

Scaling Impact

2021 Corporate Sustainability Report



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CEO Statement

We're scaling up our work to live our purpose and power our continued growth and success.



Juan R. Luciano
CHAIRMAN AND CEO

Dear Stakeholders,

Last December, we unveiled the next phase of ADM's strategy for growth and value creation. We call it "Sustainable Growth" – an important description of how sustainability drives our opportunities and simultaneously underscores our purpose and our culture.

For 120 years, ADM's business has been deeply connected to the land and sustainable stewardship. The crops we turn into an unparalleled array of plant-based products have always depended on healthy soil, water and air. Today, sustainability is shaping our future in new ways. Thirty percent of global consumers say they will pay more for products with social responsibility claims – and ADM is the foundation of those products, from flavors from nature and lower carbon fuel sources, to alternative proteins and our growing BioSolutions platform.

But our focus on a sustainable future is broader than that. Our purpose is to unlock the power of nature to enrich the quality of life. And we cannot achieve that purpose without a strong and unrelenting focus on protecting our planet, our communities and our people.

With an irreplaceable footprint that spans food, feed, agriculture and more, ADM is scaling up its sustainability leadership around the globe. When I look back at ADM's accomplishments over the last year, and ahead at our plan and our future, I see a company that views sustainability as integral to all that we do, from our strategic planning, to our relationships with farmers, to how we meet customer needs every day.

We're taking on the biggest challenges. In 2020, we announced our Strive 35 goals to reduce greenhouse gas emissions, water and energy intensity, and increase our landfill diversion rate. In the pages that follow, you'll see how we're making progress toward our key milestones with innovative new initiatives from heat recovery projects, to wider use of cleaner energy, to expanding our water reuse capabilities.

We're expanding the universe of planet-friendly products. Customers and consumers today are looking for responsible production, clean labels, and partners and providers they trust align with their values. And last year, we showed how we're meeting that demand. We were proud to announce the industry's first carbon neutral wheat milling footprint. We advanced projects to widen the world of low-carbon, plant-based fuels, including renewable diesel and sustainable aviation fuel. We moved forward with partnerships to capture and store carbon from some of our largest US facilities. We expanded our capacity to meet fast-growing global demand for alternative protein. And we continued to grow our BioSolutions portfolio of plant-based replacements for petroleum-derived products.

We're going to the root of the issue. Our value chain stretches from seed to fork, and we're working with growers around the globe to enhance the sustainability and reduce the carbon emissions from their critical work. In 2021, we committed to a new, aggressive goal of eliminating deforestation from all of our supply chains – a goal we have accelerated even since our original announcement: We now are working toward a completely deforestation-free supply chain by 2025. We were also proud last year to unveil our new goal to reduce our Scope 3 greenhouse gas emissions 25% by 2035 – a goal we're aggressively working toward as we continue to expand the number of acres involved in our regenerative agriculture efforts.

We also recently committed to work with the Science-based Targets initiative, with the goal of obtaining their approval of ADM's climate targets and our alignment with ambitious global goals to limit rising temperatures to 1.5 degrees Celsius.

We're building a better future. We're continuing to scale up our global efforts. This year, we issued our first-ever sustainability bond, representing \$750 million in capital to support efforts ranging from sustainable agriculture and energy efficiency to food security and socioeconomic empowerment. The bond exemplifies our broad approach to sustainability. Enriching the quality of life means supporting communities, such as through our work with the World Food Programme in Madagascar, or our support for veteran farmers. It's about doing business the right way, as exemplified by our third consecutive recognition by Ethisphere as one of the World's Most Ethical Companies. It's about safety – always our highest priority, and even more so as we support and protect our 650 colleagues in Ukraine. And it's about our work day in and day out to ensure the world's nutritional needs are met.

Our future is bright. Our many achievements in 2021 are only the beginning. We're scaling up our work to live our purpose and power our continued growth and success. This report shows who we are – and I've never been more inspired and committed to do even more.

Sincerely,

Juan R. Luciano

Juan R. Luciano
CHAIRMAN AND CEO

Overview

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Overview

About ADM

At ADM, we unlock the power of nature to enrich the quality of life. We're a premier global human and animal nutrition company, delivering solutions today with an eye to the future. We're blazing new trails in health and well-being as our scientists develop groundbreaking products to support healthier living. We're a cutting-edge innovator leading the way to a new future of plant-based consumer and industrial solutions to replace petroleum-based products. We're an unmatched agricultural supply chain manager and processor, providing food security by connecting local needs with global capabilities. And we're a leader in sustainability, scaling across entire value chains to help decarbonize our industry and safeguard our planet. From the seed of the idea to the outcome of the solution, we give customers an edge in solving the nutritional and sustainability challenges of today and tomorrow. Learn more at www.adm.com.

About the Report

We are committed to reporting on our Environmental, Social and Governance (ESG) activities on an annual basis. This report highlights our activities and progress toward addressing key ESG topics from January 1, 2021 to December 31, 2021, as well as a discussion of the opportunities and challenges in our journey to help create a more resilient and sustainable global food system. We have aligned our report with three key sustainability reporting standards: the Global Reporting Initiative (GRI) Standards, the Task Force on Climate-Related Financial Disclosures (TCFD), and the Sustainability Accounting Standards Board (SASB). The content indices for these standards are included at the end of the report.

Where We Operate

North America

Canada



United States



Mexico



Belize



Jamaica



Panama



Grenada



Dominican Republic



Puerto Rico



Costa Rica



Barbados



Trinidad and Tobago



Key

Ag Services & Oilseeds



Carbohydrate Solutions



Nutrition



South America

Colombia



Ecuador



Peru



Brazil



Paraguay



Uruguay



Chile

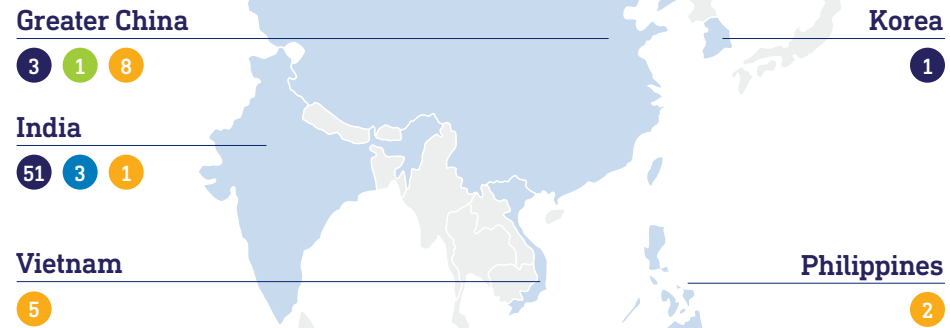


Argentina

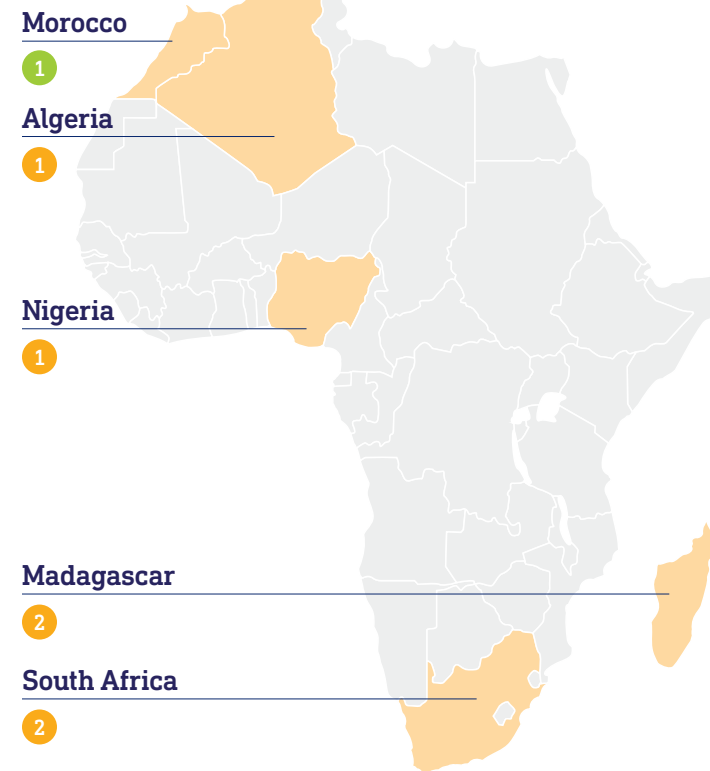


Where We Operate, continued

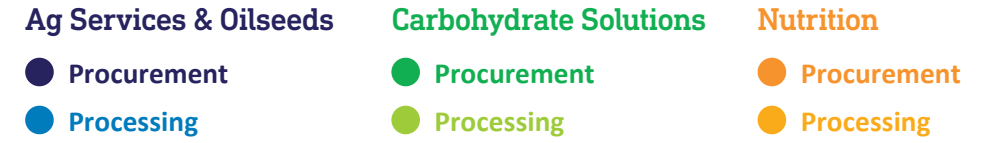
APAC



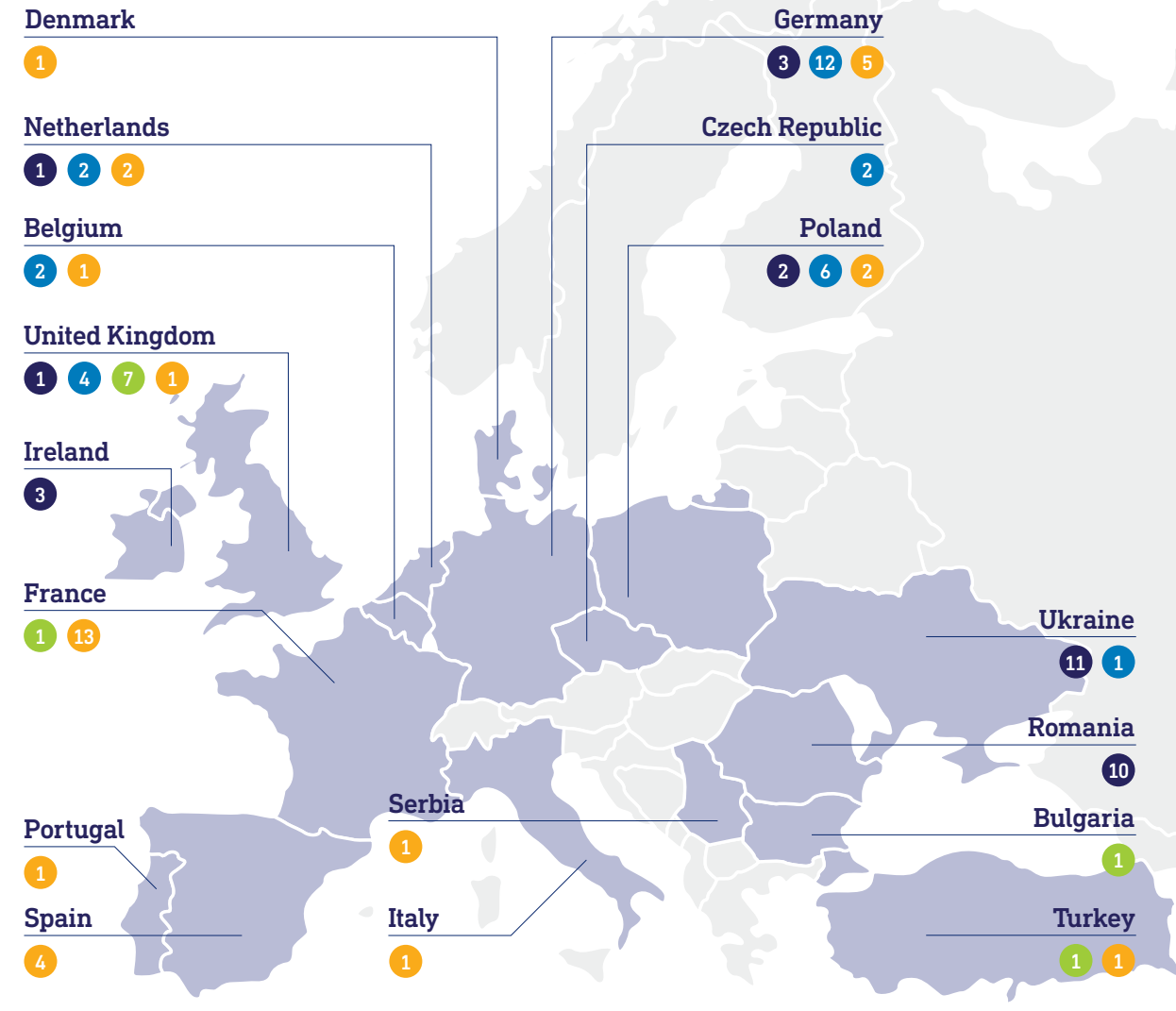
Africa



Key

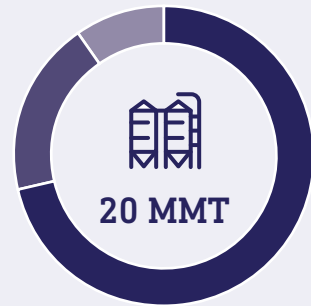


Europe



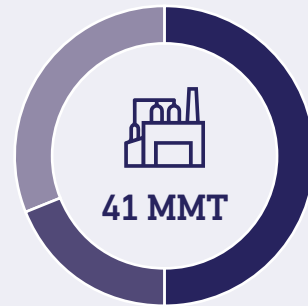
Ag Services & Oilseeds

Daily Grain Storage Capacity



- NA 15 MMT
- SA 4 MMT
- EMEAI 2 MMT

Annual Crush Capacity



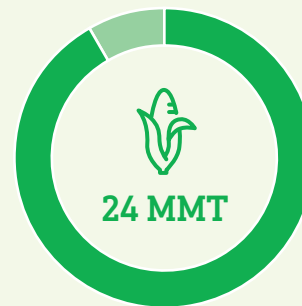
- NA 21 MMT
- SA 8 MMT
- EMEAI 13 MMT

- 414 Procurement & Storage Facilities
- 42 Owned & Leased Port Facilities
- 11,300 Owned Railcars
- 3 Owned Ocean-going Vessels
- 1,300 Owned Semi-Trailers
- 1,800 Owned River Barges
- 25 Countries with Procurement/Storage Locations

- 113 Processing Facilities
- 54 Oilseed Crush Facilities
- ~60 Different Products Used in Food, Animal Feed, Renewable Fuels and Industrial Products
- 15 Countries with Processing Facilities

Carbohydrate Solutions

Annual Corn Grind



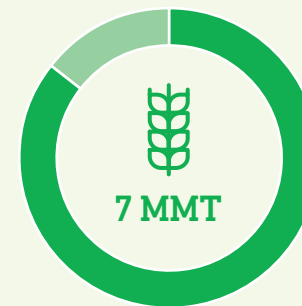
- NA 22 MMT
- EMEAI 2 MMT

16 Owned Corn Processing Plants*

Corn Grind Capacity

~2.5M Bushels per Day

Annual Wheat Milling Capacity



- Americas 6 MMT
- International 1 MMT

42 Owned Wheat Processing Plants*

Wheat Processing Capacity

~980,000 Bushels per Day

- ~90 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



- 59 Customer Innovation Centers
- 51 Processing Facilities
- 22 Procurement Centers

Animal Nutrition



- 92 Processing Facilities
- 110 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.



