



Scaling Impact

2025 Corporate
Sustainability
Report



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CEO Statement

Dear Stakeholders,

For more than 120 years, ADM has built its business on the strength of agriculture, innovation and land stewardship. Today, sustainability is a driver of ADM's growth strategy, helping to power innovation, improve resilience and unlock new value across the global food system.

The crops we turn into an expansive array of products depend on healthy soil, water and air, and as we look to the future, we are advancing efforts that enable and support agriculture and farmers, drive innovation and long-term value, and protect and strengthen vital supply chains for long-term sustainability and business growth.

I'm pleased to present ADM's 2025 Corporate Sustainability Report, a testament to our progress and continued momentum toward key commitments. In 2025, among other achievements:

- Through innovations and efficiencies, ADM met or exceeded its 2025 goals for reducing Scope 1 and 2 GHG emissions, energy intensity, water withdrawals and waste diversion, interim targets within the company's 2035 commitments on sustainable practices.
- In November, ADM launched a carbon capture and storage project at its Columbus, Nebraska corn complex, creating the world's largest bioethanol carbon capture facility. The technology delivers measurable climate benefits and shared value for the company and its customers.
- ADM expanded its industry-leading regenerative agriculture program to 11 countries, deepening our partnerships with farmers and customers globally to enhance the resilience of global supply chains and create business value for all.

- We updated our Policy to Protect Forests, Biodiversity and Communities, and Human Rights Policy, strengthening our commitments to responsible sourcing and the due diligence program that underpins them.

There are more highlights in the pages that follow and I invite you to learn further about ADM's sustainability efforts that are driving business growth—work made possible by teams of dedicated colleagues, along with trusted partners and customers.

Looking ahead, we're focused on multiple value creation opportunities, many of which are directly connected to global demand for more sustainably produced products. Precision fermentation represents an innovative opportunity at the intersection of biology and engineering; our biosolutions platform is expanding the universe of bio-based solutions across food, feed and industrial markets; and our decarbonization work is leveraging our carbon capture and storage capabilities to connect agricultural production with emerging low-carbon opportunities.

Together we're building a strong, resilient food system for the future that will benefit the entire value chain, unlocking nature to enrich lives.

Sincerely,



Juan R. Luciano

Chair of the Board and CEO





Introduction

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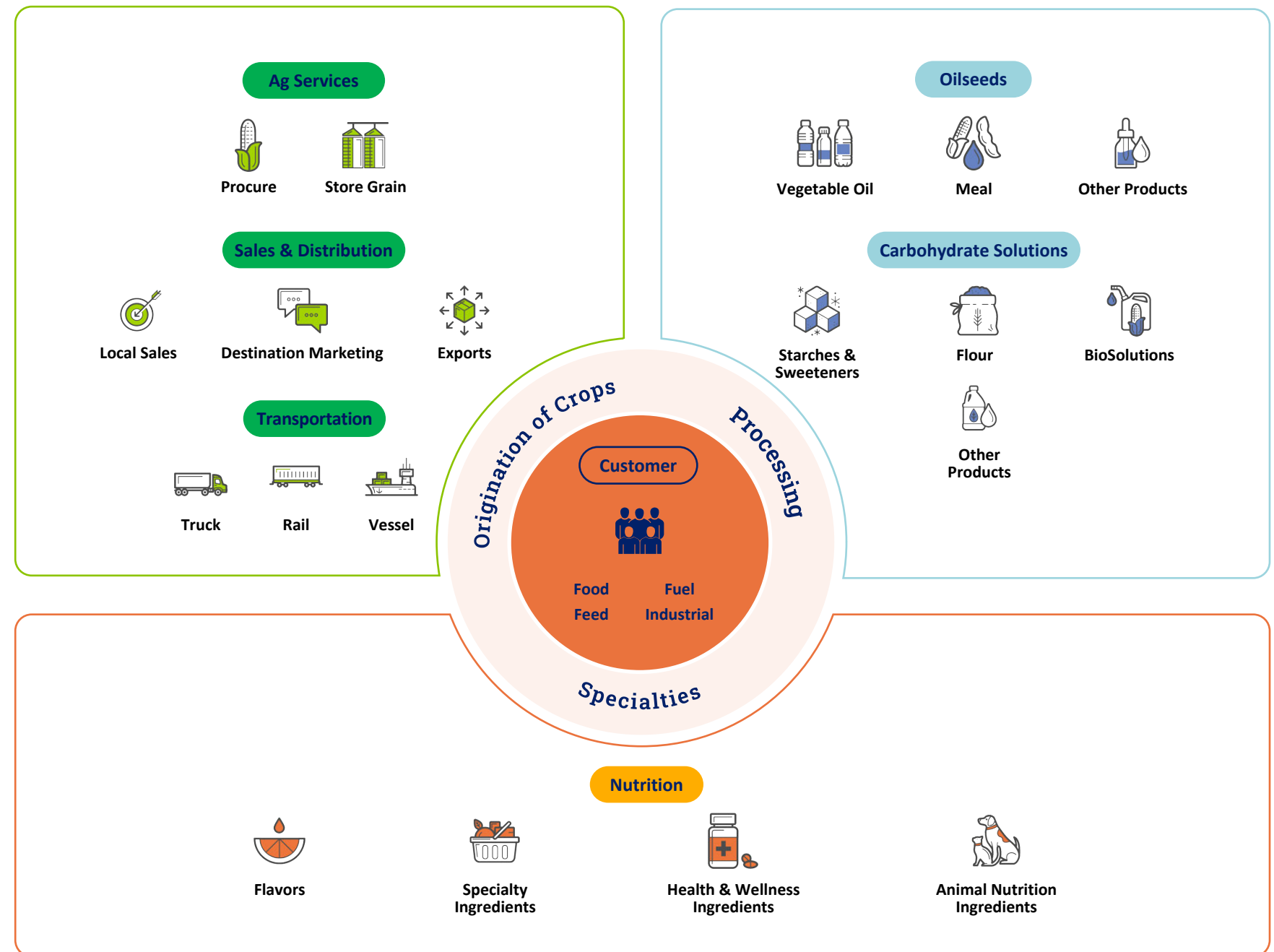
Our Business

ADM unlocks the power of nature to enrich the quality of life. The organization is an essential global agricultural supply chain manager and processor, providing food security by connecting local needs with global capabilities. ADM is also a premier human and animal nutrition provider, as well as a leader in health and well-being products.

ADM partners with thousands of farmers around the world to purchase their crops, and we use our integrated global origination, logistics and manufacturing network to transform many of those raw commodities into an expansive array of products serving the food, feed, fuel, and industrial and consumer products sectors.

We are a key producer of biofuels, converting agricultural feedstocks into renewable fuels used in transportation and industrial applications. We invest in research, application development and process improvement to enhance supply chain efficiency and advance sustainable agricultural and nutrition solutions.

ADM is a leader in business-driven sustainability efforts that support a strong agricultural sector, resilient supply chains and a vast, growing bioeconomy.



Our Operations

Number of ADM Operating Sites	Processing	Procurement
Ag Services and Oilseeds		
Carbohydrate Solutions		
Nutrition		

NORTH AMERICA		SOUTH AMERICA		EUROPE		AFRICA		ASIA/PACIFIC	
Barbados		Puerto Rico		Argentina		Belgium		Poland	
Belize		Trinidad and Tobago		Brazil		Bulgaria		Portugal	
Canada		United States		Colombia		Czechia		Romania	
Grenada				Ecuador		Denmark		Serbia	
Jamaica				Paraguay		France		Spain	
Mexico				Peru		Germany		Turkey	
Panama						Hungary		Ukraine	
						Ireland		United Kingdom	
						Netherlands			
								Morocco	
								Nigeria	
								South Africa	
								Australia	
								China	
								India	
								Indonesia	
								New Zealand	
								Philippines	
								Vietnam	

Sustainability Highlights

6.6%

reduction in absolute water withdrawal
over 2019 baseline

3.67 million

MWh of low-carbon and renewable
energy procured

4.6 million

acres engaged through regenerative
agriculture programs

15.9%

reduction in Total Recordable Incident
Rate compared to 2024

89.8%

waste diverted from landfill

8.5%

reduction in energy intensity over
2019 baseline

238,000

metric tons of CO₂ captured for permanent
sequestration at ADM sites

57

social compliance audits completed at
ADM processing sites globally

Governance & Oversight

Our commitment to sustainability is reflected in how we manage it within our business. Our team of sustainability experts enable business functions to deliver our strategy by providing guidance, tools and expertise to identify sustainable value-creation opportunities and support engagement with strategic partners and key customers. This commitment to value creation and meeting customer needs is reflected in our Board of Directors' and Executive Council's oversight of sustainability strategies and initiatives.

The Sustainability and Technology Committee of the Board has been assigned oversight responsibility for specific risks related to sustainability, safety and technology. The Committee oversees sustainability strategy, performance and compliance, receiving regular updates from our Chief Sustainability Officer (CSO). In 2025, the Committee reviewed ADM's strategic focus on sustainability as a value driver and monitored progress on key initiatives and priorities, such as our global regenerative agriculture program, human rights and 2035 sustainability targets.

The Executive Council of ADM, our highest strategic and operational body, provides close supervision of our sustainability efforts and in-depth review of relevant issues. Furthermore, regional sustainability teams, along with the corporate sustainability team, support the CSO in embedding sustainability across our global facilities and supply chains. This work is enabled by functional expertise throughout the company.



Purpose and Strategy

At ADM, we believe sustainability is critical to our future growth. Our ability to operate our business and create value depends upon our access to a multitude of agricultural and natural resources. Aligned with our purpose of unlocking the power of nature to enrich lives, we transform raw agricultural commodities, purchased from thousands of farmers around the world, into the food, feed, fuel and other products that our customers need. To do so sustainably, while driving financial value for the long term, means facing up to the challenges that threaten the resilience of global food systems, from climate change and deforestation to economic insecurity and supply chain vulnerabilities.

Our sustainability strategy is rooted in an understanding of key risks, opportunities and impacts — economic, environmental and social — linked to our business and wider value chains. Our focus areas of enhancing agriculture, protecting nature and enriching lives draw from this understanding, based upon our embedded approach to risk management and impact assessment.

In 2026, we mapped our priority risks, opportunities and impacts through a formal assessment, identifying priority topics that we aim to address through our ongoing sustainability strategy development.

As we work to address these challenges through our sustainability strategy and commitments, we are also working to improve performance across our operations and supply chains. By reducing our impacts and striving to develop innovative, sustainable solutions for our customers, we not only grow our business but also aim to enhance the long-term resilience of agriculture by preserving natural resources and creating market opportunities for farmers.

Sustainability Risk Management and Key Topic Assessment

ADM’s sustainability strategy is shaped by periodic formal assessments, aimed at identifying and prioritizing the topics that are most important to our organization. These assessments enable ADM to focus on the topics that represent our most relevant impacts on people, the environment and the economy, as well as the sustainability-related risks and opportunities with the greatest potential financial impact on our business, for sustainability reporting purposes. We perform these assessments on a regular basis to ensure that our strategy remains up-to-date as activities, business relationships and assets evolve over time.

Through the assessment, we identify a list of sustainability impacts, risks and opportunities (IROs) that are most relevant from an impact perspective, financial perspective, or both. This process both draws from and informs our company-wide enterprise risk management (ERM) process, through which our ERM Sustainability subgroup and ERM team review and report sustainability risks, both current and emerging, and identify related mitigation actions. We conduct further, in-depth assessments of specific risks and dependencies, including those linked to climate, water, nature, deforestation and human rights.

Our most recent key topic assessment was performed in 2026. Using established reporting guidance and external technical support, ADM refreshed our priority topics based on input from customers, investors, lenders and other stakeholders. The process also helps prepare for disclosure requirements in certain markets where ADM operates.

The following were identified as key sustainability topics for ADM:



Affected Communities



Business Conduct



Customers



Water



Biodiversity and Ecosystems



Climate Change



Our Workforce



Workers in Our Value Chain



Impacts

Positive:

- Access to nutrition, affordability, availability of healthy foods
- Enhancing climate resiliency of surrounding areas
- Supplier engagement and improvement, economic inclusion

Negative:

- Biodiversity loss, erosion, economic impacts (loss of ecosystem services)
- GHG emissions
- Health and safety of employees and value chain workers
- Human rights violations, e.g., forced labor, discrimination
- Impacts of land use/deforestation on communities’ food security



Risks

- Climate Change: Extreme weather disruptions, adaptation costs, energy costs
- Cyber Incidents: Financial penalties, disruptions from geopolitical conflict
- Deforestation: Regulatory risk, increasing costs, operational disruptions
- Food Safety: Incidents/non-compliance — fines, reputational damage
- Human Rights (child labor, forced labor): Legal and reputational risks
- Water: Declining availability and quality — higher costs, lower output



Opportunities

- Conservation: Support long-term operations and enhance brand by promoting initiatives to protect biodiversity and aid in responsible sourcing, traceability
- Nutrition: Anticipate shifts in nutrition and global protein consumption, creating new revenue streams

Stakeholder Engagement

At ADM, we leverage stakeholder engagement on a continuous basis to enhance and push forward our strategic vision. Whether through formal partnerships — with customers, farmer networks, community organizations and others — or through day-to-day conversations, stakeholder perspectives help shape our approach. We have established direct and easy-to-access communication channels for engagement with our stakeholders, through which we both seek feedback on our sustainability strategies and focus areas, and encourage stakeholders to proactively raise comments and concerns.

Through our recent key topic assessment, we engaged customers, investors, creditors and NGOs to understand their views on relevant business, sourcing and sustainability issues. Throughout the year, we hold shareholder calls and regular meetings with customers to discuss ADM's progress and vision on key sustainability issues. In addition, we have launched partnerships with agronomic organizations, technical service providers and strategic customers through our regenerative agriculture programs, working to increase supply chain resilience and sustainability impact. We engage suppliers throughout our value chain via our [ADM Way Helpline](#), and work to address concerns or inquiries pertaining to deforestation or human rights violations in our supply chain.





Protecting Nature

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Protecting Nature

For more than 120 years, ADM has built our business on the strength of agriculture, innovation and land stewardship. Today, sustainability is a driver of ADM's growth strategy, helping to power innovation, improve resilience and unlock new value across the global food system. The crops we turn into an expansive array of products depend on thriving ecosystems. Healthy soil, water and climate are critical to biodiversity, the resiliency of agriculture and, in turn, the long-term sustainability of our business.

By identifying nature dependencies — areas where our operations rely on the productivity of ecosystems — we work to advance alignment between our goals, programs and overall business strategy. These dependencies are further refined through climate scenario analysis, as well as water and biodiversity risk assessments. Insights from these analyses help prioritize action areas and inform the design of targeted programs to strengthen resiliency and reduce our environmental impacts.

Our environmental efforts are guided by targeted goals covering greenhouse gas (GHG) emissions, energy usage, water withdrawal and landfill diversion to drive measurable progress.



Nature Dependencies

As an agricultural processor and food ingredients company, ADM’s operations are deeply connected to natural systems. We depend on productive farmland, which, in turn, is dependent on healthy soils, biodiversity and water resources. Crop yields are affected by climate-related impacts such as shifting precipitation patterns, extreme weather events and water scarcity. Global trade routes and the transportation of agricultural commodities are affected by climate-related disruptions and changes to navigable waterways. We also rely on water resources for processing operations to transform raw commodities into an array of food, feed, fuel, and industrial and consumer products. ADM benefits from the ecosystem services derived from agricultural landscapes, and our business is inherently dependent on the stability of climatic conditions and the health of biodiversity, soil and water resources.

We engaged a third party to guide in-depth analysis of how these dependencies could present risks and opportunities to our current and future business. Three areas were assessed: climate, water and nature.

Climate Scenario Analysis

Aligned with recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) and International Financial Reporting Standards (IFRS) Climate-related Disclosures, ADM refreshed its climate scenario analysis to better understand how different climate trajectories may impact our operations over time and ensure program alignment. ADM worked with an external consultant to evaluate physical and transition risks and climate-related opportunities most relevant to ADM’s business.

