BMO Farm to Market Conference

May 19, 2021



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, 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.

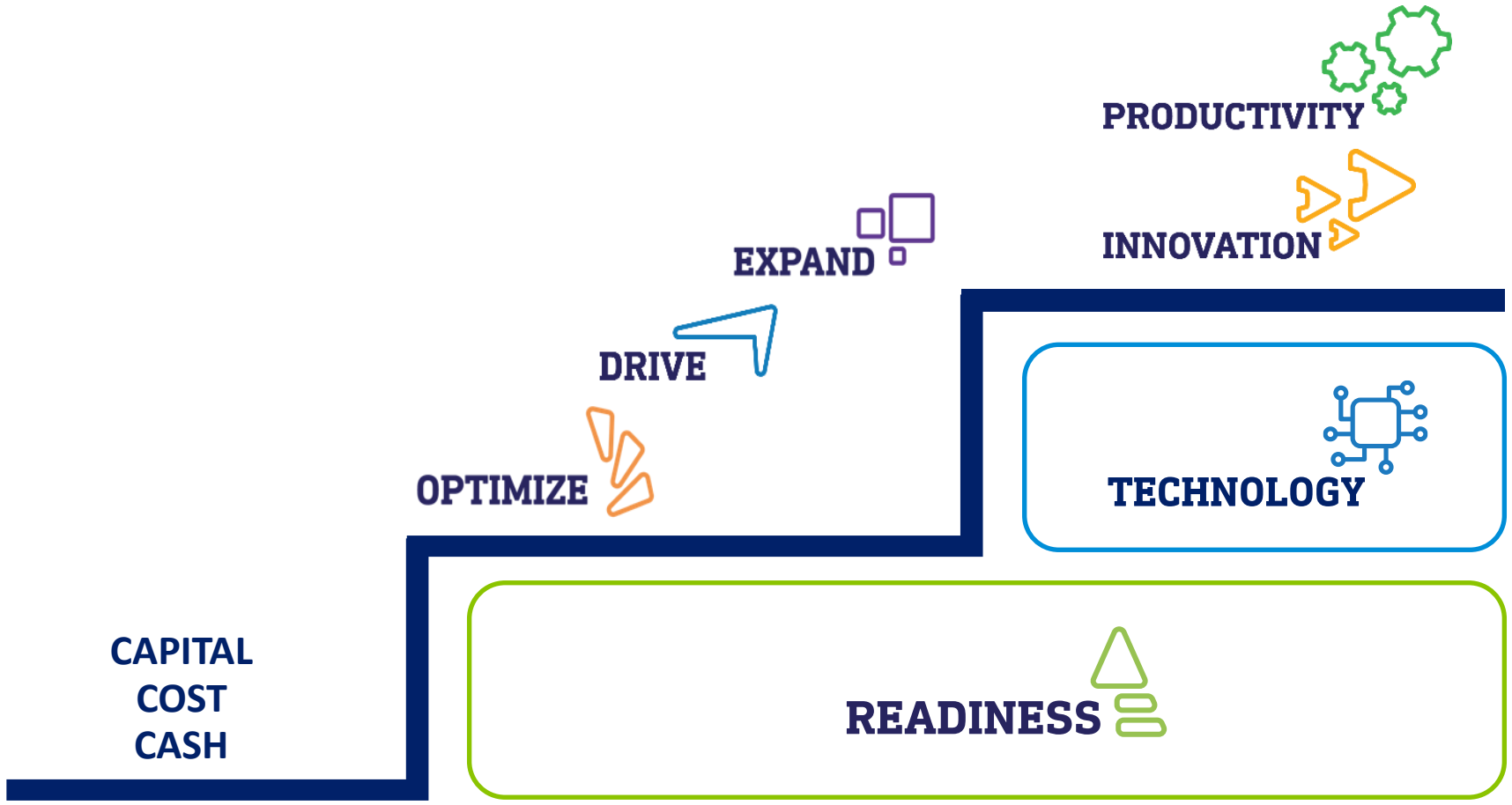
Proprietary business information of ADM.

