



Scaling Impact

2023 Corporate
Sustainability Report



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“I’m proud of our team for delivering accomplishments that are paving the pathway toward a better future.”

CEO Statement

Dear Stakeholders,

I’m proud to report that in 2023, ADM’s global team of 42,000 colleagues once again delivered on a broad range of sustainability accomplishments spanning three focus areas: feeding the world, protecting nature, and enriching lives.

Our work to **Feed the World** offers the opportunity for change both in the near term and for future generations. One example of this is our partnership with Concern Worldwide to create and support the Lifesaving Education and Assistance to Farmers program, or LEAF, a comprehensive, dual-phased initiative to address malnutrition in Kenya and Ethiopia. In 2023, we contributed \$1 million to support LEAF Phase III, which continues to harness the power of local agriculture and nutrition to save and enrich lives.

Regenerative agriculture represents another important element of our efforts to feed the world. We were proud to launch our regenerative agriculture programs in Europe and Latin America in 2023 as we expanded to 2.8 million regenerative agriculture acres around the globe. These practices are building farm resilience and ultimately supporting a global food system that can sustainably support a growing population.

Of course, in addition to helping feed the world, regenerative agriculture is also continuing to support our work to **Protect Nature**. Collectively, the farmers partnering with us on regenerative agriculture reduced their GHG emissions by 310,000 metric tons and sequestered over 263,000 metric tons of CO₂e. But that’s just the starting point of our decarbonization work. We’re also advancing a broad range of initiatives to reduce the carbon footprint of our own operations, and compounding the full value-chain emissions benefits as we move crops through our transportation and manufacturing footprint. In 2023, we delivered a 14.7% reduction in our Scope 1 and 2 footprint, from projects like transitioning facilities from coal to natural gas and construction of a wind turbine project in Brazil. In line with our commitment to align with ambitious goals to limit the average rise of global temperatures to 1.5 degrees Celsius, we submitted our Scope 1 + 2, Scope 3, and FLAG GHG emission reduction targets to the Science-based Targets Initiative.

In addition to reducing GHG emissions, our efforts to protect nature in 2023 also focused on biodiversity. We launched a global biodiversity mapping project, even as we moved forward with significant initiatives to protect our natural habitats. ADM was proud to partner with the E.O. Wilson Biodiversity Foundation, providing a \$1 million grant to support research and education

on biodiversity. The company joined the Business Leaders Open Call to Accelerate Water Action, as we continued to advance our own water use reduction goals. And we unveiled a new goal for all of our direct supply chains to be free of conversion of primary native vegetation in defined high-risk areas by December 31, 2025, and indirect supply chains by December 31, 2027, as we continue on our pathway to 100% deforestation-free supply chains by 2025.

Our third focus area, **Enrich Lives**, is a critical enabler of all of our sustainability work. In 2023, we supported sustainability, food security, and health and well-being through more than \$20 million in giving via our corporate social investment program, ADM Cares. We also worked with a third party to conduct our first formal human rights saliency assessment to offer a comprehensive view of how we can continue to uphold our dedication to human rights in our value chain.

Our commitment to enriching lives has as its highest priority protecting the health and safety of our colleagues. Our safety performance in 2023 did not meet our expectations, and we are aggressively moving to return to a positive trajectory in 2024.

We believe that true innovation arises from having many different perspectives and backgrounds at the highest levels of an organization, and we are continuing to look for new ways to build, strengthen, and support an inclusive culture that allows us to cultivate innovation and growth. We were proud in 2023 to be recognized as a Financial Times Diversity Leader, named for the 4th straight year in Ethisphere’s World’s Most Ethical Companies list, and included for the 15th year on the FORTUNE Magazine World’s Most Admired Companies List.

The pages that follow demonstrate another year of concrete and significant progress in executing our ambitious sustainability agenda. I’m proud of our team for delivering accomplishments that are supporting our efforts to add value for our stakeholders ... and that are paving the pathway toward a better future for us all.

Sincerely,

A handwritten signature in black ink that reads "JUAN R. LUCIANO". The signature is fluid and cursive.

Juan R. Luciano
Board Chair and CEO

Introduction

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Introduction

About ADM

ADM unlocks the power of nature to enrich the quality of life. We're an essential global agricultural supply chain manager and processor, providing food security by connecting local needs with global capabilities. We're a premier human and animal nutrition provider, offering one of the industry's broadest portfolios of ingredients and solutions from nature. We're a trailblazer in health and well-being, with an industry-leading range of products for consumers looking for new ways to live healthier lives. We're a cutting-edge innovator, guiding the way to a future of new consumer and industrial solutions. And we're a leader in sustainability, scaling across entire value chains to help decarbonize the multiple industries we serve. Around the globe, our innovation and expertise are meeting critical needs while nourishing quality of life and supporting a healthier planet. Learn more at www.adm.com.

About the Report

We are committed to reporting on our Environmental, Social, and Governance (ESG) activities on an annual basis. This report highlights our activities and progress toward addressing key ESG topics from January 1, 2023, to December 31, 2023. Our purpose as a company is to unlock the power of nature to enrich quality of life; therefore, our report is organized into three main sections: Feed the World, Protect Nature, and Enrich Lives. Aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and the Task Force on Nature-Related Financial Disclosures (TNFD), our disclosures cover governance, strategy, risk and impact mitigation, and metrics and targets. We have included an index to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) at the end of the report.



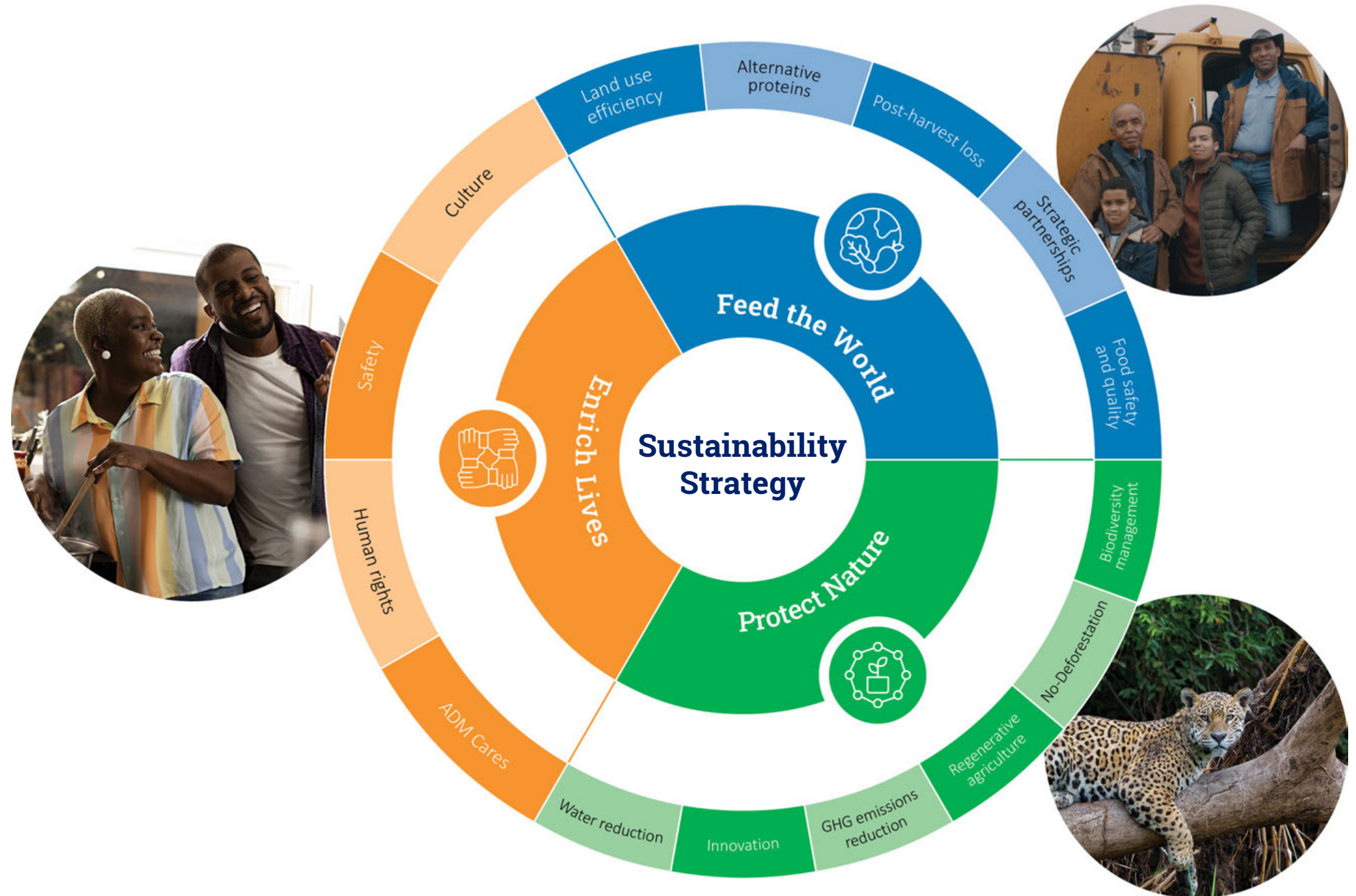
Purpose and Strategy

Our purpose is to unlock the power of nature to enrich the quality of life

Our commitment to growth and change goes beyond our products and services. At ADM, sustainable practices and a focus on environmental responsibility are not separate from our primary business: they are integral to the work we do every day to serve customers and create value for shareholders.

We are committed to being a force for change in developing innovative, sustainable solutions spanning food, feed, fuel and consumer and industrial products while pursuing ways to continually improve our efforts in both protecting the environment and enhancing environmental and social sustainability.

That is why our current strategic plan is called “Sustainable Growth.”



Goals and Key Performance Indicators

Strive 35

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG ALIGNMENT
GHG Emissions	25% absolute reduction in Scope 1 + 2 GHG emissions over 2019 baseline by 2035	In progress: 14.7% reduction	12/31/2035	
	25% absolute reduction in Scope 3 GHG emissions over 2021 baseline by 2035	In progress: 7.7% reduction	12/31/2035	
Energy	15% reduction in energy intensity over 2019 baseline by 2035	In progress: 3.8% reduction	12/31/2035	
	25% renewable and low-carbon energy out of total energy use	In progress: 6.4% usage	12/31/2035	
Water	10% absolute reduction in water withdrawal over 2019 baseline by 2035	In progress: 4.2% reduction	12/31/2035	
Waste	90% diverted from landfill	In progress: 86.1% diverted	12/31/2035	

Biodiversity and Habitat Protection

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG ALIGNMENT
No-Deforestation	100% deforestation-free across all supply chains	In progress: 75% verified	12/31/2025	
No-Conversion	100% conversion-free in defined high-risk areas, direct sourcing	NEW	12/31/2025	
	100% conversion-free in defined high-risk areas, indirect sourcing	NEW	12/31/2027	
Regenerative Agriculture	5,000,000 acres in regenerative agriculture programs globally	In progress: 2,800,000 acres	12/31/2025	

Enrich Lives

KEY TOPIC	GOAL	PROGRESS	TARGET DATE	SDG ALIGNMENT
Workplace Safety	50% reduction in Total Recordable Incident Rate (TRIR) from 2020 results	In progress: 9.5% reduction	12/31/2025	
	50% reduction in Lost Workday Incident Rate (LWIR) from 2020 results	In progress: 0% reduction	12/31/2025	

Feed the World

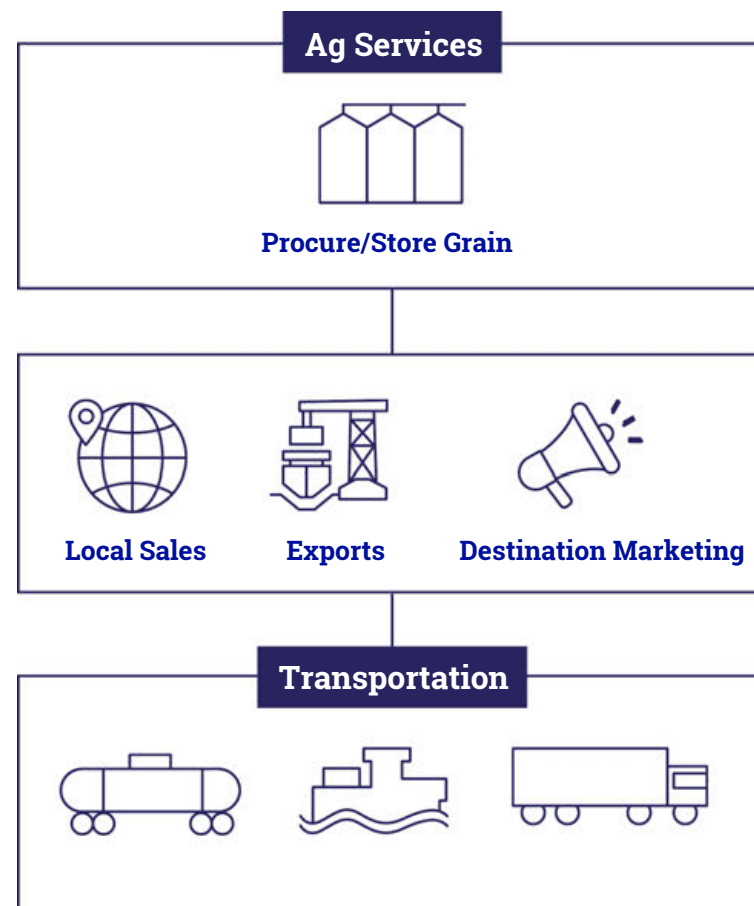
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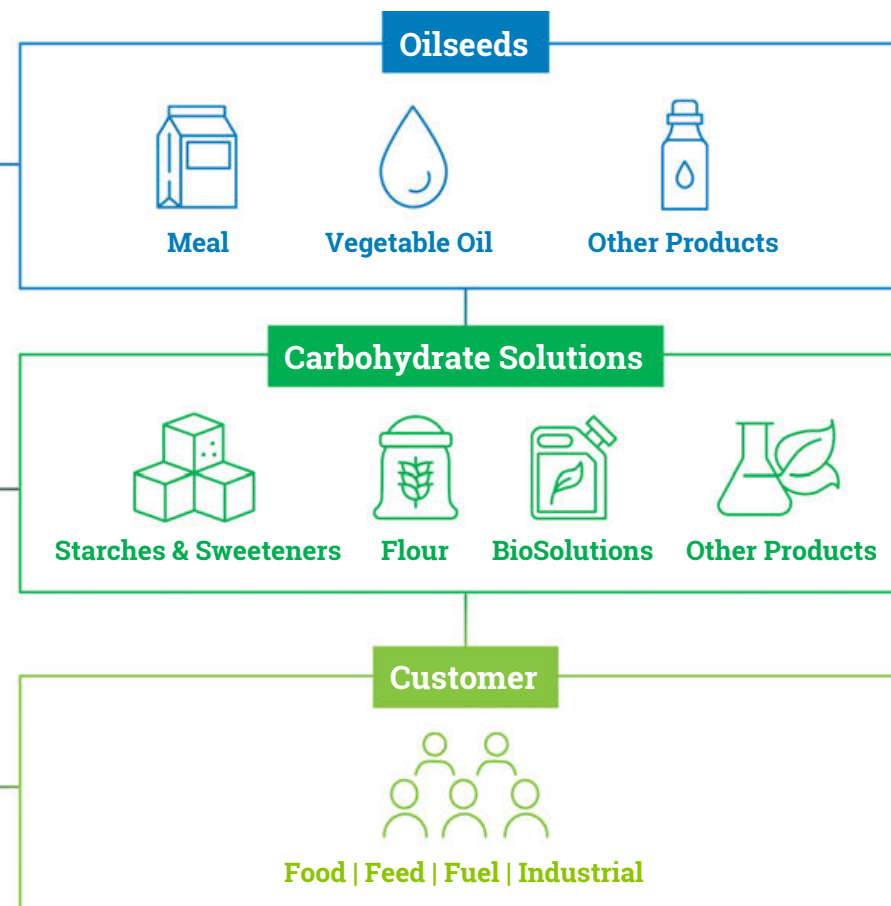
Our Core Business