This process drew on previous scenario analysis work and incorporated internal ADM information and external climate expertise and insights. The process included desktop research, external interviews and internal stakeholder interviews conducted with ADM leaders across Finance, Operations, Compliance, Risk and Insurance teams. The process ensures that the analysis reflects the perspectives of various business functions and

that the findings reflect the reality of ADM’s day-to-day operations. Risks were scored using two International Energy Association (IEA) transition scenarios and two Intergovernmental Panel on Climate Change warming scenarios across a baseline year, 2030, and 2050. Based on the analysis, the following risks and opportunities are most relevant to our business:



PHYSICAL RISKS

- Inland waterway transport disruption from low-flow conditions
- Water availability constraints on crop supply and operational continuity
- Facility and supply chain disruptions from flooding
- Operational interruptions from severe storms and high-wind events
- Increased cooling loads and productivity impacts from extreme heat



TRANSITION RISKS

- Climate-related regulation
- Transition away from coal-fired assets
- Carbon pricing



OPPORTUNITIES

- Expansion of low-carbon products
- Origination network poised to balance climate-driven variability in global crop yields

This qualitative assessment evaluated ADM’s exposure to climate-related impacts under plausible scenarios and identified financial metrics that could potentially be affected. The results were consistent with previous assessments and reinforced the continued importance of our environmental impact programs and goals.

Climate scenario analysis is a key aspect of sustainability governance and ensures our programs remain relevant and focused on measures that support current and future business function. We will continue to reassess risks and opportunities in alignment with evolving best practices.



Water Screening Assessment

In conjunction with our 2026 climate scenario analysis, ADM underwent screening assessments for risks related to water and biodiversity. The water assessment evaluated a subset of ADM operating sites as well as select sourcing regions of agricultural commodities. The ADM sites selected for the assessment include important processing locations, high users of water, terminals and other sites that have been previously identified as facing water-related pressures at the watershed level. These sites covered multiple regions, including operations in Australia, Canada, China, Germany, India, Mexico, Morocco, Serbia, Turkey and the U.S. The sourcing regions included in the screening assessment are located in the U.S., representing significant agricultural production areas that supply critical ADM processing sites. This allowed an assessment of water impacts on key facilities in the context of climate change.

An additional water assessment was conducted with an external water science and engineering firm to assess and rank all our facilities based on operational and basin risk indicators. The two assessments are complementary and will be used to develop our water stewardship program.

Nature Screening Assessment

ADM selected 24 sites and six agricultural sourcing regions to screen for biodiversity importance and vulnerability. The sites and sourcing regions selected for the assessment included key processing sites and terminals that were also included in the climate scenario analysis and water screening assessment, as well as those that were located in areas associated with high biodiversity importance. Sites included in the nature screening assessment are located in Australia, Brazil, Canada, China, Germany, India, Morocco, Paraguay, Serbia and the U.S., with sourcing regions assessed in Argentina, Brazil, Canada, India and Paraguay.

Each location was reviewed based on ecosystem integrity, species and habitats, and ecosystem decline indicators to develop an initial biodiversity profile. Indicators were sourced from a number of publicly available datasets and were assigned weights to result in overall biodiversity importance and ecosystem vulnerability scores. Also considered was whether a site or sourcing region was located in a country that was a signatory to the Global Biodiversity Framework. This was applicable for more than half of the assessed locations and indicates that these countries may prioritize action regarding biodiversity, whether in the form of nature-related regulations or opportunities for collaborative conservation and restoration efforts. Our screening assessment results highlighted the high importance of biodiversity in the LATAM region, with multiple sites and sourcing regions being designated as high priority, largely due to them being in global biodiversity hotspots and near important riparian systems. This screening assessment has equipped our organization with additional context on the biodiversity risks and opportunities that exist in our operations, setting the stage for further analysis.

Assessment Outcomes

Completing the scenario analysis and two screening assessments has provided ADM with an initial evaluation of the intersection of climate, water and biodiversity for key sites and sourcing regions. Between these three initiatives, 50 different sites and regions were reviewed across climate, water and biodiversity risks. Where these risks overlap, ecosystems can face compounded pressures and expose ADM operations to exacerbated nature-related disruptions. It will be critical for ADM to continue considering the connectivity of nature-related issues and identify where there are opportunities to implement programs that mitigate risk across multiple categories.



Goals and KPIs

ADM has established a series of sustainability goals to be achieved by 2035, addressing GHG emissions, energy, water and waste. Collectively known as Strive 35, these time-bound targets help focus our efforts on environmental issues that matter to our stakeholders and are relevant to our operations.

We report our progress for these targets on an annual basis. To ensure we remain on track for our long-term goals, we established five-year interim goals for 2025 covering Scope 1 and 2 GHG emissions, energy intensity, water withdrawals and waste diversion. We are pleased to announce that

ADM has met or exceeded each of these four interim goals, and we are encouraged by our overall progress toward our 2035 commitments. Additional details on our performance, key initiatives and our management approach for each topic can be found in the following sections of the report.

KEY TOPIC		PROGRESS	2025 INTERIM GOAL	2035 GOAL
GHG EMISSIONS	Scope 1 + 2 GHG emissions over 2019 baseline by 2035	↓ 13.2% reduction	✓ 1.5% absolute reduction	↓ 25% absolute reduction
	Scope 3 GHG emissions over 2021 baseline by 2035	↓ 2.2% reduction	—	↓ 25% absolute reduction
ENERGY	Energy intensity over 2019 baseline by 2035	↓ 8.5% reduction	✓ 6% reduction	↓ 15% reduction
	Renewable and low-carbon energy out of total energy use	6.9% usage	—	25% usage
WATER	Water withdrawal over 2019 baseline by 2035	↓ 6.6% reduction	✓ 5% reduction	↓ 10% absolute reduction
WASTE	Diverted from landfill	89.8% diverted	✓ 87% diverted	90% diverted

Climate

ADM's global operations generate GHG emissions primarily through fuel combustion for cogeneration, agricultural commodity drying and processing, and fuel consumption for the organization's transportation assets. The purchase of energy, such as electricity and steam, is a significant source of indirect emissions for ADM, as are the emissions associated with upstream and downstream activities in the value chain, particularly those associated with agricultural production. As ADM and the broader sector face climate-related physical and transition risks, it is important that we continue to mitigate our own impacts and put our business in a position to support our customers' decarbonization strategies.

Regulatory and Voluntary Reporting

Evolving disclosure requirements in markets where ADM operates require consistent, transparent disclosures. Over the past year, we have been working with external subject matter experts to assess the applicability of emerging policies and to develop an action plan to comply with key mandatory statutes.

The GHG Protocol underpins many of the regulatory reporting requirements, and ADM continues to prepare our inventory in alignment with its accounting standards. In early 2026, the GHG Protocol released its Land Sector and Removals Standard, set to become effective January 1st, 2027. Because the GHG Protocol is a foundational piece of regulatory and voluntary reporting, the release of this standard is a significant development for how the agriculture sector will disclose on climate-related issues moving forward. In the past year, we have also seen the release of proposed revisions to the SBTi Corporate Net-Zero Standard and the GHG Protocol's

Scope 2 Guidance. The carbon accounting environment has experienced a dynamic evolution during this time, and ADM has continued to track these developments and participate in consultations, when relevant, to advocate for interoperability and consistency across these frameworks.

We expect these standards and guidance documents to reshape the presentation of our climate-related disclosures in the coming years, and our team is actively working on interpreting relevant requirements to ensure we

remain aligned with best practices. This includes potential updates to our Scope 1, 2 and 3 inventories and a collaborative approach with our technology and service providers on the types of data we collect, how it's collected and how it's shared with downstream customers. We look forward to continued engagement with our value chain partners on these topics and understand that a joint effort is required to adopt these sector-wide changes.



Emissions Reduction Efforts

SCOPE 1 + 2 EMISSIONS REDUCTION

We strive to achieve absolute reductions in Scope 1 and 2 GHG emissions and mitigate our climate-related impacts. ADM's strategy has focused on fuel-switching projects, energy efficiency initiatives, low-carbon energy usage, and carbon capture and storage projects. We continue to evaluate new technologies and are pursuing innovative decarbonization solutions, such as the [Broadwing Energy Center](#), a first-of-its-kind power plant that will utilize post-combustion carbon capture to deliver low-carbon electricity and steam to our Decatur, Illinois, complex.

We calculate and disclose both location-based and market-based Scope 2 emissions, using the market-based approach to measure progress for our Strive 35 absolute reduction target. We also report the amount of CO₂ that is captured from our ethanol fermentation operations at the ADM Decatur complex and permanently sequestered underground. In 2025, we achieved a 13.2% absolute reduction of Scope 1 and 2 GHG emissions over a 2019 baseline. We additionally completed several key projects as part of our efforts to contribute to a lower-carbon economy, including:

- Procurement of zero-emissions credits, generated from nuclear energy, for purchased electricity at 45 of our locations in Illinois, New York and Pennsylvania.
- Commencement of carbon capture and storage operations at our Columbus, Nebraska corn processing complex, expected to sequester approximately 800,000 metric tons of CO₂ per year.
- Completion of more than 60 energy efficiency and reduction projects, which are expected to reduce emissions by more than 368,000 metric tons of CO₂e annually.

SCOPE 3 EMISSIONS REDUCTION

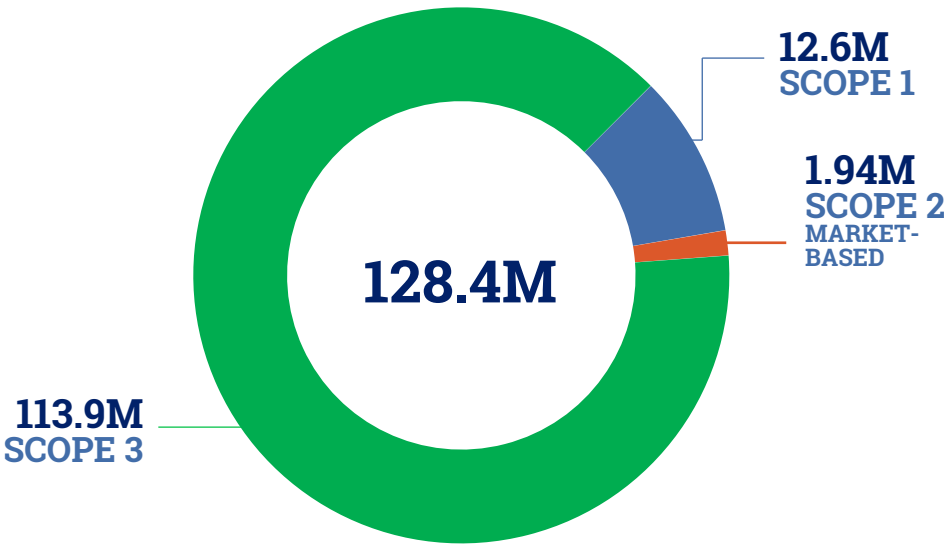
Our aim of mitigating the climate-related impacts of our organization extends to our value chain activities. We have an active goal of reducing absolute Scope 3 GHG emissions, and our strategy is primarily focused on the largest source of supply chain emissions: upstream emissions from agricultural production, which represent over 73% of our combined Scope 1, 2 and 3 inventory. To achieve our reduction goal, we have implemented a no-deforestation program, which will reduce emissions associated with land use change. These emissions are typically amortized over a 20-year period following the date of a land conversion event, meaning we will continue to yield emissions reductions over time in regions where deforestation remains halted. Another key pillar of our strategy is our [regenerative agriculture programs](#). Many of these programs have a GHG emissions reduction component, meaning ADM is incentivizing and supporting farmers in their adoption of practices that can reduce on-farm emissions and sequester carbon in the soil. In 2025, these programs, when compared to regional benchmarks, are estimated to have reduced emissions by 946,000 metric tons of carbon dioxide equivalent (CO₂e).



Carbon Footprint

ADM uses an operational consolidation approach, in accordance with the GHG Protocol, to calculate our annual GHG inventory. We include market-based Scope 2 emissions, accounting for contractual instruments associated with low-carbon and renewable electricity and steam procurement. Our Scope 3 inventory includes Categories 1–5 and 10, with the majority of overall GHG emissions represented in Category 1: Purchased Goods and Services, resulting from ADM’s sourcing of agricultural commodities.

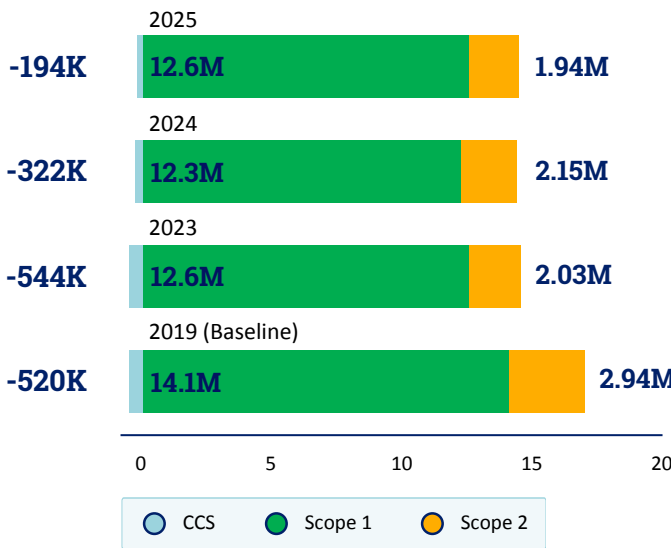
TOTAL 2025 EMISSIONS¹



¹ Emissions values are reported in millions of metric tons of CO₂e.

SCOPE 1 + 2 EMISSIONS

We calculate and disclose both location-based and market-based Scope 2 emissions, using the market-based approach to measure progress for our Strive 35 reduction target. We also report the amount of CO₂ that is captured from our ethanol fermentation process in Decatur, Illinois, and permanently sequestered underground through our carbon capture and storage (CCS) operations.

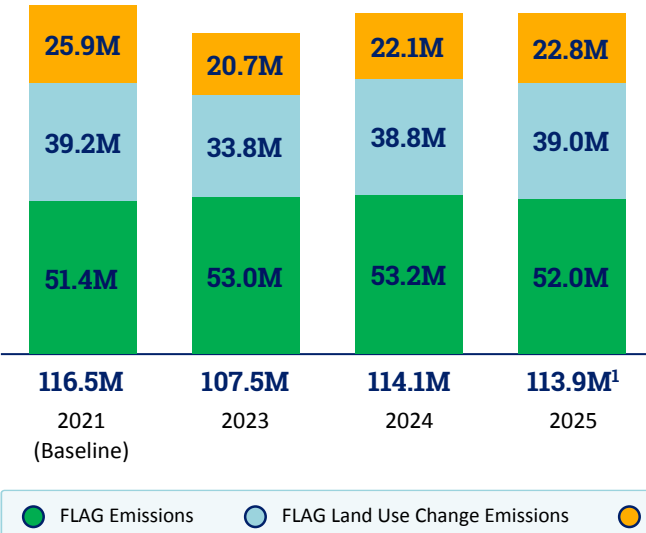


13.2%

reduction over baseline

SCOPE 3 EMISSIONS

Our annual Scope 3 inventory includes Categories 1–5 and 10: Purchased Goods and Services, Capital Goods, Fuel- and Energy-related Activities, Upstream Transportation and Distribution, Waste from Operations, and Processing of Sold Products. We also disclose the portion of our emissions in Category 1: Purchased Goods and Services that are considered Forest, Land and Agriculture (FLAG). This category is the largest share of our Scope 3 inventory and includes farm-level emissions from fertilizers, fuels and other direct emission sources, as well as emissions from land use change.



2.2%

reduction over baseline

¹ Due to rounding, the sum reported subtotals do not equal the reported Scope 3 total.

CASE STUDY

Carbon Capture at ADM Columbus

In November 2025, ADM began operations of a new carbon capture and storage project at our Columbus, Nebraska corn processing complex, making it the largest bioethanol carbon capture facility in the world.



At the Columbus facility, captured CO₂ is transported via a newly constructed lateral line to Tallgrass's repurposed 400-mile Trailblazer pipeline, then onward to the Eastern Wyoming Sequestration Hub for permanent, safe underground storage. We expect the Columbus project to capture more than 800,000 metric tons of CO₂ per year, demonstrating ADM's role as a leader in CCS operations and marking a significant milestone in our climate mitigation strategy. The project builds on over a decade of proven CCS operations at ADM's Decatur, Illinois, facility, where CO₂ from ethanol fermentation has been injected more than a mile underground into the Mt. Simon Sandstone formation.

