteric methane emissions. In vivo and in vitro studies will be performed in ADM research facilities in France and USA.

### Sustainable Shrimp Farming

Global demand for shrimp is steadily rising and expected to continue. ADM has focused sustainability efforts in aquaculture toward using fewer resources, while providing balanced nutrition through organic trace minerals. Mirroring the plant-based protein trend in human nutrition, one of the main strategies for optimizing shrimp production in recent years has been the replacement of fish, one of the main ingredients in shrimp feed, with plant and even insect-based substitutes. Derived from wild-caught fish, the high levels of fishmeal and fish oil can be resource intensive.

In addition to plant-based alternatives, Pancosma is investigating the use of organic trace minerals to boost the availability of essential nutrients in alternatives to fish-based feeds. Not only may the supplemented minerals support shrimp performance and production, but they have the potential to reduce the impact of shrimp waste on the environment by lowering the amount of minerals that are excreted to enable sustainable aquaculture.

Although long-term sustainable shrimp production is complex, incremental changes in the supply chain efficiency and sustainability can make a lasting impact. Organic trace minerals could play a part in developing a more sustainable nutritional solution to support shrimp producers in their efforts to provide high-quality food for the world.

### Insect Protein

Insect feed has become an increasingly popular protein ingredient for the agriculture and aquaculture industries, as demand for animal feed has now reached an all-time high and consumers look for food that is sustainably and responsibly grown.

In November 2020, ADM, and InnovaFeed — the world leader in producing premium insect ingredients for animal feed — announced plans to collaborate on the construction and operation of the world's largest insect protein production site, in Decatur, Illinois. "At a time when the demand for animal feed protein is steadily increasing, insect farming stands out as a true solution for the future," said Chris Cuddy, ADM senior vice president and president of the company's Carbohydrate Solutions business.





## Performance Excellence

Manufacturing innovation is the cornerstone of a sustainable process. Our operations team takes an innovative approach to continuous improvement, using advanced analytical tools to enhance troubleshooting and optimization of our processes. While these efforts have a significant impact on the bottom line, they also help us reduce our global footprint. In 2020, our efforts to improve yield and operational stability resulted in lower chemical, energy and water usage.

### Refined Oil Neutralization

Recently, our colleagues in Hamburg took a data-driven approach to assess operational performance across our facilities. Leveraging the data output, we designed, implemented, then replicated projects across the organization.

For example, to improve the performance of chemical additives in the oil neutralization process at our refineries in North America, the team collected all the relevant process data and wrote a machine-learning algorithm to model the existing process. Based on the model output and after validation by the process experts, we implemented new process parameter settings. This allowed us to reduce chemical usage while maintaining product quality.

The recommended processing parameters were implemented at several facilities with impressive results. One canola refinery lowered its citric acid consumption by 40% during the first month. At a corn and soybean oil refinery, the new parameters lowered caustic consumption by 94,000 pounds/month. The reduction in citric acid usage corresponds to 14 fewer trailers purchased and brought onsite each year and the reduction in caustic consumption equates to 24

fewer trailers. In addition to the chemical savings, the reduction in side reactions led to more oil being sold as oil instead of as animal feed. Efforts around chemical reduction and yield increases during the neutralization process continue across our North America, EMEAI, and South America oilseeds facilities.

### Wet Mill Operation

Corn wet milling operations are complex processes with numerous recycle streams, process constraints, and lots of processes that must run ‘just right’ to keep the process stable. This interconnectedness means that any adjustment causes changes to many other variables, which makes finding optimal values for any one part of the mill difficult. By leveraging a model that accounts for all variable interactions, ADM optimized all parameters at once, leading to an increase in mill starch, protein and oil recovery. This increased the amount of product produced without increasing the raw material inputs such as corn, chemicals, water, and energy. Moving forward, our Focused Improvement and Analytics team will work to replicate this optimization model in all ADM wet mills.

By using this innovative, data-driven approach, we optimized processes throughout the company, driving value and lowering our industrial footprint. By replicating these projects at additional facilities, we can quickly bring these benefits to our operations around the globe. Our journey does not stop with these projects. We will continue to leverage our Performance Excellence team to assess and implement projects that protect our environment.



## ADM BioSolutions

We are seeing a rapid acceleration of key trends in food security, sustainability and innovative nutrition, with global customers increasingly wanting global solutions to serve their growing needs in traceability, food safety and availability, climate-change mitigation and overall nutritional quality. With these trends in mind, we're determined to continue integrating, broadening and globalizing our portfolio of sustainable solutions in our efforts to meet customer needs and seize growth opportunities in the market. We have created a new BioSolutions Platform within our Carbohydrate Solutions Business Unit that will focus on plant-based renewable solutions for industrial applications such as paper and packaging, construction materials, plant health, fermentation and home and personal care. This new platform, along with our R&D partnerships, have positioned ADM as a key player in the BioSolutions space.

### Plant-based Superabsorbent

ADM is working with LG Chem to jointly develop a route to produce plant-based acrylic acid. Through ADM's recent investments in microbial solutions and competency in fermentation technology and LG Chem's strength in chemical catalysis, our partnership is poised to deliver a bio-based superabsorbent alternative to downstream customers. Preliminary analysis estimates this new alternative could cut the greenhouse gas footprint of the disposable diaper industry in half.

### Replacing Silicone with Terpenes

For many years, silicone polymers — such as dimethicone — have been used in cosmetic products to provide smoother coverage, skin softening, and frizz reduction, and as emulsifiers and surfactants. ADM has partnered with P2 Science, which has discovered a way to leverage terpenes (compounds naturally present in citrus plants) as

a plant-based alternative to silicone polymers. The team at ADM is helping P2 make the most of their technology by optimizing access to feedstocks. By leveraging ADM feedstocks and technology, we are helping P2 position their products competitively in the market. At the same time, we are helping our customers reformulate products to meet or exceed performance expectations, while providing consumers with clean-label, plant-based alternatives.

