

Third Quarter 2019

Earnings Conference Call

October 31, 2019



Safe Harbor Statement

Some of our comments 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 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, and you should carefully review the assumptions and factors in our SEC reports.

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.

Third Quarter Accomplishments



OPTIMIZE The Core

- Capturing synergies from creation of AS&O segment
- Completion of Midwest elevator exchange with Cargill
- Advanced milling optimization with state-of-the-art Mendota mill
- Decatur complex improvement



DRIVE Efficiencies

- Growing benefits of advanced analytics and new technologies, including AI and machine learning
- Organization redesign delivering higher service levels at lower costs



EXPAND Strategically

- Growing in major global trend areas
 - Flexitarian Diets: partnership with world's largest beef patty producer
 - Nutrition for Health: promising results of bioactives for skin health
 - Sustainable Materials: JDA to develop sustainable superabsorbent polymers



READINESS

Readiness: Making ADM Better, On Track to Deliver Benefits



Targets

650

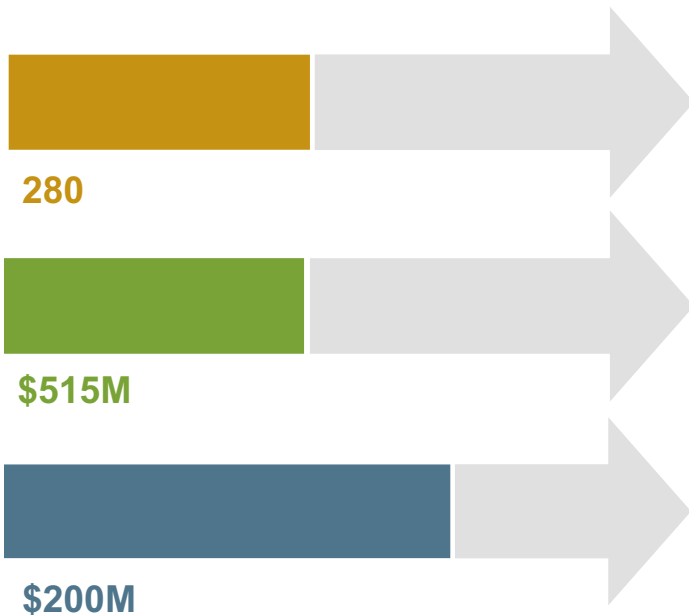
Prioritized
Initiatives

\$1.2B

Run Rate Savings
by end of 2020

\$250-300M

Accrued Benefits by
end of 2019



Q3 2019 Financial Highlights

(in millions except per share data and percentages)

	Quarter Ended Sept. 30		
	2019	2018	Change
Adjusted earnings per share ^{(1) (2)}	\$0.77	\$0.92	(\$0.15)
Total segment operating profit (unadjusted) ⁽³⁾	\$758	\$881	(\$123)
Adjusted segment operating profit ^{(1) (3)}	\$764	\$861	(\$97)
Trailing 4Q average adjusted ROIC ⁽¹⁾	6.5%	8.3%	(180)bps
Annual adjusted EVA ⁽¹⁾	(\$71)	\$546	(\$617)
Effective tax rate	19%	15%	
	Nine Months Ended Sept. 30		
	2019	2018	Change
Cash from operations before working capital changes	\$1,700	\$1,906	(\$206)
Purchases of property, plant, and equipment	(\$566)	(\$555)	(\$11)
Return of capital to shareholders	\$742	\$568	\$174
Increase (decrease) in cash, cash equivalents, restricted cash, and restricted cash equivalents	(\$818)	\$791	(\$1,609)
Net debt to total capital ratio (as of Sept. 30)	30%	27%	

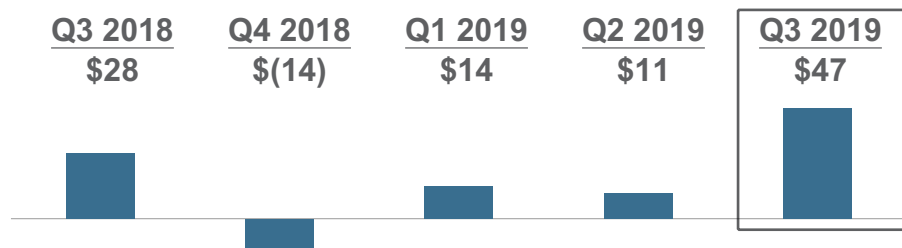
(1) Non-GAAP measures - see notes on page 24

