



Developing Leadership Behaviors and CI Infrastructure to Support LPPDE: Two Case Studies

October, 2023



Food is Fundamental

It sustains 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

FUNDAMENTALS



~750

Facilities



64

Innovation
Centers



~300

Food & Feed
Processing Locations



>200

Countries Served



~440

Crop Procurement
Locations



42,000

Employees

FINANCIALS



\$102B

CY22 Revenue



~\$51B

Market Cap
as of 12/31/2022



\$6.6B

Adjusted Segment OP
for CY22



91

Years of Consecutive
Dividends and **50 years of
Increasing Dividends**



\$6.8B

of Adjusted
EBITDA in CY22



\$7.85

Adjusted EPS
in CY22

CREDENTIALS



1902

Founded



ADM

NYSE Since 1924



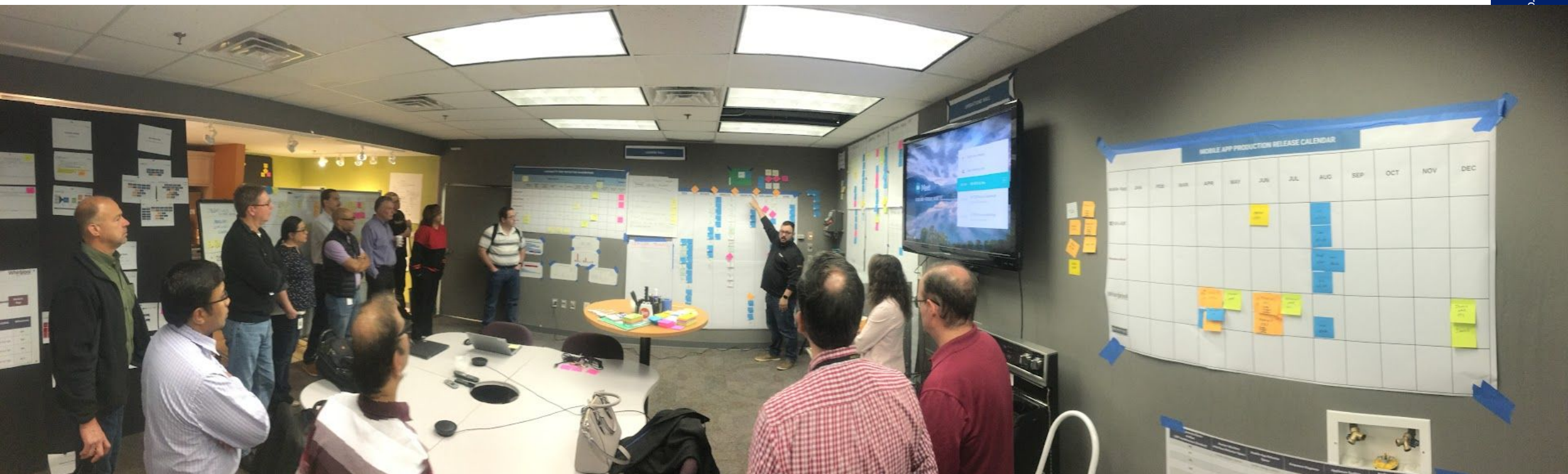
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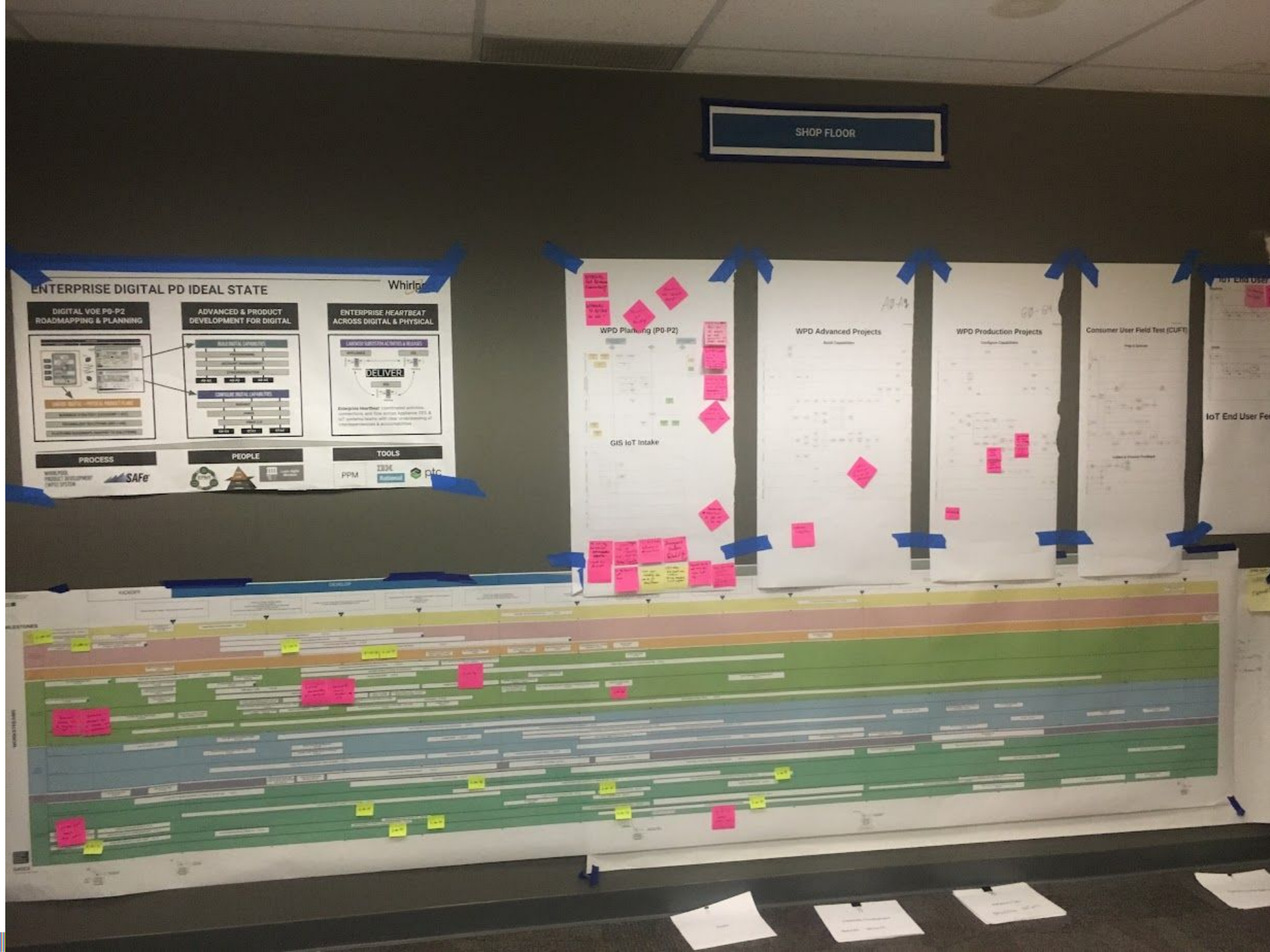
Credit Rating

