What's Next?

ADM Investor Day 2014

Christina Hahn

Vice President, Investor Relations

Our Agenda Today

Journey to Value Creation	Pat Woertz
Changing While Winning	Juan Luciano
Ag Services	Joe Taets, Kevin Brassington, Federico Gorbea, Scott Fredericksen
Corn	Mark Bemis, Chris Cuddy, Pierre Duprat, Craig Willis
Lunch 12:30-1:15	
Oilseeds	Matt Jansen, John McGowan, Renee Roberts, Valmor Schaffer
Wild Flavors & Specialty Ingredients	Greg Morris, Bruce Bennett, Vince Macciocchi, Victoria de la Huerga
Improvement Team & Innovation	Todd Werpy, Mark Matlock, Marie Wright
Financial Strategy	Ray Young
Q&A	Pat Woertz, Juan Luciano, Ray Young
Reception 4:30-5:30	

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.

The statements are based on many assumptions and factors, including availability and prices of raw materials, market conditions, operating efficiencies, access to capital and actions of governments. Any changes in such assumptions or factors could produce significantly different results. To the extent permitted under applicable law, the Company assumes no obligation to update any forward-looking statements as a result of new information or future events.

Journey to Value Creation

Pat Woertz

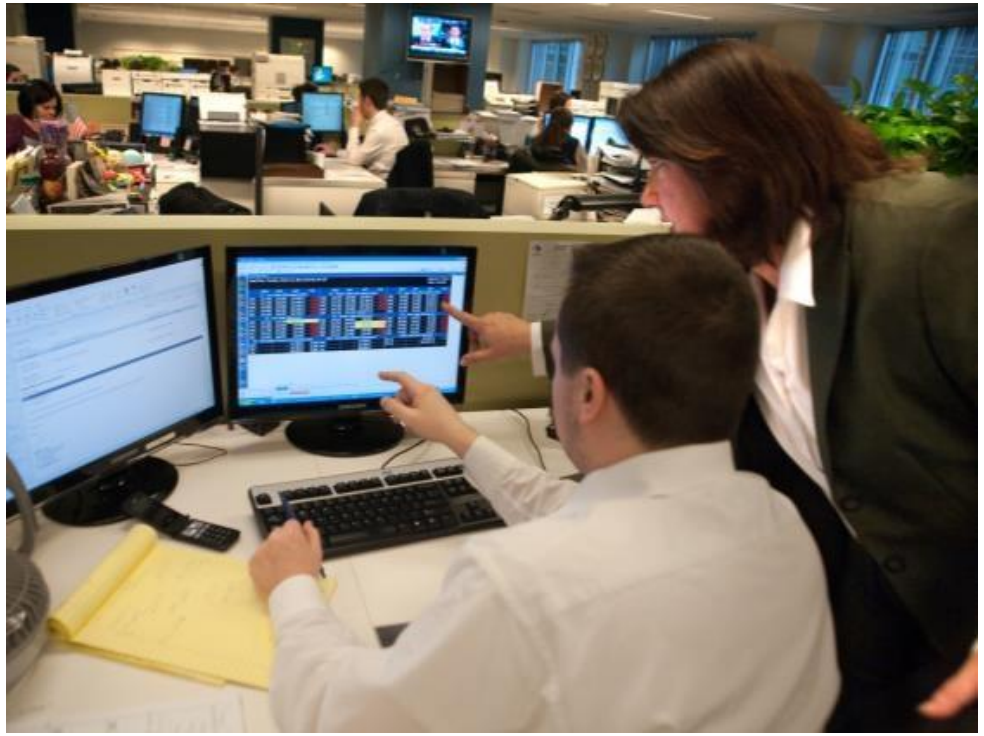
Chairman & CEO

Becoming “Fit for the Journey”



- Safety
- Goal Setting
- Financial Metrics
- Strategic Planning
- Organizational Alignment

Strengthening the Business



- Operational Excellence
- Cost
- Focus on Returns
- Capital Discipline
- Global Strategy

What's Next?

Bright Future

- Well positioned to capitalize on global trends
- Strong team, focused on executing with excellence
- Updated strategy
- Seamless transition

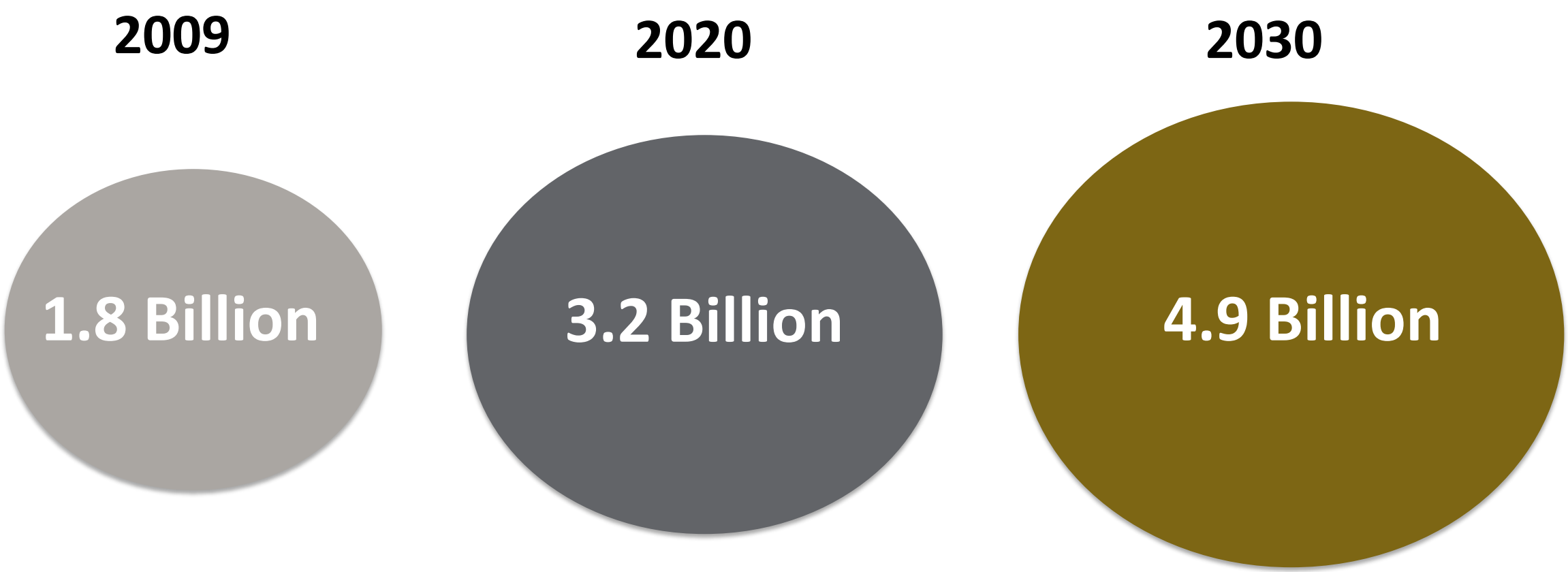
Changing While Winning

Juan Luciano
President & COO

Our Priorities

- **Fully capitalize on enduring trends**
- **Set the competitive standard by industry**
- **Balanced capital allocation**

The Global Middle Class is Growing



Global Graying and the Silver Economy

Within the next five years, the number of adults aged 65 and over will outnumber children under the age of 5, for the first time in human history.

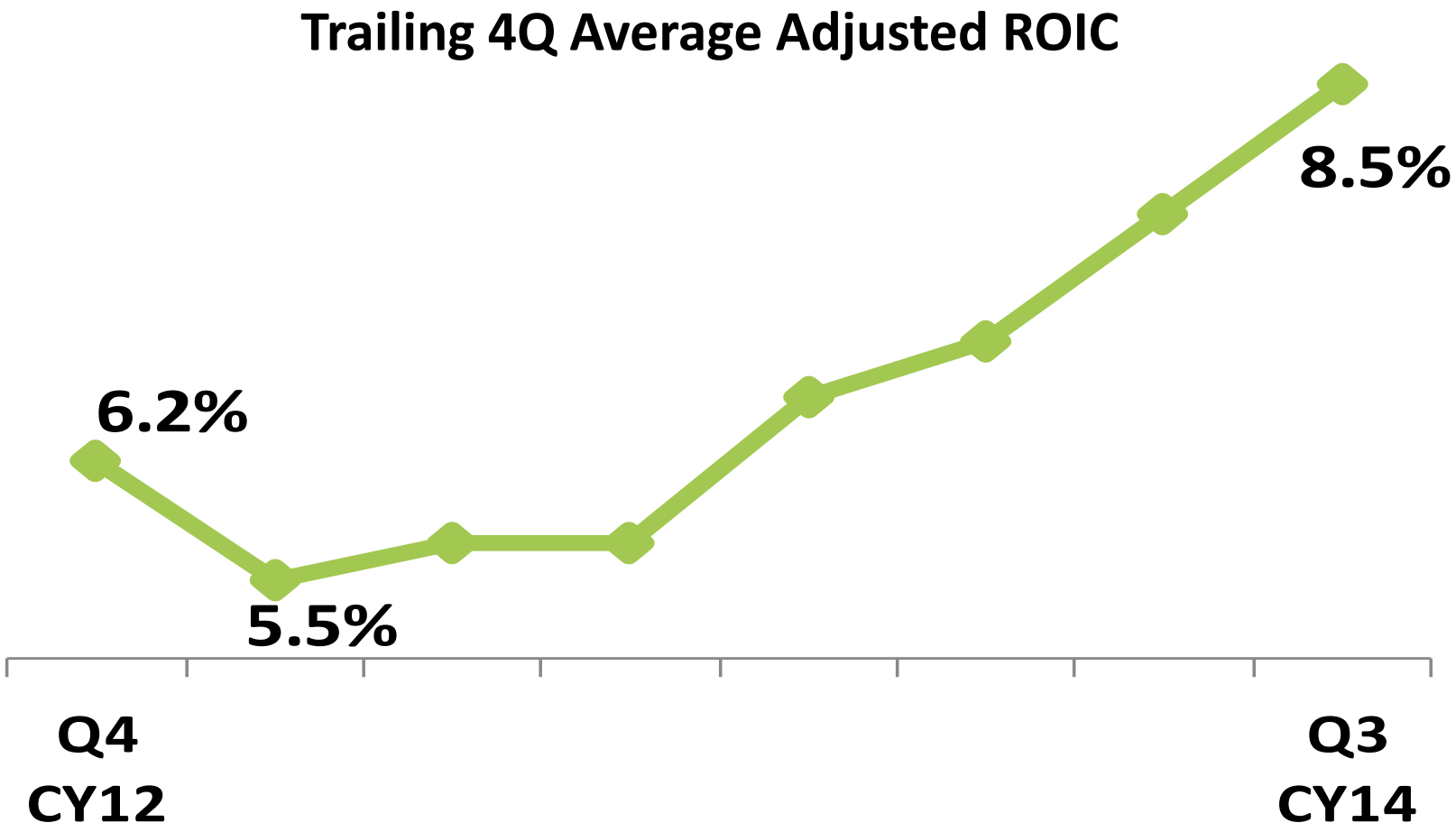
“The world has never before seen such a powerful market, with about $3 trillion to spend in the U.S. alone.”

Customers' Need are Changing

Food and beverage manufacturers' desire for better quality and faster innovation is leading to increased outsourcing of R&D activities to ingredients suppliers.

Returns Journey

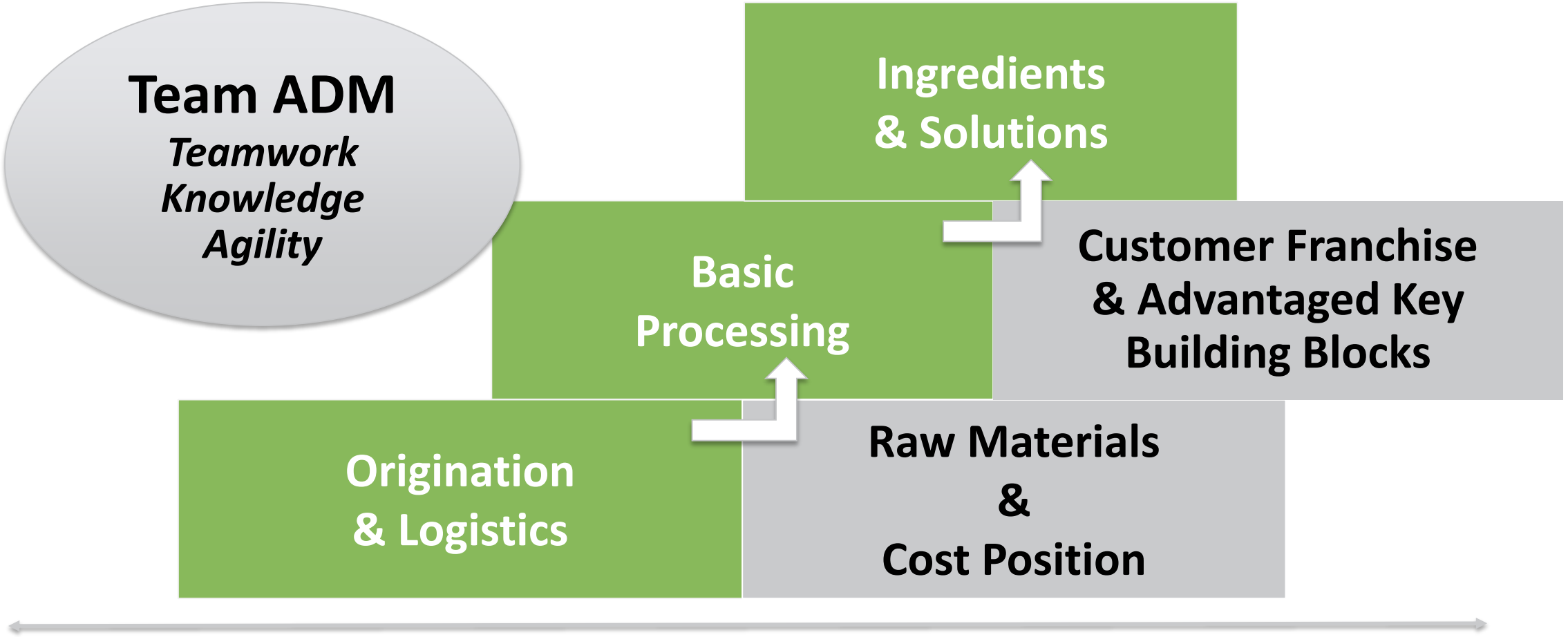
Actions are Improving Returns



Financial Objectives

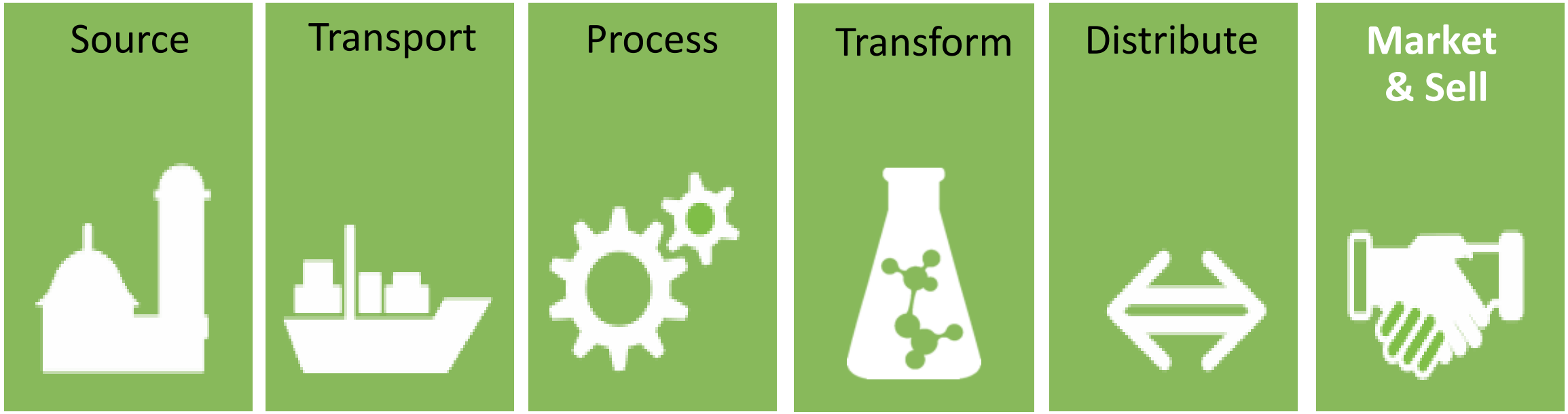
- Increase Returns & EVA
- Dampen Volatility of Earnings

The ADM Advantage



Agility with Scale

Setting the Competitive Standard in Each Industry



Increasing the Number of Levers under Our Control

Align Operating Metrics
with Key Drivers of Shareholder Value

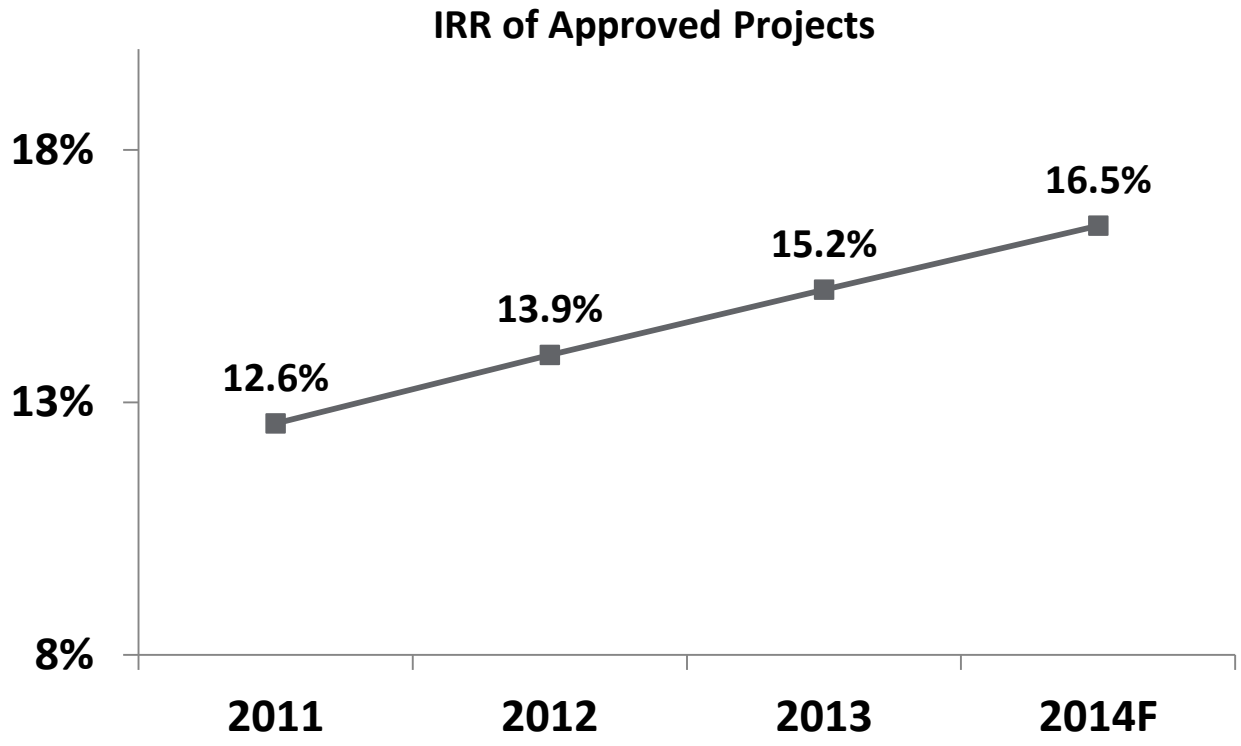
Optimize the Core	Drive Operational Efficiencies	Expand Strategically
Increase destination marketing Portfolio management Rejuvenate product mix	Technology for comp. advantage Standardization for scale 1ADM for productivity	Geographic expansion Grow market-facing units Incubating an innovation platform

Enhance Talent & Capabilities

Build talent base around the world
Selective marketing and application development
Add customer-centric capabilities

