



# Protein-Forward Systems

April 2021



# Agenda

- Today's Plant Protein Consumer
- Market Dynamics & Opportunities
- Introducing ADM NutriFlex™
- Systems Concepts
- Why ADM: Your Partner For Growth



# Today's Plant Protein Consumer



- The Flexitarian Consumer
- Purchasing Behavior

# Unlock the Power of Plant-Based Solutions

Global consumers are placing a renewed focus on health and wellness, fully embracing plant-based solutions.

Demand shows **no sign of slowing down** and as more consumers continue to adopt plant protein lifestyles they are looking for **increased variety** that creates **exciting food and beverage experiences**<sup>3</sup>.

**50%**  
of consumers  
are consciously  
choosing plant-  
based proteins.<sup>1</sup>

**69%**  
of plant protein  
consumers believe  
Taste & Nutrition  
are equally  
important.<sup>2</sup>

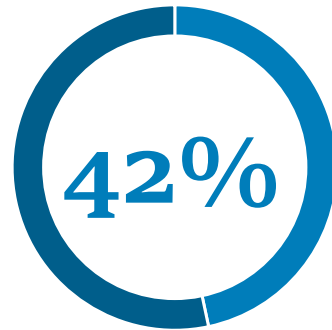
Lack of Variety is  
one of the top 5  
barriers to trying  
plant protein  
alternatives.<sup>3</sup>





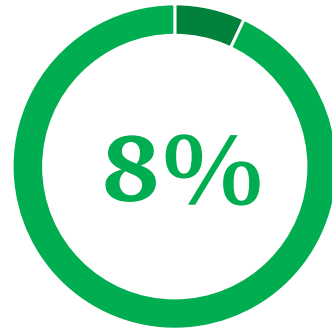
# Interest in Plant-Based Foods & Beverages has Reached Mass Market Levels

50% of U.S. consumers are consciously eating plant-based proteins



## Flexitarian

I am actively trying to eat more plant-based proteins, but still eat meat



## Vegetarian/Vegan

5% I eat plant-based proteins, may eat products from animals like milk or eggs, but no meat

3% I only eat plant-based proteins, do not eat any animal foods products

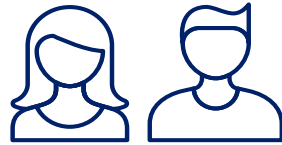


**I just eat whatever I want**, regardless of whether it is meat or plant-based proteins

# Global Flexitarian Profile:



## All Flexitarians



Both genders equally represented



All ages represented



Middle to higher income



Urban and suburban



## Flex Plant+

Increased consumption of plant-based products and protein



Both genders equally represented, but slightly more likely to be female in some markets



All ages represented, but stronger presence of younger ages (18-44)



Middle to higher income



Urban and suburban



More likely to have children in the home

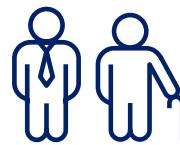


## Flex Animal-

Decreased consumption of animal protein



Both genders equally represented, but slightly more likely to be male in some markets



All ages represented, but stronger presence of older ages (45+)



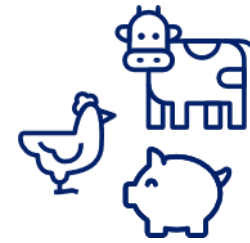
Middle to lower income








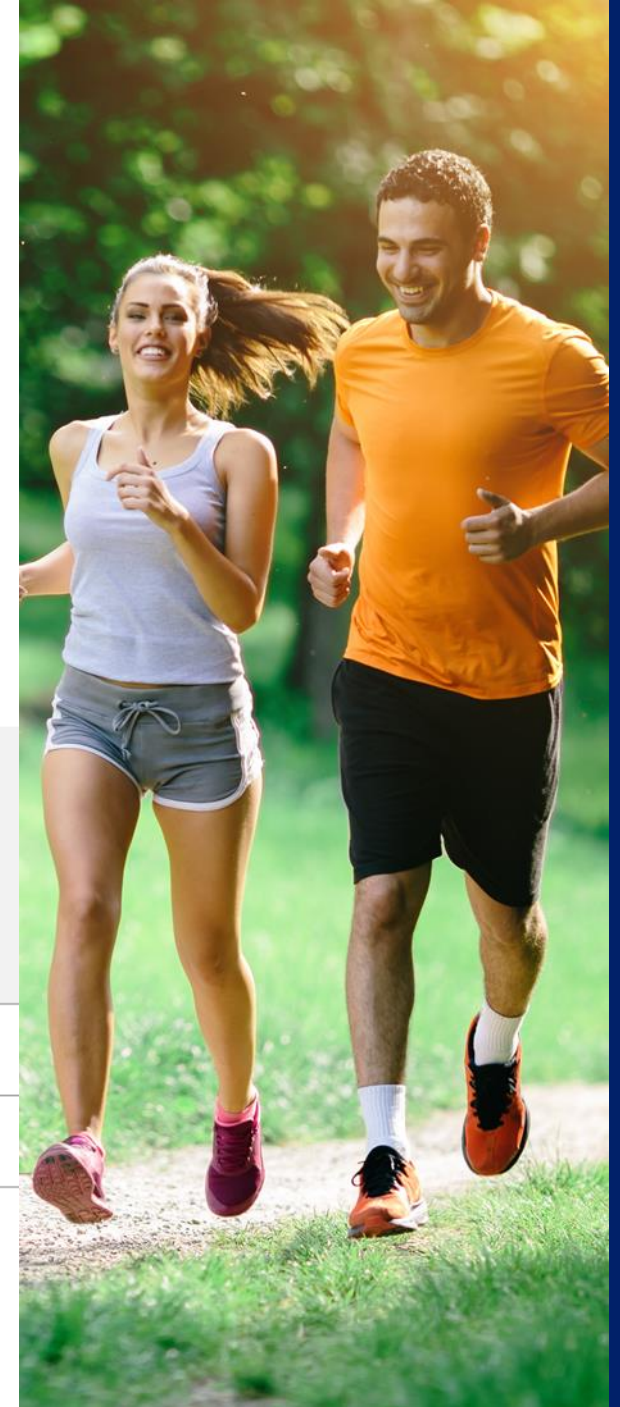
Urban and suburban

# Health Benefits are the Top Motivation for Consumption of Meat Alternatives

Motivations for Consumption of Plant-Based Products – Meat Alternatives, June 2020











TOTAL	Motivations	 US	 UK	 Germany	 Brazil	 China
63%	Health Benefits	1 65%	2 61%	3 58%	1 74%	1 57%
63%	Animal Welfare Concerns	3 59%	1 64%	1 72%	3 73%	3 49%
59%	Nutritional Benefits	2 64%	49%	56%	2 74%	2 53%
59%	Environmental Concerns	54%	3 60%	2 64%	68%	49%
48%	Food Safety Concerns	51%	45%	37%	61%	48%



Source: ADM Outside Voice<sup>SM</sup> Global Plant Protein Consumer Discovery Report, August 2020

# Taste and Nutrition are Equally Important to Plant Consumers Across Markets

Importance of Taste vs. Nutrition for Plant-Based Products, June 2020

	 TASTE	 TASTE & NUTRITION	 NUTRITION
	27%	63%	10%
	28%	68%	5%
	27%	69%	5%
	9%	80%	11%
	7%	72%	21%



The majority of plant consumers across all markets believe that **taste and nutrition are equally important**



# Market Dynamics & Opportunities



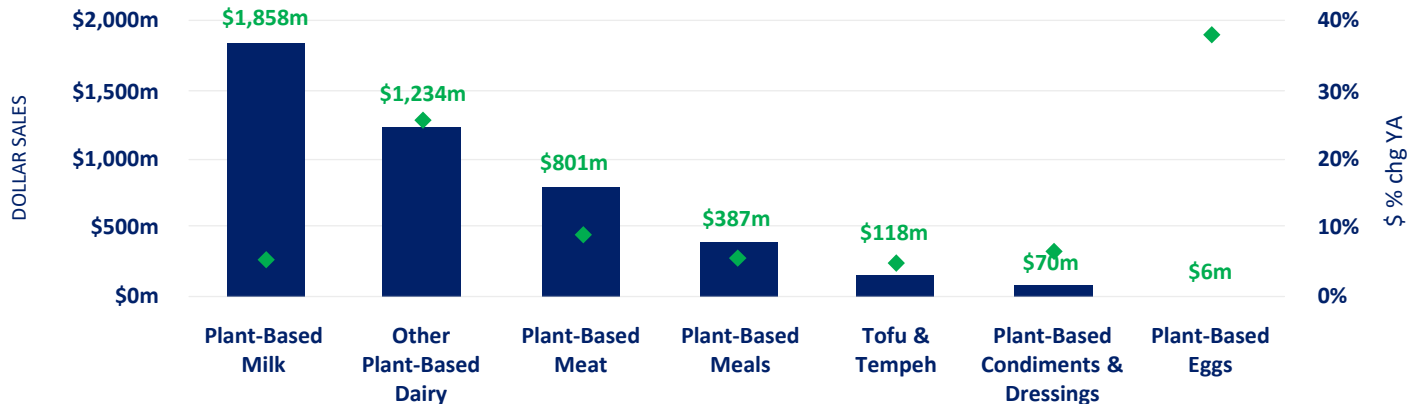
# Fundamental Growth Expected

## Size of the Market: Retail

The plant-based retail marketplace has reached \$5 billion in value in 2019, growing by 31% in the last two years.