Toyota Learning Trip: Princeton, Indiana Plant



First Example: IoT Obeya

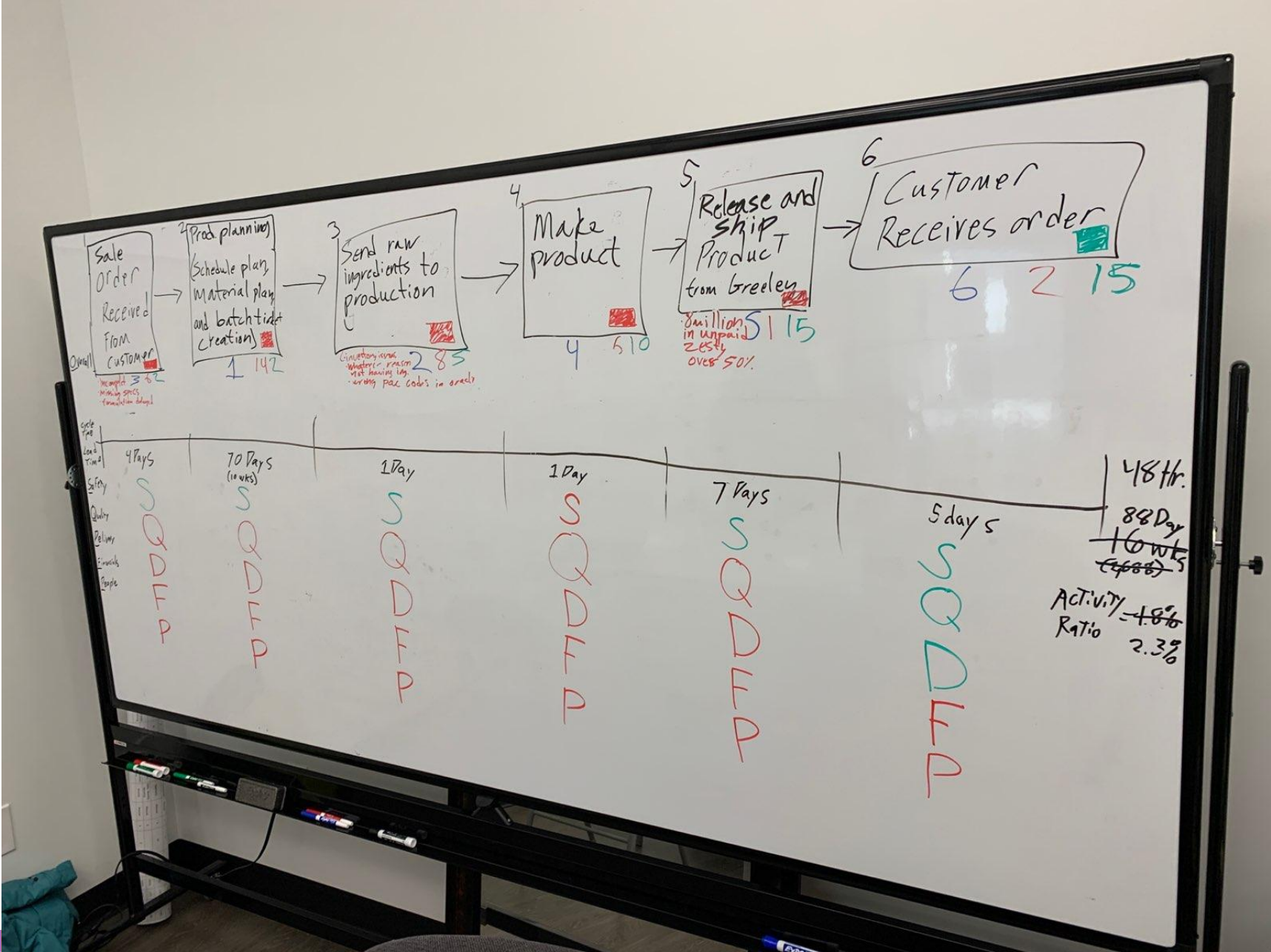




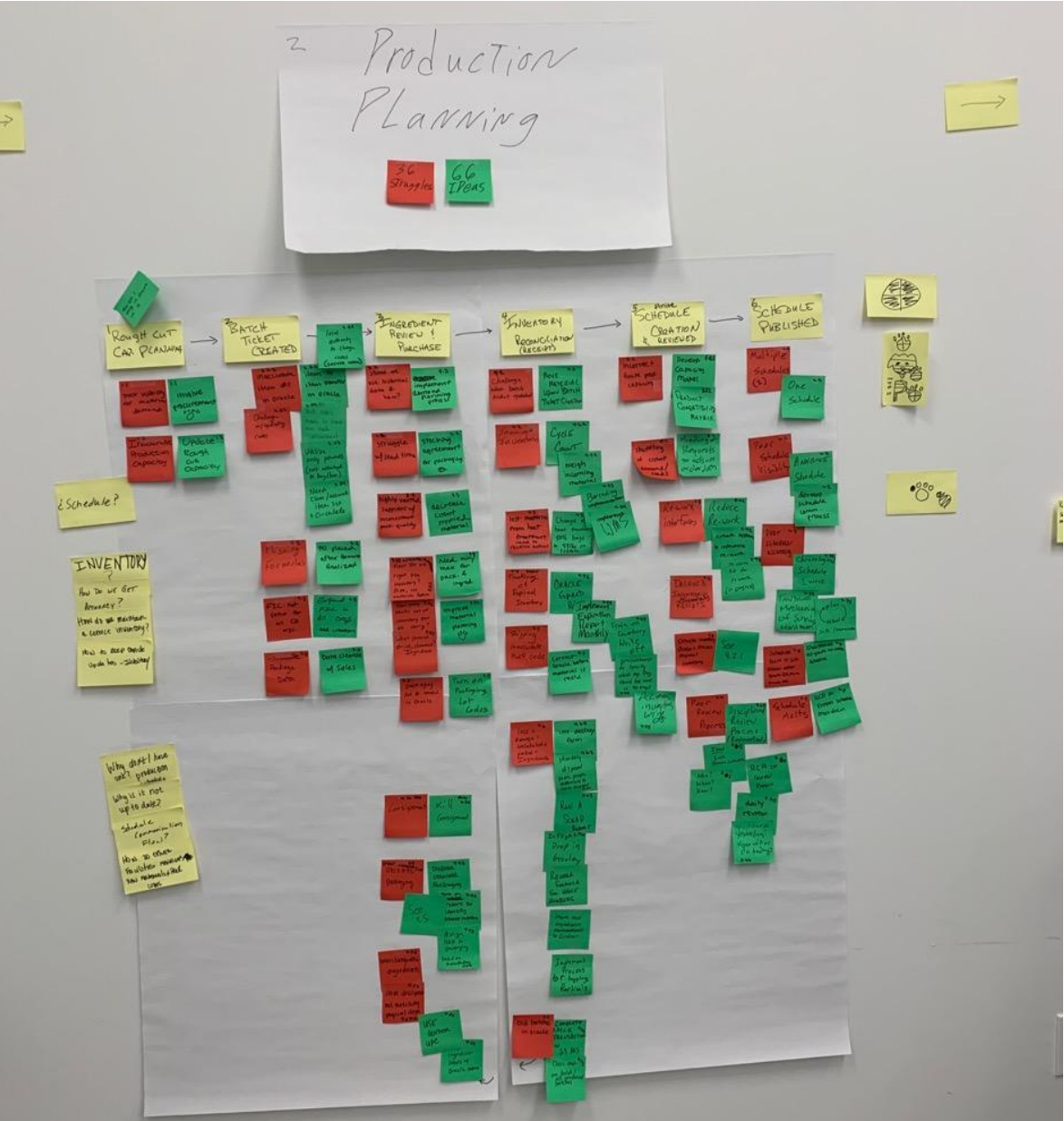
Second Example: 3 Days = 201 Ideas; Replicated Globally



Second Example: 3 Days = 201 Ideas; Replicated Globally



Second Example: 3 Days = 201 Ideas; Replicated Globally



Thank You



Additional Materials

- A. Video - Nike IT Obeya
- B. Book - Toyota Kata by Rother
- C. Book - The Phoenix Project by Kim (et al)
- D. Video - Spotify Culture
- E. Book - The Lean IT Fieldguide by Paider
- F. Book - Elementary Principles of Behavior by Malott
- G. Book - The Art of Doing Twice the Work in Half the Time by Sutherland
- H. Book - Human Competence; Engineering Worthy Performance by Gilbert
- I. Video - Nordstrom Innovation Lab
- J. Website - Lean.org
- K. Book - Managing to Learn by Shook
- L. Book - Getting the Right Things Done by Dennis
- M. Book - The Toyota Way to Lean Leadership by Liker

Comments, Questions, Contact Information

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