S&P Global Yearbook Member 2021



Big Innovation Award for Unique Probiotic Strain



Supply Chain Excellence, 2021 edie Sustainability Leaders Award Recipient



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

- Field to Market Collaboration of the Year Award
- Fortune World's Most Admired Companies List for 14 Consecutive Years
- Fortune Change the World List
- Fortune Blue Ribbon Companies List
- Top Employer Europe 2022
- 2021 Women's Enterprise USA 100 Corporations of the Year List
- NutraIngredients-Asia, Ingredient of the Year



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 (BELA)



Round Table on Responsible Soy Association (RTRS)

Roundtable on Sustainable Palm Oil (RSPO)



Field to Market: The Alliance for Sustainable Agriculture



Fields of Europe



Sustainable Agriculture Initiative Platform (SAI Platform)



International Sustainability and Carbon Certification (ISCC)



Cool Farm Alliance



Global Roundtable for Sustainable Beef



World Business Council for Sustainable Development



Suppliers Ethical Data Exchange (SEDEX)

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

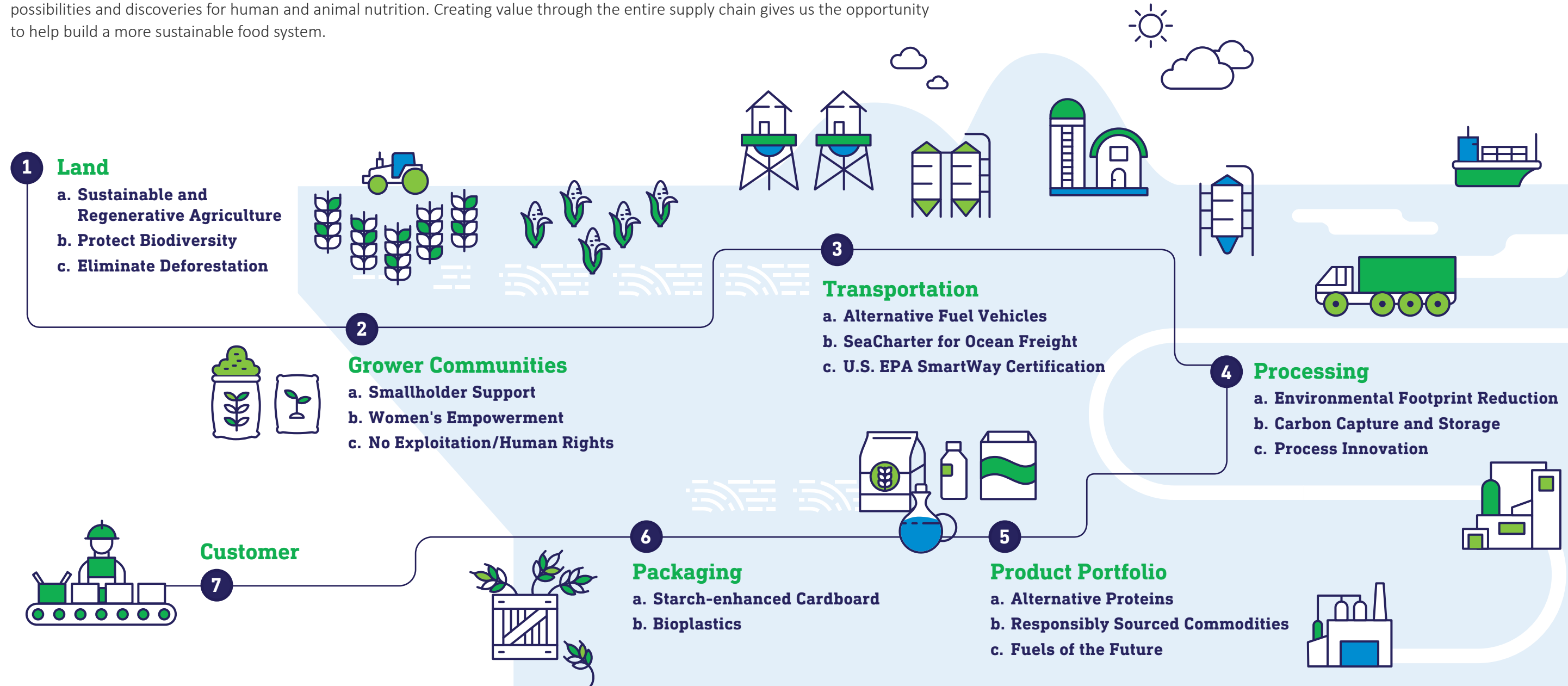
Governance

Embedding Our Values in Our Operations and Supply Chain

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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

Sustainability is an integral part of our business strategy. We strive to conduct our business in a responsible manner and reduce the environmental impact of our operations and supply chain to protect our planet, while focusing on the foundational role of food in supporting health and wellness.

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.

In 2021, we updated two of these policies to more clearly define our objectives and expectations: our Human Rights Policy and our Policy to Protect Forests, Biodiversity and Communities. We also issued a Managing Supplier Non-Compliance procedure which describes our approach to address non-compliances with these policies.

- 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
- Managing Supplier Non-Compliance Procedure

We recognize the role engagement plays in preventing, addressing, and remedying concerns. For that reason, we engage with employees, communities, civil society and other stakeholders to address risks along our value chain. All allegations of potential non-compliances are investigated in accordance with our grievance and resolution protocol. To promote transparency, we maintain a grievance log on our website and post regular updates.

We invite all stakeholders who have concerns related to the implementation of our policies to email us at responsibility@adm.com or use The [ADM Way Helpline](#). Our Human Rights Policy protects human rights defenders, whistleblowers, complainants and community spokespersons from any form of retaliation.

Sustainability Governance and Strategy

Our commitment to change and growth goes beyond our products and services. At ADM, sustainable practices and a focus on environmental responsibility are not separate from our primary business: they are integral to the work we do every day to serve customers and create value for shareholders. We are committed to being a force for change in developing innovative, sustainable solutions in agriculture, food and nutrition, energy, and packaging materials while pursuing ways to continually improve our efforts in both protecting the environment and enhancing environmental and social sustainability. That is why our current strategic plan is called “Sustainable Growth”.

Governance

Our sustainability efforts are overseen by our Board of Directors, in particular a dedicated Sustainability and Corporate Responsibility Committee, and led by our Chief Sustainability Officer (CSO), who is supported by regional sustainability teams.

The Sustainability and Corporate Responsibility Committee actively oversees our objectives, goals, strategies, and activities relating to sustainability and corporate responsibility matters and assists the Board in ensuring that we operate as a sustainable organization and responsible corporate citizen.

The Executive Council of ADM, our highest strategic and operational body, provides close supervision of our ESG efforts and an in-depth review of sustainability issues. Because we consider sustainability critical to our strategic planning and mergers and acquisitions efforts, the CSO reports to the Chief Strategy Officer and is an important part of the strategy team. Furthermore, regional sustainability teams, along with the corporate sustainability team, support the CSO to drive sustainability efforts

in our facilities and supply chains around the world. Our sustainability efforts are also supported by the Centers of Excellence (CoE) that drive efficiency programs in their areas of focus such as the Utilities CoE, Diversity, Equity and Inclusion (DE&I) CoE, and Environmental, Health and Safety (EHS) CoE.

Sustainability Governance Overview

Sustainability and Corporate Responsibility Committee of the Board

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

Executive Council of ADM

- Highest strategic and operational body
- Provides close supervision of our ESG efforts and an in-depth review of sustainability issues

Vice President, Chief Sustainability Officer (CSO)

- Leads ADM’s sustainability efforts
- Reports metrics quarterly to ADM Board of Directors
- Meets quarterly with ADM Board of Director’s 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




Strategy

We believe sustainability is critical to our future growth strategy. Our strategic plan of sustainable growth leverages the trends and technologies in sustainability to help us grow and create value for our stakeholders. Our Ag Services and Oilseeds business unit is focused on traceability of sourcing and differentiation and working with growers on low carbon agricultural products. Carbohydrate Solutions is focused on decarbonization as a business, and biosolutions and biomaterials, including fuel solutions from agricultural products to replace petroleum-based products. Nutrition is focused on developing alternative proteins that can reduce the amount of animal-based proteins that are sources of methane and greenhouse gas (GHG) emissions. The growth of these projects and businesses will be integral to supporting the objective of helping the planet limit total global warming to the 1.5°C threshold indicated by the United Nations.

Moreover, we have a large industrial footprint and believe it is important to reduce GHG emissions related to our business activities and the entire agricultural supply chain. We aim to mitigate climate change through renewable product and process innovations, supply chain commitments, and a strategic approach to operational excellence with a focus on enhancing the efficiency of our production plants globally. We will continue to use internal and external resources to identify opportunities and take action to reduce our environmental footprint globally to meet our commitments and to mitigate the effects of climate change.

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 aim to 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 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.



To support the implementation of our sustainability strategy, we issued our first sustainable bond in February 2022. We intend to use the net proceeds from the offering to finance and/or refinance projects that meet certain criteria set forth in our Sustainable Financing Framework. Eligible projects will fall under one or more of the following categories: (i) green projects related to sustainable aquaculture and animal husbandry, sustainable agriculture, green buildings, energy efficiency, renewable energy, clean transportation, water and waste management, and pollution prevention and control; and (ii) social projects related to socioeconomic advancement and empowerment, and food security and sustainable food systems.

Risk and Opportunity Management

Scenario Analysis

In 2021, we began the process of conducting a Scenario Analysis following the TCFD guidelines. The analysis looked at the potential impact of three warming scenarios: 1.5°C (latest recommendation from Intergovernmental Panel on Climate Change (IPCC) to prevent the worst effects of global warming), 2°C (aligned with the Paris Climate Accords), and 2.6°C (status quo). The first scenario assumes a rapid transition to a low carbon world in the next decade, limiting temperature increase to 1.5°C. This involves a high degree of transformation across the economy. Under this scenario, the worst anticipated physical impacts of climate change are avoided. The second scenario involves ambitious actions to mitigate climate change, limiting temperature increase to 2°C. This scenario requires greater policy action; however, there is still an increase in physical climate-related impacts. The third scenario is based on the current status quo with no changes to policies or actions and an anticipated increase in global temperature by 2.6°C resulting in increased physical impacts of climate change. ADM used these scenarios as written by the sources, except in the case of the third, status quo scenario, where transition risks were evaluated based on our existing Strive 35 commitments and implementation plan.

In each of the scenarios, we identified potential sourcing shifts and limitations, operational changes, physical impacts, and opportunities. The primary risks identified fall into two categories: physical risks and transition risks. Key opportunities are related to products and services offerings.



Transition Risks

- Emerging regulation and carbon pricing mechanisms could result in increased operational costs in the short to medium term.
- 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.
- Market demand has a direct effect on production, as well as demand for certified sustainable commodities. Changes in consumer demands could result in additional cost of implementation that may not be overcome by product sales.
- ADM uses coal-fired cogeneration technology to meet a portion of its energy demand. We are working to reduce the carbon footprint of our operations, but transitions can be time intensive and costly.

Physical Risks

- Increased severity and frequency of extreme weather events such as cyclones, wildfires 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.
- Increased severity and frequency of extreme weather events such as cyclones, wildfires and floods could lead to increased sourcing costs due to limited availability of agricultural commodities and impact our ability to produce goods, which would directly affect sales and revenue.
- 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 sourcing of raw materials. 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.

Opportunities

- Developing enhanced transportation and warehousing scheduling, routing and tracking technologies can reduce carbon footprint and costs while improving customer delivery satisfaction.
- 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, we have an opportunity to capitalize on the increased demand through the production and sale of ethanol, biodiesel, and renewable green diesel.
- As more businesses and consumers look to renewable products, development of new products or services could lead to increased revenues through access to new and emerging markets.

Key Topic Assessment and Stakeholder Engagement

Following the guidelines from the Global Reporting Initiative (GRI), we use a third-party to conduct a formal assessment to identify and prioritize our key sustainability topics that reflect our most significant impacts to the economy, environment, and people, including human rights. Because these impacts may change over time as our activities, business relationships, and assets evolve, we update this assessment on a regular basis.

In 2021, we engaged a reputable professional services firm to undertake a reassessment of key topics to guide our sustainability strategy, program implementation, and reporting efforts. The assessment team applied its knowledge of the GRI methodology and our industry to select an initial set of topics for discussion. During the engagement phase, stakeholders provided additional topics relevant to ADM either due to impact to the company or impact to stakeholders.

