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

<table>
<thead>
<tr>
<th>FUNDAMENTALS</th>
<th>FINANCIALS</th>
<th>CREDENTIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>800+ Facilities</td>
<td>$65B CY19 Revenue</td>
<td>1902 Founded</td>
</tr>
<tr>
<td>62 Innovation Centers</td>
<td>~$26B Market Cap</td>
<td>ADM NYSE Since 1924</td>
</tr>
<tr>
<td>347 Food &amp; Feed Processing Locations</td>
<td>~$3.1B CY19 Adjusted Segment OP</td>
<td></td>
</tr>
<tr>
<td>200 Countries Served</td>
<td>88 Consecutive Years of Dividends</td>
<td></td>
</tr>
<tr>
<td>482 Crop Procurement Locations</td>
<td>$3.5B CY19 Adjusted EBITDA</td>
<td>A Credit Rating</td>
</tr>
<tr>
<td>38,100 Employees</td>
<td>$3.24 CY19 Adjusted EPS</td>
<td></td>
</tr>
</tbody>
</table>
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.

- **Government Shelter In Place Restrictions are Lifted**
  - Where protocols are in place, government entity must deem it safe to return to work.

- **Facility Review & Preparations have been Completed**
  - Facility leaders work with regional crisis leadership teams to ensure their site is prepared for return and determine those colleagues to return.

- **Business Effectiveness Assessment has been Completed**
  - Managers identify most critical work processes and teams to be prioritized for return.

- **Employee Self-Assessment and Onboarding Completed**
  - Employees assess exposure risks to confirm return readiness + complete Onboarding with managers.
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
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

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.
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**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4,805</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Colleagues are based in:

- North America: 49%
- EMEA: 30%
- South America: 17%
- APAC: 4%

### How would you rate your ability to be productive at work?

1. Strongly disagree
2. Diagree
3. Somewhat disagree
4. Neutral
5. Somewhat agree
6. Agree
7. Strongly agree

### Response by question

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly disagree</th>
<th>Diagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Favorable response</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company is showing care and concern for employees</td>
<td>11%</td>
<td>27%</td>
<td></td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td>94%</td>
</tr>
<tr>
<td>The company is open and honest in communications with employees</td>
<td>5%</td>
<td>14%</td>
<td>34%</td>
<td></td>
<td>44%</td>
<td></td>
<td></td>
<td>92%</td>
</tr>
<tr>
<td>The company is doing a good job of listening to the concerns of</td>
<td>10%</td>
<td>16%</td>
<td>34%</td>
<td></td>
<td>36%</td>
<td></td>
<td></td>
<td>86%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My work schedule is flexible enough to allow me to meet my family and</td>
<td>7%</td>
<td>14%</td>
<td>35%</td>
<td></td>
<td>39%</td>
<td></td>
<td></td>
<td>88%</td>
</tr>
<tr>
<td>personal responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People in my team are supporting each other to get the work done</td>
<td>11%</td>
<td>30%</td>
<td></td>
<td></td>
<td>54%</td>
<td></td>
<td></td>
<td>95%</td>
</tr>
<tr>
<td>How would you rate your ability to be productive at work?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3%</td>
<td>10%</td>
<td>46%</td>
<td></td>
<td>27%</td>
<td></td>
<td>13%</td>
<td>86%</td>
</tr>
</tbody>
</table>

### Response rates

- Less than 5% response rate: Actual percentage not shown
- For responses: "Somehow agree", "Agree" and "Strongly agree" / "Unchanged", "Higher" and "Much higher" combined

### How your ability to be productive at work has changed:

- Much lower: 3%
- Lower: 10%
- Unchanged: 46%
- Higher: 27%
- Much higher: 13%

### Total # of survey participants: 4,805
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