Every day, our 42,000 employees work to transform agricultural commodities into ingredients and products for food, feed, fuel, and industrial and consumer products. We purchase millions of metric tons of agricultural commodities and transport them whole or processed to customers in more than 190 countries. We operate around 330 processing facilities, 520 procurement centers, and 67 innovation centers in 48 countries. Operating our own transportation fleet of 31,900 rail cars, 2,500 barges, 580 trucks, 1,700 trailers, 160 boats, and 25 oceangoing vessels allows us to move grain as needed in the event of weather or political disasters that may jeopardize food security. In 2023, we processed 18.1 million metric tons of corn and 34.9 million metric tons of oilseeds.

Origination Of Crops



Processing



Specialties



Where We Operate

North America



Barbados	1		
Belize	1		
Canada	6	7	8
	1	3	
Costa Rica	1		
Dominican Republic	1		
Grenada	1		
Jamaica	1	1	
Mexico	1	1	9
Panama		1	
Puerto Rico		2	
Trinidad and Tobago		1	
United States	235	52	10
	36	23	55

South America



Argentina	3	1	
Brazil	39	18	11
Chile	4		
Colombia		2	
Ecuador	2	1	
Paraguay	12	1	
Peru	6	1	

Europe



Belgium	1	1	
Bulgaria	1		
Czech Republic	2		
Denmark	1		
France	2	11	
Germany	3	12	5
Ireland	3		
Italy	1		
Netherlands	1	2	2
Poland	2	7	2
Portugal		1	
Romania		10	
Serbia		1	
Spain		4	
Turkey	1	1	
Ukraine	4	1	
United Kingdom	2	5	4
	6	1	

Africa



Madagascar	2		
Morocco	1		
Nigeria	1	1	
South Africa	1		

Asia/Pacific



China	3	1	8
India	13	3	2
South Korea	1		
Philippines	3		
Vietnam		5	

Key

Ag Services & Oilseeds
Carbohydrate Solutions
Nutrition

PROCUREMENT



PROCESSING



Food Quality and Safety

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

Food Safety Driven

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

Customer Centered

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

Quality Focused

In September 2023, we held our fourth annual Global Food Safety Week for our colleagues around the globe to refresh and refocus. This year, our theme was "We Own Quality" to highlight the fact that everyone in the company has a role in quality. We completed trainings and other activities to reinforce and educate our team on the critical roles we all play and how to improve our quality and food safety culture.

In 2023, we also launched our first all-colleague Quality and Food Safety training. This was the first coordinated effort to provide uniform training to all colleagues around the world on our efforts in this area.

North American Lab Achieves ISO Certification

The North America Microbiology Lab, located in Decatur, Illinois, has received ISO/IEC 17025:2017 accreditation by the ANSI National Accreditation Board. The ISO 17025 accreditation is an internationally recognized standard that has been developed through technical committees of leading experts and stakeholders from around the world. Knowledge and best practices have been incorporated into the standard with the objective of promoting confidence in the operation of laboratories. The accreditation confirms that ADM's microbiology laboratory will now be able to offer laboratory testing services that are accepted globally.

Food Safety **Driven**
Customer **Centered**
Quality **Focused**

2023 Highlight



315
GFSI Certified Sites

Reduction



5.76K
Reduction in Liters of Lab Waste



Supporting Food Access

Sustainable Affordable Nutrition

ADM is a foundation of the global food system, and we understand the importance of ensuring access to quality foods for a growing global population. ADM addresses the need for a reliable supply of affordable and healthy macro- and micronutrients through our Sustainable Affordable Nutrition (SAN) program. Our objective is to provide high-quality, lower-cost ingredients to improve global access to nutritious foods while upcycling ingredients across the ADM portfolio from the feed market to the food market.

We partner with downstream companies, assisting with formulation and product development as they seek to launch new brands into the market. We also work to improve access to nutritious foods by collaborating with government organizations and NGOs such as Feed My Starving Children (FMSC), a nonprofit organization empowering volunteers to pack meals for the malnourished in nearly 70 countries. We have maintained a partnership with FMSC for over a decade, with ADM hosting two volunteer meal-packing events each year. In 2023, ADM colleagues packed more than 100,000 meals for those in need.

CONIN Paraguay

The Fundación Cooperadora para la Nutrición Infantil (CONIN Paraguay) is a non-profit organization working on the prevention and recovery of malnourished children in Paraguay. The group focuses on supporting children and their mothers in high social risk communities.

The foundation works to empower mothers through education and support, healthcare access and food assistance.

ADM Paraguay has partnered with this organization for the past three years.





Concern Worldwide

Efforts in Ukraine

In 2023, we partnered with Concern Worldwide to provide a critical lifeline to those most affected by the war in Ukraine. Our funding directly supports Concern's multipurpose cash assistance (MPCA) to Ukrainians. The financial support enables recipients to purchase essential goods and services.

In addition to financial assistance, our contribution also enhanced the living conditions within "Collective Centers" – temporary shelters housing displaced Ukrainians – allowing the centers to purchase hygiene kits and distribute food kits.

LEAF III

The Lifesaving Education and Assistance to Farmers (LEAF) project, initiated in October 2019 by Concern Worldwide with funding from ADM, aimed to address food security and malnutrition in Tana River County, Kenya, initially engaging 6,000 farmers. Through nutrition-sensitive climate smart agriculture interventions, it achieved significant results within 12 months, sparking enthusiasm among traditionally pastoralist communities to engage in farming. LEAF II, an expansion funded by ADM in 2022, focused on scaling up these practices, supporting more than 10,000 households.

In 2023, ADM provided an additional \$1 million grant to Concern Worldwide to support the launch of LEAF III, which aims to significantly improve food security and nutrition for more than 15,500 farmers in the region. The project will target women farmers specifically by providing them with better access to agricultural inputs such as seeds and tools. It will also provide irrigation support to enhance yields. To improve farmer knowledge and skills, Concern plans to expand access to agricultural information through a mobile phone application. Additionally, they will strengthen the role of Community Resource Persons (CORPs) as extension agents who can provide in-person guidance.

Recognizing the challenges of post-harvest management, Concern will collaborate with private sector actors to establish aggregation centers where farmers can store their harvests safely. They will also pilot a program introducing solar-powered milling machines to add value to crops for the grower communities. To improve farmers' bargaining power and production planning, the project will support the formation of farmer groups and associations. Another key component of LEAF III is to conduct soil and water analysis to inform farmers about appropriate land management practices that will ultimately increase agricultural yields.

Protect Nature

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Habitat Protection

Our planet's ecosystems provide us with essential resources, such as clean air, water and food. They also play a crucial role in regulating our climate. By preserving and conserving these natural habitats, we can ensure the sustainability of our environment and the well-being of future generations.

When we protect nature and habitats, we are not only safeguarding biodiversity but also supporting the livelihoods of local communities who depend on these ecosystems. We focus on two key aspects of habitat protection: working to restore ecosystems that have been previously altered, and implementing programs to prevent clearing of existing habitats through no-deforestation and no-conversion efforts.

Local Projects

Protecting habitats requires a multifaceted approach. Cleaning up trash prevents entanglement or ingestion by wildlife; removing invasive species allows native species to thrive and maintain ecosystem balance; and tree planting provides shelter and food, stabilizes soil, and reduces habitat loss. In 2023, we participated in several of these types of projects in our communities. For example, in Paraguay, working with the NGO A Todo Pulmón, colleagues and their families joined in the “Plant Paraguay” project planting, 1,400 trees. Our colleagues were happy to be a part of this widespread initiative that planted more than 15,000 trees across 46 communities. We participated in a similar initiative with the Essex Regional Conservation Fund in Canada, implementing a project focused on wildlife restoration and tree planting. Colleagues in the U.S. worked with Living Lands & Waters to clean trash and debris out of rivers, and in Switzerland, they joined with the Association for the Safeguard of Lake Geneva to clear invasive species out of the lake.



No-Deforestation

In 2015, ADM acknowledged the critical role our company plays in the preservation of forests globally by issuing its No-Deforestation Policy, committing to cease sourcing from any newly deforested land, or previously deforested where an earlier cut-off date exists, for example, the Amazon Soy Moratorium. Our initial third-party risk assessments identified palm and South American soy as our highest deforestation-risk commodity sourcing. Since 2015, we have continued to develop action plans and publish update reports for these high risk commodities; investigate grievances; and suspend non-compliant sources, when applicable. These documents are available on our website at www.adm.com/sustainability.

As our programs, regulations and global expectations continue to mature, we announced our aim to be deforestation free by 2025. This announcement doesn't change the effective date of our policy; rather it communicates when we believe we will have sufficient systems in place to demonstrate and verify compliance.

To track progress toward this target, we are focusing on tracing and monitoring the supply chains of our high deforestation risk commodities based on the commodity-geography combination, including palm globally and corn, soy, and cotton in high-risk municipalities in South America. Sourcing of other commodities (e.g. wheat, canola, peanuts) and commodities from non-high-risk areas (e.g. Europe and North America) are included in the "low risk" category. Volumes of high-risk commodities are tracked by verification status: "deforestation-free" or "in progress."

We believe sectoral consistency advances these efforts. It demonstrates to industry and farmers the importance of working together to end deforestation. We continue to participate in several sectoral and industry organizations related to no-deforestation,

including: World Business Council for Sustainable Development's Soft Commodities Forum, the Agriculture Sector Roadmap to 1.5°C signed at COP26, Vision Sectorial del Gran Chaco Argentino, and the Palm Oil Collaboration Group's No Deforestation, No Expansion on Peat and No Exploitation (NDPE) Implementation Reporting Framework (IRF).

To meet our 2025 deforestation-free goal, we identified four key actions:

- Conduct a comprehensive deforestation risk assessment for all commodity and ingredient supply chains.
- For high-risk supply chains, identify direct and indirect volumes and determine a method for traceability.
- Develop monitoring protocols and supplier engagement plans to measure deforestation-free volumes.
- Engage a third party to verify results.

Palm

Palm remains a high-risk commodity globally. We do not source any palm from the plantation, instead sourcing palm oil, palm kernel oil, and palm kernel expeller from processors. We collaborate with our suppliers to implement and strengthen supply chain traceability, supplier engagement, monitoring and verification, and reporting. Our actions work to ensure that we source from suppliers who are implementing deforestation-free policies, and who are delivering against the NDPE IRF.

To track progress toward our no-deforestation by 2025 target, we aim to have 100% of our volumes in the "delivering" category.

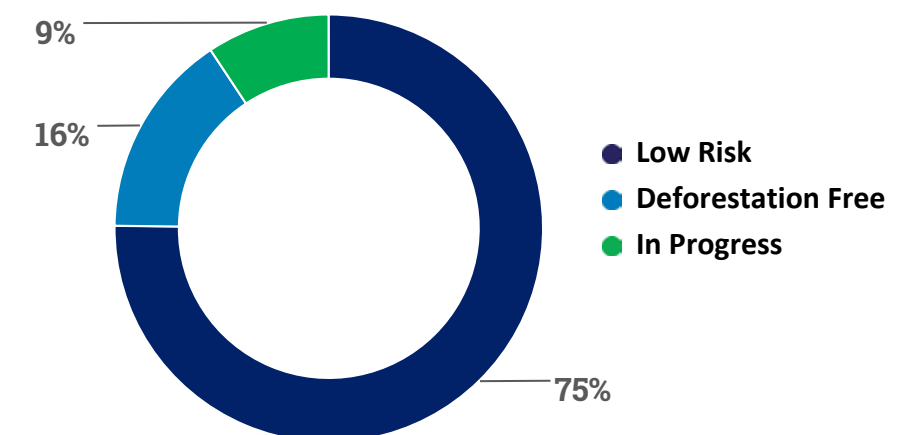
South America

Within South America there are areas at high-risk for agriculturally-driven deforestation. We are focusing on tracing and screening our corn and soybean purchases from three key sourcing countries: Argentina, Brazil and Paraguay.

Currently, we use satellite mapping overlaid with farm boundaries to monitor for deforestation in our direct sourcing. For indirect sourcing, where we buy commodities or products from a supplier rather than the farm, we are identifying the first aggregation point and screening for deforestation in a 50 km radius.

Our soybean volumes sourced in South America in 2023 were 97.5% deforestation free.