Better Projects Drive Better Results

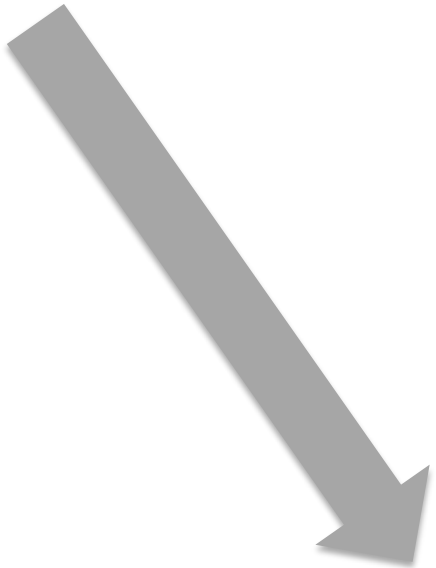
- **Lookbacks**
- **Learnings**

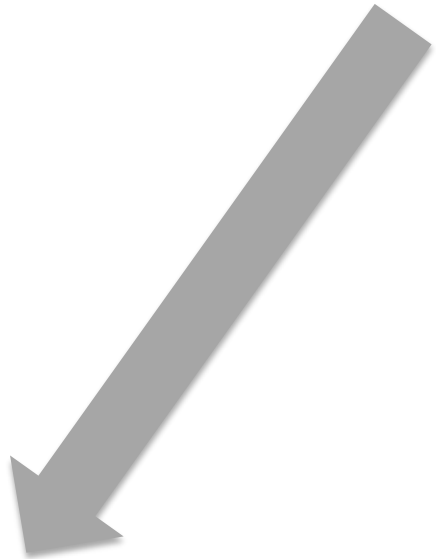


Capital Deployment Philosophy

Invest in Business

Return to Shareholders

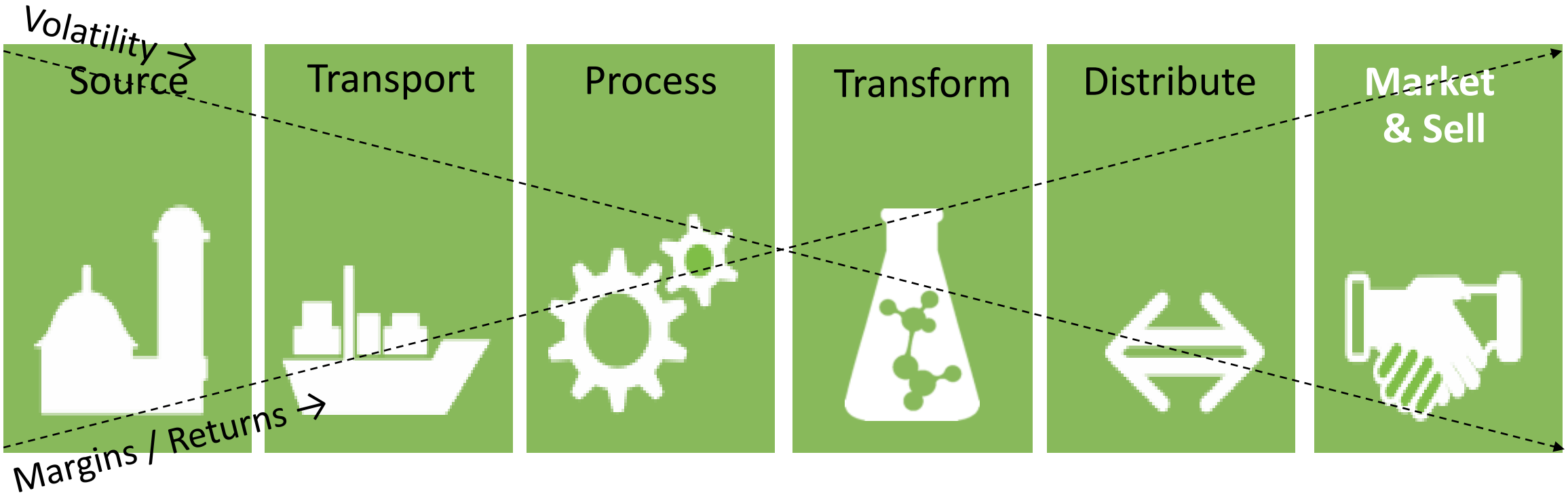




Available for strategic opportunities

Value Creation

Strategy Shifts Portfolio Center of Gravity

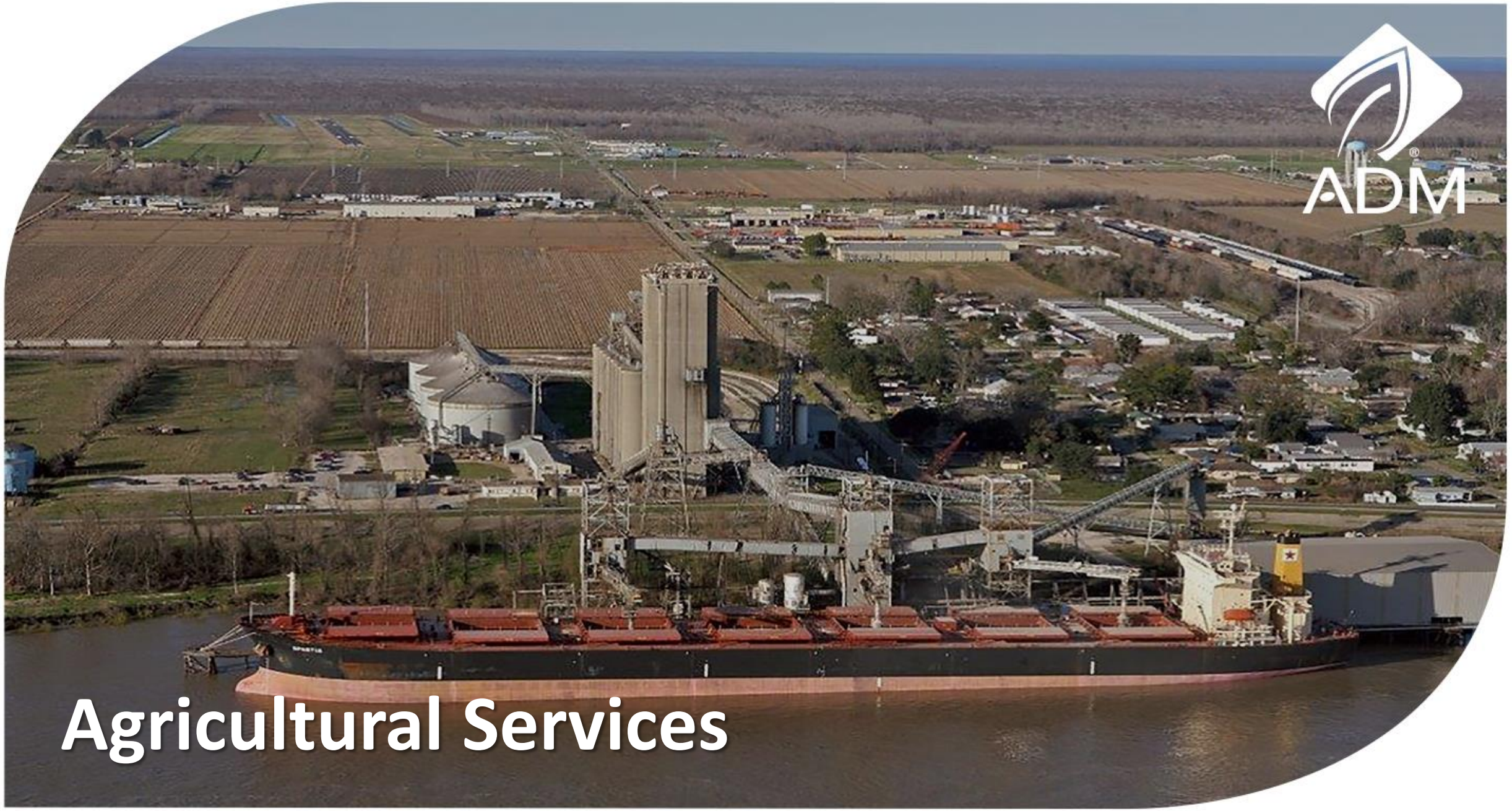


Our Scorecard

	Optimize the Core	Drive Operational Efficiencies	Expand Strategically
Oilseeds	❑ Reduce EU dependency on biofuels ❑ Improve South American returns ❑ Divest underperforming businesses	❑ Inventories (capital reduction) ❑ Energy Efficiency ❑ Supply Chain ❑ Procurement ❑ Yield ❑ Sales / Margin Improvement ❑ New Products ❑ Maintenance ❑ Chemical Usage ❑ Engineering ❑ 1-ADM Implementation	❑ Develop origination position in N. Brazil ❑ Pursue JV partners for Barcarena Port ❑ Expand packaged and food oils
Corn	❑ Continue diversifying wet mill corn grind to achieve 10% goal ❑ Diversify starch portfolio ❑ Improve PG results ❑ Divest underperforming businesses		❑ Launch commercial production at Tianjin fructose plant ❑ Expand China feed business ❑ Expand specialty product portfolio ❑ Access new technology
Ag Services	❑ Complete ACTI integration ❑ Build Global Trade Desk ❑ Reduce asset intensity through JVs & Partnerships ❑ Expand backhauls, complimentary & customer products and asset proximity		❑ Diversify & expand trade & origin. territory ❑ Leverage ADM brand equity and distr. reach ❑ Sell up and explore geo. Milling expansion ❑ Grow logistics services ❑ Expand ocean going vessel focus to 3rd party non-grain business
WILD Flavors & Spec. Ingreds.	❑ Grow Sales: • Clarisoy • Textura • Functional fiber • Edible Bean powder and grits • Transparent Xanthan Gum		❑ Deliver WILD synergies ❑ Integrate Specialty Commodities ❑ Maintain construction schedule: • Campo Grande • Tianjin • Clinton

The Investment Rationale for ADM is Compelling

Trends	Intensifying
Value Creation/Execution	Accelerating
Capital Stewardship	Strengthening



Agricultural Services

Ag Services



Joe Taets
SVP/President Ag Services, EMEA
26 years industry experience



Kevin Brassington
Managing Director, EU Oilseed Processing & Global Trade Oilseed
20 years industry experience



Scott Fredericksen
President Transportation
31 years industry experience



Federico Gorbea
President & GM, ADM Mexico
26 years industry experience

What's Next?

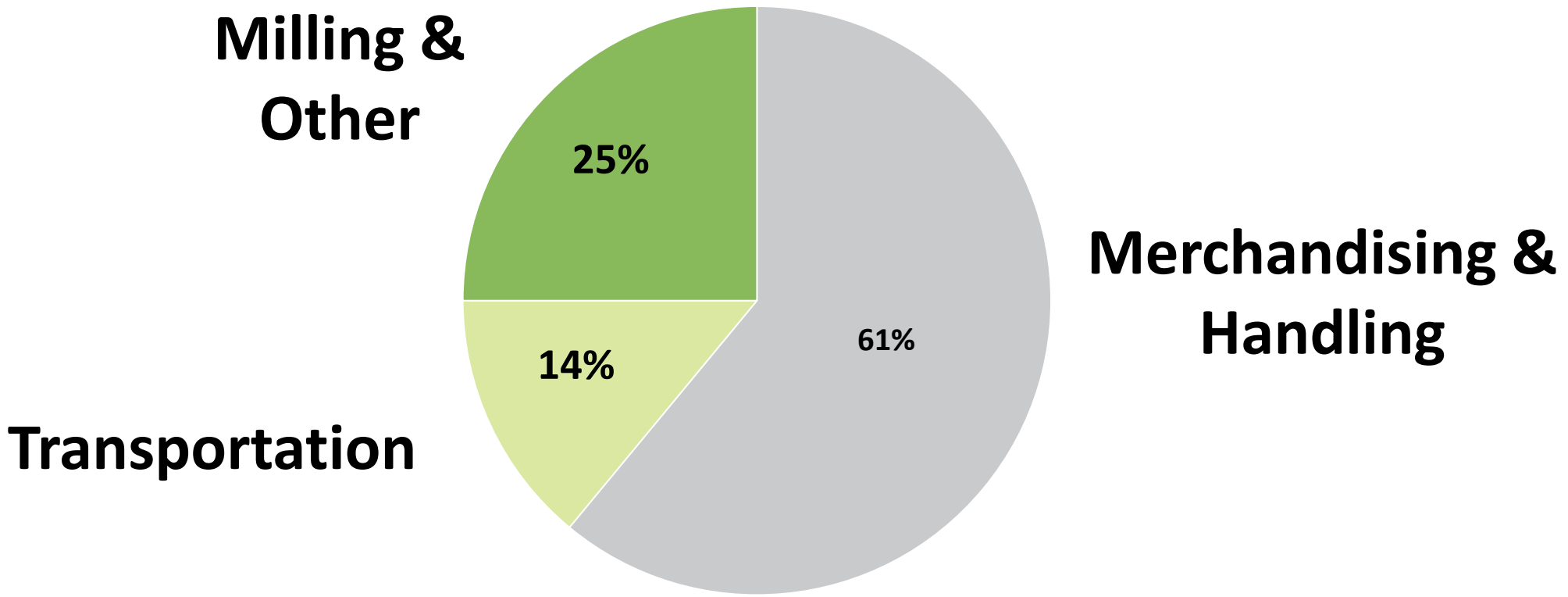
- **Focus Actions to Improve Returns and Grow EVA**
- **Diversify Global Origination**
- **Expand Destination and Distribution Network**
- **Further Solidify Position as Premier Global Ag Services Company**

ADM is the Premier Global Ag Services Company



Note: Origination Assets in South America and part of Europe are reported within the Oilseed segment.

How We Make Money Today



Note: Origination Assets in South America and part of Europe are reported within the Oilseed segment.

Sources of Profitability

Physical Grain Assets



- Operating Expertise
- Elevation Capacity
- Volume
- Discounts
- Carry Charges
- Blending/Drying/Storage
- Connection to Farmers

Intellectual Capital



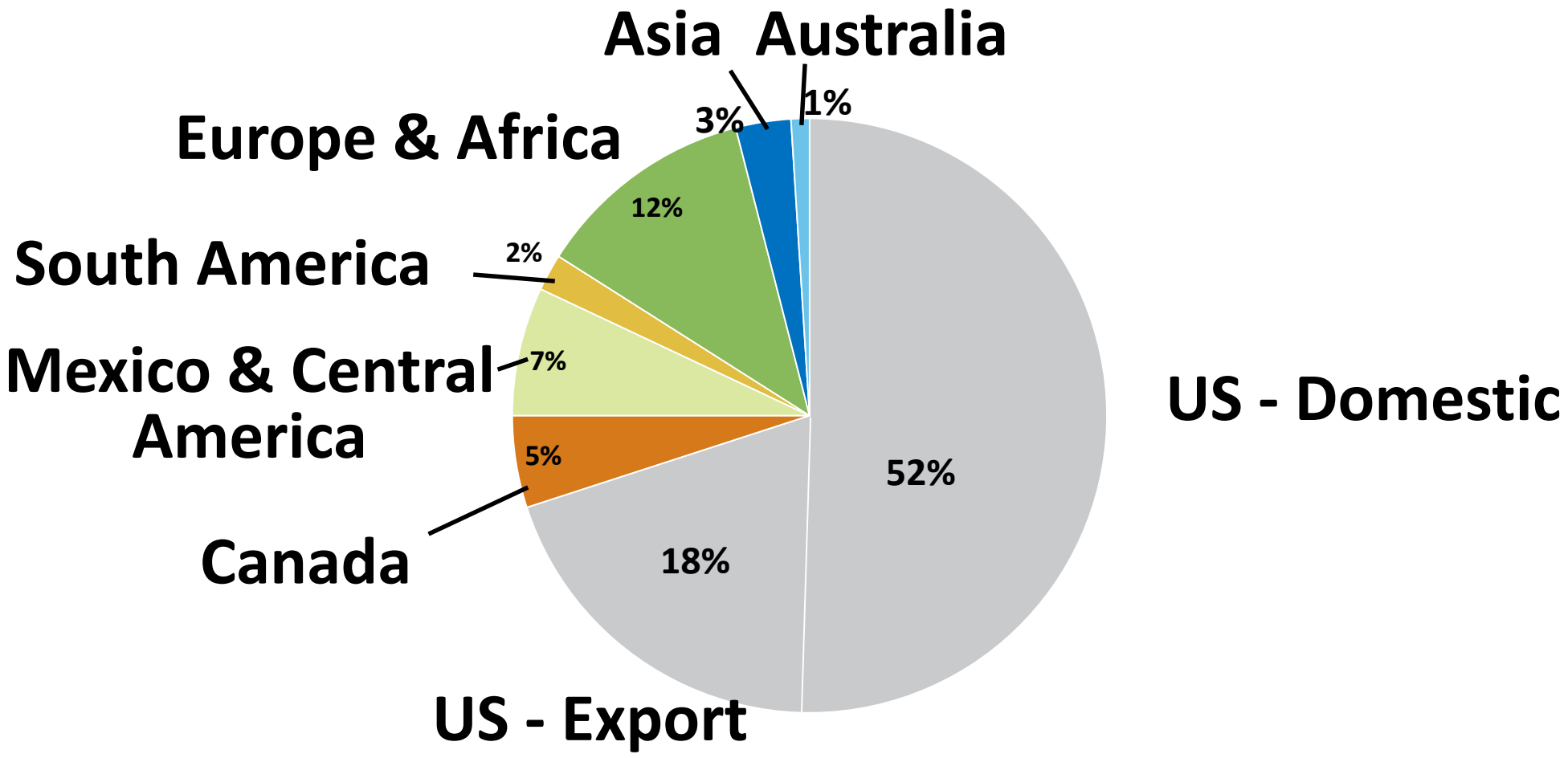
- Risk Management
- Market Intelligence
- Arbitrage—Grain & Freight
- Spreads/Options
- Diversified Product Portfolio
- Value Added Services

Transportation



- Operating Efficiency
- Centralized Negotiations
- Trade Knowledge/Relationships
- Round Trip Optimization
- Competitive Advantage
- 3rd Party Logistics
- Inland Port/Intermodal Ramp
- Multi-modal Flexibility

Where We Make Money Today



Our Vision: Retain Our Position as the Premier End-to-End Global Ag Services Company

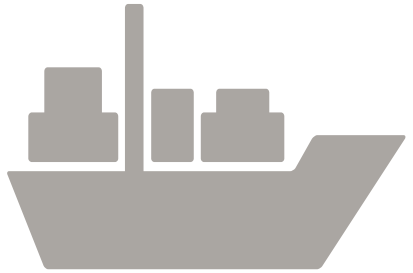
Grow Origination Platform



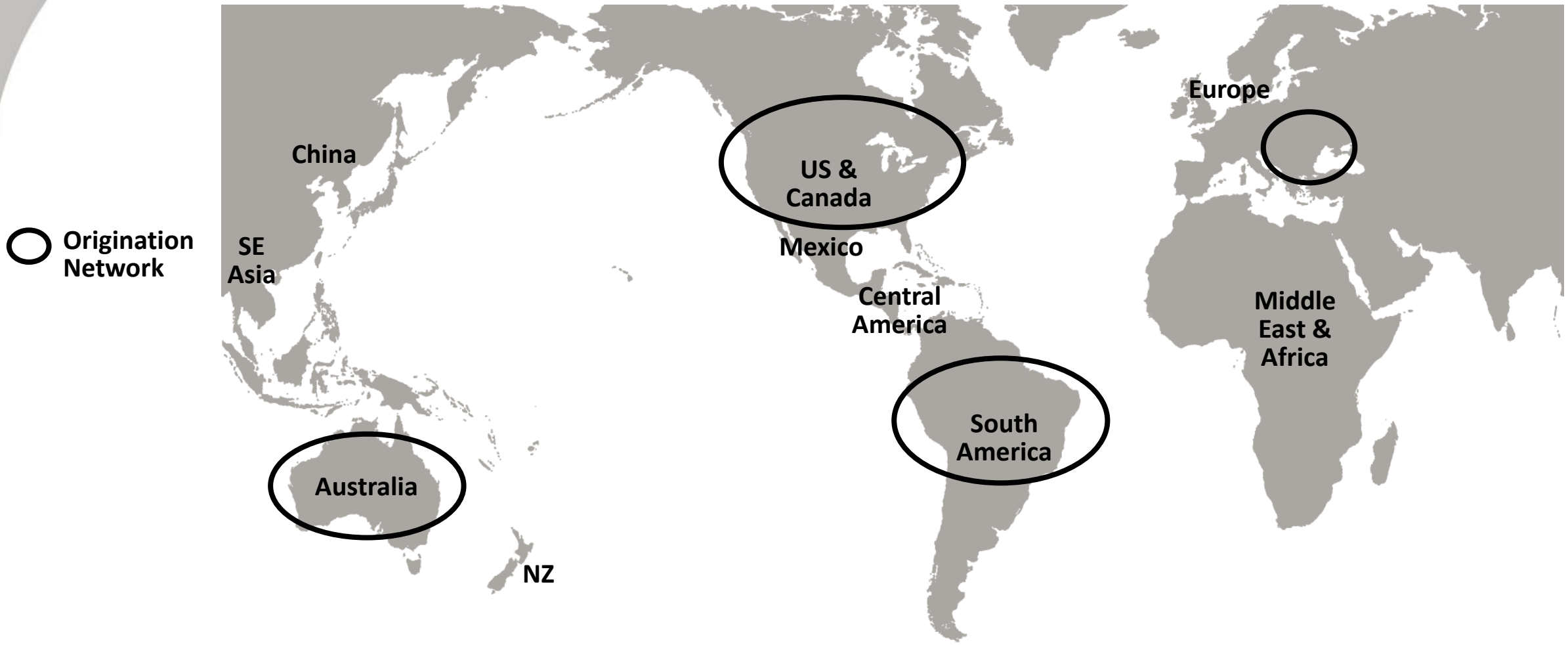
Grow in Destination Markets & Distribution