### Renewable Green Diesel

We see a growing interest from our customers to address the carbon intensity of the products and ingredients they are using as food ingredients, feed ingredients, fuels of the future, packaging materials and a whole host of other industrial products as well. To that end, we are excited about the expansion of Renewable Green Diesel (RGD) and the role we can play as a feedstock supplier and partner to RGD producers. In 2020, we saw additional capacity come online and more is planned over the next five years. Our expertise in the industry has us well positioned to be a go-to partner with innovative solutions for our customers. For the foreseeable future, biofuels, including RGD, will play an important role in decarbonizing the global economy. Using our expertise in biofuels, technology and sustainable sourcing, we can reduce the carbon intensity scores of existing vegetable oils, integrating our technology into the production process and working with growers to lower emissions on the farm.



# Integrity

## Promoting Human Rights and Social Responsibility

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# Introduction

**At ADM, we believe our purpose of unlocking the power of nature to enrich the quality of life highlights the significant role we play within an essential industry, and the critical job each employee has within the company.**

**We have upheld our Code of Conduct to ensure the company achieves the right results, the right way. The Code establishes high standards of honesty and integrity for all ADM colleagues and business partners and sets forth specific policies to help ensure that the company always conducts business fairly and ethically everywhere it operates.**

## Human Rights

We believe that although governments have the primary duty to protect and ensure fulfillment of human rights, ADM plays a role in protecting human rights and can act as a force for change in the communities in which we operate.


Working alongside key stakeholders, we developed and released an update to our [Human Rights Policy](#). The new version aligns the policy with the United Nations Guiding Principles on Business and Human Rights, specifically defining our approach to commit and embed the policy in all aspects of our operations and supply chain, conduct human rights due diligence, and ensure access to remedy. These changes complement the updated Policy to Protect Biodiversity, Forests and Communities published earlier this year.

ADM has a direct impact on numerous communities around the globe through our sourcing practices, and we focus on mitigating threats in areas at higher risk for human rights violations. Using the United Nations Human Development Index (HDI) and third-party risk assessments, we have prioritized those higher-risk geographies and commodities within our global reach.

Although the global pandemic created many challenges in 2020, we were able to move forward and implement the next phase of our human rights program – onsite assessment. Working with ELEVATE, we identified our vanilla supply chain in Madagascar as a high risk. During the first half of the year, we worked to develop a vanilla sourcing code that outlines our requirements and expectations for our vanilla suppliers. We used the sourcing code to develop a self-assessment questionnaire (SAQ) that was distributed to 1,000 vanilla farmers that are members of Sahanala, with which we have a joint venture called SAVAN. To validate the results of the SAQs, we coordinated 63 third-party audits at the farm and grower association level.

The results and final reports are expected in the first half of 2021 and will be used to develop corrective action and continuous improvement plans, where needed. In 2021, we will also identify lessons learned and identify additional geographies and commodities to continue with assessments to verify supplier compliance with our policy.

ADM is a member of Sedex and hosts responsible sourcing audits conducted by 3rd party auditors at our facilities around the globe. At the ADM facilities visited in 2020, there were no fees charged to job-seekers in exchange for employment, and no collateral was taken in the form of money, identification or other personal belongings without workers' consent as a condition of employment by ADM or contracted companies. No human trafficking was observed. All findings were considered to be minor and low risk. ADM sustainability, legal, operations, and compliance teams work with the locations to identify and implement corrective actions. In 2020, ADM hosted Sedex audits (SMETA) at 11 facilities across Argentina, Bulgaria and the United States.



**We focus on  
mitigating threats in  
areas at higher risk  
for human rights  
violations.**





## Compliance and Ethics

At ADM, we believe in making a positive impact.


In February 2021, ADM was recognized by Ethisphere, a global leader in advancing the standards of ethical business practices, as one of the 2021 World's Most Ethical Companies. This marks the second consecutive year ADM has received this recognition, which honors companies who understand the importance of leading and prioritizing ethical business performance, and have demonstrated an overall commitment to integrity.

We maintain high ethical standards across our global workforce. We expect employees to take responsibility for their actions and adhere to our values of honesty and integrity, consistent with our commitment to always conduct business fairly and ethically.

ADM has established a corporate governance and oversight process whereby leaders from compliance, internal audit and risk management meet quarterly with the board of directors and members of ADM's executive committee. These meetings ensure company leadership is aware of key risks and related risk mitigation efforts, drive alignment with the company's strategic priorities, and help protect shareholder interests.

ADM's Code of Conduct guides us on how to make sound decisions and illustrates proper actions for conducting our businesses. Our Code promotes a shared understanding of what achieving the right results the right way means. By knowing and following our Code, each of us does our part to maintain and further build trust with our various stakeholders—including our colleagues, customers and business partners, shareholders and communities.

ADM prohibits 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 designed to minimize the potential for corruption in ADM's global business dealings, such as enhanced due diligence, screening, monitoring of high risk third parties, and pre-approvals before hosting or entertaining government officials. We train our employees and high-risk 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 Policy is updated periodically to address new risks and incorporate continuous enhancements, including an updated policy in 2021.



**Each of us does  
our part to maintain  
and further build trust  
with our various  
stakeholders.**



We have a strong “Speak Up” culture at ADM, which helps us handle issues and address problems in a timely manner, building trust with one another and with our customers, suppliers and business partners and protecting the company from legal, financial and reputational risks. Employees are encouraged to voice concerns or ask questions through multiple channels, including by talking with their supervisors, Human Resources, or Compliance, or at any time through additional reporting channels such as The ADM Way Helpline, which is available by phone or web in more than 30 languages. Reporting via the Helpline can be done anonymously, where permitted by law. ADM does not tolerate any form of retaliation for making a good-faith report of actual or potential misconduct. The ADM Way Helpline may also be used by stakeholders outside of ADM to raise questions or voice concerns.

We feel a deep and genuine regard for the safety and well-being of all people, communities and resources, and we treat them with care and consideration. We demonstrate trust and openness. And, we are good stewards of the environment. Our Human Rights Policy protects human rights defenders, whistleblowers, complainants and community spokespersons from any form of retaliation.

In 2020, we received a total of 968 reports, concerning topics like employee relations, environmental, health and safety (EHS), diversity, equal opportunity and 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 investigation. If an allegation is substantiated, we implement corrective actions which can include coaching and counselling, process or control improvement, verbal or written warnings, or termination.