(2) See earnings per share, the most comparable GAAP measure, on page 18

(3) See segment operating profit as reported on page 14

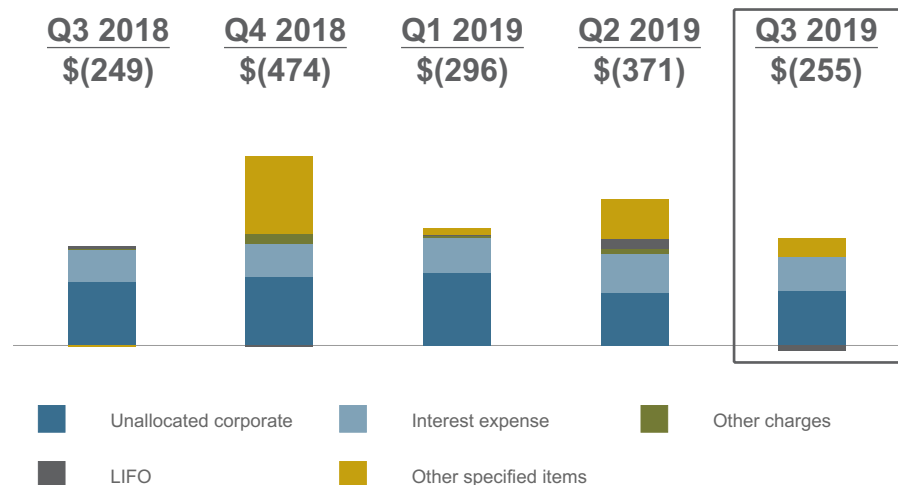
Q3 Other and Corporate Results (in millions)

Other



- Other results higher on captive insurance underwriting earnings

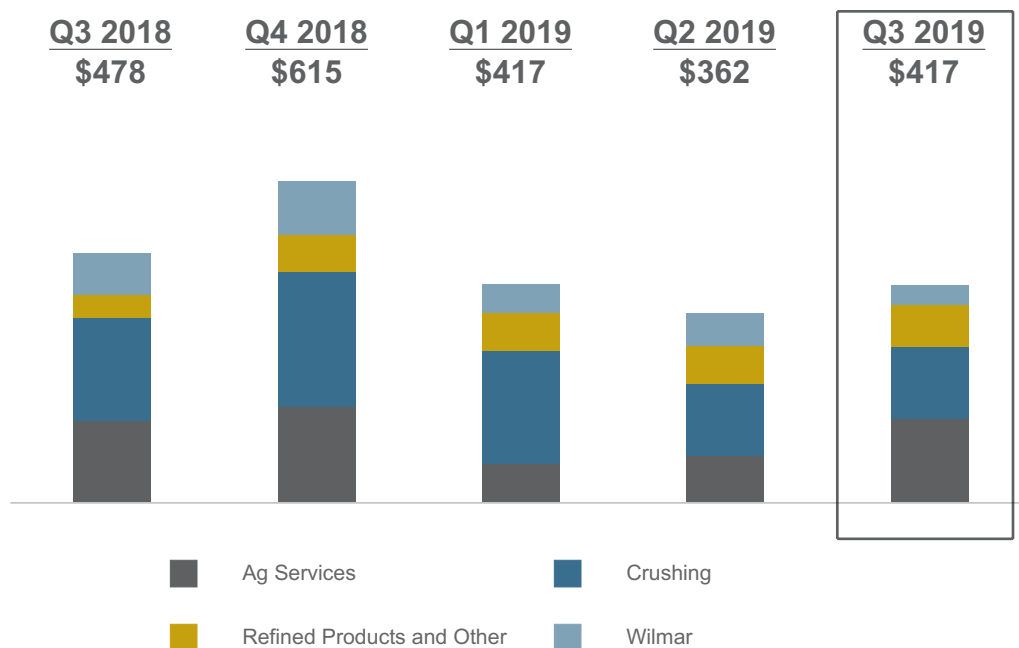
Corporate Charges



- Total Corporate similar YOY
- Unallocated corporate costs down on lower performance-related compensation accruals and benefits of restructuring
- Net interest similar to prior-year quarter

AS&O: Solid Results, Including Golden Peanut Improvement

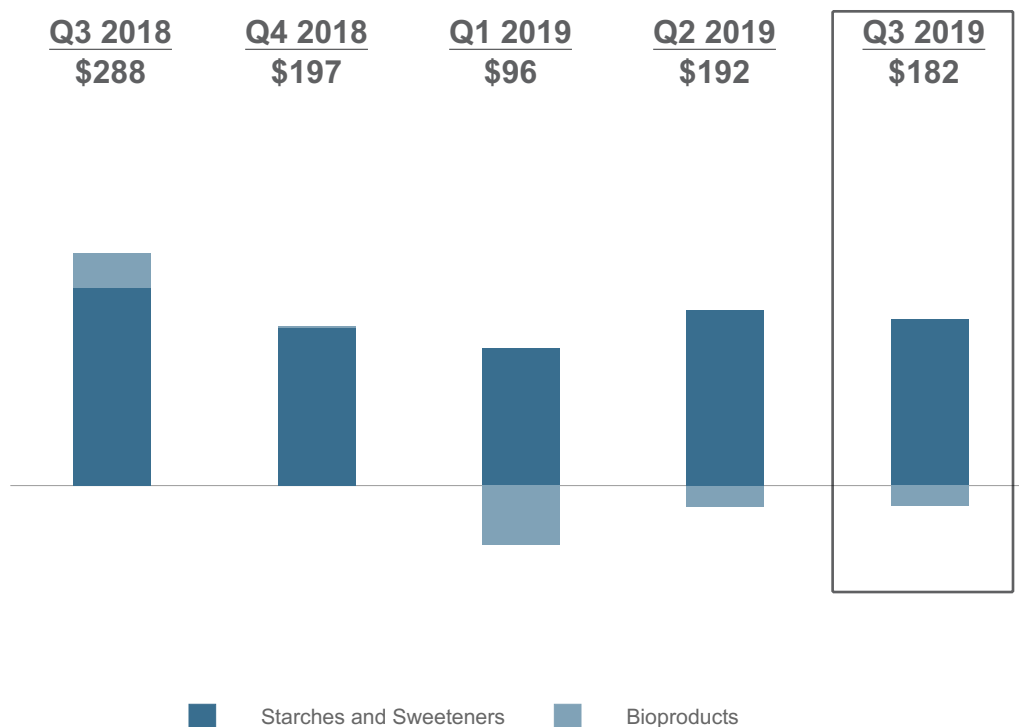
Segment operating profit (in millions)



