

# Automation & AI powering a smarter FP&A Function

*ADM's FP&A transformation journey to deliver faster, more accurate insights*

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# ADM by the Numbers

## FUNDAMENTALS



**~700**

Facilities



**68**

Innovation Centers



**~325**

Food & Feed Processing Locations



**>180**

Countries Served



**~380**

Crop Procurement Locations



**42,000**

Employees

## FINANCIALS



**\$85.5B**

CY24 Revenue



**~\$39B**

Market Cap as of 12/31/2024



**\$4.2B**

Total Segment OP for CY24



**93**

Years of Consecutive Dividends and 50 years of Increasing Dividends



**\$4.5B**

of Adjusted EBITDA in CY24



**\$4.74**

Adjusted EPS in CY24

## CREDENTIALS



**1902**

Founded



**ADM**

NYSE Since 1924



**A**

Credit Rating

Data as of 12/31/2024

**/IFP FP&A FORUM**

# What you will learn from this Session

- Challenges for Finance ➡ FP&A Transformation Program
- Our learnings for your own applications
- You will learn how to:
  - Become a **catalyst for change**
  - **Build** and **execute** a transformation roadmap
  - **Visualize** the **impact AI** can have on your own transformation agenda
  - Apply **strategies** that **build stakeholder engagement** through **meaningful quick wins**.

# Does this feel like a normal day in FP&A?



# Why leverage Automation & AI?



Streamline complexity in the FP&A end-to-end process



Reduce the manual burden in reporting process



Enhance the speed to insights through data analytics



Enable ADM to become a Destination of Choice

# Poll Question #1

- Which of the following are key pain points in your FP&A processes?
  - Multiple reporting formats/views
  - Constrained timelines
  - Level of detail requested on key business drivers
  - System Design & Integration

# FP&A Pain Points Identified



Multiple Reporting Formats/Views



Constrained Timelines (Estimates & Forecast Analysis)

