



Local Action Global Impact

2019 Corporate Sustainability Report



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Letter from the Chairman and CEO

Dear Stakeholders:



Juan R. Luciano
CHAIRMAN AND CEO

At ADM, we know that the health of our natural resources is critical to our future, and that our commitments to sustainable practices will result in a stronger ADM and a better world. We are proud to be the go-to sustainable sourcing partner for our customers, and more widely, we are committed to driving change through good practices, progressive solutions and mindful actions that make a positive impact.

The importance of these commitments becomes even more clear amid an unprecedented challenge such as the COVID-19 pandemic. Companies like ADM are playing a critical role in supporting and maintaining the global food chain. And while we are focused on operating safely and effectively today, we cannot lose sight of tomorrow. Even amid these global challenges, we are continuing our work to ensure that ADM and the natural resources on which we depend remain strong and vital in the years to come.

Our leadership position in the agriculture and food value chain gives us a tremendous opportunity to help build a more sustainable food system. Our primary sustainability focus areas remain No-Deforestation, Human Rights, Sustainable Agriculture, and Responsible Operations. These focus areas are aligned with

the United Nations Sustainable Development Goals – Climate Action, Life on Land, Clean Water and Sanitation, Zero Hunger, and Decent Work and Economic Growth – and we believe that concentrating on them gives us the best opportunity to positively impact our planet and the people and communities we serve, as well as supporting long-term value creation for our company.

There are many ways in which we are living our values, and one of the most important is our work to reduce the environmental footprint of our own operations. We met our previous goals ahead of schedule, and this year, we were proud to make even more ambitious commitments: to reduce our absolute greenhouse gas emissions by 25 percent, our energy intensity by 15 percent, our water intensity by 10 percent and achieve a 90 percent landfill diversion rate, all by 2035.

I'm proud that our sustainable business practices continue to be recognized by outside organizations. Once again, ADM was named an Industry Mover in the RobecoSAM Sustainability Yearbook 2019. We were also shortlisted as a Sustainability Champion by the Food Ingredients Innovation awards for our work in promoting and supporting sustainable agricultural practices among more than 12,000 smallholder farmers in Brazil and Paraguay.

Sustainability. It's in our nature.

ADM has also been recognized more broadly for its commitment to ethics and being a good corporate citizen. In February 2020, we were recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the World's Most Ethical Companies. We are also proud to be included on the annual Forbes Best Employers List.

Every day, we are advancing our values and executing on our commitments. This report lays out our priorities, highlights the great progress our team is making, and tells just a few of the stories of the lives that we have positively impacted around the globe. The world today faces many challenges we could not have foreseen a year ago, and yet facing those new challenges does not mean we are stepping back from the commitments we have made. Never before has our purpose, unlocking the power of nature to enrich the quality of life, been more important, and never before have I been prouder of our efforts to live up to that purpose.

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

We use our size for the greater good. Our manufacturing capabilities, expertise and expansive footprint around the world allow us to add value to every part of the global supply chain. Our vast and diverse global value chain includes approximately 480 crop procurement locations, 350 ingredient manufacturing facilities, 60 innovation centers, and the world's premier crop transportation network. To enhance the efficiency of transporting large quantities of raw materials and finished products, ADM owns

approximately 1,900 barges, 11,900 rail cars, 330 trucks, 1,300 trailers, 90 boats, and 7 oceangoing vessels; and leases approximately 610 barges, 16,900 rail cars, 320 trucks, 280 trailers, 40 boats, and 19 oceangoing vessels.

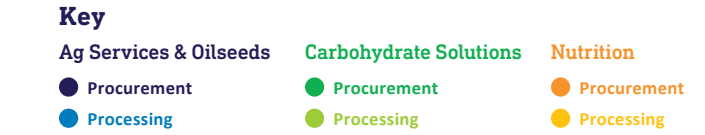
Headquartered in Chicago, Illinois, ADM connects crops to markets on six continents. Revenues for the fiscal year 2019 were \$64.7 billion. To learn more about our company, please visit www.adm.com.

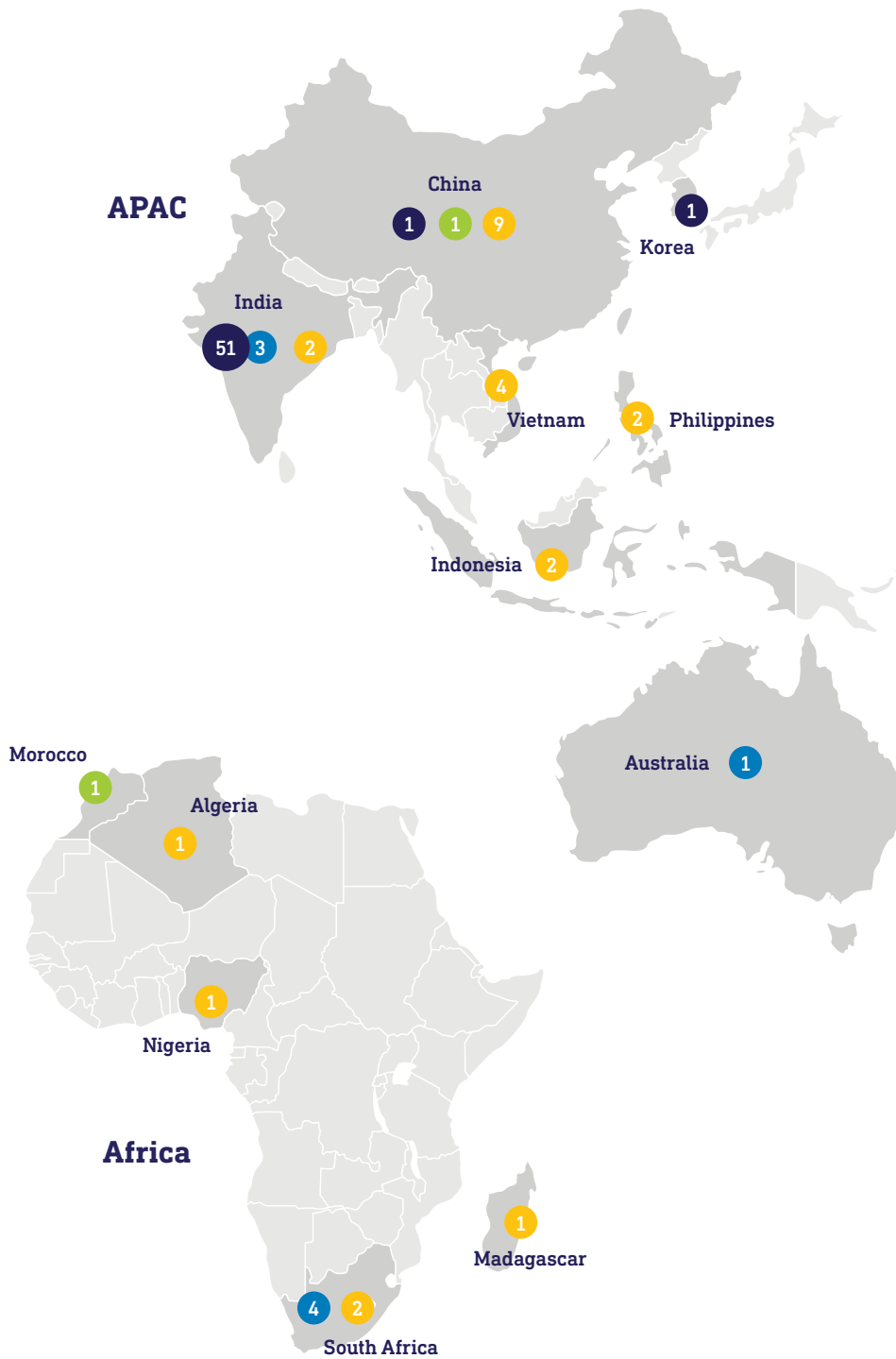
About this Report

We have aligned our reporting to follow three key sustainability reporting standards.

This 2019 Corporate Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards (Core). The GRI Index is included at the end of this report on page 45. The disclosures in this report also align with the Task Force on Climate Related Financial Disclosures (TCFD) where noted. New for this year, we have also included an appendix with selected indicators from the Sustainability Accounting Standards Board (SASB).

Where We Operate





Key

Ag Services & Oilseeds

- Procurement
- Processing

Carbohydrate Solutions

- Procurement
- Processing

Nutrition

- Procurement
- Processing

Ag Services & Oilseeds

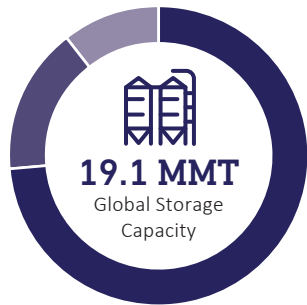
● **451** Procurement and Storage Facilities

● **128** Processing Facilities

17
Countries with
Processing Facilities

24
Countries with Procurement/
Storage Locations

Daily Grain Storage Capacity



42
Owned and Leased Port Facilities

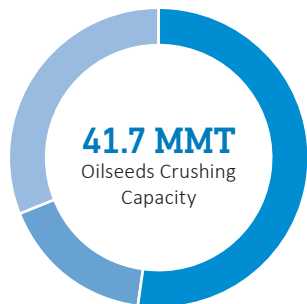
11,900
Owned Railcars

7
Owned Oceangoing Vessels

1,300
Owned Semi-Trailers

1,900
Owned River Barges

Annual Crush Capacity



47
Oilseed Crush Facilities

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

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

Carbohydrate Solutions

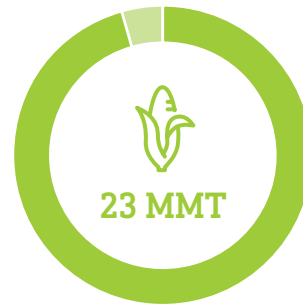
● **11** Procurement Facilities

● **64** Processing Plants

12
Countries with Processing Plants
Additional Joint Venture Facilities
in Mexico, Hungary, Russia and U.S.

~**30**
Different Products

Annual Corn Grind



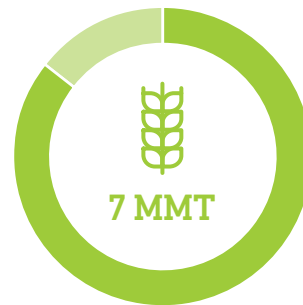
● **NA** 22 MMT
● **EMEAI** 1 MMT

11
Owned Corn
Processing Plants

Corn Grind Capacity
~**2.9M**
Bushels per Day

3 of 5
Largest Corn Mills
in the World

Annual Wheat Milling Capacity



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

45
Owned Wheat
Processing Plants

**Wheat Milling
Capacity**
~**800,000**
Bushels per Day

Nutrition

● **20** Procurement Facilities

● **154** Processing Plants

WFSI

30+
Procurement Centers

50+
Customer Innovation
Centers

30+
Research, Design and
Development Centers



Animal Nutrition

65+
Processing Facilities

55+
Distribution Centers

10+
Research, Design and
Development Centers



Building a More Sustainable Agricultural 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.