Deforestation-free Commodity Purchases



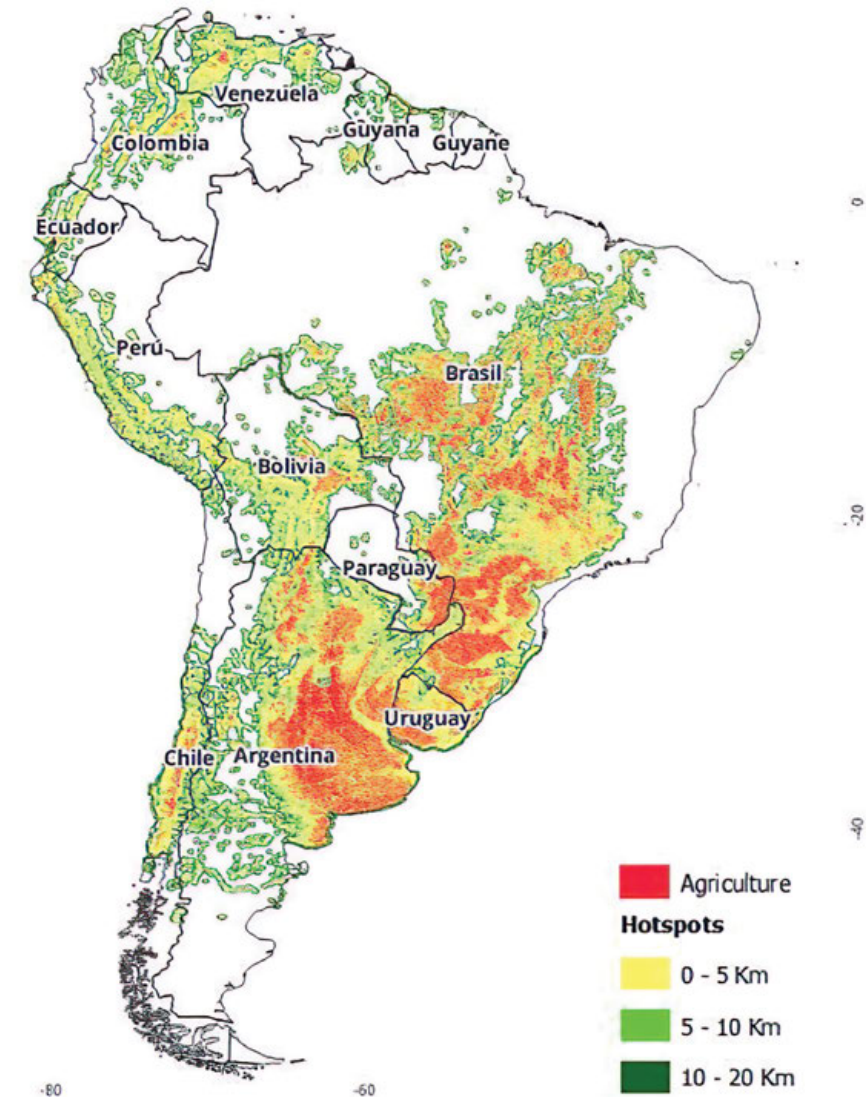
No-Conversion

In 2023, ADM engaged an independent group of experts to assess the potential climate impacts of both deforestation and conversion of primary native vegetation linked to our commodity supply chains in South America. Having already committed to deforestation-free supply chains by 2025, this assessment provided us a basis for creating our no-conversion commitment: we will avoid sourcing from converted habitats in high-risk areas after December 31, 2025.

The [assessment](#) used satellites and other data sources to develop maps of existing agricultural areas and areas suitable for future agricultural use; carbon stocks of native vegetation; and pasture areas suitable for agricultural expansion. By evaluating the data and overlaying the maps, the study was able to determine areas at high-risk of conversion for agricultural use. Because we already have a no-deforestation commitment in place, we focused on non-forest primary habitat conversion. The high-risk areas include the Brazilian Amazon, Cerrado, and Pantanal biomes, and the Paraguayan and Argentinian Chaco.

We have committed to avoid sourcing commodities produced on farms within these high-risk areas that have conversion of primary non-forest native vegetation after December 31, 2025. For these high-risk biomes, we have adopted December 31, 2025 as our cut-off date for conversion, and we aim to have systems in place to demonstrate compliance in our direct supply chains by that date and for our indirect supply chains by December 31, 2027.

In 2021, we began monitoring conversion of primary native vegetation in high priority areas in the Brazilian Cerrado, and since then, we've expanded to additional areas of Brazil. As we approach the cutoff date, we will continue to expand monitoring and engage and educate our suppliers on our sourcing requirements.



Biodiversity

Society and business rely on nature's assets and services. Around the world, the loss of biodiversity is having a significant impact on nature's ability to provide these vital services. ADM works to support biodiversity through supply chain projects, industry collaborations and philanthropic support. In 2023, we began mapping biodiversity hotspots in our key sourcing regions using tools including the Map of Life from the Center for Biodiversity and Global Change at Yale University, Map of Natural Lands from Science-based Targets Network and E.O. Wilson Biodiversity Foundation's Half-Earth Map. In addition, we collaborated with key partners on projects focused on education, research, technology and knowledge sharing.

E.O. Wilson Biodiversity Foundation

In 2023, ADM Cares provided a \$1 million grant to the E.O. Wilson Biodiversity Foundation to support the Half-Earth Chairs and Scholars and Half-Earth Educator Ambassadors programs. The foundation's goal is to reverse the extinction crisis and safeguard biodiversity for future generations by protecting half of Earth's land, seas, and freshwater.

The Half-Earth Chairs and Scholars Program aims to champion research to understand our world better, nurture future biodiversity stewardship and improve conservation efforts worldwide. To meet this aim, the Half-Earth Project is working to train and support experts in biodiversity science who live and work in important conservation ecosystems around the world.

The Half-Earth Project Educator Ambassadors program continues to grow into a robust network of teachers engaging youth in biodiversity science and conservation. The network has more than 900 official ambassadors and four times that number of educators engaged in the broader community. Ambassadors are in 39 states and Washington, D.C., with access to more than 100 different lesson plans to use in the classroom.

Learn more about the E.O. Wilson Biodiversity Foundation at <https://eowilsonfoundation.org/>

Restor

Through an ADM Cares grant, we began a collaboration with Restor, an open data platform providing ecological insights for the global restoration movement. The Restor platform creates a digital ecosystem for restoration by sharing ecological information so that restoration organizations can learn from one another and so funders can find and track projects to support. The platform has more than 16,500 users that benefit from the use of the technology to support access to funding and markets for sustainable livelihood opportunities.

Through improved data sharing and collaboration, increasing efficacy of forest restoration sites on Restor is estimated to have increased carbon sequestration by more than 40,000 metric tons in 2023.

Restor is connecting local communities to data, funding and resources. Their work supports a community of knowledge exchange and learning around the world for the protection of land so trees can recover; for the amendment of soil so vegetation can return; and for the thousands of other approaches used to promote the health of grasslands, peatlands and all other ecosystems that are equally important for life on earth. ADM is thrilled to support this vital effort.

Learn more about Restor at <https://restor.eco/about/>

Parque Vida Cerrado

In 2023, we continued our efforts with Parque Vida Cerrado, which focuses on restoration of habitats and biodiversity. ADM supported a project focused on tracking mammal species moving through farms in the Brazilian Cerrado as well as a project working with local schools to support restoration activities.

ADM, Parque Vida Cerrado and local farmers developed a program to observe and track the movement of wildlife through farmland in the Cerrado. The study set up 25 trail cameras across five farms in Western Bahia, three in Barreiras and two in Luís Eduardo Magalhães. The project captured more than 11,000 images and recordings from which project scientists were able to identify 32 different wild mammal species. Of the species identified, 11 are vulnerable or near threatened, including the maned wolf, jaguar and giant anteater.

Parque Vida Cerrado and ADM also collaborated with two local schools to carry out environmental education workshops. Through the five workshops, the project engaged 21 teachers who then taught more than 460 students about restoration support and intervention activities. The students executed around 30 projects that benefited the students, their families and their environment.

Learn more about Parque Vida Cerrado at <https://vidacerrado.org.br/>



Regenerative Agriculture

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

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

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

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

Building on the success of our regenerative agriculture program in its inaugural year, our 2023 efforts focused on retaining participating growers, expanding practice adoption, and rolling out projects in additional geographies. We exceeded our goal and engaged more than 2.8 million acres. We aim to engage 3.5 million acres globally in 2024, and we have increased our 2025 ambition from 4 million acres to 5 million.

North America

The ADM re:generations(TM) program continued to grow in 2023, with data collected and validated on over 2.6 million acres across the United States and Canada. The projects covered several crops, including corn, soy, wheat, canola, sorghum, cotton, and peanuts.

EMEA

In EMEA, we have expanded our program to more than 14,000 acres including wheat and canola in Poland, soy in Serbia, and wheat, barley, and canola in the United Kingdom.

South America

In 2023, we continued efforts with peanut growers on 19,000 hectares in Argentina, and we launched a pilot project in Brazil covering 20,800 hectares focusing on soy growers in Minas Gerais and Mato Grosso do Sul in the Brazilian Cerrado.

APAC

In 2023, our smallholder program in India engaged 25,500 growers across 36,000 hectares, focusing on regenerative practices including fertilizer efficiency, crop rotation and cover crops in addition to social sustainability.

Outcomes

In 2023, our regenerative agriculture projects:

- **Reduced our Scope 3 GHG footprint by 310,000 metric tons of CO₂e.**
- **Sequestered 263,700 metric tons of CO₂e.**



Responsible Pesticide Management

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

To that end, ADM aims to reduce the usage of chemical pesticides in our key agricultural supply chains by 2030. We will work to achieve this through the following activities:

- Engage 2,000 growers in 2024 to establish a baseline of pesticide usage in our key agricultural supply chains in key sourcing regions.
- Using the established baseline, determine potential pesticide reduction opportunities and set a numeric reduction goal by the end of 2025.
- Provide educational resources and support on integrated pest management (IPM) to growers participating in our regenerative agriculture programs.
- Increase sourcing of commodities through programs that have criteria to implement specific sustainable and regenerative practices, as listed below.

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

We source commodities from several programs with components that specifically impact pesticide usage, such as regenerative agriculture, ADM Responsible Soy, Doing It Right, ISCC, RSPO, and RTRS programs. We are also supporting the adoption of cover crops, companion crops and/or the development, implementation and monitoring of IPM plans.

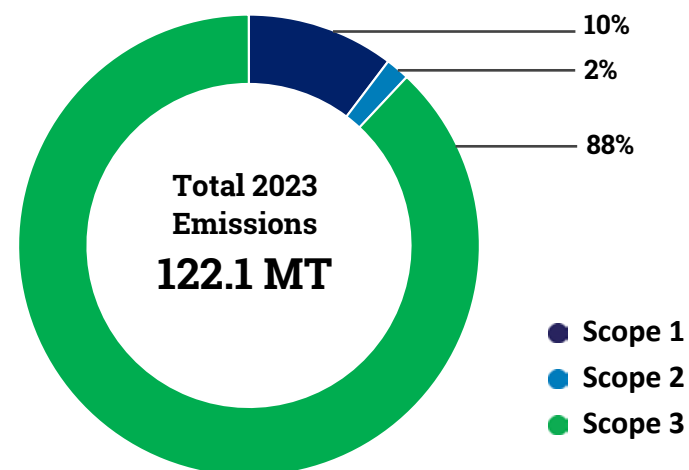
In 2023, we sourced volumes from programs that specifically focus on pesticide management techniques and practices as follows:

	METRIC TONS
Canola	5,098,000
Corn	2,409,000
Cotton	21,000
Palm	238,000
Peanuts	71,000
Sorghum	45,000
Soybeans	4,876,000
Sunflower	80,000
Wheat	461,000
Other	18,000

Climate

Recently, the Intergovernmental Panel on Climate Change (IPCC) released their sixth synthesis report with straightforward statements and dire warnings. The evidence is clear: if we do not act now, the planet will experience irreversible and catastrophic changes to ecosystems around the world, jeopardizing the people and wildlife depending on them. But there is also hope – promising low-carbon technologies, carbon removal through photosynthesis, ambitious national commitments, and support for community adaptations, as well as increased funding, can impact the degree to which the Earth experiences warming and climate change impacts.

Total ADM Footprint 2023





Scope 1 + 2 Carbon Reduction

As previously disclosed, ADM committed to submitting a near-term GHG emission reduction target in alignment with the Science-based Targets Initiative's (SBTi) target-setting criteria. We are pleased to announce that we fulfilled this commitment and have submitted Scope 1 + 2, Scope 3, and FLAG GHG emission reduction targets to SBTi for approval. As a part of our submission, we have opted to use a market-based approach for the Scope 2 portion of our target to reflect our renewable electricity procurement efforts. As a result, our 2019 baseline and 2023 disclosures in this report, unless otherwise noted, are calculated with a market-based approach. We await the finalization and approval of these targets, pending SBTi review and engagement with the ADM team.

As we work toward potential updates to our targets to align with SBTi, we remain committed to our existing Scope 1 + 2 reduction program and have completed another successful year of project implementation and realized reductions.

Major milestones from 2023 include:

- Three oilseeds facilities have successfully transitioned from coal to natural gas, which is expected to reduce our annual emissions by around 180,000 metric tons of CO₂e per year.
- The completion of 59 projects cumulatively projected to reduce Scope 1 + 2 emissions by more than 280,000 metric tons of CO₂e annually.