CCS works by capturing CO₂ at the point of industrial production before it is released to the atmosphere, compressing it into a dense, liquid-like form, and injecting it deep underground into sealed geological formations, layers of porous rock topped by impermeable shale, where it remains stored permanently and securely, potentially for millions of years. Unlike carbon offsets or avoided-emissions accounting, geologic sequestration physically removes CO₂ from the carbon cycle and is widely recognized as one of the few proven pathways for durable carbon removal at industrial scale. Bioethanol plants are among the most efficient candidates for CCS because the fermentation produces a nearly pure stream of CO₂, reducing the need for costly and energy-intensive purification required at many other industrial sources. This makes bioethanol facilities both the most practical and most cost-effective entry point for large-scale sequestration — a fact that has shaped ADM's CCS strategy from the beginning.

The climate impact is real and durable: CO₂ that would otherwise enter the atmosphere is permanently removed. ADM intends to leverage the Columbus project to generate carbon credits that can be sold to organizations. This approach, through a combination of technology and collaboration, is central to ADM's broader strategy for meeting growing market demand for low-carbon ingredients and energy solutions. By building and operating the infrastructure that generates verified carbon credits, ADM enables its customers and supply chain partners to meet their own decarbonization targets — a competitive differentiator as low-carbon sourcing requirements become more prevalent across industries. Columbus also demonstrates that ADM's CCS operations can scale beyond Illinois. Each project builds on the last, deepening ADM's expertise and expanding the reach of an infrastructure platform that creates lasting value for the company, its customers and the climate.

Target:



25% 
Renewable and low-carbon energy
out of total energy usage by 2035

Energy

ADM's operations depend on access to reliable, cost-effective sources of energy. By improving the resource efficiency of our processing sites and transportation fleet, ADM can lower operating costs and mitigate exposure to price volatility. ADM advances energy efficiency through the identification and implementation of system upgrades, new technologies and process improvements. These efforts enable us to reduce the amount of energy required to produce each metric ton of product, and we continue to see progress over our efficiency metric baseline. Energy efficient operations and renewable and low-carbon energy procurement additionally contribute to our Scope 1 and 2 emissions reduction strategy.

Diversifying our energy supply with low-carbon and renewable sources can further improve the resiliency of our operations. Given the market and regulatory trends toward decarbonization, these energy sources support our customers' sustainability expectations and can alleviate the impact of fuel- and climate-related policies. ADM has incorporated renewable and emissions-free electricity, biofuels and biogas across various operational assets, and we continue to evaluate emerging technologies and fuel types for future implementation. To track our energy transition progress, we previously established a goal to increase the proportion of low-carbon energy usage. For the purposes of our goal, low-carbon energy includes renewable energy such as wind, hydro and solar; IEA-defined low-emissions fuels such as bioenergy and low-emissions hydrogen; and energy sources such as nuclear and natural gas with post-combustion carbon capture and storage.

Energy-related projects and process improvements implemented by ADM in 2025 are expected to save more than 980,000 MWh per year. Key initiatives include:

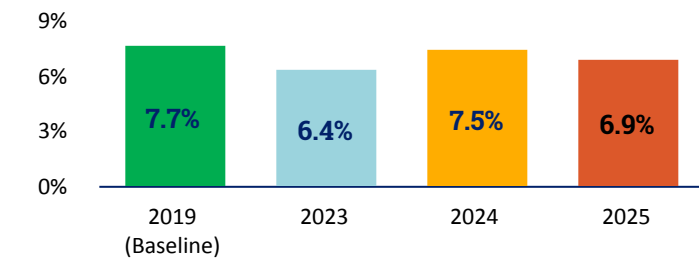
- Utilizing turbine exhaust gas for modified and native starch drying at our Razgrad site in Bulgaria is estimated to achieve annual savings of over 37,400 MWh.

- A molecular sieve replacement project at our Cedar Rapids, Iowa, facility is estimated to save over 75,000 MWh per year.

In 2025, ADM's procurement of low-carbon and renewable energy totaled 3,670,000 MWh. This total includes:

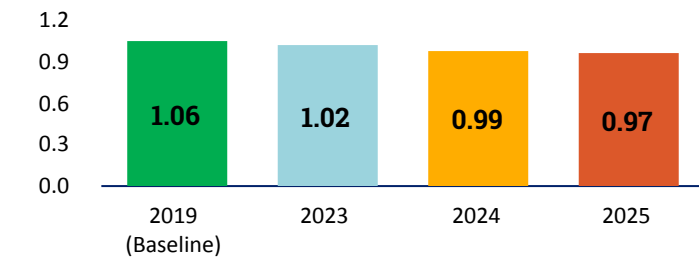
- Renewable energy certificates (U.S. RECs) for North American milling operations, exceeding 269,000 MWh.
- Guarantees of Origin (GOs) for our ADM WILD Netherlands BV facility, exceeding 3,880 MWh.
- International Renewable Energy Certificates (I-RECs) for multiple sites in our LATAM region, exceeding 284,000 MWh.

LOW-CARBON ENERGY (% OF TOTAL ENERGY USAGE)



0.8 
percentage
point reduction
over baseline

ENERGY INTENSITY (MWh/TON OF PRODUCT PRODUCED)



8.5% 
reduction over
baseline

Target:



10% 

Absolute reduction
in water withdrawal over 2019
baseline by 2035

Water

Water is a critical resource for ADM's operations and is required in various applications such as processing, cooling, cleaning and steam generation. It is also a critical resource for the communities in which we operate, with some of these regions considered water-stressed and facing scarcity or quality concerns. These water-related issues can lead to increased costs and affect throughput, necessitating a comprehensive program to responsibly manage our water use and improve the organization's water use efficiency. Across our sites, our strategy is focused on implementing technologies and processes aimed at reducing, reusing and reclaiming water.

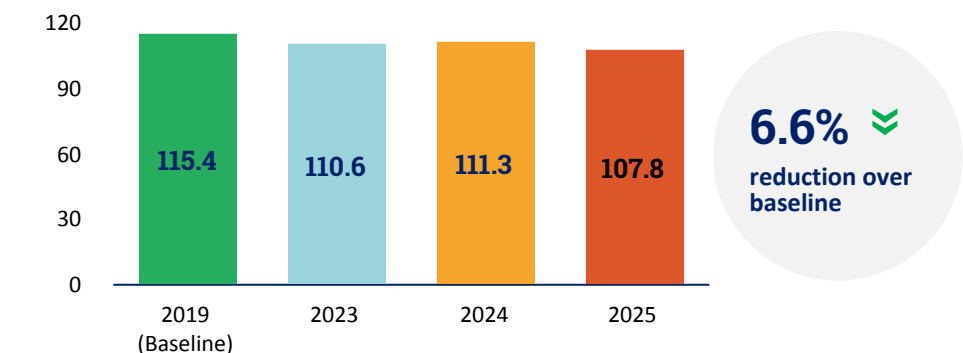
To complement our existing efforts and address issues at the watershed level, ADM has taken steps toward developing a water stewardship plan. In 2025, ADM partnered with an external water science and engineering firm to assess and rank our facilities based on operational and basin risk indicators. This assessment incorporated facility-level water use data, along with additional indicators from the World Resources Institute (WRI) Aqueduct tool, WWF Water Risk Filter and Water Resilience Coalition, resulting in a list of priority watersheds. The prioritization of watersheds allows ADM to evaluate potential water replenishment activities in specific regions experiencing water-related risks that can impact both our operations as well as the local community.

Water Withdrawal

ADM has committed to achieve a 10% reduction in absolute water withdrawal over a 2019 baseline by 2035. This commitment applies collectively to our Major Water Users Group, a collection of 41 of our largest sites that account for more than 95% of our global water withdrawals. In 2025, ADM implemented a series of water-related projects that are projected to contribute significantly toward reductions in withdrawals. Key projects include:

- Optimization of stillage evaporators at our Clinton, Iowa, corn plant is estimated to save over 268,000 m³ of water annually.
- At our Campo Grande site in Brazil, condensate reuse is expected to reduce water withdrawal by more than 36,000 m³ per year.
- Two efficiency improvement projects at our Mainz, Germany, facility are expected to save approximately 270,000 m³ of water per year.

WATER WITHDRAWAL (MILLION CUBIC METERS)¹



¹ Reported water withdrawal values apply to ADM sites within the Major Water Users Group.

Target:



90% 
Diverted from landfill
 by 2035

Waste

As part of our Strive 35 sustainability targets, we committed to achieving a 90% waste diversion rate by 2035, and in 2025, we achieved a diversion rate of 89.8%, our highest rate since the adoption of this goal. Our performance reflects a circular approach in which our outputs can contribute directly to farmers and local communities through diversion pathways like land application and composting or energy recovery. The success of our program has been driven by effective waste management practices and resource efficiency initiatives made possible by our on-site colleagues.

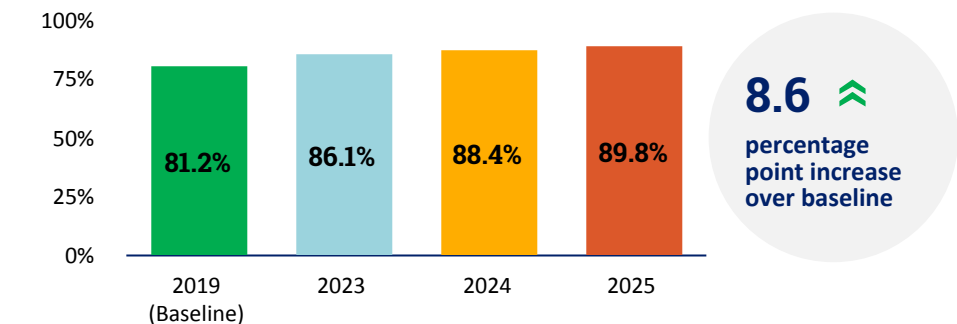
Collaboration is an important aspect of our landfill diversion strategy. In North America, we have worked with an external waste management vendor that has improved our data collection processes and enabled access to an extensive network of beneficial use and recycling outlets. Globally, our teams have continued to uncover new landfill diversion opportunities and have implemented successful projects with local organizations to achieve measurable results.

Successful efforts from last year include:

Colleagues at the Sojaprotein site in Bečej, Serbia, contracted with a vendor to divert boiler ash generated from the combustion of biomass. After researching potential options and logistics with seven prospective outlets, the site team formalized a partnership in 2024 to begin sending wet ash to be used for mineral fertilizer processing. In 2025, Sojaprotein was able to send over 1,700 metric tons of boiler ash to its vendor, leading to a significant increase in the site's overall landfill diversion rates.

In 2025, our team at the ADM Uberlandia site in Brazil partnered with Associação Amigos de Gaby, a non-profit organization dedicated to promoting social and educational assistance, with a focus on workforce development through activities such as sewing, painting and handicrafts. Since the beginning of this partnership, ADM has diverted 400 kilograms of unusable and decommissioned uniforms from landfilling so that the textile materials could be transformed into new products, contributing to the organization's efforts in income generation, social inclusion and skills development.

LANDFILL DIVERSION





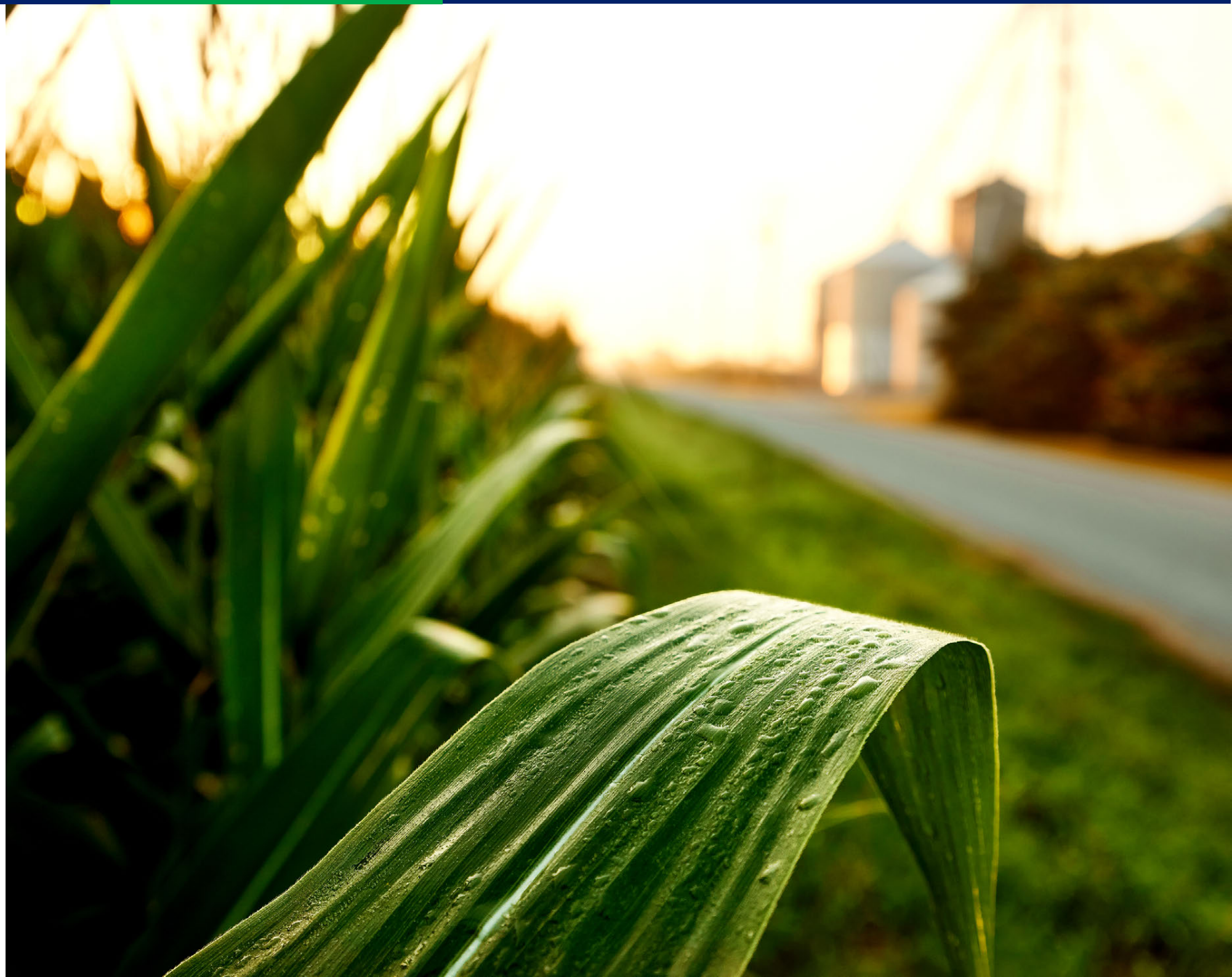
Transforming Supply Chains

24	Transforming Supply Chains	28	South American Soy
25	Supply Chain Due Diligence	32	Global Palm Oil
27	No-Deforestation and No-Conversion	35	Regenerative Agriculture
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Transforming Supply Chains

Each year, ADM connects thousands of farmers to global markets, originating and processing agricultural commodities into an array of food, feed, fuel, and industrial and consumer products. As one of the world's largest agricultural supply chain managers, we recognize our role in conducting sourcing operations in a manner that respects human rights and maintains the vital ecosystem services that we depend upon. We strive to transform agricultural supply chains by mitigating the social and environmental risks that exist within global agricultural production while expanding economic opportunities for farmers and ensuring safe and secure access to food.

Through our due diligence and no-deforestation programs, we seek to address the impacts on human rights and the environment, focusing on high-risk commodities and regions, such as palm oil and South American soy. Our regenerative agriculture programs allow us to partner with growers across the world to promote the adoption of practices that protect and enhance the land they cultivate while supporting farmer livelihoods and communities. We encourage transparent and traceable supply chains by participating in agricultural certification schemes, expanding markets for growers and providing our customers confidence that specific environmental and social criteria have been met.



Supply Chain Due Diligence

ADM strives to advance sustainability across our supply chains, guided by our sustainability policies. We conduct environmental and human rights due diligence to identify, prevent, mitigate and address potential and actual adverse impacts across our global value chain.

We recognize that due diligence is a continuous process, and we continue to strengthen our approach toward alignment with the United Nations Guiding Principles on Business and Human Rights and the OECD-FAO Guidance for Responsible Agricultural Supply Chains. Through our participation in multi-stakeholder platforms, such as Global Compact Networks, we seek guidance to further enhance the effectiveness of our due diligence program.