1 Land

a. Sustainable Agriculture

- i. Grower partnerships
- ii. Education and outreach
- iii. No-Deforestation

2

Grower Communities

- a. Smallholder Support
- b. Women's Empowerment
- c. No Exploitation/ Human Rights

3

Transportation

a. Reduced Fleet Footprint

- i. Biodiesel river transport
- ii. Compressed Natural Gas (CNG) trucking
- iii. Biodiesel trucking

4

Processing

- a. Environmental Footprint Reduction
- b. Carbon Capture and Storage
- c. Process Innovation

6

Packaging

a. Sustainable Packaging

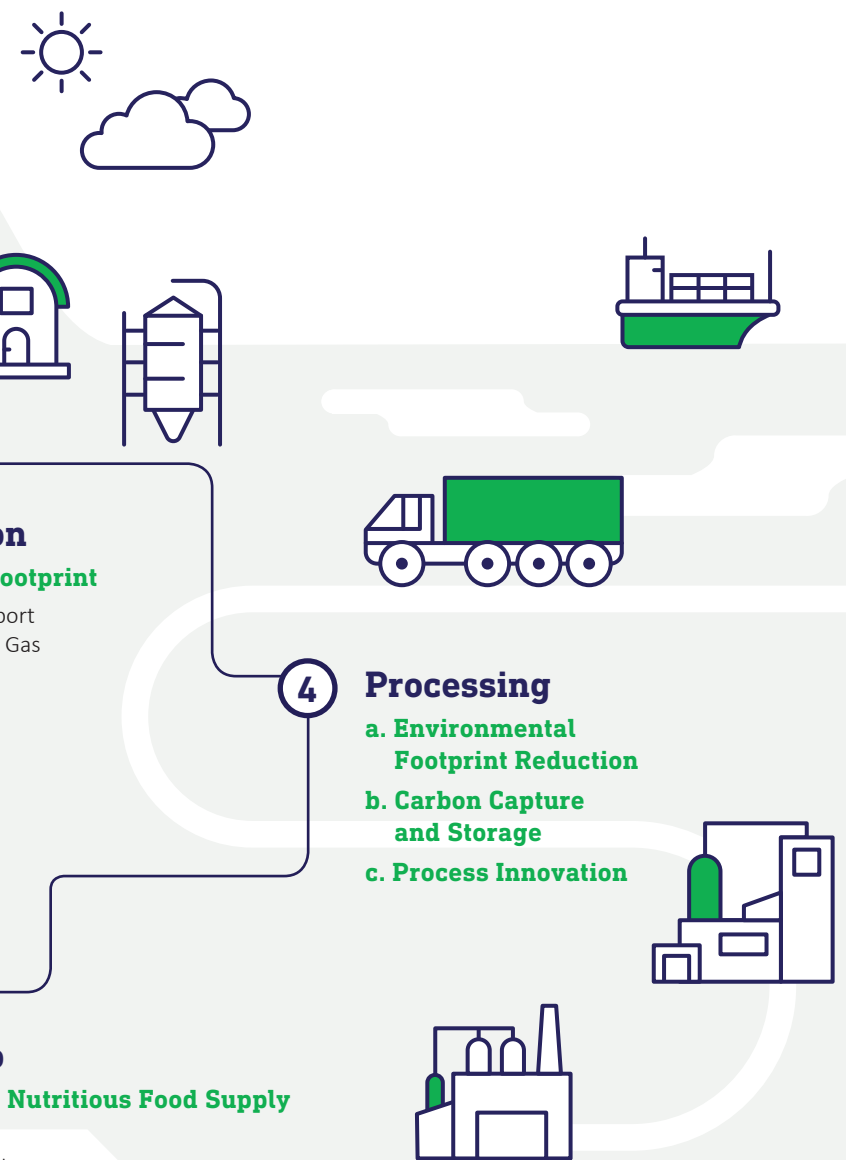
- i. Starch-enhanced cardboard
- ii. Bioplastics

5

Product Portfolio

a. Sustainable, Secure, Nutritious Food Supply

- i. Plant-based proteins
- ii. Colors and flavors from nature
- iii. Vitamins and supplements



Sustainability Governance

The Sustainability and Corporate Responsibility Committee (“Sustainability Committee”) of the Board of Directors has direct oversight of our sustainability matters. The Board created the Sustainability Committee in 2019 to provide dedicated leadership of our sustainability agenda at the highest level.

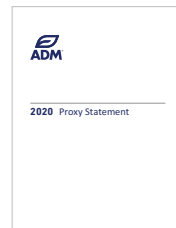
The Sustainability Committee:

- Has oversight responsibility for ADM’s corporate objectives, goals, strategies, risks, and activities related to sustainability and corporate responsibility
- Reviews and guides ADM’s strategies, risk management policies and major business activities related to climate-related issues
- Assists the Board in ensuring that ADM operates as a sustainable organization and responsible corporate citizen in order to enhance shareholder value and protect ADM’s reputation

Our Board of Directors, through the Audit Committee, also has oversight of our enterprise risk management (ERM) process, including those risks related to sustainability. For a full discussion of our risks and ERM process, please see our 2019 Annual Report and 2020 Proxy Statement.



2019 ANNUAL REPORT



2020 PROXY STATEMENT



Sustainability Governance: Strategy and Risk Overview

Board of Directors

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

Sustainability and Corporate Responsibility Committee of the Board

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

Vice President, Chief Sustainability Officer (CSO)

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

Regional 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

Climate Risk and Resiliency

ADM regularly reviews the risks and financial impacts to our business posed by climate change, including potential business disruption, reputational risks, and legal and regulatory requirements. In particular, we are analyzing the impact that a transition to a low carbon economy would have on our operating facilities and transportation fleet.

We are also mindful of the recommendations of TCFD, whose aim is to improve the reporting of climate-related risks and opportunities. We will continue to keep the TCFD framework in mind as we report on our risks and opportunities.

Awards and Memberships

ADM is proud to have been recognized with a number of awards in 2019, a few of which are named below. For a full list of awards and recognition from 2016 to present, please click [here](#).

Fortune World’s Most Admired Companies List (for 11th consecutive year)

Forbes Best Employers List

Newsweek’s America’s Most Responsible Companies List

Food Ingredients Innovation Awards, Sustainability Finalist

CSX’s Chemical Safety Excellence Award

RobecoSAM Industry Mover Award (2nd consecutive year)

ADM is a member, participant or signatory of more than 200 business/trade associations and sustainability initiatives, including:

- ABRAPALMA – Brazilian Palm Association
- American Soybean Association
- Brazilian Association of Vegetable Oil Industries
- Business Ethics Leadership Alliance (BELA)
- Corn Refiners Association
- European Biodiesel Board
- FEDIOL – The European Union Oil and Proteinmeal Industry Association
- Field to Market: The Alliance for Sustainable Agriculture
- International Sustainability and Carbon Certification (ISCC)
- National Biodiesel Board
- National Oilseed Processors Association
- The ProTerra Foundation
- Plant Based Products Council
- Round Table on Responsible Soy Association (RTRS)
- Roundtable on Sustainable Palm Oil (RSPO)
- United Nations Global Compact
- World Business Council for Sustainable Development

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

Materiality Assessment and Stakeholder Engagement

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

In 2017, ADM engaged Deloitte Advisory to undertake a formal materiality assessment to help inform our Corporate Sustainability Report. We asked Deloitte to apply its knowledge of the GRI methodology and our industry to select stakeholders for engagement.

Working with ADM, Deloitte included and surveyed a variety of internal and external stakeholders and conducted secondary research that included a review of documents published by a variety of parties. To select the list of stakeholders to include in the materiality assessment, ADM and Deloitte applied GRI's stakeholder selection criteria of responsibility, influence, proximity, dependency, and representation.

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

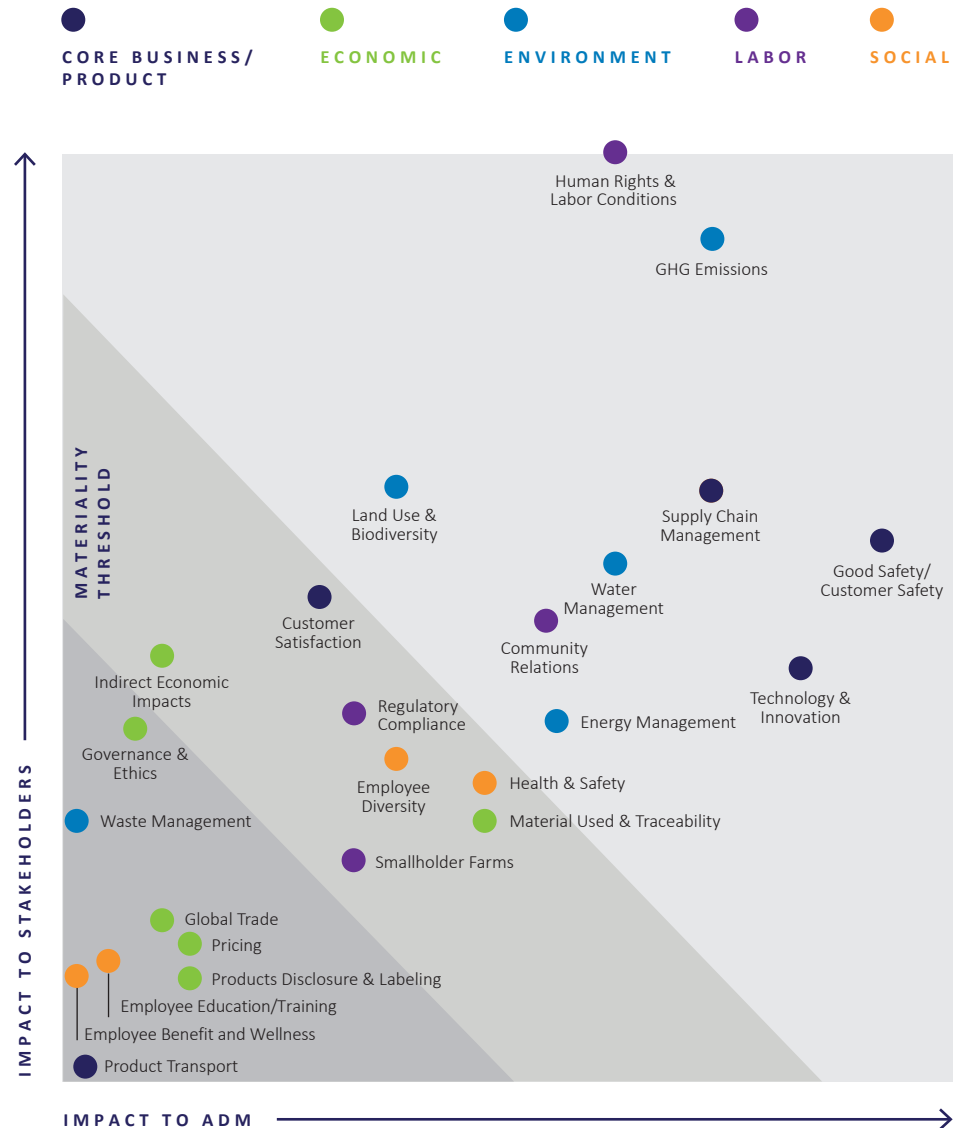
- ADM leadership – interviews
- Investors – interviews
- Analysts – secondary research
- Customers – interviews and secondary research

- Employees – survey
- Trade associations – interviews and secondary research
- Regulators – secondary research
- Civil society/non-governmental organizations (NGOs) – interviews

The process revealed that several key topics were consistent across all stakeholder groups, with deforestation, human rights, and our environmental footprint criteria among the primary concerns raised.

Ongoing and Continuous Stakeholder Engagement

We intend to conduct another formal materiality assessment at the end of 2020 to ensure that we maintain a comprehensive and long-term focus on our sustainability efforts. In the meantime, we have ongoing stakeholder engagement via customer feedback, NGO inquiries, and dialogue with shareholders. In addition, we meet regularly with several customers with whom we have entered into partnerships on sustainable agriculture and environmental topics. Any interested party can also reach out to us at sustainability@adm.com. All of these touchpoints help direct our sustainability programs.



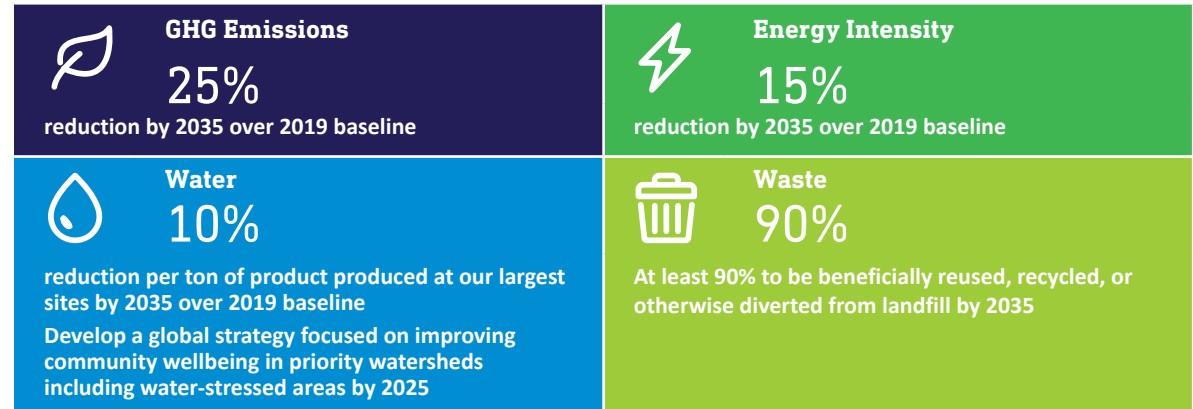
Goals, Targets and KPIs

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



















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

New Environmental Goals






















Having achieved success on our prior “15x20” environmental goals, as detailed in the chart “15x20” Environmental Goals, we recently announced a new set of goals to further reduce our environmental footprint.