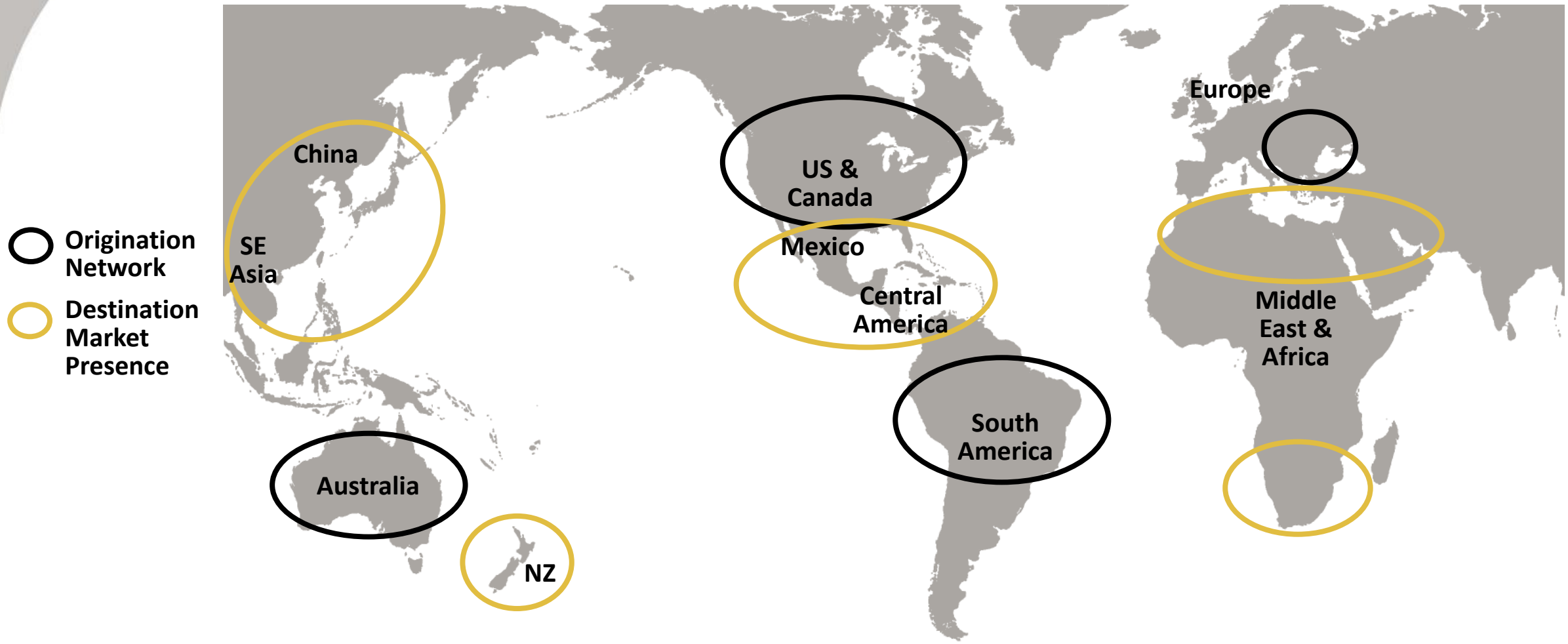
Leverage Global Transportation Network



Expand Origination in Key Growing Regions

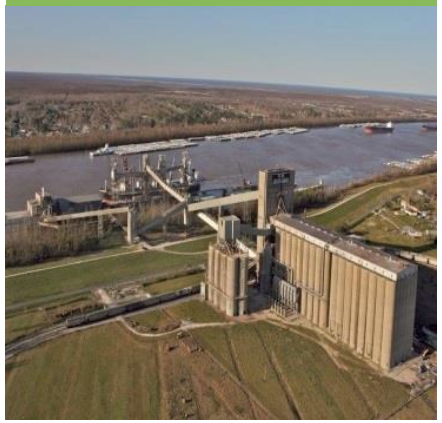


Grow Destination Marketing and Distribution

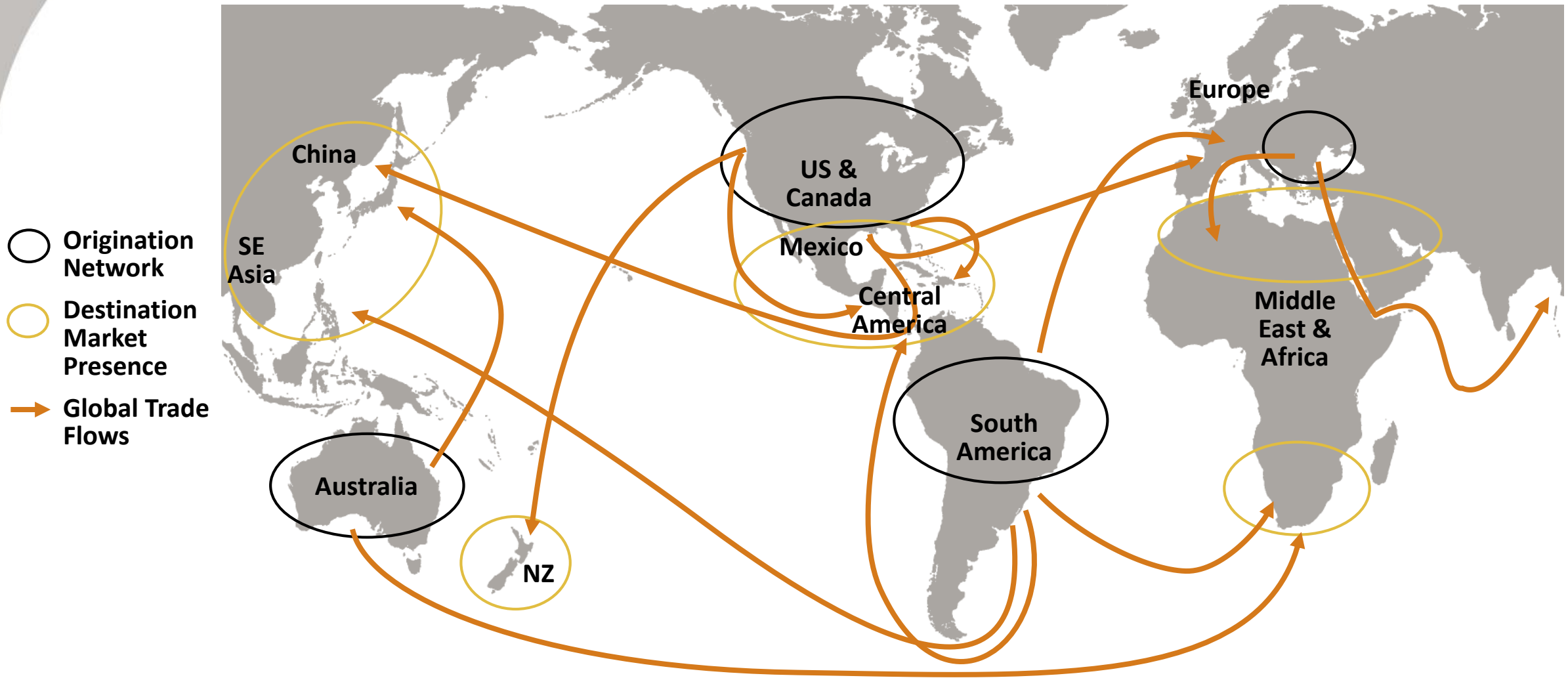


Grow Destination Marketing and Distribution

FOB to CIF Margin $2 - $3 per MT → **Destination Margin $8 - $12 per MT**

Domestic Origination	River Logistics	Strategic Grain Export Assets	Destination Ports	Destination Distribution
				

Fully Capitalize on Global Trade Flows

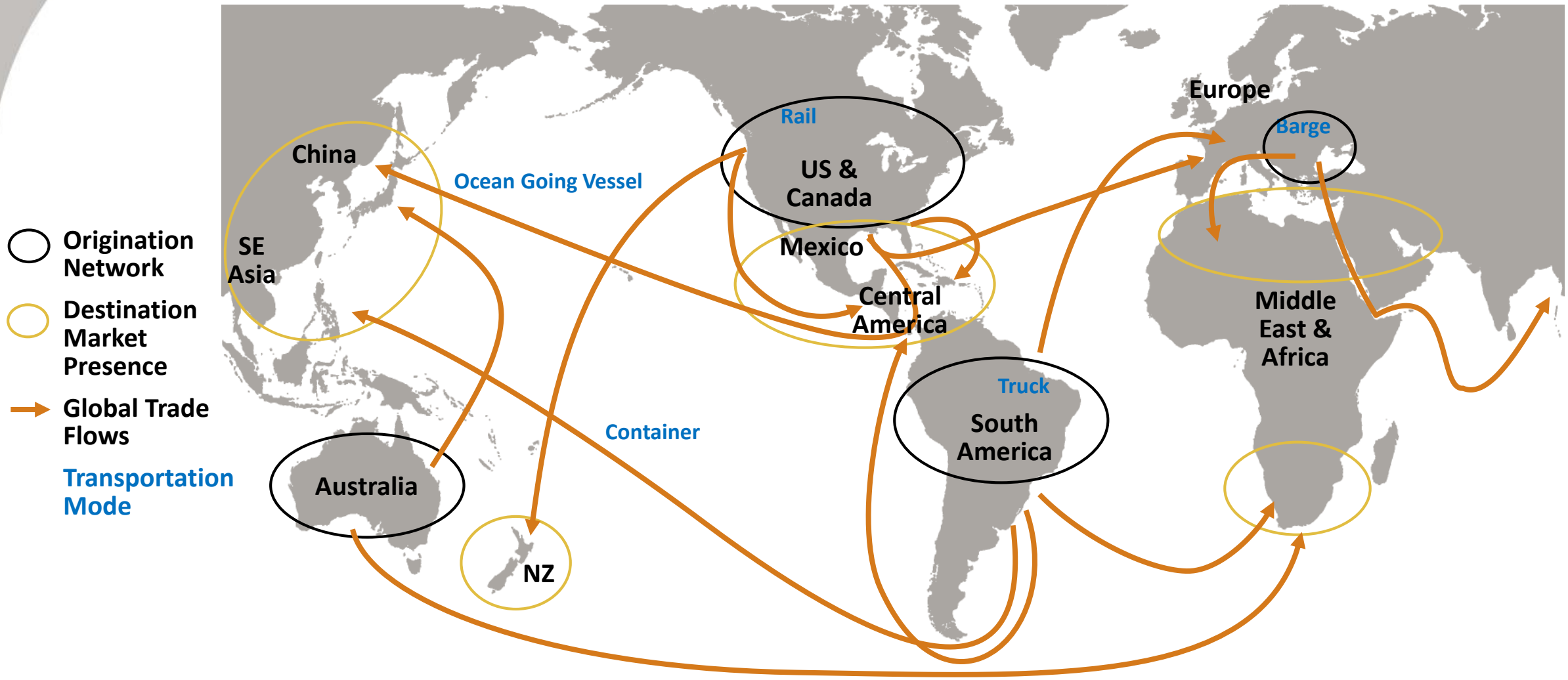


Fully Capitalize on Global Trade Flows

Combining ADM and Toepfer

- Reorganizing
- Rebranded as ADM
- Restructured legal entities
- Reducing invested capital
- Establishing global merchandising operation
- Eliminating redundancies

Transportation: Core Competency & Competitive Advantage



Transportation: Core Competency & Competitive Advantage



1,200 Trucks

27,500 Railcars



Efficiency

Technology

Fleet Optimization

Asset Utilization

Leverage

Yearly ship 160,000 containers



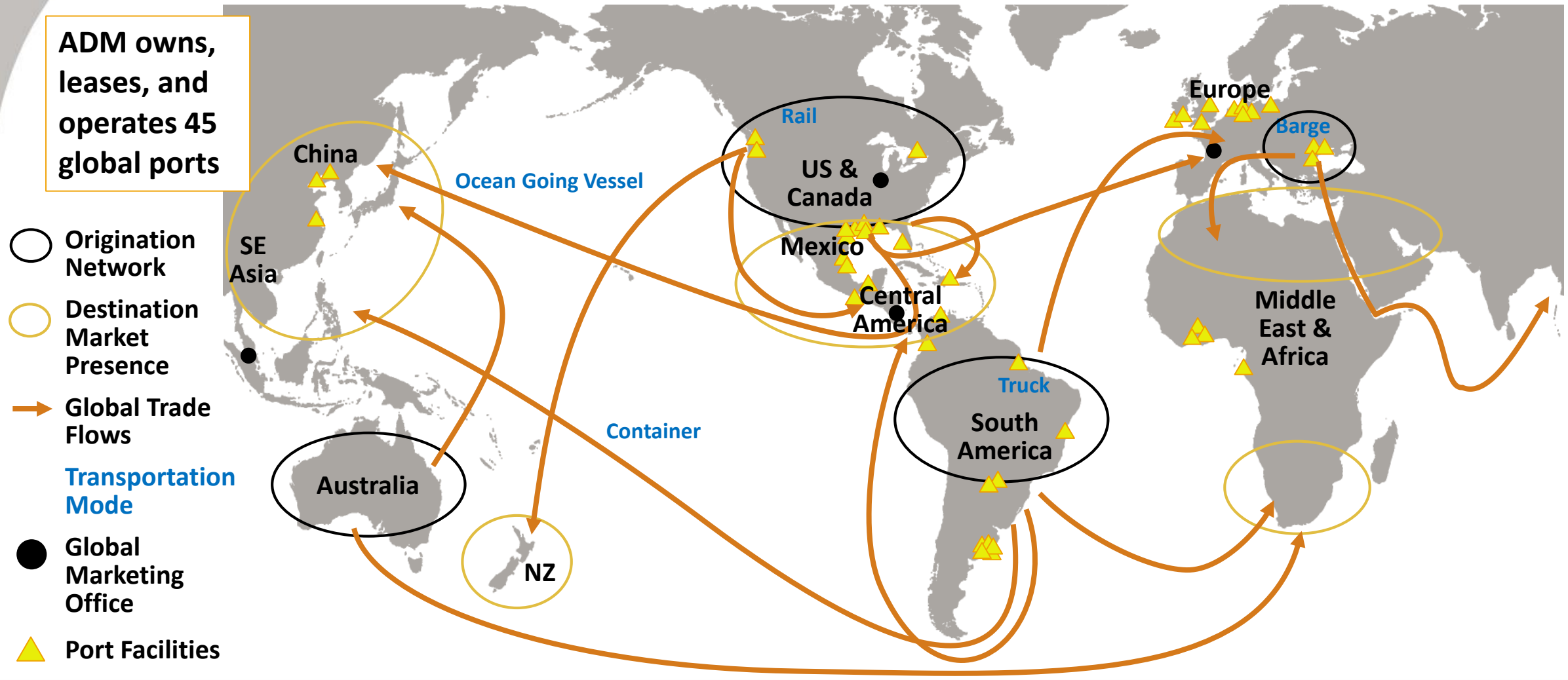
2,300 Barges

9 Owned Bulk Carriers
150 on Time Charters



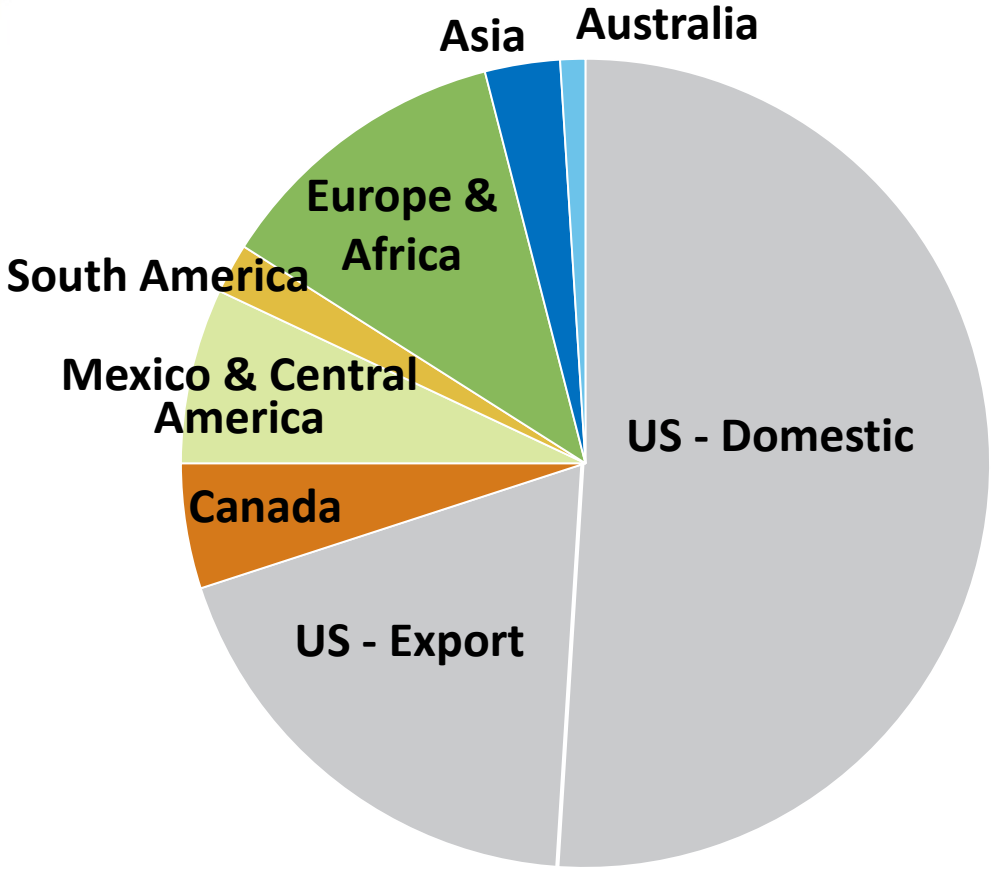
Unmatched Global Origination and Marketing

ADM owns, leases, and operates 45 global ports

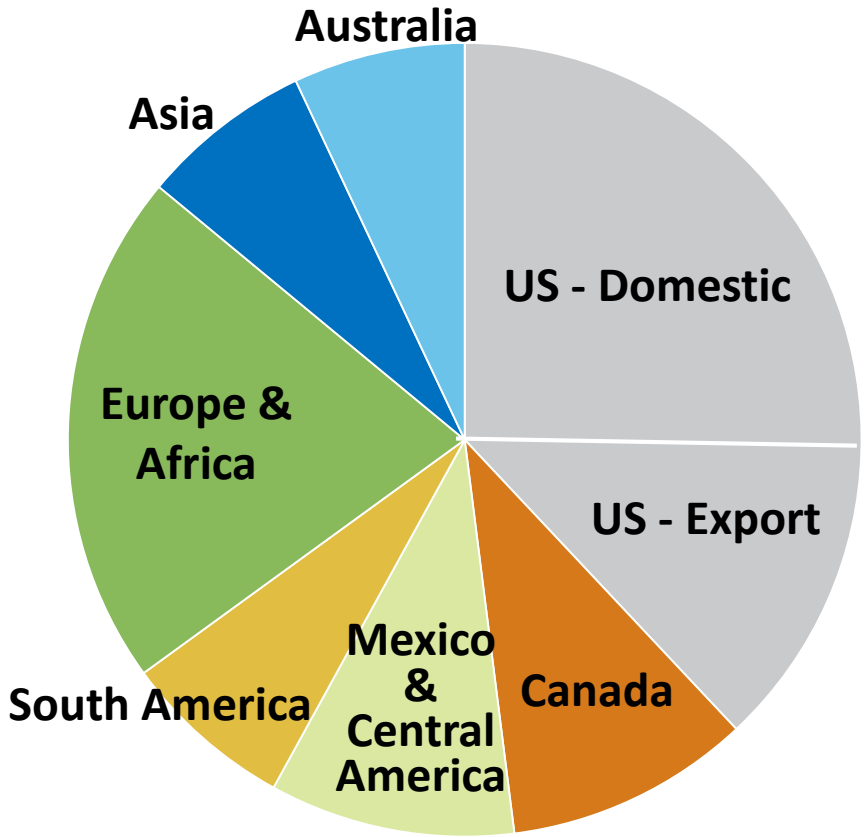


Evolving Ag Services Earnings Mix

Earnings Mix Today



Future Earnings Mix



Agricultural Services – Key Takeaways

- Continue to execute and capitalize on current strong footprint, while expanding geographically outside of the US in Origination with the potential to double volumes and grow EVA
- Agricultural Services will capture incremental margin through expansion of the destination chain – opportunity to triple margin per ton in the distribution network
- The business will further expand its transportation model globally


ADM
Corn

Presentation Agenda



Mark Bemis
SVP/President Corn
31 years industry experience



Chris Cuddy
President Sweetener & Starches
16 years industry experience



Craig Willis
VP Ethanol
22 years industry experience

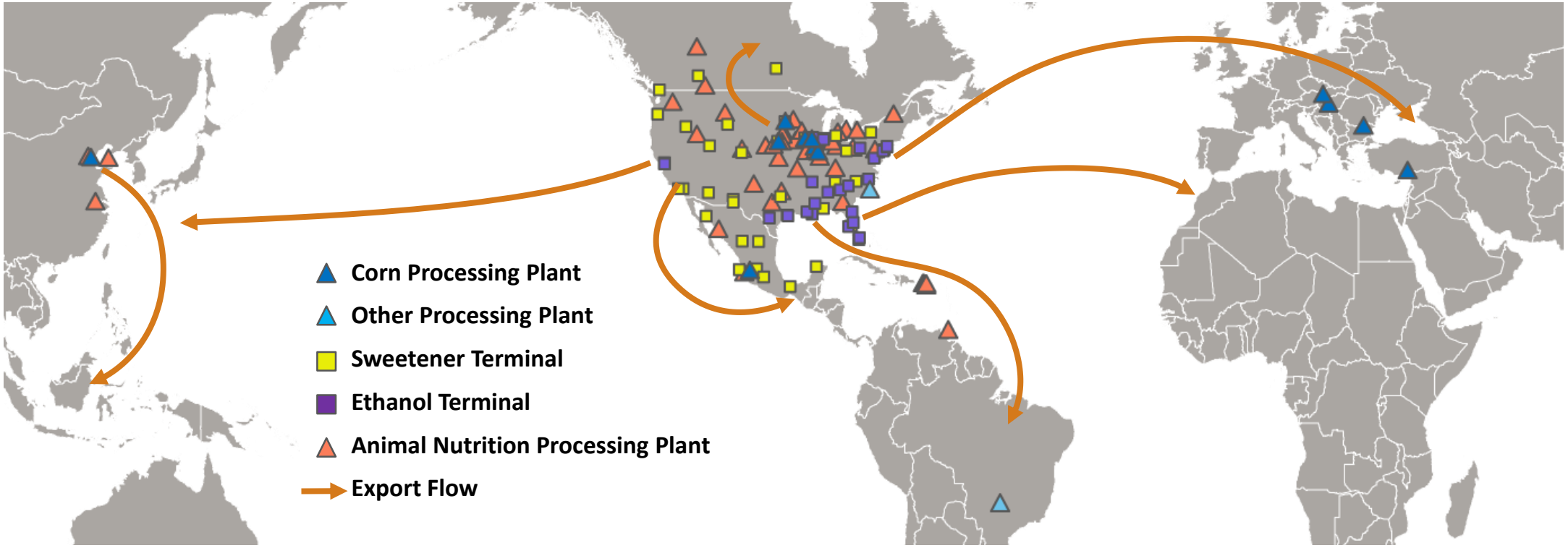


Pierre Duprat
Dir. International Business Dev.
21 years industry experience

What's Next?