9 of the 10 largest U.S. meat companies launched, bought, or collaborated on a plant-based meat brand by the end of 2019<sup>1</sup>.

**Total U.S. Plant-Based Food Dollar Sales and Dollar Sales Growth by Category**  
Year ending April 2019<sup>2</sup>



<sup>1,2</sup> Good Food Institute, SPINS Data; 2020, 2021

<sup>4</sup> Barclay's 2019

## Meat

Plant-based meat alternatives are expected to comprise \$140B, 10% of the global meat industry size, by 2029<sup>4</sup>

Plant-based milk and dairy are the most developed of all plant-based categories, followed by **plant-based meat and meals**

# Retail sales show growing trial & adoption

## € Sales Plant-based Meat Alternatives



**Covid-19  
Pandemic has  
accelerated the  
demand for Meat  
Alternatives in  
Retail**

## Consumption Drivers

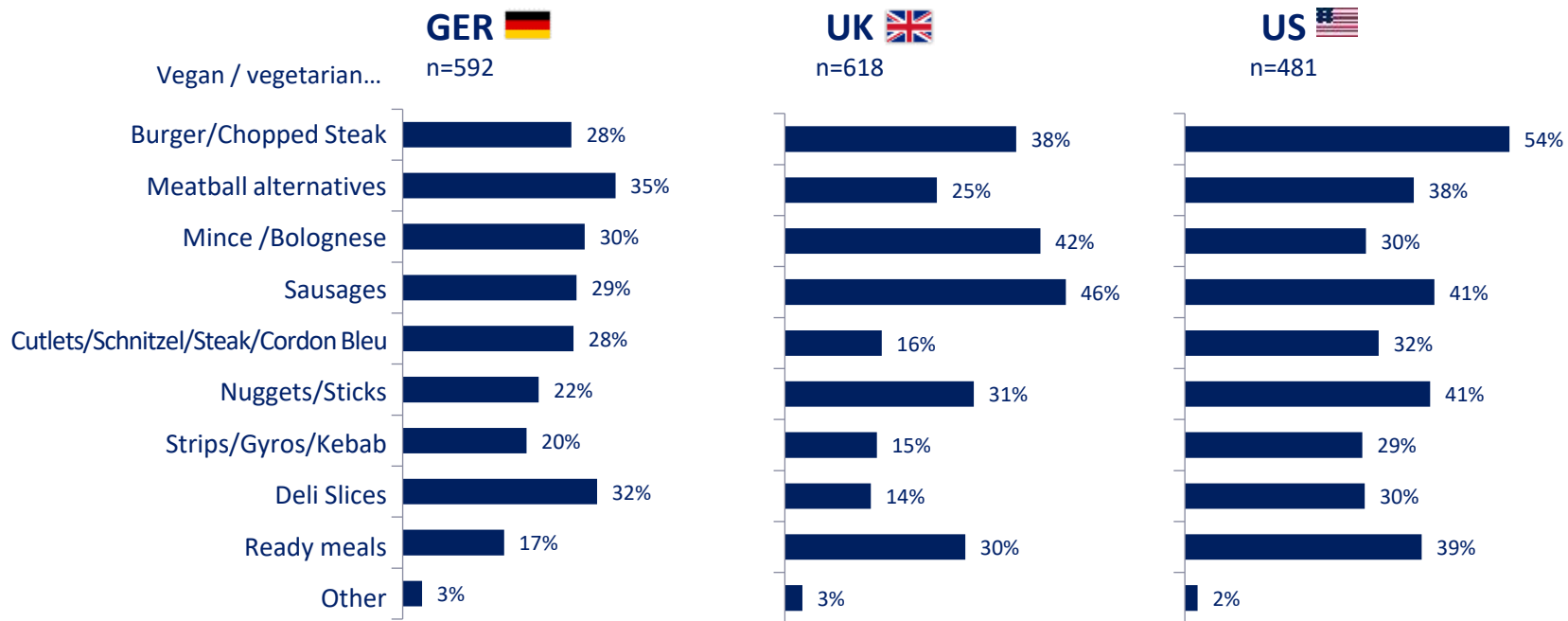
- \* Consumers are looking to reduce meat intake
- \* Desire for a more sustainable food system drives interest in Europe
- \* Health & Wellness are needs well connected with plant-based nutrition
- \* Retail growth in 2020 shows consumer interest especially by millennial families and gen-z'ers

Source(s): Retail Data by IRI; Growth 2020 vs. 2019; \*Jan-Sep / \*\*Jan – July/\*\*\*May 2019-May 2020



# Increasing Diversity in Plant-based alternatives

What types of plant-based meat alternatives Products do you consume most often?



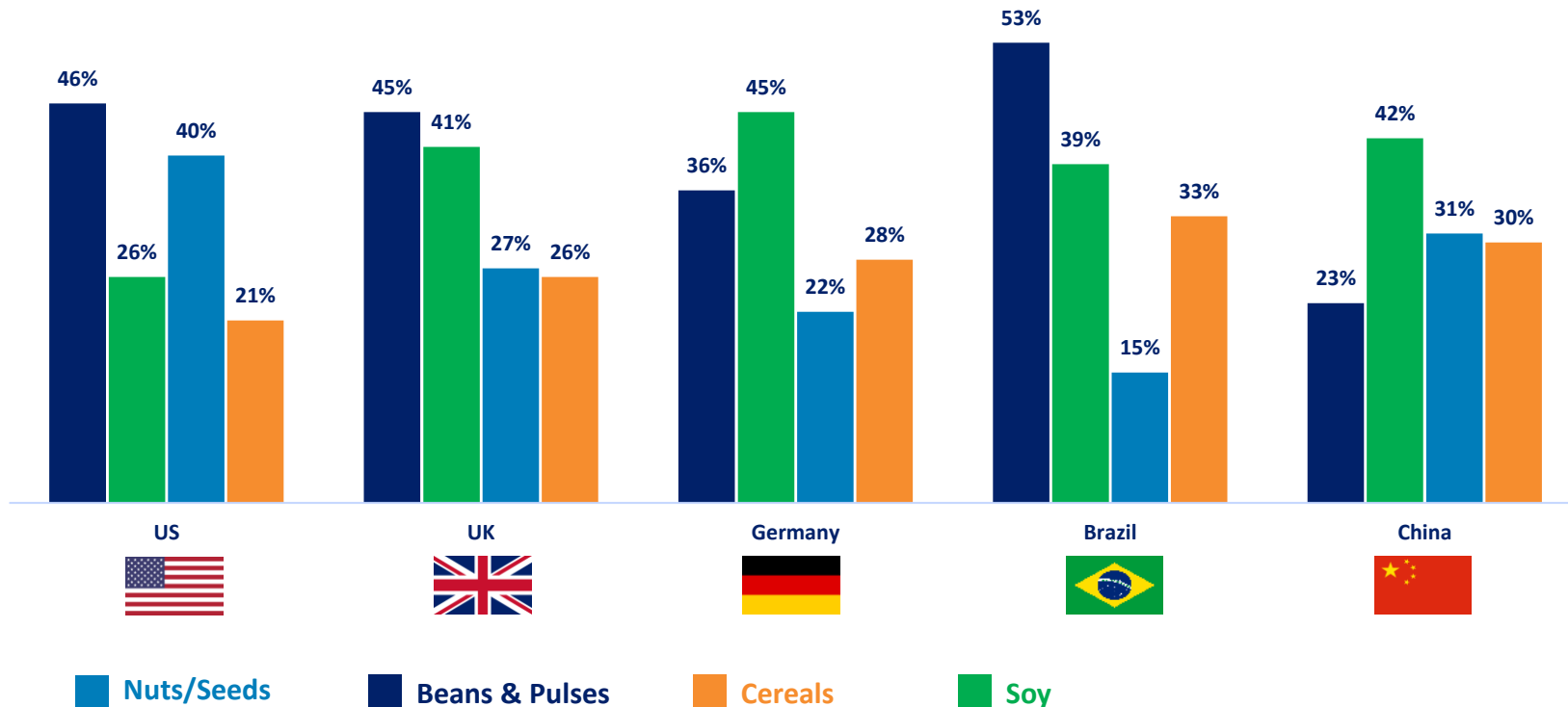
Local Preferences are showing that there is room for diversification