Target

GHG Emissions

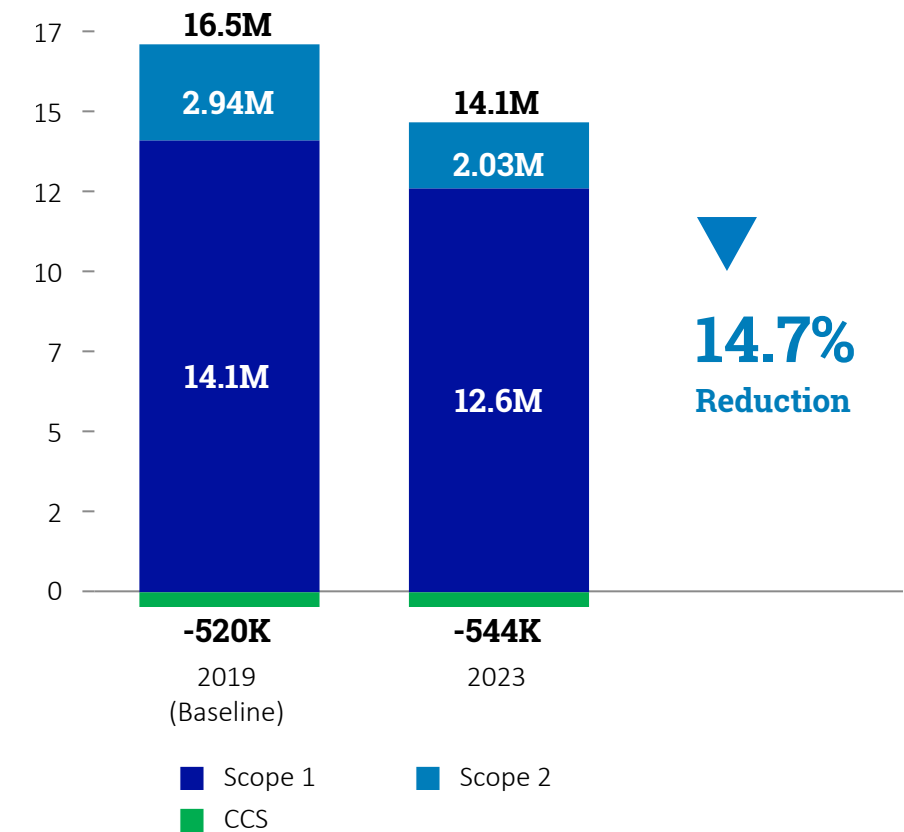
25%

Absolute reduction

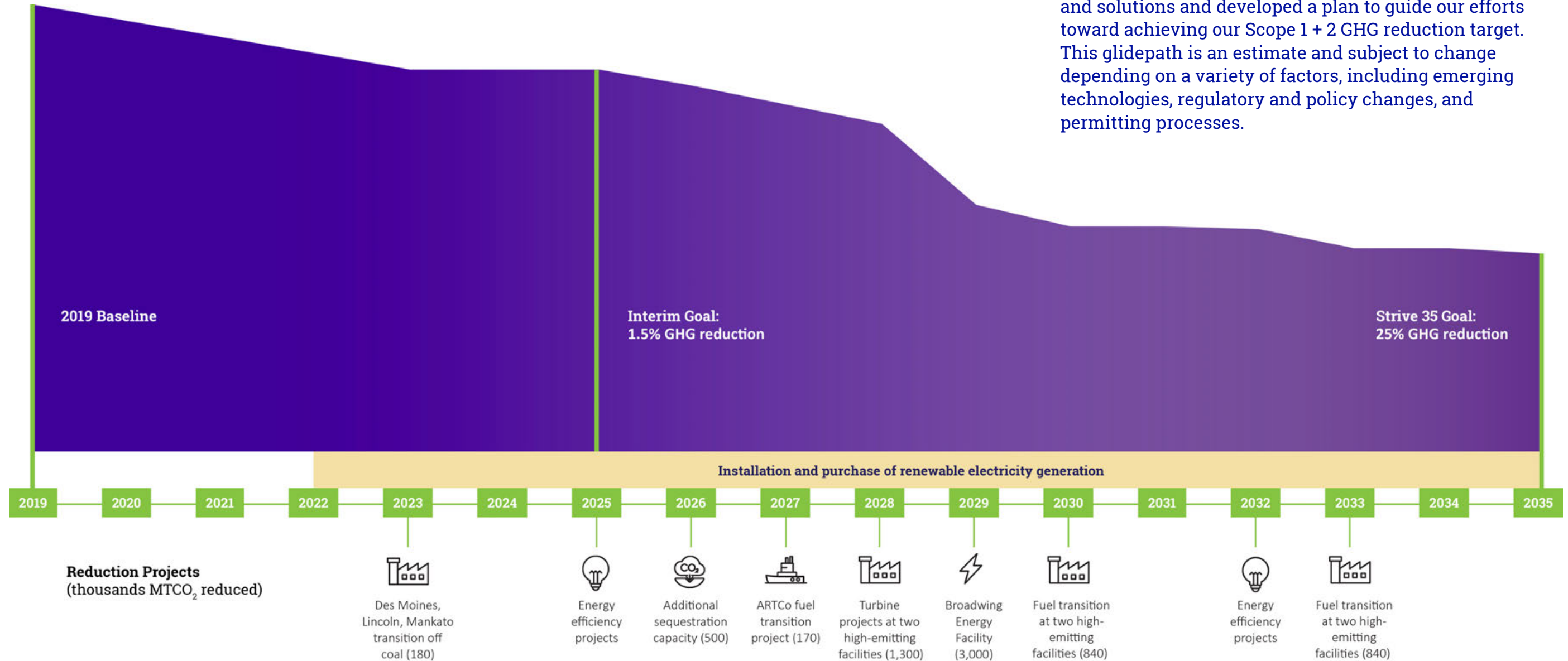
in Scope 1 + 2 GHG emissions
over 2019 baseline by 2035



Scope 1 + 2 Emissions



Projected Scope 1 + 2 GHG Reduction Glidepath and Timeline



Scope 3

ADM continues to monitor the evolving landscape of GHG accounting best practices as we await the finalization of the GHG Protocol's Land Sector and Removals Guidance, expected to be released in late 2024, and potential subsequent updates to SBTi's Forest, Land, and Agriculture (FLAG) Science-based Target-Setting Guidance. We continue to calculate our FLAG-related emissions, including those associated with land use change, in alignment with current draft guidance and have submitted two Scope 3-related targets for review and approval to SBTi.

In addition to our combined Scope 1 + 2 target, our submission to SBTi in Q1 2024 included a separate FLAG target (covering FLAG-related emissions from Category 1: Purchased Goods and Services and Category 15: Investments) and a non-FLAG Scope 3 target. As a result of our proposed science-based targets, we expect to expand our current Scope 3 inventory reporting to meet the SBTi's target-setting criteria to include disclosing additional categories not previously reported by ADM. Please refer to our 2024 CDP Climate submission, to be submitted by September 2024, for additional information and data on our Scope 3 inventory.

Currently, our Scope 3 inventory includes Categories 1-5 and 10: Purchased Goods and Services, Capital Goods, Fuel-and-energy-related Activities, Upstream Transportation and Distribution, Waste from Operations, and Processing of Sold Products. Category 1: Purchased Goods and Services represents the largest share of our overall Scope 3 inventory with the majority of those emissions associated with our procurement of agricultural commodities. This includes the emissions from fuel, fertilizer and land use change, among other direct emission sources at the farm level.

To achieve our Scope 3 reduction goals, we will address the sources of these emissions by continuing to expand our regenerative agriculture program, aimed at reducing on-farm emissions and sequestering carbon in the soil, and using satellite mapping to understand and address land use change-related emissions associated with our supply chains. For example, in 2023 our regenerative agriculture efforts globally reduced our Scope 3 footprint by 310,000 metric tons of CO₂e and sequestered 263,700 metric tons of CO₂e.

Stakeholder engagement continues to be a top priority in our Scope 3 reduction strategy as we work with upstream and downstream partners to improve the quality of data used in our calculations and develop collaborative efforts aimed at reducing emissions across the value chain.

Target

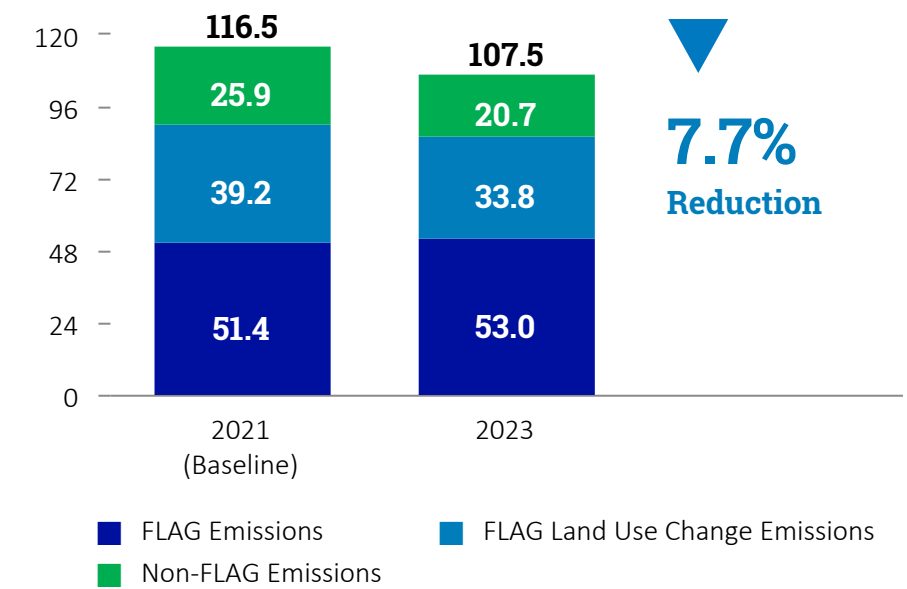
GHG Emissions 25%

Absolute reduction

in Scope 3 GHG emissions over
2021 baseline by 2035



Scope 3 Emission (in millions)



Energy

Last year, ADM introduced a new target to increase our renewable and low-carbon energy usage to 25% of total energy usage by 2035. Renewable energy includes sources such as wind, hydro, and solar. Low-carbon energy includes zero- or low-emission sources such as biofuels, nuclear, natural gas with carbon capture and storage (CCS), and low-carbon hydrogen and ammonia. Paired with our existing energy intensity goal to reduce energy per ton of product produced by 10% by 2035, these energy targets support our GHG reduction targets while also strategically managing energy use.

In 2023, we increased our renewable and low-carbon energy use through increased purchases of renewable energy certificates (RECs) and power purchase agreements (PPAs). We continued to invest in the use of biofuels in our mobile and stationary equipment and have made progress in our pursuit of technologies that will enable us to use onsite low-carbon fuels.

Key initiatives from 2023 include:

- A signed agreement with Warwick Carbon Solutions for the development of Broadwing Energy, a natural gas-fueled power plant that will provide lower-carbon steam and electricity to our Decatur complex. Leveraging ADM's CCS expertise, this plant will utilize carbon capture technology and provide a significant increase to our overall low-carbon energy usage.
- As of August 2023, a new wind power facility is now providing our operations in Brazil with enough renewable electricity to offset a projected 19,000 metric tons of GHG emissions per year.
- The installation of solar panels at ADM's Silo Chroscina and Araguari facilities to enable the onsite generation of renewable electricity.

Complementing our efforts in low-carbon energy, 2023 was also a successful year in addressing energy efficiency and implementing reduction initiatives. ADM performed 15 "Energy Treasure Hunts" last year that identified savings opportunities worth 241,000 megawatt hours (MWh) per year with a potential cost reduction component of \$10.2M. Overall, our team implemented 89 previously identified opportunities that are projected to save more than 250,000 MWh per year.

Target

Energy

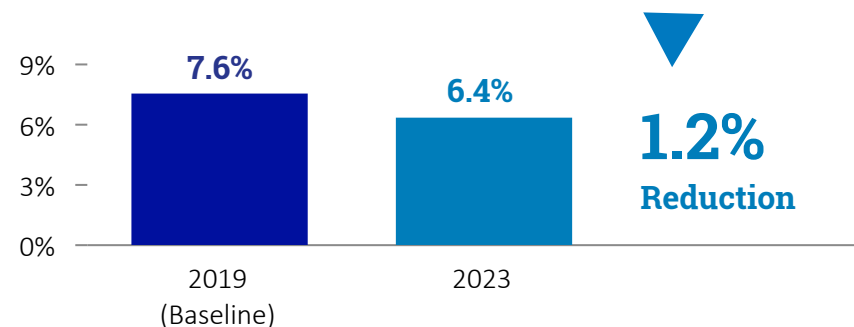
increase **low-carbon energy**
use to

25%

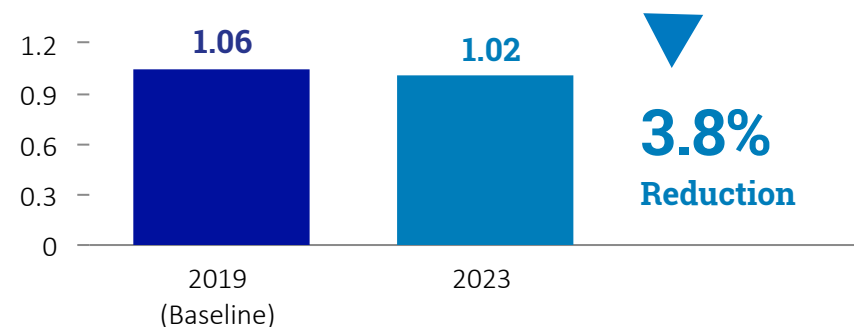
of total energy usage by 2035



Low-Carbon Energy (% of total energy usage)



Energy Intensity (MWh/ton of product produced)



In 2023, ADM implemented 89 projects with energy savings benefits that are estimated to save over 250,000 MWh.



Innovation

Our eyes are always toward the future – to new ways, new formulas and new possibilities. We're at our best when we're on the cusp. And we thrive as partners, co-creators and instigators, using technical ingenuity to spark game-changing ideas and ground-breaking solutions. That fundamental core of our culture has powered our development of a broad portfolio of solutions in polymers, packaging, and home and personal care.

Broadwing Energy

In 2021, ADM and Warwick Carbon Solutions, an expert in the development of power and industrial energy transition projects, first announced the intention to build a new power and steam facility that would supply our processing operations in Decatur. Since then, the scope of this project has evolved and in late 2023, a formal agreement was signed which will enable Broadwing Energy LLC (a subsidiary of Warwick Carbon Solutions) to move forward with building a natural gas power plant that will provide ADM with electricity and steam. This power plant will use removal technology to capture post-combustion CO₂ emissions and with the use of ADM's carbon capture and sequestration capabilities, safely and permanently store these emissions underground.

The project is expected to begin operations 2028-2029 and during this startup phase, we anticipate that it will have a CO₂ capture efficiency of over 90% and reduce our GHG emissions at the Decatur complex by 2 million MTCO₂e annually. This first-of-its-kind facility is slated to become a key lever in our decarbonization strategy and encapsulates ADM's commitment to pursuing innovative solutions for the sustainability challenges of today.

Solugen

ADM and Solugen, a rapidly scaling climate technology company, announced a strategic partnership in 2023 to increase the production of plant-based specialty chemicals and bio-based building block molecules to meet the rising demand for sustainable products. As a part of this agreement, Solugen has broken ground on a new biomanufacturing facility adjacent to ADM's existing corn complex in Marshall, Minnesota, allowing ADM to provide dextrose for the production of lower-carbon organic acids and the development of innovating molecules to replace existing fossil fuel-based materials. These biomaterials have a range of applications in various industries such as energy, water treatment, agriculture, construction materials, cleaning, and personal care, among others.

This partnership marks another exciting endeavor in ADM's efforts to diversify our product stream while addressing market needs for sustainable solutions, and we look forward to playing our role in decarbonizing our customers' supply chains.

The Next Horizons

The bioeconomy is a vast and growing opportunity for ADM. As the largest corn processor in the world, we produce dextrose which can act as a feedstock for a broad variety of microbes that serve as building blocks for plant-based products for food and feed ingredients, as bio-actives to support wellness, and as substitutes for oil-based products ranging from plastics to fiber.



