BMO Farm to Market Conference

May 18, 2022



Safe Harbor Statement

Some of our comments and materials in this presentation constitute forward-looking statements that reflect management's current views and estimates of future economic circumstances, industry conditions, Company performance and financial results.

These statements and materials are based on many assumptions and factors that are subject to risk and uncertainties. ADM has provided additional information in its reports on file with the SEC concerning assumptions and factors that could cause actual results to differ materially from those in this presentation.

To the extent permitted under applicable law, ADM assumes no obligation to update any forward-looking statements as a result of new information or future events.

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Powering Sustainable Long-Term Growth

CAPITAL

COST

CASH

OPTIMIZE

DRIVE

EXPAND

PRODUCTIVITY

INNOVATION

2011-2014
Fit for the Journey

2015-2020
Improving Returns,
Creating Value

2021-2025
Sustainable Growth

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Strong Performance in Dynamic Environment



Expect 2022 results to substantially exceed 2021's

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Accelerating to the Next Horizon



AS&O

Regenerative Agriculture

Carb Solutions

BioSolutions Carbon Capture

Nutrition

Microbiome

Microbial Solutions Investments

- GELTOR
- NOURISHED
- Nature's Fynd
- Spiber
- AIR PROTEIN
- FBN
- ACIES BIO
- FUTURE MEAT
- Perfect Day

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