# Market Perception

Plant Consumers Perceive Today's Meat Alternatives to Be Comprised Mainly of Beans and Pulses, Soy, Nuts and Seeds

Consumer Perception: Plant-Based Composition of Meat Alternative/Replacements, June 2020



# Market Reality

## Soy

is the primary plant-based protein used in global alternative products in the last five years<sup>1</sup>



## Pea

is the fastest growing plant-based protein used in global alternative products in the last five years<sup>1</sup>

# Introducing NutriFlex™



Protein-Forward Systems

# NutriFlex™ Protein-Forward Systems

## Your Edge. What's Next in Plant Nutrition

*Our NutriFlex™ protein-forward systems are integrated plant-based solutions and services to help you bring next-gen innovation to global consumers.*

*NutriFlex™ spans everything from plant protein blends to fully finished turnkey product solutions that give you variety and the speed-to-market you need to succeed in this dynamic landscape, at every stage of the value chain.*





# How We Get You To Market Faster Is Important

**ADM's NutriFlex™ Protein-Forward Systems are all designed to get you to market faster, regardless of your manufacturing capabilities.**

We offer 3 levels of NutriFlex™ Systems. Each allows you to bring what's next in culinary-inspired plant-forward solutions to the world with speed and reduced supply chain complexity .



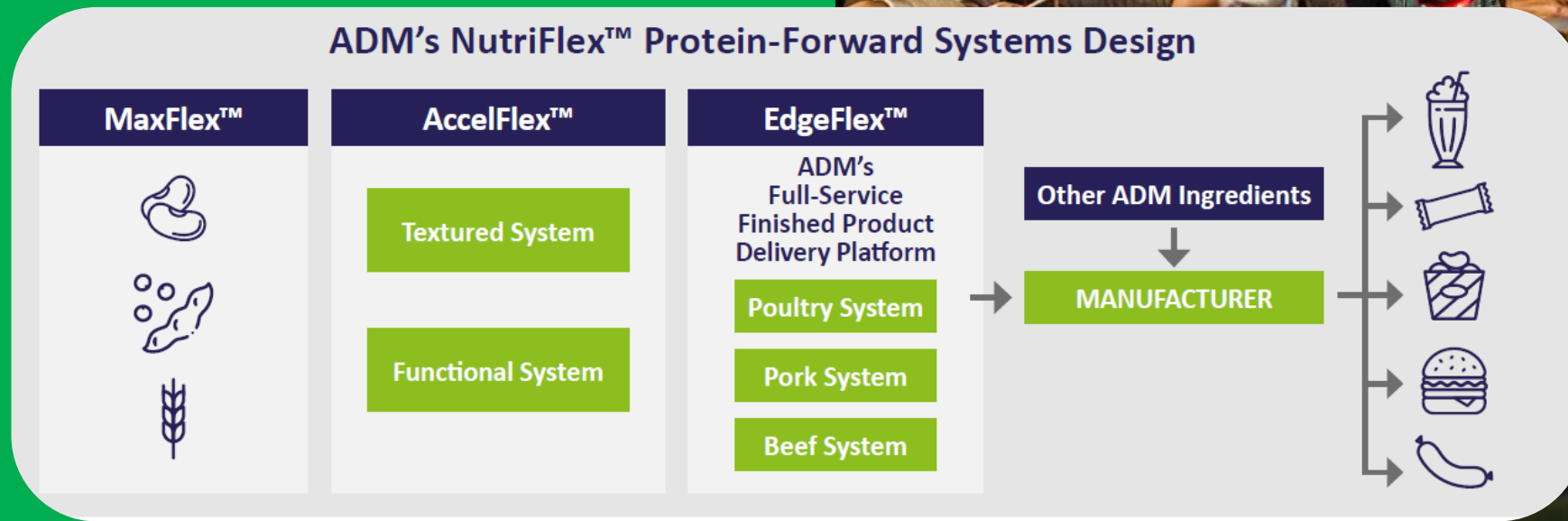


# NutriFlex™ Protein-Forward Systems Design

Increase speed to market with **unique** and **customized** plant-based products with consumer-informed, NutriFlex™ Systems.



## ADM's NutriFlex™ Protein-Forward Systems Design



## Level 1

**Protein Blends:  
Maximize Protein  
Potential**

Available Offerings:

### Protein Systems:

- MaxFlex™ Pea Wheat 002
- MaxFlex™ Pea Rice 003
- More MaxFlex™ Systems in Development



## Integrated Convenience & Protein Potential for your brand

### MaxFlex™

**Nutritionally enhanced, non-soy powdered plant protein blends to maximize protein, nutrition and functionality across baked goods, snacks, beverages, and specialized nutrition applications.**

### Integrated Convenience for Your Brand:

Combine these synergistic alternative protein blends with other functional ingredients to amplify consumer-driven protein diversity desires, while bringing protein with high PDCAAS scores (0.89 and higher) to manufacture a market-winning plant-based product.

# MaxFlex™ PW 002

*Protein nutrition solution developed for nutritional fortification of bakery & snacks*

## DESCRIPTION

- Plant protein system made of pea and wheat proteins
- 80% protein concentration
- Enhanced nutritional quality PDCAAS = 0.89

## CLAIMS

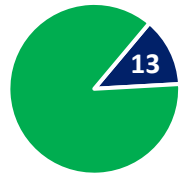
- Soy Free, Non-GMO, Vegan
- Plant-Based
- Protein-Related Claims
- Suitable for school lunch program (PDCAAS 0.8 min)

## APPLICABILITY

- High protein cookies
- High protein pancakes
- High protein pizza dough
- Other fortified bakery, cereals & other applications

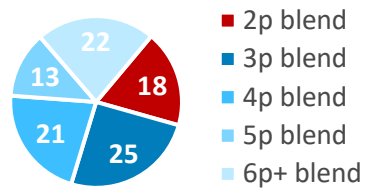


# Pea + Wheat



Of all product launches with pea protein as an ingredient, 13% also had wheat.