The firm selected 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 from a variety of internal and external stakeholders, including ADM leadership, investors, customers, employees, and non-governmental organizations (NGOs).

The assessment indicated several key topics that are consistent across all stakeholder groups as critically important: “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.

Ongoing stakeholder engagement

We have established direct and easy-to-access channels for engagement with different types of stakeholders. These engagements provide valuable insights on stakeholder concerns and topics that they consider important. In 2021, we engaged with stakeholders via customer feedback, NGO inquiries and dialogue with shareholders. We also met with several customers and entered into partnerships on sustainable agriculture and environmental topics. In December, during our annual Global Investor Day, we highlighted our sustainable growth strategy and the importance of sustainability to our long-term planning. The presentation included a Q&A session for our investors.



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

In 2021, we announced our new commitment to be 100% deforestation-free by 2030 along with an updated policy to help us achieve that target. Throughout the year, we focused on traceability and are now excited to announce we have moved our target date to 2025. Last year, we also announced a new part of our Strive 35 goals – a 25% reduction of our Scope 3 GHG footprint by 2035.

ACCELERATED

100%
deforestation-free by 2025
(aim to eliminate deforestation from all of our supply chains by 2025)

NEW












25%
reduction in Scope 3 GHG emissions by 2035

Learn more about ADM's commitments and transparent reporting at www.adm.com/sustainability.

Strive 35 Environmental Goals





















KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT
Emissions	25% absolute reduction in Scope 1 + 2 GHG emissions over 2019 baseline by 2035	In progress 6.0% reduction 	12/31/2035	13 CLIMATE ACTION, 15 LIFE ON LAND Greenhouse Gas Emissions
	25% reduction in Scope 3 GHG emissions over 2019 baseline by 2035	NEW	12/31/2035	
Energy	15% reduction in energy intensity over 2019 baseline by 2035	In progress 0% reduction 	12/31/2035	13 CLIMATE ACTION, 15 LIFE ON LAND Energy Management
Water	10% reduction in water intensity over 2019 baseline by 2035	In progress 0% reduction 	12/31/2035	6 CLEAN WATER AND SANITATION, 13 CLIMATE ACTION, 15 LIFE ON LAND Water Management
Waste	90% diverted waste from landfill by 2035	In progress 83.8% diverted 	12/31/2035	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Soy

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT
 <p>Traceability to Origin*</p>	<p>100% of Direct suppliers in Brazil</p>	<p> Achieved</p> <p></p> <p>100%</p>	<p>6/30/2021</p>	<div data-bbox="2211 378 2528 569">    </div> <div data-bbox="2211 482 2414 569">   </div> <ul data-bbox="2599 378 2882 569" style="list-style-type: none"> • Environmental and Social Impacts of Ingredient Supply Chain • Ingredient Sourcing
	<p>100% of Indirect suppliers in high-risk areas in Brazil</p>	<p> Achieved</p> <p></p> <p>100%</p>	<p>12/31/2021</p>	
	<p>100% of Indirect suppliers in Brazil</p>	<p> Achieved</p> <p></p> <p>100%</p>	<p>3/31/2022</p>	
	<p>100% of Direct and Indirect suppliers in Paraguay</p>	<p> Achieved</p> <p></p> <p>100%</p>	<p>12/31/2022</p>	
	<p>100% of Direct and Indirect suppliers in Argentina</p>	<p> Achieved</p> <p></p> <p>100%</p>	<p>12/31/2022</p>	


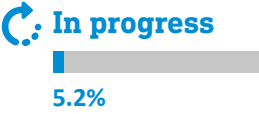

* For full explanation, see page 24.

Palm


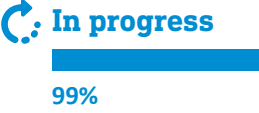

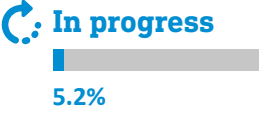

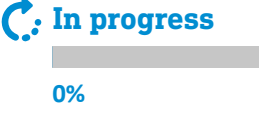

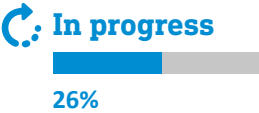

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT
 <p>Traceability</p>	<p>Traceability to Mill: Improve traceability of palm oil (PO) and palm kernel oil (PKO) to mill to maintain high visibility into ADM’s palm supply chain and reduce deforestation risk</p>	 In progress Palm Oil  99.90%	Ongoing	     <ul style="list-style-type: none"> • Environmental and Social Impacts of Ingredient Supply Chain • Ingredient Sourcing
		 In progress Palm Kernel Oil  98.60%	Ongoing	
 <p>Supplier Engagement*</p>	<p>100% of volumes sourced from direct suppliers who have a publicly available NDPE policy in place</p>	 In progress  99.75%	12/31/2021	
	<p>100% of volumes sourced from direct suppliers who have implemented a Grievance Management System</p>	 In progress  99.75%	12/31/2021	
	<p>100% of volumes sourced from direct suppliers with an implementation plan for responsible sourcing of palm oil</p>	 In progress  97.46%	12/31/2021	
 <p>Monitoring and Verification*</p>	<p>100% of volumes sourced from direct suppliers with human rights due diligence process in place</p>	 In progress  97.20%	12/31/2021	

* For full explanation, see page 24.

Sustainable Agriculture

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT
 <p>Sustainable Ag Projects</p>	Enroll wheat acres representing 10% of US wheat processing volume in sustainable ag projects	 <p>In progress 5.2%</p>	12/31/2022	 <p>Ingredient Sourcing</p>

Operational and People Matters

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG/SASB ALIGNMENT
 <p>Compliance Training</p>	Train 100% of employees on compliance, ethics and human rights	 <p>In progress 99%</p>	12/31/2021	
 <p>Workplace Safety*</p>	50% reduction in Total Recordable Incident Rate (TRIR) from 2020 results	 <p>In progress 5.2%</p>	12/31/2025	 <p>Workforce Health & Safety</p>
	50% reduction in Lost Workday Incident Rate (LWIR) from 2020 results	 <p>In progress 0%</p>	12/31/2025	
 <p>Gender Parity Pledge</p>	Achieve 50% gender parity among ADM's senior leadership structure	 <p>In progress 26%</p>	12/31/2030	

* 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.

We are committed to meeting our environmental obligations, while pursuing ways to continually improve our efforts in both protecting the environment and enhancing environmental sustainability.

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 since then we have worked to continually improve and standardize the structure across all operations and align with other company initiatives such as Performance Excellence (PE) and Quality.



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 an important part of curbing global warming, conserving native biodiversity, and upholding the rights of indigenous communities and smallholders. In 2021, we announced our aim to eliminate deforestation from all of our supply chains by 2030, aligned with the United Nations' New York Declaration. We have now announced an accelerated target date of 2025, which we will strive to meet through the following:

- Increasing the geographical scope of our satellite monitoring in supply chains
- Integrating and automating purchase controls in higher risk regions
- Selecting suppliers based on deforestation-free scores and alignment with our policies
- Increasing purchases of certified materials
- Continuing collaboration with industry peers and associations to develop standardized actions
- Further engagement with indirect suppliers

Though we are not a grower of crops, we work independently and with other stakeholders to ensure the crops we source globally follow a socially fair and environmentally sustainable standard that can contribute to the livelihood of the communities where they are grown and protect the environment we all share.



In 2021, we released our [Policy to Protect Forests, Biodiversity and Communities](#), which covers the overarching commitments applicable to all of our supply chains, as well as specific commitments to address the complexities of the palm and soybean supply chains.

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.

At ADM, transparency is a core value. We publish regular updates to our grievances and resolutions log, documenting allegations of policy violations in our supply chains, as well as providing updates on investigations into each inquiry.

We aim to eliminate all deforestation in our supply chain by 2025.

Palm

Transparency and Traceability – We source palm products from 13 direct suppliers coming from 22 refineries and 1,666 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. We engage a third-party to verify our traceability data.

Supplier Engagement – We use the Palm Scorecard implemented by a third-party assessor to evaluate the performance of our direct palm suppliers. Our findings for 2021 show that we nearly reached our target to have 100% of our volumes from suppliers with a publicly available NDPE policy, a grievance management system, a responsible sourcing implementation plan, and a human rights due diligence process in place. The scorecard tool provides valuable insight of past performance data and provides us feedback on how to make better decisions in the future. We have identified the need to create an additional supplier assessment tool to enable proactive screening of suppliers prior to sourcing from them to ensure they align with our sustainability criteria and standards.

Monitoring and Verification – ADM continues to participate as an active member in the No Deforestation, Peat or Exploitation (NDPE) Integrated Reporting Framework (IRF) Active Working Group to drive progress on reporting against NDPE criteria. ADM has engaged with all its direct suppliers on the provision of their respective NDPE IRF profiles. A total of 94.3% of volumes are covered under the reporting. In July 2021, we completed verification of each individual site profile by an independent third-party. We also 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 – In 2021, we began to report the percentage of our sourced volumes that are delivering against the No Deforestation criteria defined by IRF. These profiles are reported alongside our supply chain traceability information on our website.

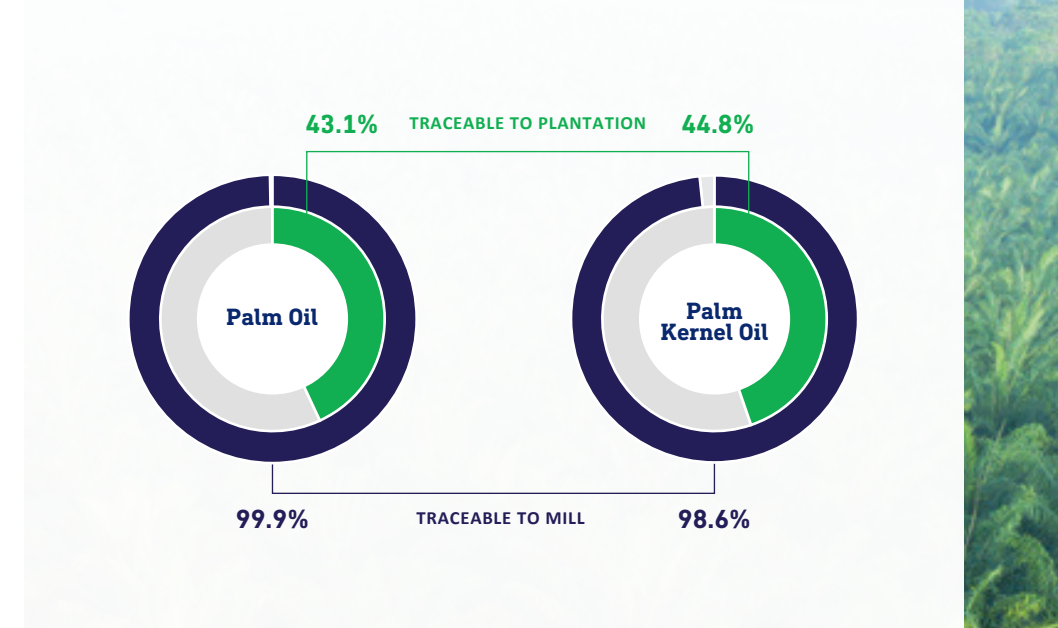
Soy

Transparency and Traceability – We have traceability for 100% of our direct and indirect soy suppliers in Argentina, Brazil and Paraguay. For direct suppliers, we map to the farm level using digital satellite mapping (polygons). This database enables measurement of Deforestation and Conversion Free (DCF) volumes, which in 2020 equaled 97%. For indirect suppliers, we trace to the first aggregation point and then monitor a radius around that location for indications of deforestation. In areas with a high risk of conversion to soy, indirect parties will also be required to show compliance with the company’s policies on the volumes sold to ADM.

Supplier Engagement – We participate in several multi stakeholder initiatives worldwide that are leading the transformation of the soy supply chain. We participate in the Soft Commodities Forum (SCF) of the World Business Council for Sustainable Development (WBCSD) along with other industry/trading companies who share the same goals of eliminating deforestation and exploitation in their supply chains. Our objectives focus on defining common standards that will bring more transparency to the sector as a whole, and searching for financial incentives that will protect forested areas and promote the use of previously cleared land. We are engaging with our indirect suppliers in Brazil to identify and test digital tools that will enable verification of their supply with the Brazilian Forest Code and our corporate commitments. We also engage with growers through sustainable farming extension programs including Produzindo Certo, Sustentagil, and Soja Plus.

Monitoring and Verification – Since 2018, specialized firms with GIS technology (satellite imaging) have been cross-referencing planted 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 SCF of the WBCSD, we publish semi-annual reports along with other members to disclose progress toward agreed-upon regional objectives.



☆ TRANSFORMATION SPOTLIGHT

Parque Vida e Cerrado

Nature-based solutions (NbS) are defined by the International Union for Conservation of Nature (IUCN) as “actions to protect, sustainably manage and restore natural or modified ecosystems that address societal challenges effectively and adaptively, simultaneously providing human wellbeing and biodiversity benefits.” The IUCN has identified environmental degradation and biodiversity loss as a key societal challenge.

Under Brazilian law, farmers are required to set aside a portion of their land for conservation. These protected areas of native vegetation provide critical habitat for wildlife and plant species, but they are often isolated pockets leading to genetic bottlenecking of plant and animal communities. Connecting these natural areas provides species a safe passageway to reach other breeding populations.