- Ag Services in line YOY; improved NA merchandising, SA origination margins
- Crush down vs. strong prior-year results; solid margins in NA and EMEA; approximately \$50M in positive net timing effects
- RPO up on Golden Peanut and Tree Nuts improvements
- Wilmar lower YOY

Carbohydrate Solutions: Challenging External Conditions

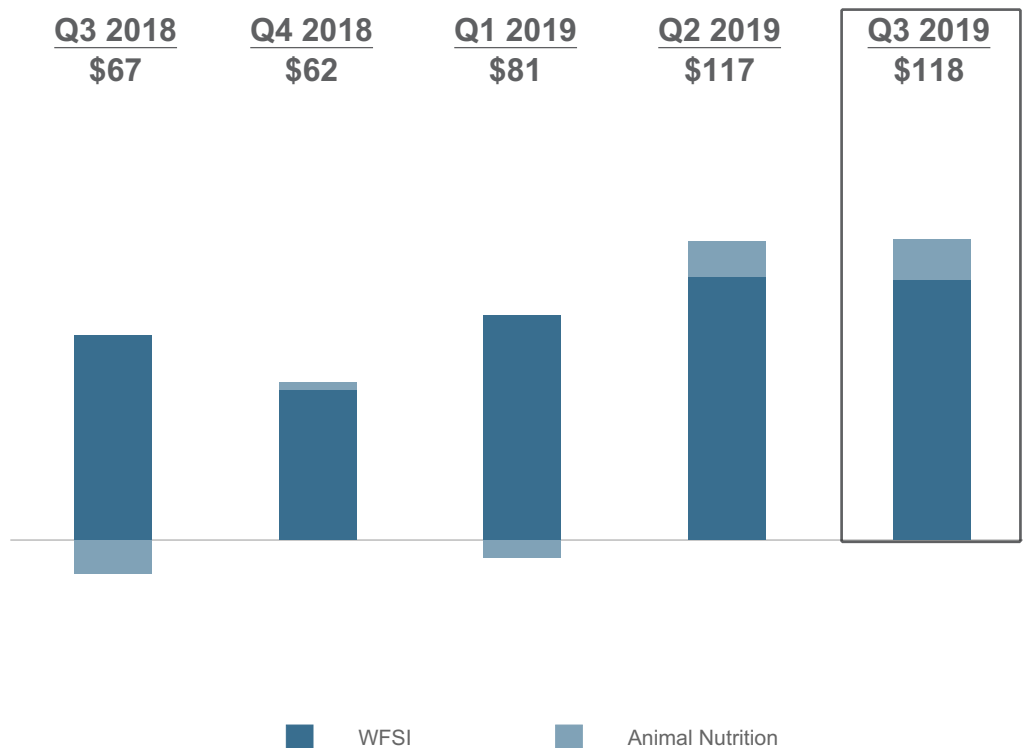
Segment operating profit (in millions)



- **S&S: higher net corn costs in NA, partially offset by lower manufacturing costs; continued challenging market conditions in EMEA; limited opportunities in wheat milling**
- **Bioproducts lower on challenged ethanol industry margin environment**

Nutrition: Substantially Higher; Growth Across the Portfolio

Segment operating profit (in millions)



- Strongest WILD quarter in history; SI up on plant-based protein growth; growth investments contributing in Health & Wellness
- Animal Nutrition up substantially as Neovia continues to contribute