“15x20” Environmental Goals

MATERIAL TOPIC	DESCRIPTION OF GOAL	PROGRESS	SDG/SASB ALIGNMENT	
			SDG	SASB
 <p>GHG Emissions</p>	<p>15% reduction in GHG emissions over 2010 baseline by 2020</p>	<p> Achieved 15% reduction as of the end of 2019</p>	 	Greenhouse Gas Emissions
 <p>Energy Intensity</p>	<p>15% reduction in energy intensity over 2010 baseline by 2020</p>	<p> Achieved 23% reduction as of the end of 2019</p>	 	Energy Management
 <p>Water Usage</p>	<p>15% reduction in water usage over 2010 baseline by 2020</p>	<p> Achieved 23% reduction as of the end of 2019</p>	  	Water Management
 <p>Waste to Landfill</p>	<p>15% or less waste to landfill rate by 2020</p>	<p> Achieved 19% of waste to landfill as of the end of 2019</p>	  	








Palm Action Plans

MATERIAL TOPIC	MILESTONE	PROGRESS	SDG/SASB ALIGNMENT	
			UN SDG	SASB
 <p>Traceability</p>	Maintain traceability scores of at least 98% of palm oil and palm kernel oil to mill	 <p>Achieved or nearly achieved</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Palm Oil 97.6%</p> </div> <div style="text-align: center;">  <p>Palm Kernel Oil 99.6%</p> </div> </div>	    	<ul style="list-style-type: none"> Environmental and Social Impacts of Ingredient Supply Chain Ingredient Sourcing
	Increase traceability of palm oil and palm kernel oil to plantation	 <p>In progress increases over 2018 levels:</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Palm Oil 18.8%</p> </div> <div style="text-align: center;">  <p>Palm Kernel Oil 20.0%</p> </div> </div>		
 <p>Supplier Engagement & Implementation</p>	Implement Engagement for Policy Implementation (EPI) with 100% of direct suppliers	 <p>Achieved</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>EPI survey implemented with 100% of direct suppliers in 2018. 100% of suppliers have a responsible sourcing policy</p> </div> <div style="text-align: center;">  <p>99% of suppliers publicly report progress on NDPE implementation</p>  <p>99% of suppliers have grievance mechanisms in place</p> </div> </div>		
 <p>Monitor and Verification</p>	Evaluate and identify mechanisms to monitor on-the-ground impacts	 <p>In progress</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>94% of direct suppliers monitor for deforestation and exploitation</p> </div> <div style="text-align: center;">  <p>92% of palm oil volume sourced by ADM comes through direct suppliers who score an average of 76% on the monitoring and verification section of the EPI survey.</p> </div> </div>		










Soy Action Plans

MATERIAL TOPIC	MILESTONE	PROGRESS	SDG/SASB ALIGNMENT	
			UN SDG	SASB
 <p>Traceability</p>	Increase digital satellite farm maps (polygons) of direct soy suppliers	 In progress 70% of suppliers in Paraguay 95% of suppliers in Mato Grosso (Brazil) 95% of suppliers in 25 priority municipalities of MATOPIBA (Brazil)	    	<ul style="list-style-type: none"> Environmental and Social Impacts of Ingredient Supply Chain Ingredient Sourcing
 <p>Monitor and Verification</p>	Monitor and verify 100% of soy sourced from direct suppliers complies with the following initiatives: <ul style="list-style-type: none"> Amazon Soy Moratorium IBAMA embargoed areas National Pact for the Slavery Work Eradication Pará Green Grain Protocol ADM's No Deforestation Policy for 100% of polygons 	 Achieved		











Sustainable Agriculture

TYPE	DESCRIPTION OF GOAL	PROGRESS	YEAR	SDG/SASB ALIGNMENT	
				SDG	SASB
 <p>Sustainable Agriculture Project Acres in North America</p>	Increase acreage dedicated to sustainable agriculture	 In progress 9 projects 735,000 acres	Ongoing	  	Ingredient Sourcing
 <p>AgWater Challenge</p>	Enroll at least 50 farmers as STAR participants	 Achieved 181 farmers	For 2018 Crop Year		

Sustainable Agriculture (Continued)

TYPE	DESCRIPTION OF GOAL	PROGRESS	YEAR	SDG/SASB ALIGNMENT	
				SDG	SASB
 AgWater Challenge	STAR Ratings 50% acres to earn at least 3 of 5 stars 25% acres to earn 5 of 5 stars	 In progress  87% of fields earned at least 3 of 5 stars  20% of fields earned 5 of 5 stars	By 2028	  	Ingredient Sourcing
	Enroll acres representing at least 10% of U.S. wheat processing volume	 In progress  8.4%	By 2022		

Operational and People Matters

TYPE	DESCRIPTION OF GOAL	PROGRESS	YEAR	SDG/SASB ALIGNMENT	
				SDG	SASB
 Ethics Training	Train 100% of employees on ethics in 2019	 Achieved	2019		
 Workplace Safety	15% reduction in Total Recordable Incident Rate (TRIR) from 2019 results 10% reduction in Lost Workday Incident Rate (LWIR) from 2019 results	 In progress 	2020		Workforce Health & Safety
 Gender Parity Pledge	Achieve gender parity among ADM's senior leadership structure	 In progress  25.7% of senior leadership are female (up from 19% in 2017)	By 2030		

Responsible Sourcing

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Responsible Sourcing

ADM procures agricultural commodities around the world, and our vast supply chain has a direct impact on the land use and biodiversity of those regions, as well as the lives of individuals living and working there. Some of our sourcing regions are at a particular risk for deforestation and human rights violations. Our policies and commitments related to these issues apply to our entire supply chain with implementation activities focusing first on high-risk geographies.

In addition, we leverage our experience in responsible sourcing practices to enhance local communities' access to clean water and sanitation (as part of our commitment to human rights) and sustainable agriculture practices.

Sustainability Commitments and Policies

ADM has set forth several key social and environmental commitments and policies that collectively outline our expectations for our colleagues, business partners and contractors, and our organization as a whole with respect to our sourcing operations. They establish clear standards that govern our approach to raw material sourcing, environmental stewardship and employee conduct, among other areas, and they state our positions on issues of widespread public interest. These standards were developed with input from our operations, law, compliance, environmental, and health and safety teams, and were approved by Chairman and CEO Juan Luciano.

- Code of Conduct
- Environmental Policy
- Human Rights Policy
- Commitment to No-Deforestation
- Statement on Genetically Modified Organisms
- Statement on Animal Testing
- Commitment to Anti-Corruption Compliance
- ADM Supplier Expectations
- Signatory of the UN Global Compact
- Signatory of ITC's Trade for Sustainable Development Principles



No-Deforestation, No Peat, No Exploitation (No DPE)

We believe in paving the way through good practices, progressive solutions and mindful actions that make a positive impact. For the past five years, ADM has been working diligently to implement our No-Deforestation program. The clearing of forested, High Carbon Stock (HCS) and High Conservation Value (HCV) areas for planting threatens biodiversity, soil health, and vital carbon sinks as well as indigenous communities who rely on those areas for their livelihood. ADM aims to leverage the company’s role as a major buyer of crops to help create more sustainable, traceable supply chains to protect these valuable natural resources.

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: transparency and traceability, supplier engagement and risk identification; transformation; and monitoring and verification. Progress reports are published regularly on our Sustainability Progress Tracker which also hosts our public grievance mechanism.

Palm

Supply chain traceability provides insight that enables us to improve our palm oil sourcing. Knowing where our palm originates allows us to avoid purchasing from groups that do not share our values and commitments. As we continue to maintain a high level of traceability to the palm oil mill, we have also embarked on a journey with our suppliers to trace the origins of the palm to the plantation level. This endeavor is a process, requiring collaboration along the entire supply chain.

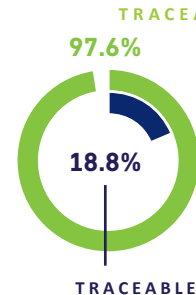
The traceability scores allow us to identify important sourcing areas in which there may be need for social and environmental interventions to support policy compliance. Prioritizing transformation initiatives in this manner allows us to engage where we have the greatest leverage and supplier collaboration.

ADM also implements monitoring and verification procedures. We maintain a Grievance and Resolutions procedure and log, both of which are available on our website. Because we do not own palm plantations or source directly from them, we collaborate with our suppliers and other stakeholders to monitor our supply chain and to investigate allegations of violations. In 2018, ADM began implementation of the Engagement for Policy Implementation (EPI) survey with its suppliers. The EPI survey is a tool provided by Earthworm Foundation (EF) that allows an understanding of each supplier’s progress related to all aspects of an No DPE-compliant responsible sourcing program. All but one supplier agreed to participate, and in 2019, the process was implemented providing valuable insight into our supply chain.

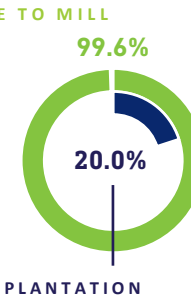
- 100% of suppliers have a responsible sourcing policy
- 99% of suppliers publicly report progress on No DPE implementation
- 99% of suppliers have grievance mechanisms in place
- 94% of suppliers monitor for deforestation and exploitation



Palm oil



Palm Kernel oil



TRACEABLE TO PLANTATION



Monitoring and verification efforts are critical to the success of our No DPE policy implementation. Through the EPI survey, ADM found that 92% of our palm oil volume comes from direct suppliers who score an average of 76% on the monitoring and verification section of the survey.

Palm Transformation Projects

The Sabah region of Malaysia was previously identified as a strategic area of interest for ADM, and in 2019, our efforts continued there. In partnership with EF, we have remained focused on projects related to education and collaboration in order to protect vulnerable children in the region and improve the livelihoods of smallholders in our supply chain.

- Diversification of Smallholder Income in Sabah, Malaysia (Rurality): The Rurality project is working with two palm mills, engaging 46 smallholders with a total impact on 270 people. Through education and engagement, smallholders develop and enhance skills to diversify their income opportunities which in turn, improves their livelihoods.
- Children in Plantations project in Sabah, Malaysia: Six mills in ADM's supply chain are participating. In 2019, EF, in collaboration with ADM and other corporations has developed a directory of social help businesses to improve

the welfare of children living in or near plantations. The Children in Plantation (CiP) Directory is the first publication of its kind in Malaysia – one of EF's efforts to improve education, health and safety on-site and to encourage businesses and palm oil suppliers to engage with NGOs and other stakeholders.

In 2019, ADM also partnered with EF on projects in Guatemala (focus on protection of human rights in the palm oil sector) and Indonesia (deforestation, sustainable agriculture and income diversification).

In Brazil, ADM partnered with the Brazilian Society for Wildlife Research and Environmental Education (SPVS) on a project to promote sustainable farming practices and biodiversity conservation. Focusing mainly on smallholder farms, the project drew on traditional agricultural knowledge and modern biodiversity initiatives to provide guidance on improving sustainability management, resistance to climate change and overall crop yields. ADM trained approximately 300 smallholders located in the municipalities of São Domingos do Capim, Mãe de Rio and Irituia, located in the Northeastern state of Pará, which encompass highly biodiverse forests and rivers: ecosystems that are vital to the conservation of biodiversity in the Amazon, as well as the socio-economic development of the local area.

Soy

Similar to our palm implementation efforts, our efforts in the soy supply chain in South America focus on traceability, engagement and transformation, and monitoring and verification.

In addition to maintaining a high level of traceability to the farm of origin (99% of direct suppliers), ADM began efforts to obtain digital satellite farm maps (polygons) of our soybean suppliers in select municipalities. The Brazilian states of Maranhão, Tocantins, Piauí and Bahia, or MATOPIBA, make up a region in the Cerrado with an historically higher risk of native forest conversion for soy expansion. First phase priority municipalities within MATOPIBA were based on several key indicators: rate of conversion of native vegetation, area of native vegetation cover, area of soy cultivation, and ADM procurement. Statistical and geospatial analysis were used to identify key geographic clusters. We are able to use the polygons to proactively track and understand the origin of soy, as well as investigate any grievances or complaints within our soy supply chain, which we then post to our grievance log.

In 2019, ADM continued traceability efforts by adding polygons to our database. Today we have approximately 70% of our suppliers in Paraguay mapped. We also kept adding new suppliers that have joined our supply chain and obtained polygons for 95% of our suppliers in 25 priority municipalities in MATOPIBA and 95% of our suppliers in Mato Grosso.

The soy supply chain and multitude of biomes in Brazil require collaboration among all stakeholders to successfully protect the area. ADM is an active member of Grupo de Trabalho da Soja (Soy Working Group), a group of NGOs and industry companies, most notable for developing the Amazon Soy Moratorium. We are also a member of the spinoff group Grupo de Trabalho do Cerrado (Cerrado Working Group), which is working to address deforestation in the Cerrado Biome. And, we participate in the MATOPIBA Coalition, an initiative supported by the United Nations Development Programme (UNDP) Global Environmental Finance (GEP), which brings together different actors willing to find sustainable balance between agricultural production and conservation.

ADM is also member of the Soft Commodities Forum of the World Business Council for Sustainable Development along with other industry/trading companies who share the same goals regarding No-Deforestation and No-Exploitation in the supply chains. The forum is working to define common standards that will bring more transparency to the sector as a whole and searching for financial incentives that will protect forested areas and/or promote the use of previously cleared land.