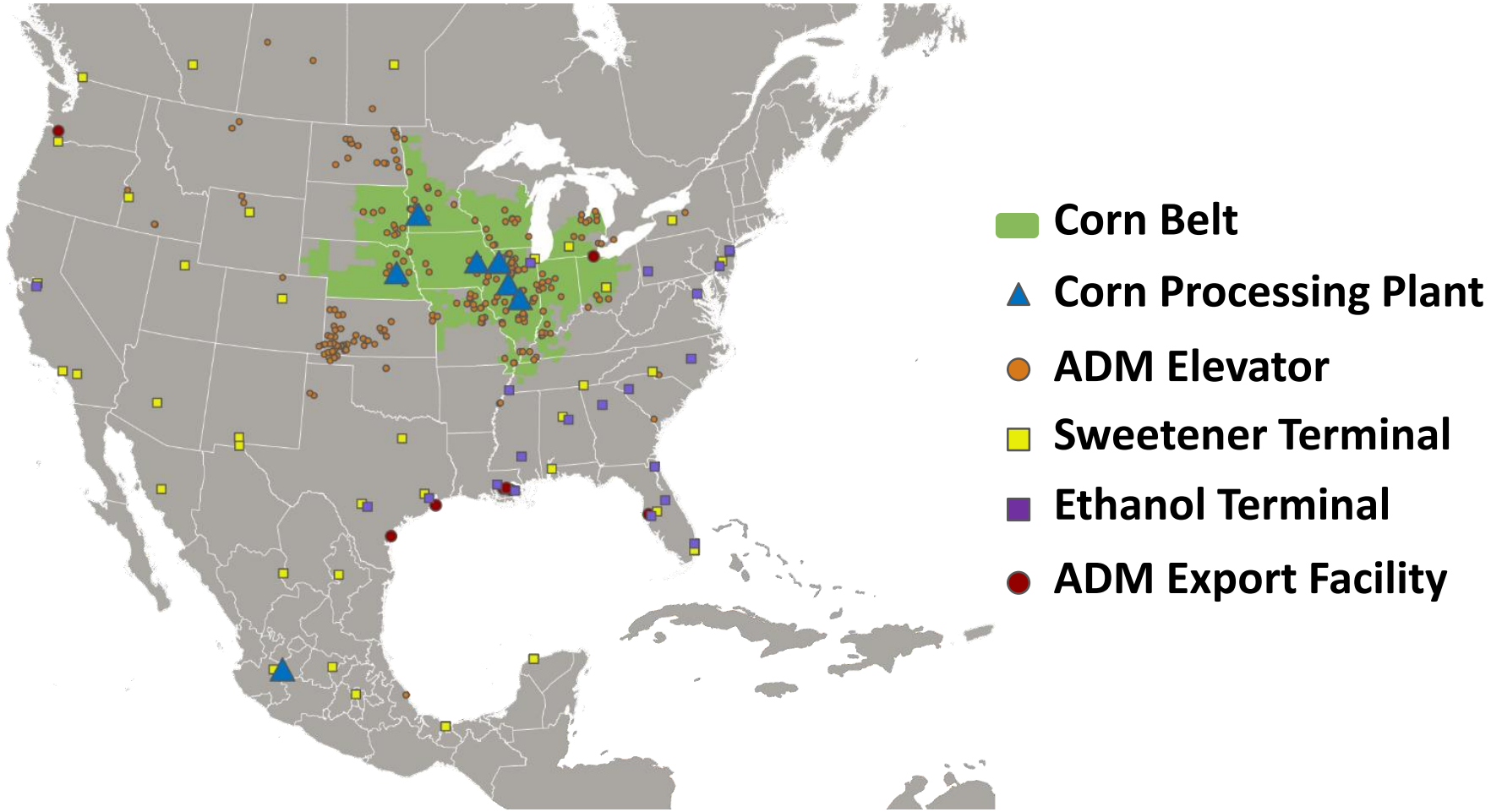
- **Focusing on actions to improve returns and grow EVA**
- **Building on strong cost position**
- **Accelerating diversification of products and global footprint**

We Are the World's Largest Corn Processor



- 14 corn processing plants in 7 countries and 8 other processing plants
- 37 feed and premix facilities in 6 countries
- 3 of 5 largest corn mills in the world
- Daily grind capacity of 3.0 million bushels

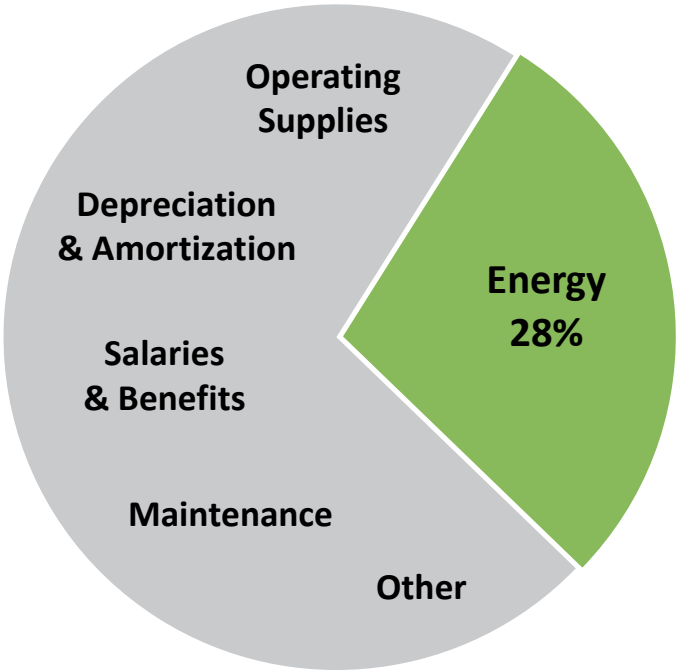
Our NA Footprint is Strategically Positioned for Efficient Origination and Distribution



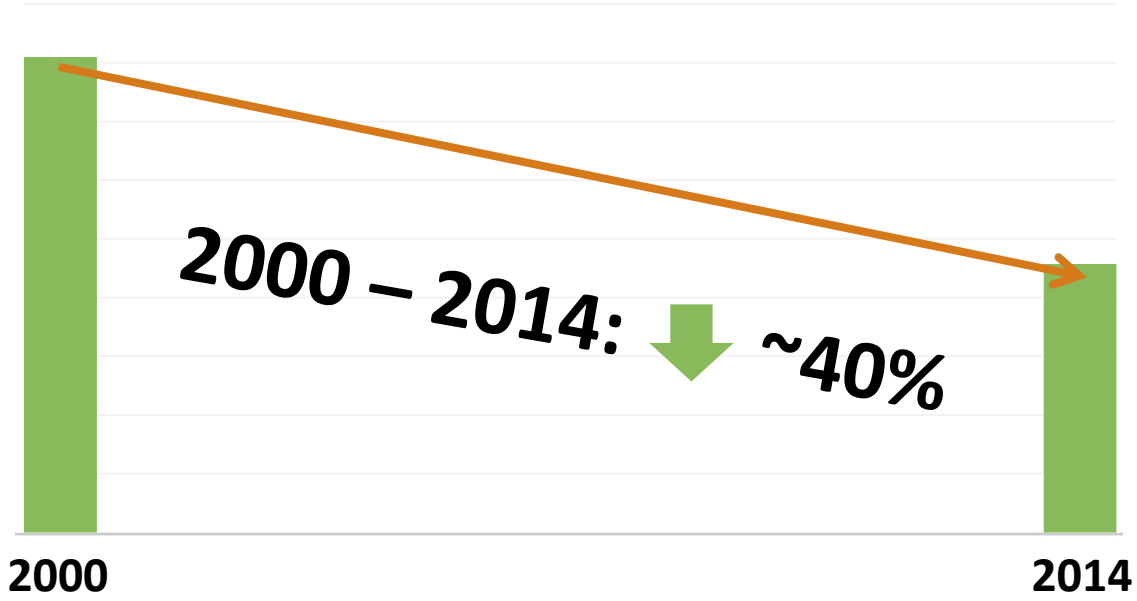
We Have Been Steadily Improving Our Cost Position

- Energy efficiency improved by 10% in the past 5 years; opportunities still plentiful
- Yield improvement offers significant opportunity

Manufacturing Costs

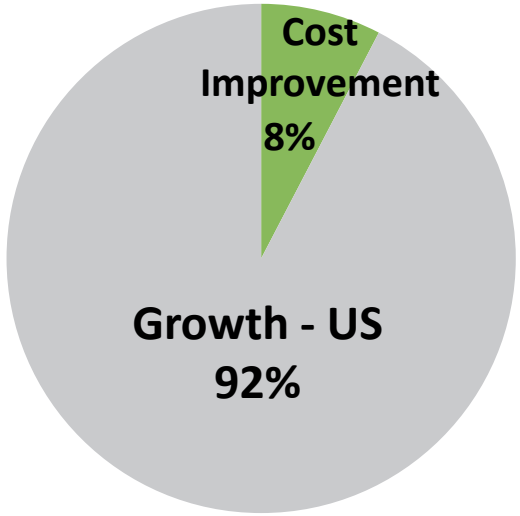


Energy Usage (BTU/Bu)

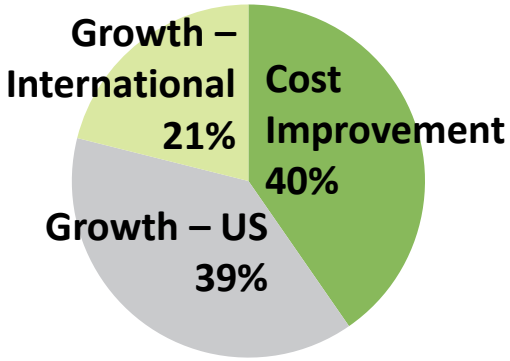


…While Also Boosting Returns with Capital Discipline & Portfolio Management

2006 - 2010



2011 - 2014



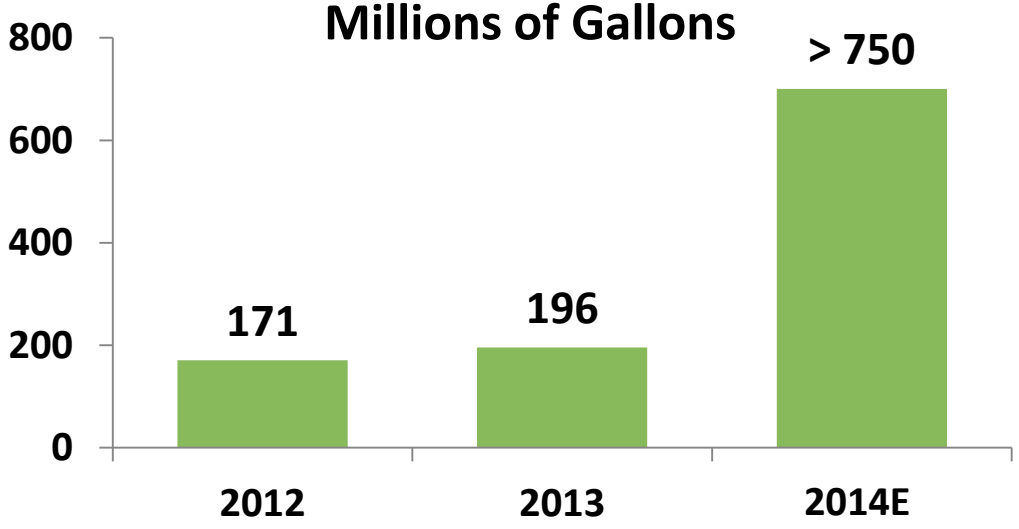
- **2011** Shut down Walhalla dry mill and closed astaxanthin business
- **2012** Shut down PHA and started repurposing assets in Clinton
- **2013** Integrated Specialty Feed and Alliance Nutrition groups
- **2014/15** Complete Tianjin plant complex and explore growth in SE Asia
- **2015** Seeking to exit Brazil sugar ethanol business

Improved Ethanol Industry Dynamics Should Generate Solid Returns

- Growing export business
- Incremental opportunity from global replacement of MTBE
- Promoting E-15 implementation
- Continue to build on logistics advantage

Net Exports

Millions of Gallons



2014 Select Export Destination

Millions of Gallons

Destination	2013	2014	Change
UAE	27	49	22
Korea	-	22	22
India	-	11	11
Nigeria	-	10	10
Singapore	-	7	7
China	-	3	3

Source: EIA, ADM

We Have Market Leading Positions Across a Diverse Product Portfolio

Products	Key Applications			Market Position
Sweeteners	• Soft Drinks • Confectionery	• Bakery • Brewery		U.S.: #1
Starches	• Paper making • Corrugating	• Food		U.S.: #2
Sorbitol	• Confectionery • Personal care			U.S.: #1
Alcohol	• Fuel (E-10/15/85) • Beverage	• Personal Care • Solvent		U.S.: #1
Amino Acid (Lysine)	• Animal nutrition			U.S.: #1
Bio-based Propylene Glycol (PG)	• Food & beverage • De-icing	• Personal care • Home care		U.S.: #1

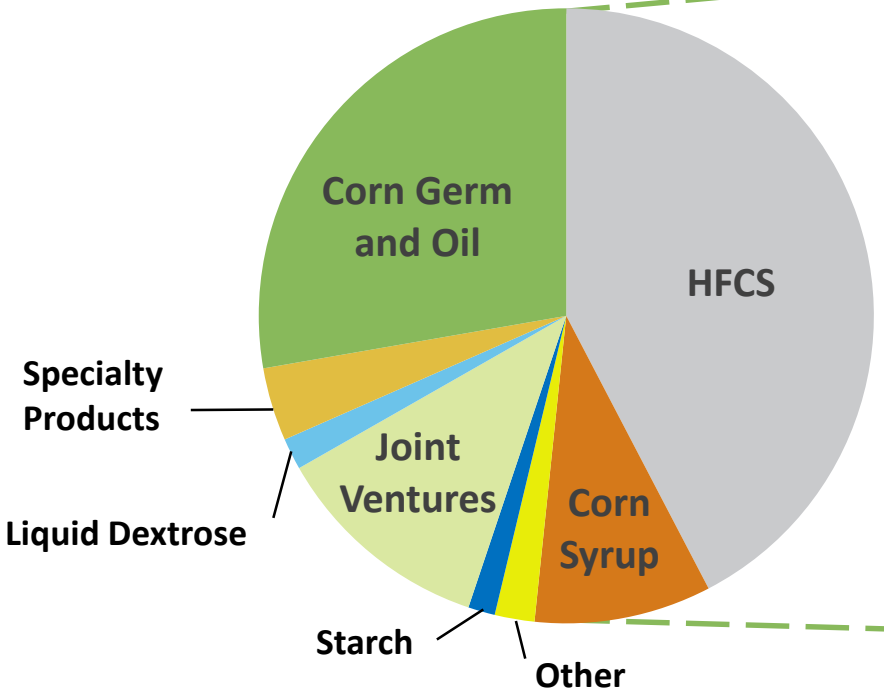
Further Expanding Product Portfolio to Optimize Margins



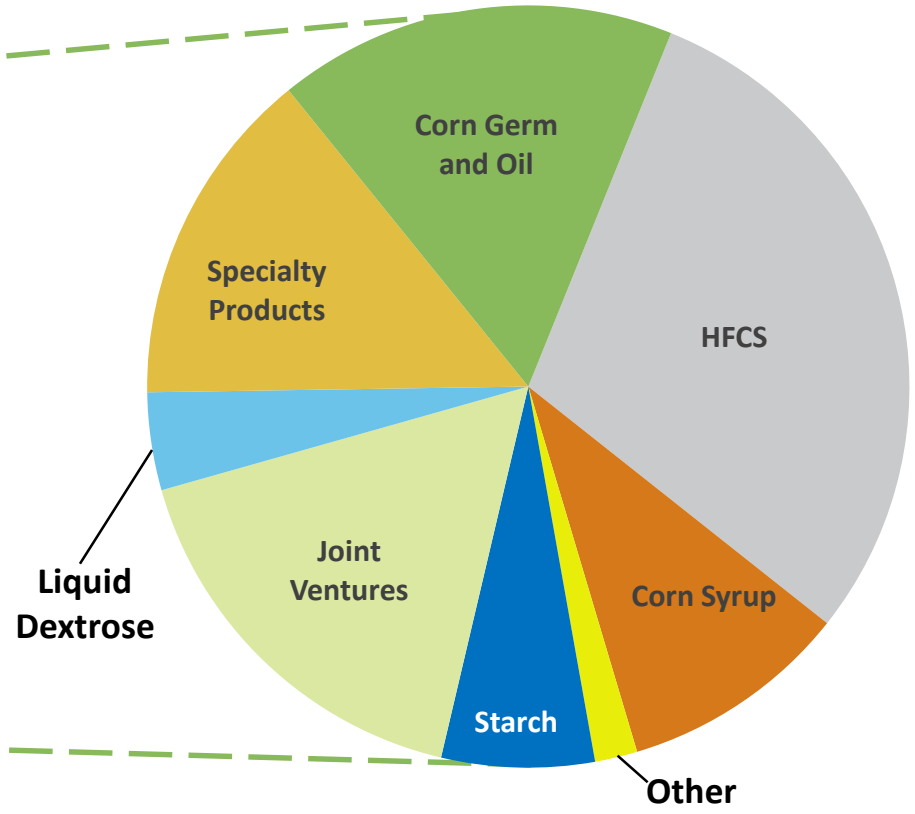
Fibersol	Soluble ingredient used to increase dietary fiber
Polydextrose	Soluble ingredient used to increase non-dietary fiber and reduce sugar and calories
Rare Sugar	Ultralow-calorie sugar with taste similar to fructose
Omega-3 DHA	Sustainable alternative to fish oil with widely recognized health benefits for both humans and animals
Renewable Chemicals	Exploring technology to produce adipic acid and other base ingredients for products such as nylon
Enzymes	Key production input for various ADM products; could also be sold directly for food and feed applications
Polyols	Used in food and personal care products
Over-the-fence Opportunities	Long-term agreements to supply ADM's low-cost raw materials to co-located 3rd parties

Scale in Combination with Flex Capacity Has Enabled Product and Margin Optimization

2009 Sweetener & Starches OP

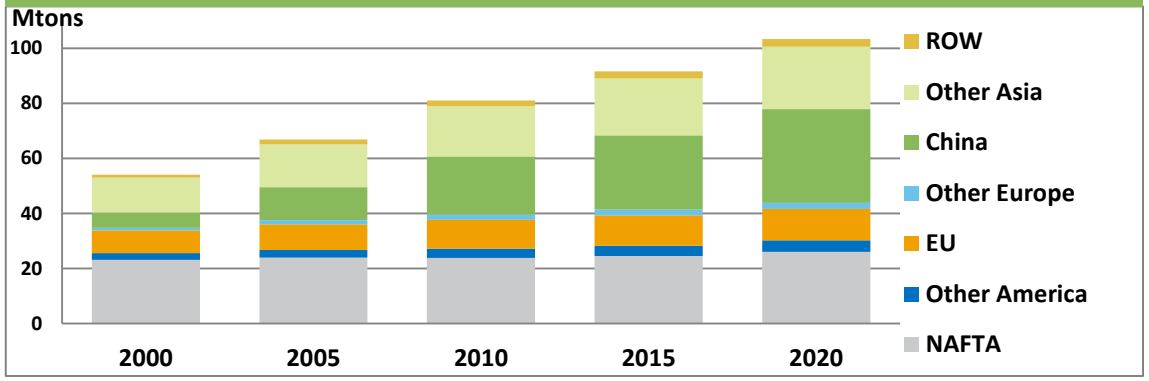


2014 Forecast Sweetener & Starches OP

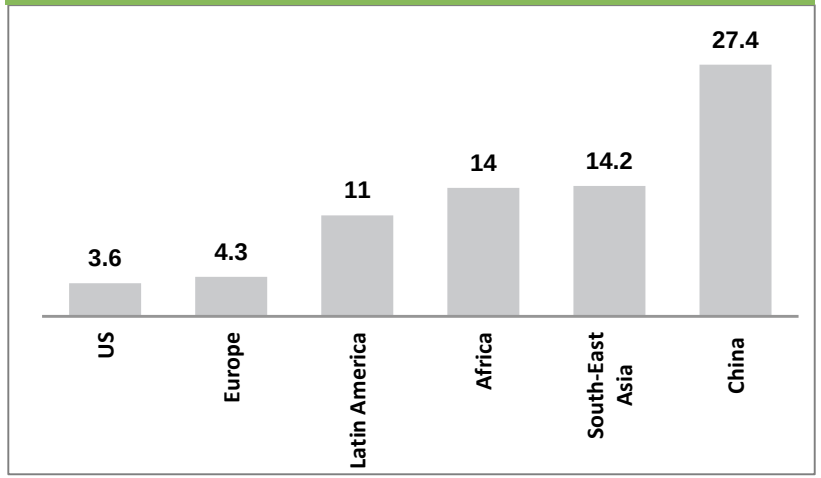


Strategic Focus: Global Growth Market Perspectives

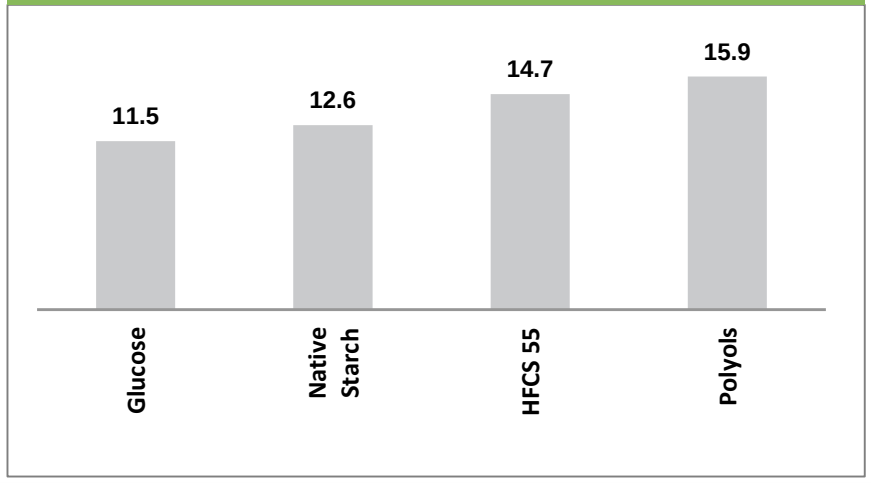
World market projections: starches & derivatives



2013-2018 expected growth per region (%)



2013-2018 expected growth per product (%)



Keys Insights

- China is the # 1 starch & derivatives market since the early 2010's
- Developed regions are growing below 1% per year
- Emerging markets are growing between 1x and 2x GDP growth rate

Source: LMC International 2014

We Are Growing Our Global Footprint with China Plants



Premix Plants

Tianjin Plant Complex

China Corn Belt

Tianjin 320K MT Fructose Plant

Tianjin 18K MT Fibersol Plant

Corn – Key Takeaways

- Corn is having a great year, but we have many more opportunities for improvements and for growth
- Significant cost and yield improvement opportunities still ahead
- Product diversification to add to the “Fight for the Grind” and geographic diversification into key markets central to future EVA growth strategy



Oilseeds

Presentation Agenda



Matt Jansen
SVP/President Global Oilseeds
25 years industry experience



Valmor Schaffer
President South America
28 years industry experience



John McGowan
Vice President North America Crush
17 years industry experience

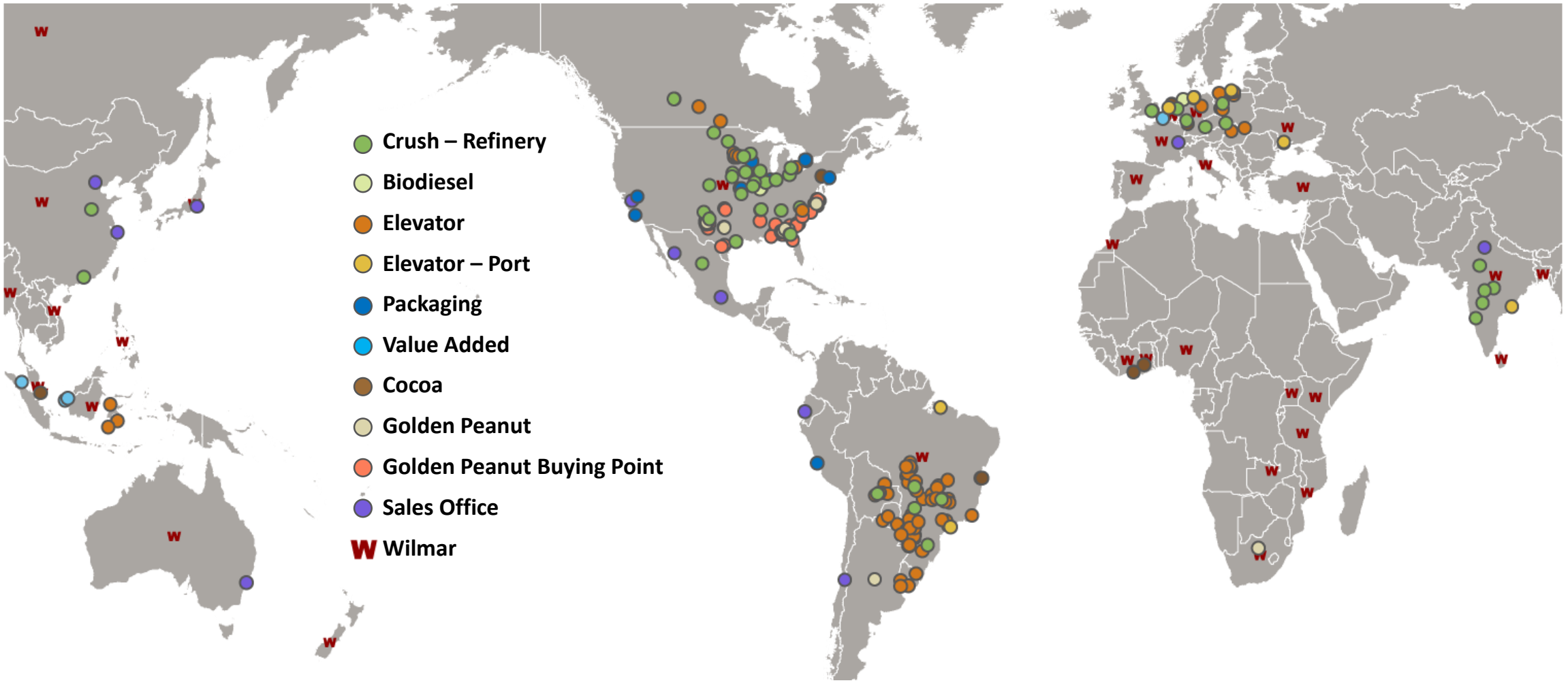


Renee Roberts
Director, National Sales Refined Oils
21 years industry experience

What's Next?