Employee and business partner training are important components of our compliance program. In 2020, all employees completed required compliance training on topics such as anti-corruption, conflicts of interest, data privacy and protection, and speaking up.

COVID-19 continued to impact the way we live, do business and communicate during these extraordinary times. To more effectively manage risk related to our third-party relationships during the pandemic, we enhanced our existing third-party training program by conducting 21 virtual Vendor Compliance sessions around the world. In these sessions, regional business leaders and Compliance personnel provided training and engaged in rich discussions with approximately 580 vendors, JV partners, customers and other business partners on topics such as anti-corruption, conflicts of interest, accurate books and records, supplier expectations, human rights, privacy, security, and sustainability. And consistent with our commitment to ongoing compliance monitoring of third-party service providers acting on the company’s behalf, in 2020 ADM conducted 24 compliance audits of third-party intermediaries around the world.

**968**  
Total number of reports

**50%**  
Substantiation rate

**28**  
Average number of days  
to close a report

**36%**  
Percentage of reports  
made anonymously

#### 2020 CONTACT METHODS



● Website 34%  
● Phone 48%  
● Email 18%



## Food Safety

Food is fundamental. It sustains us, fulfills us and fuels our wellbeing. And the safety and security of our world's food and feed supply chain is of critical importance. 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 and the development and implementation of risk-based preventive controls or critical control points based on hazard analyses. 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've built our Food Safety and Quality program around three pillars: achieving best in class food safety, maintaining a culture of quality, and leveraging innovation and technology.

### Best in Class Food Safety

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

### 2020 Achievements

#### Zero Recalls

**Zero Incidents** resulting in fines or penalties from non-compliance with food regulations or from voluntary codes related to the health and safety impacts of products or services.



#### Culture of Quality

Every year, ADM colleagues participate in food safety and quality training. In September of 2020, we held our inaugural Global Food Safety Week for our colleagues around the globe to provide a dedicated time to refresh and refocus. We completed trainings and other activities to reinforce and educate our team on the critical role we all play toward achieving food safety and in delivering quality with every shipment.



#### Innovation and Technology

Because food safety has always been a critical priority, we are constantly looking for improvement opportunities to move from safe to safer. We leverage new technologies and process innovations to improve food safety through:

- Increased ability to detect food safety risks
- Improved identification of food safety concerns
- Innovative safety controls



# People and Communities

Supporting Others at Home and Around the Globe

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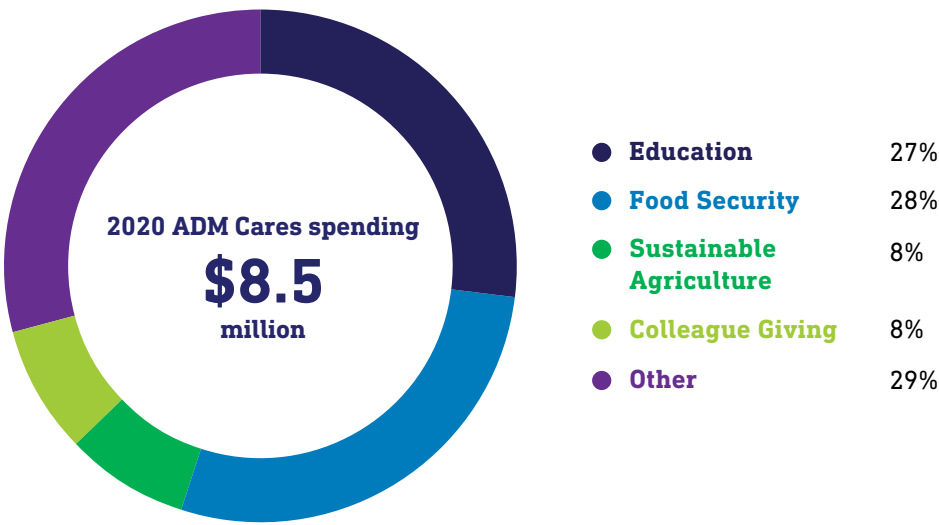
# Introduction

**At ADM, we believe a stronger workforce and community are the keys that drive our success and growth. Attracting the right talent is important to us and we strive to create an environment that supports our employees' safety, growth and contributions. Similarly, we ensure the wellbeing of the communities where we operate. We assess the needs of communities individually and prioritize programs by directing funding to initiatives and organizations driving meaningful social, economic, and environmental progress.**




# ADM Cares


ADM’s corporate social investment program, ADM Cares, aligns the Company’s corporate giving with its business strategies and sustainability objectives. Through the program, ADM works to sustain and strengthen its commitment to communities where ADM colleagues work, live, and operate by directing funding to initiatives and organizations driving meaningful social, economic, and environmental progress. The ADM Cares team evaluates potential projects submitted for funding to ensure they meet eligibility criteria, such as initiatives that support education, food security and hunger relief, or safe, responsible, and environmentally sound agricultural practices in critical growing regions around the world.




## In 2020, ADM Cares...




Donated **\$3,146,288** to help end hunger, or the equivalent of **389,332,066** meals globally.



Supported **6,880,222** students by advancing STEM and AG education programs.



Provided COVID emergency assistance for **10,036,292** people.



Helped **44,479** farmers by supporting sustainable agriculture projects.





## ☆ TRANSFORMATION SPOTLIGHT

**World Vision Vietnam**


We find purpose in unlocking nature to enrich lives. And the new partnership between ADM Cares and humanitarian organization World Vision Vietnam, aims to do just that for 50 farming households in Vietnam. Our shared goals are to support smallholder farmers and their families in Vietnam's Lac Son district by bolstering knowledge and skills in poultry breeding, and increasing farmer productivity and profit through improved financial literacy and better market engagement.

An ADM Cares grant will provide each participating farmer with a support package including 100 fully vaccinated one-day-old chicks, a coop and equipment, and high-quality ADM feed. The grant will be enhanced with ADM Animal Nutrition expertise: training in chicken-breeding techniques, and networking opportunities with traders and collectors. Within the framework of this project, World Vision Vietnam will work closely with ADM experts in Vietnam and local agencies, such as the veterinary stations and the agricultural extension stations, to help farmers improve methods and outcomes.