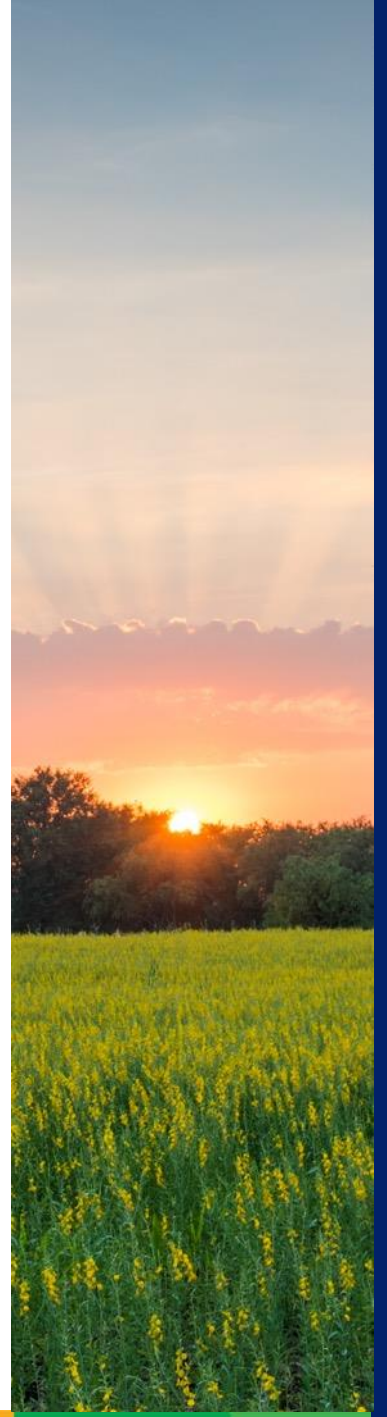
The Path to Sustainable Growth

2011-2014
Fit for the Journey

2015-2020
Improving Returns, Creating Value

2021-
Sustainable Growth





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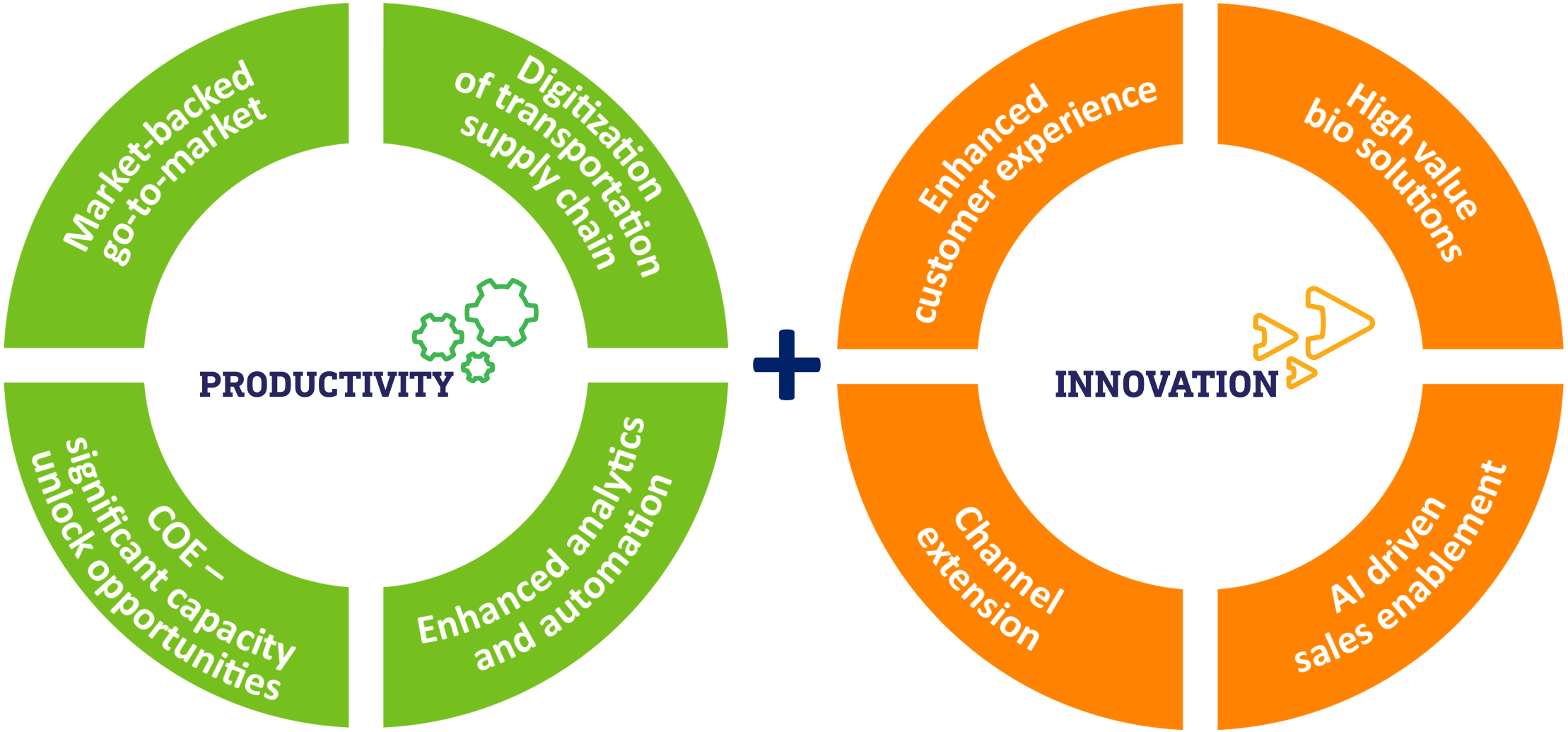