Recognizing the role agriculture can play in protecting biodiversity, we began working with Parque Vida e Cerrado in Brazil, a regional hub for the restoration of native vegetation, scientific ideation and biodiversity education. Together, we have developed a project aimed at restoring degraded areas along streams and springs in the Cerrado of western Bahia, promoting biodiversity corridors within soy farms and protecting community water resources. The project is providing sustainable agriculture education to growers and local schools, as well as creating local jobs that work on collecting native seeds, producing seedlings at the nursery, or giving technical assistance on restoration to farmers. Going forward, the project will conduct biodiversity assessments in Barreiras and Luís Eduardo Magalhães, two of the major soy producing municipalities in Brazil. Specialists will capture maned wolves and other large mammals to monitor them via radio collars and carry out a survey to evaluate the habits of these species found in forested set-asides within soy farms. The project plans to create environmental education projects in two local schools and carry out a campaign to educate the community about the project and the wolves.



Sustainable and Regenerative Agriculture

We believe in taking action for climate change, integrating sustainable practices into every facet of our global operations in an effort to minimize our footprint worldwide. We recognize the opportunity we have to work together with growers in our supply chain to identify and implement farming practices that can reduce environmental impact, sequester carbon in the soil, and improve on-farm economics and labor conditions.

Our sustainable and regenerative agriculture programs work to identify and implement customized and targeted projects focusing on outreach, education, and continuous improvement to drive adoption of practices. We have identified five key advanced agricultural practices that have multiple positive outcomes such as reducing GHG emissions, improving soil health, and protecting water quality. These practices include nutrient management, year-round soil coverage, minimized soil disturbance, integrated pest management, and diverse crop rotations.

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



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 leverage regional programs to offer growers in our supply chain solutions that work for their operations. In the U.S., we are members of Field to Market, and we have regenerative agriculture programs that work with growers to plant cover crops. In Brazil, we are working with Produzindo Certo to help growers identify best management practices for their farms.

We also 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.



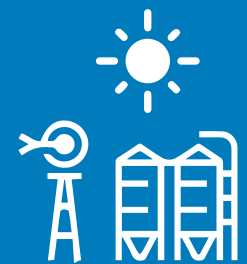
Sustainable Agriculture Concepts

- Managing nutrients
- Keeping soil covered
- Minimizing soil disturbance
- Increasing crop diversity
- Integrated pest management



Positive Outcomes

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



Responsible Pesticide Management

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

Grower Engagement

We work with growers around the world on implementing sustainable and regenerative agricultural practices, including integrated pest management (IPM) and cover crops. For example, in the U.S., we engage growers using the Field to Market metrics and framework. Four of the eight metrics are impacted by pesticide application: Water Quality, Biodiversity, Energy Use, and GHG Emissions. Through these programs, we connect growers with agronomy experts who can support the adoption of advanced agricultural practices such as cover crops and IPM. In Brazil, our ADM Responsible Soy program as well as the *Doing It Right* program both have IPM as a key component. Further, ADM is one of the sponsors of the Soja Plus Program, a program organized by the Brazilian Oil Industry Association and the Soy Farming Association, that provides training on farms, including training on the “conscious usage and correct handling of agrochemicals.”

Cover Crops

Environmentally sustainable pest management starts with building healthy soils. Research has shown that crops grown on biologically active soils resist pests better than soils with low fertility, extreme pH, poor structure, and low biological activity. In addition to increasing soil health, specific cover crops can directly assist with pest management. For example, cover rye can control some diseases,

weeds, and nematodes. Cover crops also provide valuable habitat and protection for predators that naturally control pest populations. They can act as a key prevention measure of an IPM plan. In a recent study, predatory insect populations were 7-10 times higher in cover cropped fields. These predators reduce the insect pest population, allowing for reduced pesticide application.

Integrated Pest Management

IPM is designed to reduce risks to human health and the environment from the use of pesticides. According to a study published in the Proceedings of the National Academy of Sciences, IPM can reduce insecticide usage by 95% with no effect on yield. These programs use current, comprehensive information on relevant pest species, including their life cycles and interaction with the environment. Combined with available pest control methods, the information is used to design a plan to prevent and manage pest damage by the most economical means, with the least possible hazard to people, property, and the environment. IPM includes four steps:

- **Set Action Threshold**- Growers first determine the threshold at which pest populations or environmental conditions indicate that control actions must be taken.
- **Monitor and Identify Pests**- Many organisms are harmless, and may even be beneficial. Proper identification of and monitoring for pest species is critical to ensure pesticides are only used when needed.
- **Prevention**- Methods to prevent pests such as rotating crops and selecting pest-resistant varieties.
- **Control**- If action threshold indicates pest control is required, IPM plans outline control methods to balance effectiveness and risk. First, growers can use pheromones to disrupt pest life-cycles or mechanical control. If these methods fail, targeted spraying of weeds would be implemented. Broadcast spraying of non-specific pesticides is a last resort.



Organic

Certified organic foods are grown and processed according to strict regulatory standards, depending on local rules. For example, in the U.S., organic producers rely on natural substances and physical, mechanical, or biologically-based farming methods and are inspected annually to verify practices. In the E.U., organic regulations limit the use of artificial herbicides and pesticides and prohibit the use of ionizing radiation and genetically modified organisms. Organic growers adopt several approaches to maintain soil fertility and plant health including crop rotation, pest-resistant varieties, and natural pest control techniques such as IPM.

Sustainable, Certified and Organic Product Sourcing

We source sustainable, certified and organic commodities to meet customer demand and sustainable sourcing objectives. Several of these programs have components that specifically impact pesticide usage. Through Field to Market, we are incentivizing adoption of cover crops, in addition to other regenerative agriculture practices. The ADM Responsible Soy, Doing It Right, Food Alliance, ISCC, RSPO, and RTRS programs all require the development, implementation and monitoring of IPM plans. Organic farming prohibits the use of synthetic pesticides.

In 2021, we sourced volumes as follows:

(METRIC TONS)	COVER CROPS	IPM	ORGANIC
Wheat	4,110	25	21,760
Peanuts			7,080
Fruits, Flavors, Colors, etc.			7,780
Sunflower		128,540	
Corn	156,630	748,220	
Soybeans	235,260	3,935,450	3,400
Canola		4,524,090	
Palm		233,610	
Other Pulses			190



☆ TRANSFORMATION SPOTLIGHT

Golden Peanut Argentina

Our Golden Peanut and Tree Nut colleagues in Argentina have been on the leading edge of sustainability for many years. They started their journey by implementing recycling programs and training onsite. That first step led to broader initiatives, including sending peanut hulls to a local utility to produce electricity, reducing waste to landfill and providing a renewable energy source. We have a biodiversity plan to protect native species, and since 2016, we have collaborated with local high schools to plant more than 800 native trees.

Working at the farm level and with smallholder growers, many advanced agricultural practices have been identified and implemented, including planting a winter cover crop to reduce soil erosion; using integrated pest management practices; and using technology solutions to identify high production potential fields and avoid those with flooding risks. These practices, among others, have enabled the successful completion of the Sustainable Agriculture Initiative (SAI) – Farm Sustainability Assessments resulting in SAI Gold ranking – the first and only peanuts in Argentina with this distinction.



Environmental Footprint

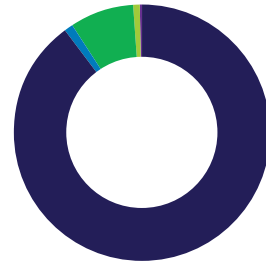
GHG Emissions - Scope 1 + 2

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 (IEA), United States Environmental Protection Agency (U.S. EPA), or The Climate Registry (TCR), 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 U.S. EPA Part 98 Mandatory Reporting Rule.

We have identified several projects to help us achieve our Strive 35 reduction targets, some of which are highlighted below:

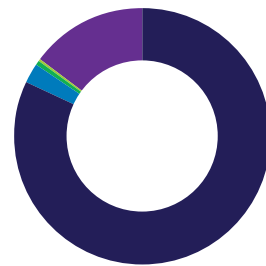
- **Renewable Energy Procurement:** In Brazil, we have signed a 15-year agreement to purchase 31.9 MWh of energy from a wind power plant that will reduce our carbon emissions by 19,000 metric tons per year.
- **Transportation Fleet Upgrades:** As a U.S. EPA SmartWay Certified carrier, our trucking fleet is implementing several fuel economy improvements, including upgrading to vehicles with automatic transmissions that use adaptive cruise control and governed speed to optimize fuel economy as well as swapping out dual tires for super single/wide base tires. The lighter weight and reduced rolling resistance increases fuel efficiency. In addition, we blend our own fuel with ADM-produced biodiesel allowing our fleet to run on a 20-30% biodiesel blend rather than the standard 5% blend available at commercial fuel stations. We are continuing with our trials of compressed natural gas and 100% biodiesel fueled trucks with positive initial results.

TOTAL EMISSIONS BY REGION (metric tons)



- **North America** 14.4 million
- **Latin America and Caribbean** 170,000
- **EMEA** 1.3 million
- **APAC** 120,000
- **International Air/Water** 29,000

TOTAL EMISSIONS BY ACTIVITY (metric tons)



- **Stationary Combustion** 12.9 million
- **Mobile Combustion** 640,000
- **Fugitive Emissions** 60,000
- **Process Emissions** 11,000
- **Purchased Energy** 2.3 million

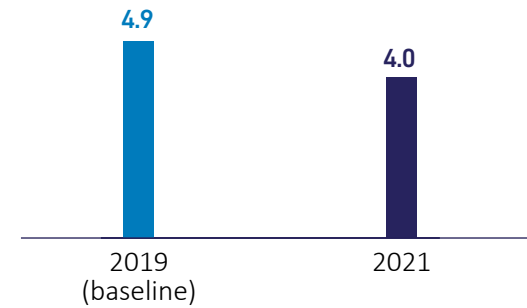
TARGET

GHG Emissions

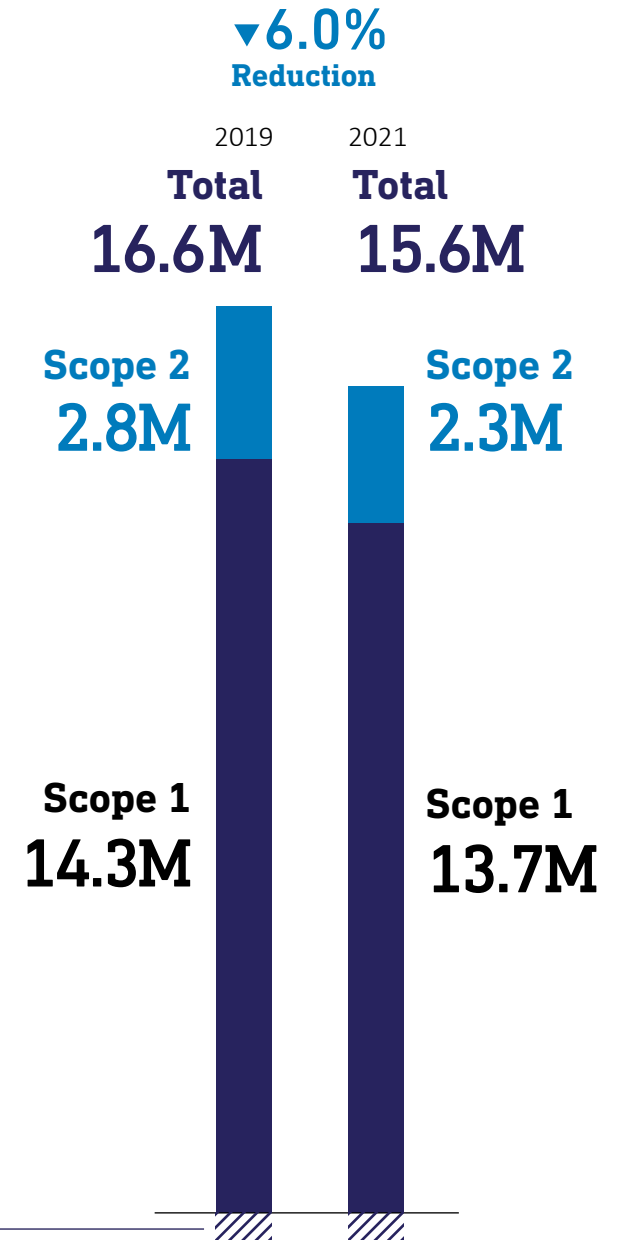
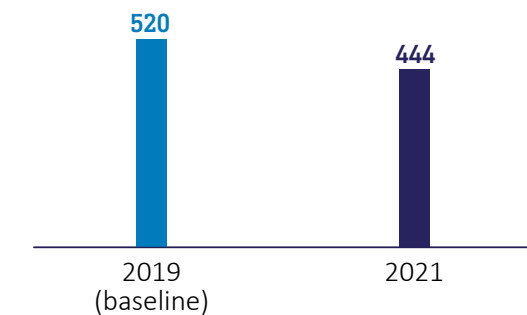
25%

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

BIOGENIC CO₂ (in millions)



CARBON PERMANENTLY SEQUESTERED (in thousands)



- **Coal Conversion:** At our Mankato, Minnesota; Des Moines, Iowa; and Lincoln, Nebraska oilseeds facilities, we have started conversion projects to replace existing coal-fired boilers with high pressure, natural-gas-fired boilers which allow efficient cogeneration of steam and power using a lower carbon fuel. This project is estimated to reduce our Scope 1 and Scope 2 GHG emissions by over 150,000 metric tons per year, and the upgrades will also allow us to pivot to other lower carbon fuels such as renewable natural gas or hydrogen when they become commercially available.
- **NET Power:** We are exploring efforts to purchase energy from a planned NET Power cogeneration facility to be built adjacent to our processing complex in Decatur, Illinois. This cutting-edge technology uses a semi-closed loop technology that combusts natural gas with oxygen instead of ambient air to produce low or zero-emission power. Oxy-combustion results in a more pure CO₂ exhaust stream that is recycled through the system to drive turbines instead of steam. After being recycled through the unit, the CO₂ will be captured and sequestered in our onsite sequestration well. Through this project, we expect to reduce our annual GHG emissions by 1.5 million metric tons.