Advancing Growth and Driving Returns



**Business
Turnarounds**



**Harvesting Growth
Investments**

**Strategy, Disciplined Capital Allocation Position ADM Well for
Stronger Results in 2020 and Beyond**

Upcoming Investor Events

Baird's 2019 Global Industrial Conference

Chicago, IL

Nov. 5

Stephens Investment Conference

Nashville, TN

Nov. 13-14

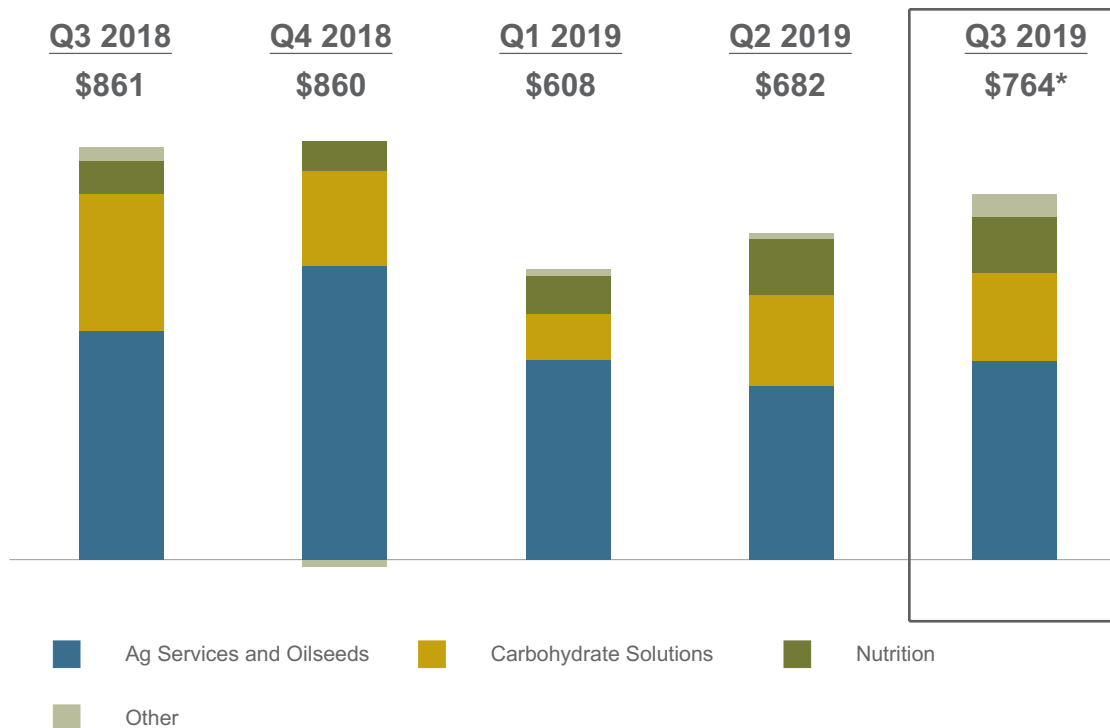


Appendix

Q3 Adjusted Segment OP \$764 million

Adjusted segment operating profit ^(1,2) (in millions)

Excludes specified items



*Segment operating profit as reported was \$758M

⁽¹⁾ Non-GAAP measure - see notes on page 24; ⁽²⁾ Adjusted segment operating profit equals total segment operating profit excluding specified items and timing effects.

Segment Operating Profit and Corporate Results

(Amounts in millions)	Quarter Ended Sept. 30		
	2019	2018	Change
Total Segment Operating Profit⁽¹⁾	\$ 758	\$ 881	\$ (123)
Specified items: (Gains) loss on sales of assets and businesses	—	(21)	21
Impairment and settlement charges	6	1	5
Adjusted Segment Operating Profit⁽¹⁾⁽²⁾	\$ 764	\$ 861	\$ (97)
Ag Services and Oilseeds	\$ 417	\$ 478	\$ (61)
Ag Services	161	157	4
Crushing	138	197	(59)
Refined Products and Other	80	44	36
Wilmar	38	80	(42)
Carbohydrate Solutions	\$ 182	\$ 288	\$ (106)
Starches and Sweeteners	207	245	(38)
Bioproducts	(25)	43	(68)
Nutrition	\$ 118	\$ 67	\$ 51
Wild Flavors and Specialty Ingredients	102	80	22
Animal Nutrition	16	(13)	29
Other	\$ 47	\$ 28	\$ 19
Total Segment Operating Profit⁽¹⁾	\$ 758	\$ 881	\$ (123)
Corporate	\$ (255)	\$ (249)	\$ (6)
Interest expense – net	(85)	(80)	(5)
Unallocated corporate costs	(139)	(161)	22
Other charges	—	(4)	4
Specified items: LIFO credit (charge)	16	(7)	23
Expenses related to acquisitions	—	4	(4)
Restructuring charges	(47)	(1)	(46)
Earnings Before Income Taxes	\$ 503	\$ 632	\$ (129)

⁽¹⁾ Non-GAAP measure - see notes on page 24; ⁽²⁾ Adjusted segment operating profit equals total segment operating profit excluding specified items and timing effects.

Cash Flow Highlights

(Amounts in millions)

	Nine Months Ended Sept. 30	
	2019	2018
Cash from operations before working capital changes	\$1,700	\$1,906
Changes in working capital ⁽¹⁾	375	(173)
Purchases of property, plant, and equipment	(566)	(555)
Net assets of businesses acquired	(1,946)	(324)
Sub-total	(437)	854
Marketable securities investment	41	—
Other investing activities	8	41
Debt increase/(decrease)	348	432
Dividends	(592)	(568)
Stock buyback	(150)	—
Other	(36)	32
Increase (decrease) in cash, cash equivalents, restricted cash, and restricted cash equivalents	(\$818)	\$791

⁽¹⁾ Includes the change in deferred consideration of (\$5,714 million) in 2019 and (\$5,413 million) in 2018 and the net proceeds from retained interest in securitized receivables of \$5,714 million in 2019 and \$5,413 million in 2018 which are presented separately as operating activities and investing activities, respectively, in the statement of cash flows as required by ASU 2016-15 which took effect 1/1/18.