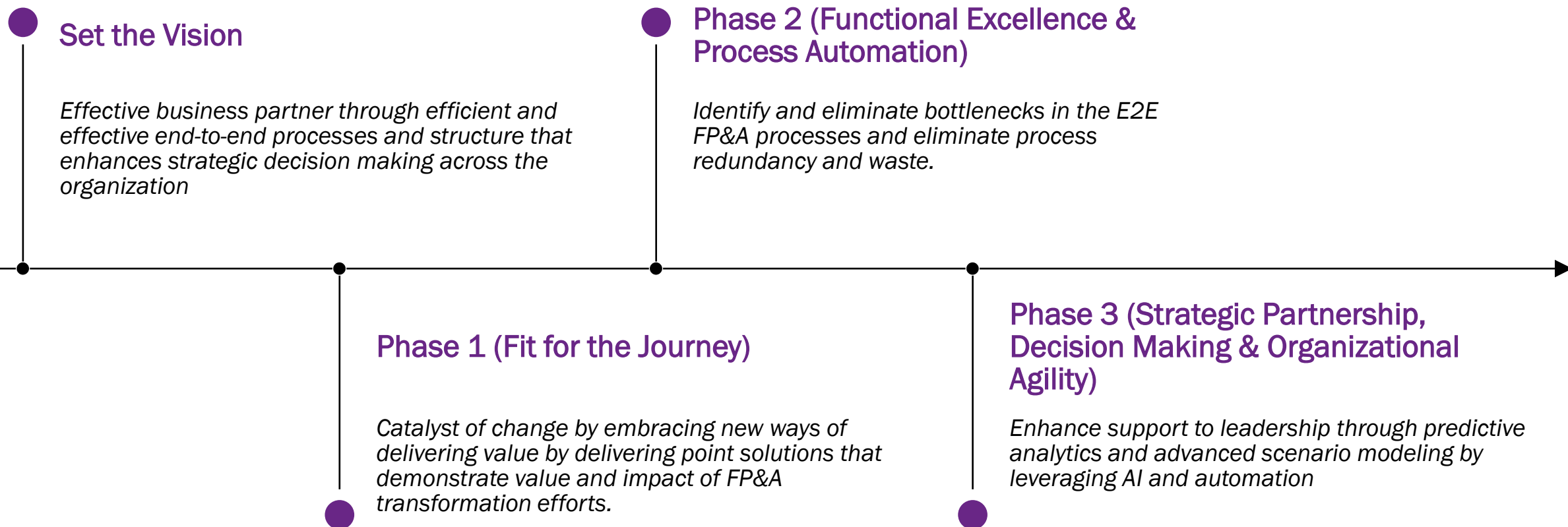


Level of Specificity for Key Business Drivers

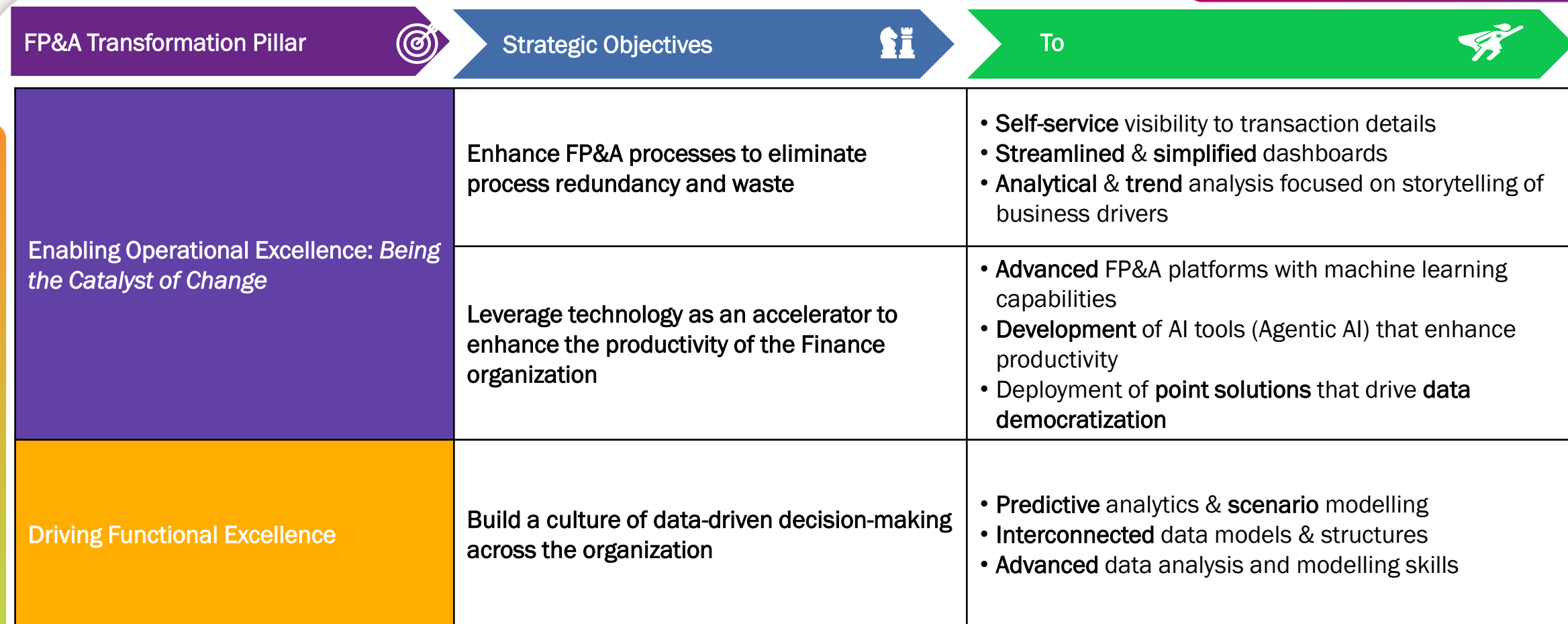


System Design & Integration

# FP&A Transformation Strategy



# Aligning FP&A Strategic Objectives to Vision



# Poll Question #2

- What is the level of appetite for AI & Automation in your organization within FP&A?
  - 1 – **Low** (Acknowledged but limited investment)
  - 2 – **Medium** (Investment is limited to out-of-the-box functionality in the products used by Finance)
  - 3 – **High** (Investment is both in developing in-house solutions through dedicated teams and utilizing out-of-the-box functionality)