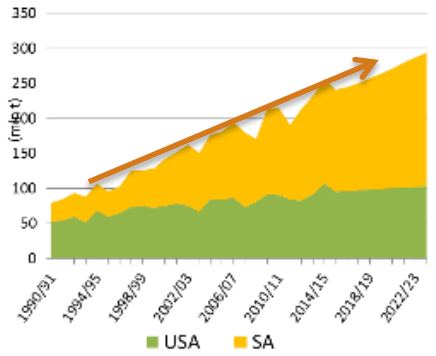
- **Improve Returns and Grow EVA**
- **Innovate to diversify product mix.**
- **Achieve further cost and productivity savings**
- **Portfolio management to drive returns**

World's Most Diversified Oilseed Business



Markets, Innovation, Productivity and Expansion Drive Our Business

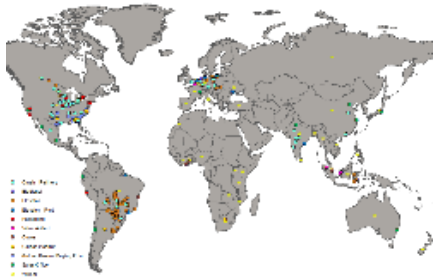
Trends



Capital Deployment & Portfolio Management



Geographic Expansion

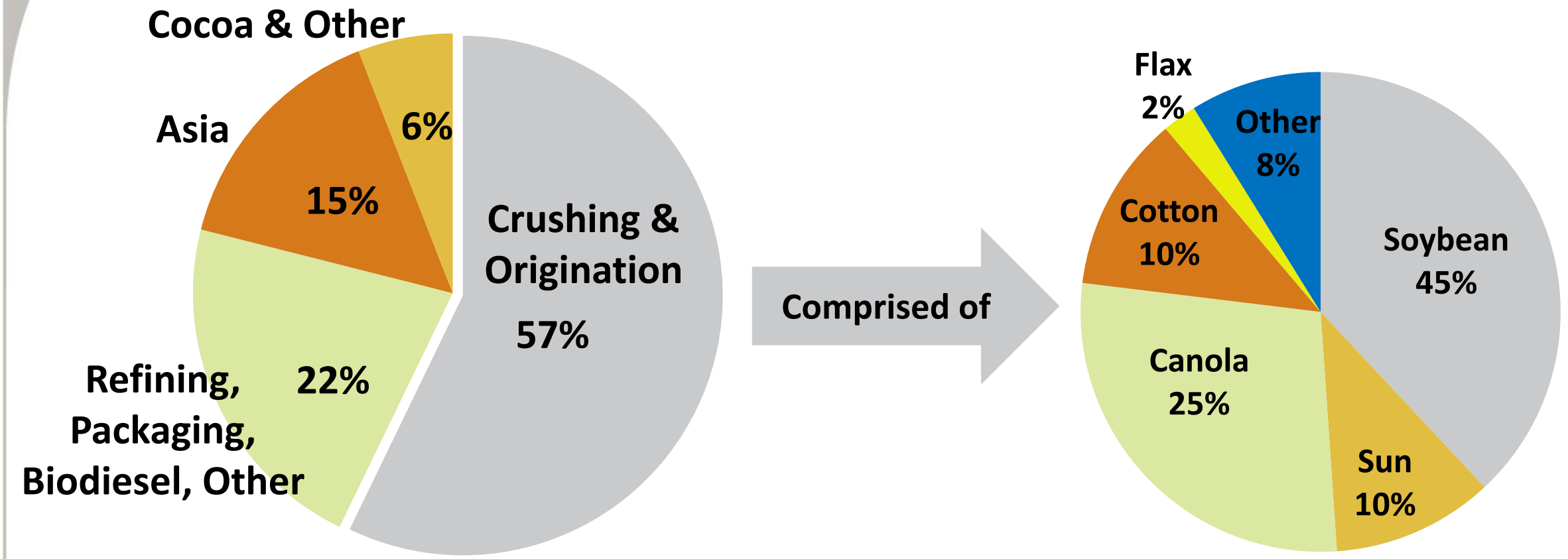


Value Added Portfolio



Diversified Profit Stream

Average 2009-2013 OP $1.5B

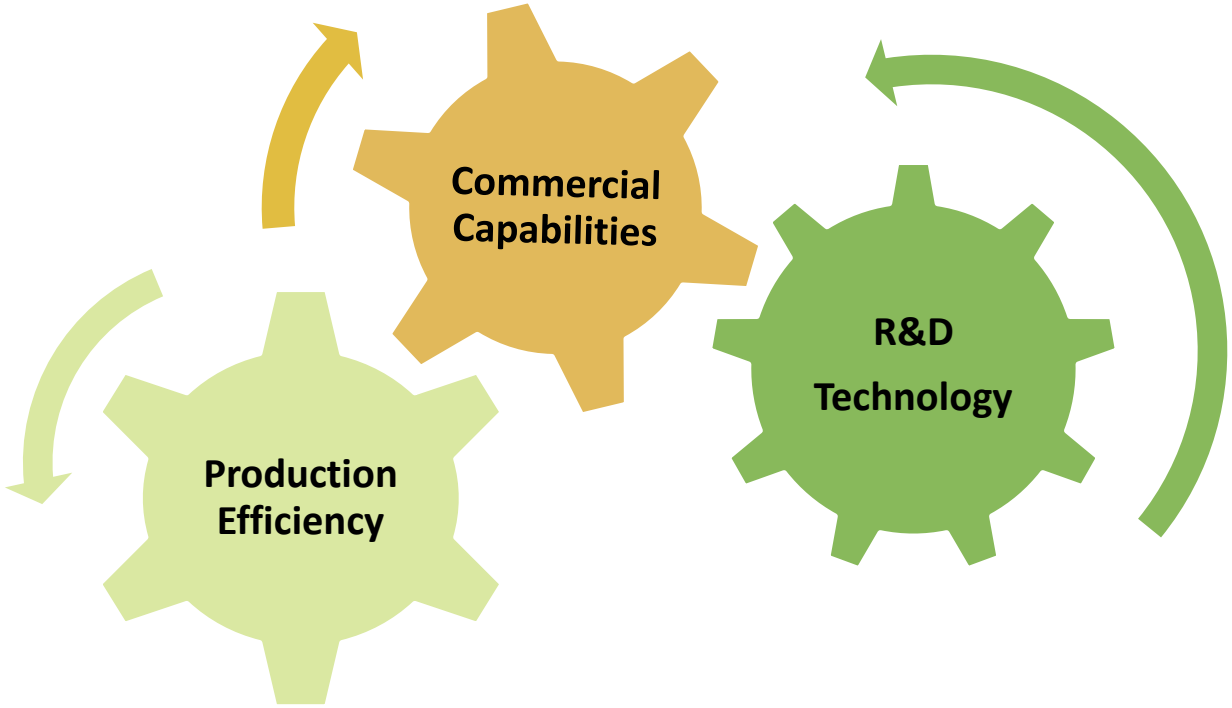


Growing, Optimizing and Innovating

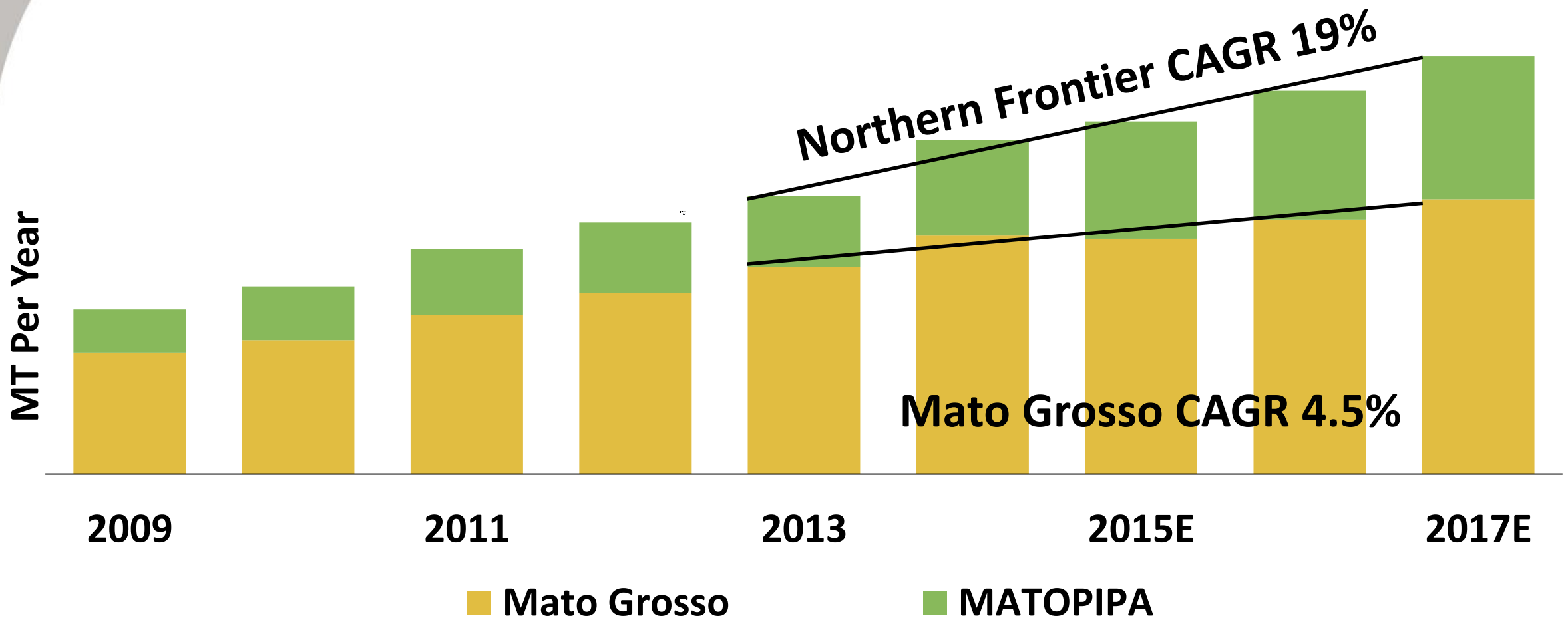
Our Focus

- Energy efficiency
- Yield improvements
- Cost reduction
- Improved processes

Better Returns



Capitalizing on Soy Production Growth in Brazil's Northern Frontier



Source: USDA, OECD

Capitalizing on Soy Production Growth in Brazil's Northern Frontier

- Ports
- Transhipments (Porto Velho and Miritituba)
- Barge Transport (waterway)
- Truck Transport (highway)
- Soybean Production



Targeted Growth

Strengthen Northern Brazil Origination



- Increase origination/ transportation network to feed Barcarena operation

Campo Grande Specialty Proteins



- Growing market
- Displace high cost imported products with local production
- Expand sales to neighboring countries
- Free up US capacity

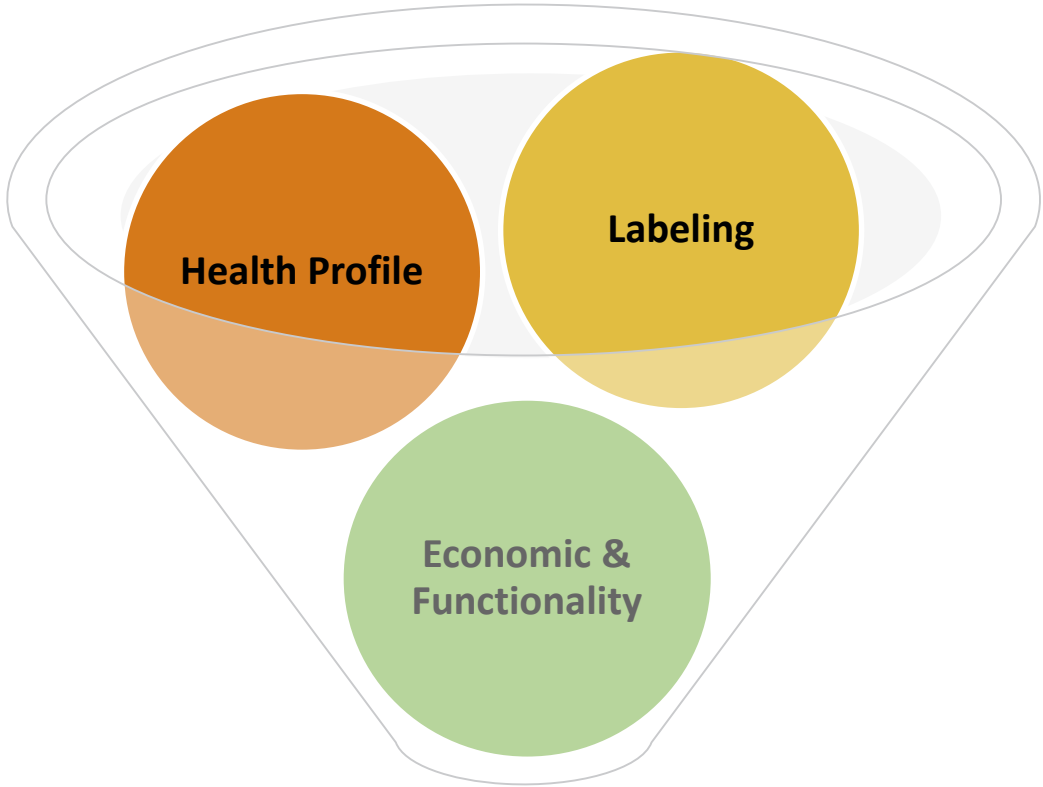
Expand Food Oils Applications



- Sunflower and canola oils
- Migration to healthier oils
- Innovate around packed oils
- Capitalized on trend that includes blends
- Specialty oils and fats

Industry in Transition

Soy
Corn
Canola
Coconut
Cotton
Flax
Sunflower
Peanut
Palm



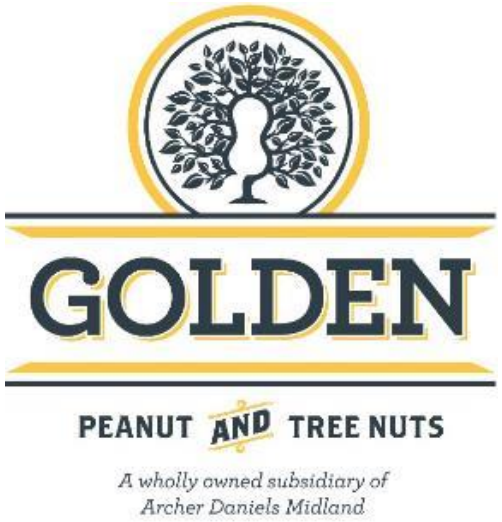
To WFSI

- Lecithin
- Soy Protein
- Plant Sterols
- Vitamin E
- Texturized Vegetable Protein
- Soy Flour

✓ First in NA to announce intention of sourcing Mass Balance sustainable palm by 2016

Next Generation Solution

Golden Peanut and Tree Nuts



- Transforming from single commodity peanut supplier to a value-added, nut and nut ingredient supplier
- Expanded into South African peanuts & pecans in 2013 and U.S. pecans in 2014
- Healthy and convenient snacking will continue to drive nut & nut ingredient growth

Customer Relationship Management



- Create single, shared resource for storing, tracking and accessing customer data
- Facilitate customer communication
- Enhance coordination among business units and shared services that interact with customers.

Oilseeds – Key Takeaways

- Oilseeds Processing has the most diversified product and global footprint in the industry with still many more opportunities to grow EVA
- South American focus on growth in both origination and specialty products
- Oilseeds has been a great incubator for new products and new businesses and improved processes — and will continue to be so


ADM
WILD
Flavors and Specialty Ingredients

WILD Flavors & Specialty Ingredients



Greg Morris
SVP/President WFSI
20 years industry experience



Bruce Bennett
VP Specialty Ingredients
21 years industry experience



Vince Macciocchi
Global President WILD Flavors
26 years industry experience



Victoria De La Huerga
VP Global Strategy WFSI
28 years industry experience

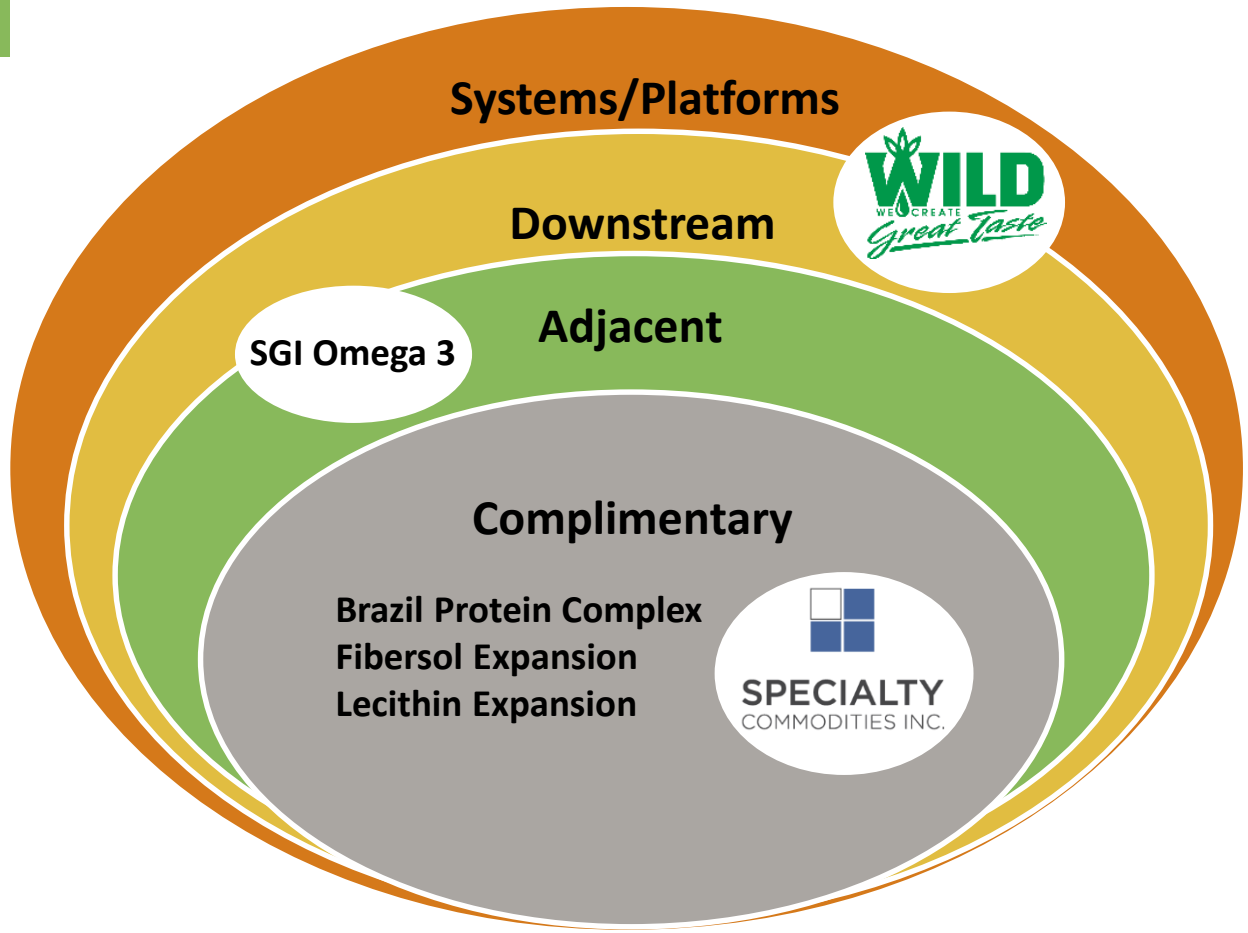
What's Next?