Our due diligence framework begins with the systematic assessment of sustainability risks across our global value chain. As a multinational enterprise, we apply a risk-based methodology to prioritize salient risks by analyzing a broad range of data sources, including publicly available indices, internal assessments and insights from independent third-party experts. The analysis identified actual and potential adverse sustainability impacts, including living wage, gender discrimination, health and safety, child labor, forced labor, land use change, impacts on communities and just transition in agriculture. Building on these findings, ADM integrates the results into our decision-making processes and implements targeted measures designed to prevent and mitigate potential impacts and, where necessary, to bring actual adverse impacts to an end across the value chain.

ADM follows established grievance and remediation procedures when concerns are substantiated, and ADM is causing or contributing to an adverse impact. We have a protocol that outlines our workflow and response mechanism for addressing concerns and inquiries pertaining to deforestation or human rights violations in our value chain. The grievance mechanism is available to any party, internal or external, who wants to voice a concern by emailing responsibility@adm.com or through our [ADM Way Helpline](#).

Sustainability Due Diligence Framework

POLICY COMMITMENT

1



ADM Policies

Through our [Human Rights Policy](#) and [ADM Policy to Protect Forests, Biodiversity and Communities](#), we commit to respecting human rights and the environment in our supply chains. These commitments are reinforced through our [Code of Conduct](#) and [Supplier Expectations](#).

SUSTAINABILITY DUE DILIGENCE

2



Assessing Risks

We identify and assess sustainability risks across our global supply chains using a variety of insights and data from leading research institutions and third-party risk management tools.

3



Implementing Effective Actions

We address identified risks or violations through targeted mitigation measures and corrective actions.

4



Tracking and Monitoring

We monitor program performance and regularly report progress through our internal sustainability governance structures, up to and including the Board of Directors.

5



Communicating and Reporting

We publish annual updates on our sustainability initiatives at adm.com/sustainability.

6



Grievance and Remedy

If we cause or contribute to negative impacts, we are committed to providing access to remedy.

Responsible Supply Chains

ADM sources a wide range of ingredients from global suppliers to manufacture ingredient solutions for the food and feed industries. These ingredients consist of processed or refined materials derived from one or more commodities that deliver specific functional, nutritional and sensory properties.

Building on the saliency assessment used to define our due diligence process and focused on risks in a broader context, ADM conducted a comprehensive assessment of sustainability risks associated with higher-risk ingredients. The assessment used a third-party tool, powered by a leading risk management partner, to systematically quantify the risk of adverse sustainability impacts at the trade-flow level, defined as the combination of country of origin, ingredient type and supplier. More than 6,000 trade flows were evaluated. The results informed a risk-based prioritization approach, guiding the onboarding of suppliers into ADM's responsible sourcing program.

ADM's responsible sourcing program is designed to monitor the sustainability practices of our ingredient suppliers. Those identified as high or medium risk are invited to demonstrate their commitment to responsible practices by providing evidence of adherence to standards consistent with ADM's [Supplier Expectations](#). For this purpose, ADM accepts the Sedex Members Ethical Trade Audit (SMETA), an on-site assessment that evaluates labor standards, health and safety, environmental performance and business ethics at supplier sites. In addition, ADM may accept other recognized assessment schemes, such as EcoVadis, or relevant certifications, including Fair for Life, the Sustainability Initiative of South Africa and Rainforest Alliance.

ADM is currently connected to 1,210 supplier sites through Sedex, a platform that provides verified SMETA audit data to support due diligence and remediation efforts. This coverage represents the majority of spend associated with higher-risk ingredients. In 2025, suppliers conducted 349 third-party SMETA audits across 50 countries, with no confirmed cases of child labor identified.

Two instances were identified in which workers paid recruitment fees through a labor service provider engaged by an ADM direct supplier. Following engagement, the supplier confirmed that all affected workers were fully reimbursed through one-time payments. The service provider was subsequently informed of the supplier's zero-fee recruitment policy and expectations for compliance. All remediation actions were independently verified by a third-party auditor.

RESPONSIBLE SOURCING PROGRAM:

6,228	Ingredient supply trades covered by risk assessment
1,210	Suppliers' sites monitored through Sedex

ON-SITE AUDITS AT SUPPLIER FACILITIES:

349	Audits at suppliers' facilities
1	Modern slavery finding (forced labor and child labor) ¹

¹ As defined in the ADM Human Rights Policy.



No-Deforestation and No-Conversion

As a global leader in agricultural origination, ADM recognizes that responsible land stewardship is fundamental to resilient and sustainable food, feed and fuel systems. By promoting responsible agricultural practices, ADM seeks to contribute to the protection of forests, natural ecosystems and biodiversity, while supporting long-term productivity and food security for local communities.

Evolving regulatory frameworks on deforestation are reinforcing the importance of transparency, traceability and robust due diligence across global supply chains. In this context, structured and proactive approaches to responsible sourcing not only support compliance, but also strengthen operational resilience, enhance stakeholder trust and contribute to sustainable growth in key sourcing regions.

Our Approach

Recognizing the importance of protecting natural habitats within our supply chains, ADM introduced our first no-deforestation policy in 2015. In 2021, ADM set a target to eliminate deforestation from all our supply chains by 2030, subsequently accelerating this target date to December 31, 2025. In 2023, ADM conducted an assessment of potential climate impacts associated with the conversion of primary native vegetation in our South America commodity supply chains. Following this assessment, ADM updated our [Policy to Protect Forests, Biodiversity and Communities](#), strengthening our focus on the protection of primary native vegetation for direct and indirect supply chains. This commitment is applicable to the defined high-risk areas of the Brazilian Amazon, Cerrado and Pantanal, as well as the Paraguayan and Argentinian Chaco.

We have implemented our risk-based and third-party audited due diligence system, focusing our efforts where deforestation risk is highest. Our system integrates traceability, supplier engagement and verification processes across priority sourcing regions. This framework includes comprehensive mechanisms that ensure transparency and accountability throughout the

supply chain. The due diligence system, aligned with OECD-FAO guidance, supports continuous monitoring and informed decision-making, enabling ADM to assess sourcing volumes in line with our deforestation and conversion-free commitments.

South American soy and global palm sourcing have historically been key areas of focus, where ADM has sought to strengthen traceability, monitoring systems and supplier engagement to support responsible land use and continuous improvement. To enhance ADM’s monitoring approach of additional agricultural commodities, we assessed relevant crops and countries of origin for potential deforestation risk and supply chain exposure. Based on this assessment, we identified 11 commodities to prioritize as part of our ongoing deforestation monitoring:

Barley	Argentina, Australia
Canola	Australia
Corn	Argentina, Brazil, Paraguay
Cotton	Brazil
Palm	Brazil, Colombia, Ecuador, Guatemala, Indonesia, Malaysia
Pulses	Argentina, Brazil, India, Paraguay
Rice	Argentina, Brazil, India, Myanmar, Paraguay, Thailand, Vietnam
Sorghum	Argentina
Soy	Argentina, Brazil, India, Paraguay
Sunflower	Argentina
Wheat	Argentina, Australia, China

In 2025, ADM’s monitoring activities encompassed approximately 473.7 million hectares across key sourcing regions of our 11 prioritized commodities. This ongoing work helps ensure that our sourcing practices remain consistent with ADM’s sustainability sourcing policies.

An independent verifier concluded that ADM has implemented a robust and reliable framework for monitoring compliance with deforestation-free commitments. The verification process confirmed that all 29 country-commodity cases assessed reached full compliance with ADM’s deforestation-free policy and that ADM demonstrated effective use of satellite monitoring platforms, comprehensive datasets, and active supplier engagement.

This independent verification provides assurances that ADM’s sourcing practices, as evaluated within this scope, are consistent with our commitment to maintaining deforestation-free supply chains.

For additional information on ADM’s no-deforestation and no-conversion approach, program milestones and due diligence process, please see our recently released [report](#) highlighting our impact over the past decade.

RESPONSIBLE SOY IN AN EVOLVING LANDSCAPE

In early 2026, ADM underwent a review of our [Policy to Protect Forests, Biodiversity and Communities](#), and we have published an updated version, along with a commodity-specific sourcing policy for soy. In response to an evolving operating environment, we are adopting a January 1, 2025, cutoff for soy as part of our updated policy approach. Please see our [Soy Responsible Sourcing Policy](#) for further details.

South American Soy

ADM does not own or operate soybean farms but nonetheless, we recognize our role in influencing land use practices in the supply chain. Within South America, ADM originates soybeans from Argentina, Brazil, Paraguay and Uruguay and maintains processing and procurement operations across the continent. In 2025, volumes originated from South America accounted for 43% of our global soybean origination. We have identified our South American sourcing countries as high-priority supply chains for our no-deforestation and no-conversion efforts, and over the years, ADM has been actively working with direct and indirect suppliers to build transparent, traceable and responsible sourcing systems.

Alongside our no-deforestation commitment, we also committed to eliminate the conversion of primary native vegetation by the end of 2025. These targets apply to high-risk areas, including the Amazon, Cerrado, Pantanal, and Chaco biomes.

With the implementation of our due diligence system, we aim to verify originated volumes from both direct and indirect soy suppliers in South America as deforestation- and conversion-free (DCF) on an ongoing basis. To complement our efforts, we actively participate in multi-stakeholder

initiatives and engage in programs that promote responsible land use, certification schemes and community development. These collaborations are essential to driving systemic change and supporting the resilience of the landscapes and communities where we operate.

			ARGENTINA	BRAZIL	PARAGUAY	URUGUAY
TRANSPARENCY	Sourcing profile	Direct Indirect	0% 100%	66% 34%	27% 73%	43% 57%
	Monitoring base	Farms mapped and monitored ²	N/A	130,131	1,019	43
		Hectares mapped and monitored	33,861,930 ¹	71,730,894	895,146	19,499
		Municipalities mapped and monitored	212	3,491	121	13
		First point of aggregation mapped and monitored	386	2,845	223	18
TRACEABILITY		Direct Indirect ³	N/A 100%	100% 100%	100% 100%	100% 100%
DEFORESTATION- AND CONVERSION-FREE (DCF) ⁴		Direct and indirect suppliers	100%	100%	100%	100%

¹ Hectares mapped and monitored in Argentina cover soy cultivation areas situated within a 50 kilometer radius from the first point of aggregation.

² The values reported for Paraguay and Uruguay reflect the number of suppliers with farms that are mapped and monitored.

³ For indirect suppliers, percentages refer to traceability to the first point of aggregation.

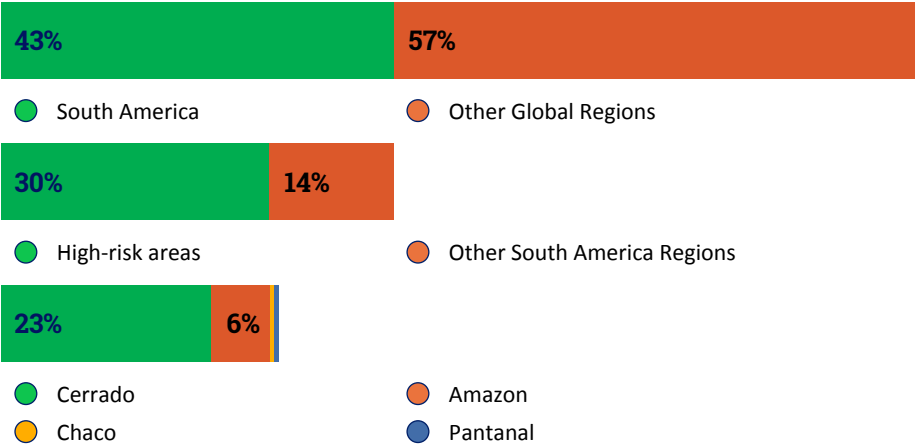
⁴ DCF: ADM is in compliance with our commitment, which does not allow deforestation or conversion after January 1, 2025.

Traceability

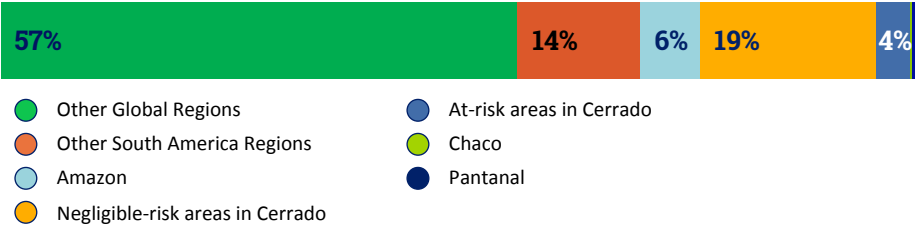
Traceability is a foundational aspect of our policy implementation and DCF monitoring. Since 2022, ADM has maintained full traceability of direct and indirect suppliers in Argentina, Brazil, Paraguay and Uruguay. ADM works with direct suppliers to obtain field boundaries and establish farm-level polygons. For indirect suppliers, we trace outsourcing back to the first point of aggregation, and in areas of high-risk for soy-driven deforestation, we are focusing resources on obtaining additional farm-level traceability.

Our ability to trace and map our soybean sourcing with granularity enables us to monitor our supply chains for land use change in priority biomes such as the Amazon and Cerrado. Within these biomes, there are varying levels of land conversion pressures. Many areas have long-established agricultural activity, so ADM is prioritizing traceability and monitoring efforts for indirect suppliers in municipalities facing higher risks of conversion. Understanding where these conversion risks are greatest makes it possible for us to take targeted actions and ensure ongoing compliance with our policies.

OUR GLOBAL SOY SUPPLY CHAIN (VOLUMES SOURCED IN %)¹



TOTAL ADM SOY SOURCING VOLUMES (DIRECT AND INDIRECT)



¹ Due to rounding, the sum of disaggregated traceability percentages may not equal the reported percentage that they comprise.



Monitoring and Verification

ADM continuously monitors priority sourcing regions through satellite analysis, triggering alerts and review processes if a land use event is detected. Our monitoring framework is calibrated by commodity type, geography and risk level to ensure we are able to address potential conversion events in our South American soy supply chains through verification, engagement and remediation actions. In 2025, ADM underwent an independent verification of the implementation of our [Policy to Protect Forests, Biodiversity and Communities](#). This assessment concluded that ADM had implemented a robust and reliable framework for monitoring compliance of our policy for high-risk supply chains, including soy sourcing in Argentina, Brazil and Paraguay.

ADM also utilizes public data, government protocols and local resources to update our database of suppliers. We strictly adhere to environmental embargoes in Brazil, as these measures are crucial for halting activities that could harm ecologically sensitive areas. We consider the Para Green Grains Protocol, indigenous territories and Conservation Units as additional criteria in our due diligence process.

In addition, ADM is a signatory to Brazil’s National Agreement to Eradicate Slave Labor and refrains from engaging with companies listed on the government’s “Lista Suja,” which identifies entities associated with forced labor. In South America, ADM overlays sourcing data with maps of recognized indigenous and quilombola territories to help avoid contributing to land disputes.

Supplier Engagement

To have successful policy implementation, we must clearly communicate our sourcing expectations to suppliers and provide opportunities to educate, build capacity and encourage continuous improvement. Engaging with suppliers, particularly those in priority biomes, provides an opportunity to share best practices in land management and have an open dialogue regarding land use pressures. In 2025, ADM engaged with all of our direct

soybean suppliers, and in the Cerrado, we mapped 100% of our supplier network and engaged with our 32 intermediary partners in identified high-risk regions.

Certification schemes are another pathway for us to collaborate with suppliers on the adoption of environmental stewardship principles and positive community impacts. Certified products play a critical role in building more sustainable supply chains and offer a structured and verifiable method for demonstrating environmental and social claims to downstream stakeholders. ADM’s Responsible Soybean Standard is a voluntary certification program that drives sustainable soybean production through five key pillars: legal compliance, social and community protection, environmental stewardship, good agricultural practices and traceability. Annual third-party audits ensure that farmers are implementing robust practices that protect biodiversity, uphold fair labor conditions and comply with national legislation.