SOY TRANSFORMATION SPOTLIGHT

Aliança da Terra

Since 2009, ADM has supported Aliança da Terra, an agricultural-improvement program based in Latin America. It focuses on helping soybean producers in Brazil and Paraguay implement sustainable farming practices that protect the environment and improve yields. This can help reduce the pressure to expand into ecologically sensitive areas. ADM is a founding sponsor of the program, and over the past ten years, we have seen the fruits of our efforts, as the program

has been implemented on nearly 450 properties covering over 1,400,000 hectares. In 2019, we focused on 20 rural properties totaling 45,000 hectares.

When a farmer opts in to the program, a technical advisor visits the farm to assess current conditions including best management practices and legal compliance in the areas of labor, safety practices and environmental protection. The assessment highlights improvement opportunities for the

grower, without fear of negative repercussions. The technical advisor creates a socio-environmental diagnosis and action plan. In the final aspect of the program, the grower commits to implement agreed actions and to monitor annual progress.

Technical assistance, information and transparency drive transformation through continuous improvement over time. This personalized approach and field-level success has earned the trust and support of local growers.



Human Rights

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

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

Agricultural production, particularly in countries with lower HDI values, has a higher risk of using slave and child labor, not paying living wages, having unsafe working conditions and violating additional rights. These practices threaten the development and livelihood of local communities. To address these risks, ADM has established a Human Rights Policy, with which we require all colleagues and suppliers to comply.

Risk Assessment and Audits

For the past two years, ADM has worked with ELEVATE to support its Human Rights Action Plan to conduct a supply chain risk analysis. ELEVATE initially took a two-phased approach to segment ADM's complex and expansive supply chain to gain deeper insight into inherent risks and challenges with sourcing

based on country and commodity. In the third phase, the analytical scope was expanded to include the vanilla bean supply chain after acquisition of Rodelle. This partnership supported our ability to prioritize resources based on risk and leverage. The results of the analysis allowed us to refine our responsible sourcing program and utilize new tools to direct investment where ADM can have the biggest impact for risk management and supplier improvement.

In 2019, ADM expanded its Sedex membership to enable not only assessment of our own operations, but the ability to request and review assessments of our suppliers. This additional insight allows us to screen for potential human rights risks at key supplier facilities. We also continued with Sedex audits of our facilities. We hosted audits at 13 locations spanning the United States, United Kingdom, Germany, Poland, and Turkey. At the facilities visited, there were no fees charged to job-seekers in exchange for employment, and no collateral was taken in the form of money, identification or other personal belongings without workers' consent as a condition of employment by ADM or contracted companies. No human trafficking was observed. All findings were considered to be minor and low risk. ADM sustainability, law, operations, and compliance teams work with the locations to identify and implement corrective actions.



TRANSFORMATION SPOTLIGHT

SAVAN Vanilla

Almost 80% of the world's vanilla is sourced from Madagascar, where it's produced and collected from villages in a complex supply chain. Through SAVAN, our joint venture partnership with Sahanala, we are the industry's first farmer-owned processor and exporter of vanilla beans, rooting our supply chain at the origin source. Sahanala is a farmer-owned cooperative that has more than 3,600 vanilla farmers across 19 associations in Madagascar. The vertical supply chain eliminates unnecessary steps and stress from the vanilla typical supply

chain, ensuring that farmers are directly engaged in the entire business model. Simplifying the collection ensures farmers receive more of the profits sales.

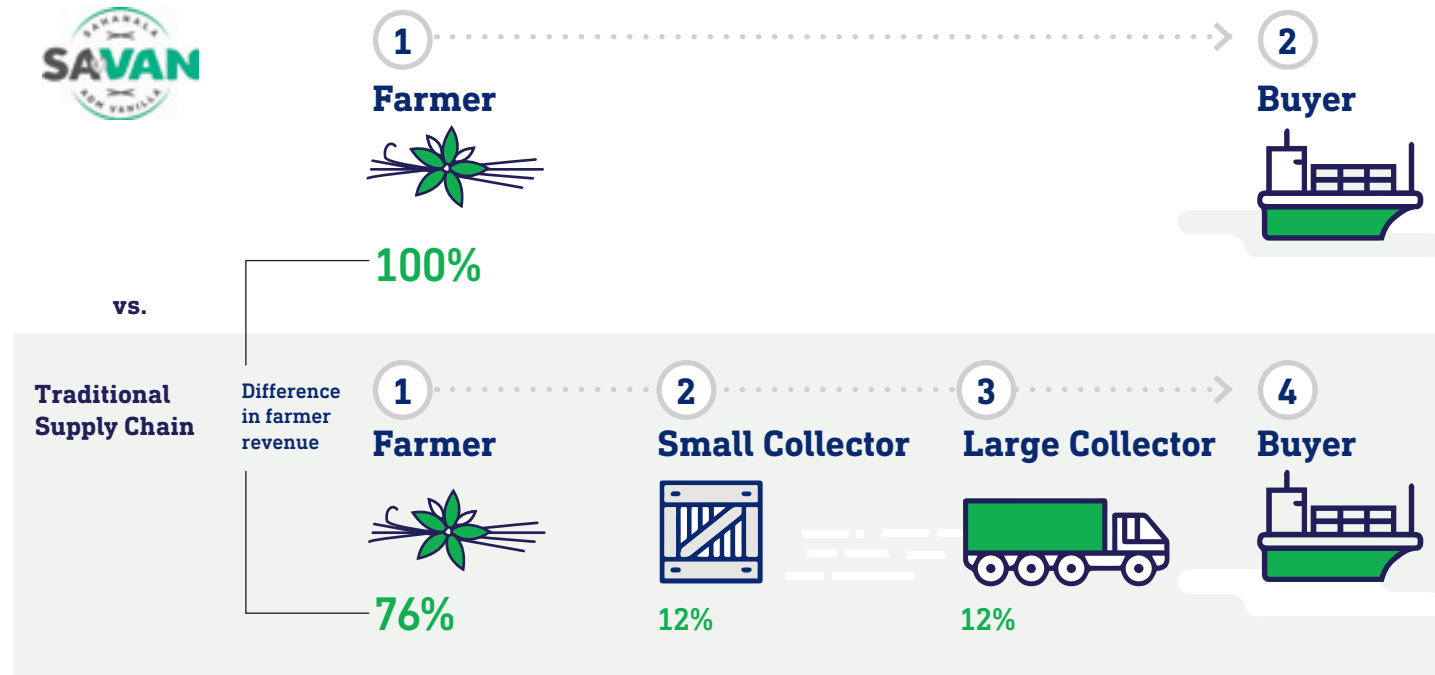
Our partnership with Sahanala doesn't begin and end with a sale. We also work together to implement industry-changing, farmer-focused social programs. ADM works with Sahanala to implement programs for reliable education, medical care and food security that help uplift the quality of life in a sustainable way for vanilla farmers. SAVAN bolsters an extension worker program that provides agronomy

support and promotes farming best practices to help increase crop yields, improve vanillin content, and establish a more stable industry. Each farmer association chooses how to allocate profits generated through the joint venture operations in ways that make the most immediate positive impact on their communities including community health offices, schools, and churches. To ensure food security, ADM Cares approved \$70,000 to provide rice for Sahanala farmers in the off-season covering 17,000 people including 4,410 farmers and their families.

Meet Rasoanalaina Lydia.

In 1998, Lydia formed the Zoto association and has over 20 years of experience working with vanilla. She brought together all the producers from the Farahalana rural municipality in a single association to ensure that all the producers were well supervised and had enough income to feed their families. The Zoto association joined Sahanala in 2015 and has seen a steady improvement in the standard of living for their members. Lydia's focus on transparency and individual ownership of the link between SAVAN and producers has led to her re-election as the lead of the association by its 350 members. Over the next 10 years, Lydia hopes to build a high school and vocational training center for her village to promote education and more youth initiatives.

The Importance of Direct Trade and Traceability





Clean Water and Sanitation

ADM believes that access to clean water is a basic human right – clean water is an essential resource that impacts the health, livelihood and food security of communities around the world. Unfortunately, the integrity of our global water supply faces numerous threats, including pollution, poor infrastructure, and devastating droughts. At ADM, we want to make sure our employees and the communities in which we operate have access to clean water. To demonstrate the importance of this commitment, the company's Human Rights Policy includes access to water and sanitation as protected rights.

ADM financially supports several projects aimed at providing basic water and sanitation needs in communities where we operate.

Peru

Last year, we highlighted our efforts to bring fresh drinking water and sanitation facilities to schools in the villages in the Peruvian jungle that harvest Huito, a unique super-fruit. In 2019, ADM Cares provided another grant to Care Peru to continue those efforts. To date, six schools, serving 925 students have been impacted, with plans to provide resources to three additional schools.

India

Through an ADM Cares grant in 2019, Water.org will provide access to clean drinking water for 800 households: 500 rural families in Maharashtra and 300 rural families in Karnataka. The grant helps rural households secure a water connection from the community water source to their homes and provides domestic purifier units, bringing safe drinking water to the whole family.

Sustainable Agriculture

We know that the health of our natural resources is critical to our future. Consumers around the world know it as well, and they are making it clear that they expect their food and drink to come from sustainable ingredients, produced by companies that share their values.



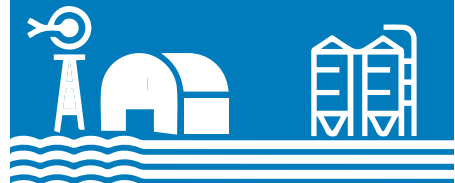
Sustainable Agriculture Concepts

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

Positive Outcomes



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



At ADM, we define sustainable agriculture as good stewardship of the natural systems and resources that farmers rely on for crop production. The objective of our sustainable agriculture efforts is to help our supply chain meet society's commodity needs without compromising our future ability to produce.

Certification Programs

ADM Responsible Soy is a certification program designed to promote environmentally and socially responsible soy production that meets and exceeds the benchmarks set by the European Feed Manufacturers' Federation (FEFAC). ADM Responsible Soy covers select growers in Brazil and Paraguay.

2BSvs is a voluntary scheme that covers GHG emission savings, land with high biodiversity values, highly biodiverse grassland, land with high carbon stocks, and peat land. ADM sources 2BSvs certified soybeans in Brazil and Paraguay.

Round Table for Responsible Soy (RTRS) assures that soy products originate from a process that is environmentally correct, socially adequate and economically viable. ADM sources RTRS soybeans in Argentina and Brazil.

ISCC sourced crops meet stringent guidelines and work to achieve zero-deforestation; protection of land with high biodiversity value and high carbon stock; protection of soil, water and air; compliance with human, labor and land rights; measurement and reduction of GHG emissions; traceability throughout

supply chains, integration of smallholders into international supply chains; legal compliance; and implementation of best management practices. ADM sources ISCC canola, corn and soy in Australia, Brazil, Canada, Europe, and Paraguay.

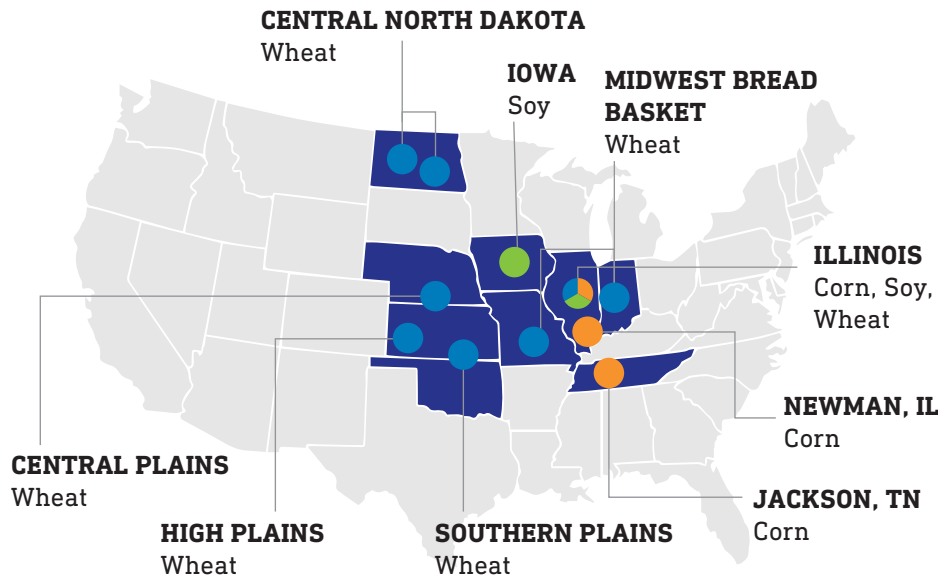
Roundtable on Sustainable Palm Oil (RSPO) is an accreditation of palm supply and suppliers that the production meets strict standards for legal, economically viable, environmentally appropriate and socially beneficial management and operations. Traceability and credibility are key pillars of

RSPO certification. ADM sources RSPO palm in Brazil, Colombia, Costa Rica, Guatemala, Indonesia, Malaysia, Papua New Guinea and Solomon Islands.