Of those, 18% used a 2-protein, Pea + Wheat blends

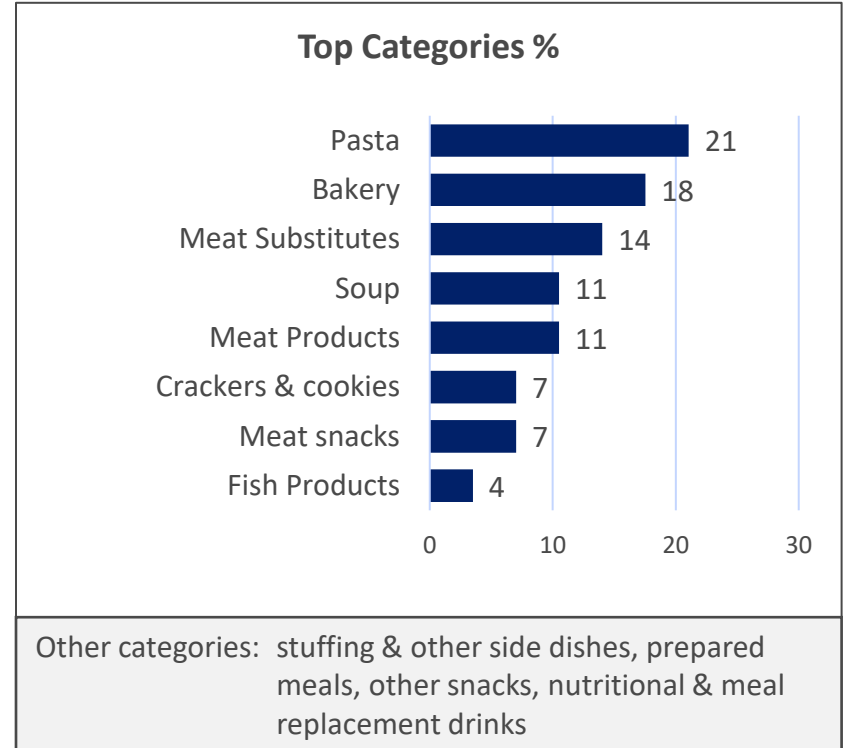
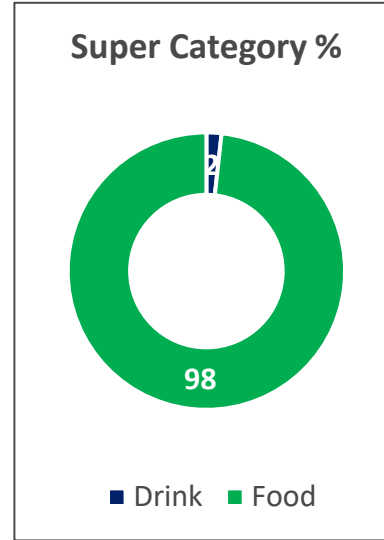
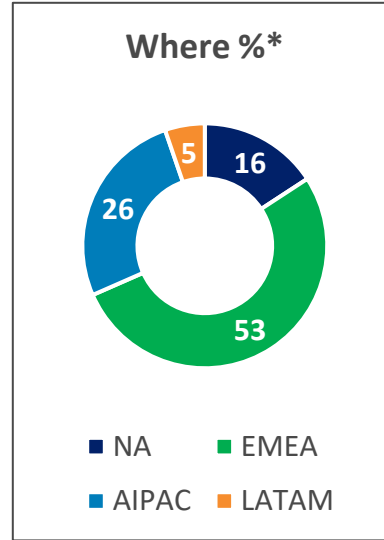


- 2p blend
- 3p blend
- 4p blend
- 5p blend
- 6p+ blend

Which is the focus of this analysis...

Sample size: 57 product launches with 2-protein blend using pea + wheat

Full company list →



Other categories: stuffing & other side dishes, prepared meals, other snacks, nutritional & meal replacement drinks

Top Global Players	%
Wei-i Foodstuff	9
Woolworths	7
Nestlé	5
Coles Supermarkets	5
Waitrose	4
Soo Enterprises	4
Albert Heijn	4
Soo Jerky	4
Foodspring	4
The Co-operative Group	4

Unlike the rice blend, pea + wheat is mainly used in food products – more naturally in bakery and pasta, but also in meats, soups and snacks.

# MaxFlex™ PR 003

*Protein nutrition solution developed for nutritional fortification of specialized nutrition, beverages and snacks*

## DESCRIPTION

- Plant protein system made of pea and rice proteins
- 80% protein concentration
- Enhanced nutritional quality PDCAAS = 0.95

## CLAIMS

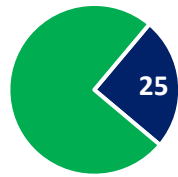
- Soy Free, Non-GMO, Vegan
- Plant-Based
- Protein-Related Claims
- Suitable for school lunch program (PDCAAS 0.8 min)

## APPLICABILITY

- RTD & Powdered Beverages
- Meal Replacements
- Textured Products & Bars

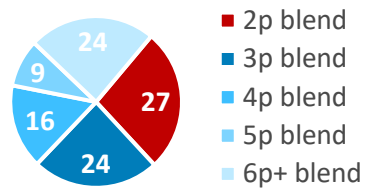


# Pea + Rice



Of all product launches with pea protein as an ingredient, 25% also had rice.

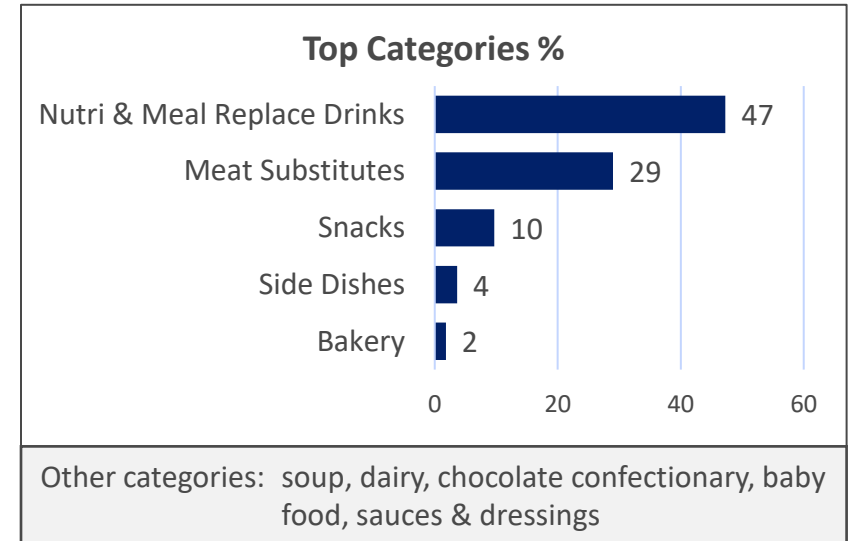
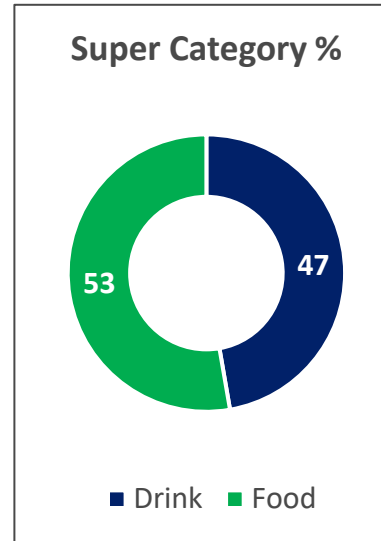
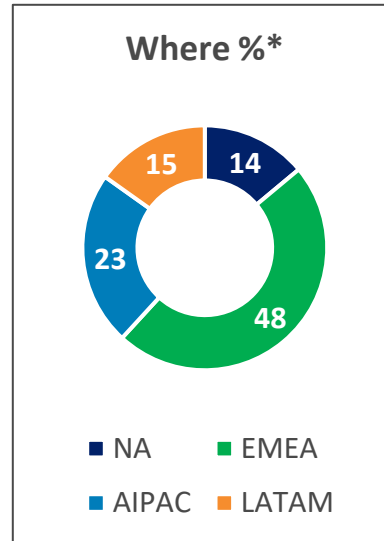
Of those, 27% used a 2-protein, Pea + Rice blends



Which is the focus of this analysis...

Sample size: 165 product launches with 2-protein blend using pea + rice

Full company list →



Top Global Players	%
Beyond Meat	17
The New Plant	5
Zandbergen World's Finest Meat	5
Nu3	3
Naturiste	2
G & S Sportpower	2
RFSIX	2
Eat Clean	2
Loblaws	2
Zywie Ventures	2

Other categories: soup, dairy, chocolate confectionary, baby food, sauces & dressings

In the initial analysis, we saw that 2-protein blends skew to beverage categories. That is why we also see here nutritional/MR drinks coming high. If we expand to pea + rice + something else, other categories start popping up more often, like bars.

## Level 2

### Value-Added Texture & Functional Solutions

#### Available Offerings:

##### Textured Systems:

- Pea & Chickpea Crumbles
- Pea & Navy Bean Crumbles
- Fibrous Soy
- Protein Crisps: 80% & (2)60% Soy

##### Functional Systems:

- Binder Systems: Soy or Pea



## Integrated Convenience for your brand

### AccelFlex™

Plant-based ingredient system building blocks designed to address texture, structure, function & nutritional challenges in the industry.