Certifications such as 2BSvs and International Sustainability and Carbon Certification (ISCC) enable us to support sustainability claims for biomass used as raw materials for biofuels, ensuring compliance with the EU Reducing Emissions from Deforestation and forest Degradation (REDD+) sustainability criteria, including GHG emission savings, biodiversity protection and social sustainability. Round Table on Responsible Soy (RTRS) promotes environmental protection through in-depth best practices such as responsible pesticide use, waste management and soil conservation, while also meeting EU and EPA standards. In addition to these certifications, RenovaBio, Brazil’s National Biofuels Policy, plays a crucial role in advancing sustainability within the biofuels sector. The policy emphasizes fuel supply security while fostering energy efficiency and reducing GHG emissions across biofuel production, commercialization and use.

NUMBER OF FARMS BLOCKED BY SOCIO-ENVIRONMENTAL CRITERIA IN BRAZIL IN 2025

40

Traditional communities and Conservation Units

233

Para Green Grains Protocol

8

Human rights

1,043

Other

1,672

Federal and state environmental embargoes

Grievance Management

We are committed to building supply chains that align with our commitments. We encourage stakeholders with concerns or issues related to the implementation of our [Policy to Protect Forests, Biodiversity and Communities](#), or our [Human Rights Policy](#), to share their insights with us. This collaboration is crucial for our continuous improvement and adherence to these principles.

To understand the stages of the grievance process, refer to our [Grievances and Resolutions protocol](#), which also provides detailed instructions on how to submit grievances. Learn how we manage potential non-compliance with ADM's policies in the [Managing Supplier Non-Compliance procedure](#). To track the status of grievances — whether they are under investigation, closed or at another stage — please visit the [Grievances and Resolutions log](#).

Industry Collaboration

Transforming supply chains requires different stakeholders working together to achieve positive outcomes for the environment, growers and the industry as a whole. Partnerships have long been a key component of our strategy to promote sustainable land management practices and improve the resiliency of essential sourcing regions.

SOFT COMMODITIES FORUM

ADM is a member of the Soft Commodities Forum (SCF), an initiative that enables collaboration between leading agribusinesses to identify solutions to eliminate deforestation and conversion in soy landscapes in the Brazilian Cerrado. We align with reporting approaches and definitions developed by the SCF and report updates as part of the organization's annual progress report.

AGRICULTURE SECTOR ROADMAP TO 1.5°C

ADM and 13 other major agri-commodity companies released the Agricultural Sector Roadmap to 1.5°C, released during the United Nations Climate Change Conference (COP26). This roadmap focused on reducing emissions from land use change in key sectors such as cattle, cocoa, palm oil and soy, while ensuring the protection of global food systems and the livelihoods of producers.

This initiative saw companies in the sector adopting comparable methodologies for identifying DCF soy, promoting interoperable systems and enabling more consistent supplier engagement.



Global Palm Oil

ADM is a purchaser, processor and distributor of global palm oil products. Our sourcing regions include Southeast Asia, Central and South America, and other key oil palm-producing countries. These regions are home to important ecosystems, such as peatlands and tropical rainforests, that can be negatively affected by the expansion of land dedicated to oil palm production. The degradation, fragmentation and conversion of these landscapes threatens local species and overall biodiversity, while also leading to the loss of valuable carbon stocks and sinks.

As a company that does not own plantations or mills, our influence is exercised through robust engagement with direct suppliers and stakeholders across the value chain. In 2015, ADM committed to No Deforestation, No Peat and No Exploitation (NDPE) and has since worked to communicate our expectations to our suppliers and take actions to reinforce our goals. We have defined our sourcing requirements in our [Policy to Protect Forests, Biodiversity and Communities](#), and this policy applies to ADM's own operations and includes all supplier tiers back to the origin of all palm products. We expect our direct suppliers to maintain traceability of their own supply chains and communicate our sourcing requirements and NDPE commitments to their own suppliers.

For palm oil products, we actively monitor priority biomes with satellite monitoring to assess deforestation risks and evaluate the status of High Conservation Value (HCV) and High Carbon Stock (HCS) areas. To promote compliance with our policies and commitments, we enable our suppliers through capacity building and training. We also support local communities with our participation in landscape projects, encouraging the adoption of sustainable practices in the regions that we source from.



Traceability

We work closely with our direct suppliers to collect palm traceability information to both mill and plantation levels to understand which regions and stakeholders are most relevant to our operations. Each year, we work with an independent third party to verify the reliability of our internal traceability protocol and the accuracy of our compiled data.

For each of our palm oil refineries, we publish an annual report featuring our direct suppliers, the list of mills in our supply chain, and the percentage of our palm oil and palm kernel oil that is traceable to the mill and to the plantation. Traceability to the mill means being able to identify the specific palm oil mill where the oil palm fruit was processed after harvest and traceability to the plantation means being able to identify the exact farm or location where the palm fruit was originally produced. Our traceability reports for 2025 are intended to be published in late 2026, after going through a third-party verification process.

Monitoring and Verification

ADM utilizes high-resolution, near-real-time satellite alerts to detect deforestation and peatland development at the plantation level. This process facilitates prompt and effective responses to potential land use change events. Our monitoring system tracks regions where agricultural expansion poses significant threats, leading us to prioritize key biomes.

In 2025, our monitoring efforts were verified by an independent auditor as part of a comprehensive review of the implementation of ADM's [Policy to Protect Forests, Biodiversity and Communities](#). These efforts include the monitoring of 31.5 million hectares of palm sourcing regions across six countries.

We also work with our direct suppliers on the provision and improvement of their respective NDPE Implementation Reporting Framework (IRF) profiles. NDPE IRF is a reporting tool that provides a shared and consistent view of progress toward NDPE commitments across our supply chain. ADM collects NDPE profile information for volumes delivered to our facilities and on an annual basis, these aggregated profiles are verified by an independent third party. This information is used to monitor progress toward NDPE commitments and identifies where further action is needed. We compile our aggregated NDPE IRF profiles for ADM crude palm oil (CPO) and palm kernel oil (PKO) refineries and publish them annually on our website. Our 2025 profiles will be made available on our website in late 2026.

Supplier Engagement

In 2025, ADM engaged with direct palm and palm product suppliers, covering almost 1,800 palm oil mills, and assessed them using our supplier scorecard. Our scorecard evaluates direct suppliers' performance across key sustainability criteria such as policy, traceability, monitoring mechanism, landscape and sectoral engagement, grievance management, transparency and reporting, and NDPE IRF scores. Based on these assessments, ADM engages suppliers through tailored action plans to promote the adoption of best sustainability practices. Last year, engagement activities included training sessions, workshops and field visits.

ADM works with an external partner to assess suppliers' performance as part of our annual scorecard. The results of our latest assessment, completed in 2026, have been included in this report. These metrics correspond to 100% of the palm oil supplied to our U.S.- and EU-based refineries.

ADM SUPPLIER SCORECARD PERFORMANCE

100%

of volumes covered by a public NDPE policy

96.2%

of volumes covered by, or committed to, IRF reporting

100%

of volumes covered by an implementation plan with time-bound targets

99.9%

of volumes covered under public reporting of progress against time-bound implementation plan

94.7%

of volumes covered by human rights/social risk assessment

100%

of volumes come from a system that conducts supplier engagement

97.1%

of volumes covered by a public grievance log

100%

of volumes covered by an internal grievance management procedure

100%

of volumes come from a system that conducts deforestation monitoring

99.9%

of volumes come from a system that undertakes environmental risk assessments for mills

100%

of volumes come from a system supporting landscape programs/ initiatives in high-risk production landscapes

Grievance Management

In order to strengthen transparency in grievance management, ADM publicly publishes stakeholders' queries in a grievance log and follows our established ADM [Grievances and Resolutions protocol](#). All grievances submitted to ADM are investigated. If allegations are confirmed and occurred within ADM's supply chains, ADM will react according to our [Managing Supplier Non-Compliance procedure](#), and engage in resolution following the OECD-FAO causal relationship framework. ADM maintains an internal list of suspended suppliers, which it regularly updates and distributes to our purchasing team. To track the status of grievances — whether they are under investigation, closed or at another stage — please visit the [Grievances and Resolutions log](#).

Industry Collaboration

ADM participates in multi-stakeholder initiatives aimed at promoting sustainable land use and conservation while supporting smallholders in the oil palm-growing regions. Long-term and innovative collaborations are key for us to address the systemic environmental and social challenges facing the industry.

ADM is actively engaged in industry organizations including the Palm Oil Collaboration Group (POCG) and the Roundtable for Sustainable Palm Oil (RSPO). These organizations help develop industry best practices, common definitions and accepted methodologies to help guide our responsible sourcing program. ADM has actively participated in the NDPE IRF Working Group to drive progress on reporting against NDPE criteria, including the evolution of the IRF methodology toward IRF v.6.0.

AGRICULTURE SECTOR ROADMAP TO 1.5°C

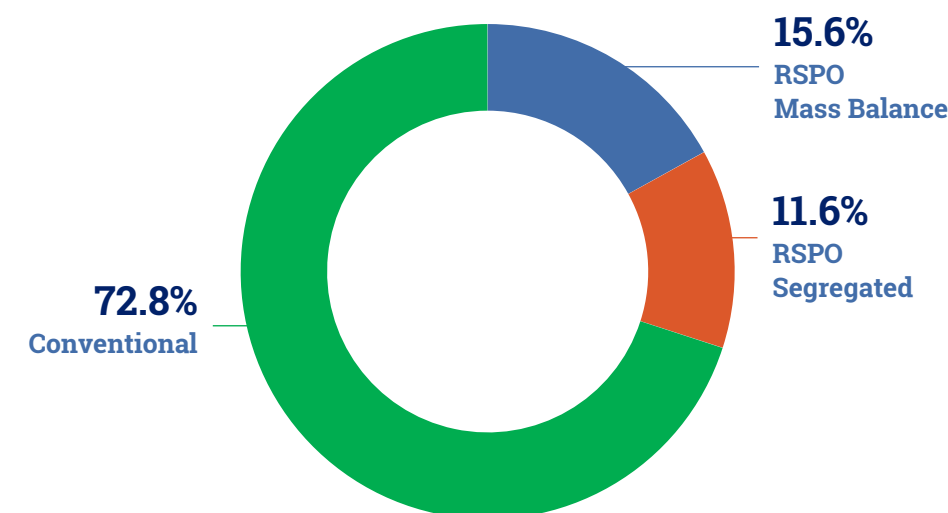
At COP26, ADM joined a group of global trading companies to adopt the Agriculture Sector Roadmap to 1.5°C, committing to reduce land use change emissions from major commodities, including palm. Following this commitment, a sector-specific roadmap for palm was developed to advance NDPE implementation, drive transformation of commodity-producing landscapes and support forest-positive sector transformation.

Having concluded, this initiative supported the standardization of frameworks and metrics related to traceability and supplier compliance, contributing to reporting consistency and comparability within the sector.

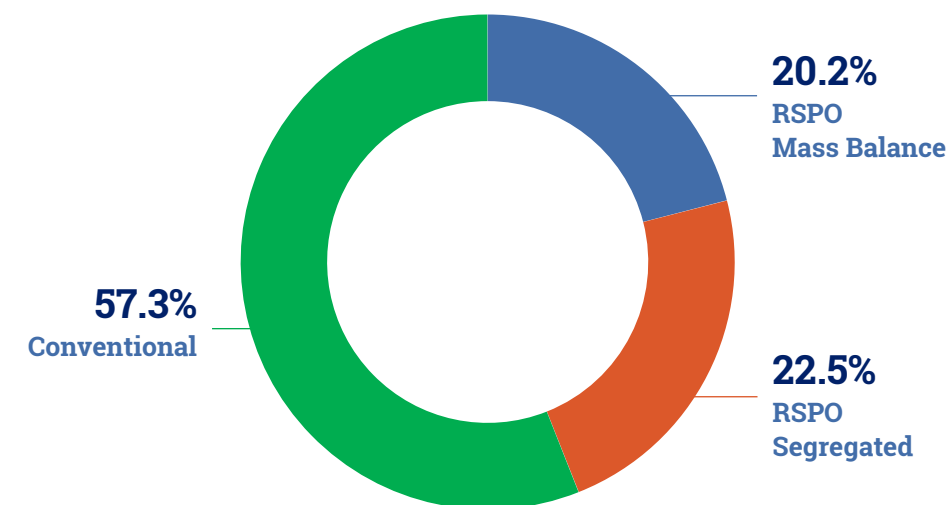
RSPO CERTIFIED VOLUMES

Our work with RSPO improves transparency in the supply chain, provides credibility regarding environmental claims and establishes required fair labor practices associated with palm production. ADM sources CPO and PKO that has been certified through RSPO's Mass Balance or Segregated chain of custody models. Mass Balance RSPO palm oil is a mix of certified and non-certified palm oil, but the amount of certified oil used is tracked to support sustainable sourcing. Segregated RSPO palm oil comes only from certified farms and is kept separate from non-certified palm oil to ensure it stays fully traceable.

2025 CRUDE PALM OIL



2025 PALM KERNEL OIL



Regenerative Agriculture

ADM’s value chain stretches from thousands of farmers to our own unparalleled operational footprint across six continents, to our relationships with downstream customers spanning food, feed, fuel, and industrial and consumer products. From that perspective, it is increasingly clear that regenerative agriculture represents an opportunity to support farmers’ livelihoods and legacies, enhance the resilience of global supply chains and create business value for customers and ADM alike by meeting growing and evolving demand.

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

	Maintain living roots in soil
	Maximize biodiversity
	Minimize soil disturbance
	Continuously cover bare soil
	Responsibly manage inputs

ADM has regenerative agriculture programs that target carbon reductions and removals to support customer demand for less carbon-intensive feedstocks and their business sustainability goals. In 2026, the GHG Protocol released the Land Sector and Removal Standard (LSRS), a comprehensive and standardized framework for reporting GHG emissions and removals from land-based activities. We are reviewing the new requirements and recommendations of the Standard and will be evaluating potential updates to data collection, calculation and monitoring processes that underpin regenerative agriculture programs that focus on GHG reductions and removals outcomes. While models continue to show positive soil carbon sequestration, we need to realign our accounting methodology for future compliance with LSRS. Given the pending accounting changes under the LSRS, we are not reporting removals this year and will continue tracking outcomes until the new standard takes effect. Ease of entry and data collection for farmers remains a top priority for our programs, and we will continue working with our technology partners and downstream customers to ensure that we are adopting best practices in the quantification and reporting of environmental outcomes.

In 2025, our regenerative agriculture engagement reached approximately 4.6 million acres across 11 countries. When compared to regional benchmarks, these programs resulted in 946,000 metric tons of CO₂e reductions.

As a global company, ADM works with farmers in North America, South America, Europe and Asia Pacific, and we’re expanding our regenerative agriculture efforts in each region. Around the world, ADM’s program adheres to the same regenerative agriculture definitions, principles and commitment to support farmers, while also recognizing agriculture’s regional differences. Program qualifications and practices are tailored by region to address each area’s specific environmental conditions and challenges.

NORTH AMERICA



In 2025, we engaged nearly 4.1 million acres covering corn, soy, wheat, canola, sorghum, cotton, peanuts and edible beans.

EMEA



In 2025, we expanded our efforts in Europe to include Germany and Hungary, bringing our total engagement in the region to approximately 160,000 acres. These projects cover wheat and canola in Poland, soy in Serbia, wheat and canola in the United Kingdom, canola, wheat and barley in Germany, and soy and sunflower in Hungary.

SOUTH AMERICA



In 2025, we continued efforts across more than 22,000 acres of peanut farms in Argentina and Brazil, and our soybean program covered more than 52,000 acres.

APAC



In 2025, we continued our smallholder program in India, engaging farmers across more than 230,000 acres. We also completed the first year of our regenerative cotton project in Australia, covering more than 20,000 acres.

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

CASE STUDY

Regenerative Agriculture in India



ADM's regenerative agriculture program incorporates a global definition and principles while enabling regionally relevant support. Our efforts in India provide one such example.

Farmers are the backbone of India's agricultural economy, sustaining rural livelihoods and anchoring the country's food and feed supply chains. Across Maharashtra's soybean-growing regions, however, many are navigating a complex mix of agronomic and environmental pressures.

ADM's success depends on the success of farmers and the crops they grow, together building agricultural resilience. Strengthening resilience drives value creation for farmers and ADM alike by supporting sustainable and regenerative agriculture and helping ensure long-term growth and stability across the supply chain.