Balance Sheet Highlights

(Amounts in millions)

	Sep. 30, 2019	Sep. 30, 2018
Cash ⁽¹⁾	\$958	\$915
Net property, plant, and equipment	10,101	9,885
Operating working capital ⁽²⁾	7,457	8,024
- Total inventories	8,075	8,483
Total debt	8,888	7,852
- CP outstanding	1,086	385
Shareholders' Equity	18,895	19,000
Memos:		
Available credit capacity September 30		
- CP	\$3.9 bil	\$4.6 bil
- Other	\$1.6 bil	\$2.2 bil
Readily marketable inventory	\$4.7 bil	\$5.4 bil

⁽¹⁾ Cash = cash and cash equivalents and short-term marketable securities

⁽²⁾ Current assets (excluding cash and cash equivalents and short-term marketable securities less current liabilities (excluding short-term debt and current maturities of long-term debt)

GAAP Statement of Earnings Summary

(Amounts in millions except per share data)

	Quarter Ended Sept. 30		
	2019	2018	Change
Revenues	\$16,726	\$15,800	\$926
Gross profit	1,078	1,058	20
Selling, general and administrative expenses	578	534	44
Asset impairment, exit, and restructuring charges	53	1	52
Equity in (earnings) losses of unconsolidated affiliates	(88)	(131)	43
Interest income	(47)	(40)	(7)
Interest expense	97	87	10
Other (income) expense – net	(18)	(25)	7
Earnings before income taxes	503	632	(129)
Income tax expense (benefit)	95	96	(1)
Net earnings including noncontrolling interests	408	536	(128)
Less: Net earnings (losses) attributable to noncontrolling interests	1	—	1
Net earnings attributable to ADM	\$ 407	\$ 536	\$ (129)
Earnings per share (fully diluted)	\$ 0.72	\$ 0.94	\$ (0.22)

Adjusted Earnings Per Share (EPS)

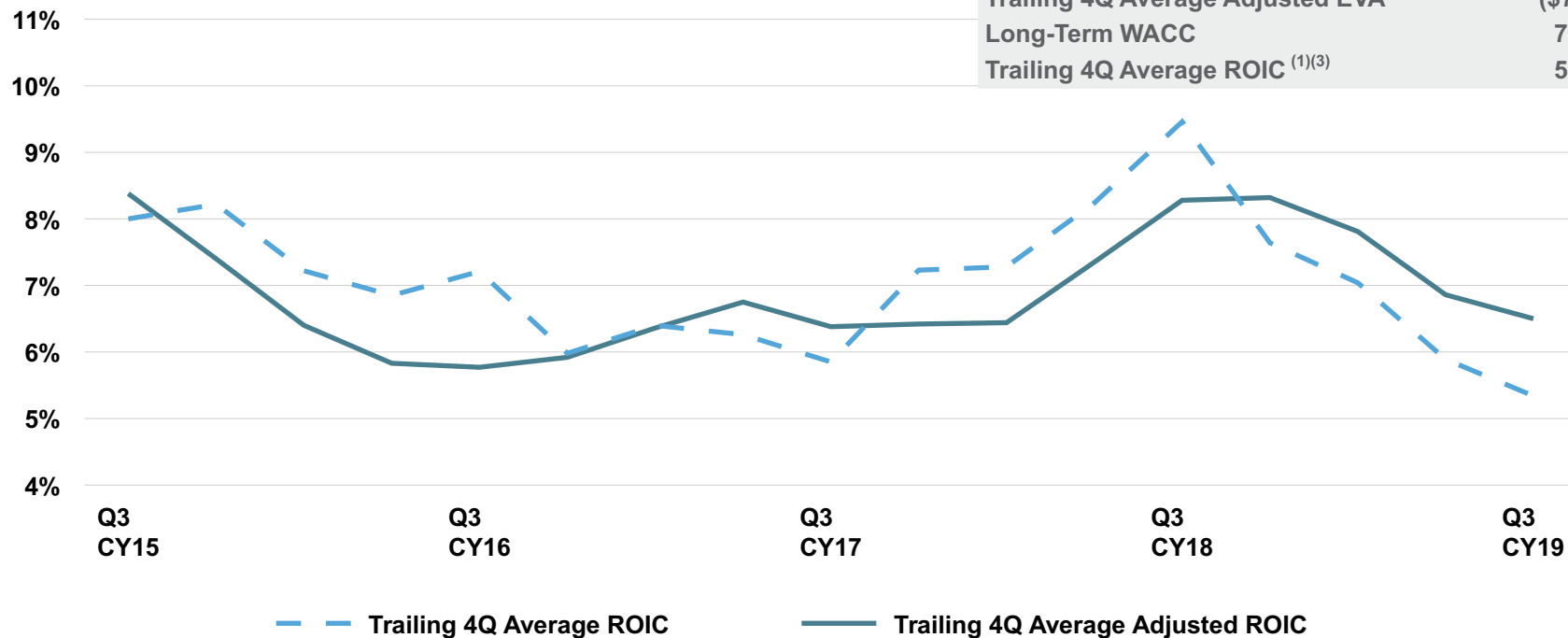
(Amounts in millions except per share data)