"We are very pleased to launch this joint project with World Vision Vietnam," said Dr. Pierre Doms, director of marketing & business development for ADM Animal Nutrition in Asia. "There are many smallholder farmers who battle hunger every day, and we want to help increase food security for these families, while helping promote sustainable agriculture in the region."

"With more than 25 years of husbandry experience in Vietnam, we're proud to offer our expertise along with support from ADM Cares," said Dr. Serge Corneillie, general manager of ADM Animal Nutrition Vietnam & Cambodia. "Through this project, farmers will learn effective poultry-farming methods, have access to high-quality products from ADM, and will connect with our traders in the region."

"This initiative can be adapted and replicated in the future in other countries within Asia so that more farmers could have successful harvests, while improving their long-term health and well-being," said Doms. "This first collaboration between World Vision Vietnam and ADM Animal Nutrition Vietnam will lay a foundation for further joint efforts between the two parties in building sustainable livelihoods for families."



**This initiative can be  
adapted and replicated  
in the future.**





## ☆ TRANSFORMATION SPOTLIGHT

## Concern Worldwide - LEAF Project

**A year ago, we announced a partnership with Concern Worldwide—to provide immediate and longer-term responses to chronic malnutrition and hunger for people living in extreme poverty in Kenya and Ethiopia. Although the coronavirus pandemic has created challenges, thousands of new farmers in Kenya are now reaping the rewards of their first harvest.**

In Tana River County, Kenya, August was a sight to behold. Lush green fields featured tidy rows of mungbeans (green grams), maize, watermelon, kale and other crops, irrigation canals dug out on either side. Just a year and a half ago, this land had been ravaged by drought, making livestock production—the traditional occupation for most locals—untenable, with animals having little else but dust to graze.

“I was born here in Tana River,” said Halima Diram Jilu, a farmer. “Since we started this project, our lives have changed. We have planted lots of crops, green grams. We get water from canals... we have enough water now.”

The transformation in Tana River has been thanks to the Lifesaving Education and Assistance to Farmers (LEAF) Project, built upon Concern Worldwide and ADM’s shared goal of advancing nutrition innovation globally. The project in Tana River focuses on agricultural transformation through skills training, financial aid and continuous mentorship. By working with the new farmers, the local government and other stakeholders, Concern Worldwide has made major strides toward our goal of providing long-term financial stability and food security.

“Before, it was bad,” said Ibrahim Murgor, a farmer from Tana River. “There was drought. Last year we did not have enough water for farming. They have supported us in terms of seeds, other inputs, water. All that is sorted.”

In the month of August 2020, nearly 5,000 farmers started harvesting their crops: mainly cowpeas, green grams, watermelon and maize. The majority of the farmers are reporting above average yields. The bumper harvest is because of adoption of climate smart agricultural practices, certified seeds and favorable weather conditions.

The LEAF project also provides lifesaving nutritional treatment for acutely malnourished children and pregnant or lactating women. To date, Concern has screened more than 2,500 children and mothers for acute malnutrition in Kenya and Ethiopia. Coronavirus restrictions have made in-person screenings more challenging, and in the coming months, as restrictions are eased, the goal will be to increase screenings and intervention, improving on cure rates for acute malnutrition.

“We are even more excited about our partnership with ADM than we were when we launched the LEAF project one year ago,” said Colleen Kelly, CEO, Concern Worldwide U.S. “Our work together, especially in Tana River, is bringing the kind of transformation that has the potential to last and create better futures for thousands of people. Across the region, the need remains great, especially in the face of the COVID-19 pandemic, climate change, and in the wake of the locust invasions over the last year. But we have achieved proof of concept of the ADM/Concern partnership, and we look forward to driving even greater impact together, in the next year and beyond.”





# Health and Wellness

## COVID-19 Response

Maintaining continuity throughout the food supply chain is essential for us to ensure people continue to have access to the nutrition they need. At ADM, we play a vital role across the world, and our colleagues, especially the front-line workers, have worked tirelessly to keep our operations running throughout the global pandemic. Our main priority is to ensure a safe working environment for all colleagues as we maintain business operations.

### Awareness and Prevention

We have worked relentlessly to increase awareness and prevent the spread of COVID-19 within our workplace. At the beginning of the pandemic, we held several virtual information sessions for employees to help raise awareness of actions that help to prevent the spread of the virus. These sessions turned into monthly updates for our employees including special guest speakers from health organizations with expertise in virology and immunology to discuss and dispel fears and myths around vaccinations.

Many of our office spaces have converted to a virtual format, but for operating facilities or locations where in-person work is required, we have implemented policies and defined protocols to ensure availability of proper resources in case of any positive test and ensured effective contact tracing to reduce exposure. We've taken extraordinary steps to make all workplaces safe for colleagues, including enhanced sanitation, readily available hand sanitizer and masks, and physical spacing and barriers if necessary. Where we provide transportation for employees, we increased services to enable appropriate social distancing. In the U.S., we partnered with the University of Illinois to implement SHIELD testing – a

faster and more cost-effective virus test that uses saliva rather than nasal swabs. More than 3,000 employees have participated in SHIELD testing.

### Extended Employee Benefits

To assist local health agencies in the fight against COVID-19, we introduced a temporary paid-leave policy for our colleagues who have specialized medical training and certifications. To prevent the spread of the virus, we instituted a paid-leave policy for employees required to quarantine due to illness or exposure. We also increased medical care coverage for COVID-19 treatments.

At our facilities where employees continued in-person work, regional business unit presidents have provided free snacks, lunch, and food baskets with thank you notes. In the Philippines, we arranged free shuttle and dormitory service for employees who lived outside of the local town.

### COVID-19 Relief and Community Support

We have contributed over \$1.85 million, including \$500,000 to the United Nations Foundation's COVID-19 Solidarity Response Fund for the World Health Organization; \$800,000 for hunger relief; and \$150,000 to Shanghai Charity Foundation's Wuhan, China for COVID-19 relief project. We have also donated to communities where we operate – in Spain, we donated €17,000 to provide food assistance to families affected by the pandemic. Through our grant program, we provided approximately \$400,000 in emergency grants to more than 400 ADM colleagues impacted by COVID-19.

