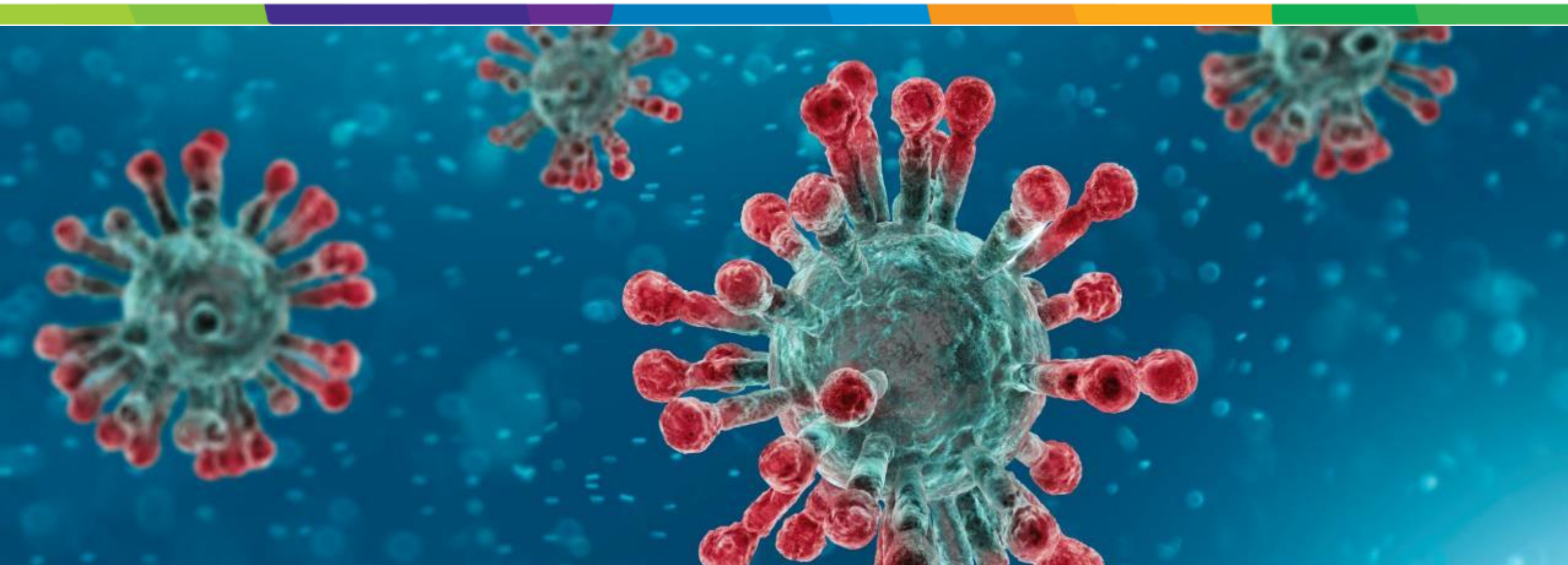




Return to the Workplace | COVID-19

Strategy | Process | Tactics | May 2020



ADM Vision | Beliefs | Purpose

Food is Fundamental.

It sustain us, fulfills us and fuels our well-being. It's the most basic need with the most critical impact. ADM is devoted to that impact every single day.

We believe...



Everyone has the right to the food they need to sustain their lives.



Food derived from nature is an important driver of health and wellness.



Access to nutrition has the power to solve many of the world's challenges.

This is why we exist...