☆ TRANSFORMATION SPOTLIGHT

Carbon Neutral U.S. Milling

In 2021, we achieved net carbon neutral status for our U.S. flour milling operations. This accomplishment is an industry first of its kind and scale. We have 22 mills around the U.S. that process wheat, sorghum and corn into flour.

We achieved net carbon neutral status through a combination of energy efficiencies, purchase of renewable energy certificates, and sequestration of carbon dioxide at our commercial carbon capture and storage facility.

Around the world, we have been working to reduce the environmental footprint of our operations. At U.S. flour mills, our initiatives included energy efficiency projects, technology updates, and the replacement of older facilities with new state-of-the-art mills. Further, we lowered the carbon footprint of our U.S. flour milling network through the purchase of renewable energy certificates which represents electricity generation from renewable sources, such as solar, wind or hydro. Lastly, we are using carbon capture and storage technology to compensate for emissions generated at the flour mills, a unique way we have been able to achieve net carbon neutral status.



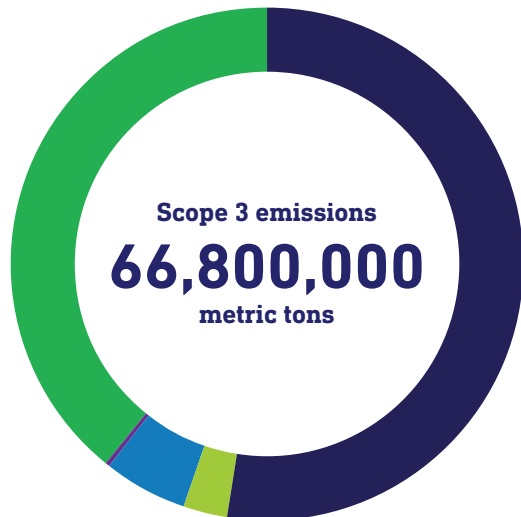
GHG Emissions - Scope 3

We have announced a new commitment to reduce our Scope 3 greenhouse gas emissions across our supply chain by 25% by 2035 against a 2019 baseline. We are focusing our reduction efforts on five material categories: purchased goods and services, fuel and energy related emissions, upstream transportation and distribution, waste, and the processing of sold products/goods. This target builds on our ambitious Strive 35 sustainability goals.

To achieve our Scope 3 reduction goal, we will continue to work in close collaboration with farming communities, suppliers and customers. We are working with partners in the industry to implement projects that focus on supporting growers 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 greenhouse gas emissions. We also recognize the importance of protecting forests and watersheds as critical carbon sinks. Ensuring we only source deforestation-free commodities in our supply chains will reduce land use change emissions.

Our transportation business unit has been working to reduce upstream transportation emissions by contracting with U.S. EPA SmartWay Certified shipping companies. We are also assessing emissions from ocean freight through our membership in the Sea Cargo Charter which, aligned with the ambitions of the International Maritime Organization, aims to reduce shipping’s GHG emissions by at least 50% by 2050.

SCOPE 3 GHG EMISSIONS BY CATEGORY



For the categories calculated, our scope 3 emissions in 2021 were 66,800,000 metric tons.

- **Category 1:** Purchased Goods and Services, 52.5%
- **Category 3:** Fuel-and-Energy-Related Emissions, 2.8%
- **Category 4:** Upstream Transportation, 5.4%
- **Category 5:** Waste Generated in Operations, 0.3%
- **Category 10:** Processing of Sold Goods, 38.9%

TARGET
GHG Emissions
25%
Reduction
in Scope 3 GHG
emissions over
2019 baseline
by 2035



Energy

We continue to identify, assess, and implement innovative ideas that reduce our energy intensity, allowing us to produce more while using less energy. In 2020, we announced our goal to reduce energy intensity per ton of product by 15% by 2035 over a 2019 baseline, as a part of our Strive 35 goals. To ensure we are on track to meet our goals, we set a 5-year interim target to reduce energy intensity 6% by 2025.

Our facilities have implemented an energy management program based on ISO 50001, with 16 facilities ISO certified. In 2021, we began the process to certify another ADM facility, which will increase the total number certified production facilities to 17.

We calculate energy consumption for all facilities under our operational control using a combination of utility bills, operations data tracking systems, and fuel purchase records, which consists of:

- Renewable fuel consumption (biofuels such as wood and biogas burned onsite).
- Non-renewable fuel consumption (fossil fuels burned onsite).

TARGET

Energy Intensity

15%

Reduction in energy intensity per ton of product produced by 2035 over a 2019 baseline

- Electricity consumption (purchased from utilities or power providers).
- 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.

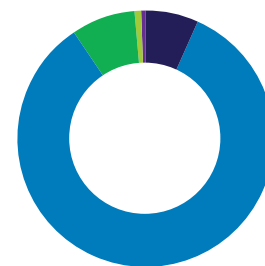
In 2021, we implemented over 75 energy-saving projects across our business units. These projects are expected to reduce more than 175,000 MWh of energy while achieving an annual cost savings of \$4.4 million. We also continued our global Energy Treasure Hunt Program through which we were able to identify additional energy reduction opportunities of around 177,000 MWh annually. Some examples include:

- **Heat Recovery Studies** – We completed heat recovery studies on several of our boilers and cogeneration facilities which identified

significant energy savings, while simultaneously increasing reliability. We implemented suggested improvements at our facilities in Cedar Rapids, Iowa; Gomez Palacio, Mexico; Kershaw, South Carolina; and Hamburg and Straubing, Germany. Collectively, these improvements are expected to result in annual energy savings of over 57,000 MWh.

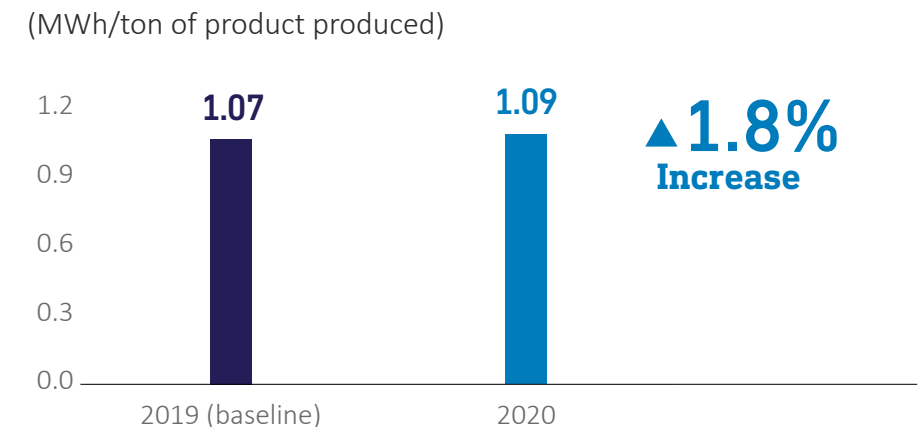
- **Waste Heat Optimization** – At our facilities in Decatur, Illinois; Bazancourt, France; Adana, Turkey; and Des Moines, Iowa, we have improved waste heat recovery by optimizing energy usage, eliminating waste, and adding new heat recovery loops. These projects are expected to save over 45,700 MWh of energy annually.
- **Compressed Air System Improvements** – We conducted 10 system audits and 11 leak surveys, repurposed idle equipment, and replaced inefficient equipment in our compressed air systems at facilities in the U.S., U.K., and Germany. These repairs and adjustments are expected to result in around 6,000 MWh of annual energy savings.

ENERGY CONSUMPTION BREAKDOWN (MWh)



● Renewable Fuel	4.0 million MWh
● Non-renewable Fuel	49.0 million MWh
● Purchased Electricity	4.8 million MWh
● Steam Consumption	389,000 MWh
● Electricity Sold	255,000 MWh
Total	57.9 million MWh

ENERGY INTENSITY (MWh/ton of product produced)



Water and Wastewater

With global water resources becoming increasingly scarce, the water crisis has become a pressing issue. The availability of water is vital for our operations, which is why we have factored it into our risk management framework and developed programs to respond to current and potential future water shortages.

In 2020, we announced our target to reduce water intensity by 10% per ton of product produced at our largest sites by 2035 over a 2019 baseline. To ensure we are on track to achieve this goal, we have set a 5-year interim target of a 5% reduction by 2025. In addition, to support the health and wellbeing of the communities where we operate, we are developing a global improvement strategy in priority watersheds by 2025.

With the help of a professional service firm, we are developing our Strive 35 Water Scarcity Program. In 2021, we completed the first phase of this effort, addressing the program’s strategic objectives, and we are continuing our efforts in defining the operational and institutional practices for the program.

Our water use reduction efforts are focused on 45 of our largest sites, which collectively account for more than 95% of our global water usage. We refer to these sites as our Major Water Users Group (MWUG), and we measure water usage at these sites using a combination of flow meters and utility bills. 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.

To reduce the use of fresh water, we practice the three Rs: reduce, reuse, and reclaim. Our sites have adopted best management practices for minimizing water use and maximizing its reuse before

disposal. Further, we have advanced a number of reclaim operations where wastewater is further treated and returned for use within our facilities. Across our MWUG locations, we are regularly investigating new technologies that could increase water reuse and reclaim opportunities and further reduce our fresh water intake.

In 2021, our water intensity number increased due to lower production rates and increased water usage. We are renewing our focus and looking forward to additional projects we have planned to help us achieve our Strive 35 goal.


- **Expansion of Decatur Water Reuse Program** – We made significant improvements in the Decatur water reuse system and now have the capacity to supply over 22,700 m³ of reuse water per day to our cooling tower operations around the campus. This expansion project will enable us to reduce our fresh water intake by 3.45 million m³ annually in Decatur alone.
- **Evaporative Capture Technology Pilot** – One of the largest sources of water usage and loss takes place in ADM’s recirculating cooling towers. We are piloting an innovative technology that can capture the evaporative loss and return it to the cooling tower operation, reducing the need for fresh make-up water.

TARGET

Water Reduction

10%

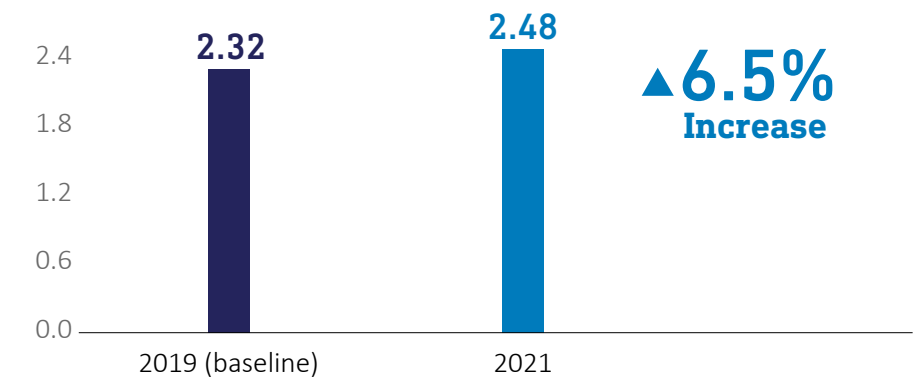
Reduction in water usage per ton of product produced at our largest sites by 2035 over a 2019 baseline



WATER WITHDRAWAL BY SOURCE
(cubic meters)



WATER INTENSITY
(m³/ton of product produced)



Operational Waste

In 2020, we launched our Strive 35 waste diversion goal, establishing a commitment to beneficially reuse, recycle or otherwise divert from landfill at least 90% of our waste by 2035. To achieve our goal, in 2021 we engaged a third-party waste management vendor in North America, tapping into an extensive network of beneficial use and recycling outlets. Our operations in Europe and South America are currently piloting similar programs.

Last year, we improved our landfill diversion rate to 83.8%. Some examples of landfill diversion projects include:

- As an alternative to coal, our facility in Cebu, Philippines began using wood briquettes to fuel its steam boilers, creating a high-phosphorous ash suitable for land application by local farmers, reducing both greenhouse gas emissions and waste to landfill. The site is now diverting approximately 200 metric tons of waste annually.
- Our corn wet mill in Cedar Rapids, Iowa began shipping previously landfilled biomass from its wastewater treatment operations to a local farmer to help return nutrients to agricultural fields. Each month, the site averages four loads of wastewater treatment biomass sent for beneficial reuse, diverting approximately 1,200 metric tons per year of wastewater treatment biomass from landfill.

- Our animal nutrition facility in Morelos, Mexico implemented a source separation awareness campaign with its cleaning staff and plant colleagues to promote recycling. To support the campaign, the facility’s waste vendor provided an extra container that remains onsite to facilitate further separation of recyclables from waste destined for landfill. The newly implemented program has helped improve the site’s landfill diversion rate from 75% in 2020 to 88% in 2021.



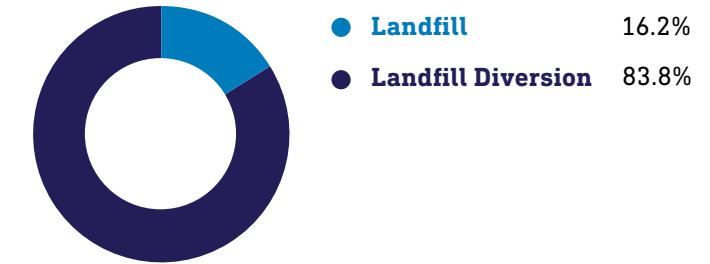
TARGET

Waste Management

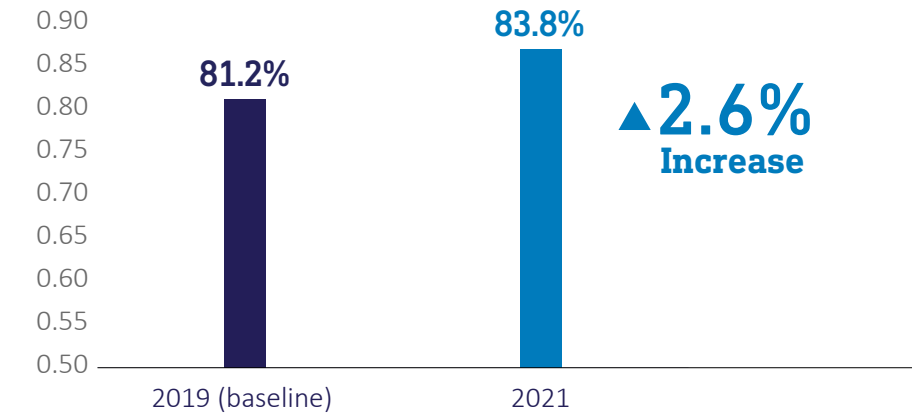
Aim to beneficially reuse, recycle or otherwise divert from landfill at least

90% of our waste

LANDFILL DIVERSION



WASTE DIVERSION FROM LANDFILL



Technology and Innovation

Our eyes are always toward the future – to new ways, new formulas, new flavors and new possibilities. We're at our best when we're on the cusp. And we thrive as partners, co-creators and instigators, using technical ingenuity to spark game-changing ideas and groundbreaking solutions.