Freshwater

Water has become an increasingly scarce resource in many regions of the world, and lack of water threatens to become one of the leading challenges we all face globally. Water is critical to biodiversity, healthy communities and our operations, and we must do our part to protect it, which is why ADM included a two-part water goal in its Strive 35 plan. The first goal is designed to maximize water use efficiency and minimize water consumption across our global operations. The second goal is to develop a strategy to improve community well-being in priority watersheds, including water-stressed areas.



Operational Water Efficiency and Reduction

Our water use reduction efforts are focused on 41 of our largest sites, which collectively account for more than 95% of our global water usage.

We refer to these sites as our Major Water Users Group (MWUG), and we measure water usage at these sites using a combination of flow meters and utility bills. We exclude once-through cooling water from our withdrawal numbers because we return the water to its original location with only a change in temperature. Although we reuse and recycle water through various processes such as cooling tower recirculating, for calculation purposes we only include reuse water that has been processed in our onsite wastewater treatment facility. To reduce the use of fresh water, we practice the three Rs: reduce, reuse and reclaim. Our sites have adopted best management practices for minimizing water use and maximizing its reuse before disposal. Further, we have advanced a number of reclaim operations where wastewater is further treated and returned for use within our facilities. Across our MWUG locations, we are regularly investigating new technologies that could increase water reuse and reclaim opportunities and further reduce our fresh water intake.

Water withdrawal consists of municipal water, surface water, well water, rain water and wastewater purchased from third parties. Our reduction efforts focus on reuse, recycle, and reclaim within our operations, which will allow us to make progress toward our goals and reduce our freshwater intake needs.

In 2023, we implemented several projects expected to reduce our water withdrawal by more than 654,000 m³ annually, including:

- Our Tianjin, China, facility upgraded its reverse osmosis backwash water reuse system, which should reduce annual water usage by around 54,000 m³.

- At our Cedar Rapids, Iowa, corn facility, an automation system that will save around 165,000 m³ annually.
- At our Adana, Turkey, facility, installation of vacuum pumps to improve cooling water circulation is expected to save more than 150,000 m³ of water annually.

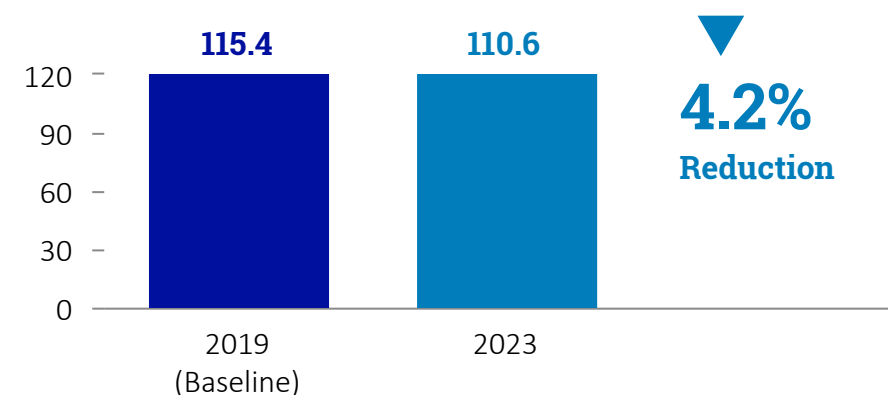
TARGET

**Water
10%**

Absolute reduction
in water withdrawal over
2019 baseline by 2035



**Water Withdrawal
(million cubic meters)**



In 2023, ADM implemented 43 projects with water savings benefits that are estimated to save over 654,000 m³ annually.





Global Water Strategy

As part of our Strive 35 goals, we committed to develop a water strategy focused on improving community well-being in priority watersheds, including water-stressed areas.

We continue efforts to develop our strategy based on the vision and framework developed in 2022. In 2023, we focused our efforts on identifying the covered facilities, developing KPIs, and identifying partnerships and collaborations that support implementing water reduction and replenishment projects.

Strategic Framework

- Maximize water use efficiency across global operations
- Track and report consumptive water loss
- Establish community-focused partnerships
- Develop a water replenishment program
- Integrate the program into existing operations and processes

Global Efforts

In 2023, we joined the Business Leaders Open Call to Accelerate Water Action, committing to take bold action on water and calling on the global business community to join the effort.

We acknowledge the severity of the water crisis, including its effects on communities, the environment and the economy, and commit to working across our operations and supply chains, joining businesses around the world to achieve collective positive water impact in at least 100 vulnerable prioritized water basins by 2030.

To inform our global water strategy, we will compare covered facilities to the CEO Water Mandate 100 priority basins to prioritize action areas.

Covered Facilities

While ADM has several types of facilities, not all use water in daily operations. For example, grain elevators, barge loading terminals, and some animal feed processing facilities only have water for sanitation purposes. We will include our operating facilities that use water as a significant input of the location's operation.

To ensure proper focus, last year we reassessed the water risk category of the regions where our sites are located using the World Resources Institute (WRI) Aqueduct™ tool. Facilities located in regions categorized as medium-high, high or extreme water risk will be included.

From the full list of ADM operated locations globally, the covered facilities list will be determined using the following criteria:

- Processing facilities - this will exclude warehouses, grain silos, transportation hubs, and offices.
- Water-using facilities - this will exclude processing sites that do not use water as a significant input, such as feed blending, and dry bean packaging.
- Elevated water risk - this will exclude facilities that are located in regions categorized by the Aqueduct tool as low or medium-low risk.

Water.org Partnership

Today, 2.2 billion people lack access to safe water, and 3.5 billion people lack access to a toilet. Water.org is dedicated to changing this, empowering families through access to affordable financing and expert resources to make household water and toilet solutions a reality.

Water.org is an international nonprofit organization that has positively transformed millions of lives around the world with access to safe water and sanitation. Founded by Gary White and Matt Damon, Water.org pioneers market-driven financial solutions to the global water crisis — breaking down barriers to give women hope, children health, and families a bright future.

ADM and Water.org have been working together since 2019. Through ADM Cares, we have given \$1.4 million to support water and sanitation access in six countries: India, Brazil, the Philippines, Peru, Cambodia and Indonesia, reaching 816,587 people with water and sanitation solutions through 190,124 loans, which have mobilized \$71.5 million in capital.

In 2023, ADM Cares provided funding for several Water.org initiatives, including a \$150,000 grant for a project in the Philippines that helped provide 22,000 people with safe and sustainable water sources. Another \$150,000 grant supported a project in Cambodia enabling a microfinancing program that provides affordable loans for sanitation systems, as well as training to support water utilities for 21,400 people in need. A \$200,000 grant supported a collaboration in Indonesia with rural utilities for households to connect to waterlines, helping provide 21,400 people with access to clean water and sanitation, while also supporting infrastructure.



Waste

ADM continues to uncover new landfill diversion opportunities while strengthening existing waste management processes as we work toward our Strive 35 waste goal. As evidenced by our year-over-year improvement in landfill diversion, we are committed to incorporating beneficial reuse and resource efficiency across our global operations.

Our efforts in 2023 include the following highlights:

- ADM colleagues at our oilseeds facilities in Windsor, Ontario; Lincoln, Nebraska; and Deerfield, Missouri, implemented process optimization improvements that, among other positive impacts, led to a waste reduction of 3,000 metric tons per year of bleaching clay and diatomaceous earth.
- Our oilseeds site in Dharwad, India, has partnered with a cement manufacturer to co-process the facility's effluent treatment plant sludge into alternative fuels and raw materials. Through this partnership, the site will divert approximately 100 metric tons per year from landfill.
- The team at our oilseeds complex in Valdosta, Georgia, implemented a source separation program to facilitate the beneficial reuse of organic materials such as soybean hulls, cottonseed and meal. By leveraging local composting services for its organics streams, the site is projected to divert more than 3,000 metric tons from landfill per year.

Investment Recovery Program

Launched in 2020, ADM's best-in-class investment recovery program - now deployed worldwide - enables waste reduction and landfill avoidance through the reuse and recycling of surplus and idle assets. Built on circular economy principles and modeling industry best practices, ADM's global investment recovery program provides our global network of manufacturing locations, crop procurement facilities and corporate offices a structured and standardized process coupled with enabling technologies to: identify surplus and idle assets; create internal visibility to those assets to transfer and reuse wherever possible; to recycle those assets if appropriate; or monetize the surplus assets through a structured process that minimizes environmental impacts and risks.

ADM has a dedicated investment recovery team within our Global Procurement organization that leads the overarching program and strategy. At ADM, we leverage the power of our global network to ensure the success and sustainability of this program. The investment recovery program supports ADM's Strive 35 program, tied to both the Scope 3 GHG reduction and landfill diversion goals.

In 2023, the program proved to be an effective solution for recovering investments associated with procurement spend while contributing to ADM's waste diversion goals. Since inception, more than 7,600 assets have been sold or transferred.

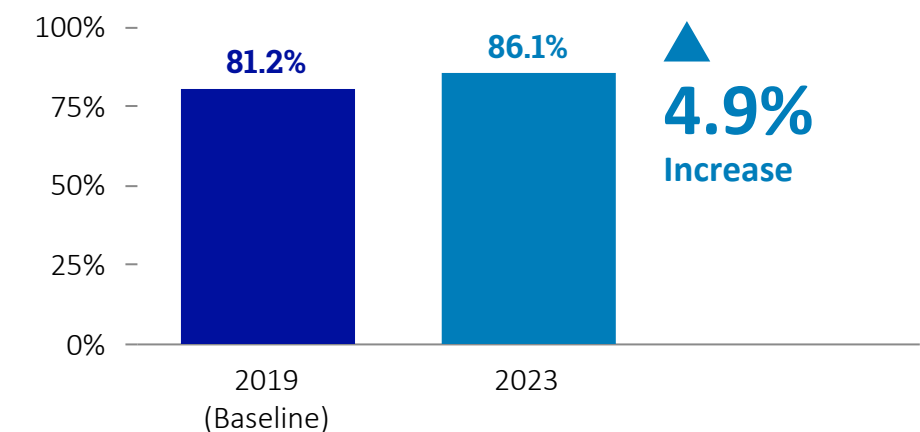
TARGET

**Waste
90%**

diverted from landfill



Landfill Diversion



Landfill Avoidance Projects

Brazil Bottled Oil

Although much of ADM's product is sold business-to-business, in Brazil, we sell bottled vegetable oil to consumers. These sales generate two types of consumer waste: used cooking oil and plastic from the bottles. To minimize land and water impacts, ADM participates in programs to address both waste streams.

Used Cooking Oil

Through Programa Meio Ambiente Nas Escolas (PMANE), we work with local schools to provide collection points for used cooking oil. In addition, the schools conduct awareness and education campaigns with the students to teach environmental science and the importance of properly disposing of used oil. The program began in 2018, and it continues to grow. In 2023, ADM worked with 337 schools reaching more than 70,000 students. The children share what they've learned with their families, and they bring used cooking oil from home to the collection areas set up in the schools. Last year, we recovered more than 46,600 liters of oil.

Plastic Packaging

Through an industry effort called EmCicla created by the Associação Brasileira das Indústrias de Óleos Vegetais (ABIOVE), ADM collaborates with other oil retailers and specialized partners to enable plastic bottle recycling. The program aims to design and implement reverse logistics of plastic packaging. In 2023, our efforts resulted in 2,690 metric tons of plastic waste recovered, contributing to EmCicla's total results: 7,888 metric tons of plastic recovered by 33 different organizations from different stages of the recycling chain.



Enrich Lives

- 35 Community Engagement
- 36 Human Rights
- 38 Diversity, Equity, and Inclusion
- 40 Health and Safety



Community Engagement

ADM Cares

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

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

In 2023, ADM Cares grants were focused on three key areas in line with our mission of unlocking nature to enrich lives: sustainability, food security, and health and well-being. The ADM Cares team assesses potential projects to ensure they meet specific criteria and contribute to our objectives in these focal areas. The impact of projects supported by ADM Cares is evaluated through annual reports to continually assess community needs and address pressing issues. By concentrating on these areas, ADM Cares initiatives further our sustainability goals, particularly by partnering with entities that align with the United Nations Sustainable Development Goals (SDGs) relevant to our sustainability and business targets.

Specifically, we contribute to:



Zero Hunger



Clean Water and Sanitation



Decent Work and Economic Growth



Climate Action



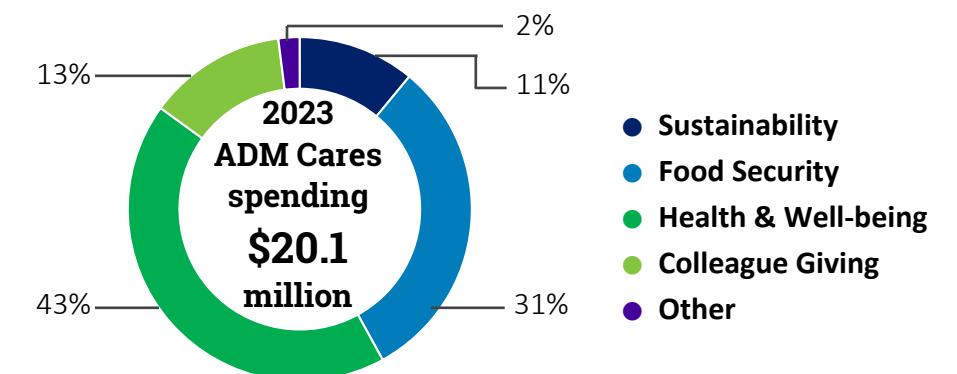
Life on Land

Colleague Volunteering

ADM Cares initiatives extend beyond corporate borders to address pivotal issues within our grower communities and those in which we operate. Colleague engagement plays a vital role as well, fostering a sense of pride and purpose among ADM employees who are directly involved in supporting and implementing these initiatives. Volunteer events take place across the globe, allowing colleagues to participate actively in their communities. For example, in EMEA Volunteer Week takes place each May, encouraging teams and individuals to volunteer with local causes.

Colleagues band together across regions to address food insecurity by supporting local food banks through collections and onsite packing events. We emphasize education through local and global volunteer events that expose students to the agriculture industry, inform students with career days, and provide students with access to food and sanitation. Environmentally focused volunteer events include tree planting, river cleanups, and wildlife restoration projects.

Through these collaborative efforts, ADM Cares not only enriches lives in our communities, but also cultivates a sustainable and prosperous future for people across regions.