ProTerra is a certification program that assures non-GMO quality and sustainable agriculture production. ADM sources ProTerra soybeans in Brazil.

Red Tractor is the UK's largest food standards scheme. It focuses on animal welfare, food safety, traceability and environmental protection. ADM sources Red Tractor canola in the UK.





Field to Market

The Alliance for Sustainable Agriculture is a collaborative supply chain effort focused on driving continuous improvement in agricultural practices and systems across the U.S. In collaboration with Field to Market, partners along the supply chain come together to develop and implement continuous improvement projects which drive positive impact and sustainable outcomes in their supply chains. Field to Market’s flexible approach allows partners to identify key areas of strategic importance for their businesses and goals and tailor projects that focus and catalyze change in those areas. At ADM, we believe water quality and soil health are of strategic importance for our business and for the current and future livelihoods of our suppliers and the surrounding communities. We focus on supporting farmers in adopting practices that address water quality and soil health, such as cover crops, reduced tillage, complex crop rotations, and nutrient management to reduce soil erosion, nutrient run-off, and GHG emissions. Farmers benefit from these conservation practices by keeping their most valuable asset—their soil—and expensive inputs like nitrogen on the field instead of in the local waterways. ADM is an active member of Field to Market with nine projects covering 735,000 acres. Our projects span corn, soy and wheat and have different objectives based on the crop and geography. For example, one soybean project in Iowa focuses on cover crops to improve water quality, while a wheat project in Kansas and Nebraska focuses on farmer education and

outreach to build soil health. To increase the impact of our Field to Market projects, we support two initiatives in tandem with growers in some projects.

Saving Tomorrow’s Agricultural Resources (STAR) Program – Started in Champaign County, Illinois, the STAR program evaluation system assigns points for each cropping, tillage, nutrient application and soil conservation activity used on individual fields. The practices selected and the point values assigned are determined by a group of scientists and researchers, including some farmers who are involved in research. Each participant receives a rating from 1-5 stars and a feedback report containing suggested practices to achieve the next star level.

AgWater Challenge – Started in 2016 by Ceres and World Wildlife Fund (WWF), the AgWater Challenge encourages better water stewardship among the world’s most influential food and beverage companies. ADM joined in 2018 with measurable commitments:

- Sourcing at least 10% of U.S. wheat processing volume from FtM projects by 2022.
- Supporting The Nature Conservancy’s goal of enrolling at least 50 farmers for crop year 2018, with 50% of acres rated at least 3 stars and 25% rated at 5 stars by 2028.
- Donating \$30,000 to local Soil and Water Conservation Districts for farmer education and outreach or financial support to help farmers transition to more sustainable farming practices.

Our Operations



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Compliance and Ethics

At ADM, we believe in making a positive impact.

In February 2020, ADM was recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices as one of the World's Most Ethical Companies. This award demonstrates ADM's commitment, across the whole organization, top to bottom and across all lines of businesses and regions, to doing business with integrity and abiding by strong ethical values.

At ADM, we act through a set of fundamental behaviors that set us apart from others. We are always advancing - learning, researching and developing, with a focus on solutions. We are bold, resourceful, and committed - taking on some of the world's toughest challenges and applying our resources, expertise and work ethic to get things done. And our strong compliance and ethics program supports ADM in achieving the right results, the right way.

We have a robust, global Anti-Corruption program that, together with our Code of Conduct establishes high standards of honesty and integrity for all ADM colleagues and business partners. The Code and related compliance policies set forth specific principles and guidelines to help ensure that our company conducts business fairly and ethically at all times, everywhere we operate. The Code also offers guidance, supported by our global Conflict of Interest program, on the appropriate handling of situations in which personal and business interests have the potential to conflict. The company maintains the ADM Way Helpline as a resource to ask questions, seek guidance, or report suspected misconduct without fear of retaliation - anonymously if desired, where permitted by law.





Compliance and Ethics Training and Reporting Programs

New Hires

All new hires receive the following training (available in multiple languages):

- Code of Conduct booklet and training video
- Code of Conduct: Putting Principles into Practice
- Environmental Management System General Awareness (U.S. only)
- Diversity & Inclusion: Managing Unconscious Bias
- Cyber Security awareness: Security Fundamentals
- Any other all-colleague or function-specific required training

In addition, all salaried new hires receive this additional training:

- Cyber Security Awareness: Human Firewall
- Payments, Advanced Payments and Petty Cash
- Global Data Protection
- Financial Crimes
- Working Together: Promoting Mutual Respect
- Policy trainings relating to specific job responsibilities

Mandatory Training

- 100% of our colleagues received formal training on business ethics issues in 2019
- Board of Directors received formal training on key compliance programs designed to protect the Company against compliance risks. The training also covered controls and procedures established by the Company to protect against certain high risk business activities.

Ability to Execute (A2E) Training Initiative

- Targeted training on fostering and sustaining a culture of integrity, including handling of concerns raised internally or reported via the ADM helpline, the ADM No-Retaliation Policy, dealing with conflicts of interest, and vendor expectations.

Vendor Compliance Days

- In-person training with government-facing third-party vendors on The ADM Way, Code of Conduct, anti-corruption policy and other vendor expectations
- Five sessions held in 2019 with 90 vendors participating; since 2017, more than a dozen sessions with nearly 200 vendors.

Whistleblower Hotlines

- 24/7 operation of ADM Way Helpline available in all geographies via phone and email
- Compliance email address and dedicated compliance phone line
- Anonymous reporting, where permitted by applicable law

Internal Investigations

- 38 day average to resolve reported concerns (global benchmark is 45 days)

Our Environmental Footprint

Sustainability matters – to our customers, to consumers and to us a company. We know that sustainability is a continuous journey, and we are committed to making continuous progress to reduce our global greenhouse gas emissions and energy consumption. As a global enterprise, climate change is an issue that has implications for our employees, our stakeholders, the communities in which we operate, and all aspects of our business. ADM has a large industrial footprint and we believe we have a responsibility to lower greenhouse gas (GHG) emissions related to our business activities. What’s more, the agricultural supply chain – with which ADM is closely associated – contains a variety of GHG emissions sources, as well as potential carbon capture and storage (CCS) sequestration capabilities.

ADM also uses natural resources in manufacturing, storage and distribution, including electricity, water, fuel and raw materials. We also generate waste and have chemical storage onsite at many of our facilities, which have the potential to impact land, water and air.

In 2017, ADM met its “15x20” goals for GHG emissions, energy, water and waste. Earlier this year, we announced a new series of ambitious goals. As a company, 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.

GHG Emissions

In 2019, our emissions intensity reduction over our 2010 baseline was 15%. ADM continued operation of its CCS project, successfully injecting and sequestering 521,000 metric tons of CO₂, bringing the total sequestered to over 2.5 million metric tons.

In 2019, ADM convened a Carbon Reduction Task Force that worked to identify reduction opportunities throughout our operations. During the fourth quarter, ADM hired WSP to review our efforts and conduct a carbon reduction feasibility study [here](#).

TARGET

25%

Reduction of Greenhouse Gas Emissions

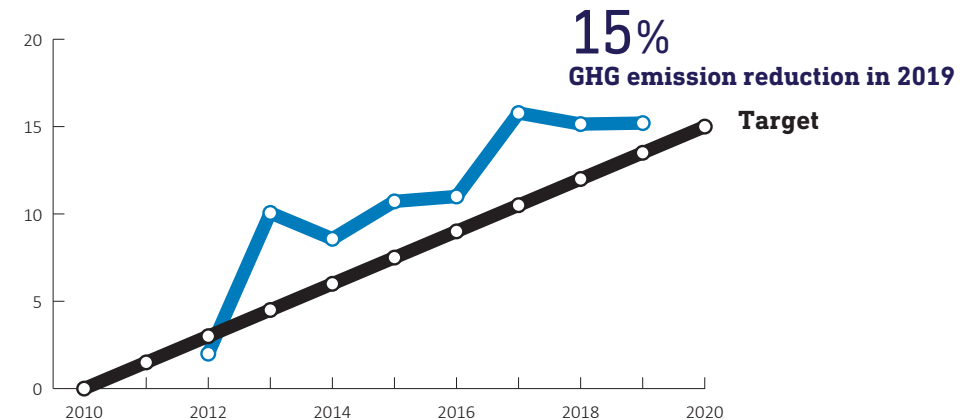
by 2035 over a 2019 baseline

Based upon its analysis of the feasibility study, ADM has set an ambitious goal to reduce its absolute Scope 1 and 2 GHG emissions by 25% from its 2019 baseline by 2035. This would represent an average annual reduction of 1.67% for 15 years. This is more aggressive than the absolute emissions contraction approach that takes into account the global carbon budget, which requires an annual reduction of 1.23% to limit global warming to two degrees Celsius. ADM will achieve this new goal by purchasing renewable electricity, increasing the use of biomass fuels, and modifying our transportation fleet and equipment in some locations.

Enabling GHG Emissions Reductions in Our Supply Chain

In addition to our efforts to reduce GHG emissions within our operations, we have several initiatives to help reduce emissions in our supply chain.

GHG INTENSITY REDUCTION



UPSTREAM

Through outreach with growers and sustainable agriculture projects, GHG emissions can be reduced and soil carbon sequestration can be increased. Our No-Deforestation efforts help to protect vital carbon sinks in key areas.

DOWNSTREAM

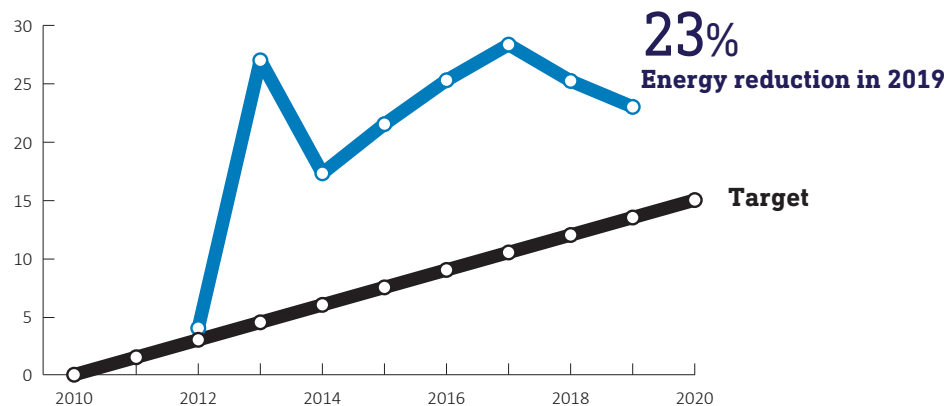
ADM researchers continue to find bio-based solutions for products that have historically been produced from petroleum. From biofuels to 100% plant-based propylene glycols, our Evolution Chemicals™ includes a robust portfolio of sustainable alternatives to petroleum-based chemicals.

Energy

Although we have already met our energy reduction goal, we continue to move forward. We announced our new goal to reduce energy intensity 15% by 2035 over a 2019 baseline. We also implemented a number of energy efficiency projects globally in 2019, several of which were behavioral changes identified through our Energy Treasure Hunt program. Many of these involved simple changes in control strategies or operating procedures which have resulted in energy reduction without significant capital costs. We have also instituted enhanced performance management in our large U.S. cogeneration facilities where additional KPIs have been instituted along with formal, regular review sessions with leadership aimed at assessing operational performance and identifying improvements which resulted in significant reductions and operational cost savings in 2019. Examples include:

- Boiler automation upgrade in Latur, India – 4,400 MWh energy savings
- Refinery heat exchanger project in Quincy, Illinois, USA – 14,600 MWh energy savings
- Wood chip feeder upgrade in Maracaju, Brazil – 1,900 MWh energy savings
- Cooling tower optimization in Cedar Rapids, Iowa, USA – 8,200 MWh energy savings

ENERGY INTENSITY REDUCTION



TARGET

Energy Intensity

15%

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

TARGETS

Water Reduction

10%

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

Water Management

Develop a global strategy focused on improving community wellbeing in priority watersheds including water-stressed areas by 2025

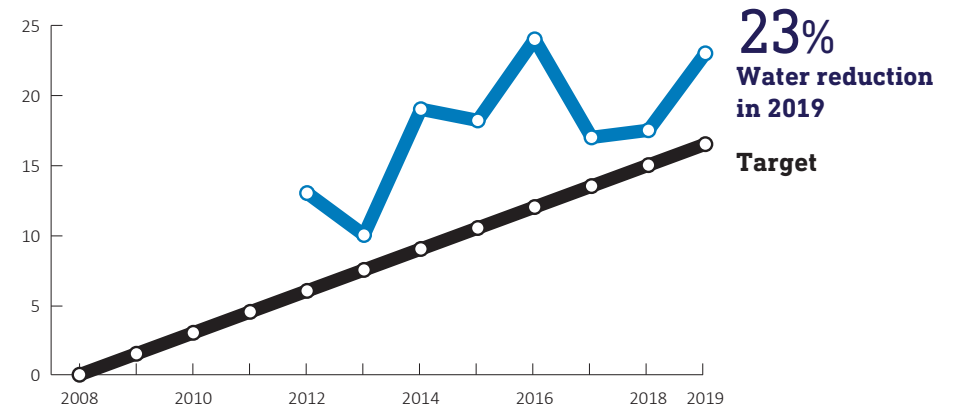
Water

Water reduction efforts are focused on our 38 largest sites, which collectively account for more than 96 percent of our global water usage. In 2019, our water use intensity reduction over our 2008 baseline was 23%.