- **Consumer trends driving strategy**
- **Vision to become a world class specialty ingredient business**
- **Winning in the specialty ingredient space**
- **Capturing synergies**

The Path to Build a Specialty Ingredient Business

Timeline

- Prior to 2013 – Oilseeds, Corn and Ag Services
- March 2013 – Creation of ADM Foods & Wellness group
- August 2013 – Vision & Strategy presented to the board
- 2013/2014 – Added resources to build Foods & Wellness bench
- 2013/2014 – Pursued several organic growth projects
- October 2014 – Acquisition of WILD Flavors
- November 2014 – Acquisition of Specialty Commodities



We have Created a World Class Specialty Ingredient Business

Our Vision

- Create a one-of-a-kind, world-class specialty ingredients business

Our Strategy

- Grow geographically
- Expand the specialty portfolio
- Build the brand
- Expand structural capital



Combined Portfolio Addresses Major Consumer Trends, Serves Vast Range of Customer Needs

ADM

WILD We Create Great Taste

SPECIALTY COMMODITIES INC.

Specialty Proteins



Emulsifiers



Edible Beans



Nutritional Supplements



Fiber



Polyols



Hydrocolloids



WILD Flavors



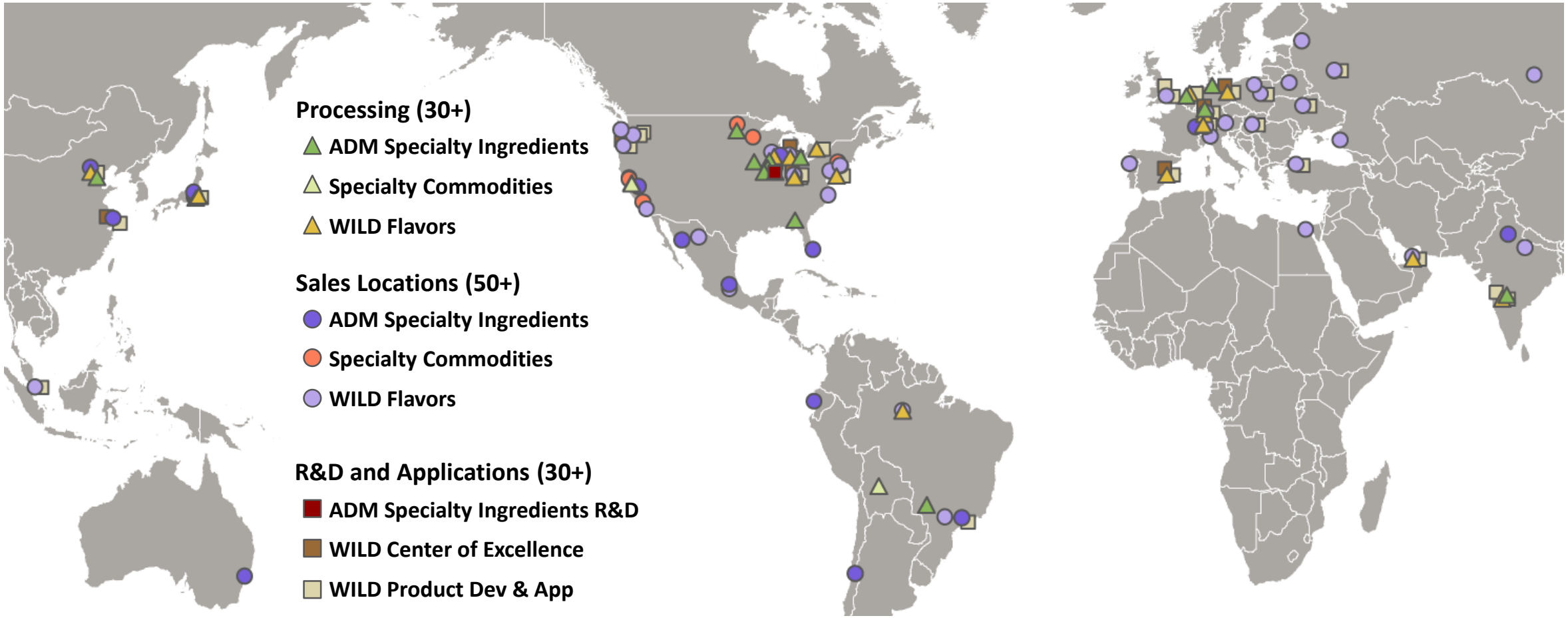
Specialty Commodities



=

Day 1 revenues of $2.5 billion+

WILD Flavors and Specialty Ingredients: A Truly Global Business



Consumer Trends Drive Our Strategy











Trends

Specialty Ingredient Market $50Bn

- **$30 Bn Ingredients**
- **$20 Bn Flavors**

Market growing at 5-6%

Driven by:

- **Health & Wellness**
- **Protein**
- **Convenient foods**
- **Clean labels**
- **Greater variety**

Sources: Euromonitor. International Food Information Council Foundation 2014 Food & Health Survey. Mintel. Markets and Markets Report. IFT.

Purposeful Innovation Leads to Value Creation

Portfolio

ADM Specialty Ingredients

Plant-Based Proteins
Beans, Bean Powders, Crisps
Polyols, Specialty Gums
Emulsifiers, Fibers
Nutritional Supplements
Customized Ingredient Blends

Specialty Commodities

Ancient Grains, Dried Fruits/Vegetables

WILD Flavors

Natural Flavors, Colors and Sweeteners

Value Creation

Ingredients to Systems-Based Solutions



Purposeful Innovation Leads to Value Creation

Portfolio

ADM Specialty Ingredients

Plant-Based Proteins
Beans, Bean Powders, Crisps
Polyols, Specialty Gums
Emulsifiers, Fibers
Nutritional Supplements
Customized Ingredient Blends

Specialty Commodities

Ancient Grains, Dried Fruits/Vegetables

WILD Flavors

Natural Flavors, Colors and Sweeteners



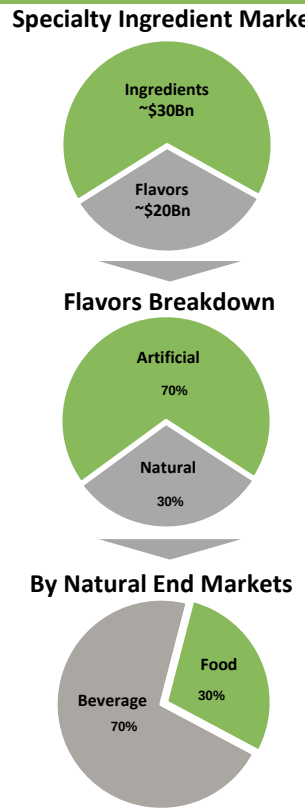
Value Creation

Pina Colada
Binding Syrup/Particulates
Fibersol
Corn Syrup
Fruit-Up
Dextrose
Yelkin Gold
Salt
Wild Vanilla
Wild Pineapple
Wild Pineapple Coconut
Navy Bean Crisps
Sorghum Crisps
Quinoa Crisps
Red Bean & Tomato Crisps
SCI Pineapple
SCI Macadamia Nut
SCI Coconut Medium
SCI Mango

Orchard Fruit
Binding Syrup/Particulates
Fibersol
Corn Syrup
Fruit-Up
Dextrose
Yelkin Gold
Salt
Wild Meyer Lemon
Wild Apricot
Wild Red Peach
Navy Bean Crisps
Quinoa Crisps
Red Bean & Tomato Crisps
SCI Apricot
SCI Cashew
SCI Macaroon Coconut
Citric Acid

WILD's Leading Positions in Natural Aligned with Key Trends

Market Opportunity



Trends

- Market growing 5-6% globally
  - Natural flavor market growing 6%
  - Artificial flavor growing at 5%
- Regionally
  - 5.5% in Europe, M. East, Africa
  - 4.5% in NA
  - 9.1% in Emerging markets
- WILD expects to exceed market growth by 1-4% in all regions

Sources: Roland Berger, Euromonitor, Canadean

Our System-Based Model is Complex and Hard to Replicate, and it Drives Customer Value

Portfolio

WILD High Margin Ingredients

Natural Flavors
Natural Colors
Natural Taste
Natural Fruit Sweeteners

WILD High Volume Raw Materials

Natural Concentrates

ADM Specialty Ingredients

Protein, Fiber, Vitamin E

Specialty Commodities

Ancient Grains, Dried Fruits/Vegetables

Value Creation



Targeting €100 Million in Synergies by Year 3

Geographies	Customers	Optimization
▪ Complimentary growth strategies ▪ Leveraging speed-to-market capabilities / relationships	▪ Key customers – CPGs outsourcing R&D ▪ Target segments ▪ Purposeful innovation	▪ Footprint optimization ▪ Cost efficiencies
Examples	**Examples**	**Examples**
✓Emerging Markets Opportunity – Brazil and China ✓Europe Opportunity – Lever ADM for Food ✓NA Opportunity – Lever WILD for Beverage	✓Global CPG - Food ✓Global CPG - Beverage ✓Global CPG – Pet Care	✓Applications labs ✓Facility consolidation ✓Procurement efficiencies ✓Logistics efficiencies

Our Vision

Create a one-of-a-kind, world class specialty ingredients business

WFSI Goal:

Reach $10 billion in revenues



Innovation & Improvement Initiatives

Presentation Agenda



Todd A. Werpy, Ph.D.
SVP, Research & Development
22 years industry experience



Mark Matlock
SVP, Food Research
37 years industry experience



Marie Wright
VP & Chief Global Flavorist, Wild Flavors
22 years industry experience

What's Next?

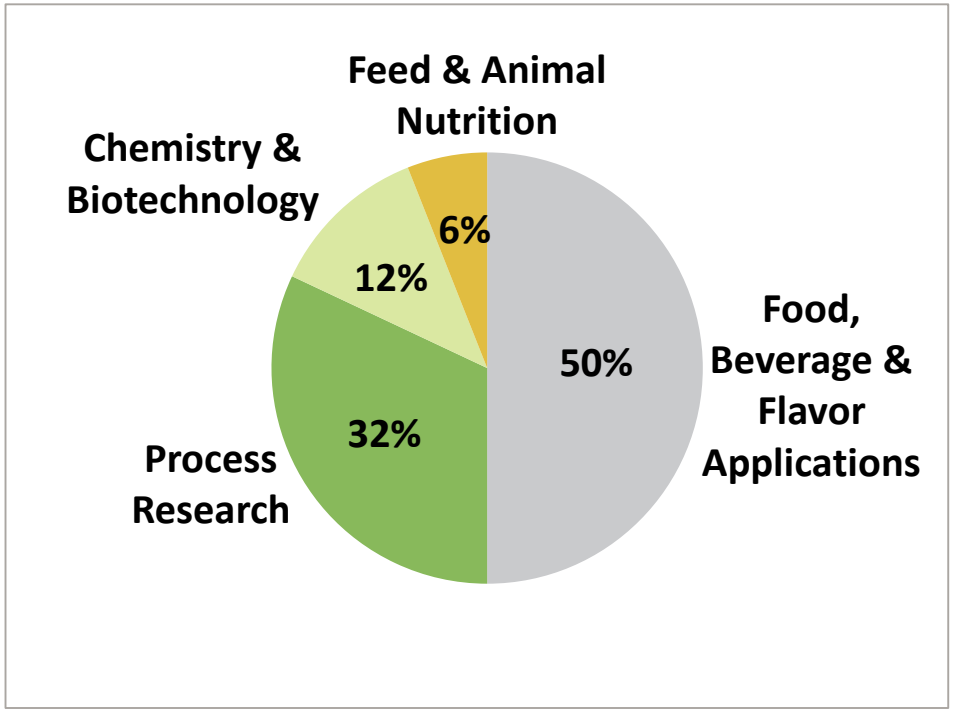
- Deploying technology to drive cost savings and EVA growth
- Developing a strong pipeline of new products
- Combining new technologies to provide customer solutions

More Than 700 Scientists and Engineers Around the World

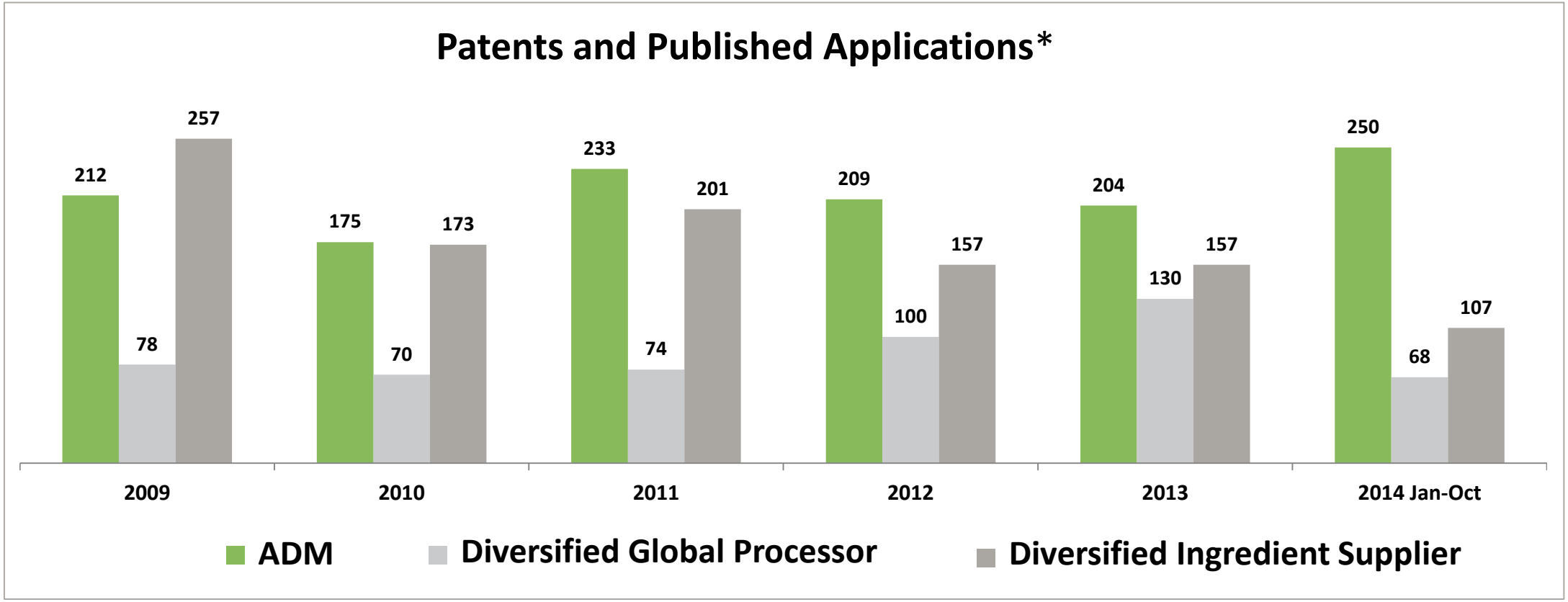
Engaged in New Product Development, Process Advancements and Customer Projects

- Greater than $100 M in R&D Spend
- 13 Locations in North America
- 16 Locations in Europe
- 2 Locations in South America
- 5 Locations in Asia

R&D and Applications



Building a Superior Intellectual Property Portfolio

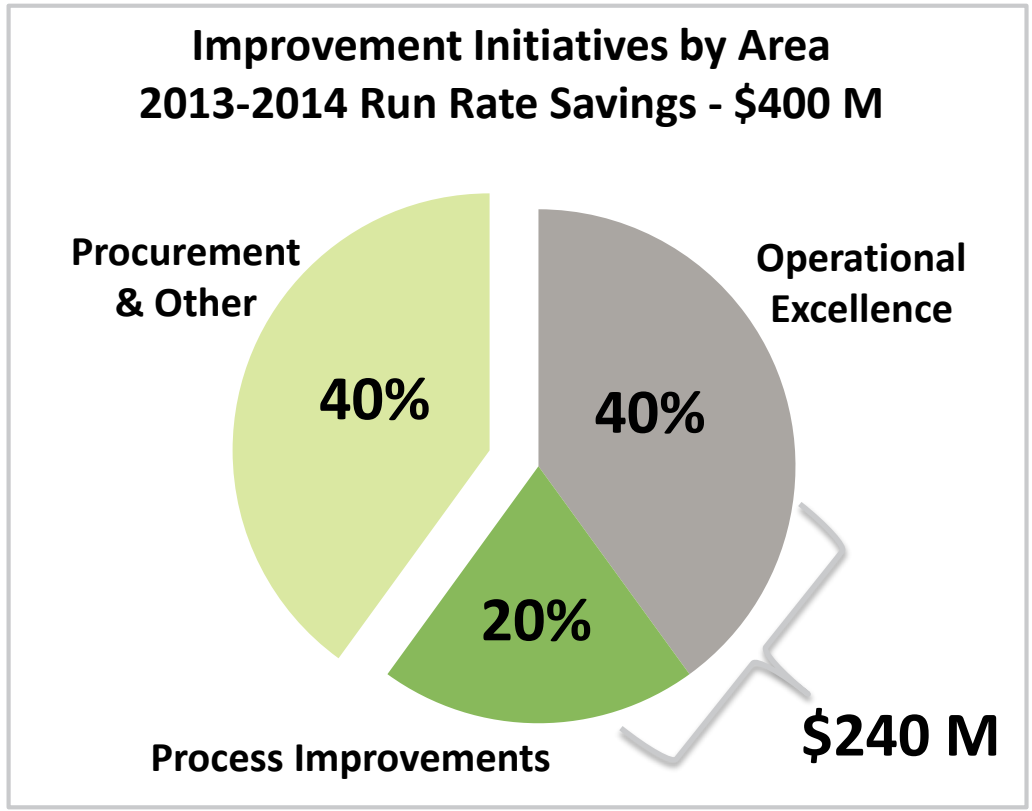


*Includes granted patents and applications that publish globally in a given year. Excludes IDFs in pipeline OR patents and published applications assigned to WILD.
** Applications include enzymes, food & beverage, other industrial applications.
Source : Patent Office Databases

Technology Plays a Critical Role in Saving Costs

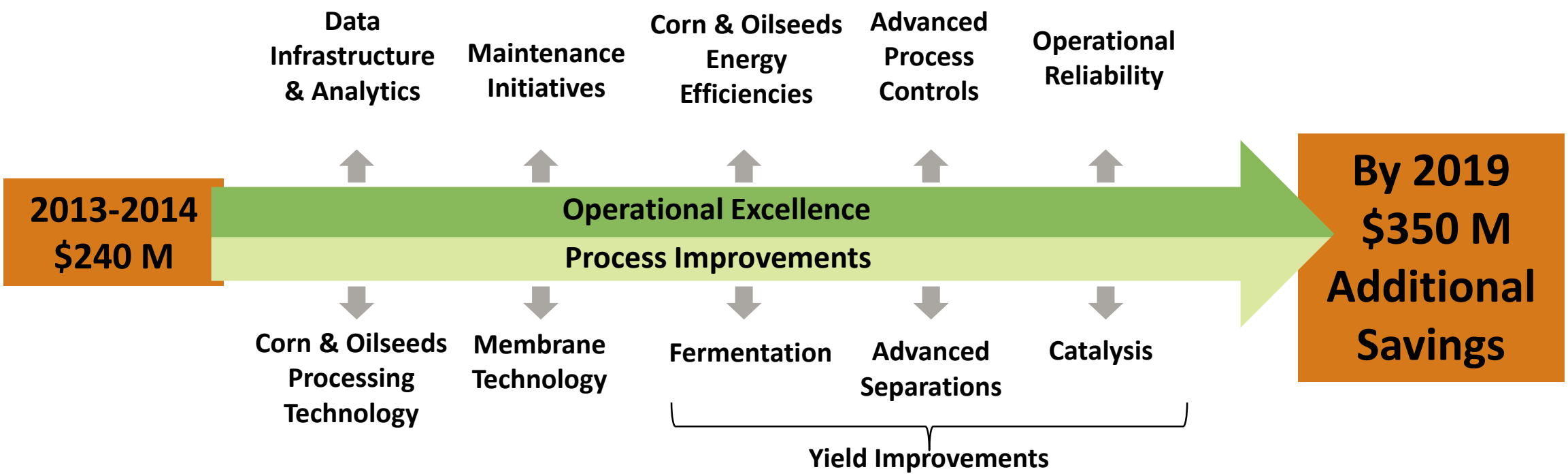
Continuous Operational and Technology Excellence to Save Costs

- Diverse project portfolio – projects with savings from $50K to $5M
- Many capital light projects
- Operational Excellence
  - Energy Efficiency
  - Water Savings
  - Improved Reliability, Repair & Maintenance
- Process Improvements
  - Yield Improvements
  - Productivity
  - Reduced Chemical Usage



Significant Opportunity for Additional Improvements

A Systematic Approach to Operational Excellence & Process Improvements



Strategic Innovation Enables New Products

Diversifying Corn Grind & Expanding Oilseeds Product Portfolio



Super Absorbent Polymers



Industrial Oils (Coatings)



Specialty Proteins



Alternative Sweeteners

Feedstocks: Corn Oilseeds

Industrials → **Project Pipeline** → **Food and Feed**

Target: >$1B in New Product Sales



Packaging and Fibers



Home and Personal Care



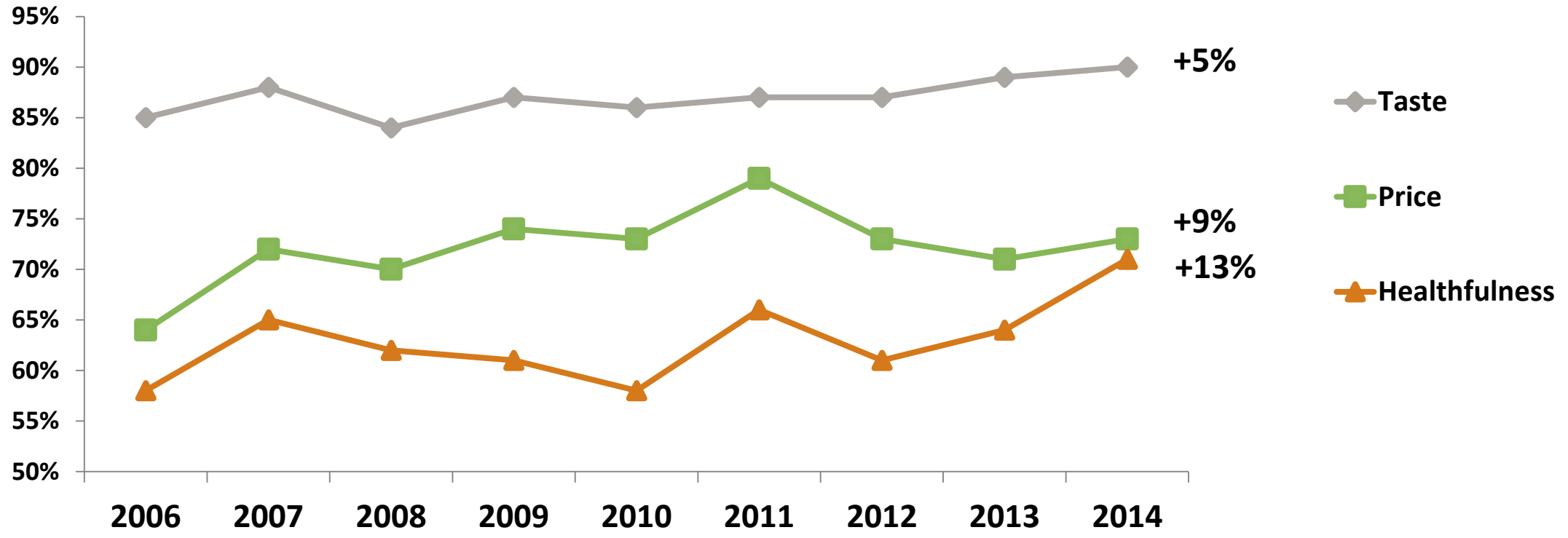
Specialty Oils



Omega-3

Taste and Price Drive Consumer Choices, but Healthfulness is Increasingly Important