Human Rights

Our dedication to upholding human rights is central to our purpose, and foundational to our work spanning the value chains in which we operate. We take decisive actions that leave a lasting, sustainable impact on communities and ecosystems worldwide. We are committed to doing business with integrity and believe in paving the way with fair business practices, progressive solutions and mindful actions that make a positive impact.

While the primary responsibility for safeguarding human rights lies with governments, we recognize our pivotal role in ensuring that human rights are respected across our operations, supply chains and the communities we touch. Our global influence gives us the power to drive meaningful change, and our initiatives in 2023 exemplify our steadfast commitment to embedding human rights principles throughout our value chain.

Salience Exercise

ADM is a member of the UN Global Compact and annually submits a Communication on Progress. The United Nations Guiding Principles (UNGP) reporting framework includes recognition and disclosure of a company's salient human rights issues.

It emphasizes a people-first approach when conducting risk assessment and defines salient as "the human rights that are at risk of the most severe negative impacts through a company's activities or business relationships." The framework notes that salient issues are defined by scale, scope and irremediability. By acknowledging these risks, we can begin to focus on the mitigation and prevention of potential human rights issues throughout our supply chains.

In 2023, we worked with a third party to undergo a formal salience assessment. Our organization was guided through the UNGP framework when conducting our initial assessment. We recognize

that this is not a one-time effort, but rather a continuous one that will become more informed and strengthened over time.

A salience exercise differs from a typical materiality assessment. It assesses all risks to humans across all areas of our value chain, no matter how small the scale or far-reaching the issue. ADM teams, affected communities and NGOs are all brought to the table to discuss which human rights issues are most critical across our value chains. This exercise provides an opportunity to identify gaps in our human rights efforts through robust collaboration. We engaged colleagues from all areas of our operations and supply chains, and after assessing all potential and actual human rights issues, we determined our most salient impacts based on greatest severity to people and communities.

We will continue to provide detailed information on our salient issues in our future reports. Following our assessment, we discussed these identified risks with third-party and internal stakeholders and determined the following to be our salient human rights risks:

- Living Wage
- Gender Discrimination
- Health and Safety
- Child Labor
- Forced Labor
- Impacts on Communities
- Just Transition in Agriculture

We are working actively to prevent, resolve and/or mitigate these risks throughout our own operations and value chains.

For more information, please view our [2023 Supply Chain Due Diligence Report](#).

Supply Chain Due Diligence

We actively engage in environmental and social due diligence efforts throughout our supply chains, taking actions that make a measurable, sustainable difference for communities and ecosystems around the world. ADM has vast and varied supply chains. Our origination teams procure raw commodities—such as corn, soybeans, wheat, and softseeds— from all over the world, while our procurement teams source the ingredients and indirect supplies needed to run our operations. We have been working for several years to assess our origination footprint and the risks associated with those commodities and geographies.

In 2023, we finalized our Supply Chain Due Diligence Standard Operating Procedure (SOP). The SOP serves as a guide to implement the Supply Chain Due Diligence (SCDD) process, which aims to prevent, resolve and/or mitigate adverse impacts on people and the environment in our supply chain. It is our goal to deploy this SOP globally. ADM is implementing its SCDD program based on the United Nations Global Compact (UNGC) Framework, the UN Guiding Principles on Business and Human Rights, the Organisation for Economic Co-operation and Development (OECD), and the Food and Agriculture Organization (FAO) of the United Nations Guidance for Responsible Agricultural Supply Chains. Our program and policies apply to all employees, officers, directors, contract workers and agents of ADM, our divisions, and our affiliates in all countries. In addition, we expect that our direct and indirect suppliers, business partners, agents, and consultants uphold our policies.

Our SCDD program allows us to set and communicate clear expectations with our customers and monitor compliance, serving as an enforcement mechanism. Due to the nature of human rights and environmental issues, this is an iterative process that we seek to

continuously improve. The foundation is based on the aforementioned policies. There are six integral parts of our sustainability program:



For more information on our Standard Operating Procedure, risk assessments, training and reporting, please view our [2023 Supply Chain Due Diligence Report](#).

SEDEX

In our commitment to safeguarding human rights throughout our supply chains, we actively engage with suppliers and stakeholders to ensure ethical sourcing practices. As part of this effort, ADM is a member of Sedex, the largest online platform for assessing supply chain sustainability. We utilize their audit program to evaluate, enhance, and disclose our sustainability practices. Annually, designated facilities undergo responsible sourcing audits conducted by independent third-party auditors. Sites are chosen by region, production, risk, previous audits and past findings. These audits not only highlight potential areas for improvement, but also serve as a mechanism to identify violations of rights. In the event of findings, our sustainability, legal, operations and compliance teams collaborate with facility personnel to implement necessary corrective actions swiftly and effectively.

In 2023, ADM hosted 20 Sedex audits across all business units and in six countries. At the ADM facilities visited in 2023, there were no fees charged to jobseekers in exchange for employment, and no collateral was taken in the form of money, identification, or other personal belongings without workers' consent as a condition of employment by ADM or contracted companies. No human trafficking or forced labor of any kind was observed.

In addition to our internal auditing efforts, ADM leverages the Sedex platform to actively engage with our suppliers in assessing their sustainability performance. Through Sedex, we collaborate closely with our suppliers to evaluate their practices and ensure alignment with our ethical standards. The platform facilitates transparency and communication, enabling us to work together to address any areas of concern and drive continuous improvement. By leveraging Sedex, we not only uphold our commitment to ethical sourcing but also foster stronger partnerships with our suppliers, creating a more sustainable value chain.

Diversity, Equity and Inclusion



At ADM, we recognize that diversity, equity, and inclusion are critical business imperatives, and we are committed to fostering an environment where all employees feel valued and empowered to drive success. By championing a culture of inclusivity and providing equitable opportunities, we ensure that every team member contributes meaningfully to our collective achievements. Our diverse workforce, comprising individuals with varied backgrounds and perspectives, fuels innovation and unlocks new avenues for growth.

Aligned with our broader business strategy, our DE&I strategy focuses on three key areas: Recruitment; Advancement, Development & Retention; and Culture. To oversee and steer this strategy, we have established a global DE&I council.

It is critical that all employees understand our commitment to DE&I. In 2023, 99.8% of colleagues completed DE&I training as a part of annual training requirements, and we included that training in new colleague onboarding.

Globally, we support Employee Resource Groups (ERGs). These voluntary, employee-led groups allow colleagues with shared experiences, interests, or goals to come together in a safe space to offer support, build a sense of community, and promote personal and professional development. Our ERGs have continued to grow – both in membership and with the introduction of additional groups across our four regions (North America, APAC, EMEA and LATAM) to include, depending on geographic relevance, Multicultural, Black Colleague, Hispanic, Veterans, and LGBTQIA+ affinity groups.

At ADM, we believe that true innovation arises from having many different perspectives and backgrounds at the highest levels of an organization, and we are continuing to look for new ways to build, strengthen, and support an inclusive culture that allows us to cultivate innovation and growth. Our ERGs welcome all – whether colleagues identify with an affinity group or want to show their support as allies.

Industry Action

In support of our commitment to a productive, diverse and inclusive workforce, we are a signatory to the CEO Action for Diversity & Inclusion™ and a member of Paradigm for Parity®. At the industry level, ADM founded and currently participates in Together We Grow, a consortium of agricultural industry leaders united in a shared belief that American agriculture’s best days are yet to come. Emphasizing diversity and inclusion, Together We Grow works to build a modern workforce with the skills, experience and capabilities needed to keep pace with the growing world.



ADELANTE



AFRODESCENDENTES



BLACK COLLEAGUES' ALLIANCE



MULTICULTURAL ERG



PRIDE



VET



WOMEN'S ERG

Supplier Diversity

Procurement

Diverse suppliers bring a variety of advantages to the table, including innovation, customer service, and competitive edge – enhancing our supply chain resiliency.

ADM’s supplier diversity program continues its strategic focus on building a diverse and resilient supply chain around the globe. We define diverse suppliers as businesses that are 51% owned and operated by minorities, veterans, women, hub-zoned, people with disabilities, and LGBTQIA+.

ADM’s dedicated Supplier Diversity team within our Global Procurement organization leads the overarching program and strategy. At ADM, we leverage the power of a truly global network of procurement professionals – from category management to our site purchasing teams – who work hand in hand with our Supplier Diversity team to seek out opportunities to engage diverse suppliers for sourcing events led by the teams.

ADM has expanded its Supplier Diversity program globally, with regional supplier diversity champions overseeing the program in all parts of the world. We leverage strategic relationships with organizations such as the National Minority Supplier Development Council (NMSDC), Women’s Business Enterprise National Council (WBENC), and WeConnect International to assist in finding the best diverse supplier for our sourcing opportunities.

ADM’s best-in-class supplier diversity program continues to set a competitive standard, receiving multiple awards for excellence, most recently “Best of the Decade 100” supplier diversity program (MBN USA & WE USA), gold winner and “Top Global Champion” for Supplier Diversity (WeConnect International), and “Top 25 Diversity Change Leader” (DiversityPlus magazine).

Origination

Around the world, we work to support growers in our supply chains. Increasing diversity builds resiliency while growing and empowering local communities.

Smallholder Farmers

Around the world, smallholders play a vital role in the health and stability of the world’s food supply but face many challenges such as access to markets, technology and education. In India, we engage with more than 25,000 smallholders in a sustainable agriculture program that aims to empower growers with sustainability resources, technology and market connections.

Minority Growers

In the U.S., we have partnered with the National Black Growers Council (NBGC), a membership of multigenerational producers who advocate for the best interests of Black farmers locally, statewide and nationally. NBGC works to improve the efficiency, productivity and sustainability of Black row crop farmers.

Through our regenerative agriculture program, ADM aims to support NBGC members looking to adopt practices that improve soil health and farm resiliency by providing financial incentives and technical assistance.

In 2023, we participated in six NBGC field days that convened more than 1,300 farmers across Georgia, Arkansas, Mississippi, Louisiana, Alabama and South Carolina. During those events and throughout the season, 111 NBGC members enrolled in our program, planting 38,325 acres of cover crops.



Health and Safety

Our people are our lifeblood – they innovate, create and deliver. They are the ones who make our company great, and they are our future.

We invest in our people and strive to create a workplace where they can thrive. This includes building a safety culture so everyone goes home safely to their families and the things that are most important to them. And this also includes investing in our people to maximize their potential.

Safety

Protecting the health and safety of our colleagues is paramount, and in 2023, our safety performance did not meet our expectations. In 2024, we are refocusing our efforts in both occupational and process safety in support of our vision of **Safe or We Don't Do it**. We remain committed to fostering a safe working environment for all of our employees and contractors.

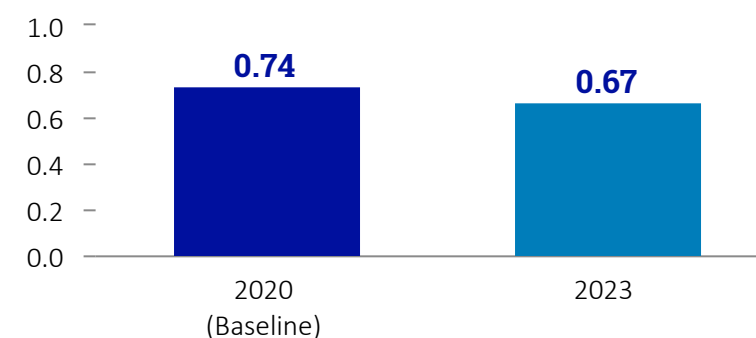
A strong safety and health management system is built on a robust list of policies, standards and supporting documentation, including life-critical standards that govern our high-risk work. We have increased our focus on process safety with additional resources, processes and programs. Our internal audit program for Environmental, Health and Safety, and Process Safety provides essential governance and identifies opportunities for improvement, reduce risk and supports our compliance commitments while leveraging our strong continuous improvement mindset.

In 2023, approximately 75% of our sites completed the year without recordable injuries and about 90% without lost workday injuries. Sadly, we mourn two ADM colleague fatalities, one in the U.S. and one in France.

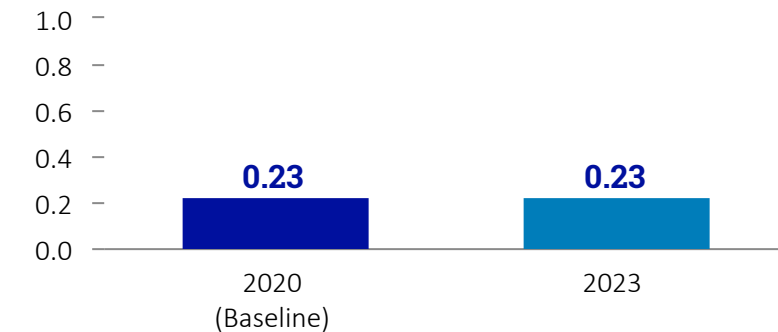
We are committed to our ambitious goal of reducing our Total Recordable Incident Rate (TRIR) and Lost Workday Incident Rate (LWIR) year over year to achieve a 25% improvement by 2025. We have taken additional steps to meet these goals by launching or enhancing efforts to improve occupational and process safety, including:

- Safe Work Permit and Last Minute Risk Assessment programs for all maintenance activities
- A renewed focus on learning, awareness and commitment to our Life Critical Standards
- Process Safety Fundamentals training that allows for learning from experience and is designed to build skills in identifying and managing risk
- Establishment of a Global Safety Council which brings together representatives of all regions and functions
- Enhanced New Site EHS Integration Program designed to quickly and effectively deliver ADM's standards and programs to newly acquired facilities

Total Recordable Incident Rate (TRIR)



Lost Workday Incident Rate (LWIR)