After achieving our water intensity reduction target early, ADM has shifted focus toward the future. In 2019, we updated our water risk assessment using updated data available through the World Resources Institute (WRI) Aqueduct Tool. Based on our new assessment, we have set two water goals.

In our operations, we will reduce our water intensity by 10% over our 2019 baseline by 2035. In addition, to support the health and wellbeing of the communities where we operate, by 2025, we will develop a global improvement strategy in priority watersheds. This approach will allow us to implement projects where they will be the most impactful.

WATER INTENSITY REDUCTION



Waste

ADM achieved its 15x20 waste target through global efforts to increase recycling and find alternative uses for waste—such as sending unusable grain to be turned into fuel or fertilizer. Challenging conditions around the world have limited our ability to beneficially reuse some waste streams, and recent mergers and acquisitions have affected our indicators resulting in an annual waste to landfill rate of 19%.

Looking forward, ADM has set a new waste goal where at least 90% of waste generated will be beneficially reused, recycled, or otherwise diverted from landfill by 2035.

Recycling Used Cooking Oil

Improper disposal of used cooking oil poses a risk to the environment. In addition, the oil has value when recycled and reused as a feedstock for soaps, detergents, and even biodiesel. That's why in 2018, ADM began a program to reclaim used cooking oil. The "Programa Meio Ambiente nas Escolas", through its Concórdia oil brand, provides centralized collection points in the city of Carapicuíba in São Paulo. The program focuses on environmental education work in schools, mobilizing municipal education networks to raise awareness among students, families and communities for the correct disposal of used cooking oil, making schools a voluntary delivery place for used oil. The project encourages students to store used oil in their homes, in bottles, and then take it to the voluntary delivery place in their schools.



TARGET

ADM has set a new waste goal where at least

90%

of waste generated will be beneficially reused, recycled, or otherwise diverted from landfill by 2035

Preserva Ambiental coordinates the oil collection in the schools, and markets it to approved buyers. The group then gives the income generated from the sale of the oil to the Parent Teacher Association of each school. This provides a funding source for environmental education activities that are selected in a coordinated effort between the schools and the education team of the program.

The non-profit group **Instituto Auá** engages with participating schools, seeking to understand their specific needs and focus areas and then suggesting interesting educational activities for students.

In 2018, we engaged 60 schools and collected 6,590 liters of used cooking oil. Building on that success, in 2019, we continued to build the program in Carapicuíba and expanded the program to the city of Santos, where we operate a port facility. The program collected 15,300 liters of used cooking oil and engaged 79 schools.



Innovating Sustainable Materials

Cardboard and Starch

Cardboard recycling is already a regular practice around the world; however, the material is not everlasting. During the recycling process, cardboard material, which consists of used, short fibers, loses strength. Researchers at ADM have discovered an innovative way to extend the life of those fibers. ADM's naturally-sourced specialty starches work by changing the physical chemistry in the cardboard-making process. When added to recycled material, our positively-charged, or "cationic," starches attract the negatively-charged recycled fibers, strengthening their bond. This improves the durability and strength of the cardboard, increasing the number of times the material may be recycled. Adding ADM's specialty starches also improves drainage and pressing in papermaking, which improves wastewater quality.

"For every ton of recycled cardboard, you will save 15 to 20 trees," said Baljit Ghotra, ADM vice president of food research. "That's why it makes sense to recycle, and to recycle more often. By adding ADM starch made from corn, we're able to extend the life of a typical cardboard box." In the U.S., over 90% of all products are shipped in cardboard boxes, which is about 400 billion square feet of cardboard. More than half of the cardboard collected is recycled to make new cardboard

boxes. And every pound recycled adds up. By recycling one ton of cardboard, it frees up nine cubic yards of landfill space.

Bioplastics

In Decatur, Illinois, ADM colleagues at a pilot facility work to produce a monomer called furan dicarboxylic methyl ester (FDME), which is a molecule derived from corn fructose that can help lightweight bottles and enhance their barrier properties, thus extending the shelf-life of products. By using ADM's FDME, DuPont is creating a polymer called polytrimethylene furandicarboxylate (PTF), a novel polyester also made from DuPont's proprietary Bio-PDO™. PTF is a 100-percent renewable and recyclable polymer that—when used to make bottles and other beverage packages—substantially improves gas-barrier properties compared to other polyesters. PTF can be blended with existing PET plastic to help improve performance while using less plastic overall, a concept known as lightweighting. In combination with package-design improvements, this approach can reduce the amount of material consumed, and reduce costs of shipping and delivering food and beverage products.



Food Safety and Quality

Food is fundamental. It sustains us, fulfills us and fuels our wellbeing. ADM is devoted to that impact every single day. And the safety and security of our world’s food and feed supply chain is of utmost importance. ADM leverages systems, expertise and experience to ensure we provide wholesome, high-quality products, including:

- The development of risk-based preventive controls or critical control points for human food based on hazard analysis, both through corporate policies and procedures, and business unit implementation and execution.
- Regularly auditing our own operations, and by carefully monitoring our raw materials streams.
- Earning third-party food-safety certifications, such as through the Global Food Safety Initiative (GFSI) at approximately 85 percent of our human food manufacturing locations in developed and developing countries.
- Maintaining rigorous Hazard Analysis Critical Control Point (HACCP) systems at our food and feed processing plants, and our U.S.- based locations have implemented Hazard Analysis and Risk-based Preventive Controls (HARPC) as legislated through the Food Safety Modernization Act (FSMA). These systems have been designed to identify, and safeguard against, potential risks at every stage of the facility’s operations.

These programs enabled us to achieve 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 in 2019.

Workplace Safety

ADM is committed to providing a safe working environment for all of our employees and contractors. Protecting people and the environment is part of everything we do and every decision we make. For the last several years, we have been on a journey to zero injuries – building a safety culture so everyone will go home safely to their families and the things that are most important to them.

In 2019, more than 80% of our sites completed the year without recordable injuries, and 94% without lost workday injuries. We experienced an increase in the Total Recordable Incident Rate (TRIR) of 12%. However, the reduced severity of the incidents, resulted in a Lost Workday Incident Rate (LWIR) that was 11% lower than in 2018. In late 2019, we restructured our environmental, health and safety organization to address particular areas of opportunity, specifically items around process safety. As a result of this reorganization, we now have an enhanced focus on transportation and maritime safety.

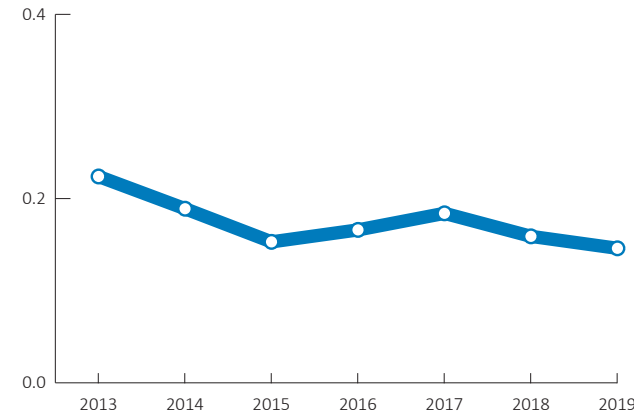
We have also launched two efforts to address occupational safety:

- A cross-functional safety culture team to drive improvement through simplification with an initial focus on higher-risk activities.
- A coaching and mentoring program to provide leadership engagement and targeted performance improvement plans at underachieving facilities. The program takes a deep dive into near misses and incidents to identify and implement specific, focused improvements.

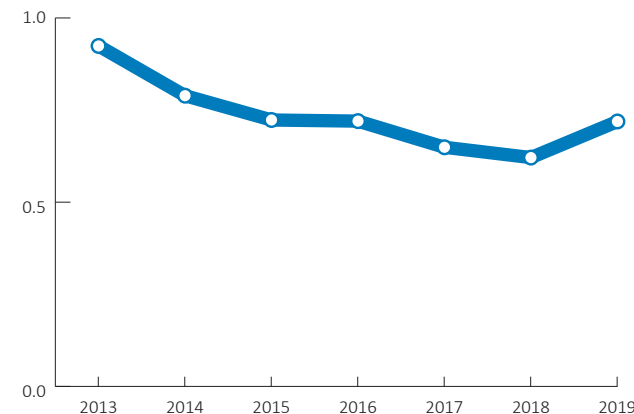
Through these actions, ADM aims to achieve continuous improvement in 2020, including a 15% reduction in TRIR and a 10% reduction in LWIR compared to our 2019 rates.

Colleague Incident Rates

LOST WORKDAY INCIDENT RATE



TOTAL RECORDABLE INCIDENT RATE



TARGET 

Workplace Safety

10%
reduction in LWIR

TARGET 

Workplace Safety

15%
reduction in TRIR

People and Communities

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People and Communities

At ADM, we strive to create a positive impact on the world and contribute to the greater good. We believe a strong community is made up of a combination of important factors – great schools, effective social services, food security, clean air and water, active citizen involvement, and a spirit of local pride.



ADM Cares

ADM Cares: Advancing Sustainable Agriculture, Increasing Food Security, Investing in Education

Through ADM Cares, we contribute to the greater good, making a lasting impact through partnering with organizations to solve challenges. Our corporate social investment program aligns our corporate giving with our business strategies and sustainability objectives. Through the program, ADM works to sustain and strengthen our commitment to communities where ADM colleagues work, live and operate by directing funding to initiatives and organizations driving meaningful social, economic and environmental progress. The ADM Cares team evaluates potential projects submitted for funding to ensure they meet eligibility criteria such as initiatives that support safe, responsible and environmentally sound agricultural practices in critical growing regions around the world.

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) education.

1 Advancing Sustainable Agriculture

ADM partnered with several international organizations in 2019 to enable growers, and especially smallholders, to produce more with less. Our sustainable agriculture projects have positively impacted almost 27,000 farmers and their families.

2 Increasing Food Security by supporting hunger relief

In 2019, we distributed more than 98 million pounds of food and provided nearly 104 million meals to families in need.

3 Investing in Education, with a focus on projects that advance agricultural and STEM education

ADM Cares projects have provided STEM and agriculture education for almost 7 million students ranging from kindergarten through college.

ADM Cares also offers a dollars for doers program and matching gift opportunities to colleagues as a way to highlight their personal contributions and efforts to social investing.

Total Contributions by ADM in 2019 Through ADM Cares



● Education	\$2.9 million	37%
● Hunger Relief	\$1.8 million	23%
● Sustainable Agriculture	\$2 million	25%
● Colleague Matching Program	\$761,000	10%
● Other*	\$373,000	5%
Total	\$7.7 million	

* "Other" includes contributions to fire, police and rescue squads; health-related causes and organizations; local sports teams and activities; and fundraising events.

COVID-19 Pandemic Response

In March 2020, ADM announced it has committed approximately \$1 million in the fight against COVID-19, including to:

- the World Health Organization’s COVID-19 Solidarity Response Fund (powered by the United Nations Foundation);
- regional and local charities focusing on COVID-19 in the areas where ADM operates; and
- increased employee matching contributions to COVID-19 relief and mitigation efforts.

In May 2020, ADM announced an additional \$800,000 in donations to organizations focused on addressing needs during COVID-19, including food assistance, hunger relief, and local support to hospitals and first responders.

To help meet the surge in demand, ADM has stepped up its production of industrial ethyl alcohol, a key ingredient in hand sanitizer. Through ADM Cares, we are donating nearly 10,000 1.75 liter bottles of hand sanitizer to healthcare and long-term care facilities in Decatur, Illinois, where the company’s North American headquarters are located, to help address local needs.

ADM also has available funds for employees who have been adversely affected under its Colleague Emergency Fund, which provides grants to colleagues facing unusual and severe financial strain due to sudden crises outside of their control.