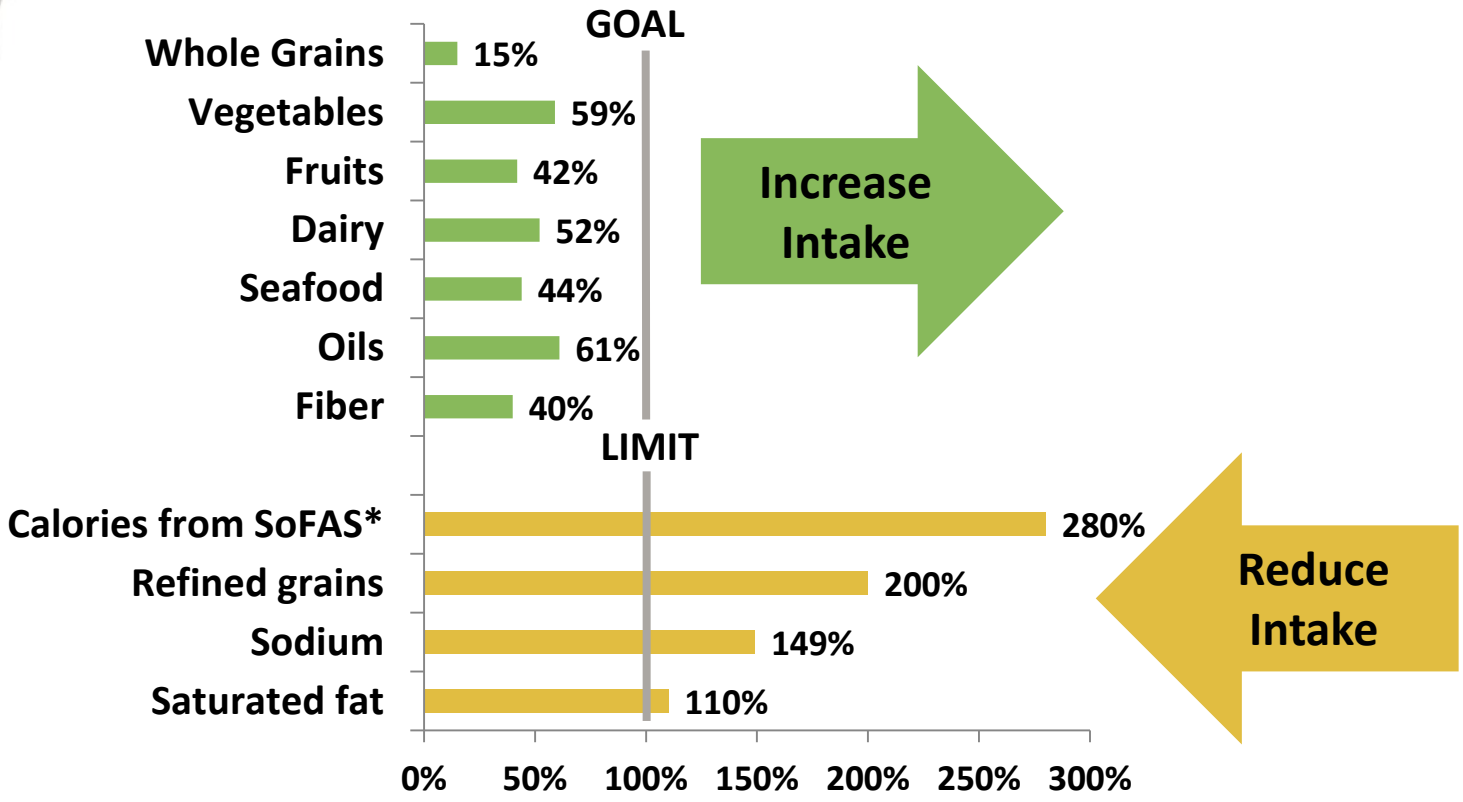
How much of an impact do the following have on your decision to buy foods and beverages?



Source : International Food Information Council Foundation 2014 Food & Health Survey

Opportunities Exist in Healthier Ingredients

Usual Intake as a Percent of Goal or Limit

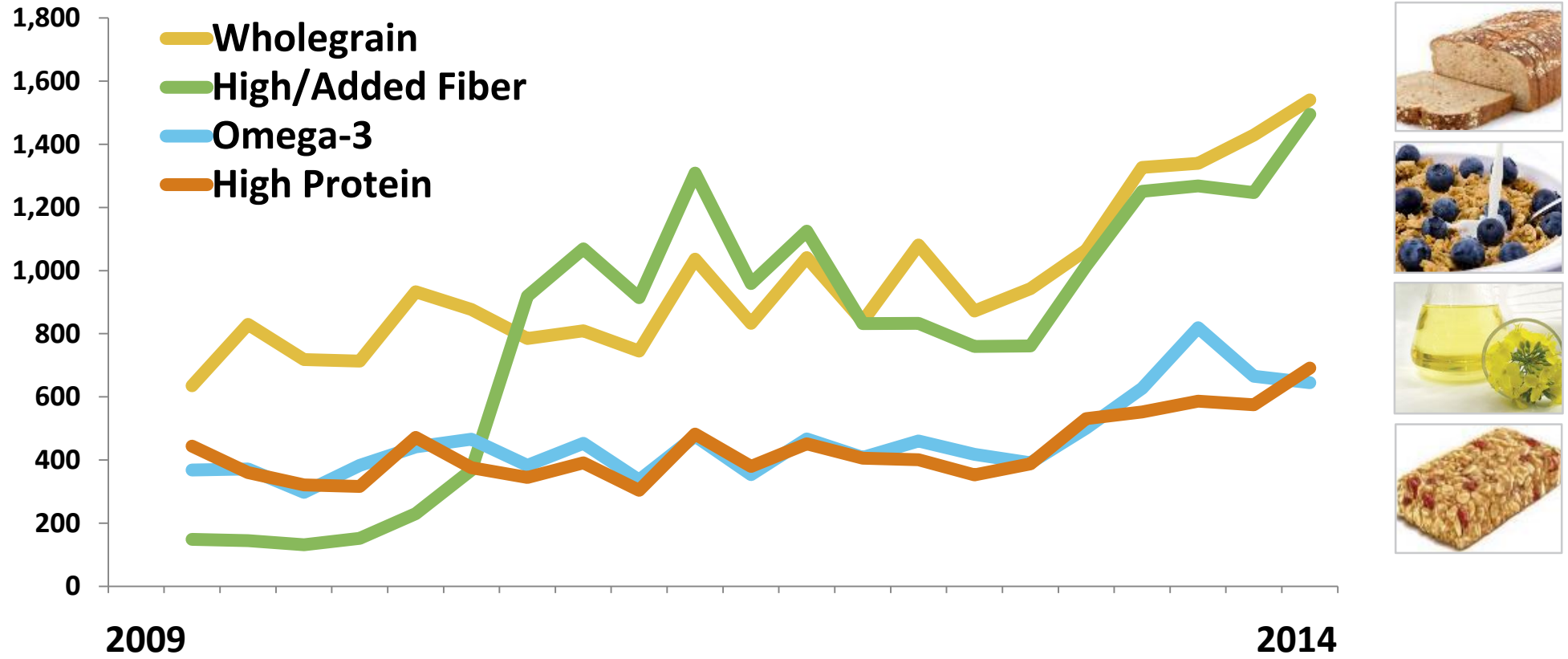


*SoFAS: Solid Fats & Added Sugars
Source: Dietary Guidelines for Americans, 2010

- Increase fiber with whole grains and new fiber sources
- Add protein with beans, nuts and soy
- Reduce trans and saturated fats

Retail Product Launches with Healthy Ingredients

New Food and Beverage Product Introductions with:

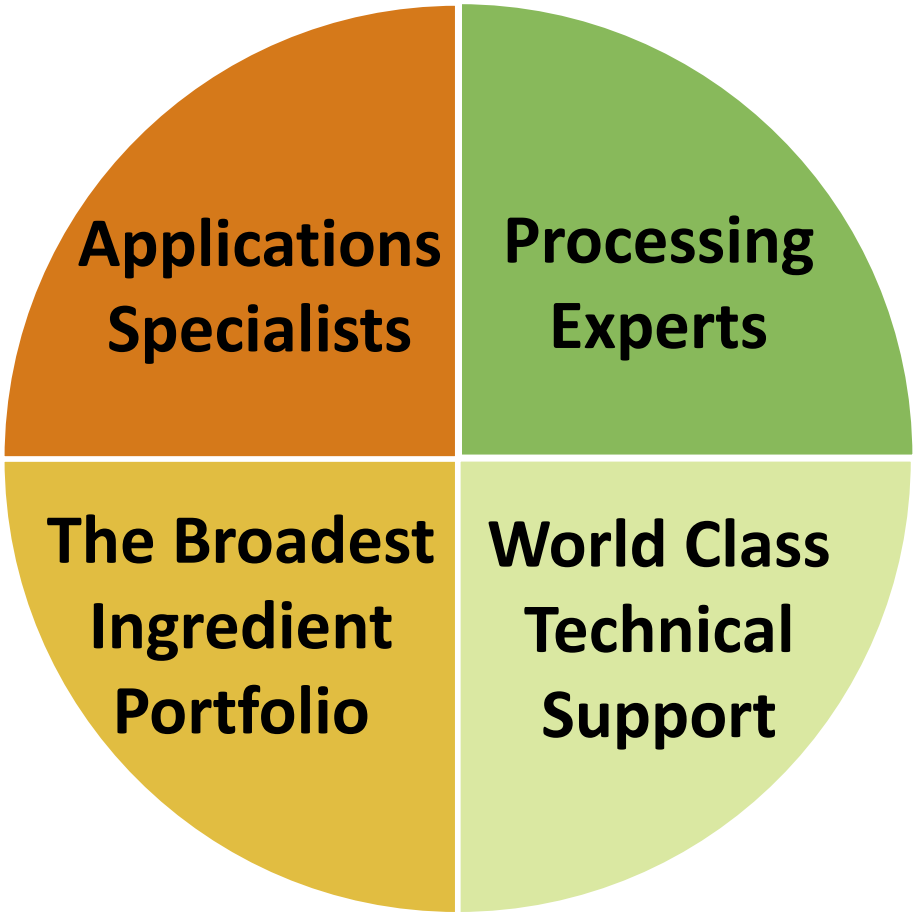


Source: Mintel Global New Products Database

Broadest Ingredient Portfolio & Deepest Expertise in the Industry

Applications
Baking, Snacks, Meats, Confections, Dressings, Soups, Sauces, Beverages

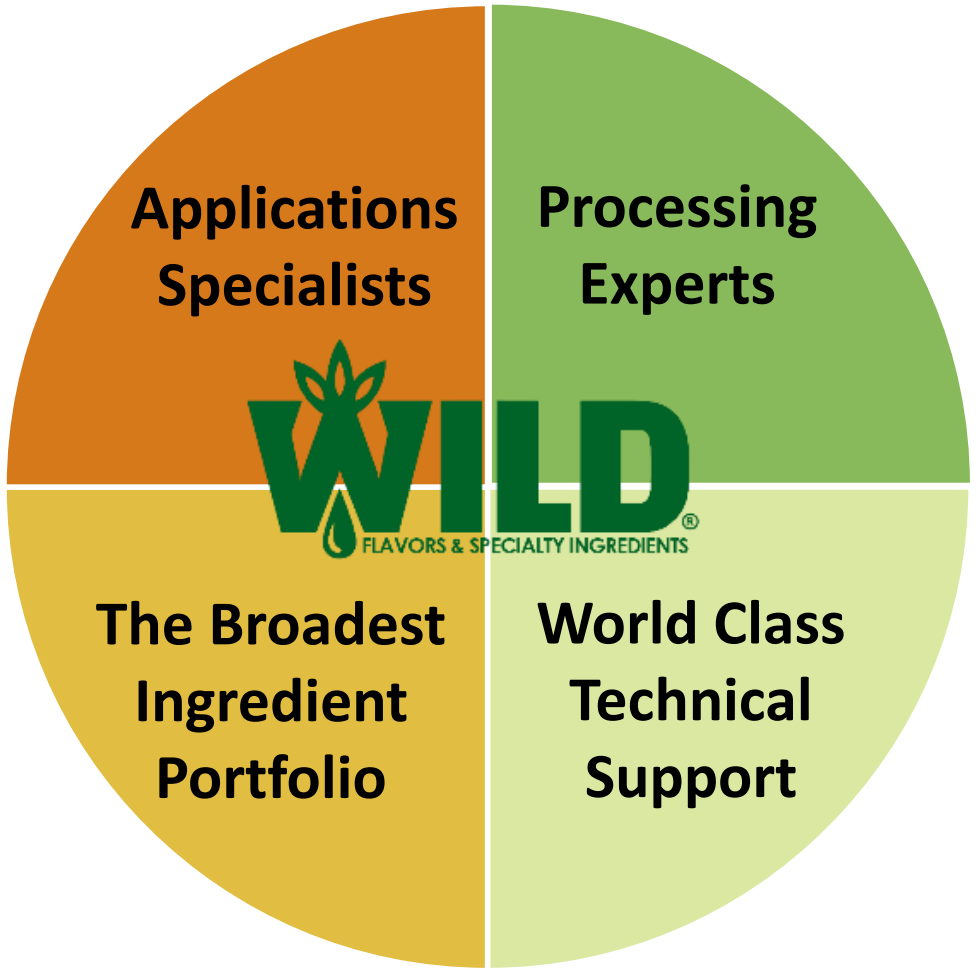
Ingredients
Proteins, Low trans oils, Sweeteners, Cocoa, Fibers, Flour, Emulsifiers, Acidulants, Texturants, Whole/Ancient Grains,



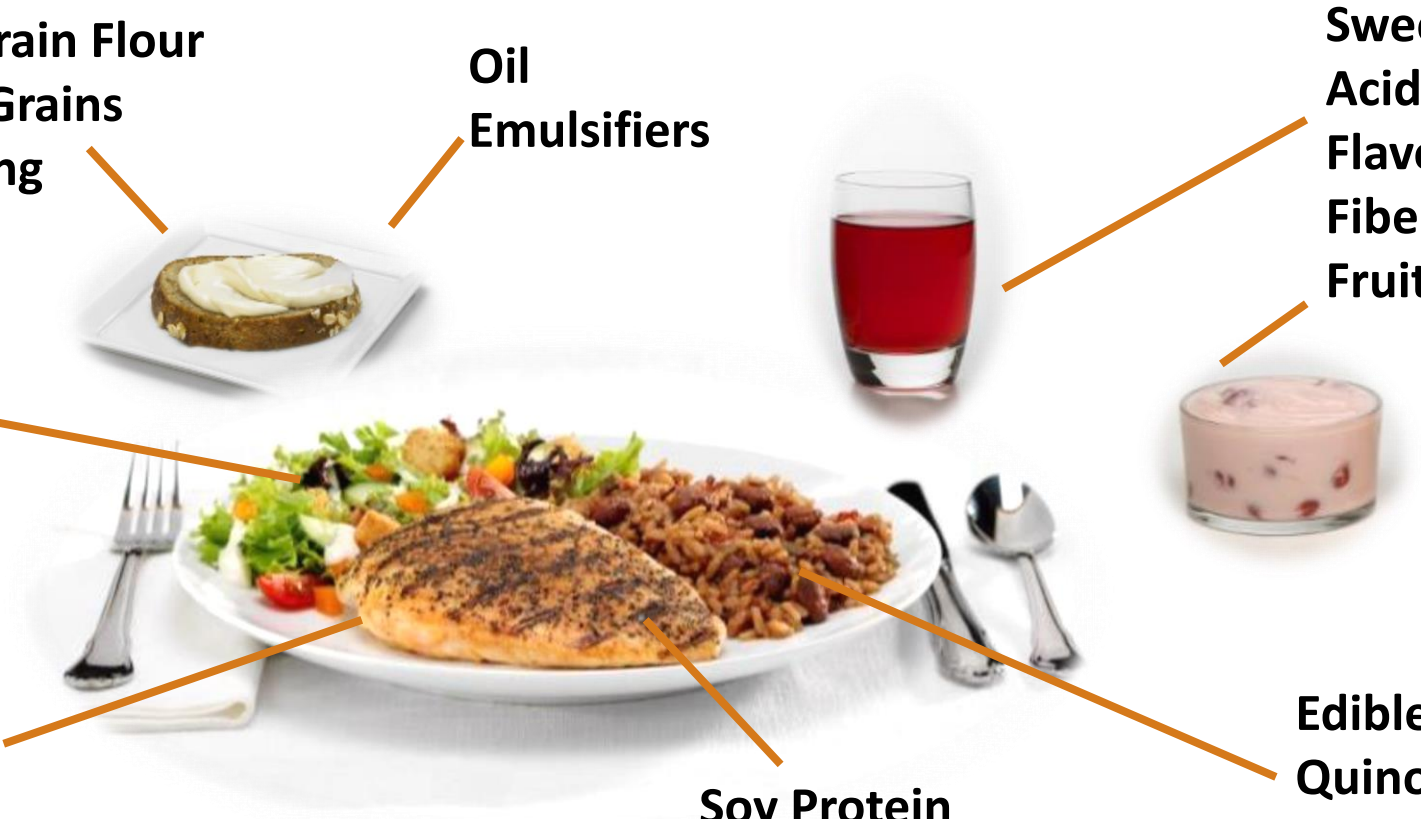
Food Processing
Extrusion, Blending, Enzymes, Fermentation, Membranes, Chromatography, Thermal Processing

Support
Analytical, Nutritional, Regulatory, Sensory, Culinary, Quality, Formulation

Flavors & Colors Further Enhances the Portfolio



ADM, SCI & WILD:
Making "Healthy" Taste Great, Naturally



Whole Grain Flour
Ancient Grains
Shortening

Oil
Emulsifiers

Sweeteners
Acidulants
Flavors/Colors
Fiber
Fruit Inclusions

Salad Oil
Sweeteners
Acidulants
Xanthan Gum
Pecans
Flavors/Colors

Feed Ingredients:
- Soybean Meal
- DDGS
- Lysine
- Threonine
- CitriStim®

Soy Protein
Dextrose
Savory Flavors

Edible Beans
Quinoa
Savory Flavors

Flavor – a Star in our Customers' Products

- Provides fabulous Taste
- Product Differentiation & Brand Identity through Customization
- Drives Preference
- Evokes an Emotional Connection
- Provides a Cultural experience

A flavorist requires the precision & skill of a scientist with the creativity and passion of a chef

Learning the Craft - mentorship & in house training program

<150 practicing US certified flavor chemists WILD has >10%

WILD's flavorists artfully craft tastes in our customers' products that drive consumer preference

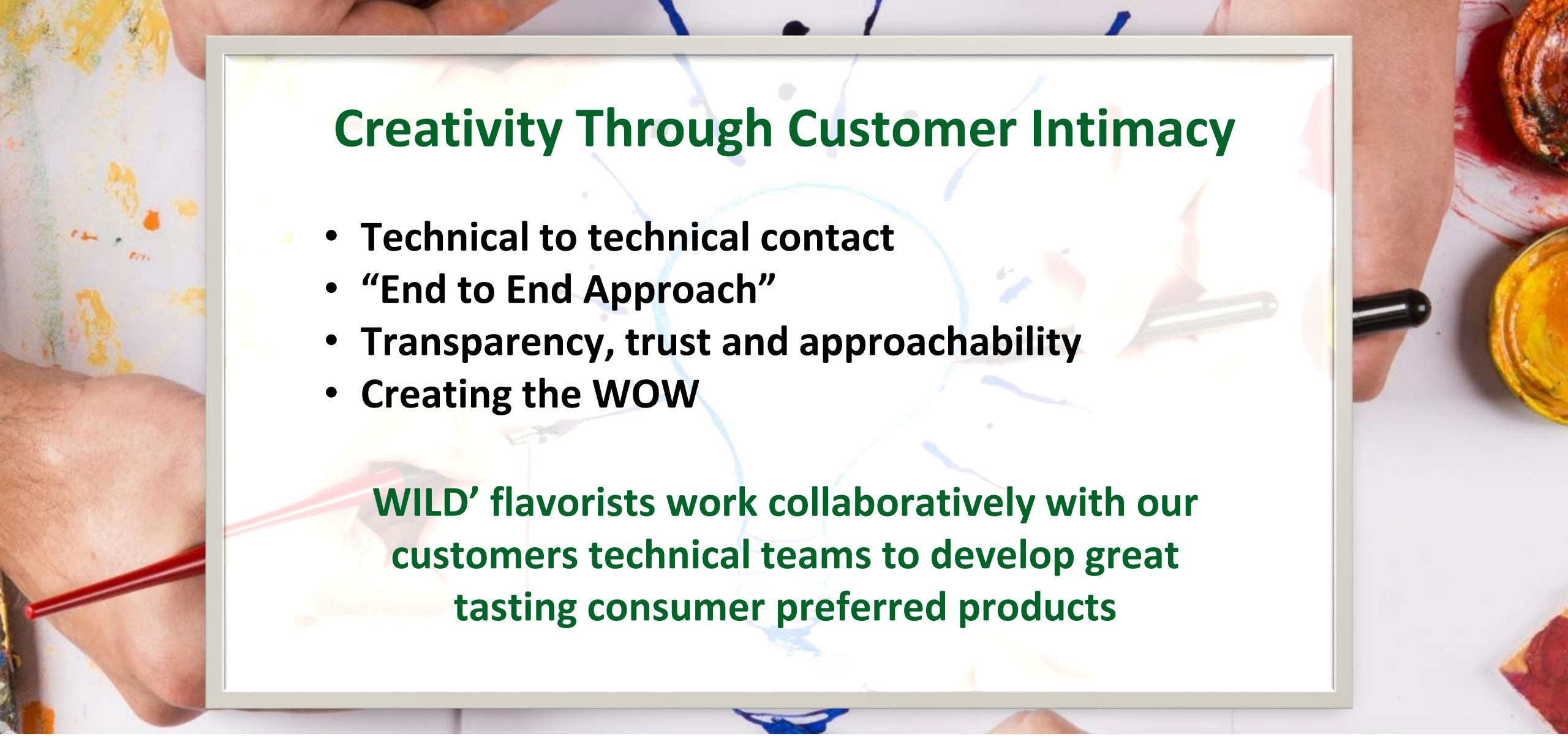
WFSI's Scientists provide technology & captive ingredients that provide a competitive advantage