	Quarter Ended Sep. 30					
	2019			2018		
	Pre-tax	After-tax	Per share	Pre-tax	After-tax	Per share
Earnings and EPS (fully diluted) as reported	\$ 503	\$ 407	\$ 0.72	\$ 632	\$ 536	\$ 0.94
<u>Adjustments</u>						
LIFO (credit)/charge	(16)	(12)	(0.02)	7	5	0.01
(Gains) loss on sales of assets	—	—	—	(21)	(20)	(0.04)
Impairment, restructuring, and settlement charges	53	41	0.08	2	2	—
Expenses related to acquisitions	—	—	—	(4)	(3)	—
Tax adjustment	(5)	(5)	(0.01)	3	3	0.01
Adjusted Earnings and adjusted EPS (non-GAAP) ⁽¹⁾	\$ 535	\$ 431	\$ 0.77	\$ 619	\$ 523	\$ 0.92

⁽¹⁾ Non-GAAP measure - see notes on page 24

ROIC versus WACC

LT ROIC Objective: 10%



	Q3 CY19
Trailing 4Q Average Adjusted ROIC ⁽¹⁾⁽²⁾	6.5 %
Annual WACC	6.75 %
Trailing 4Q Average Adjusted EVA	(\$71M)
Long-Term WACC	7.0 %
Trailing 4Q Average ROIC ⁽¹⁾⁽³⁾	5.3 %

⁽¹⁾ Non-GAAP measure - see notes on page 24

⁽²⁾ Adjusted for LIFO and specified items - see notes on page 24

⁽³⁾ Adjusted for LIFO - see notes on page 24

Return on Invested Capital

Adjusted ROIC Earnings⁽¹⁾

(Amounts in millions)

	Quarter Ended				Four Quarters Ended
	Dec. 31, 2018	Mar. 31, 2019	Jun. 30, 2019	Sep. 30, 2019	Sep. 30, 2019
Net earnings attributable to ADM	\$ 315	\$ 233	\$ 235	\$ 407	\$ 1,190
Adjustments					
Interest expense	97	101	109	97	404
LIFO charge (credit)	(4)	1	25	(16)	6
Other adjustments	241	30	119	48	438
Total adjustments	334	132	253	129	848
Tax on adjustments	(80)	(28)	(65)	(32)	(205)
Net adjustments	254	104	188	97	643
Total Adjusted ROIC Earnings	\$ 569	\$ 337	\$ 423	\$ 504	\$ 1,833

Adjusted Invested Capital⁽¹⁾

(Amounts in millions)

	Quarter Ended				Trailing Four Quarter Average
	Dec. 31, 2018	Mar. 31, 2019	Jun. 30, 2019	Sep. 30, 2019	
Equity ⁽²⁾	\$ 18,981	\$ 18,895	\$ 18,955	\$ 18,873	\$ 18,926
+ Interest-bearing liabilities ⁽³⁾	8,392	9,887	9,417	8,891	9,147
+ LIFO adjustment (net of tax)	41	42	61	49	48
+ Other adjustments (net of tax)	183	27	86	36	83
Total Adjusted Invested Capital	\$ 27,597	\$ 28,851	\$ 28,519	\$ 27,849	\$ 28,204

⁽¹⁾ Non-GAAP measure – see notes on page 24

⁽²⁾ Excludes noncontrolling interests

⁽³⁾ Includes short-term debt, current maturities of long-term debt, finance lease obligations, and long-term debt