In India, ADM is driving systemic change through strategic collaborations and globally recognized standards. Through our partnership with Bayer, launched in 2022 as part of a broader sustainable agriculture program, we've been working to strengthen regenerative soybean cultivation in Maharashtra. The initiative combines agronomic expertise, structured farmer training and improved market linkages, equipping farmers with practical, science-based guidance on soil health, crop planning and integrated pest management, while aligning farm-level practices with broader supply chain sustainability goals.

Complementing this on-the-ground support, ADM India's operations have earned five consecutive years of ProTerra certification, an independently verified standard for responsible sourcing, environmental stewardship and social responsibility. This framework helps ensure that the program's sustainability practices align with internationally recognized standards while supporting long-term agricultural stability in the region.

Originally aiming to reach 25,000 farmers, the program has already surpassed 53,000 certified farmers as of the end of 2025, with a target of 100,000 by 2028.

Shivaji Narhari Dhumal joined the program in response to a pressing challenge. After 15 years of practicing traditional farming methods, he began to notice a steady decline in soil fertility on his land. Organic carbon levels in his fields had fallen from around 1% to just 0.3%–0.4%, weakening crop resilience and affecting his long-term productivity.

Seeking practical solutions to restore soil health and manage pests while protecting input costs, Shivaji joined the initiative five years ago. Through the program, he was introduced to integrated pest management practices that reduced pest pressure while supporting soil biology. He also adopted seed treatment and germination testing, reducing pest and disease losses by 15% while reducing seed requirements per acre.

Alongside these pest management practices, Shivaji also strengthened his fertilizer management approach. The introduction of Biomix into fertilizer management enhanced nutrient absorption, improved microbial activity and reduced chemical fertilizer usage by 10%–15%, contributing to gradual improvements in soil structure.

By combining balanced nutrient management with more targeted pest control, Shivaji more precisely used inputs and strengthened the resilience of his crops against seasonal variability, pests and disease pressures. Regular training sessions and field demonstrations further strengthened his confidence in applying these practices. These combined interventions translated into tangible outcomes.

With improved yields and lower input costs, Shivaji's farm income increased by approximately 20%. Shivaji's experience demonstrates how regenerative practices can restore soil health while strengthening farm economics, linking immediate productivity gains with long-term environmental stewardship.

Certified Supply Chains

Certification programs play an important role in transforming supply chains, offering farmers economic opportunities while incentivizing the adoption of agricultural practices that improve environmental and social outcomes. These programs promote transparency and traceability in the value chain, providing assurance that agricultural commodities are produced in a manner that meets or exceeds clear standards for environmental stewardship and social responsibility. By engaging in certification schemes, ADM is able to provide our customers with products that align with their values and responsible sourcing requirements. It also helps mitigate risk in some supply chains, ensuring that specific measures have been taken to protect human rights, avoid deforestation and comply with relevant regulations. These certifications can also contribute to food security by providing growers with market access and price premiums that support farming communities’ ability to purchase and grow crops, while simultaneously promoting agricultural practices that can enhance the long-term resiliency of farms.

ADM sources agricultural commodities under various certification schemes to meet market demand. These certifications promote key practices including integrated pest management, GHG emissions calculation and reduction, protection of natural habitats, and soil and water conservation. In 2025, ADM sourced volumes from schemes such as 2BSvs, Europe Soya, ISCC, KZR INiG, REDcert, Red Tractor, RTRS, USSAP, RSPO, Rainforest Alliance and Fair Trade. The following values reflect the total amount of certified commodities purchased in 2025:

	METRIC TONS
BARLEY	2,450
CANOLA	4,360,000
CORN	2,500,000
PALM	174,000
SOYBEANS	6,450,000
SUNFLOWER	30,700
WHEAT	28,700
OTHER	6,500





Enriching Lives

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Enriching Lives

At ADM, we operate with a culture of care and integrity that extends across our global workforce of more than 41,000 colleagues, as well as the contractors, partners and communities connected to our business. Our ability to meet our purpose of unlocking the power of nature to enrich the quality of life depends on the people who power our operations and the principles that guide our decisions every day.

Our principles are put into practice through the implementation of our policies designed to respect human rights, promote a safe and healthy workplace, and support responsible business practices. Our recently refreshed [Human Rights Policy](#) reinforces our commitments and addresses salient risks within our operations and across our value chain. We put safety at the core of our operations and work to reduce risk and ensure our colleagues and contractors are equipped with the training and support to perform their work safely. We maintain rigorous programs for quality and food safety and compliance and ethics to ensure that our products, processes and business conduct meet high standards and align with our [Code of Conduct](#). We cultivate a working environment built on respect and continuous learning in order to drive productivity, retain and develop talent, and support the organization's long-term success.



Respecting Human Rights

ADM is committed to respecting human rights. Our [Human Rights Policy](#) establishes the standards followed by our operations, and we expect our business partners to uphold similar standards. This commitment is further embedded in our [Code of Conduct](#) and [Supplier Expectations](#), which are being incorporated into contractual arrangements with business partners.

In 2023, ADM conducted a salience assessment with external expert support. The assessment prioritized potential adverse impacts on rights-holders based on their severity, considering scale, scope and irremediability, while also taking into account the likelihood of occurrence. Based on this analysis, the following areas, presented in alphabetical order, were identified as salient risks:



Child Labor



Forced Labor



Gender
Discrimination



Health and Safety



Impacts on
Communities



Just Transition
in Agriculture



Living Wages

Human Rights Policy Refresh

ADM's [Human Rights Policy](#) forms the foundation of our human rights program. It defines the standards we apply across our operations and the expectations we set for our business partners. We support the implementation of these standards through our due diligence framework, which is designed to identify, prevent, mitigate and address adverse human rights impacts across our operations, supply chains and the communities where we operate.

Recognizing the policy's central role, ADM initiated a comprehensive review earlier this year to further align it with evolving regulatory requirements and international best practices. The review was structured in three stages to strengthen the quality and consistency of the outcome and test whether the policy is practical, risk-based and aligned with legal and market expectations.

INTERNAL INTERVIEWS

We engaged a broad range of ADM employees across key functions — including Compliance, Employee Relations, Commercial Origination and Sourcing — and across multiple geographies to better understand how the [Human Rights Policy](#) is applied in practice. These interviews helped identify the key strengths and limitations of the previous version of the policy, while also surfacing practical challenges and opportunities for improvement. Their insights informed the refinement of the policy's human rights standards and supported the development of recommendations to strengthen implementation.

EXTERNAL CONSULTATIONS

We consulted a diverse range of external expert stakeholders to better understand expectations related to ADM's approach to respecting human rights, as well as to help identify potential risks and opportunities that may

not be readily visible internally. Their perspectives informed the development of a policy intended to support positive and sustainable outcomes, not only for ADM's employees, but also for workers, rights-holders and communities connected to our global operations and value chain.

GAP ANALYSIS

We reviewed the UNGPs, the Corporate Sustainability Due Diligence Directive (CSDDD), and guidance from the UN Global Compact and the Office of the United Nations High Commissioner for Human Rights (OHCHR) to identify best practices and support alignment with internationally accepted standards. Through this process, we strengthened the policy's overall structure and content, improving its alignment with leading frameworks and enhancing its clarity, robustness and practical applicability.

We invite all stakeholders to access our [Human Rights Policy](#) at adm.com/sustainability. We recognize that this policy update represents an initial step in the continued strengthening of ADM's human rights programs. In the coming months, ADM will implement a structured rollout of the policy across our operations, including targeted internal communication and the integration of its principles into relevant governance instruments. This includes alignment with complementary policies such as the [Supplier Expectations](#), which are designed to communicate applicable ADM standards and expectations, including human rights, to business partners. In parallel, ADM will undertake a review and further integration of our human rights due diligence procedures to support the effective operationalization of our commitment to respect human rights. This process will be informed by a risk-based approach, with the objective of enhancing consistency between policy commitment, risk identification, mitigation measures and ongoing monitoring mechanisms.



Embedding Our Human Rights Standards Within ADM

In 2025, colleagues across all ADM geographies completed a sustainability training course designed to deepen understanding of why sustainability, one of the key pillars of ADM’s growth strategy, is essential to our business. The training covers ADM’s human rights programs, including our commitment to human rights and sustainability due diligence. In addition to the mandatory sustainability training, colleagues completed role- and geography-specific courses, such as health and safety, business ethics, responsible sourcing, and harassment and discrimination prevention.

Alongside building internal capability, ADM continued to strengthen oversight of human rights standards across our operations. More than 135 ADM sites are registered on Sedex, a platform used to document and share sustainability performance across our operations, with a focus on labor rights, health and safety, environmental practices and business ethics. In 2025, ADM carried out Sedex Members Ethical Trade Audits (SMETA), a third-party on-site audit, at 57 processing sites across 11 countries: Brazil, Bulgaria, Canada, Czech Republic, Germany, India, Netherlands, Poland, Turkey, the U.K. and the U.S.

These audits assessed the working conditions of 7,969 workers, including 7,058 ADM employees and 911 on-site service providers, such as temporary workers and third-party contractors. To ensure a credible evaluation, auditors conducted 900 confidential worker interviews, providing workers with an opportunity to share their experiences directly. Where sites had union representation, union leaders were invited to participate in the audit process, further promoting transparency and open dialogue around workplace conditions.

When findings were identified, a cross-functional committee, typically including site management such as the operations manager, environment, health and safety (EHS) manager, and human resources manager, supported by the sustainability team, was convened to review them. Progress on

corrective actions was closely tracked and reported quarterly to the Sustainability and Technology Committee of the Board. Notably, no instances of child labor or forced labor were identified.

To complement site-level audits, ADM also uses EcoVadis, an independent external assessment, to evaluate key sustainability impacts and identify areas for improvement at our processing sites. In 2025, EcoVadis assessments were conducted for 12 ADM entities.

TRAINING:
39,548
Workers completed sustainability training

ON-SITE AUDITS AT ADM FACILITIES:
7,969 Workers in scope audits
900 Workers sampled for interviews
0 Modern slavery findings (forced labor and child labor)¹

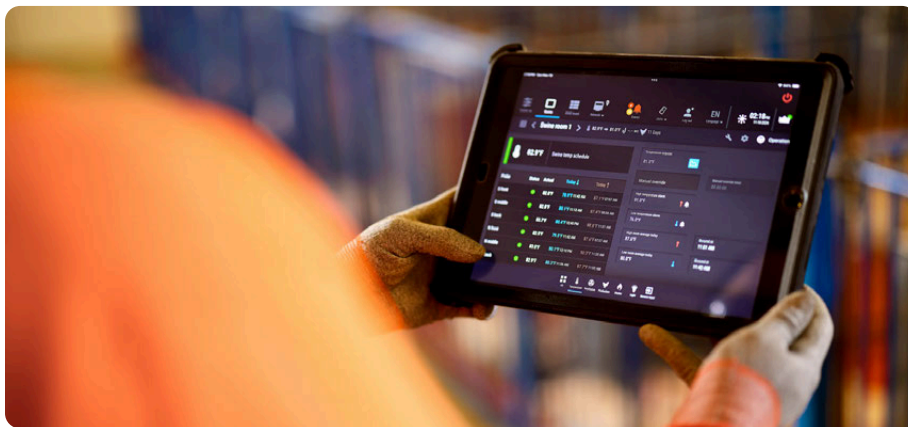
¹ As defined in the ADM Human Rights Policy.

Health and Safety

Our Desired State of Health and Safety

Our vision is a safe and reliable culture that protects our people, our processes and our planet. As one global team protecting what matters, we are dedicated to fostering a workplace where every colleague is engaged, empowered and equipped to work safely. We celebrate those who make ADM a safer place to work and build the skills needed to live our guiding principle: Safe or We Don't Do It. We stay relentlessly focused on reducing risk and finding safer, more effective ways to operate.

We are committed to achieving our goal of zero Serious Injuries and Fatalities (SIF). In 2025, ADM achieved our lowest injury rate and the fewest SIFs in recent company history, marking a significant milestone in protecting our people and strengthening our safety culture. Our Total Recordable Incident Rate (TRIR) and Lost Workday Incident Rate (LWIR) were 0.58 and 0.19, respectively, in 2025. This progress reflects our focus on operational excellence, proactive risk management and shared accountability across our global workforce.



FOSTERING A SAFE WORKPLACE

Employee engagement is central to our safety culture. Through our Good Finds Program and GEMBA walks, colleagues actively identify and share opportunities for improvement, driving a proactive approach to risk prevention. GEMBA walks are a practice where colleagues in leadership roles walk the floor of operational facilities to observe work processes, meet with employees and identify areas for recognition and improvement in-person. The annual !SAFE Awards further reinforce our culture of recognition by honoring teams that demonstrate exceptional safety performance.

DEVELOPING SKILLS AND COMPETENCIES

We continue to invest in the professional development of our global workforce to sustain and advance safety performance. The Leadership Essentials Program and New Colleague Integration training strengthen safety ownership and accountability at all levels of the organization, while our continued focus on Total Process Safety training ensures that colleagues possess the technical expertise and operational discipline required for safe and reliable performance.

STRENGTHENING SYSTEMS AND RISK MANAGEMENT

We strengthened our global safety infrastructure by implementing a Global Contractor Safety Management System through ISNetwork, ensuring that contractors and partners meet ADM's rigorous safety standards. The deployment of Guardian, our integrated EHS management platform, delivers real-time visibility, standardized processes and data-driven insights to support informed decision-making and continuous improvement.

In addition, we continue to advance Serious Injury and Fatality prevention efforts and enhanced our risk management tools and processes that are used to identify and mitigate potential hazards before they impact people or operations.

Employee Health Programs

We expanded access to virtual health support programs for our colleagues through Blue Cross Blue Shield's digital health and wellness ecosystem. This platform provides a broad suite of programs and tools to support their overall well-being, including:

- **Well onTarget:** Fitness and nutrition resources to support healthy lifestyle habits
- **Mental Health Hub:** Centralized access to mental health support tools and resources
- **Blue365:** Discounts on a variety of health, wellness, and lifestyle products and services
- **MDLIVE:** Telemedicine services providing convenient access to medical and behavioral health care

LOOKING AHEAD

We are beginning our Human and Organizational Performance (HOP) journey by incorporating the principles of HOP into how we do work. This approach will deepen our understanding of how people and systems interact, strengthen learning from everyday work, foster a culture of trust and transparency, and drive lasting improvements in safety, reliability and organizational resilience.

CASE STUDY

New Colleague Integration and Global Training Center

ADM recently reopened the Global Training Center in Decatur, Illinois, and revitalized our New Colleague Integration process, providing new front-line professionals with a hands-on, real-world introduction to safety and operations.



In early 2025, ADM reopened the Global Training Center in Decatur, Illinois and revitalized our New Colleague Integration process. Upgrades to the training center strengthen ADM's commitment to safety, quality and operational excellence by equipping our colleagues with practical skills from day one. The experience ensures that new hires are prepared to contribute effectively in manufacturing environments from the moment they step onto the floor of our operational sites.

Shortly after reopening, ADM senior leaders toured the facility to understand how the training program will support the future of ADM's onboarding process and experienced the same hands-on sessions that new hires complete. Sessions included:

- **Lock Out Tag Out (LOTO) Training:** A demonstration of LOTO procedures to reinforce safety practices.
- **Practical Room Stations:** Leaders engaged with real equipment and tools that trainees will encounter in their roles.
- **Quality and Safety Exercises:** A quality and control activity demonstrated the importance of identifying defects, while a fire extinguisher exercise tested response time in a controlled setting.

The immersive experience showcases how ADM is investing in our front-line professionals and ensuring they have the knowledge and confidence to work safely, efficiently and with purpose. The facility provides ADM colleagues an opportunity to safely learn new technical skills and gradually transition into plant operations. This approach is vital for employee engagement and retention, and fosters a culture of safety among new hires and experienced colleagues alike.

Quality and Food Safety

Quality and food safety are fundamental to how we fulfill our purpose and serve our customers. We continually strengthen our culture, systems and capabilities to help ensure the safety, integrity and consistency of our products across global operations. Our approach is food safety driven, customer centered and quality focused, reflecting our commitment to strong manufacturing practices, risk-based preventive controls and continuous improvement across our facilities, processes and procedures.