Creating the Next Great Taste

- Trend watch – WFSI's unique positioning with entrepreneurs/innovators
- Beyond the gold standard
- Translating the trend into delivering a multidimensional experience of flavor, taste and texture into a single flavor



Creativity Through Customer Intimacy

- Technical to technical contact
- “End to End Approach”
- Transparency, trust and approachability
- Creating the WOW

WILD’ flavorists work collaboratively with our customers technical teams to develop great tasting consumer preferred products

R&D – Key Takeaways

- Operational excellence and process improvements pipeline to yield $350 million in incremental cost savings by 2019
- Building a strategic new product portfolio to diversify corn grind and oilseeds crush
- Customers are facing challenges – a need to drive top line growth, reduce costs and reformulate existing products
- ADM's diverse commodity ingredient portfolio coupled with specialty products and Wild's flavors & colors allows us to uniquely serve our customers while creating a hard-to-duplicate barrier to entry

Investor Day – Financial Strategies

Ray G. Young

Financial Strategies to Drive Value Creation

- **Diversified Funding Strategies and Strong Balance Sheet**
- **Balanced Capital Allocations**
- **Incentive Compensation Linkage to Returns**

Diversification of Funding Sources

Better Equipped to Handle Volatility

Working Capital

- US CP Program
- Euro CP Program
- US Money Market Lines
- US Securitization Program
- International Securitization Program
- Bank Credit Lines
- Inventory Based Financing

Longer-Term Financing

- Public Debt
- Lease Financing
- Asset-light Strategies
- Project Financing

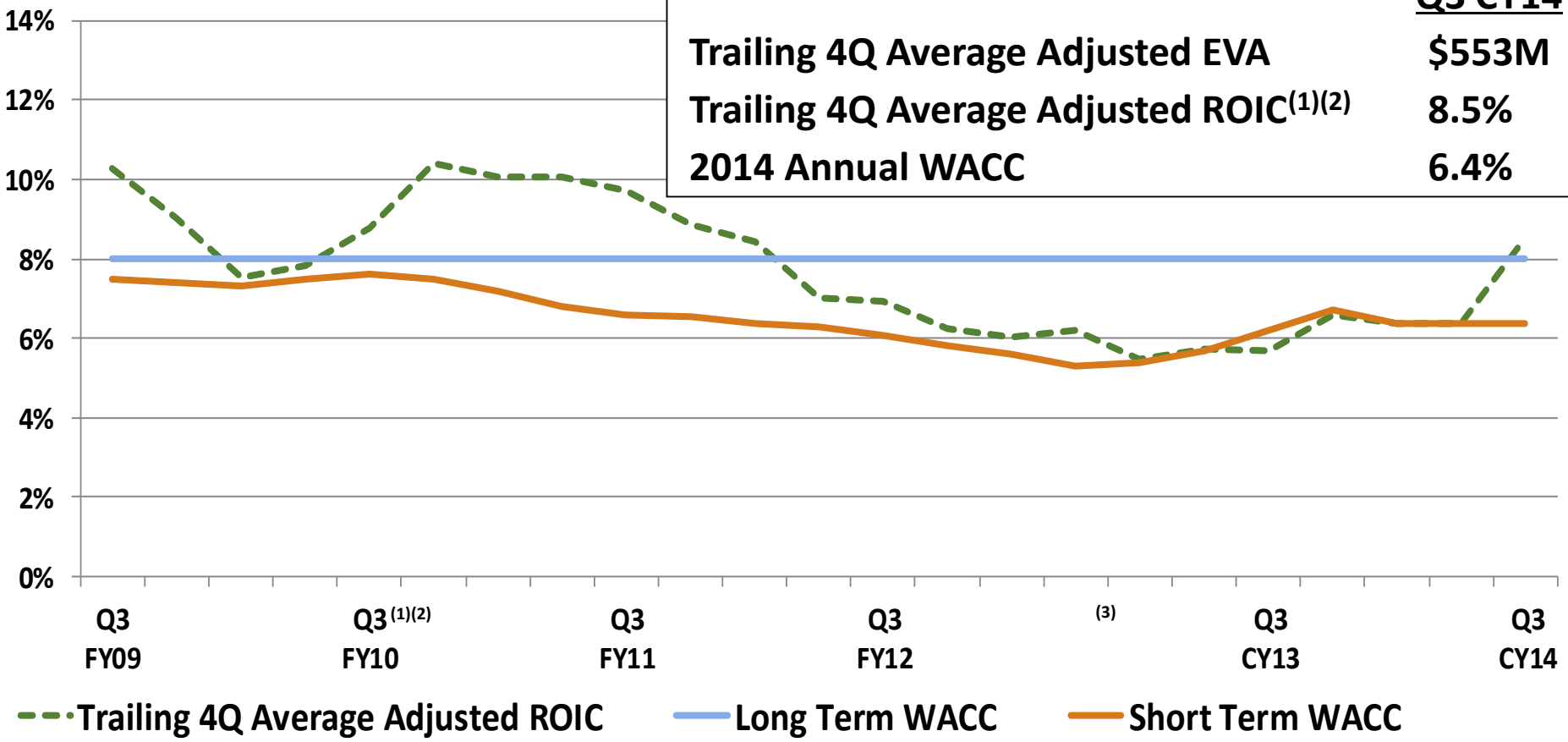
Clear Objectives, Focused Actions Driving Results

	2011/2012	2013/2014	2015 & Beyond
Objective	ROIC ≥ S-T WACC	ROIC ≥ L-T WACC of 8%	ROIC = 10%; EVA Growth
Actions	• Capital/project discipline • Technology Center • SG&A savings • Billion Dollar Challenge	• Project prioritization • Operational excellence to drive cost reductions • Active Portfolio Management	• Continued operational excellence • Targeted growth investments • Dampen volatility of earnings
Results	Achieved S-T WACC in 2012	Will achieve L-T WACC in 2014	Driving toward medium-term objectives

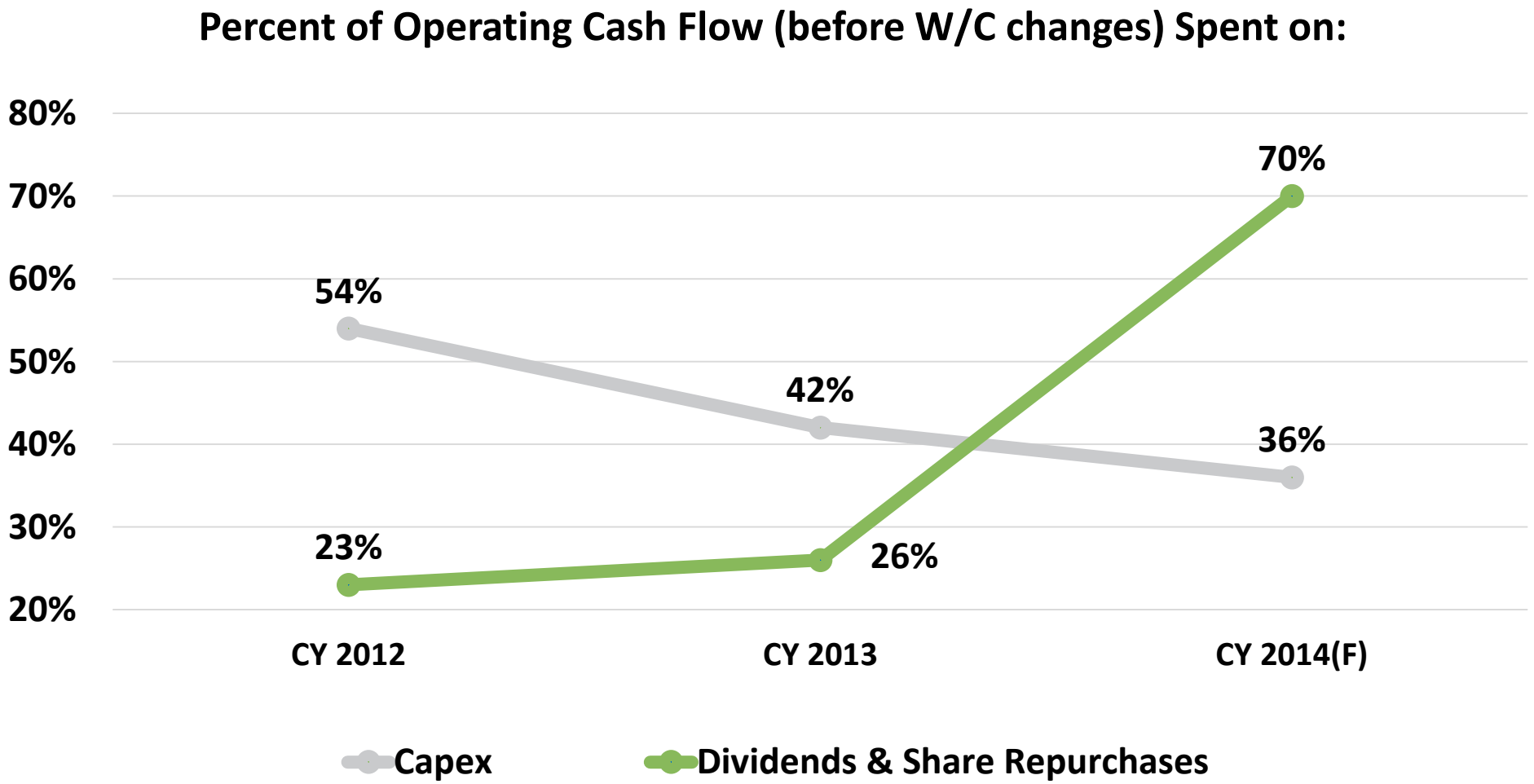
ROIC versus WACC

ROIC Objective: 200 BPS over WACC

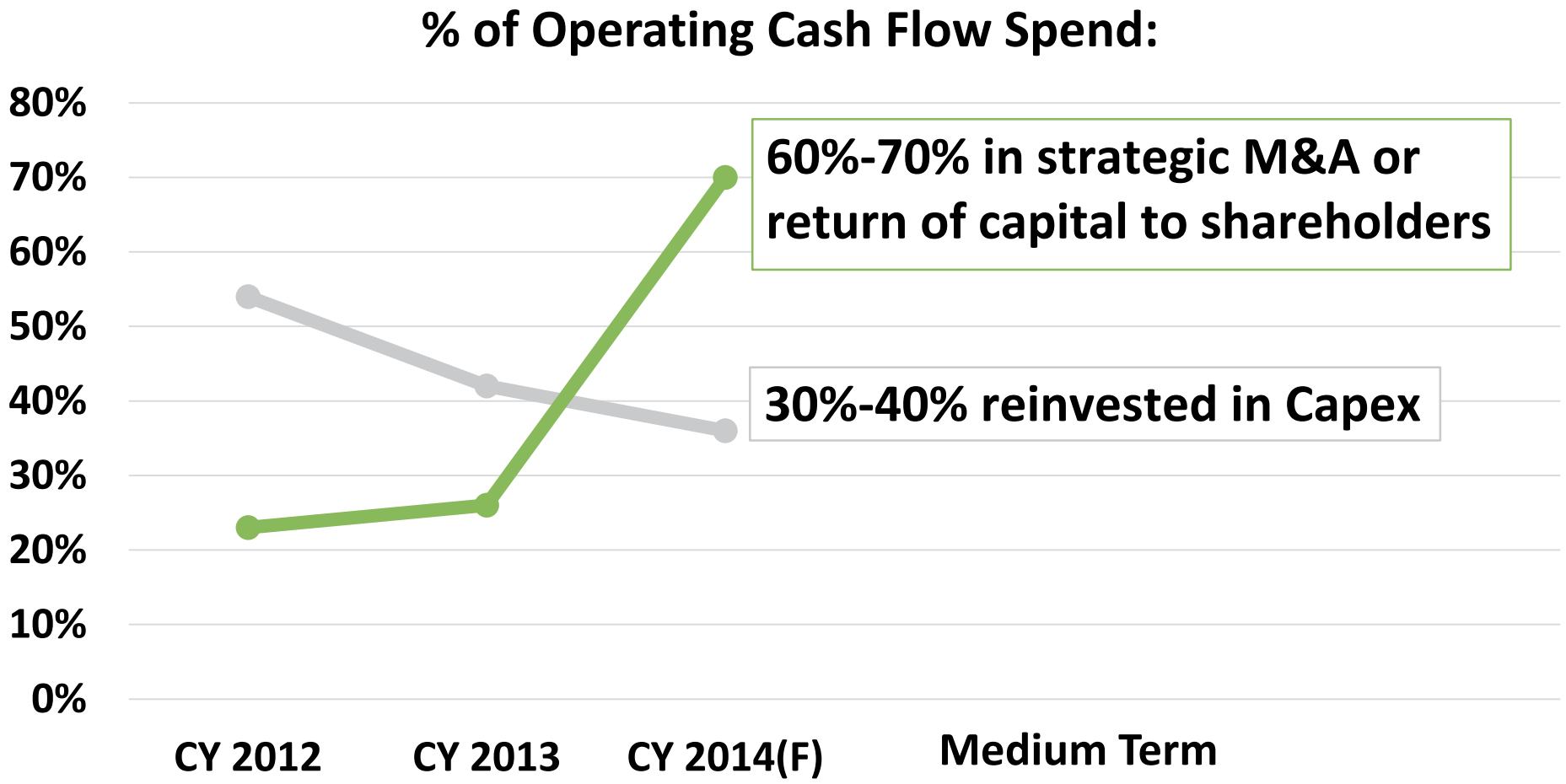
	Q3 CY14
Trailing 4Q Average Adjusted EVA	$553M
Trailing 4Q Average Adjusted ROIC[1][2]	8.5%
2014 Annual WACC	6.4%



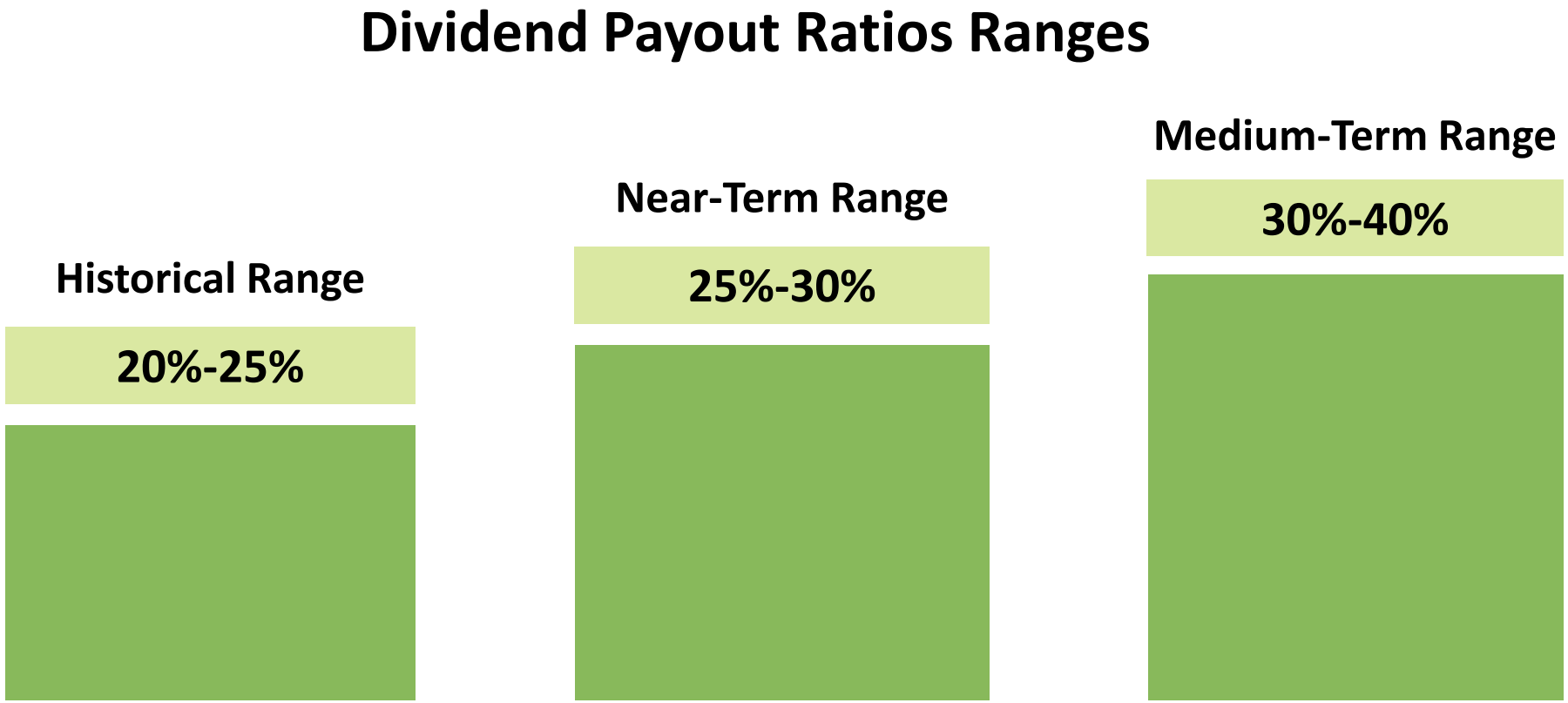
More Balanced Capital Allocation Philosophy



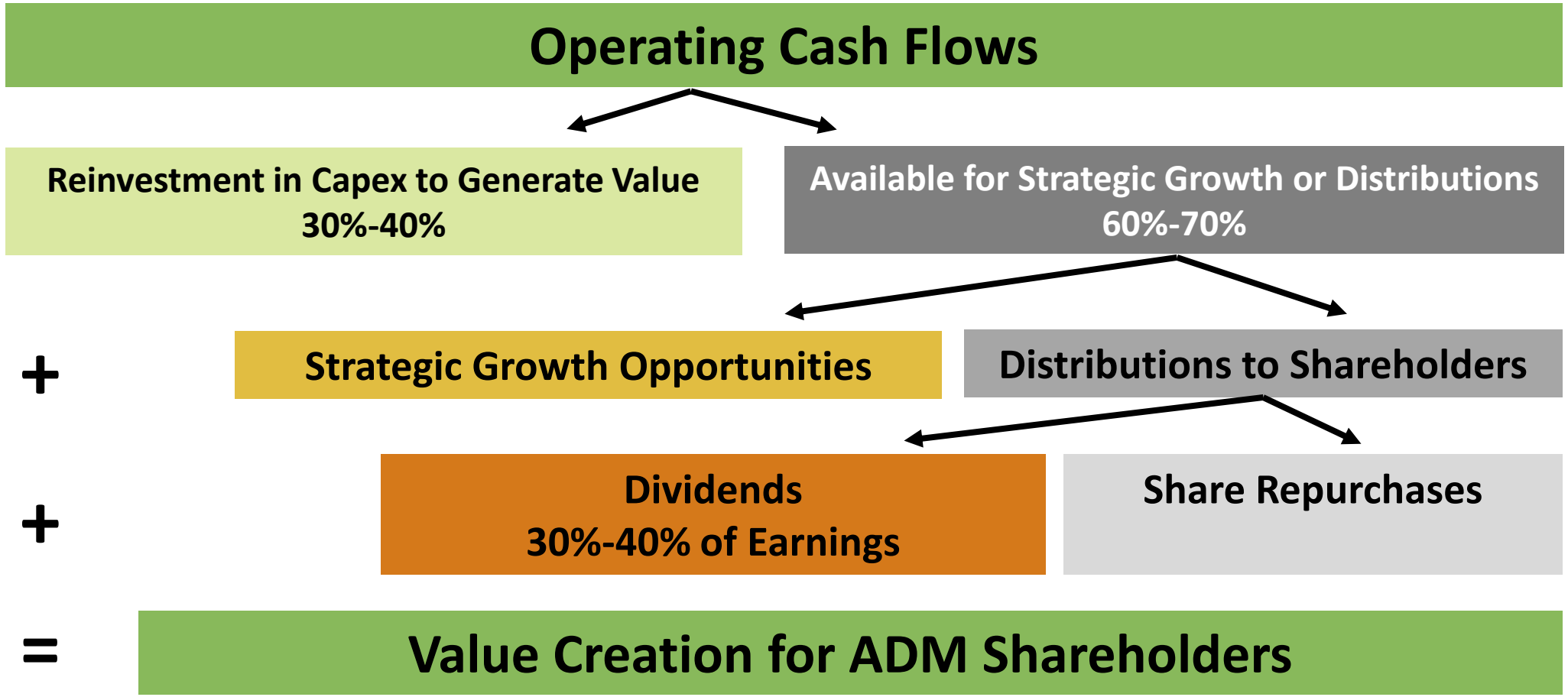
Forward Capital Allocation Targets



Expect Dividends Payout Ranges to Increase with Stronger and More Stable Earnings



Financial Framework for Shareholder Value Creation



Alignment of Incentive Compensation to Returns

- Annual Incentive Plan (AIP)
- Total Shareholder Return (TSR)
- Special Reward for Returns (R4R)

In Summary

Medium-term outlook assumptions

	Metric	
Capital Allocation Philosophy	Capex to D&A	1.0-1.2x
	Operating Cash Flow Allocation (before W/C Changes)	
	• Capex	30%-40%
	• Strategic M&A, Return to Shareholders	60%-70%
Dividend Philosophy	Dividend Payout Ratio (As a % of Earnings)	30%-40%
	Memo: Historical Annual Dividend Growth Rate	~10%
Returns Targets	ROIC	10%
	Long-Term WACC	8%