## Operational Changes

With many employees shifting to remote work during the pandemic, our technology and security teams acted swiftly to ensure colleagues could maintain secure connectivity using VPNs and laptops and installing additional servers and network capabilities.

Our business has had to be nimble, adapting to changing consumer behaviors. For example, our Carbohydrate Solutions business unit pivoted production to meet the increased demand for flour for home baking, industrial starches for cardboard, and USP-grade alcohol for hand sanitizer.





## Employee Safety

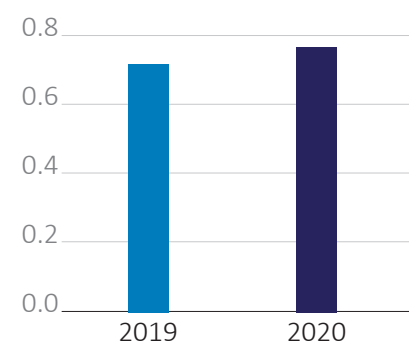
At ADM, we are committed to providing a safe working environment for all our employees and contractors. For the last several years, the company has been on a journey to a goal of zero injuries – building a safety culture so everyone will go home safely to their families and the things that are most important to them. That’s why we’ve set a new, ambitious goal: by 2025, we aim to reduce our Total Recordable Incident Rate and Lost Workday Incident Rate by 50% over a 2020 baseline.

The Safety & Health team, together with the business units, provides education, resources and processes designed to minimize safety and health risks and ensure colleagues know how to do perform their job duties safely. In 2020, we have spent more than 315,500 hours in training on occupational health and safety related topics.

After almost two years without a fatality, ADM lost five colleagues in 2020. While the Company has made enormous progress in recent years, it continues to take steps to further enhance the safety of its workplaces and maintains a goal of zero fatalities.

In 2020, more than 80% of ADM’s sites completed the year without recordable injuries, and more than 90% without lost workday injuries. Our Total Recordable Incident Rate increased from 0.72 in 2019 to 0.77 in 2020, while our Lost Workday Incident Rate increased from 0.16 in 2019 to 0.17 in 2020.

### TOTAL RECORDABLE INCIDENT RATE



In late 2019, we restructured our environmental, health, and safety organization to address areas of opportunity which resulted in an enhanced focus on transportation and maritime safety. We also launched two efforts to address occupational safety:

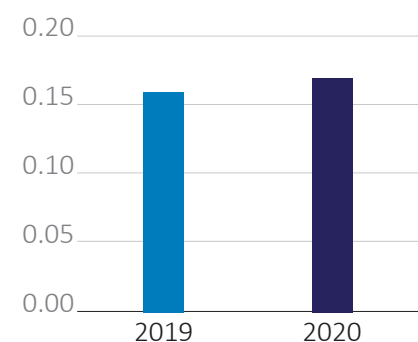
- A cross-functional safety culture team to drive improvement through simplification with an initial focus on higher-risk activities.
- A coaching and mentoring program to provide leadership engagement and targeted performance improvement plans at underachieving facilities.

In addition to these efforts, we implemented several key initiatives that will shape our safety culture transformation in 2021 and beyond:

- Developed and introduced new, robust Machine Guarding/Control of Hazardous Energy requirements.
- Completed critical updates to our bucket elevator hazard monitoring systems.

Through these actions, we aim to achieve continuous improvement in 2021, including a 10% reduction in injuries compared to 2020, which will help us on our path to achieve our five-year target.

### LOST WORKDAY INCIDENT RATE





## Nutrition for Wellness

With a growing global population and an expanding middle class, the demand for protein continues to rise. As consumers become more savvy about where and how their food is made, we are seeing shifting consumer preferences and changing personal beliefs. Through our OutsideVoice research portal, we have been conducting ongoing research to keep tabs on consumer interests, including personal diets that incorporate alternatives to traditional animal proteins.

### Air Protein

Air Protein is a new company that has become a pioneer in producing meat made from elements of the air-- yes, air. The company has developed a unique technology to continually produce protein in sustainable fermentation “farms” that can be built virtually anywhere on the planet. Air Protein meat can also be produced in days, making it highly scalable and extremely planet friendly.

ADM Ventures, the venture capital arm of ADM, sees potential in this new technology and is one of the key initial investors in the company. As a global leader in alternative proteins, we are excited to leverage our vast experience with fermentation solutions to help bring Air Protein’s innovative new ideas to market.

### Plant-Based Protein

ADM has teamed up with Marfrig Global Foods, a leading global beef producer and the world’s largest beef patty producer, to produce and sell vegetable protein-based products in Brazil. Under the deal, the companies will work together to develop plant-based products with the same taste and texture of beef. ADM brings to the partnership a unique system and blend of natural ingredients, flavors and plant-based proteins to make the alternative burger possible, and Marfrig will produce, distribute and sell the products in the food service and retail channels.

Marfrig, one of the world’s leading beef producers and the world’s largest beef patty producer, owns 70 percent of the venture; ADM, a leading global nutrition company, is a 30 percent owner. Marfrig will be responsible for finished product production and distribution, utilizing its facilities in South America, mainly in Várzea Grande, in the Brazilian state of Mato Grosso, and its facilities in the United States. ADM will supply innovative technical expertise, application development and an array of plant-based ingredients, flavors and systems from its specialty protein complex in Campo Grande, Mato Grosso do Sul, and its network of U.S.-based ingredient and flavor facilities, including its new pea protein plant in Enderlin, North Dakota.

### Imagine Meats – Plant-Based Protein in India

ADM has launched Imagine Meats, an innovative plant-based venture in partnership with Bollywood stars in India.

Imagine Meats is focused on creating traditional Indian dishes using meat alternatives. Rather than supplying single ingredients for blending, ADM offers Imagine Meats bespoke, flexitarian system solutions to help achieve the right taste and texture profiles using soy and pea proteins, as well as other alternative proteins from ADM’s vast portfolio.