We maintain a disciplined, risk-based approach to quality and food safety, supported by our global food safety and quality program, subject matter expertise, and tools that help us monitor performance and focus resources where they are needed most. Our Quality and Food Safety Technology Center helps keep customer needs at the center of this work, aligning best practices and supporting consistent execution across the organization.

A key milestone in strengthening our global program was the publication of our [Supplier Expectation Manual](#), which clearly communicates our requirements for quality, food safety, compliance and responsible business practices. By establishing clear expectations and reinforcing accountability across our supply base, the manual helps strengthen supplier engagement, support risk mitigation and advance a more consistent approach to quality and food safety throughout the value chain.

We also continued to expand our electronic Quality Management System (eQMS) to further standardize and digitalize quality processes across the business. eQMS enhances visibility of key quality and food safety activities, supports incident and corrective action management, and strengthens document control, audit readiness and continuous improvement. By improving transparency, data integrity and global harmonization, eQMS helps reinforce a more proactive and connected approach to quality management.

In addition to systems and processes, we continue to invest in the culture and capabilities that sustain strong performance over time. Our annual Global Quality and Food Safety Week provided colleagues around the world with dedicated time to refresh best practices, reinforce core expectations and deepen understanding of the role quality plays in customer excellence. Through focused training, shared learning and enterprise-wide engagement, the event helped strengthen awareness and reinforce our collective commitment to quality and food safety.

We further advanced this work through our Quality Culture campaign, anchored by the slogan “Protect Life. Produce Quality.” This focused effort is designed to embed quality more deeply into everyday behaviors, decisions and ways of working. The campaign reinforces that quality and food safety are shared responsibilities across all roles and functions. Through targeted communications, leadership engagement and practical learning opportunities, we are helping build a stronger culture of ownership, accountability and continuous improvement across the organization.

Together, these efforts strengthen the foundation of our global quality and food safety program and improve our ability to consistently deliver for customers. Looking ahead, we remain focused on continually improving our systems, deepening supplier partnership, expanding digital enablement and embedding a stronger quality culture across our business.

Key Achievements



PUBLISHED SUPPLIER EXPECTATION MANUAL

to clearly communicate quality, food safety, compliance and responsible business expectations across the supply base.



EXPANDED eQMS

to strengthen digital quality management, visibility, harmonization and corrective action processes.



HELD OUR SIXTH ANNUAL GLOBAL QUALITY AND FOOD SAFETY WEEK

to reinforce best practices and deepen enterprise-wide engagement.



LAUNCHED A QUALITY CULTURE CAMPAIGN

centered on the message “Protect Life. Produce Quality.” to embed quality into everyday behaviors, decisions and ways of working.

Compliance and Ethics

Our Commitment to Ethical Conduct

At ADM, integrity is fundamental to how we operate and how we conduct business around the world. We are committed to upholding the highest standards of ethical behavior and maintaining robust compliance programs that promote transparency, accountability and responsible decision-making across the enterprise.

In March 2026, ADM was recognized by Ethisphere, a global leader in advancing ethical business practices, as one of the World's Most Ethical Companies, and one of only nine honorees in the Food, Beverage and Agriculture category. This recognition marked the seventh consecutive year ADM has received this distinction, reflecting our sustained commitment to ethical business practices, transparency and corporate citizenship.

CODE OF CONDUCT AND CULTURE OF INTEGRITY

Our [Code of Conduct](#) — “Integrity. It’s in our Nature.” — sets clear expectations for ethical and lawful behavior and serves as a practical guide for colleagues in their daily work. In 2025, ADM enhanced accessibility and engagement by launching the “Living Code,” an interactive version of the [Code of Conduct](#) translated into more than 30 languages. The Living Code is accessible from electronic devices, provides scenario-based guidance to support sound decision-making, brings our values to life and reinforces our culture of speaking up.

STRENGTHENING OUR COMPLIANCE PROGRAM

In 2025, ADM continued to strengthen our global compliance program to ensure integrity-driven decision-making remains consistent, transparent and sustainable across the organization. Program enhancements focused on further embedding ethical leadership into ADM’s culture, expanding recognition of integrity-based behaviors, and equipping colleagues and managers with enhanced tools, training and resources to support ethical conduct in daily activities.

Integrity was formally embedded within ADM’s Leadership Behaviors through the principle “We Act with Integrity,” establishing ethical leadership as a core expectation at every level of the organization. This commitment was reinforced through expanded recognition initiatives, including the introduction of an Integrity Award category within the CEO Impact Awards and the launch of an enterprise-wide Compliance Excellence Recognition Program that celebrates ethical leadership and positive behaviors. Enterprise-wide integrity training sessions were delivered globally, complemented by manager-focused compliance modules designed to support meaningful ethics discussions at the team level.

To promote fairness, confidentiality and consistency in addressing concerns, ADM implemented a centralized framework for investigations and discipline. This framework is supported by a dedicated investigator SharePoint site that provides standardized tools, guidance and training resources.

ADM also introduced the Integrity in Action Library, a curated collection of case studies that enables teams to apply lessons learned from real investigations. Together with targeted global and regional communications and the “Lead with Integrity” SharePoint site, these initiatives strengthen ADM’s culture of integrity and reinforce ethical leadership and accountability across the enterprise.



Anti-Corruption and Allegation Management

ADM prohibits all forms of corruption, including bribery, and complies with applicable anti-corruption laws in every jurisdiction in which we operate. Our global Anti-Corruption Program, which includes a global Anti-Corruption Policy, supported by related procedures and controls, features enhanced due diligence, screening and monitoring of higher-risk third parties, as well as pre-approval requirements for interactions with government officials. We provide regular training to colleagues and applicable third parties to raise awareness of corruption risks, applicable laws and expectations, helping to prevent violations and facilitate early identification and escalation of potential issues. Our Anti-Corruption Program is periodically updated to address emerging risks and reflect continuous improvement.

ADM's comprehensive third-party due diligence program is supported by its Third-Party Risk Management (TPRM) initiative, including the global Vendor Compliance Day events launched in 2017. Held annually, these events communicate ADM's expectations for fair, transparent and lawful business practices among higher-risk vendors. Co-led by senior country and commercial leaders, the sessions reinforce a strong tone from the top, provide practical guidance and resources, and promote collaboration in navigating complex regulatory and operational challenges.

ALLEGATIONS, OVERSIGHT AND TRAINING

In 2025, ADM received 1,334 reports covering topics such as employee relations; environmental, health and safety; diversity and equal opportunity; respect in the workplace; and misuse or misappropriation of assets or information. All reports are logged, tracked and classified, and each is assigned for independent and objective review. When allegations are substantiated, ADM implements appropriate corrective and disciplinary actions, which may include coaching and counseling, control or process improvements, formal warnings, financial penalties or termination.

In 2025, 99.75% of colleagues completed required annual compliance training. This year's compliance training included two themes: "Doing Business the Right Way," addressing bribery prevention and conflicts of interest, and "Working with Integrity," covering fraud prevention, ethical concerns, speaking up and responsible use of generative AI. In addition to annual training requirements, ADM delivered facilitator-led compliance training sessions globally, providing in-depth instruction on key risk areas relevant to colleagues' roles and responsibilities.

Consistent with our commitment to managing third-party risk, 2025 marked ADM's 11th consecutive year of ongoing compliance monitoring and training for third-party service providers acting on our behalf. During the year, ADM completed compliance audits of third parties who interact with government officials across multiple service categories and hosted global virtual compliance training sessions that included topics on trade compliance, conflicts of interest, anti-boycott and legal support for sustainability to reinforce expectations and promote adherence to our standards.



Human Capital and Culture

ADM is a truly global company of over 41,000 employees working together to achieve extraordinary results connected to our purpose of unlocking nature and enriching life. Our talented colleagues can be found in a wide variety of roles — including front-line employees who enable the production of ADM's products, R&D professionals who innovate to deliver science-backed solutions from nature, supply chain experts who deliver to customers all over the world, engineering teams who continuously improve our manufacturing operations, sales and commercial teams who work closely with customers, and so many more.

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

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

Training and Development

ADM provides opportunities for all members of our diverse, global workforce to make meaningful contributions to the company's success. We continually provide development opportunities to our colleagues to build skills and experiences that help to deliver our strategy. This is done through formal learning programs and on-the-job development, as well as structured mentoring and coaching programs available globally. ADM's leadership training program provides in-person training for supervisors and front-level leaders to support the development of their skills in communication, coaching and retention. We also offer a new-leader acclimation program, designed to support newly hired or promoted leaders by enhancing the two-way communication and collaboration necessary for high-performing teams.

ADM also invests in early career programs focused on attracting and cultivating a strong pipeline of early career talent to become future leaders in the organization. Along with internships, ADM offers opportunities and access to formal training to recent graduates. Tuition assistance is offered for education and certifications that contribute to professional growth and development and is made available to all employees, including those well-established in their careers.



ADM Cares

ADM empowers our colleagues to impact the communities where we live and work through ADM Cares, our community investment program. Through the program, we work to sustain and strengthen our commitment to these communities by directing funding to initiatives and organizations contributing to meaningful social, economic and environmental progress.

Our goal is to bolster the communities where ADM employees reside and work by allocating resources, volunteer service and industry expertise to projects and organizations that drive meaningful progress. ADM Cares matches colleague and company team donations to eligible non-profit organizations and groups, in addition to providing Volunteer Impact Grants, multiplying the benefit of our colleagues' philanthropic and volunteer efforts.

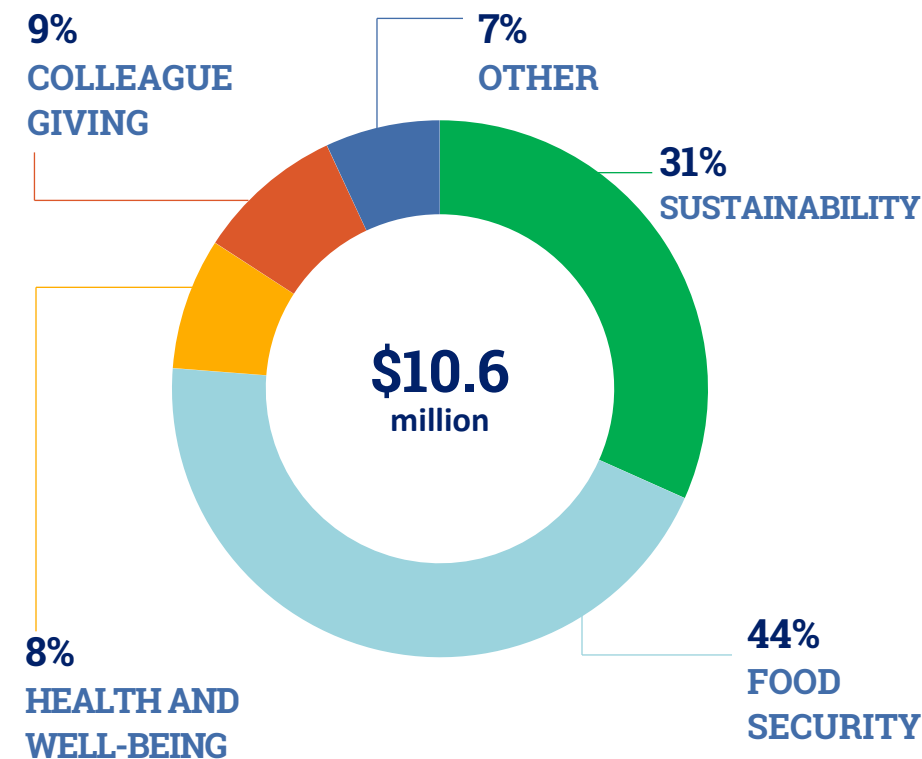
In 2025, ADM Cares grants were focused community resilience, food security and health and well-being. The ADM Cares team assesses potential projects to ensure they meet specific criteria and contribute to our objectives in these focal areas. The impact of projects supported by ADM Cares is evaluated through annual reports to continually assess community needs and address pressing issues.

COLLEAGUE VOLUNTEERING

Colleague engagement plays a vital role as well, fostering a sense of pride and purpose among ADM employees who are directly involved in supporting and implementing these initiatives. Together, in 2025, colleagues volunteered over 8,400 hours in ADM communities around the world. Last year also marked ADM's first-ever Global Volunteer Week, an initiative designed to encourage ADM colleagues across the world to engage in volunteer activities within our local communities. The week-long initiative led to nearly 1,700 ADM colleagues participating in close to 110 volunteer events held across ADM communities worldwide. Following the success of our inaugural Global Volunteer Week, we are planning to expand this initiative into a six-week timeframe in 2026.

In 2025, ADM colleagues in Decatur, Illinois, came together for the largest volunteer event in our company's history when they participated in the Feed My Starving Children mobile packing event. Feed My Starving Children is a non-profit working to supplement nutritional needs and reduce problems with malnutrition for children across the world. Around 340 colleagues worked together to pack nearly 80,000 meals for children facing malnutrition. ADM's textured vegetable protein (TVP) was one of the four key ingredients in the meal, allowing our organization to not only contribute to food security through the form of volunteer service, but directly with our product as well.

2025 ADM CARES SPENDING





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About This Report

ADM is committed to reporting on our sustainability activities on an annual basis, focusing on topics that are deemed relevant by stakeholders.

This report highlights our activities and the progress of our commitments from January 1, 2025, to December 31, 2025. Disclosures of governance, strategy, risk and impact mitigation, and metrics and targets in this report are informed by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD). We have included indices to the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) and TCFD at the end of this report.

Each year, we undergo an independent verification of select sustainability metrics, including those that support our Strive 35 targets. For the 2025 reporting period, we received verification statements with limited assurance, which can be found below. Our GHG emissions inventory utilizes an operational control consolidation approach, and our reportable Scope 3 categories currently include Purchased Goods and Services, Capital Goods, Fuel- and Energy-related Activities, Upstream Transportation and Distribution, Waste Generated in Operations, and Downstream Processing of Sold Products. Water withdrawal and discharge metrics correspond to our Major Water Users Group, a collection of 41 of our largest sites that account for more than 95% of our global water usage.



Data Tables¹

Emissions

GHG EMISSIONS	MTCO ₂ e
Scope 1	12,600,000
Scope 2 (Market-based)	1,940,000
Scope 2 (Location-based)	1,970,000
Biogenic ²	4,520,000
Scope 3	114,000,000

SCOPE 1 BREAKDOWN BY GHG	MTCO ₂ e
CO ₂	12,400,000
N ₂ O	68,000
CH ₄	45,700
SF ₆	1,860
HFC	66,100
PFC	—
HCFC	1,410

GHG EMISSIONS BY REGION ³	SCOPE 1	SCOPE 2 ⁴	TOTAL
APAC	66,300	104,000	171,000
EMEA	904,000	289,000	1,190,000
LATAM	103,000	10,700	114,000
North America	11,500,000	1,530,000	13,100,000
International	7,290	—	7,290

SCOPE 1 BREAKDOWN BY ACTIVITY	MTCO ₂ e
Stationary Combustion	12,000,000
Mobile Combustion	579,000
Fugitive Emissions	69,400
Process Emissions	14,300

BIOGENIC BREAKDOWN BY SOURCE/SINK	MTCO ₂ e
Combustion	1,100,000
Process	3,680,000
Sold	(67,000)
Sequestered	(194,000)

SCOPE 3 BREAKDOWN BY CATEGORY	MTCO ₂ e
Category 1: Purchased Goods and Services	94,100,000
Category 2: Capital Goods	148,000
Category 3: Fuel- and Energy-related Activities	1,870,000
Category 4: Upstream Transportation	7,610,000
Category 5: Waste Generated in Operations	240,000
Category 10: Processing of Sold Products	9,890,000

Energy

CONSUMPTION BY CATEGORY	MWh
Renewable Fuel	2,970,000
Non-renewable Fuel	45,200,000
Purchased Electricity	4,710,000
Purchased Steam	521,000
Sold Electricity	(213,000)
Total Energy Consumption, Net of Sold Electricity	53,200,000

Water

WATER WITHDRAWAL BY SOURCE	M ³
Groundwater	36,200,000
Surface, Excluding Once-Through-Cooling	29,800,000
Municipal	41,800,000
Rain	—
Once-Through-Cooling (Surface)	194,000,000
Total	302,000,000

WATER DISCHARGES BY DESTINATION	M ³
Groundwater	395,000
Surface, Excluding Once-Through-Cooling	31,700,000
Treatment	42,200,000
Once-Through-Cooling (Surface)	194,000,000
Other	813,000
Total	269,000,000

¹ Values reflect data from the 2025 calendar year. All values are rounded to three significant figures to account for measurement uncertainty; as a result, the addition of subtotals may not equal the reported category total.