- **Textured System:** value-added extruded products that address textural challenges with positive ingredients and nutritional benefits
- **Functional System:** building blocks of complementary ingredients to allow optimal structure and functionality within the finished product.

#### Integrated Convenience for Your Brand:

Leverage the AccelFlex™ offering to bring the consumer-expected “bite and chew” and accelerate launches of on-trend products while reducing supply-chain and manufacturing complexity.



## Integrated Convenience for your brand

Level 3

EdgeFlex™  
Finished Concept  
Platform for Turnkey  
Products

### EdgeFlex™

A finished product delivery service, to create a competitive edge with consumer-preferred alternative protein products.

- Turnkey full-service offering for finished meat alternatives  
**Poultry, Pork, Beef Systems**
- ADM develops finished product formulation and works with manufacturing partners to deliver a validated route to market with the finished product
- Additional offerings in development

#### Integrated Convenience for Your Brand:

The quickest route to market, attach your brand to these innovative, and consumer-preferred market-ready alternative products.



	MaxFlex™	AccelFlex™	EdgeFlex™
<b>Levels</b>	<b>Level 1 (most basic)</b>	<b>Level 2</b>	<b>Level 3 (most complete)</b>
<b>Products</b>	Protein Systems	Texture Systems Functional Systems	Product Systems
<b>Product Definition</b>	Synergistic Plant-Based Protein Blends	Plant-Based Ingredient System Building Blocks	Innovative, Plant-Forward Finished Product Solutions
<b>Product Example</b>	<i>Pea &amp; Wheat Protein Powder Blend</i>	<p><u>Texture System:</u> <i>Textured Pea &amp; Chickpea Protein System</i></p> <p><u>Functional System:</u> <i>Protein + Gum/Fiber/Starch System</i></p>	<p><i>Turnkey full-service offering for meat alternatives Poultry, Pork, Beef Systems</i></p> <p><i>ADM develops finished product formulation and works with manufacturing partners to deliver finished products to customers</i></p> <p><i>Additional offerings in development</i></p>
<b>Our Expertise. Your Edge.</b>	<i>Combine these synergistic plant protein blends with other functional ingredients to maximize protein, nutrition, and functionality to manufacture a market-winning plant-based product.</i>	<i>Take these different plant-based ingredient system building blocks and add finishing ingredients to meet texture, structure, function and nutritional challenges as needed, to manufacture a market-winning plant-based product.</i>	<i>Leverage this full-service finished product delivery platform, designed for consumer success and the quickest route to market, to create a differentiated competitive edge on consumer-preferred plant-based products.</i>

# Systems Concepts



# High Protein Thin-Crisp Blueberry Cookies

## Description:

This High Protein Thin Crisp Blueberry Cookie features better protein nutrition and the same great taste and texture as the classic version. Using MaxFlex™ Pea Rice boosts the protein level enabling a good source of protein claim.

## Concept Highlights:

- Protein Enriched (6g/36g Portion Size)
- Protein Diversity through Multiple Sources of Proteins
- Gluten-Free

## ADM Ingredients:

- MaxFlex™ Pea Rice 003
- Sorghum Flour
- Palm Oil
- NutriStem™ Navy Bean Powder
- Natural Flavors



## Case Study MaxFlex™

**Challenge**  
Consumers are demanding more from their bakery experiences. They want delicious and nutritious, wholesome and diversified protein options for a more permissibly indulgent choice they don't have to think twice about.

**Solution**  
MaxFlex™ gives you an edge in solving for your consumer needs for quality nutrition, enhanced protein levels, and protein diversity. The MaxFlex™ model gives you the flexibility to meet your customer's formulation challenges and modern consumer demands.

### Control

### MaxFlex™ PR

Nutrition Facts	
Serving size	3 cookies (36g)
Amount Per Serving	
<b>Calories</b>	<b>180</b>
% Daily Value*	
Total Fat 8g	11%
Saturated Fat 3.5g	18%
Trans Fat 0g	
Cholesterol 5mg	2%
Sodium 140mg	6%
Total Carbohydrate 23g	8%
Dietary Fiber 2g	7%
Total Sugars 14g	
Includes 13g Added Sugars	26%
<b>Protein 2g</b>	
Vitamin D 0mcg	0%
Calcium 0mg	0%
Iron 0mg	0%
Potassium 0mg	0%
Riboflavin 10%	
Copper 4%	

Nutrition Facts	
Serving size	3 cookies (36g)
Amount Per Serving	
<b>Calories</b>	<b>170</b>
% Daily Value*	
Total Fat 8g	11%
Saturated Fat 3.5g	17%
Trans Fat 0g	
Cholesterol 5mg	2%
Sodium 135mg	6%
Total Carbohydrate 20g	7%
Dietary Fiber 1g	5%
Total Sugars 13g	
Includes 12g Added Sugars	24%
<b>Protein 6g</b>	
Vitamin D 0mcg	0%
Calcium 0mg	0%
Iron 0mg	0%
Potassium 0mg	0%
Riboflavin 4%	
Copper 4%	

Ingredients: SORGHUM FLOUR, PALM OIL, BROWN SUGAR, SUGAR, COOKED NAVY BEAN POWDER, BLUEBERRIES (BLUEBERRY, HIGH FRUCTOSE CORN SYRUP, GLYCEROL, SAFFLOWER OIL, CITRIC ACID, CALCIUM LACTATE, POTASSIUM SORBATE, NATURAL BLUEBERRY FLAVOR), PUMPKIN SEEDS, CHIA, WHOLE EGGS, SALT, SODIUM BICARBONATE, VANILLA BEAN EXTRACT, XANTHAN GUM, MALIC ACID, NATURAL FLAVOR.

Ingredients: PALM OIL, BROWN SUGAR, SUGAR, MAXFLEX PR, COOKED NAVY BEAN POWDER, SORGHUM FLOUR, BLUEBERRIES (BLUEBERRY, HIGH FRUCTOSE CORN SYRUP, GLYCEROL, SAFFLOWER OIL, CITRIC ACID, CALCIUM LACTATE, POTASSIUM SORBATE, NATURAL BLUEBERRY FLAVOR), PUMPKIN SEEDS, CHIA, WHOLE EGGS, NATURAL FLAVOR, SALT, SODIUM BICARBONATE, MALIC ACID, VANILLA BEAN EXTRACT, XANTHAN GUM.

Allergen Statement  
Contains: Egg

Allergen Statement  
Contains: Egg



# Nutritionally-Fortified Pancakes

## Description:

Bring a better breakfast to the table today! These nutritionally-fortified pancakes are not only fluffy, sweet and delectable, they're also filled with fiber and quality plant-based protein. MaxFlex™ allows you to bring permissible indulgence to your favorite morning brunch cravings, and leaves you satisfied and ready to start your day strong.

## Concept Highlights:

- Protein Enriched (13g/110g Portion Size)
- Protein Diversity through Multiple Sources of Proteins

## ADM Ingredients:

- MaxFlex™ Pea Wheat 002
- Wheat Flour
- Natural Flavors



## Case Study MaxFlex™

### Challenge

Consumers are demanding more from their bakery experiences. They want delicious and nutritious, wholesome and diversified protein options for a more permissibly indulgent choice they don't have to think twice about.

### Challenge Solved

MaxFlex™ gives you an edge in solving for your consumer needs for quality nutrition, enhanced protein levels, and protein diversity. The MaxFlex™ model gives you the flexibility to meet your customer's formulation challenges and modern consumer demands.