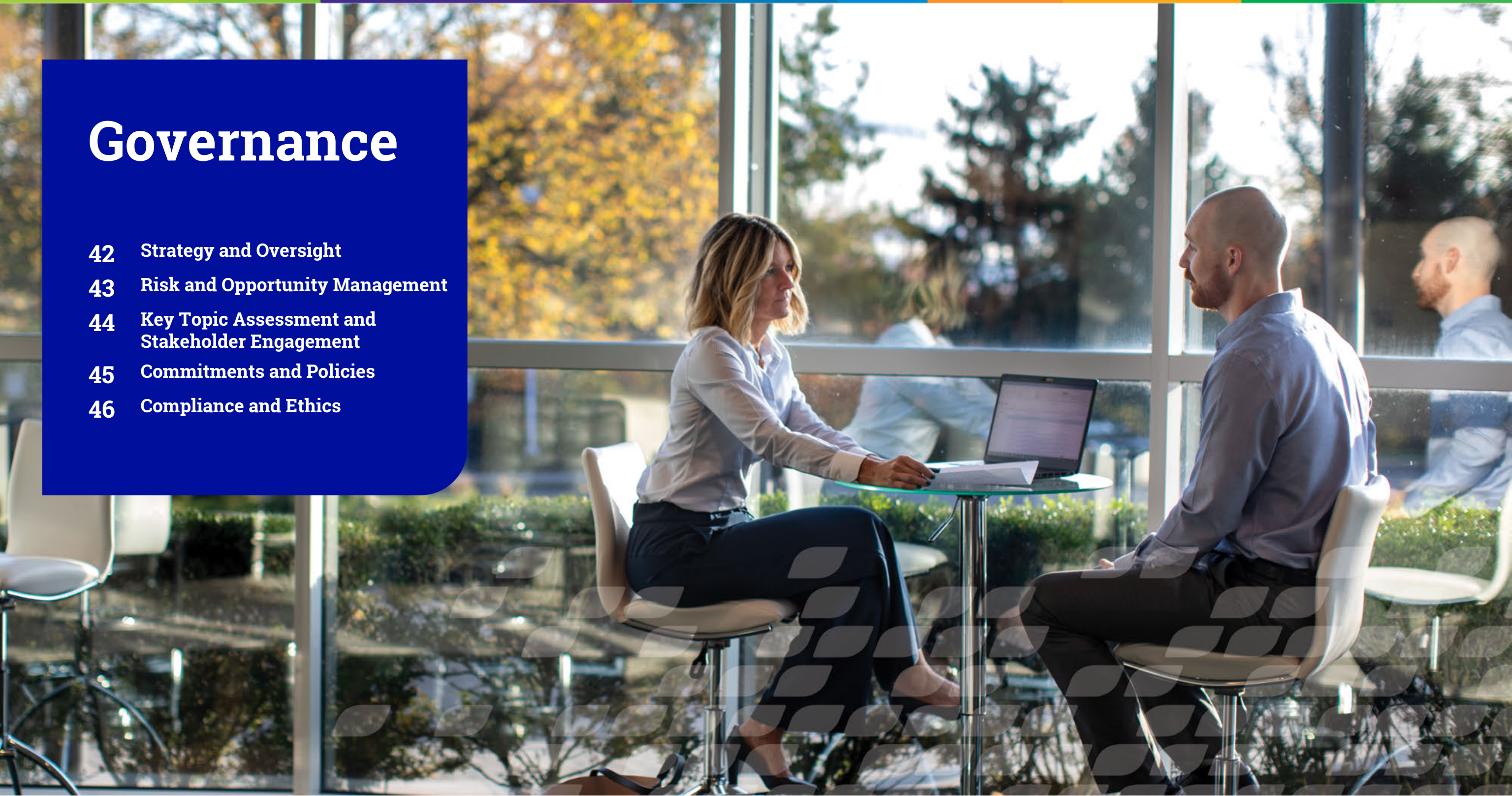
Employee Health Programs

In 2023, ADM fully implemented a program with Medcor/Work Right at our Decatur, IL, complex that can not only assess and treat minor injuries onsite, but also provide injury prevention resources to colleagues. The program includes ergonomic assessments and recommendations for our colleagues' workspaces, suggested stretching and rehabilitation exercises to prevent injuries related to repetitive movements or poor posture, and even massages. Employees can make appointments with the Medcor/Work Right team for advice and treatment at no cost. Virtual health support has been deployed to all U.S. locations.

We provide access to several virtual health support programs for our colleagues. For example, access to Hinge Health can help employees suffering from muscle or joint pain by working with a virtual care team to assess and develop a personalized exercise plan, reduce pain, find physical therapists and more. We also provide weight management support through Wondr Health, diabetes and blood pressure management through Livongo, and a smoking cessation program in partnership with the American Cancer Society Quit for Life® program.

Governance

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Strategy and Oversight

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

We believe sustainability is critical to our future growth strategy. Our strategic plan of sustainable growth leverages the trends and technologies in sustainability to help us grow and create value for our stakeholders. Our Ag Services and Oilseeds business unit is focused on traceability of sourcing and differentiation and working with growers on low-carbon agricultural practices and products. Carbohydrate Solutions is focused on decarbonization efforts that increasingly position the business to offer low-carbon intensity feedstocks for biosolutions and biomaterials, including fuel solutions, to replace petroleum-based products. Nutrition is working with suppliers and customers to identify nature positive solutions that can reduce environmental impact in supply chains. The growth of these projects and businesses will be integral to supporting the objective of helping the planet limit total global warming to the 1.5°C threshold indicated by the United Nations. Additionally, ADM includes achievement of gender parity and GHG emission goals in executive performance measurement to reflect the strategic importance of ESG to our business.

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

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

The Executive Council of ADM, our highest strategic and operational body, provides close supervision of our ESG efforts and in-depth review of sustainability issues. Furthermore, regional sustainability teams, along with the corporate sustainability team, support the CSO to drive sustainability efforts in our facilities and supply chains around the world. Our sustainability efforts are also supported by functional expertise throughout the company, including Operations and Utilities; Supply Chain and Procurement; Diversity, Equity, and Inclusion; and Environmental, Health, and Safety.

Sustainability and Corporate Responsibility Committee of the Board	<ul style="list-style-type: none">Has direct oversight responsibility of objectives, goals, strategies, risks, and activities related to sustainability
Executive Council of ADM	<ul style="list-style-type: none">Highest strategic and operational bodyProvides close supervision of our ESG efforts and an in-depth review of sustainability issues
Vice President, Chief Sustainability Officer (CSO)	<ul style="list-style-type: none">Leads ADM’s sustainability effortsReports metrics quarterly to ADM Board of DirectorsMeets quarterly with ADM Sustainability and Corporate Social Responsibility Committee of the BoardReports regularly to ADM leadership
Regional and Corporate Sustainability Teams	<ul style="list-style-type: none">Support business units to drive transformation and help create value across the supply chainSupport sustainability initiatives and implementation on the groundEngage and interact with stakeholdersLocated in North America, South America, and EMEA

Risk and Opportunity Management

Sustainability risk management, including climate change and deforestation, is integrated into our multi-disciplinary, company-wide enterprise risk management (ERM) process. Each quarter, the ERM Sustainability subgroup reviews and reports sustainability risks and related mitigation actions with the ERM team. The review includes previously identified risks to ensure proper focus of our initiatives, as well as the identification and assessment of emerging risks. The team uses a risk matrix that includes a quantitative assessment of impact, mitigation and residual risk as well as qualitative information about risk categories, warning periods, mitigation strategies and effectiveness.

In line with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD), we conducted a scenario analysis using three potential warming scenarios: 1.5°C (latest recommendation from IPCC to prevent the worst effects of global warming), 2°C (aligned with the Paris Climate Accords), and 2.6°C (status quo). In each of the scenarios, we identified potential sourcing shifts and limitations, operational changes, physical impacts, and opportunities. In 2023, we completed a human rights salience exercise to identify risks to human rights in our operations and supply chains. We have also begun identifying and assessing nature-related issues using the LEAP framework from the Taskforce on Nature-related Financial Disclosures (TNFD). Through these tools, we have identified key risks which we put into two categories: physical risks and transition risks. Key opportunities are related to products and services offerings.

Transition Risks

- Emerging regulation and carbon pricing mechanisms could result in increased operational costs in the short to medium term.
- Changes in policy or introduction of new policies could introduce additional tax requirements at our facilities or could limit our ability to operate our assets and increase our operating costs.
- Market demand has a direct effect on production, as well as demand for certified sustainable commodities. Changes in consumer demand could result in additional cost of implementation that may not be overcome by product sales.
- ADM uses coal-fired cogeneration technology to meet a portion of our energy demand. We are working to reduce the carbon footprint of our operations, but transitions can be time intensive and costly.
- Working with growers to encourage widespread adoption of regenerative agriculture practices is resource intensive and can be difficult to scale.

Physical Risks

- Increased severity and frequency of extreme weather events such as cyclones and floods could lead to increased direct costs from the disruption of supply chains and impair our ability to deliver products to customers in a timely manner.
- Increased severity and frequency of extreme weather events such as cyclones and floods could lead to increased sourcing costs due to limited availability of agricultural commodities and impact ADM's ability to produce goods, which would directly affect sales and revenue.
- Ecosystem decline can impact natural systems, including crop production, which could lead to increased sourcing costs from the disruption of supply chains.
- Water shortages could impact our ability to operate our facilities and deliver products to customers in a timely manner.
- Climate-related impacts and instability could increase risk for human rights violations.

Opportunities

- Developing enhanced transportation and warehousing scheduling, routing, and tracking technologies could reduce carbon footprint and costs while improving customer delivery satisfaction.
- Development and expansion of low-emission goods and services could lead to increased revenues resulting from increased demand.
- As demand for renewable products grows, development of new products or services from R&D and innovation could lead to increased revenues through access to new and emerging markets.
- ADM's scale and geographic reach could enable widespread program adoption and implementation allowing first-to-market sustainable offerings.

Key Topic Assessment and Stakeholder Engagement

Following the guidelines from the Global Reporting Initiative (GRI), we use a third party to conduct a formal assessment to identify and prioritize key sustainability topics that reflect our most significant impacts to the economy, environment and people, including human rights. Because these impacts may change over time as our activities, business relationships and assets evolve, we update this assessment on a regular basis. During our most recent assessment, the firm interviewed, surveyed and researched publicly available information from a variety of internal and external stakeholders, including ADM leadership, investors, customers, employees and NGOs. The assessment indicated several key topics that are consistent across all stakeholder groups as critically important: “GHG Emissions,” “Deforestation & Conversion,” “Governance” and “Water Management.” Although these are critical to manage, the other topics on the matrix are also important to ADM and our stakeholders. The next formal assessment will take place in 2024 and will include double materiality in accordance with the EU Corporate Sustainability Reporting Directive (CSRD).

Ongoing Stakeholder Engagement

We have established direct and easy-to-access communication channels for engagement with different types of stakeholders. These engagements provide valuable insights on stakeholder concerns and topics that they consider important. In 2023, we engaged with stakeholders via customer feedback, NGO inquiries, and dialogue with shareholders. We also met with several customers and entered into partnerships on regenerative agriculture and environmental topics. As part of our supply chain efforts in palm and soy, specifically on the 1.5°C Roadmap, additional emphasis was placed on engaging with key stakeholders.




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. They establish clear standards that govern our approach to raw material sourcing, environmental stewardship and employee conduct, among other areas, and they state our positions on issues of widespread public interest. These standards were developed with input from our operations, law, compliance, and EHS teams, and were approved by Board Chair and CEO Juan Luciano:

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

In a world that is becoming increasingly interconnected and transparent, we strive to match that clarity and provide means to facilitate conversation and feedback. We invite all stakeholders who have concerns related to the implementation of our policies to email us at responsibility@adm.com or use [The ADM Way Helpline](#). Our Human Rights Policy protects human rights defenders, whistleblowers, complainants, and community spokespersons from any form of retaliation.





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

Compliance and Ethics

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

In March 2024, we were recognized by Ethisphere, a global leader in advancing the standards of ethical business practices, as one of the World’s Most Ethical Companies™ and one of only 10 honorees in the Food, Beverage, & Agriculture category. This honor marks the fifth consecutive year we have received this recognition for our deep commitment to ethical business practices, transparency, and corporate citizenship.

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

In 2023, we updated our [Code of Conduct](#). In addition to a new style and structure, the updated Code includes an expansive set of updated examples to help colleagues apply the Code, as well as links and references to relevant policies and resource centers. These resource centers provide colleagues easy access to a wide range of supporting tools and job aids, such as our “Food for Thought” guide, which provides answers to common questions about our Code, related policies, and programs, as well as an extensive set of solutions to various scenarios that our colleagues may face.

Our Code is designed to guide us in our work activities, shows us how to conduct business in an ethical and legal manner, and is consistent with our Company’s values and culture of integrity. By knowing and following our Code, each of us does our part to maintain and further build trust with our various stakeholders, including our colleagues, customers, business partners, shareholders, and the communities in which we operate.

We prohibit all forms of corruption, including bribery, and we abide by all anti-corruption laws in every country we do business. We have a robust anti-corruption program that includes a global Anti-Corruption Policy and other compliance procedures and controls designed to minimize the potential for corruption in ADM’s global business dealings, such as enhanced due diligence, screening, monitoring of high risk third parties, and pre-approvals before hosting or entertaining government officials. We train colleagues and third parties to raise awareness of corruption risks and applicable anti-corruption laws in order to both avoid inadvertent violations of the law and enable early recognition and handling of potential issues. Our Anti-Corruption Program and Policy are updated periodically to address new risks and incorporate continuous enhancements.

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



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

In 2023, we received a total of 1,397 reports concerning topics such as employee relations; environmental, health, and safety (EHS); diversity; equal opportunity; respect in the workplace; and misuse or misappropriation of assets or information. We log and track all reports we receive. Each is classified by type and then assigned to an investigator to conduct an independent and objective review into the concerns raised. If an allegation is substantiated, we implement corrective and disciplinary actions that can include coaching and counseling, process or control improvement, verbal or written warnings, financial penalties, or termination.

We assess the effectiveness of our compliance controls through enhanced reporting and automation. We are able to monitor trends and identify compliance risks with the use of an interactive compliance application which enables us to assess information from our databases on various topics such as conflicts of interest, government hosting and gifting, expense reporting and training. In 2023, we implemented a formal process to identify, document and remediate the root cause of behaviors that led to violations of ADM's Code, and created a tool to help ensure the fairness and consistency of disciplinary actions.

Training is a key component of our compliance program. In 2023, 99% of all colleagues completed required training on topics such as anti-corruption, anti-money laundering, conflicts of interest, data privacy and insider trading. Above and beyond our global annual required training, Compliance held 144 facilitator-led training sessions for more than 5,000 colleagues in 16 countries around the world. We also created a toolkit for managers to guide them on integrity-based leadership and decision-making, which has been incorporated into new manager training and orientation materials.

We published 65 global and regional compliance communications in 2023 to improve employee understanding of expectations regarding integrity and compliance, enhance awareness of compliance risks, provide guidance on appropriate behaviors, and increase transparency into how ADM investigates and remediates issues of concern. The communications covered topics such as anti-corruption, data privacy and records retention, conflicts of interest, trade sanctions, and speaking up.