Through our  
OutsideVoice  
research portal,  
we have been  
conducting ongoing  
research to keep  
tabs on consumer  
interests.






# Human Capital Management

## Training and Development

When it comes to advancement and retention, ADM has carried out a global assessment of job pricing in all regions where we operate to identify opportunities to close any gaps. We are committed to developing all colleagues and helping them maximize their career aspirations through continuous learning and by providing unique experiences over and above their formal role. Every colleague at ADM has a development plan that is updated and reviewed at least annually with his or her supervisor. We also have talent talks to discuss the careers of all colleagues to ensure we have the right people in the right jobs to maximize their potential and performance.

Our Capabilities Center of Excellence is a central hub for learning and development that enables colleagues to improve their personal performance, business knowledge and productivity — helping ADM colleagues do their current job better while preparing them for their next role.



**Our employees  
received an  
average of 798 hours  
of training and  
development  
in 2020.**

## Diversity, Equity and Inclusion

We believe diversity, equity and inclusion (DEI) are key business priorities that will enable us to continue innovating, driving growth through customer focus, and delivering outstanding performance for shareholders.

At ADM, we bring together colleagues with different backgrounds, perspectives, and experiences. These global teams drive innovative thinking, creating growth opportunities through diversity of thought. Our DEI strategy includes four focus areas: Leadership Engagement & Communication, Recruitment, Advancement & Retention, and Networks & Sponsorships.

Our leadership engagement, training and communication pillar has championed DEI by moving from awareness to action through storytelling. Guided by our global communications calendar to celebrate DEI-related events year round, such as Pride Month, International Women's Day, and the Global Week of Understanding, we have been producing stories to inspire colleagues as well as provide guidance.

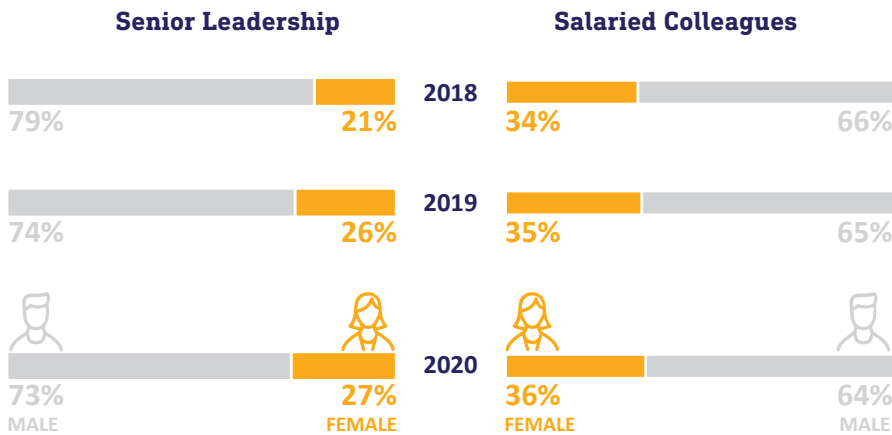
Through our inclusive hiring initiatives, we have established strategic partnerships with external agencies that are devoted to recruiting talented candidates from underrepresented groups.



## Gender Parity

We have made a commitment through Paradigm for Parity to achieve gender parity in our senior leadership team by 2030. Since making this commitment in 2018, we have improved our gender diversity from 21% to 27%. We are proud of our achievements to date, and we will continue to strengthen diversity within middle management and entry-level hiring so the progress at the senior leadership level is sustainable over the long-term. This strategic cultural priority will continue to strengthen our ability to innovate and drive profitable growth.

### PERCENTAGE OF FEMALE EMPLOYEES




## External Initiatives

At the industry level, we have been a key partner in the establishment of Together We Grow, a consortium of agricultural industry leaders united in a shared belief that American agriculture’s best days are yet to come. Emphasizing diversity, equity and inclusion, Together We Grow works to build a modern workforce with the skills, experience, and capabilities needed to keep pace with the growing world. By exchanging best practices and developing initiatives together on recruiting the brightest talent, we are collectively making progress across the industry.

Additionally, key senior leaders have been championing DEI with our partners in the industry to collectively shape the discussion on these crucial topics by actively taking part in DEI related summits and conferences. In 2020, we also became a silver sponsor of the Women in Food & Agriculture (WFA) network to promote gender equality in the food and agribusiness sectors.



# Verification Statement



**VERIFICATION OPINION STATEMENT  
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 statement 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 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 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>,

**GHG Emissions Statement:**

- Scope 1:** 13,500,000 metric tons of CO<sub>2</sub> equivalent
- Scope 2 (Location-Based):** 2,730,000 metric tons of CO<sub>2</sub> equivalent
- Biogenic Emissions:** 3,970,000 metric tons CO<sub>2</sub>
- Biogenic Carbon Dioxide Sequestered:** 522,000 metric tons CO<sub>2</sub>

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

**Period covered by GHG emissions verification:**

- January 1, 2020 to December 31, 2020

**Criteria against which verification conducted:**

- The Climate Registry General Reporting Protocol
- 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

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Page 2

**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 virtual site visits to Europoort, Netherlands and Rondonopolis, Brazil; 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).

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.


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  
Practice Lead  
Apex Companies, LLC  
Lakewood, Colorado



Trevor Donaghy, Technical Reviewer  
Program Manager  
Apex Companies, LLC  
Pleasant Hill, California

April 29, 2021

*This verification statement, including the opinion expressed herein, is provided to Archer Daniels Midland Company and is solely for the benefit of Archer Daniels Midland Company in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.*

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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 2020 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 seventh 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 and safety metrics included in the Report for calendar year 2020 (the "Subject Matter") and summarized in the attached table.

Our assurance does not extend to any other information included in the Report.

Reporting Boundaries

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

- Operational Control
- Worldwide Operations
- Major Water Users Group as defined in the 2020 Annual Sustainability Report.