## Control

Nutrition Facts	
Serving size	(110g)
Amount Per Serving	
<b>Calories</b>	<b>210</b>
% Daily Value*	
Total Fat 7g	9%
Saturated Fat 3.5g	18%
Trans Fat 0g	
Cholesterol 60mg	19%
Sodium 450mg	20%
Total Carbohydrate 32g	12%
Dietary Fiber Less than 1g	3%
Total Sugars 5g	10%
Includes Added Sugars	
<b>Protein 5g</b>	
Vitamin D 0mg	0%
Calcium 110mg	8%
Iron 2mg	10%
Potassium 0mg	0%
Vitamin A	0%
Riboflavin	4%
Vitamin B12	4%
Biotin	8%
Pantothenic Acid	4%
Iodine	4%
Selenium	6%
Molybdenum	4%

\*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

Ingredients: WATER, WHEAT FLOUR, BLEACHED, ENRICHED, (WHEAT FLOUR, MALTED BARLEY FLOUR, NIACIN, REDUCED IRON, THIAMINE MONONITRATE, RIBOFLAVIN, AND FOLIC ACID), WHOLE EGGS, BUTTER (CREAM, NATURAL FLAVORS), SUGAR, BAKING POWDER (CORNSTARCH, SODIUM BICARBONATE, SODIUM ALUMINUM SULFATE, CALCIUM ACID PHOSPHATE), SALT.

Allergen Statement  
Contains: Wheat, Milk, Egg

## MaxFlex™ PW

Nutrition Facts	
Serving size	(110g)
Amount Per Serving	
<b>Calories</b>	<b>210</b>
% Daily Value*	
Total Fat 6g	8%
Saturated Fat 3.5g	18%
Trans Fat 0g	
Cholesterol 60mg	19%
Sodium 450mg	20%
Total Carbohydrate 25g	9%
Dietary Fiber Less than 1g	2%
Total Sugars 5g	10%
Includes Added Sugars	
<b>Protein 13g</b>	
Vitamin D 0mg	0%
Calcium 110mg	8%
Iron 1.5mg	8%
Potassium 0mg	0%
Vitamin A	0%
Riboflavin	4%
Vitamin B12	4%
Biotin	8%
Pantothenic Acid	4%
Iodine	4%
Selenium	6%
Molybdenum	4%

\*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

Ingredients: WATER, WHEAT FLOUR, BLEACHED, ENRICHED, (WHEAT FLOUR, MALTED BARLEY FLOUR, NIACIN, REDUCED IRON, THIAMINE MONONITRATE, RIBOFLAVIN, AND FOLIC ACID), WHOLE EGGS, MAXFLEX™ PW, BUTTER (CREAM, NATURAL FLAVORS), SUGAR, BAKING POWDER (CORNSTARCH, SODIUM BICARBONATE, SODIUM ALUMINUM SULFATE, CALCIUM ACID PHOSPHATE), SALT.

Allergen Statement  
Contains: Wheat, Milk, Egg

# Protein-Rich Pizza Crust

## Description:

Our MaxFlex™ Pea and Wheat System contributes to a nutritionally enhanced pizza crust boasting a higher protein content and multiple sources of plant-based ingredients. Experience the perfectly complemented “chew” and “crunch” in this crust with every bite you take.

## Concept Highlights:

- Protein Enriched (11g/63g Portion Size)
- Protein Diversity through Multiple Sources of Proteins

## ADM Ingredients:

- MaxFlex™ Pea Wheat 002
- Wheat Flour
- Soybean Oil
- Yeast



## Case Study MaxFlex™

### Challenge

Consumers are demanding more from their bakery experiences. They want delicious and nutritious, wholesome and diversified protein options for a more permissibly indulgent choice they don't have to think twice about.

### Challenge Solved

MaxFlex™ gives you an edge in solving for your consumer needs for quality nutrition, enhanced protein levels, and protein diversity. The MaxFlex™ model gives you the flexibility to meet your customer's formulation challenges and modern consumer demands.

## Control

## MaxFlex™ PW

Nutrition Facts	
Serving size	(63g)
Amount Per Serving	
<b>Calories</b>	<b>160</b>
<b>Total Fat</b> 1.5g	<b>% Daily Value*</b> 2%
Saturated Fat 0g	1%
Trans Fat 0g	
<b>Cholesterol</b> 0mg	<b>0%</b>
<b>Sodium</b> 480mg	<b>20%</b>
<b>Total Carbohydrate</b> 30g	<b>11%</b>
Dietary Fiber 1g	5%
Total Sugars 1g	
Includes Less than 1g Added Sugars	2%
<b>Protein</b> 11g	
Vitamin D 0mcg	0%
Calcium 0mg	0%
Iron 0mg	0%
Potassium 0mg	0%
Thiamin	40%
Riboflavin	25%
Niacin	15%

\*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

Ingredients: WHEAT FLOUR, BLEACHED, ENRICHED, BROMATED (WHEAT FLOUR, MALTED BARLEY FLOUR, NIACIN, REDUCED IRON, POTASSIUM BROMATE, THIAMINE MONONITRATE, RIBOFLAVIN AND FOLIC ACID), WATER, YEAST, SALT, SOYBEAN OIL, SUGAR.

Nutrition Facts	
Serving size	(63g)
Amount Per Serving	
<b>Calories</b>	<b>150</b>
<b>Total Fat</b> 1.5g	<b>% Daily Value*</b> 2%
Saturated Fat 0g	1%
Trans Fat 0g	
<b>Cholesterol</b> 0mg	<b>0%</b>
<b>Sodium</b> 480mg	<b>21%</b>
<b>Total Carbohydrate</b> 22g	<b>8%</b>
Dietary Fiber 1g	4%
Total Sugars 1g	
Includes Less than 1g Added Sugars	1%
<b>Protein</b> 11g	
Vitamin D 0mcg	0%
Calcium 0mg	0%
Iron 1.1mg	6%
Potassium 0mg	0%
Thiamin	30%
Riboflavin	30%
Niacin	35%
Vitamin B6	10%

\*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

Ingredients: WATER, WHEAT FLOUR, BLEACHED, ENRICHED, BROMATED (WHEAT FLOUR, MALTED BARLEY FLOUR, NIACIN, REDUCED IRON, POTASSIUM BROMATE, THIAMINE MONONITRATE, RIBOFLAVIN AND FOLIC ACID), MAXFLEX PW, YEAST, SALT, SOYBEAN OIL, SUGAR.

# Italian-Style Sausageless Crumbles

## Description:

A versatile and plant protein packed meal solution that does more! A twist on an on-trend topping, this Italian-style sausageless crumble is everything today's consumer craves, without the guilt.

## Concept Highlights:

- Vegan
- Non-GMO Ingredients

## ADM Featured Ingredients:

- AccelFlex™ TS Textured Pea Protein
- Natural Roast Pork-Type Flavor (Vegan)
- Natural Pork Rind-Type Flavor (Vegan)
- Natural Italian Sausage Spice Flavor (Vegan)
- Natural Protein Masking Flavor (Vegan)

## Pizza Dough:

- MaxFlex™ Pea & Wheat blend



## Case Study

MaxFlex™ + AccelFlex™

## Challenge:

Consumers want more variety and culinary-inspired plant-based formats to be used conveniently across meal solutions.

## Challenge Solved:

This solution gives you an edge in solving for your customer needs. These functional systems are a great solution for customers to try in their own formulation. The NutriFlex™ model gives you the flexibility to meet your consumer where they're at today.

# Plant-Based Burger

## Description

We've crafted a nutritious and delicious plant-protein burger for everyone—a grilled “beef” style patty that’s an incredibly tasty experience with a healthier substitute perfect for consumers looking for more choices.

## Concept Highlights

- Vegan
- 17g of Plant Protein per 4oz serving
- 14g of Fat per 4oz serving

## Featured ADM Ingredients

- AccelFlex™ FS Functional Beef System
- Arcon® T Textured Soy Protein
- Colors From Nature® Red Beet Juice Powder
- Bloody Beef Flavor
- Natural Beef Type Flavor
- Natural Soy Masker Fatty Type

Allergens: Soy



## Case Study

### AccelFlex™

## Challenge:

How to convince a meat-eater to dip their toe into flexitarianism: a delicious plant-based substitution vs. a plant-based sacrifice.

## Challenge Solved:

With this customer-ready solution, we leveraged ADM's technical know-to our NutriFlex™ Offerings.

# Pea Protein Nuggets

## Description

These poppable, craveable breaded plant-based nuggets are perfect for the flexitarian consumer of any age, fueling students for their busy day ahead, and complementary in a variety of lunch and meal formats. (Also available in a spicy variety.)