Fuels of the Future

Demand for sustainable aviation fuel (SAF) is expected to increase as major U.S. airlines, airports, shippers and the U.S. government have agreed to work together to advance the use of cleaner sustainable fuels. The U.S. and the EU have set goals that together would support almost 4 billion gallons of annual SAF production by 2030, and more than 45 billion by 2050.

In October 2021, ADM and Gevo, Inc., a pioneer in transforming renewable energy into low carbon, energy-dense liquid hydrocarbons, announced that they have signed a memorandum of understanding (MoU) to support the production of SAF and other low carbon-footprint hydrocarbon fuels.

Our Columbus, Nebraska and Cedar Rapids, Iowa dry mills as well as ethanol from our Decatur, Illinois operations could transition from fuel ethanol to serve growing demand for lower-carbon aviation fuel. The MoU contemplates the production of both ethanol and isobutanol that could then be transformed into renewable, low carbon-footprint hydrocarbons, including SAF, using Gevo's processing technology and capabilities. About 900 million gallons of ethanol produced at these three locations could be processed utilizing this technology, resulting in approximately 500 million gallons of SAF and other renewable hydrocarbons.

The companies intend to work together to determine full commercialization plans and enter into definitive agreements enabling a timeline such that production of SAF can begin in the 2025-2026 timeframe.



Bio-based Fertilizer Additive

A rising global population and shrinking arable land are increasing pressure on improving agricultural output and achieving “more from less”. Add in increasingly extreme climatic events and a tightening regulatory landscape, and the magnitude of the problem becomes quite clear.

Bio-based ingredients can play a pivotal role in helping the industry rise to these challenges. With global pressure mounting against the use of pesticides and biocides, using more natural and plant-based ingredients are an effective alternative. These components deliver the same functional benefits while helping to reduce the carbon footprint of the agriculture industry.

ADM CS43 is a next-generation bio-based crop input that improves corn yields. It is formulated to boost the natural power of beneficial soil microbes. By stimulating microbial activity, it increases nutrient use efficiency, enhances plant vigor and boosts yields.

This cutting-edge crop input provides the energy source needed by soil microbes to boost their activity, resulting in greater nutrient availability. In addition, years of research have shown it can increase corn yields by seven bushels per acre when used in combination with starter fertilizer.

Leveraging CCS as a Transition Pathway

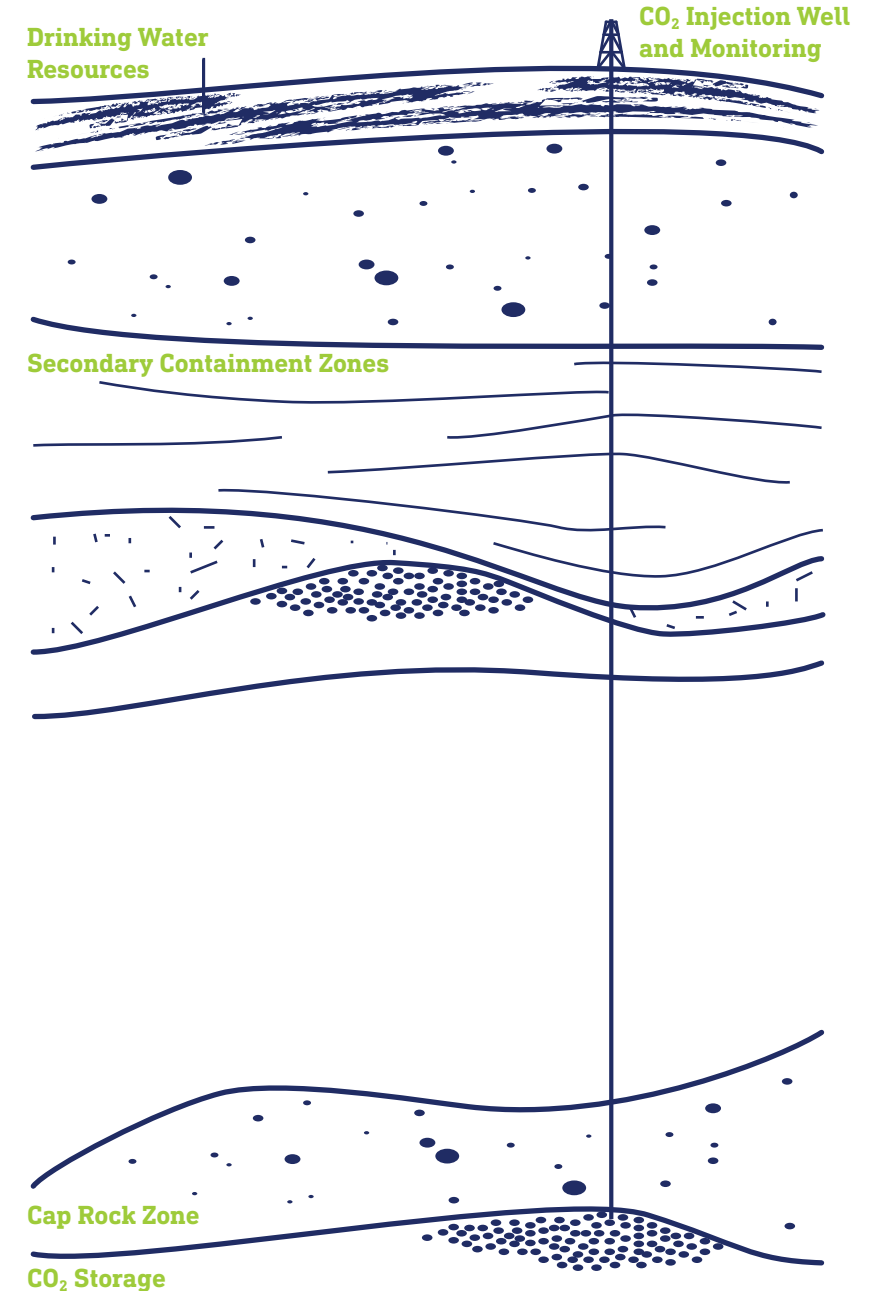
As we look to a low carbon future, we are mindful of the role technology can play in the transition. Our carbon capture and sequestration facility in Decatur, Illinois has allowed us to safely and permanently store more than 3.5 million metric tons of CO₂ a mile

and a half under the surface of the earth. We recently signed a Letter of Intent with Wolf Carbon Solutions US LLC to enable additional decarbonization via the construction of a pipeline – developed, owned and operated by Wolf Carbon Solutions – which, together with a commercial agreement, will allow for the capture, compression and transportation of carbon dioxide produced at our Clinton and Cedar Rapids, Iowa, facilities.

Designed as the backbone infrastructure needed to support the region’s lower carbon transition, the 350-mile steel trunk line will be capable of transporting 12 million tons of CO₂ per year. The pipeline will offer dedicated capacity to transport CO₂ from our facilities in Clinton and Cedar Rapids to be stored permanently underground at our sequestration site in Decatur, Illinois. The pipeline would have significant spare capacity to serve other third-party customers looking to decarbonize across the Midwest and Ohio River Valley.

Over the past decade, we have safely and permanently sequestered more than 3.5 million metric tons of CO₂.

SUPPORTING A LOW-CARBON FUTURE



Integrity

Promoting Human Rights and Social Responsibility

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Human Rights

At ADM, we are committed to doing business with integrity. We believe in paving the way with good business practices, progressive solutions and mindful actions that make a positive impact.

We actively work to protect human rights in our operations and supply chains, taking corporate actions that make a measurable, sustainable difference for communities and ecosystems around the world. While governments have the primary duty to protect and ensure the fulfillment of human rights, we have a role to play in protecting human rights in our operations, our supply chains and the communities where we operate. We have the opportunity to enact change globally, and our 2021 efforts demonstrate our commitment to protect human rights throughout our supply chain.

Our updated Human Rights Policy reflects our commitment to embed human rights protections in all aspects of our global operations. The new version of our policy aligns with the United Nations Guiding Principles on Business and Human Rights. It emphasizes the creation of a robust human rights due diligence process, mitigation of risks and access to remedy.

The mitigation and prevention of human rights risks in our supply chains are at the core of our risk assessment strategy. In 2021, we began developing a standard operating procedure to formalize our human rights due diligence program. The procedure will define a consistent risk ranking methodology, mitigation strategies, and action plans. Leveraging third-party tools such as Elevate EiQ and Sedex Radar, as well as frameworks like the United Nations Human Development Index, we will identify the highest-risk geographies

and commodities in our supply chain. As we continue to develop this framework, mitigating human rights risks will be at the forefront; working with our suppliers to assess and address risk increases transparency and enables collaboration to protect human rights throughout our supply chain.

Our human rights policy applies to our employees and facilities as well as our suppliers. To demonstrate compliance, we host Sedex responsible sourcing audits at our facilities around the globe. These audits allow us to track key risk indicators. At the ADM facilities visited in 2021, 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. ADM sustainability, legal, operations, and compliance teams work with the locations to identify and implement corrective actions. In 2021, ADM conducted 35 Sedex audits across all three business units and in eight countries.

Working to assess and address risk enables collaboration to protect the wellbeing of people and communities throughout our global supply chain.



Compliance and Ethics

At ADM, we believe in leading by example, setting a global standard for “good business” that other companies in our industry will follow.

In March 2022, we were recognized by Ethisphere, a global leader in advancing the standards of ethical business practices, as one of the 2022 World’s Most Ethical Companies™, marking the third consecutive year we have received this recognition.

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.

Our 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, business partners, shareholders and communities.

We prohibit all forms of corruption, including bribery, and we abide by all anti-corruption laws in every country we do business. We have a robust anti-corruption program that includes a global Anti-Corruption Policy and other compliance procedures and controls 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 employees and third parties to raise awareness of corruption risks and applicable anti-corruption laws in order to both avoid inadvertent violations of the

law and enable early recognition and handling of potential issues. Our Anti-Corruption Policy is updated periodically to address new risks and incorporate continuous enhancements, including an updated version of the policy which was published in 2021.

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. We encourage employees 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. We also added a QR Code in 2021 to further enhance accessibility to our Helpline. Reporting via the Helpline can be done anonymously, where permitted by law. We do 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.

Our helpline is available by phone or web in more than 30 languages.



We feel a deep and genuine regard for the safety and wellbeing 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 2021, we received a total of 1077 reports, concerning topics such as 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 review into the concerns raised. If an allegation is substantiated, we implement corrective and disciplinary actions which can include coaching and counseling, process or control improvement, verbal or written warnings, financial penalties, or termination.

Training is a key component of our compliance program. In 2021, employees completed required training on topics such as business integrity, antitrust and competition law, insider trading and human trafficking. Above and beyond our global annual required training, Compliance also led dozens of trainings sessions for targeted employee populations.

We published over 80 global and regional compliance communications in 2021 to improve employee understanding of ethics and compliance expectations, enhance awareness of compliance risks, provide guidance on courses of action, and increase transparency into how ADM investigates and remediates issues of concern. The communications covered topics such as anti-corruption, data privacy and records retention, conflicts of interest, trade sanctions, speaking up, and more. We also launched the Compliance

Compass, which is an internal bi-monthly awareness campaign that features case studies highlighting real-world, anonymized compliance and ethics challenges faced by ADM colleagues.

We conducted eight virtual Vendor Compliance sessions to manage risk related to our third-party relationships around the world. In these sessions, regional business leaders and compliance personnel provided training and engaged in rich discussions with approximately 300 vendors, joint venture 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 our behalf, in 2021 we conducted 16 compliance audits of third-party intermediaries around the world.

2021 HELPLINE CONTACT METHODS



- Website 46%
- Phone 39%
- Email 15%

2021 COMPLIANCE-LED TRAININGS

82
Number of training sessions

16
Number of countries where training was conducted

2,633
Number of employees trained



Food Safety and Quality

We believe food is fundamental to quality of life, and expanding access to nutrition is a fundamental piece of how we fulfill our brand promise. 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 for human food based on hazard analysis. Our facilities, processes and procedures undergo regular evaluation to assess the risk of product contamination, and we implement a variety of safeguards and security concepts to reduce those risks.

We'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 are able to 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.

In 2021, we achieved:

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.



Enhanced Pesticide Protocols

Every ADM facility has a standard operating procedure to manage risk from incoming raw materials with oversight and expertise provided by the ADM Quality Center of Excellence (CoE). Facilities constantly monitor for pesticide residue as an integral part of food safety assessment protocols. In addition, the products we make in corn processing facilities are put through various process steps like ion exchange which ensure any residues from the farm are removed. Results are audited by ADM's robust internal auditing teams, regulatory auditing agencies, and oftentimes the customers of finished products. In addition to the strict food safety protocols that apply to incoming grain, ADM manages pests in its facilities through strict adherence to an approved list of pesticides, utilizing the Pesticide Action Network resources and guidance, logging all substances used and training of third-party pest control operators who adhere to strict protocols at all facilities.