Reporting Criteria

The Subject Matter needs to be read and understood together with the 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 verification of information relating to:

- Activities outside the defined verification 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;
- 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 verification, our work included:

- Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
- Conducting interviews with relevant personnel of ADM;
- Conducting remote (virtual) site visits to Archer Daniels Midland Company facilities in Europoort, Netherlands and Rondonopolis, Brazil and remote interviews with personnel in corporate offices in Decatur, Illinois;
- Reviewing the data collection and consolidation processes used to compile the Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
- Reviewing documentary evidence provided by ADM;
- Agreeing a selection of the Subject Matter to the corresponding source documentation;
- Reviewing ADM systems for quantitative data aggregation and analysis; and
- 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.

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 verification 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 verification of greenhouse gas emissions data.

  
John A. Rohde, Lead Verifier  
Apex Companies, LLC  
Lakewood, Colorado  
April 29, 2021

  
Trevor Donaghu, Technical Reviewer  
Apex Companies, LLC  
Pleasant Hill, California

Archer Daniels Midland Company  
Reporting Metrics  
Calendar Year 2020

Energy Source	Quantity	Units	Source	Quantity	Units
Electricity	5,220,000	MWh	Gasoline	11,700	MWh
Steam	579,000	MWh	Jet Fuel	765	MWh
Biodiesel	960	MWh	Kerosene	134	MWh
Biogas	290,000	MWh	Liquified Petroleum Gas	90,800	MWh
Biomass (Agricultural)	263,000	MWh	Lubricants	-	MWh
Biomass (Solid Products)	13,400	MWh	Natural Gas	20,200,000	MWh
Biomass (Wood)	3,530,000	MWh	Subbituminous Coal	15,800,000	MWh
Bituminous Coal	10,800,000	MWh	Tires	2,400	MWh
Diesel Fuel	2,270,000	MWh	Residual Fuel Oil	184,000	MWh
Ethanol	-	MWh			

Water Usage (Major Water Users Group <sup>1</sup> )			Safety Metrics (excluding sites <2 years with ADM)	
Source	Quantity	Units		
Groundwater	41,100,000	cubic meters	Total Recordable Incident Rate	0.573
Municipal	38,200,000	cubic meters	Lost Days Incident Rate	0.139
Surface <sup>2</sup>	32,100,000	cubic meters		

<sup>1</sup>As defined in 2020 Annual Sustainability Report

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

GHG Emission Reduction 2019-2020  
including biogenic sequestration (Absolute) 8.9%

GRI Index

GRI STANDARD	DISCLOSURE	RESPONSE AND/OR PAGE NUMBERS AND/OR URL	OMISSIONS
General disclosures			
GRI 102: General Disclosures 2016	Organizational Profile		
	102-1: Name of the organization	Archer Daniels Midland Company and its subsidiaries	
	102-2 Activities, brands, products, and services	10-K, pages 4-6	
	102-3 Location of headquarters	Chicago, Illinois, USA	
	102-4 Location of operations	Pages 5-6; 10-K, pages 20-27	
	102-5 Ownership and legal form	Publicly traded company, incorporated	
	102-6 Markets served	10-K, page 4	
	102-7 Scale of the organization	Page 7; 10-K, pages 10, 20, 30 & 34	
	102-8 Information on employees and other workers	10-K, page 10	
	102-9 Supply chain	Pages 10, 22-26	
	102-10 Significant changes to the organization and its supply chain	10-K, page 32	
	102-11 Precautionary Principle or approach	Pages 12-14	
	102-12 External initiatives	Page 8	
	102-13 Membership of associations	Page 8	
	Strategy		
	102-14 Statement from senior decision-maker	Page 2	
	102-15 Key impacts, risks, and opportunities	Pages 12-14	
	Ethics and Integrity		
	102-16 Values, principles, standards, and norms of behavior	Pages 11, 39-40	
	102-17 Mechanisms for advice and concerns about ethics	Pages 39-40	
	Governance		
	102-18 Governance structure	Page 12; ADM Proxy Statement 2021 page 12-17	
	102-20 Executive-level responsibility for economic, environmental, and social topics	Page 12; ADM Proxy Statement 2021 page 14	
	102-21 Consulting stakeholders on economic, environmental, and social topics	Page 14	
	102-22 Composition of the highest governance body and its committees	ADM Proxy Statement 2021 page 1, 3-4, 8-10	



	102-23 Chair of the highest governance body	<a href="#">ADM Proxy Statement 2021 page 12-13</a>
	102-24 Nominating and selecting the highest governance body	<a href="#">ADM Proxy Statement 2021 page 11, 19, 24</a>
	102-25 Conflicts of interest	<a href="#">ADM Proxy Statement 2021 page 22</a>
	102-28 Evaluating the highest governance body's performance	<a href="#">ADM Proxy Statement 2021 page 18</a>
	102-29 Identifying and managing economic, environmental, and social impacts	<a href="#">ADM Proxy Statement 2021 page 14-17</a>
	102-30 Effectiveness of risk management processes	<a href="#">ADM Proxy Statement 2021 page 14-17</a>
	102-31 Review of economic, environmental, and social topics	<a href="#">ADM Proxy Statement 2021 page 1</a>
	102-32 Highest governance body's role in sustainability reporting	<a href="#">Board Committee Charter</a>
	102-35 Remuneration policies	<a href="#">ADM Proxy Statement 2021 page 23, 47-48</a>
	102-38 Annual total compensation ratio	<a href="#">ADM Proxy Statement 2021 page 61</a>
	<b>Stakeholder Engagement</b>	
	102-40 List of stakeholder groups	Page 12
	102-41 Collective bargaining agreements	16.3%, US colleagues only
	102-42 Identifying and selecting stakeholders	Page 12
	102-43 Approach to stakeholder engagement	Page 12
	102-44 Key topics and concerns raised	Page 12
	<b>Reporting Practice</b>	
	102-45 Entities included in the consolidated financial statements	<a href="#">10-K, Exhibit 21</a>
	102-46 Defining report content and topic Boundaries	Page 4; Operational control
	102-47 List of material topics	Page 14
	102-48 Restatements of information	None
	102-49 Changes in reporting	None
	102-50 Reporting period	Calendar year 2020
	102-51 Date of most recent report	May 19, 2020
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	<a href="mailto:sustainability@adm.com">sustainability@adm.com</a>
	102-54 Claims of reporting in accordance with the GRI Standards	Page 4
	102-55 GRI content index	Pages 53-57
	102-56 External assurance	Pages 51-52