## Concept Highlights

- Vegan
- Authentic Chicken Texture and Flavor
- Non-Allergen and Gluten-Free (also with gluten available)

## Featured ADM Ingredients

- AccelFlex™ FS Functional Nugget System
- AccelFlex™ TS Textured Pea/Chickpea Protein
- White Meat Chicken Type Flavor
- Natural Protein Masker Fatty Type Flavor
- Natural Roast Chicken Type Flavor
- Fried Chicken Type Flavor
- Vegetable Oil

Non-Allergen



## Case Study

### AccelFlex™

#### Challenge:

Meal solutions that solve for family-friendly, plant-forward options that parents can feel good about and kids can enjoy.

#### Challenge Solved:

This solution gives you an edge in solving your consumer needs. These functional systems are a great solution for a customer to try in their own formulation. The NutriFlex™ model gives you the flexibility to meet your customer where they're at today.



# Plant-Based Breakfast Sausage Patty

## Description

This vegetarian take on a familiar breakfast staple provides plant-based proteins from pea, as a great non-allergen solution, but tastes just like a traditional breakfast sausage patty you'll gather around the table for.

## Concept Highlights

- Vegan
- Non-Allergen

## Featured ADM Ingredients

- AccelFlex™ FS Functional Pork System
- AccelFlex™ TS Textured Pea/Chickpea Protein
- Nat Boiled Pork Type Flavor
- Nat Meat Pork Type Flavor
- Vegetable Oil
- Color: Malt Extract

Non-Allergen



## Case Study

### AccelFlex™

#### Challenge:

Solving for plant protein in the breakfast occasion with a convenient and portable protein-heavy solution to fuel consumers for the day ahead.

#### Challenge Solved:

This solution gives you an edge in solving for your consumer needs. These functional systems are a great solution for a customer to try in their own formulation. The NutriFlex™ model gives you the flexibility to meet your customer where they're at today.

# Savory Plant-Based Italian-Style Sausage

## Description

Indulge with this vegan take on a savory Italian-style sausage link, powered with plant-protein and familiar taste cues to bring more craveability and versatility to your meal solution.

## Concept Highlights

- Vegan
- Non-Allergen

## Featured ADM Ingredients

- AccelFlex™ FS Functional Pork System
- AccelFlex™ TS Textured Pea/Chickpea Protein
- Mild Italian Sausage Type Flavor System
- Nat Pork Rind Type Flavor
- Vegetable Oil

Non-Allergen



## Case Study

### AccelFlex™

#### Challenge:

Solving for plant protein in a center-of-plate format for satiety across lunch and dinner dayparts.

#### Challenge Solved:

This solution gives you an edge in solving for your consumer needs. These functional systems are a great solution for a customer to try in their own formulation. The NutriFlex™ model gives you the flexibility to meet your customer where they're at today.

# Why ADM: Your Partner For Growth



# Why ADM?

## Your Edge in Protein Nutrition Solutions

*Our UNMATCHED PLANT PROTEIN EXPERTISE, TECHNICAL  
INGENUITY and WORLD CLASS PORTFOLIO BREADTH,  
supported by more than 75+ years of experience in  
ALTERNATIVE PROTEIN DESIGN AND TASTE EXPERIENCE gives  
you an edge when it comes to developing leading CONSUMER-  
PREFERRED PLANT-BASED FOODS and BEVERAGES.*



# Protein-Forward Systems Portfolio Highlights



## MaxFlex™

*Synergistic plant-based protein blends*

### Protein Systems

Pea & Wheat Protein System

## AccelFlex™

*Plant-based ingredient system building blocks*

### Texture Systems

Pea/Chickpea Crumbles  
Pea/Navy Bean Crumbles  
Fibrous Soy  
Soy Protein Crisps  
Bean Protein Crisps

### Functional Systems

Soy Binder System  
Pea Binder System

## EdgeFlex™

*Innovative, plant-forward finished product solution platform*

### Product Systems

Poultry Systems  
Nuggets, Chunks, Patties, Strips & Shreds, Inclusions & Toppings  
Pork Systems  
Patties, Links, Grounds, Inclusions & Toppings  
Beef Systems  
Burgers, Meatballs, Grounds, Inclusions & Toppings



# Meat Alternative Pantry Solutions

ADM understands your consumer needs and formulation-specific challenges better than anyone in the industry. Our unique advantage to leverage our premium portfolio of plant-based proteins in conjunction with expert taste, nutrition, texture, functional benefits, and color considerations brings “One ADM” solutions to the next level.

## Taste

- Culinary Food Bases
- Natural Flavors
- Distillates & Extracts
- Seasonings
- Maskers
- Flavor Enhancers
- Oils & Fats
- Acidulants

## Texture

- Emulsifiers & Stabilizers
- Starches
- Plant-Based Proteins
- Pulses
- Ancient Grains
- Nuts & Seeds

## Functionality

- Acidulants
- Oils & Fats
- Starches
- Health & Wellness Solutions
- Pulses

## Nutrition

- Vegetable Powders
- Health & Wellness Solutions
- Antioxidants
- Pulses
- Ancient Grains
- Nuts & Seeds

## Color

- Vegetable Powders
- Natural Colors
- Pulses



Consumer Insights



Formulation Expertise



Global Supply Chain



Co-Man Support



Consumer Validation



# Powered By Plant Protein Technical Expertise

Our hands-on technical and culinary teams will show you how to capitalize on the latest, innovative protein-forward solutions.

## INDUSTRY-LEADING DEVELOPERS

Our team is highly qualified and industry-leading developers in the field of plant protein solutions work at ADM.

## PRODUCTS CONSUMERS WILL LOVE

We work with you side-by-side until we've got a product consumers will love.

### Overview:



High-Level Technical Support



Great Taste



Enhanced Texture



Speed to market, no R&D Costs



Full Service



Consumer Winning Applications



Quality Products



Sustainable Supply Chain

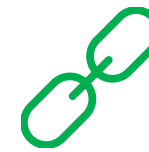




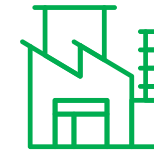
# Delivering Quality & Value Throughout The Global Supply Chain

ADM is uniquely capable of adding value to every part of the global nutrition supply chain.

While executing with excellence, we provide you the industry-leading quality solutions required to give you an edge.



**Vertical Integration**



**State-of-the-Art Facilities**



**Industry-Leading Quality Standards**



**Unparalleled Infrastructure**



**Transportation Network**



# We Are An Extension Of Your Marketing Team

We create differentiated experiences by connecting consumer insights, brand understanding, trend anticipation and product lifestyle patterns to bring the consumer voice into the innovation process to accelerate growth.