Culture of Quality

Every year, food safety and quality training is performed. In September 2021, we held our second annual 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.

In 2021, we also began the process of implementing a companywide Quality Management System (QMS). This system will help us to further align all areas of our value chain to continue to deliver top quality products and services to our customers.

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
- Technology enhancements to drive predictive quality

People and Communities

Supporting Others at Home and Around the Globe

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Introduction

We believe that a skilled workforce and strong relationships with communities are core to our success and growth. As a global leader in nutrition, we believe we can make a lasting impact on the world. We offer our people the opportunity to contribute to something greater than themselves, and we ensure the wellbeing of the communities in which we serve and operate.

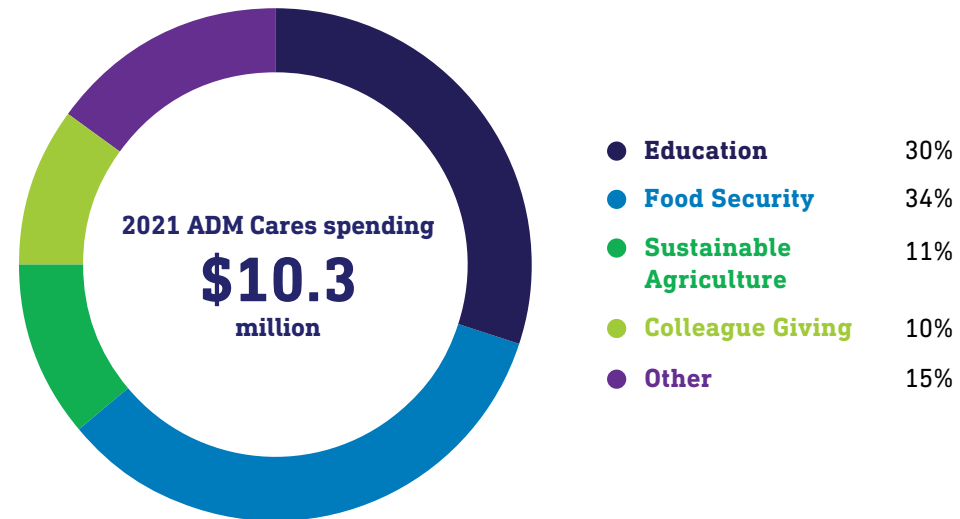


ADM Cares

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

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. The impacts from projects receiving ADM Cares support are measured through biannual outcome reports to allow for ongoing community needs assessments and to ensure critical issues are addressed.

ADM Cares grants target three focus areas that align with ADM’s mission of feeding the world: sustainability, hunger relief, and education, with a focus on agricultural education and science, technology, engineering and math (STEM) disciplines. In addition to these focus areas, ADM Cares programs advance ADM’s sustainability goals, with special attention to partnerships that advance. The United Nations Sustainable Development Goals (SDGs) aligned with ADM’s sustainability and business objectives. Specifically, ADM Cares partnerships will support Goal 2: Zero Hunger; Goal 6: Clean Water and Sanitation; Goal 8: Decent Work and Economic Growth; Goal 13: Climate Action, and Goal 15: Life on Land, sustaining and strengthening communities where ADM colleagues work, live and operate by directing funding, volunteerism, and industry knowledge to initiatives and organizations that are driving meaningful social, economic and environmental progress worldwide. ADM Cares optimizes our social impacts around the world through partnerships that advance multiple ADM Cares focus areas, while advancing several of the United Nation’s Sustainable Development Goals. Through these partnerships, we are able to exponentially leverage our philanthropy to make a meaningful impact in the lives of many around the world.



☆ TRANSFORMATION SPOTLIGHT

Access to Water: Vietnam

Many families living in the Mekong Delta, and in the Mo Cay Nam district in particular, are negatively affected by a lack of clean water. The salinity of the Ham Luong river continues to increase rapidly leading to soil salinization, threatening agriculture and human health.

In 2021, ADM and Aid for social protection program Foundation Vietnam (AFV) collaborated to support low-income farm households in overcoming the negative impacts from droughts and saltwater in Mo Cay Nam District, Ben Tre Province.

The project centers on two main activities: installing water tank systems for disadvantaged households, and organizing small seminars to educate farmers about the best usage methods in water conservation and management.

ADM Cares has donated and supported the installation of water tanks for 218 households to strengthen their climate change resilience. These water tanks can hold up to 2 cubic meters of water, which is enough to cover the needs of one person for four weeks. Clean, fresh water is pumped directly to these tanks from drilled wells or from rain. The project also provided education to farmers and the community on water management, tank maintenance, child nutrition and gender equity.



Nutrition and Wellness for All

Alternative Proteins

The world's population is expected to reach 8.5 billion by 2030, up from 7.8 billion in 2020, according to data from the United Nations. Assuming this growth rate continues, current projections indicate that we will need to produce more food in the next 40 years than we have in the past 8,000 years to feed the world's population. This is going to require alternatives that extend well beyond conventional protein sources. ADM is a global leader in nutrition and powers many of the world's top food, beverage, health and wellness brands.

To enhance our capabilities in food grade fermentation and develop alternative protein products, we are partnering with the Asia Sustainable Foods Platform, which provides precision fermentation consulting and technology development to companies serving the growing consumer demand in the wider Asia-Pacific region for bio-based products, notably alternative proteins. Joint efforts, such as this one, are one of many ways we are trying to meet the skyrocketing demand for microbial fermentation solutions.

In the United States, Future Meat Technologies, co-led by ADM Ventures is accelerating plans for mass production of cultivated meat. In December, the company announced that it is now producing cultivated chicken breast for just \$7.70 per pound, down from approximately \$18 per pound six months prior. These types of products will be more accessible to consumers in the near future, helping to further the democratization of plant-based eating.

We plan to invest approximately \$300 million to significantly expand our Decatur, Illinois, alternative protein production, as we continue to add capacity to meet strong demand growth. The state-of-the-art Protein Innovation Center will expand our cutting-edge, innovation

complex, joining the company's Food Application Center and Animal Nutrition Technology Center and enhance our ability to work closely with customers to develop custom solutions to meet their needs.

Personalized Nutrition

Consumers are actively seeking solutions that target their specific health and wellness needs. From individual health factors to personal histories and experiences, each person defines health and wellness differently. That's one of many reasons that ADM supports our customers to help formulate the most impactful personalized nutrition products possible. Our portfolio has been painstakingly selected to provide both our customers and ultimately dietary supplement users with the best that nature has to offer.

In addition to our focus on prebiotics and probiotics, one key area of interest, and where ADM has some of the world's first technology, is postbiotics. These functional bioactive compounds are generated during the fermentation process. Unlike probiotics or prebiotics, postbiotics can be heat-treated, which allows us to combine the biotic with other ingredients, opening up a world of possibility when it comes to personalizing a wide range of functional food and beverage products.

ADM Ventures, the venture capital arm of ADM, is one of the key investors in Remedy Health, a revolutionary new personalized health tech company that specializes in 3D printing an assortment of wellness solutions, notably gummy vitamins which now incorporate a science-backed ingredient from ADM. ADM's proprietary HT-BPL1™ postbiotic is the latest addition to the Nourished portfolio of 31 vitamins, minerals and nutrients. It's another example of how we are leveraging innovation and technology to deliver personalized nutrition.



Animal Nutrition

Digital Dung Assessment

ADM has made the process of evaluating cattle digestive health through manure evaluation easier and faster for farmers in the EU by developing the first mobile app that analyzes the risk of ruminal acidosis in a dairy herd. Ruminal acidosis is a metabolic disease related to the digestibility of certain animal feeds. Cereals like corn, barley and wheat are rapidly fermentable carbohydrates that support increased milk production but can also generate excess quantities of volatile fatty acids in a cow's rumen as feed is digested which can negatively affect feed intake and milk production. Unfortunately, afflicted cows may not show any clinical signs before they go off feed, lose weight, become lethargic and suffer diarrhea.

Our user-friendly digital tool can estimate the risk of ruminal acidosis by uploading a picture of cow dung and answering a few yes or no questions. The app draws on the expertise of ADM technicians and artificial intelligence (AI) technology to evaluate the quality of cow digestion. ADM's nutritional advisors evaluate the AI-generated preliminary diagnostic and then discuss potential solutions to address acidosis, including neutralizing acids in the rumen and adjusting the feed formulation.

Antibiotic Reduction Program

It is estimated that global antimicrobial use in poultry, cattle, and swine (which account for 93.75% of all food animals) will increase to 104,079 tonnes by 2030, equivalent to a growth of 11.5% since 2017. In alignment with the global trend to regulate the overuse of antibiotics as growth promoters, ADM is dedicated to maintaining animal health and welfare through natural nutritional solutions and encouraging the reduction of antibiotics in livestock farms.

ADM's Wisium business, which relies on a global network of R&D centers and laboratories, as well as a strong team of experts to provide a tailored approach to meet local animal nutrition needs, is now offering a dedicated antibiotic reduction program for each livestock species to support producers in their efforts to reduce the use of antibiotics. Wisium's P4L – Partner For Life concept takes a holistic approach that considers environmental, feeding and housing factors. This program is fully customized to address specific challenges for each species, meet the markets' needs and expectations, and follow each country's feed and food regulations.

We believe in expanding access to global nutrition, helping people and communities thrive with zero hunger.



Workplace Safety

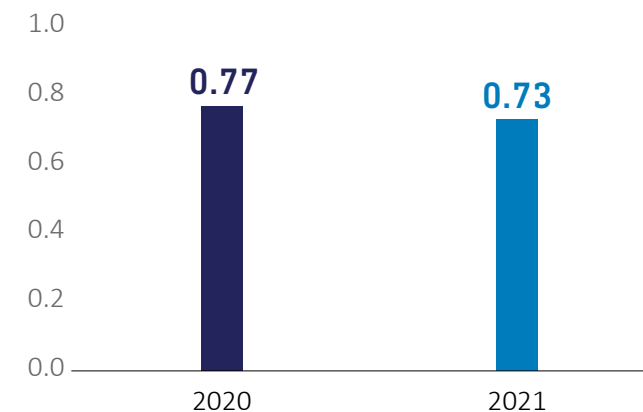
Occupational health and safety

Occupational health and safety is a top priority at ADM. We are committed to providing a safe working environment to all our employees and contractors. For the last several years, we have 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.

We have a safety and health management system made up of a robust list of policies, standards and other supporting documentation, including life-critical standards governing our high-risk work. We use incident investigation processes and tools to continuously improve our management system and operational practices. Internal safety audits are an essential part of our governance and serve as an important tool to identify opportunities for improvement, reduce risk, support our compliance commitments, and share lessons learned.

In 2021, about 80% of our sites completed the year without recordable injuries, and about 90% without lost workday injuries. We completed the year with no fatalities and a 50% reduction in serious

TOTAL RECORDABLE INCIDENT RATE (TRIR)



injuries. Our Total Recordable Incident Rate (TRIR) decreased from 0.77 in 2020 to 0.73 in 2021, while our Lost Workday Incident Rate (LWIR) increased from 0.17 in 2020 to 0.21 in 2021.

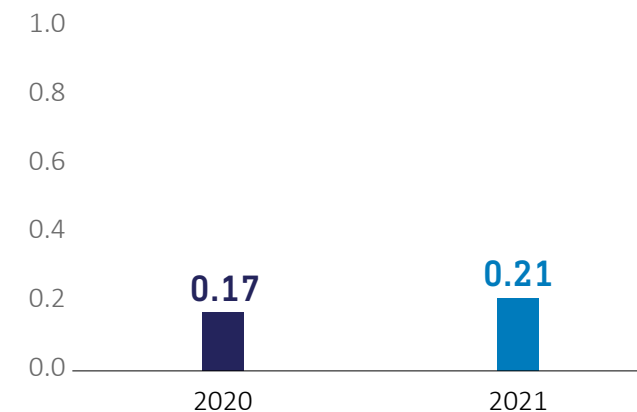
We recently set a new, ambitious goal: by 2025, we aim to reduce our Total Recordable Incident Rate and Lost Workday Incident Rate by 50% over a 2020 baseline. We continue to take steps to further enhance the safety of our workplaces. We have launched or enhanced efforts to improve occupational safety, including:

- “Take Control” program, which identified over 65,000 machine access and guarding opportunities globally
- Near-miss reporting and investigation
- New colleague integration program

Through these actions, we aim to achieve continuous improvement in 2022, which will help us on our path to achieve our five-year target.

Contractors have always been part of our safety system and starting in 2021, we fully integrated them in our KPIs and incident rates published here.

LOST WORKDAY INCIDENT RATE (LWIR)



Human Capital Management

Training and Development

We never stop – learning, growing, imagining, creating, researching, developing, innovating, solving and supplying – what the world needs.

At ADM, employees participate in training and development programs that further increase knowledge, skills, and awareness on current and important topics relevant to their job roles. We offer voluntary virtual and on-demand learning, as well as equitable career opportunities including global assignments for high potential talent, internal career growth, and experiential learning through projects, mentorships, and on-the-job development.

We’re committed to developing all colleagues and helping them maximize their career aspirations through continuous learning and unique experiences over and above their formal roles. Every colleague at ADM has a development plan that is reviewed with their manager on a quarterly basis. We also conduct talent talks to discuss the careers of all colleagues and ensure we have the right people in the right jobs to maximize their potential and performance.

We offer a personalized coaching program to support the development of emerging leaders and high potential colleagues. Through the coaching program, employees are matched with a coach through a professional vetting process. These coaches become accountability partners and guide colleagues to develop relevant skills, improve communication, navigate challenges, and build more purpose and clarity in work and life.