### Anti-corruption

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 37, 39-40
	103-2 The management approach and its components	Pages 37, 39-40
	103-3 Evaluation of the management approach	Pages 37, 39-40
<b>GRI 205:</b> <b>Anti-Corruption</b>	205-2 Communication and training about anti-corruption policies and procedures	Pages 37, 39-40

### Energy Management

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 21, 28
	103-2 The management approach and its components	Pages 21, 28
	103-3 Evaluation of the management approach	Pages 21, 28
<b>GRI 302:</b> <b>Energy</b>	302-1 Energy consumption within the organization	Pages 21, 28
	302-3 Energy intensity	Pages 21, 28
	302-4 Reduction of energy consumption	Pages 21, 28

### Water Management

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 21, 31
	103-2 The management approach and its components	Pages 21, 31
	103-3 Evaluation of the management approach	Pages 21, 31
<b>GRI 303:</b> <b>Water and Effluents</b>	303-3 Water withdrawal	Pages 21, 31

### Biodiversity, Deforestation & Conversion

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 21-24
	103-2 The management approach and its components	Pages 21-24
	103-3 Evaluation of the management approach	Pages 21-24
<b>GRI 304:</b> <b>Biodiversity</b>	304-2 Significant impacts of activities, products, and services on biodiversity	Pages 21-24



## GHG emissions

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 21, 27, 30
	103-2 The management approach and its components	Pages 21, 27, 30
	103-3 Evaluation of the management approach	Pages 21, 27, 30
<b>GRI 305:</b> <b>Emissions</b>	305-1 Direct (Scope 1) GHG emissions	Page 27
	305-2 Energy indirect (Scope 2) GHG emissions	Page 27
	305-3 Other indirect (Scope 3) GHG emissions	Page 28
	305-5 Reduction of GHG emissions	Page 27

## Operational waste

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 21, 32
	103-2 The management approach and its components	Pages 21, 32
	103-3 Evaluation of the management approach	Pages 21, 32
	306-4 Waste diverted from disposal	Pages 21, 32

## Supply chain management

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 24-26, 38
	103-2 The management approach and its components	Pages 24-26, 38
	103-3 Evaluation of the management approach	Pages 24-26, 38
<b>GRI 308:</b> <b>Supplier Environmental Assessment</b>	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 24-26, 38
<b>GRI 414:</b> <b>Supplier Social Assessment</b>	414-2 Negative social impacts in the supply chain and actions taken	Pages 24-26, 38

## Occupational Health and Safety

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 43, 47-48
	103-2 The management approach and its components	Pages 43, 47-48
	103-3 Evaluation of the management approach	Pages 43, 47-48
<b>GRI 403:</b> <b>Occupational Health and Safety</b>	403-9 Work-related injuries	Page 48

## Diversity, Equity and Inclusion

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 43, 50-51
	103-2 The management approach and its components	Pages 43, 50-51
	103-3 Evaluation of the management approach	Pages 43, 50-51
<b>GRI 405:</b> <b>Diversity and Equal Opportunity</b>	405-1 Diversity of governance bodies and employees	Pages 51

## Community engagement and charitable giving

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 43-46
	103-2 The management approach and its components	Pages 43-46
	103-3 Evaluation of the management approach	Pages 43-46
<b>GRI 413:</b> <b>Local Communities</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 43-46

## Human Rights and Labor Conditions

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 37-38
	103-2 The management approach and its components	Pages 37-38
	103-3 Evaluation of the management approach	Pages 37-38
<b>GRI 408:</b> <b>Child Labor</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 38
<b>GRI 409:</b> <b>Forced or compulsory labor</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 38
<b>GRI 412:</b> <b>Human Rights Assessments</b>	412-1 Operations that have been subject to human rights reviews or impact assessments	Page 38

## Food Safety & Quality

<b>GRI 103:</b> <b>Management Approach</b>	103-1 Explanation of the material topic and its Boundary	Pages 37, 41
	103-2 The management approach and its components	Pages 37, 41
	103-3 Evaluation of the management approach	Pages 37, 41
<b>GRI 416:</b> <b>Customer Health and Safety</b>	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 41

# Related SASB Standards

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE AND/OR PAGE NUMBERS AND/OR URL
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-AG-110a.1	Page 26
	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	Page 26
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-AG-130a.1	Page 27
Water Management	(1) Total water withdrawn	FB-AG-140a.1	Page 30
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a.2	Page 30
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate	FB-AG-250a.1	Zero incidents in FY 2020
	(1) Number of recalls issued	FB-AG-250a.3	Page 40
Workforce Health & Safety	(1) Total recordable incident rate (TRIR)	FB-AG-320a.1	Page 47
Environmental & Social Impacts of Ingredient Supply Chain	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="#">Sustainability Progress Tracker</a>
	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="#">Sustainability Progress Tracker</a>
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	FB-AG-430a.3	Pages 21-22, 24
GMO Management	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	FB-AG-430b.1	Page 11
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	FB-AG-440a.1	Pages 7, 13, 21-22, 24
Activity Metrics		Code	Response and/or Page numbers and/or URL
Number of processing facilities		FB-AG-000.B	Page 7



# TCFD Disclosures Index

The following index provides response/ location to ADM’s reporting on the recommendation of the Task Force on Climate-related Financial Disclosure (TCFD).

RECOMMENDATIONS	RECOMMENDED DISCLOSURES	RESPONSE AND/ OR PAGE NUMBERS AND/OR URL
Governance	Board’s oversight of climate – related risks and opportunities	Page 12
	Management’s role in assessing and managing climate-related risks and opportunities	Page 12
Strategy	Climate-related risks and opportunities the organization has identified over the short, medium, and long term	Page 13
	Impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	Page 13
	Resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 13
Risk Management	Process for identifying and assessing climate-related risks.	Page 12
	Process for managing climate-related risks.	Page 12
	Process for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Page 12
Metrics and Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 15, 26, 29
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 15, 26, 29
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 15, 26, 29



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