² Biogenic emissions reflect direct CO₂ emissions from biomass combustion and biomass processing, in addition to biogenic CO₂ from purchased steam, where relevant.

³ Values are in metric tons of CO₂e (MTCO₂e).

⁴ Values reflect Scope 2 market-based GHG emissions.

Verification Statements

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 2025 Corporate Sustainability Report (the Report). This assurance statement applies to the Subject Matter included within the scope of work described below.

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

SCOPE OF WORK

The scope of our work was limited to assurance over select environmental and safety data and information including energy use, water use, waste by disposition and safety metrics included in the Report for calendar year 2025 (the ‘Subject Matter’) and summarized in the attached table.

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

REPORTING BOUNDARIES

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

- Operational Control
- Worldwide Operations
- Water usage for locations with greater than 400,000 cubic meters (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;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Directors of ADM.

ASSESSMENT STANDARDS

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

SUMMARY OF WORK PERFORMED

As part of our independent assurance, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of ADM;
3. Conducting in-person site visits to ADM corn and oil seed facilities in Clinton, Iowa and remote interviews with personnel in corporate offices in Decatur, Illinois;



4. Reviewing the data collection and consolidation processes used to compile the Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
5. Reviewing documentary evidence provided by ADM;
6. Agreeing a selection of the Subject Matter to the corresponding source documentation;
7. Reviewing ADM systems for quantitative data aggregation and analysis; and
8. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.

CONCLUSION

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

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

STATEMENT OF INDEPENDENCE, INTEGRITY AND COMPETENCE

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

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

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

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

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

May 14, 2026

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

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 2025



ENERGY

SOURCE	QUANTITY	UNITS
ELECTRICITY	4,710,000	MWh
STEAM	521,000	MWh
BIODIESEL	13,100	MWh
BIOGAS	243,000	MWh
BIOMASS (AGRICULTURAL)	418,000	MWh
BIOMASS (SOLID PRODUCTS)	0.3	MWh
BIOMASS (WOOD)	2,280,000	MWh
BIODIESEL BLENDS - B5	29,000	MWh
BIODIESEL BLENDS - B11	9,800	MWh
BIODIESEL BLENDS - B20	26,200	MWh
BIODIESEL BLENDS - B99	2,760	MWh
BITUMINOUS COAL	7,940,000	MWh
DIESEL FUEL	2,180,000	MWh
ETHANOL	-	MWh
GASOLINE	13,400	MWh
JET FUEL	-	MWh
KEROSENE	228	MWh
LIQUIFIED PETROLEUM GAS	117,000	MWh
LUBRICANTS	-	MWh
NATURAL GAS	19,100,000	MWh
SUBBITUMINOUS COAL	15,800,000	MWh
TIRES	-	MWh
RESIDUAL FUEL OIL	23,500	MWh
VEGETABLE OIL	0.4	MWh

WATER USAGE (MAJOR WATER USERS GROUP¹)

SOURCE	QUANTITY	UNITS
GROUNDWATER	36,200,000	cubic meters
MUNICIPAL	41,800,000	cubic meters
RAIN	-	cubic meters
SURFACE ²	29,800,000	cubic meters

SAFETY METRICS

TOTAL RECORDABLE INCIDENT RATE	0.58
LOST DAYS INCIDENT RATE	0.19

GHG EMISSION REDUCTION

GHG EMISSION REDUCTION 2019-2025 (MARKET-BASED) INCLUDING BIOGENIC SEQUESTRATION (ABSOLUTE)	13.2%
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WASTE BY DISPOSITION

LANDFILL	101,970	metric tons
LANDFILL DIVERSION	89.8%	

¹ As defined in 2025 Annual Sustainability Report.
² Not including surface water used as single pass non-contact cooling water.



VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

To: The Stakeholders of Archer Daniels Midland Company

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

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

BOUNDARIES OF THE REPORTING COMPANY GHG EMISSIONS COVERED BY THE VERIFICATION:

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

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

GHG EMISSIONS STATEMENT:

- **Scope 1:** 12,600,000 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 1,970,000 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 1,940,000 metric tons of CO₂ equivalent
- **Biogenic Emissions:** 4,520,000 metric tons CO₂
- **Biogenic Carbon Dioxide Sequestered:** 194,000 metric tons CO₂

- **Scope 3:**
 - **Category 1 Purchased Goods and Services** – 94,100,000 metric tons of CO₂ equivalent
 - **Category 2 Capital Goods** – 148,000 metric tons of CO₂ equivalent
 - **Category 3 Fuel- and Energy-related Activities** – 1,870,000 metric tons of CO₂ equivalent
 - **Category 4 Upstream Transportation and Distribution (Intermare and some field aggregation for commodities reported in Category 1)** – 7,610,000 metric tons of CO₂ equivalent
 - **Category 5 Waste Generated in Operations** – 240,000 metric tons of CO₂ equivalent
 - **Category 10 Processing of Sold Goods** – 9,890,000 metric tons of CO₂ equivalent

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

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

PERIOD COVERED BY GHG EMISSIONS VERIFICATION:

- January 1, 2025 to December 31, 2025

CRITERIA AGAINST WHICH VERIFICATION CONDUCTED:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (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 $\pm 5\%$ 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 an in-person site visit to Clinton, Iowa corn and oil seed 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 World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and Scope 2) and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard

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

STATEMENT OF INDEPENDENCE, IMPARTIALITY AND COMPETENCE

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

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

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

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

ATTESTATION:

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

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

May 14, 2026

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

GRI Content Index

STATEMENT OF USE	ARCHER DANIELS MIDLAND HAS REPORTED THE INFORMATION CITED IN THIS GRI CONTENT INDEX FOR THE PERIOD JANUARY 1, 2025, TO DECEMBER 31, 2025, WITH REFERENCE TO THE GRI STANDARDS.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	GRI 13: AGRICULTURE AQUACULTURE AND FISHING SECTORS 2022 V1.1

DISCLOSURE	LOCATION AND/OR RESPONSE
GRI 2: General Disclosures 2021	
2-1 Organizational details	Archer Daniels Midland Company Headquarters: Chicago, Illinois, US Pages 5-6 2025 Form 10-K Page 1
2-2 Entities included in the organization’s sustainability reporting	ADM Website — Locations
2-3 Reporting period, frequency and contact point	Reporting period: January 1, 2025, to December 31, 2025 Reporting cycle: Annual Publication Date Of The Report: July 16, 2026 Contact: sustainability@adm.com
2-4 Restatements of information	No restatements of information have been made in this report
2-5 External assurance	Pages 52-56
2-6 Activities, value chain and other business relationships	Pages 5-6 2025 Form 10-K Pages 5-10
2-7 Employees	2025 Form 10-K Pages 9-10
2-8 Workers who are not employees	Global data is not available.
2-9 Governance structure and composition	Page 8 2026 Proxy Statement Pages 6, 9-23, 27-34 2025 Form 10-K Page 10
2-10 Nomination and selection of the highest governance body	2026 Proxy Statement Pages 8-26
2-11 Chair of the highest governance body	2026 Proxy Statement Page 27
2-12 Role of the highest governance body in overseeing the management of impacts	Page 8 2026 Proxy Statement Pages 29-33 2025 Form 10-K Pages 9-10 Sustainability and Technology Committee Charter

DISCLOSURE	LOCATION AND/OR RESPONSE
2-13 Delegation of responsibility for managing impacts	Page 8 2026 Proxy Statement Pages 29-33 2025 Form 10-K Pages 9-10 Sustainability and Technology Committee Charter
2-14 Role of the highest governance body in sustainability reporting	Page 8 Sustainability and Technology Committee Charter
2-15 Conflicts of interest	2026 Proxy Statement Pages 27-29
2-16 Communication of critical concerns	ADM Way Helpline; responsibility@adm.com 2026 Proxy Statement Pages 31, 39
2-17 Collective knowledge of the highest governance body	2026 Proxy Statement 9-23, 32
2-18 Evaluation of the performance of the highest governance body	2026 Proxy Statement Page 34
2-19 Remuneration policies	2026 Proxy Statement Pages 40-41, 43-64
2-20 Process to determine remuneration	2026 Proxy Statement Pages 43-64
2-21 Annual total compensation ratio	2026 Proxy Statement Page 78
2-22 Statement on sustainable development strategy	Page 3
2-23 Policy commitments	Sustainability Policies and Reports
2-24 Embedding policy commitments	Pages 25-27, 40-41, 45-46
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	Page 25
2-27 Compliance with laws and regulations	2025 Form 10-K Pages 100-102
2-28 Membership associations	ADM Website — Associations
2-29 Approach to stakeholder engagement	Page 10
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Page 9 2026 Proxy Statement Pages 29
3-2 List of material topics	Page 9

DISCLOSURE	LOCATION AND/OR RESPONSE
3-3 Management of material topics	Pages 9-48
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	2025 Form 10-K Pages 27-42
13.22 Economic inclusion	Pages 35-37
GRI 205: Anti-corruption 2016	
205-2 Communication and training about anti-corruption policies and procedures	Pages 45-46
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Pages 20, 51 CDP Corporate Questionnaire (7.30.9)
302-3 Energy intensity	Pages 20, 51 CDP Corporate Questionnaire (7.30.7)
302-4 Reduction of energy consumption	Pages 20, 51
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	Pages 14, 21 CDP Corporate Questionnaire (5.11.7), (5.11.9), (9.2), (9.3)
303-2 Management of water discharge-related impacts	Pages 21, 51 CDP Corporate Questionnaire (9.2), (9.2.8), (9.2.10)
303-3 Water withdrawal	Pages 21, 51 CDP Corporate Questionnaire (9.2.2), (9.2.4), (9.2.6), (9.2.7)
303-4 Water discharge	Pages 21, 51 CDP Corporate Questionnaire (9.2.2), (9.2.8)
303-5 Water consumption	Pages 21, 51 CDP Corporate Questionnaire (9.2.2)
GRI 101: Biodiversity 2024	
101-1 Policies to halt and reverse biodiversity loss	Policy to Protect Forests, Biodiversity and Communities
101-2 Management of biodiversity impacts	Pages 25-34 Policy to Protect Forests, Biodiversity and Communities
101-4 Identification of biodiversity impacts	Pages 14, 27 Policy to Protect Forests, Biodiversity and Communities

DISCLOSURE	LOCATION AND/OR RESPONSE
Additional Sector Topics	
13.4 Natural ecosystem conversion	Pages 27-34 CDP Corporate Questionnaire (8.7), (8.7.1), (8.7.2), (8.9), (8.9.1), (8.9.2), (8.10.1) A Decade of Impact Toward Deforestation- and Conversion-free Supply Chains 2015 - 2025
13.5 Soil health	Page 35 2025 Regenerative Agriculture Report
13.6 Pesticides use	2025 Regenerative Agriculture Report
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	Pages 16-18, 51 CDP Corporate Questionnaire (6.1), (7.2), (7.3), (7.4), (7.4.1)
305-2 Energy indirect (Scope 2) GHG emissions	Pages 16-18, 51 CDP Corporate Questionnaire (6.1), (7.2), (7.3), (7.4), (7.4.1)
305-3 Other indirect (Scope 3) GHG emissions	Pages 16-18, 51 CDP Corporate Questionnaire (6.1), (7.2), (7.3), (7.4), (7.4.1)
305-5 Reduction of GHG emissions	Pages 16-18, 51 CDP Corporate Questionnaire (7.53)
GRI 306: Waste 2020	
306-2 Management of significant waste-related impacts	Page 22
306-4 Waste diverted from disposal	Page 22
GRI 308: Supplier Environmental Assessment 2016	
13.23 Supply chain traceability	Pages 27-34 A Decade of Impact Toward Deforestation- and Conversion-free Supply Chains 2015 - 2025 CDP Corporate Questionnaire (8.8), (8.8.1), (8.9), (8.9.1), (8.9.2), (8.9.3), (8.9.4)
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Page 42
403-3 Occupational health services	Page 42
403-5 Worker training on health	Pages 42-43
403-6 Promotion of worker health	Page 42
403-9 Work-related injuries	Page 42

DISCLOSURE	LOCATION AND/OR RESPONSE
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	2026 Proxy Statement Page 9 2025 Form 10-K Page 10
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	Pages 25-26, 40-41 2025 Human Rights Disclosure
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 25-26, 40-41 2025 Human Rights Disclosure
GRI 411: Rights of Indigenous Peoples 2016	
411-1 Incidents of violations involving rights on indigenous peoples, including description of identified incidents of violations	ADM Grievances Log
13.13 Number, size in hectares, and location of operations where violations of land and natural resource rights (including customary, collective, and informal tenure rights) occurred and the groups of rightsholders affected	ADM Grievances Log Human Rights Policy ADM Supplier Expectations
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	Pages 25-34, 48
13.9 Food security	Pages 35, 48
13.13 Land and resource rights	Policy to Protect Forests, Biodiversity and Communities ADM Grievances Log Human Rights Policy ADM Supplier Expectations
GRI 414: Supplier Social Assessment 2016	
414-2 Negative social impacts in the supply chain and actions taken	Pages 25-26
13.20 Policies or commitments regarding recruitment of workers	Pages 25-26, 40-41 2025 Human Rights Disclosure Human Rights Policy
GRI 415: Public Policy 2016	
415-1 Political contributions	U.S. Political Contributions and Advocacy
GRI 416: Customer Health and Safety 2016	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	ADM Investor Relations — News

SASB Standards

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE OR LOCATION
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-AG-110a.1	Page 51 CDP Corporate Questionnaire (6.1), (7.2), (7.4.1)
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-AG-110a.2	CDP Corporate Questionnaire (3.5), (7.53.1) 2025 Form 10-K Page 9
	Fleet fuel consumed, percentage renewable	FB-AG-110a.3	6,900,000 GJ; 1.2%
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-AG-130a.1	CDP Corporate Questionnaire (7.30.1)
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	CDP Corporate Questionnaire (9.2.2), (9.2.4)
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a.2	CDP Corporate Questionnaire (9.3)
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	FB-AG-140a.3	CDP Corporate Questionnaire (3.3)
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective actions for (a) major and (b) minor non-conformances	FB-AG-250a.1	Global data is not currently available.
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	FB-AG-250a.2	Global data is not currently available.
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-AG-250a.3	Global data is not currently available.
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 42 2025 Form 10-K Page 9
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 34, 37 CDP Corporate Questionnaire (8.9)
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-AG-430a.2	Pages 25-26 ADM Grievances Log
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	FB-AG-430a.3	Pages 27-34
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 13, 16-18 2025 Form 10-K Page 7
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	FB-AG-440a.2	CDP Corporate Questionnaire (9.2.6)

ACTIVITY METRIC	ACCOUNTING METRIC	CODE	RESPONSE OR LOCATION
Production by principal crop		FB-AG-000.A	2025 Form 10-K Page 30
Number of processing facilities		FB-AG-000.B	Page 6
Total land area under active production		FB-AG-000.C	This activity metric is not relevant for ADM.
Cost of agricultural products sourced externally		FB-AG-000.D	This information is considered confidential.

TCFD

TCFD CORE ELEMENT	TCFD DISCLOSURE REQUIREMENT	LOCATION
Governance	Board’s oversight of climate-related risks and opportunities.	Page 8
	Management’s role in assessing and managing climate-related risks and opportunities.	Page 8
Strategy	Climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CDP Corporate Questionnaire (2.2), (3.1)
	Impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Pages 9, 13 CDP Corporate Questionnaire (3.1), (5.2), (5.3)
	Resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP Corporate Questionnaire (5.1)
Risk Management	Process for identifying and assessing climate-related risks.	Page 13 CDP Corporate Questionnaire (2.1), (2.2)
	Process for managing climate-related risks.	Pages 13, 16-18 CDP Corporate Questionnaire (2.1), (2.2)
	Process for identifying, assessing, and managing climate-related risks is integrated into the organization’s overall risk management.	Pages 9, 13 CDP Corporate Questionnaire (3.1), (5.2), (5.3)
Metrics & Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 13, 15, 18, 51 CDP Corporate Questionnaire (7.52)
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 13, 16-18, 51
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 15, 18



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