Zero Hunger

Access to nutrition has the power to solve many of the world's challenges. And as part of our dedication to global nutrition, we are focused on zero hunger, helping people and communities in far corners across the world. Although we do not grow crops, we occupy a prominent position in the agricultural value chain that extends from the farm gate to the consumer's plate, which gives us unique insights into consumer trends, such as the increasing desire for protein in countries as they become wealthier. In addition, our vast transportation network allows us to move goods from high-harvest areas to regions with low or no production.

ADM works closely with industry peers, trade associations, growers, governments, NGOs and operating communities to improve the quality and availability of crops in the global supply chain, and the lives of farmers and communities that grow these crops. In doing so, ADM supports the effort to end all forms of hunger and malnutrition, while promoting sustainable agricultural practices and improving access to nutritious food.

Nutrition

ADM is growing our range of solutions and innovating for improved outcomes while giving customers an edge in solving global nutritional challenges of today and tomorrow. We imagine what's possible by advancing, creating and solving to deliver the next in nutrition, backed by science.

As consumers turn towards natural health solutions, ADM has been working on developing probiotic ingredients and supplements to help support the gut

microbiome which is important for overall health and wellness. Here is a look at three innovative probiotic solutions designed by ADM that bring a natural approach to health.

- **Head Comfort** – Headaches, especially migraines, can be a source of discomfort that impact the quality of life. In a recent clinical trial spearheaded by ADM Protexin, individuals suffering from either chronic or episodic migraines responded to a probiotic blend with marked decrease in frequency and severity compared to the placebo group. This probiotic blend combined with magnesium and vitamin B6, important nutrients for the function of the nervous system, is now available to consumers as Bio-Kult Migrea.
- **Overweight and Obesity** – In developed nations, obesity has reached pandemic levels, resulting in alarming rates of cardiovascular and metabolic disorders as collateral. ADM Biopolis evaluated the effect of a live or heat-treated probiotic strain in a clinical trial. After three months of consuming either form, individuals showed an improvement in parameters related to body weight or body fat compared to the placebo group.
- **Reproductive Health** – Infertility affects 15% of couples, and around 40% of these cases appear to be caused by male infertility. In a 2017 study, the quality of sperm samples taken from a group of men with reduced or absent sperm motility showed significant improvements in sperm mobility after three and six weeks of consuming an ADM Biopolis probiotic mixture.



TRANSFORMATION SPOTLIGHT

Concern Worldwide

Everyone has the right to the food they need to sustain their lives. Because of this deeply rooted belief, ADM has committed \$1,000,000 in a partnership with Concern Worldwide to address hunger and malnutrition through two critical pathways – lifesaving treatment for *acutely* malnourished children and pregnant and lactating women; and farmer-led agricultural transformation to reduce *chronic* malnutrition.

The program is divided into two sections:

- Community Management of Acute Malnutrition (CMAM)
 - Critical malnutrition treatment is provided in malnourished communities.
 - Local health providers are trained to recognize the early signs of acute malnutrition, diagnose it, and treat it.

- Simple diagnostic tools, like paper bands to measure upper-arm circumference and clinically proven interventions like ready-to-use therapeutic food are available in communities.
- CMAM has been embedded in government and international health systems as standard practice for treating acute malnutrition in children.

- Realigning Agriculture to Improve Nutrition (RAIN) Intervention at three levels – food systems, behavior change, and public health.
 - Food systems: Build demand for nutritious fruits, vegetables and legumes and support farmers to meet the demand by providing inputs and tools and teaching farmers new techniques to improve yields

- Behavior change: Educate on the benefits of diverse diets, proper infant and young child feeding, and empowerment of women to make decisions on what crops to grow and foods to eat
- Public health: Coordinate various government ministries to align their strategies and roll out training to community health workers on the ground

The project has been designed to achieve high impact over 18 months in two key areas devastated by recent drought. Serving over 50,000 beneficiaries through multi-phased activities, the project will impact 36,000 people in Kenya with acute malnutrition treatment and another 6,000 people through agricultural support activities after the initial crisis has subsided. In Ethiopia, 10,300 will be impacted through an 18-month training and vocational program.



Women's Empowerment

ADM has an ongoing commitment to smallholders across the globe, especially women farmers, and we seek ways to support these communities through our sourcing practices.

TRANSFORMATION SPOTLIGHT

One Acre Fund's Alice

Saving for the future is what first prompted Alice to plant trees. To her village neighbors—who regularly struggle with hunger—planting an inedible crop seemed illogical. But with the nearest savings bank more than hour's walk from her home in rural Kenya, growing a crop with the intention of selling it several years later presented a unique opportunity.

In search of investment opportunities, Alice joined One Acre Fund, a non-profit organization supported by ADM Cares that “supplies financing and training to help smallholders grow their way out of hunger and build lasting pathways to prosperity.” This allowed her to purchase a variety of farming products on credit, including Grevillea tree seeds.

Alice had learned about Grevillea trees from a One Acre Fund field officer. The fast-growing, straight trees are marketable as timber for building houses and furniture. In addition, Grevillea tree leaves are nutrient-rich and contribute to soil fertility when they fall around the trees. Alice realized that by planting Grevillea trees, she could gain financial benefits while improving the health of her soil and subsequently, her harvest yield.

Grevillea trees, which are worth less than \$1 USD as saplings, become worth roughly \$15 USD a piece after six years. For smallholder farmers like Alice, this is an incredible return on investment. In Western Kenya, the profits from just 10 six-year-old trees could cover an entire term of a child's high school tuition—and the trees rapidly increase in value each year after that.

Since joining One Acre Fund in 2011, Alice has planted Grevillea trees every year. In total, she has roughly 65 Grevillea trees scattered about her property, growing tall and strong. When Alice's first round of trees reach maturity, her 14-year old daughter Wendy will start secondary school. With a few of her trees already approaching the six-year mark, Alice feels she can rest assured that her dreams of educating her children will come to be.

“Wendy hopes to be a doctor someday,” Alice says, a smile spreading across her face.





Women & Diversity at ADM

ADM also seeks ways to empower women within our company. In 2019, ADM pledged to achieve gender parity within the company's senior leadership structure by 2030. Through a partnership with Paradigm for Parity – a coalition of business leaders dedicated to addressing the corporate leadership gender gap – ADM has committed to:

- Addressing unconscious bias in the workplace.
- Significantly increasing the number of women in senior operating roles, with the near-term goal of at least 30 percent representation in all leadership groups.
- Measuring targets and maintaining accountability by providing regular progress reports.
- Basing career progress on business results and performance, rather than physical presence in the office.
- Providing sponsors, not just mentors, to women well positioned for long-term success.

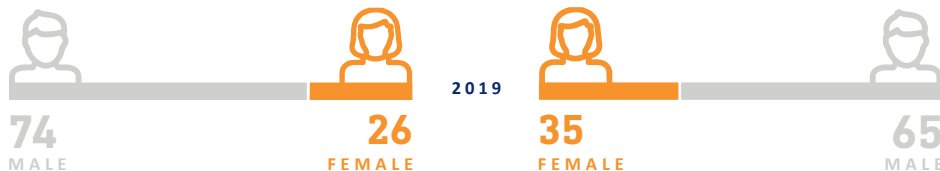
We have already started to make progress toward closing the gender gap in our two key metric groups – senior leadership and salaried colleagues.

ADM promotes a culture of inclusion in all roles, at all levels. Our definition of diversity is broad, encompassing not only diversity in race, gender, ethnicity, economic and educational backgrounds- but also in experiences, perspectives and interests. Yet while our definition of diversity is wide-ranging, our focus on inclusion is precise.

Having an inclusive culture lets ADM and our employees cultivate innovation. We believe innovation arises from being open-minded, listening to multiple perspectives and having a willingness to experiment. When we put together people whose working and thinking styles vary, and encourage people to value other opinions, experimentation will follow. The results of those experiments are innovative solutions to business challenges.

Percentage of Female Employees

Senior Leadership **Salaried Colleagues**





VERIFICATION OPINION STATEMENT GREENHOUSE GAS EMISSIONS

To: The Stakeholders of Archer Daniels Midland Company

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

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

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

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

Types of GHGs: CO₂, N₂O, CH₄, HFCs, PFCs, SF₆,

GHG Emissions Statement:

- Scope 1:** 14,800,000 metric tons of CO₂ equivalent
- Scope 2 (Location-Based):** 3,010,000 metric tons of CO₂ equivalent
- Biogenic Emissions:** 5,290,000 metric tons CO₂
- Biogenic Carbon Dioxide Sequestered:** 520,000 metric tons CO₂

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

Period covered by GHG emissions verification:

- January 1, 2019 to December 31, 2019

Criteria against which verification conducted:

- The Climate Registry General Reporting Protocol
- ADM Methodology

Reference Standard:

- ISO 14064-3: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification 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 site visits to Peoria, Illinois and Quincy, Illinois; and
- Audit of sample of data used by ADM to determine GHG emissions.

Verification Opinion:

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

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with The Climate Registry General Reporting Protocol (Scope 1 and Scope 2 GHG emissions).

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

Statement of independence, impartiality and competence

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

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

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

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

Attestation:

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

Lisa S. Barnes, Technical Reviewer
Principal
Apex Companies, LLC
Lakewood, Colorado

April 21, 2020

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

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 2019 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 sixth year in which we have provided assurance over the Subject Matter in ADM's Report.

Scope of work

The scope of our work was limited to assurance over select environmental and safety data and information including energy use, water use and safety metrics included in the Report for calendar year 2019 (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 100,000 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 Core Option and OSHA reporting guidelines, as described in the Report.

Limitations and Exclusions

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

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

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

Responsibilities

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

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

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

Assessment Standards

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

Summary of Work Performed

As part of our independent verification, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of ADM;
3. Conducting site visits to Archer Daniels Midland Company facilities in Peoria, Illinois and Quincy, Illinois 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 verification independently, and there has been no conflict of interest.

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


John A. Rohde, Lead Verifier
Apex Companies, LLC
Lakewood, Colorado
April 21, 2020


Lisa S. Banes, Technical Reviewer
Apex Companies, LLC
Lakewood, Colorado

**Archer Daniels Midland Company
Reporting Metrics
Calendar Year 2019**

Energy					
Source	Quantity	Units	Source	Quantity	Units
Electricity	5,410,000	MWh	Gasoline	16,900	MWh
Steam	477,000	MWh	Jet Fuel	10,200	MWh
Biodiesel	1,100	MWh	Kerosene	224	MWh
Biogas	351,000	MWh	Liquified Petroleum Gas	141,000	MWh
Biomass (Agricultural)	334,000	MWh	Lubricants	-	MWh
Biomass (Solid Products)	19,900	MWh	Natural Gas	22,400,000	MWh
Biomass (Wood)	3,950,000	MWh	Subbituminous Coal	17,300,000	MWh
Bituminous Coal	11,400,000	MWh	Tires	35,000	MWh
Diesel Fuel	2,480,000	MWh	Residual Fuel Oil	214,000	MWh
Ethanol	1,080	MWh			

Water Usage (Locations >100,000 m³/year)

Source	Quantity	Units
Groundwater	43,100,000	cubic meters
Municipal	41,100,000	cubic meters
Rain	928,000	cubic meters
Surface*	30,970,000	cubic meters

*not including surface water used as single pass non-contact cooling water

Safety Metrics (excluding sites <2 years with ADM)

Total Recordable Incident Rate	0.719
Lost Days Incident Rate	0.146

GHG Emission Reduction 2010-2019 (Normalized to Production), including biogenic sequestration 15.1%