Consistent with our commitment to manage risk related to our third-party relationships around the world, 2023 marked the ninth consecutive year of ongoing compliance monitoring and training of third-party service providers acting on our behalf. This year we completed 23 compliance audits of third parties, including port agents, customs brokers, law firms, consultants and distributors. We also hosted 12 virtual compliance training sessions globally, with more than 550 attendees from seven countries.

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Data Tables¹

Emissions

GHG EMISSIONS BY SCOPE		mtCO ₂ e		
Scope 1		12,600,000		
Scope 2 (Market-based)		2,030,000		
Scope 2 (Location-based)		1,990,000		
Biogenic		3,750,000		
SCOPE 1 BREAKDOWN BY GHG		mtCO ₂ e		
CO ₂		12,400,000		
N ₂ O		77,300		
CH ₄		40,400		
SF ₆		1,640		
HFC		48,000		
PFC		0		
HCFC		3,150		
GHG EMISSIONS BY REGION ²		SCOPE 1	SCOPE 2	TOTAL
APAC		71,500	105,000	177,000
EMEA		943,000	225,000	1,170,000
LATAM		141,000	47,900	189,000
North America		11,400,000	1,650,000	13,000,000
International		41,000	0	41,000

SCOPE 1 BREAKDOWN BY ACTIVITY		mtCO ₂ e	
Stationary Combustion		12,000,000	
Mobile Combustion		488,000	
Fugitive Emissions		54,200	
Process Emissions		11,600	
BIOGENIC BREAKDOWN BY SOURCE/SINK		mtCO ₂ e	
Combustion		1,090,000	
Process		3,230,000	
Sold		(27,300)	
Sequestered		(544,000)	
SCOPE 3		mtCO ₂ e	
Category 1: Purchased Goods and Services		89,800,000	
Category 1: Land-based Removals		(264,000)	
Category 2: Capital Goods		161,000	
Category 3: Fuel-and-Energy-Related Activities		1,790,000	
Category 4: Upstream Transportation		6,550,000	
Category 5: Waste Generated in Operations		220,000	
Category 10: Processing of Sold Goods		9,200,000	
Total		107,500,000	

Energy

CONSUMPTION BY CATEGORY		MWh	
Renewable Fuel		2,970,000	
Non-renewable Fuel		45,900,000	
Purchased Electricity		4,620,000	
Purchased Steam		283,000	
Sold Electricity		(246,000)	
Total		53,500,000	

Water

WATER WITHDRAWAL BY SOURCE		m ³	
Groundwater		39,600,000	
Surface		31,600,000	
Municipal		39,400,000	
Rain		—	
Once-Through-Cooling (Surface)		187,000,000	
Total		298,000,000	
WATER DISCHARGES BY DESTINATION		m ³	
Groundwater		385,000	
Other		125,000	
Surface		35,000,000	
Treatment		38,700,000	
Once-Through-Cooling (Surface)		187,000,000	
Total		262,000,000	

¹ Due to rounding, the addition of subtotals may not equal the reported category total

² Values are in metric tons of CO₂e (mtCO₂e)

Verification Statements

**VERIFICATION OPINION DECLARATION
GREENHOUSE GAS EMISSIONS**

To: The Stakeholders of Archer Daniels Midland Company

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

The determination of the GHG emissions is the sole responsibility of ADM. ADM is responsible for the preparation and fair presentation of the GHG 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, other HCFCs

GHG Emissions Statement:

- Scope 1:** 12,600,000 metric tons of CO₂ equivalent
- Scope 2 (Location-Based):** 1,990,000 metric tons of CO₂ equivalent
- Scope 2 (Market-Based):** 2,030,000 metric tons of CO₂ equivalent
- Biogenic Emissions:** 3,750,000 metric tons CO₂
- Biogenic Carbon Dioxide Sequestered:** 544,000 metric tons CO₂
- Scope 3:**
 - Category 1 Purchased Goods and Services** – 89,600,000 metric tons of CO₂ equivalent
 - Category 2 Capital Goods** - 161,000 metric tons of CO₂ equivalent
 - Category 3 – Fuel and Energy-related Activities** - 1,790,000 metric tons of CO₂ equivalent
 - Category 4 Upstream Transportation and Distribution (Intermare and some field aggregation for commodities in Category 1)** – 6,550,000 metric tons of CO₂ equivalent
 - Category 5 – Waste Generated in Operations** - 220,000 metric tons of CO₂ equivalent
 - Category 10 – Processing of Sold Goods** – 9,200,000 metric tons of CO₂ equivalent

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

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

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Period covered by GHG emissions verification:

- January 1, 2023 to December 31, 2023

Criteria against which verification conducted:

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

Reference Standard:

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

Level of Assurance and Qualifications:

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

GHG Verification Methodology:

Evidence-gathering procedures included but were not limited to:

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

Verification Opinion:

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

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

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

Statement of independence, impartiality and competence

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

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

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

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

Attestation:

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

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

April 26, 2024

This opinion declaration, including the opinion expressed herein, is provided to Archer Daniels Midland and is solely for the benefit of Archer Daniels Midland in accordance with the terms of our agreement. We consent to the release of this declaration to the public or other organizations for reporting and/or disclosure purposes, without accepting or assuming any responsibility or liability on our part to any other party who may have access to this 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 2023 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 eighth year in which we have provided assurance over the Subject Matter in ADM's Report.

Scope of work

The scope of our work was limited to assurance over select environmental and safety data and information including energy use, water use, waste by disposition and safety metrics included in the Report for calendar year 2023 (the 'Subject Matter') and summarized in the attached table.

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

Reporting Boundaries

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

- Operational Control
- Worldwide Operations
- Water usage for locations with greater than 400,000 cubic meters (m³) usage.

Reporting Criteria

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

Limitations and Exclusions

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

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

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

Responsibilities

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

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

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

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

Assessment Standards

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

Summary of Work Performed

As part of our independent assurance, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of ADM;
3. Conducting remote (virtual) site visits to Archer Daniels Midland Company facilities in Decatur, 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 assurance independently, and there has been no conflict of interest.

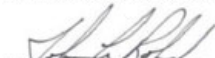
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The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of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


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


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

April 26, 2024

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



Archer Daniels Midland Company
Reporting Metrics
Calendar Year 2023

Energy Source	Quantity	Units	Source	Quantity	Units
Electricity	4,620,000	MWh	Diesel Fuel	1,730,000	MWh
Steam	283,000	MWh	Ethanol	-	MWh
Biodiesel	158,000	MWh	Gasoline	10,300	MWh
Biogas	272,000	MWh	Jet Fuel	-	MWh
Biomass (Agricultural)	471,000	MWh	Kerosene	36	MWh
Biomass (Solid Products)	1,510	MWh	Liquefied Petroleum Gas	89,500	MWh
Biomass (Wood)	2,070,000	MWh	Lubricants	-	MWh
Biodiesel Blends - B5	27,000	MWh	Natural Gas	18,900,000	MWh
Biodiesel Blends - B11	16,000	MWh	Subbituminous Coal	16,900,000	MWh
Biodiesel Blends - B20	8,800	MWh	Tires	-	MWh
Bituminous Coal	8,160,000	MWh	Residual Fuel Oil	148,000	MWh

Water Usage (Major Water Users Group) ¹			Safety Metrics	
Source	Quantity	Units		
Groundwater	39,600,000	cubic meters	Total Recordable Incident Rate	0.67
Municipal	39,400,000	cubic meters	Lost Days Incident Rate	0.23
Rain	-	cubic meters		
Surface ²	31,600,000	cubic meters		

¹As defined in 2023 Annual Sustainability Report
²Not including surface water used as single pass non-contact cooling water

GHG Emission Reduction 2019-2023 (Market-based) including biogenic sequestration (Absolute)		14.7%
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Waste by Disposition		
Landfill	129,000	metric tons
Landfill Diversion	86.1%	

GRI Content Index

STATEMENT OF USE	Archer Daniels Midland has reported the information cited in this GRI content index for the period January 1, 2023 to December 31, 2023 with reference to the GRI Standards.	
GRI 1 USED	GRI 1: Foundation 2021	
GRI STANDARD	GRI 13: Agriculture Aquaculture and Fishing Sectors 2022	
GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
GRI 2: General Disclosures 2021	2-1 Organizational details	Archer Daniels Midland Company Headquarters: Chicago, Illinois, US Page 9
	2-2 Entities included in the organization’s sustainability reporting	ADM Website - Locations
	2-3 Reporting period, frequency and contact point	Reporting period: January 1, 2023 to December 31, 2023 Reporting cycle: Annual Publication date of the report: May 18, 2024 Contact: sustainability@adm.com
	2-4 Restatements of information	2019 Strive 35 baseline was recalculated in accordance with the GHG Protocol
	2-5 External assurance	Pages 50-52
	2-6 Activities, value chain and other business relationships	Pages 5, 9, 14, 35 2023 Form 10-K pages 5-8
	2-7 Employees	2023 Form 10-K pages 14-15 EEO-1 Report
	2-8 Workers who are not employees	Global data is not available
	2-9 Governance structure and composition	Page 42 2024 Proxy Statement pages 4-5, 9-19, 21-26, 27-30 2023 Form 10-K pages 5, 11-12, 14-15
	2-10 Nomination and selection of the highest governance body	2024 Proxy Statement page 20
	2-11 Chair of the highest governance body	2024 Proxy Statement pages 21-22
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 42 2024 Proxy Statement pages 2, 23-24, 28-30 2023 Form 10-K pages 11-12 Sustainability and Corporate Responsibility Committee Charter

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
	2-13 Delegation of responsibility for managing impacts	Page 42 2024 Proxy Statement pages 23-24 2023 Form 10-K pages 11-12 Sustainability and Corporate Responsibility Committee Charter
	2-14 Role of the highest governance body in sustainability reporting	Page 42
	2-15 Conflicts of interest	2024 Proxy Statement pages 27-28, 77
	2-16 Communication of critical concerns	ADM Way Helpline ; responsibility@adm.com 2024 Proxy Statement page 30
	2-17 Collective knowledge of the highest governance body	2024 Proxy Statement pages 9-19
	2-18 Evaluation of the performance of the highest governance body	2024 Proxy Statement page 27
	2-19 Remuneration policies	2024 Proxy Statement pages 31-32, 34-76 2023 Form 10-K pages 99-104
	2-20 Process to determine remuneration	2024 Proxy Statement page 40
	2-21 Annual total compensation ratio	2024 Proxy Statement page 70
	2-22 Statement on sustainable development strategy	Page 3
	2-23 Policy commitments	Pages 45, 46-47 2024 Proxy Statement pages 23-26 2023 Form 10-K pages 10, 14-17
	2-24 Embedding policy commitments	Pages 6, 42-45
	2-25 Processes to remediate negative impacts	Policy to Protect Forests, Biodiversity and Communities; Human Rights Policy; Managing Supplier Non-Compliance Procedure
	2-26 Mechanisms for seeking advice and raising concerns	Pages 45, 46-47
	2-27 Compliance with laws and regulations	2023 Form 10-K pages 115-116
	2-28 Membership associations	ADM Website - Associations
	2-29 Approach to stakeholder engagement	Page 44
	2-30 Collective bargaining agreements	15.9%, U.S. colleagues only

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 44 2024 Proxy Statement pages 23-24
	3-2 List of material topics	Page 44 2024 Proxy Statement page 24
	3-3 Management of material topics	Pages 7-47 2024 Proxy Statement pages 23-25 2023 Form 10-K pages 5, 11-17
	GRI 13.4 Natural ecosystem conversion	Pages 19-20
	GRI 13.6 Pesticides use	Page 23
	GRI 13.9 Food security	Pages 15-16
	GRI 13.13 Land and resource rights	Pages 38-40 Policy to Protect Forests, Biodiversity, and Communities
	GRI 13.22 Economic inclusion	Pages 22-24
	GRI 13.23 Supply chain traceability	Pages 19-20 No-Deforestation, No-Conversion, Palm and Soy policies Policy to Protect Forests, Biodiversity, and Communities
GRI 201: Economic Performance 2016		Page 43
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Pages 46-47
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Pages 26, 49
	302-3 Energy intensity	Pages 26, 49
	302-4 Reduction of energy consumption	Pages 26, 49
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 30
	303-3 Water withdrawal	Pages 29, 49
	303-4 Water discharge	Page 49
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Pages 15-31
	304-3 Habitats protected or restored	Page 19
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 23, 49
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 23, 49
	305-3 Other indirect (Scope 3) GHG emissions	Pages 25, 49
	305-5 Reduction of GHG emissions	Page 7

GRI STANDARD	DISCLOSURE	LOCATION AND/OR RESPONSE
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Page 7
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	No-Deforestation and Human Rights Program Assessment Report
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 40
	403-3 Occupational health services	Page 40
	403-6 Promotion of worker health	Page 40
	403-9 Work-related injuries	Page 40 2024 Proxy Statement page 25 2023 Form 10-K pages 16-17
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 38 2024 Proxy Statement page 5
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 36
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 36
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 13, 14, 16-19, 31, 35
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Page 37
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 11

SASB Standards

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE OR LOCATION
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-AG-110a.1	Page 49
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-AG-110a.2	Pages 7, 24-23, 49
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-AG-130a.1	Page 26, 49
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-AG-140a.1	Page 49
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a.2	Pages 28-31
Food Safety	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-AG-250a.2	Page 11
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	FB-AG-320a.1	Page 40
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	FB-AG-430a.1	Pages 19-20 No-Deforestation, No-Conversion, Palm and Soy policies Policy to Protect Forests, Biodiversity, and Communities
	Suppliers’ social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-AG-430a.2	Page 37
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	FB-AG-430a.3	Pages 12-21, 36, 39, 43, 46-47
GMO Management	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	FB-AG-430b.1	Statement on Genetically Modified Organisms
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	FB-AG-440a.1	Pages 12, 16-21, 43 2023 Form 10-K pages 6-7, 9
ACTIVITY METRIC			
Production by Principal Crop		FB-AG-000.A	Page 9
Number of Processing Facilities		FB-AG-000.B	Page 9

TCFD

TCFD CORE ELEMENT	TCFD DISCLOSURE REQUIREMENT	LOCATION
Governance	Board’s oversight of climate – related risks and opportunities.	Page 42
	Management’s role in assessing and managing climate-related risks and opportunities.	Page 42
Strategy	Climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Page 43
	Impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Page 43
	Resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 43
Risk Management	Process for identifying and assessing climate-related risks.	Page 43
	Process for managing climate-related risks.	Page 43
	Process for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Page 43
Metrics & Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 43, 49
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 49
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 7, 24-26, 49