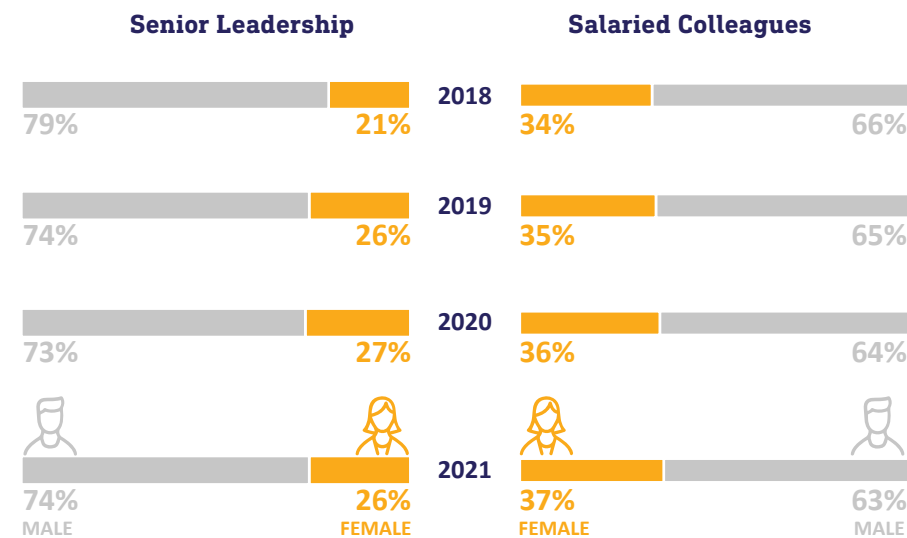
Diversity, Equity and Inclusion

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

Our culture is focused on integrity, performance, innovation, diversity, equity, and inclusion. We are a truly global company of approximately 41,000 employees working together to achieve extraordinary results. We find talented colleagues in a wide variety of roles – front-line production workers, supply chain experts who deliver to customers all over the world, engineering teams who continuously improve the company’s operations, sales and commercial teams who work closely with customers, finance professionals, and so many more. We continue to develop our workforce to remain relevant and deliver on ADM’s growth aspirations with a strong focus on sustainability.

We believe diversity, equity, and inclusion are key business priorities that will enable us to continue innovating, driving growth through customer focus, and delivering outstanding performance for shareholders. We promote a diverse workplace with equitable opportunities for all employees within an inclusive culture so that all colleagues globally feel they belong and are empowered to make meaningful contributions to the success of the company. With diverse backgrounds, perspectives, and experiences, our global teams drive innovative thinking, creating growth opportunities through diversity of thought.

Our DE&I strategy includes four focus areas: Leadership Engagement & Communication, Recruitment, Advancement & Retention, and Networks & Sponsorships. To ensure our strategy aligns with our overall business strategy, we have a global DE&I council. In 2018, we made a commitment through Paradigm for Parity® to achieve gender parity in our senior leadership team by 2030, and since then, we have improved our gender diversity from 21% to 26%. We are proud of our achievements to date, and we will continue to strengthen diversity within middle management and entry-level hiring to ensure long-term parity at the senior leadership level. This key strategic priority will continue to strengthen our ability to innovate and drive growth.



In 2021, we launched the first of our Employee Resource Groups (ERGs) focused on women as part of our DE&I vision and strategy. The ERGs, also known as Affinity Groups, are voluntary, employee-led groups where colleagues with shared experiences, interests or goals can come together in a safe space to provide support, build a sense of community, and promote personal and professional development.

We also held a Global Women's Leadership Summit – a two-day virtual event aimed at inspiring and motivating ADM's female leaders, as well as providing them with tools to help navigate career development to advance more women into senior leadership roles. The summit, which took place in March 2021, featured motivational speakers and roundtable discussions with members of ADM's top leadership, Executive Committee, and Board of Directors, as well as a representative from Paradigm for Parity®.

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 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.



ADM achieved a perfect score of 100 on the Human Rights Campaign Foundation's 2022 Corporate Equality Index, a benchmarking tool on corporate policies, practices and benefits that relate to LGBTQ+ workplace equality.

Appendix

- 53 Verification Statement
- 55 GRI Content Index In Accordance
- 60 Related SASB Standards
- 61 TCFD Disclosures Index



Verification Statement

**VERIFICATION OPINION DECLARATION
GREENHOUSE GAS EMISSIONS**

To: The Stakeholders of Archer Daniels Midland Company

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

The determination of the GHG emissions is the sole responsibility of ADM. ADM is responsible for the preparation and fair presentation of the GHG 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: CO₂, N₂O, CH₄, HFCs, PFCs, SF₆.

GHG Emissions Statement:

- Scope 1:** 13,700,000 metric tons of CO₂ equivalent
- Scope 2 (Location-Based):** 2,300,000 metric tons of CO₂ equivalent
- Biogenic Emissions:** 4,000,000 metric tons CO₂
- Biogenic Carbon Dioxide Sequestered:** 444,000 metric tons CO₂
- Scope 3:**
 - Category 1 Purchased Goods and Services (Corn, wheat, 8 oilseeds)** – 35,100,000 metric tons of CO₂ equivalent
 - Category 3 – Fuel and Energy-related Activities** - 1,900,000 metric tons of CO₂ equivalent
 - Category 4 Upstream Transportation and Distribution (Intermare and some field aggregation for commodities in Category 1)** - 3,600,000 metric tons of CO₂ equivalent
 - Category 5 – Waste Generated in Operations** - 200,000 metric tons of CO₂ equivalent
 - Category 10 – Processing of Sold Goods** - 26,000,000 metric tons of CO₂ equivalent

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

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

Period covered by GHG emissions verification:

- January 1, 2021 to December 31, 2021

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Criteria against which verification conducted:

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

Reference Standard:

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

Level of Assurance and Qualifications:

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

GHG Verification Methodology:

Evidence-gathering procedures included but were not limited to:

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

Verification Opinion:

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

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

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

Statement of independence, impartiality and competence

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

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

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

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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

May 2, 2022

This verification opinion declaration, 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 2021 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, waste by disposition and safety metrics included in the Report for calendar year 2021 (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
- Water usage for locations with greater than 400,000 cubic meters (m³) usage.

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 and OSHA reporting guidelines, as described in the Report.

Limitations and Exclusions

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

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

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

Responsibilities

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

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

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Directors of ADM.

Assessment Standards

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

Summary of Work Performed

As part of our independent assurance, our work included:

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

Conclusion

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

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


Statement of Independence, Integrity and Competence

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

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

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

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


John A. Rohde, Lead Verifier
Apex Companies, LLC
Lakewood, Colorado
May 3, 2022


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

**Archer Daniels Midland Company
Reporting Metrics
Calendar Year 2021**

Energy Source	Quantity	Units	Source	Quantity	Units
Electricity	4,800,000	MWh	Gasoline	16,000	MWh
Steam	389,000	MWh	Jet Fuel	-	MWh
Biodiesel	188,000	MWh	Kerosene	71	MWh
Biogas	264,000	MWh	Liquified Petroleum Gas	101,000	MWh
Biomass (Agricultural)	355,000	MWh	Lubricants	-	MWh
Biomass (Solid Products)	17,000	MWh	Natural Gas	19,200,000	MWh
Biomass (Wood)	3,200,000	MWh	Subbituminous Coal	17,500,000	MWh
Bituminous Coal	9,600,000	MWh	Tires	27,000	MWh
Diesel Fuel	2,400,000	MWh	Residual Fuel Oil	103,000	MWh
Ethanol	-	MWh			

Water Usage (Major Water Users Group)¹

Source	Quantity	Units	Safety Metrics	
Groundwater	41,800,000	cubic meters	Total Recordable Incident Rate	0.73
Municipal ²	39,400,000	cubic meters	Lost Days Incident Rate	0.21
Surface ²	33,600,000	cubic meters		

¹As defined in 2021 Annual Sustainability Report
²Not including surface water used as single pass non-contact cooling water

GHG Emission Reduction 2019-2021 including biogenic sequestration (Absolute) 6.0%

Waste by Disposition

Landfill	128,000	metric tons
Landfill Diversion	83.8%	

GRI Content Index In Accordance

Statement of use	Archer Daniels Midland Company has reported in accordance with the GRI Standards for the period January 1,2021 to December 31, 2021.
GRI 1 used	GRI 1: Foundation 2021 Applicable GRI
Applicable GRI Sector Standard(s)	NA

GRI STANDARD	DISCLOSURE	RESPONSE AND/OR PAGE NUMBERS AND/OR URL	OMISSIONS
General disclosures			
GRI 2: General Disclosures 2021	The organization and its reporting practices		
	2-1: Organizational details	Archer Daniels Midland Company and its subsidiaries; Location of headquarters: Chicago, Illinois, USA; Pages 5-6	
	2-2 Entities included in the organization’s sustainability reporting	Page 4, Operational Control	
	2-3 Reporting period, frequency and contact point	Reporting period: Jan 1, 2021 to Dec 31, 2021; Frequency: Annual; Contact point: sustainability@adm.com	
	2-4 Restatements of information	2019 Strive 35 baseline was recalculated in accordance with the GHG Protocol	
	2-5 External assurance	Pages 53-54	
	Activities and workers		
	2-6 Activities, value chain and other business relationships	10K pages 4-6; Pages 5-7, 10	
	2-7 Employees	10K page 13	
	2-8 Workers who are not employees		Global data is not available
	Governance		
2-9 Governance structure and composition	Page 12; ADM Proxy Statement 2022 pages 1-4, 8-10, 12-14		
2-10 Nomination and selection of the highest governance body	ADM Proxy Statement 2022 pages 11, 23 and 28		
2-11 Chair of the highest governance body	ADM Proxy Statement 2022 pages 12-14		

	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability and Corporate Responsibility Committee Charter
	2-13 Delegation of responsibility for managing impacts	Sustainability and Corporate Responsibility Committee Charter
	2-14 Role of the highest governance body in sustainability reporting	Sustainability and Corporate Responsibility Committee Charter
	2-15 Conflicts of interest	ADM Proxy Statement 2022 page 26
	2-16 Communication of critical concerns	ADM Way Helpline ; responsibility@adm.com
	2-17 Collective knowledge of the highest governance body	Page 12; Sustainability and Corporate Responsibility Committee Charter ; ADM Proxy Statement 2022 pages 12-14
	2-18 Evaluation of the performance of the highest governance body	ADM Proxy Statement 2022 page 22
	2-19 Remuneration policies	ADM Corporate Governance Guidelines ; ADM Proxy Statement 2022 page 27, 52-53
	2-20 Process to determine remuneration	ADM Proxy Statement 2022 page 27, 30, 35, 37 52-53
	2-21 Annual total compensation ratio	ADM Proxy Statement 2022 page 65
	Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	Page 2
	2-23 Policy commitments	Page 11
	2-24 Embedding policy commitments	Page 11
	2-25 Processes to remediate negative impacts	Page 11
	2-26 Mechanisms for seeking advice and raising concerns	ADM Way Helpline ; responsibility@adm.com
	2-27 Compliance with laws and regulations	10K page 11
	2-28 Membership associations	Page 8
	Stakeholder Engagement	
	2-29 Approach to stakeholder engagement	Page 15
	2-30 Collective bargaining agreements	15.9%, U.S. colleagues only
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 15
	3-2 List of material topics	Page 15

Anti-corruption

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 39-41
GRI 205: Anti-Corruption	205-2 Communication and training about anti-corruption policies and procedures	Pages 39-41

Energy Management

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 21, 33
GRI 302: Energy	302-1 Energy consumption within the organization	Page 33
	302-3 Energy intensity	Page 33
	302-4 Reduction of energy consumption	Page 33

Water Management

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 21, 34
GRI 303: Water and Effluents	303-3 Water withdrawal	Page 34

Biodiversity, Deforestation & Conversion

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 21, 22-24
GRI 304: Biodiversity	304-2 Significant impacts of activities, products, and services on biodiversity	Pages 22-24

GHG Emissions

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 21, 29-32
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GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	Page 29
	305-2 Energy indirect (Scope 2) GHG emissions	Page 29
	305-3 Other indirect (Scope 3) GHG emissions	Page 32
	305-5 Reduction of GHG emissions	Page 29
Operational Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 21, 35
	306-4 Waste diverted from disposal	Page 35
Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 25-28, 39
GRI 308: Supplier Environmental Assessment	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 25-28, 39
GRI 414: Supplier Social Assessment	414-2 Negative social impacts in the supply chain and actions taken	Pages 25-28, 39
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 44, 49
GRI 403: Occupational Health and Safety	403-9 Work-related injuries	Page 49
Diversity, Equity and Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 44, 50-51
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Pages 50-51

Community Engagement and Charitable Giving		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 44, 45-46
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 45-46
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 39
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 39
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 39
GRI 412: Human Rights Assessments	412-1 Operations that have been subject to human rights reviews or impact assessments	Page 39
Food Safety & Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 42
GRI 416: Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 42

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 29
	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	Pages 29-30
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-AG-130a.1	Page 33
Water Management	(1) Total water withdrawn	FB-AG-140a.1	Page 34
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a.2	Page 34
Food Safety	(1) Number of recalls issued	FB-AG-250a.3	Page 42
Workforce Health & Safety	(1) Total recordable incident rate (TRIR)	FB-AG-320a.1	Page 49
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	Pages 26-27 Sustainability Progress Reports
	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	Pages 26-27 Sustainability Progress Reports
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	FB-AG-430a.3	Pages 22-23, 25-27
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, 14, 21-22, 23-25
Activity Metrics			
	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	Pages 13-14
	Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Pages 13-14
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Pages 13-14
Risk Management	Process for identifying and assessing climate-related risks.	Pages 12-13
	Process for managing climate-related risks.	Pages 12-13
	Process for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Pages 12-13
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 16, 29, 32
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 16, 29, 32
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 16, 29, 32



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