# Execution Cycle



# How are we Executing?

## Vision Champion

- CFO is relentlessly driving a reimagined FP&A function

## Dedicated Role

- Having a dedicated role to focus on driving FP&A transformation

## Collaboration

- Partnering with key stakeholders across the Segment FP&A teams, Global Technology (GT)

## Embracing New Ways of Working

- Deploying agile methodologies and modeling new ways of delivering results and value

## Delivering Quick Wins

- Deploying visualization solutions that enhance speed to insights for what matters

## Tracking Progress with Rigor

- Consistent reporting on progress to senior leadership with clearly identified KPIs and success metrics.

# Our AI Modus Operandi

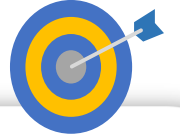


## Vision:

Building High-quality, cost-efficient solutions with focus on value. Drive culture & adoption of Digital/AI first, by being bold in approach.

## Goals:

- Rapid prototyping
- Minimal Viable Product (MVP)
- Business Value, Outcome focused Execution with transparent reporting.



	Ideas	Prototyping	MVP	Scaling
What?	<ul style="list-style-type: none"> <li>• Ideas ranging from productivity to transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Pick the data the way it-is (no pipelines/ Data connections).</li> </ul>	<ul style="list-style-type: none"> <li>• Putting the product to a real application.</li> <li>• Automating/ semi-automating where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximizing the ROI (expanding to applications across the company)</li> </ul>
How?	<ul style="list-style-type: none"> <li>• Prioritized by Transformation leads in ~2-week sprints</li> </ul>	<ul style="list-style-type: none"> <li>• Timeboxed: Max ~2 weeks to complete (1 sprint).</li> </ul>	<ul style="list-style-type: none"> <li>• Connected colleague ecosystem between Biz &amp; Tech, Flexibility to engage on-demand.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource costs, Infrastructure, Licensing costs</li> <li>• Feature Enhancements, Bug fixes only</li> </ul>

Our Platforms	<p><b>AI Solutions</b> <i>AI &amp; non-Hyperion data products for Global Finance.</i></p>	<p><b>Visualization Dashboards</b> <i>Hyperion data products for Global Finance that drive smarter insights</i></p>	<p><b>Capabilities</b> <i>Internal/ Third-party capabilities supporting productivity (Copilot, Claude etc.)</i></p>
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Our Champions	<p>Executive drive &amp; support complimented by trust &amp; belief from every leader in Finance Org.</p> <p><i>CFO, FLT, Transformation Leaders across Finance Functions</i></p>	Our levers	<ul style="list-style-type: none"> <li>• Leveraging Global Capability Center</li> <li>• Partner Ecosystem</li> <li>• Platforms Flexing</li> <li>• Risk vs Reward balancing</li> <li>• People &amp; Process maturity</li> </ul>
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# Strategies to Consider to Implement in your Organizations



## Sponsorship

*Determine who in your executive leadership will be your champion and integrate this into the organization's strategy.*



## Cross-functional Collaboration

*Determine what skill sets, knowledge and experience is needed across the organization not just Finance.*



## Focus on Quick Wins

*Do not try to boil the ocean. Identify what matters to your stakeholders*



## Resiliency

*Fail fast, figure out what works and get back on the horse*



## Think out of the Box

*Do not be afraid to push the envelope and be creative.*

# Questions & Discussions

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