Repositioning for More Predictable and Consistent Growth



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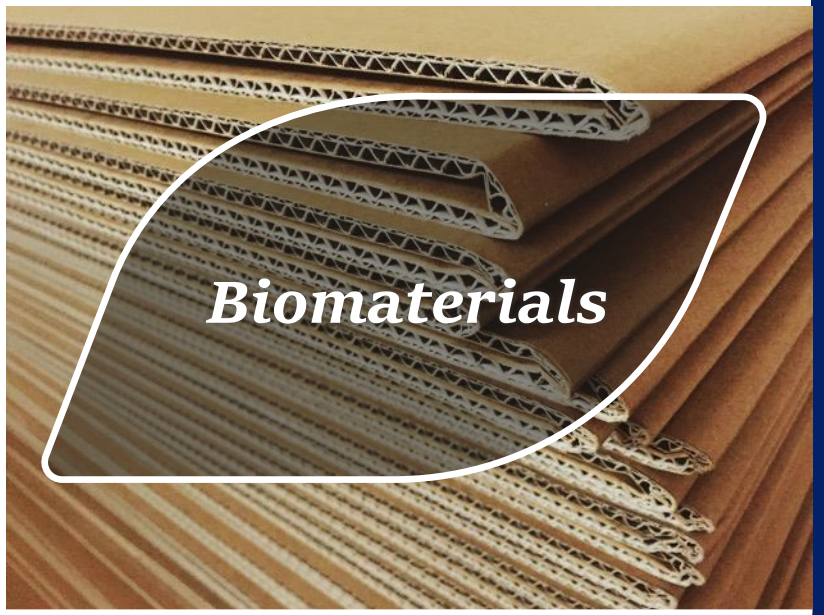
Growth Platforms in Action | Advances in 2021













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Unlocking Nature.
Enriching Life.