GRI Content Index

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON																																				
General Disclosures																																							
GRI 102: General Disclosures 2016	Organizational Profile																																						
	102-1 Name of the organization	Archer Daniels Midland Company and its subsidiaries																																					
	102-2 Activities, brands, products, and services	10-K, pages 4-6																																					
	102-3 Location of headquarters	Chicago, Illinois, USA																																					
	102-4 Location of operations	Pages 5-6; 10-K, pages 15-21																																					
	102-5 Ownership and legal form	Publicly traded company, incorporated																																					
	102-6 Markets served	10-K, page 4																																					
	102-7 Scale of the organization	Page 4-7; 10-K, pages 24 & 28																																					
	102-8 Information on employees and other workers	a) Total number of employees by gender 39,559; 21.3% female, 78.7% male b) Total number of employees by contract and region <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>SALARIED</th> <th>HOURLY</th> <th>PART TIME/ SEASONAL</th> </tr> </thead> <tbody> <tr> <td>Asia/Pacific</td> <td>1,691</td> <td>867</td> <td>16</td> </tr> <tr> <td>Central America/ Caribbean</td> <td>175</td> <td>156</td> <td>3</td> </tr> <tr> <td>EMEA</td> <td>4,920</td> <td>4,732</td> <td>602</td> </tr> <tr> <td>N. America</td> <td>7,826</td> <td>10,280</td> <td>302</td> </tr> <tr> <td>S. America</td> <td>2,518</td> <td>4,869</td> <td>602</td> </tr> </tbody> </table> c) Total number of employees by type and gender <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>TOTAL</th> <th>MALE</th> <th>FEMALE</th> </tr> </thead> <tbody> <tr> <td>Full-time</td> <td>38,034</td> <td>30,327</td> <td>7,707</td> </tr> <tr> <td>Part-time</td> <td>1,525</td> <td>790</td> <td>735</td> </tr> </tbody> </table> d) Significant portion of activities performed by workers who are not employees: No e) Significant variations in the numbers: No f) Explanation of data compilation: Data gathered from human resources department and payroll system.		SALARIED	HOURLY	PART TIME/ SEASONAL	Asia/Pacific	1,691	867	16	Central America/ Caribbean	175	156	3	EMEA	4,920	4,732	602	N. America	7,826	10,280	302	S. America	2,518	4,869	602		TOTAL	MALE	FEMALE	Full-time	38,034	30,327	7,707	Part-time	1,525	790	735	
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102-9 Supply chain	Pages 4, 8, 13-15, 17-26																																						
102-10 Significant changes to the organization and its supply chain	10-K, page 26																																						
102-11 Precautionary Principle or approach	Pages 9, 11																																						
102-12 External initiatives	Page 10																																						
102-13 Membership of associations	Page 10																																						

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON	
General Disclosures				
GRI 102: General Disclosures 2016	Strategy			
	102-14 Statement from senior decision-maker	Letter from the CEO, page 2		
	Ethics and Integrity			
	102-16 Values, principles, standards, and norms of behavior	Page 17, 28-29		
	Governance			
	102-18 Governance structure	Proxy Statement, pages 12-15; Page 9		
	Stakeholder engagement			
	102-40 List of stakeholder groups	Page 11		
	102-41 Collective bargaining agreements	14% (NA only)		
	102-42 Identifying and selecting stakeholders	Page 11		
	102-43 Approach to stakeholder engagement	Page 11		
	102-44 Key topics and concerns raised	Page 11		
	Reporting practice			
	102-45 Entities included in the consolidated financial statements	10-K, Exhibit 21		
	102-46 Defining report content and topic Boundaries	Page 11; Operational control		
	102-47 List of material topics	Page 11		
	102-48 Restatements of information	None		
	102-49 Changes in reporting	None		
	102-50 Reporting period	Calendar year 2019		
	102-51 Date of most recent report	May 19, 2019		
	102-52 Reporting cycle	Annual		
	102-53 Contact point for questions regarding the report	sustainability@adm.com		
	102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option		
102-55 GRI content index	Pages 45-51			
102-56 External assurance	Pages 42-44			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON
Material Topics			
Anti-Corruption			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 17, 28-29	
	103-2 The management approach and its components	Pages 17, 28-29	
	103-3 Evaluation of the management approach	Pages 17, 28-29	
GRI 205: Anti-Corruption	205-2 Communication and training about anti-corruption policies and procedures	Pages 17, 28-29	
Energy			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 12, 30-31	
	103-2 The management approach and its components	Pages 12, 30-31	
	103-3 Evaluation of the management approach	Pages 12, 30-31; 3rd party verification, pages 42-44	
GRI 302: Energy	302-1 Energy consumption within the organization	<ul style="list-style-type: none"> a) Total non-renewable fuel consumption: 59,900,000 MWh b) Total renewable fuel consumption: 4,660,000 MWh c) Total: <ul style="list-style-type: none"> i) Electricity consumption: 5,410,000 MWh ii) Heating consumption: 0 MWh iii) Cooling consumption: 0 MWh iv) Steam consumption: 477,000 MWh d) Total: <ul style="list-style-type: none"> i) Electricity sold: 261,000 MWh ii) Heating sold: 0 MWh iii) Cooling sold: 0 MWh iv) Steam sold: 0 MWh e) Total energy consumption: 64,500,000 MWh f) Methodology/Calculation tools: Energy data is gathered using a combination of utility bills, operations data tracking systems, and fuel purchase records. g) Conversion factors: www.onlineconversion.com 	
	302-3 Energy intensity	<ul style="list-style-type: none"> a) Energy intensity: 0.99 MWh/MT processed b) Denominator: metric tons processed c) Types of energy included: all d) Consumption boundary: energy consumed within the organization 	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON
Energy			
GRI 302: Energy	302-4 Reduction of energy consumption	a) Reductions in energy: 22.7% reduction in intensity over baseline b) Types of energy included: all c) Base Year: 2010- This was the first year that global emissions data was quantified. d) Methodology/Calculation tools: Energy data is gathered using a combination of utility bills, operations data tracking systems, and fuel purchase records.	
Water Management			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 12, 15, 17, 24-26, 30-31	
	103-2 The management approach and its components	Pages 12, 15, 17, 24-26, 30-31	
	103-3 Evaluation of the management approach	Pages 12, 15, 17, 24-26, 30-31; 3rd party verification, pages 42-44	
GRI 303: Water	303-1 Water withdrawal by source	a) Total volume of water withdrawn a) Surface water: 30,970,000 m ³ b) Ground water: 43,100,000 m ³ c) Rainwater: 928,000 m ³ d) Wastewater from other organizations: 0 m ³ e) Municipal water: 41,100 000 m ³ b) Standards/methodologies used: Data is collected using a combination of flow meters and utility billing data. Once-through cooling water that is withdrawn and returned to the same body of water with only a change in temperature is excluded.	
	303-3 Water recycled and reused	a) Total volume of water recycled and reused: 3,240,000 m ³ b) Volume of water recycled as % of total: 2.6% c) Standards/methodologies used: For this category, only water collected and treated onsite in onsite wastewater treatment operations is included.	
Land Use and Biodiversity			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 12-15, 17-21, 30, 32-33	
	103-2 The management approach and its components	Pages 12-15, 17-21, 30, 32-33	
	103-3 Evaluation of the management approach	Pages 12-15, 17-21, 30, 32-33	
GRI 304: Biodiversity	304-2 Significant impacts of activities, products, and services on biodiversity	Pages 12-15, 17-21, 30, 32-33	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON
GHG Emissions			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 12, 30	
	103-2 The management approach and its components	Pages 12, 30	
	103-3 Evaluation of the management approach	Pages 12, 30; 3rd party verification, pages 42-44	
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> a) Scope 1 emissions: 14,800,000 MT CO2e b) Gases included: All Kyoto protocol gases, plus additional refrigerants c) Biogenic CO2 emissions: 5,290,000 MT CO2 d) Base Year: 2010 <ul style="list-style-type: none"> i) Rationale: This was the first year that global emissions data was quantified. ii) Base year emissions: Scope 1- 14,244,000 MT CO2e; Biogenic- 5,314,000 MT CO2 iii) Recalculation of base year: N/A e) Source of emission factors: Depending on region, emission factors are from IEA, US EPA, and/or The Climate Registry; GWPs used are from IPCC 4th edition report f) Consolidation approach: Operational control g) Standards/methodologies used: The Climate Registry protocol is used except where otherwise required by law, such as US EPA Part 98 Mandatory Reporting. 	
	305-2 Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> a) Location-based Scope 2 emissions: 3,010,000 MT CO2e b) Market-based Scope 2 emissions: N/A c) Gases included: All Kyoto protocol gases d) Base Year: 2010 <ul style="list-style-type: none"> i) Rationale: This was the first year that global emissions data was quantified. ii) Base year emissions: Scope 2- 3,952,000 MT CO2e iii) Recalculation of base year: N/A e) Source of emission factors: Depending on region, emission factors are from IEA, US EPA, and/or The Climate Registry; GWPs used are from IPCC 4th edition report f) Consolidation approach: operational control g) Standards/methodologies used: The Climate Registry protocol 	
	305-4 GHG emissions intensity	<ul style="list-style-type: none"> a) GHG emissions intensity: .266 MT CO2e/MT processed b) Denominator: metric tons processed c) Types of GHG emissions included: Scopes 1 and 2 d) Gases included: All Kyoto protocol gases, plus additional refrigerants 	
	305-5 Reduction of GHG emissions	<ul style="list-style-type: none"> a) GHG reduction: intensity reduced 15.1% over baseline b) Gases included: All Kyoto protocol gases c) Base Year: 2010- This was the first year that global emissions data was quantified. d) Scopes: Scopes 1 & 2 e) Standards/methodologies used: The Climate Registry protocol 	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON
Supply Chain Management			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 13-15, 17-26, 38-40	
	103-2 The management approach and its components	Pages 13-15, 17-26, 37-40	
	103-3 Evaluation of the management approach	Pages 13-15, 17-26, 38-40	
GRI 308: Supplier Environmental Assessment	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 13-15, 17-21, 24-26	
GRI 413: Local communities	413-2 Operations with significant actual and potential negative impacts on local communities	Pages 13-15, 17-24	
GRI 414: Supplier Social Assessment	414-2 Negative social impacts in the supply chain and actions taken	Pages 13-14, 22-24	
Human Rights			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 13-14, 17-24	
	103-2 The management approach and its components	Pages 13-14, 17-24	
	103-3 Evaluation of the management approach	Pages 13-14, 17-24	
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pages 13-14, 17-24	
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker	
GRI 409: Forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker	
GRI 411: Rights of indigenous peoples	411-1 Incidents of violations involving rights of indigenous peoples	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker	
GRI 412: Human Rights Assessments	412-1 Operations that have been subject to human rights reviews or impact assessments	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker	
	412-2 Employee training on human rights policies or procedures	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker	
GRI 414: Supplier Social Assessment	414-2 Negative social impacts in the supply chain and actions taken	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION PART AND REASON
Community Relations			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 24, 32, 36-40	
	103-2 The management approach and its components	Pages 36-40	
	103-3 Evaluation of the management approach	Pages 36-40	
GRI 413: Local communities	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 24, 32, 36-40	
Food Safety/Customer Safety			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 34, 36-39	
	103-2 The management approach and its components	Pages 34, 36-39	
	103-3 Evaluation of the management approach	Pages 34, 36-39	
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	Pages 34, 36-39	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 34	
	FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Page 34	
Employees			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 15, 34, 41	
	103-2 The management approach and its components	Pages 15, 34, 41	
	103-3 Evaluation of the management approach	Pages 15, 34, 41	
GRI 403 Occupational Health and Safety	403-9 Work-related injuries	Page 34	
GRI 405 Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Page 41; GRI 102-8; Proxy Statement, Page 4	
Technology and Innovation			
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	Pages 32-33	
	103-2 The management approach and its components	Pages 32-33	
	103-3 Evaluation of the management approach	Pages 32-33	
Not applicable	Significant innovations or strategic partnerships	Pages 32-33	

Related SASB Standards

The mission of the Sustainability Accounting Standards Board (SASB) is to help businesses around the world identify, manage and report on the sustainability topics that matter most to their investors. SASB standards differ by industry, enabling investors and companies to compare performance from company to company within an industry. Currently, we do not track all metrics included in the Agricultural Products Standards, but we will continue to evaluate them in the future.

CODE	DESCRIPTION	LOCATION/RESPONSE
Greenhouse Gas Emissions		
FB-AG-110a.1	Gross global Scope 1 emissions	Scope 1 emissions: 14,800,000 MT CO ₂ e; Biogenic CO ₂ emissions: 5,290,000 MT CO ₂
FB-AG-110a.2	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	Pages 12, 30
Energy Management		
FB-AG-130a.1	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) Total energy consumption: 64,500,000 MWh (2) Percentage grid electricity: 8.4% (3) Percentage renewable: 7.2%
Water Management		
FB-AG-140a.1	(1) Total water withdrawn	(1) Total volume of water withdrawn a) Surface water: 30,970,000 m ³ b) Ground water: 43,100,000 m ³ c) Rainwater: 928,000 m ³ d) Wastewater from other organizations: 0 m ³ e) Municipal water: 41,100 000 m ³
FB-AG-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Pages 12, 15, 17, 24-26, 30-31
Workforce Health & Safety		
FB-AG-320a.1	(1) Total recordable incident rate (TIRR)	Page 34

CODE	DESCRIPTION	LOCATION/RESPONSE
Environmental & Social Impacts of Ingredient Supply Chain		
FB-AG-430a.1	Percentage of agricultural products sourced that are certified to a third-party and/or social standard, and percentage by standard	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker
FB-AG-430a.2	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Pages 13-14, 17-24; https://www.adm.com/sustainability/sustainability-progress-tracker
FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Pages 17-26
Ingredient Sourcing		
FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Pages 17-21; 25-26
Activity Metrics		
FB-AG-000.B	Number of processing facilities	Page 7