**Innovate Faster. Launch Quicker.**



**Trend Anticipation**



**InsideVoice<sup>SM</sup>**



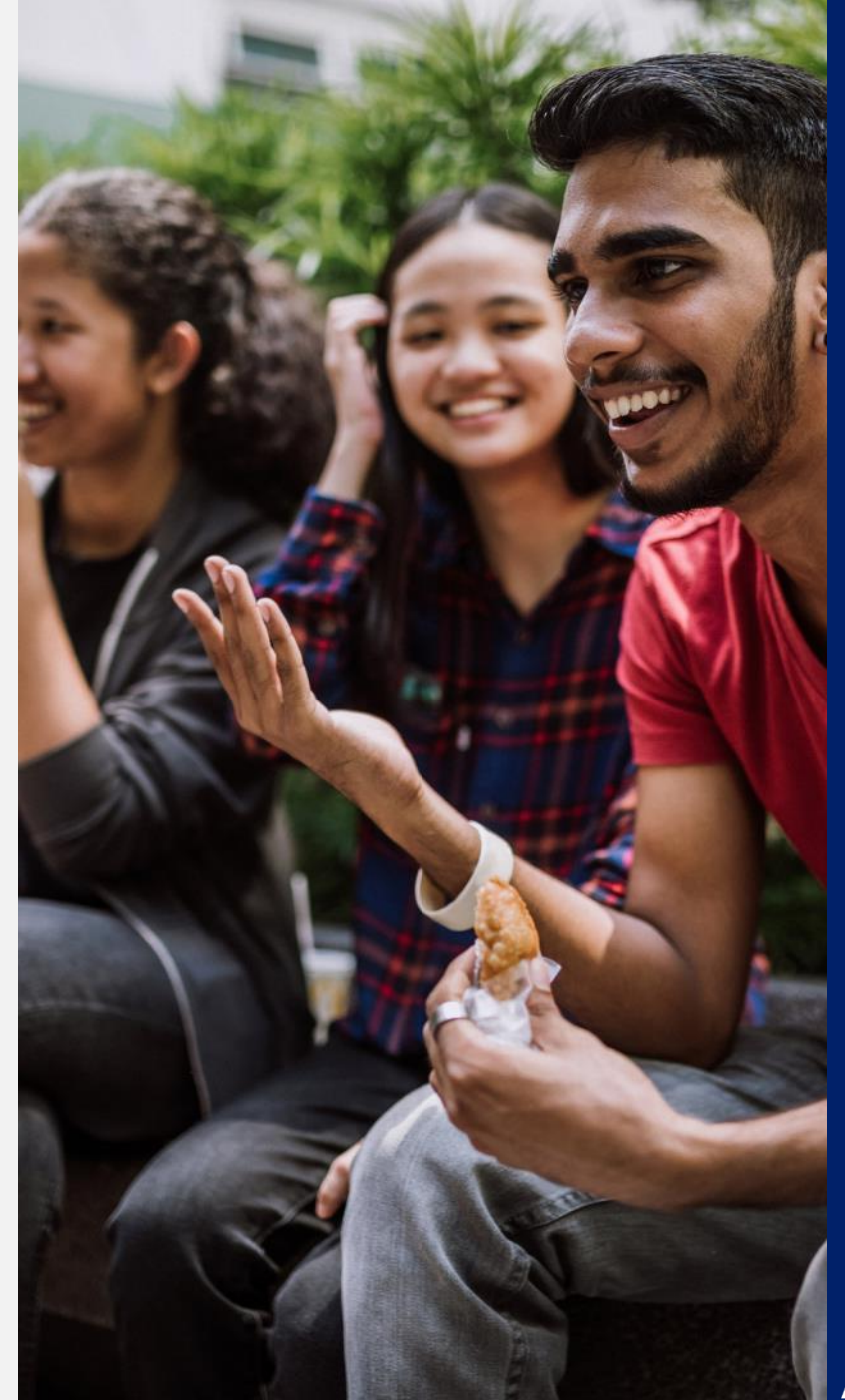
**OutsideVoice<sup>SM</sup>**



**Analysis & Synthesis**



**Insight Generation**



# Delivering Everything You Need to Win: We Serve as an Extension of Your Resources

With our broad portfolio of ingredients, technical expertise, market insights, and sensory capabilities, ADM supports from concept all the way to commercialization.



## CONSUMER TRENDS & BRAND STRATEGY

- Customer Goals
- Global Trends
- Insight Generation
- OutsideVoice<sup>SM</sup>
- InsideVoice<sup>SM</sup>
- Concept Development Support



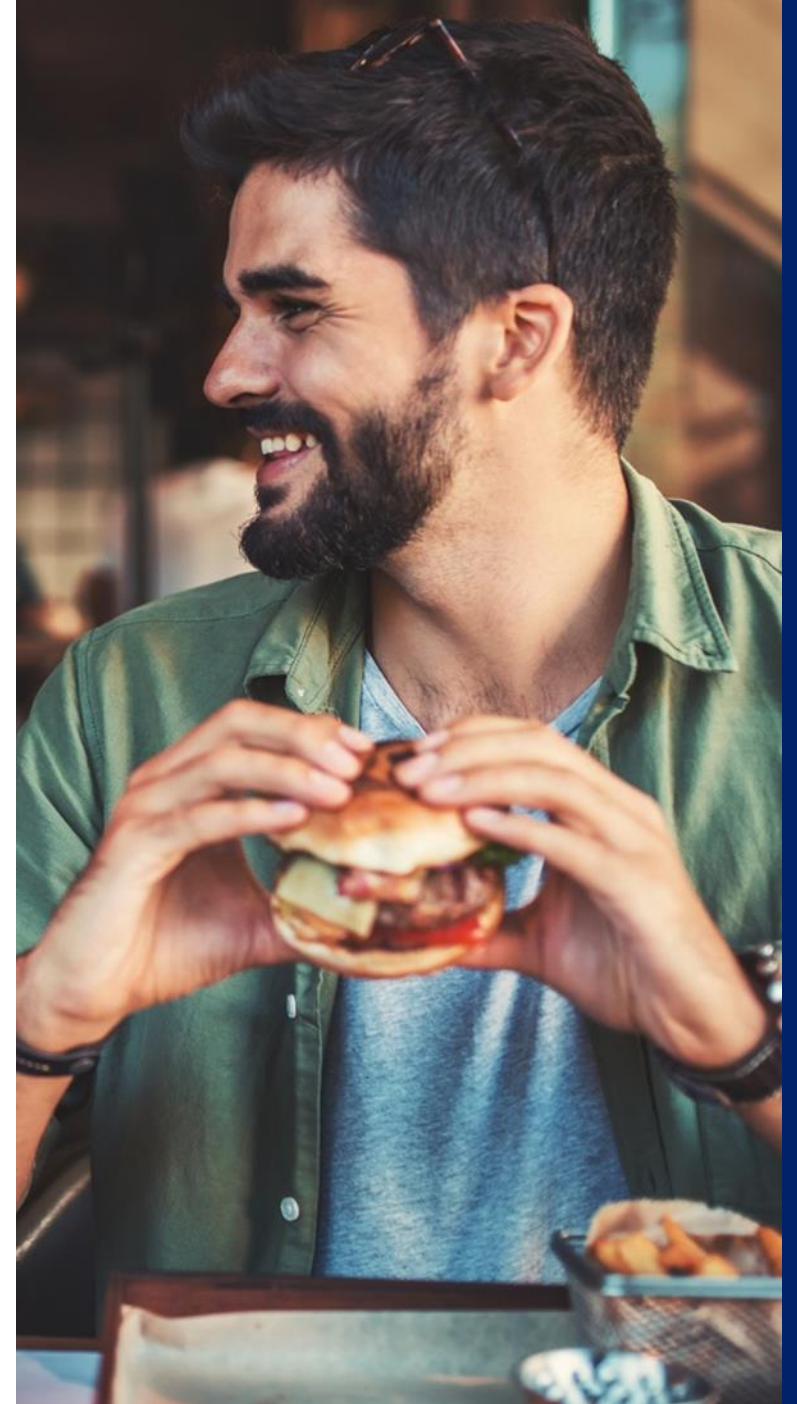
## PRODUCT DEVELOPMENT & COMMERCIALIZATION

- Rapid Prototyping
- Formulation
- Start-Up Support
- Troubleshooting
- Regulatory
- Sensory Testing



## SUPPLY MANAGEMENT

- Flavor/Ingredient Systems
- Global Sourcing & Supply
- Sustainable Supply Options



*Thank You*



# Closing Summary

## Alternative Proteins & Marketplace Opportunities

### Why Flexitarian

Global consumer macro trends showcase **shifting lifestyles, conscious consumption habits, and a modern version of wellness** are important inputs into the **considerations of today's flexitarian lifestyle.**

#### HOW TO CONNECT WITH THEM

When formulating and considering on-pack design for the flexitarian consumer, there are **education opportunities around soy and opportunities to connect on both taste and nutrition** by adding health and functional benefits, global profiles and culinary preparation methods.

#### WHERE THE GROWTH COMES IN

Both globally and domestically, there's **significant marketplace growth in all categories that protein has emerged**, especially within **snacks, beverages and meat/dairy alternatives.**

#### WHAT ADM KNOWS

ADM is **well poised to help market leaders** address the growing alternative protein segment. Our **broad portfolio and extensive expertise in the alternative protein space** will continue our first-call leadership and drive deeper partnerships with innovation development.

#### WHAT ADM DOES

Along with a portfolio and expertise unrivaled in the marketplace today, our thought leadership and consumer-driven insights into the evolving flexitarian consumer set us apart in the marketplace, creating future success for our customers. **Our proven applications and case studies showcase our commitment to partner with you to help grow your brands and market footprint in alternative protein.**

### Who Flexitarians Are & What They Want

**44% of today's consumers self-identify as flexible protein enthusiasts or flexitarians** across all life stages. The top over indexing protein need states like **positive nutrition, special health benefits, and absence of negatives should be leveraged with flexitarian consumers' needs for both taste and nutrition** in meat alternative options.