To unlock the power of nature to enrich the quality of life

ADM by the Numbers

FUNDAMENTALS



800+

Facilities



62

Innovation
Centers



347

Food & Feed
Processing Locations



200

Countries Served



482

Crop Procurement
Locations



38,100

Employees

FINANCIALS



\$65B

CY19 Revenue



~\$26B

Market Cap



~\$3.1B

CY19 Adjusted
Segment OP



88

Consecutive
Years of Dividends



\$3.5B

CY19 Adjusted
EBITDA



\$3.24

CY19 Adjusted EPS

CREDENTIALS



1902

Founded



ADM

NYSE Since 1924



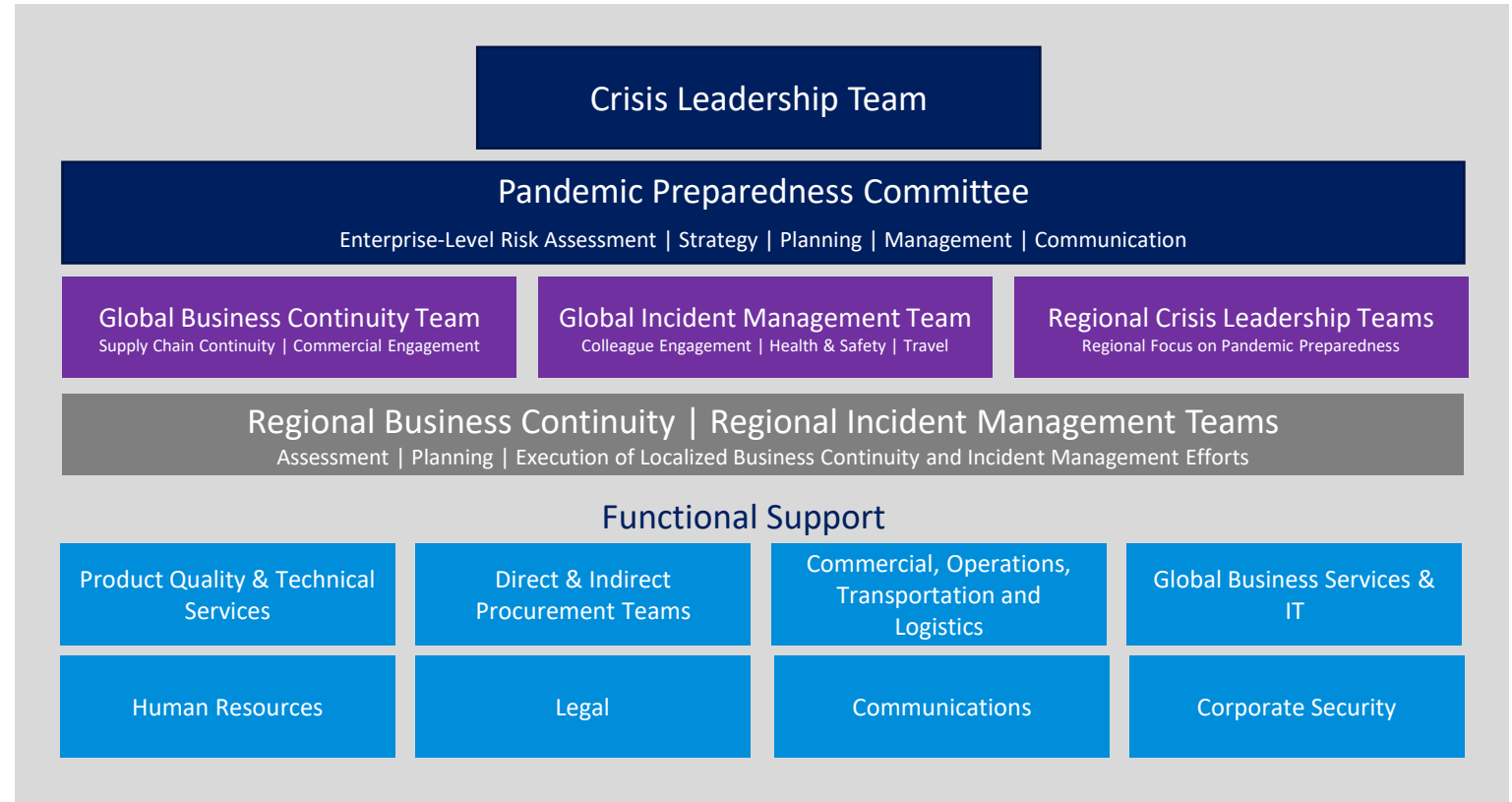
A

Credit Rating

ADM Crisis Management Overview | COVID-19

The ADM Risk and Crisis Management efforts are structured across specific categories of planning and mitigation, and are supported by a coordinated set of activities across central and local team structures.

To support COVID-19 risk assessment, mitigation planning and execution, the following team structure has been launched.



Return to the Workplace | Phased Process & Approach

To best regulate the health and safety of our workforce during a transition back to the physical workplace, we are following a multi-step approach guided by criteria at government, facility, role and individual levels.