2018 Segment OP and Adjusted Segment OP^(1,2) Comparatives with New Segments (in millions)

As Reported	As Restated	Qtr. Ended Mar. 31, 2018		Qtr. Ended Jun. 30, 2018		Qtr. Ended Sep. 30, 2018		Qtr. Ended Dec. 31, 2018		Year Ended Dec. 31, 2018	
		As	As	As	As	As	As	As	As	As	As
		Reported	Restated	Reported	Restated	Reported	Restated	Reported	Restated	Reported	Restated
Segment Operating Profit⁽¹⁾	Segment Operating Profit⁽¹⁾	\$ 704	\$ 704	\$ 902	\$ 902	\$ 881	\$ 881	\$ 786	\$ 786	\$ 3,273	\$ 3,273
Specified items:	Specified items:										
(Gains) losses on sales of assets/businesses	(Gains) losses on sales of assets/businesses	—	—	—	—	(21)	(21)	8	8	(13)	(13)
Impairment, restructuring, and settlement charges	Impairment, restructuring, and settlement charges	13	13	22	22	1	1	66	66	102	102
Adjusted Segment Operating Profit⁽¹⁾⁽²⁾	Adjusted Segment Operating Profit⁽¹⁾⁽²⁾	\$ 717	\$ 717	\$ 924	\$ 924	\$ 861	\$ 861	\$ 860	\$ 860	\$ 3,362	\$ 3,362
Origination		\$ 46	\$ —	\$ 191	\$ —	\$ 131	\$ —	\$ 184	\$ —	\$ 552	\$ —
Merchandising and Handling		43	—	160	—	95	—	150	—	448	—
Transportation		3	—	31	—	36	—	34	—	104	—
Oilseeds		\$ 349	\$ —	\$ 341	\$ —	\$ 347	\$ —	\$ 431	\$ —	\$ 1,468	\$ —
Crushing and Origination		60	—	195	—	217	—	255	—	727	—
Refining, Packaging, Biodiesel, and Other		180	—	94	—	50	—	74	—	398	—
Asia		109	—	52	—	80	—	102	—	343	—
	Ag Services and Oilseeds	\$ —	\$ 395	\$ —	\$ 532	\$ —	\$ 478	\$ —	\$ 615	\$ —	\$ 2,020
	Ag Services	—	87	—	229	—	157	—	184	—	657
	Crushing	—	29	—	167	—	197	—	257	—	650
	Refined Products and Other	—	170	—	84	—	44	—	72	—	370
	Wilmar	—	109	—	52	—	80	—	102	—	343
Carbohydrate Solutions	Carbohydrate Solutions	\$ 213	\$ 213	\$ 247	\$ 247	\$ 288	\$ 288	\$ 197	\$ 197	\$ 945	\$ 945
Starches and Sweeteners	Starches and Sweeteners	216	216	238	238	245	245	195	195	894	894
Bioproducts	Bioproducts	(3)	(3)	9	9	43	43	2	2	51	51
Nutrition	Nutrition	\$ 96	\$ 96	\$ 114	\$ 114	\$ 67	\$ 67	\$ 62	\$ 62	\$ 339	\$ 339
Wild Flavors and Specialty Ingredients	Wild Flavors and Specialty Ingredients	73	73	106	106	80	80	59	59	318	318
Animal Nutrition	Animal Nutrition	23	23	8	8	(13)	(13)	3	3	21	21
Other	Other	\$ 13	\$ 13	\$ 31	\$ 31	\$ 28	\$ 28	\$ (14)	\$ (14)	\$ 58	\$ 58

⁽¹⁾ Non-GAAP measure - see notes on page 24; ⁽²⁾ Adjusted segment operating profit equals total segment operating profit excluding specified items and timing effects.

2019 Segment OP and Adjusted Segment OP^(1,2) as Currently Reported vs Old Segments

		Quarter Ended March 31, 2019		Quarter Ended June 30, 2019		Quarter Ended September 30, 2019		Nine Months Ended September 30, 2019	
		Previously Reported	Currently Reported	Previously Reported	Currently Reported	Previously Reported	Currently Reported	Previously Reported	Currently Reported
As Previously Reported	As Currently Reported								
(In millions)									
Segment Operating Profit ⁽¹⁾	Segment Operating Profit ⁽¹⁾	\$ 611	\$ 611	\$ 645	\$ 645	\$ 758	\$ 758	\$ 2,014	\$ 2,014
Specified items:	Specified items:								
(Gains) losses on sales of assets/businesses	(Gains) losses on sales of assets/businesses	(12)	(12)	—	—	—	—	(12)	(12)
Impairment and settlement charges	Impairment and settlement charges	9	9	37	37	6	6	52	52
Adjusted Segment Operating Profit ⁽¹⁾⁽²⁾	Adjusted Segment Operating Profit ⁽¹⁾⁽²⁾	\$ 608	\$ 608	\$ 682	\$ 682	\$ 764	\$ 764	\$ 2,054	\$ 2,054
Origination		\$ 76	\$ —	\$ 71	\$ —	\$ 115	\$ —	\$ 262	\$ —
Merchandising and Handling		61	—	68	—	96	—	225	—
Transportation		15	—	3	—	19	—	37	—
Oilseeds		\$ 341	\$ —	\$ 291	\$ —	\$ 302	\$ —	\$ 934	\$ —
Crushing and Origination		211	—	150	—	178	—	539	—
Refining, Packaging, Biodiesel, and Other		76	—	79	—	86	—	241	—
Asia		54	—	62	—	38	—	154	—
	Ag Services and Oilseeds	\$ —	\$ 417	\$ —	\$ 362	\$ —	\$ 417	\$ —	\$ 1,196
	Ag Services	—	75	—	90	—	161	—	326
	Crushing	—	216	—	139	—	138	—	493
	Refined Products and Other	—	72	—	71	—	80	—	223
	Wilmar	—	54	—	62	—	38	—	154
Carbohydrate Solutions	Carbohydrate Solutions	\$ 96	\$ 96	\$ 192	\$ 192	\$ 182	\$ 182	\$ 470	\$ 470
Starches and Sweeteners	Starches and Sweeteners	170	170	218	218	207	207	595	595
Bioproducts	Bioproducts	(74)	(74)	(26)	(26)	(25)	(25)	(125)	(125)
Nutrition	Nutrition	\$ 81	\$ 81	\$ 117	\$ 117	\$ 118	\$ 118	\$ 316	\$ 316
Wild Flavors and Specialty Ingredients	Wild Flavors and Specialty Ingredients	88	88	103	103	102	102	293	293
Animal Nutrition	Animal Nutrition	(7)	(7)	14	14	16	16	23	23
Other	Other	\$ 14	\$ 14	\$ 11	\$ 11	\$ 47	\$ 47	\$ 72	\$ 72

⁽¹⁾ Non-GAAP measure - see notes on page 24; ⁽²⁾ Adjusted segment operating profit equals total segment operating profit excluding specified items and timing effects.

Processed Volumes (by commodity)

Metric Tons Processed (000s)

	2014	2015	2016	2017	2018
Oilseeds	32,208	33,817	33,788	34,733	36,308
Corn	23,668	23,126	22,273	22,700	22,343
	55,876	56,943	56,061	57,433	58,651

	CY17				CY18				CY19		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Oilseeds	8,818	8,519	8,265	9,131	9,047	9,075	9,181	9,005	9,167	8,773	9,062
Corn	5,619	5,765	5,467	5,849	5,591	5,518	5,599	5,635	5,132	5,546	5,619
	14,437	14,284	13,732	14,980	14,638	14,593	14,780	14,640	14,299	14,319	14,681

Notes: Non-GAAP Reconciliation

The Company uses certain “Non-GAAP” financial measures as defined by the Securities and Exchange Commission. These are measures of performance not defined by accounting principles generally accepted in the United States, and should be considered in addition to, not in lieu of, GAAP reported measures.

- (1) **Adjusted net earnings and Adjusted earnings per share (EPS)**
Adjusted net earnings reflects ADM's reported net earnings after removal of the effect on net earnings of specified items as more fully described above. Adjusted EPS reflects ADM's fully diluted EPS after removal of the effect on EPS as reported of specified items as more fully described above. Management believes that Adjusted net earnings and Adjusted EPS are useful measures of ADM's performance because they provide investors additional information about ADM's operations allowing better evaluation of underlying business performance and better period-to-period comparability. These non-GAAP financial measures are not intended to replace or be alternatives to net earnings and EPS as reported, the most directly comparable GAAP financial measures, or any other measures of operating results under GAAP. Earnings amounts described above have been divided by the company's diluted shares outstanding for each respective period in order to arrive at an adjusted EPS amount for each specified item.
- (2) **Segment operating profit and adjusted segment operating profit**
Segment operating profit is ADM's consolidated income from operations before income tax excluding corporate items. Adjusted segment operating profit, a non-GAAP measure, is segment operating profit excluding specified items. Management believes that segment operating profit and adjusted segment operating profit are useful measures of ADM's performance because they provide investors information about ADM's business unit performance excluding corporate overhead costs as well as specified items. Segment operating profit and adjusted segment operating profit are not measures of consolidated operating results under U.S. GAAP and should not be considered alternatives to income before income taxes, the most directly comparable GAAP financial measure, or any other measure of consolidated operating results under U.S. GAAP.
- (3) **Adjusted Return on Invested Capital (ROIC)**
Adjusted ROIC is Adjusted ROIC earnings divided by adjusted invested capital. Adjusted ROIC earnings is ADM's net earnings adjusted for the after tax effects of interest expense, changes in the LIFO reserve and other specified items. Adjusted invested capital is the sum of ADM's equity (excluding noncontrolling interests) and interest-bearing liabilities adjusted for the after tax effect of the LIFO reserve, and other specified items. Management believes Adjusted ROIC is a useful financial measure because it provides investors information about ADM's returns excluding the impacts of LIFO inventory reserves and other specified items and increases period-to-period comparability of underlying business performance. Management uses Adjusted ROIC to measure ADM's performance by comparing Adjusted ROIC to its weighted average cost of capital (WACC). Adjusted ROIC, Adjusted ROIC earnings and Adjusted invested capital are non-GAAP financial measures and are not intended to replace or be alternatives to GAAP financial measures.
- (4) **Average ROIC**
Average ROIC is ADM's trailing 4-quarter net earnings adjusted for the after-tax effects of interest expense and changes in the LIFO reserve divided by the sum of ADM's equity (excluding non-controlling interests) and interest-bearing liabilities adjusted for the after-tax effect of the LIFO reserve. Management uses average ROIC for investors as additional information about ADM's returns. Average ROIC is a non-GAAP financial measure and is not intended to replace or be an alternative to GAAP financial measures.
- (5) **Adjusted Economic Value Added**
Adjusted economic value added is ADM's trailing 4-quarter economic value added adjusted for LIFO and other specified items. The Company calculates economic value added by comparing ADM's trailing 4-quarter adjusted returns to its Annual WACC multiplied by adjusted invested capital. Adjusted economic value added is a non-GAAP financial measure and is not intended to replace or be an alternative to GAAP financial measures.