Return to the Workplace | Workplace Preparation



Facilities will adhere to all prescribed health & safety protocols

Facilities will establish enhanced & frequent cleaning procedures

Correct PPE will be provided in advance to all returning colleagues

Onboarding & visual reminders on new safety behaviors will be provided

Return to the Workplace | Daily Work Adjustments

The “New Normal”

Guidelines established prior to remote work will remain in place, which will require behavior change and diligence for colleagues returning to the workplace.

Public Spaces

- Common areas like cafeterias will adhere to protocols
- Social distance visual aids / markings will be instituted
- Guidelines will be provided for use of elevators / stairs
- Hygiene options (e.g. sanitizer, tissues) will be offered

Meetings

- Continue virtual vs in-person meetings
- Consider “health and safety moment” reminders
- Avoid in-person lunch / dinner meetings
- EC approval required for exceptions

Visitors

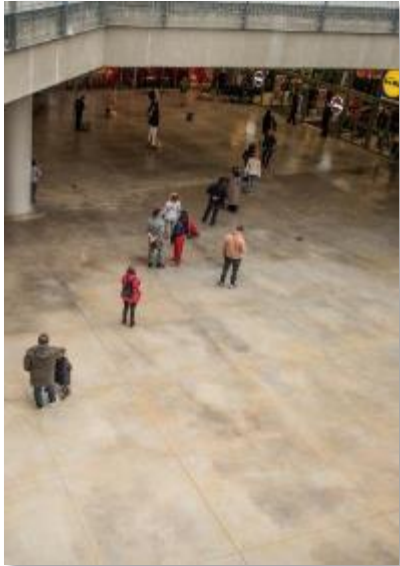
- Non-essential visitors to ADM facilities discouraged
- Limit third party audits to business critical
- Continue visitor checklists / protocols
- Use local vs offsite labor where possible

Travel

- Travel restrictions remain in place (require EC approval)
- Limit movement between facilities
- Consider alternatives to public mass transit where possible
- Relocations must be approved by HR and EC

Return to the Workplace | Social Distancing

Social distancing policies and protocols will be based on laws, regulations, and guidance from relevant government authorities + ADM best practice. Examples include:



**Entry Guidelines
& Process**



**Workspace
Distancing**



**Elevator
Protocols**



**Public Space
Visual Aids**



**Workspace
Hygiene**

Return to the Workplace | Communication Planning

For Facility Leads / Managers:

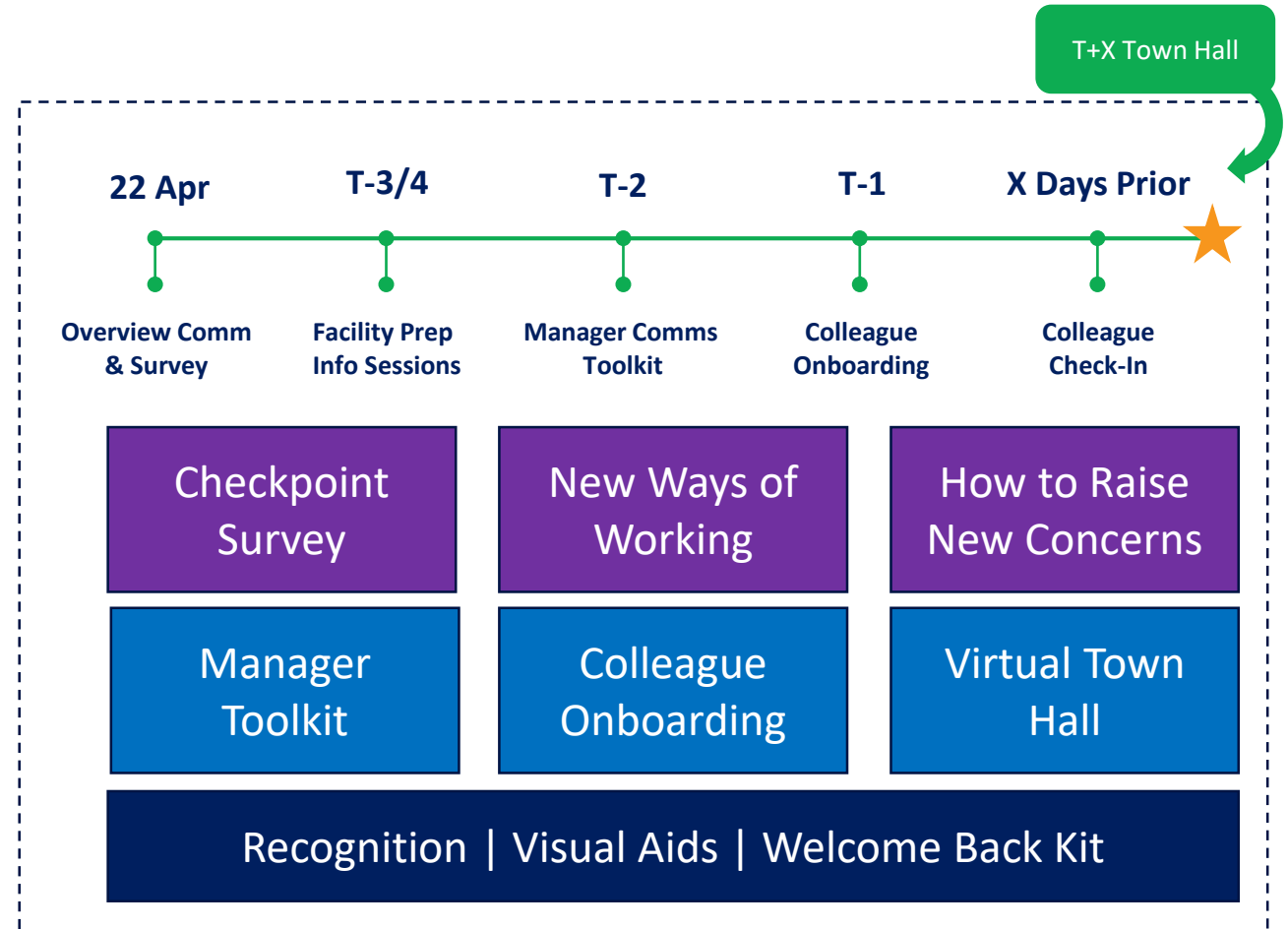
- Toolkit: clear instructions on new protocols in place and their role in managing them (facility readiness, employee self assessment, rotational schedules, social distancing arrangements, how to raise concerns)

For All Colleagues:

- Communicate return to work timing and expectations as we approach that date.
- Onboarding communication and program to support return to work.

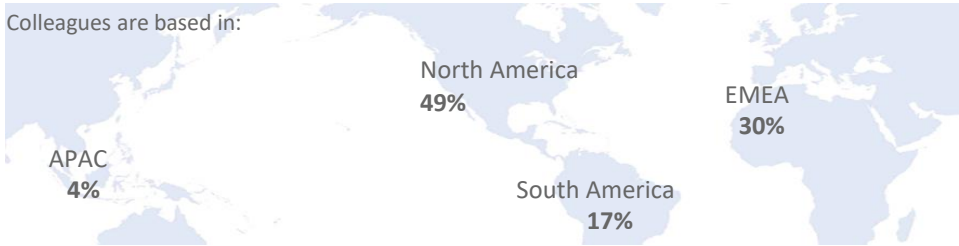
For Colleagues Who Continued Work:

- Recognition, recognition, recognition

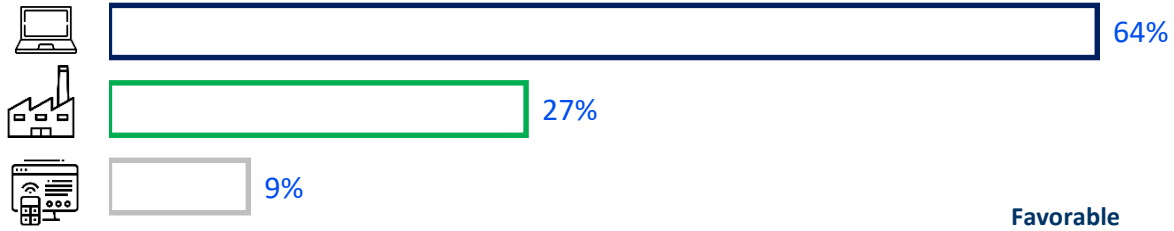


Results of Recent ADM Colleague Pulse Survey

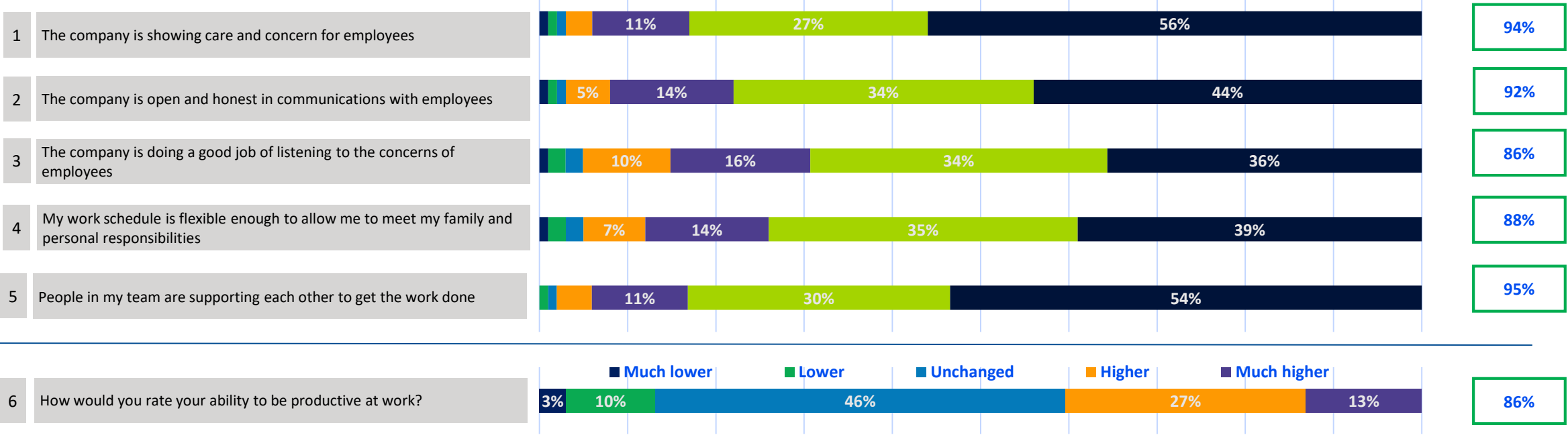
Total # of survey participants
4,805



- I normally work at an ADM location, but I'm now working remotely
- I am working on-site at an ADM location
- The majority of my work is already done remotely



Response by question¹



¹ For response rates less than 5%, actual percentage not shown
² "Somewhat agree", "Agree" and "Strongly agree" / "Unchanged", "Higher" and "Much higher" combined





Recommended Protocols When Employees Come Back to Work



Guiding Principles

- 1. Safety and well-being of employees are top priorities.
- 2. Gradually resuming to work is very important. (30%, 50%, 70%...)



About People: Supportive Control

1. Temperature measurement at the entrance of every building.
2. Employees have daily health assessment and return to work with green code.
3. Establish and follow emergency plans for the employees who display symptoms.
4. Visitors must pass health scan, confirming they have not left Beijing within 14 days and no contact with symptomatic people
5. Employees are provided with a new, free mask daily.



About Campus: Effective Disinfection

1. Overall disinfection of office area
2. Close the return air system of central air-conditioning and enforcing ventilation and disinfection
3. Independent management and control for each office building
4. Space per person shall not be less than 2.5 square meters (27 sq. feet), and 1 meter (3.2 feet) spacing warning strip is added for adjacent stations
5. Keep the access door open during epidemic period for enough airflow.
6. Epidemic prevention measures for using elevator
7. Sufficiently equipped with disinfection and control supplies
8. Set up a mask recycling place to avoid secondary pollution
9. Cooperate with local government's epidemic prevention inspections



About General Service: Preventive Measures

1. Epidemic prevention measures for use of meeting rooms
2. The cafeteria provides boxed meals and control the flow of people to have meals at different times
3. Operation plan of shuttle bus and commuting bus
4. Close the functional and well-being rooms
5. Strengthen health monitoring of all suppliers who come to the campus