Cam Findlay:

Good morning and welcome to the 96th Annual Meeting of the Stockholders of Archer Daniels Midland Company.

I am Cameron Findlay, Senior Vice President, General Counsel and Secretary of ADM.

As those of you who have joined us in past years have no doubt noticed, we are taking a much more streamlined approach to this year’s meeting. The idea is to eliminate the extraneous ceremony and focus on the business at hand and your questions.

So our chairman and CEO’s presentation will be briefer than in years past, but at the same time there will be plenty of time for Q&A, and this year, we will not time your questions or comments. But of course we ask you to keep them brief and to the point.

For those who may wish to review our results and strategy in greater detail, I would direct you to our company website—adm.com—where we have posted our latest annual report, as well as investor presentations, news releases and other useful information.

Let me begin with some housekeeping announcements. First, in keeping with ADM’s commitment to safety, I want to let you know that in case of an emergency, an alarm will sound, and everyone should exit the building.

Please use the exit at the rear of this room, through the lobby, and proceed directly to the grassy area across the parking lot.

In the event of any other type of emergency, ADM staff will direct us.

Second, on the back of your agenda are the procedures we will follow for today’s meeting. We ask for your cooperation in adhering to these procedures, so that we can have a productive and efficient meeting.

I now call the meeting to order.

The Notice and Proxy Statement were made available on March 24, 2017, to all stockholders of record as of March 13, 2017—the record date for this meeting.

The total number of shares of common stock outstanding on the record date and entitled to vote was 570,666,483.

If you have not submitted your proxies and want to do so, please raise your hand and they will be collected by one of the ADM ushers in the room.

Also, if you wish to vote by written ballot, please raise your hand and we will give you a ballot.

The Board of Directors has appointed Christopher Hayden and Teresa McCool as Inspectors of Election to oversee the voting.

The Board has named Pat Moore, Don Felsinger and Juan Luciano to the Proxy Committee and authorized them to vote proxies.
The Inspectors of Election have reported that there are 521,161,009 shares represented by proxy and in person. Accordingly, there is a quorum present, and the meeting is open for business.

The Inspectors of Election will tabulate all votes, and I will announce the results before the end of this meeting.

The minutes of the last Annual Meeting are available for inspection by interested stockholders.

I will therefore dispense with the reading of those minutes.

The Annual Report on Form 10-K for the year ended December 31, 2016 has been made available to all stockholders.

It is now my pleasure to introduce Juan Luciano, Chairman of the Board of Directors and Chief Executive Officer.

Juan Luciano:

Thanks, Cam. And good morning, everyone.

Looking at the bust on my right, I’m reminded of the passing, last November, of Dwayne Andreas.

Under his dynamic and forward-thinking leadership, our company became a global leader in agricultural processing.

Today, we are proud to build upon his legacy of growth and success and his abiding passion for using agriculture to improve the lives of people around the globe.

Before we conduct the election of directors, I want to take a moment to express my sincere personal appreciation to two outstanding directors who are retiring from our board: Mollie Hale Carter and Antonio Maciel Neto.

Maciel unfortunately was unable to join us today, but we are deeply grateful for his eight years of dedicated service to the board.

Mollie, on behalf of our 32,000 ADM colleagues, I want to thank you for your more than two decades of service to ADM.

As our longest-serving director, we’ve benefited greatly from your contributions over the years. I hope you will look back with pride on all you helped us accomplish.

Now, we will proceed with the election of directors.

The Board of Directors has set the number of director nominees at eleven, and has nominated the following eleven members, who shall hold office until their successors are duly elected and qualified:

- Alan Boeckmann
- Terrell Crews, who serves as chair of the Audit Committee.
- Pierre Dufour, who is unable to join us today.
- Don Felsinger, who serves as our Independent Lead Director.
- Suzan Harrison, who would be new to our board. Welcome, Suzan.
- Juan Luciano
- Pat Moore, who serves as chair of the Nominating & Corporate Governance Committee.
- Francisco Sanchez
- Debra Sandler
- Daniel Shih, and
- Kelvin Westbrook, who serves as chair of the Compensation & Succession Committee.

The Secretary has advised that, under the procedures established by the company for nominating directors, the only persons who have been nominated are those listed in the Proxy Statement.
I therefore declare the nominations closed.

The Board of Directors recommends a vote FOR the election of the eleven nominees.

Are there any questions or comments specifically relating to the election of directors?

Thank you.

Next is the vote on the ratification of the Audit Committee’s appointment of Ernst & Young as an independent auditor for 2017.

Ernst & Young’s representatives, Linda Hill and Mary Romatowski, are present and available to answer any stockholder questions.

The Board recommends a vote FOR the ratification of the appointment of Ernst & Young LLP.

Is there any discussion?

Thank you.

Now we will conduct the advisory vote on executive compensation.

While this advisory vote is not binding on our Board of Directors, the Board and its Compensation & Succession Committee do take into account the outcome of the vote in making decisions about executive compensation.

The Board recommends stockholders vote FOR the resolution to approve, on an advisory basis, the compensation of the company’s named executive officers as disclosed in the Proxy Statement.

Is there any discussion?

Now we will conduct the advisory vote on the frequency of future advisory votes on executive compensation.

While this advisory vote is not binding on our Board of Directors, the Board and the Compensation & Succession Committee do take into account the outcome of the vote in making their decision about the frequency of the advisory vote on executive compensation.

The Board recommends stockholders vote FOR the resolution to approve, on an advisory basis, annual advisory votes on the compensation of the company’s named executive officers.

Is there any discussion?

Cam, I turn it back to you.

Cam Findlay:

If there is no further discussion on these proposals, those stockholders voting by written ballot should do so now.

No other proposals have been submitted for action by the stockholders at this meeting.

Accordingly, this will be the last call for ballot forms to be delivered to the Inspectors of Election. If you have a ballot to submit, please raise your hand, and one of the ADM ushers in the room will come by to collect it.

I ask the Inspectors of Election to tabulate all votes.

Now, the preliminary results of the balloting:
• all of the directors were elected with a substantial majority of the votes cast,
• the appointment of Ernst & Young LLP was ratified, having received votes in excess of the number of shares required,
• the advisory vote on executive compensation was adopted, having received votes in excess of the number of shares required.
• the annual advisory vote on executive compensation was adopted, having received votes in excess of the number of shares required.

I will file with the records of the Meeting, the list of stockholders entitled to vote at the Meeting, and the ballots for all items on the Proxy Statement.

The final vote totals will be certified by the Inspectors of Election and incorporated in the minutes of the Meeting.

If there is no further business, I declare the Meeting adjourned.

Now, I’d like to turn the floor back over to Juan.

Juan Luciano:

Thank you Cam.

It is now my pleasure to share my assessment of the state of the company and our business.

As many of you may be aware, the global agriculture market has been depressed since its record high in 2013, and our industry as a whole has experienced tough times as a result.

At last year’s meeting, I said that the macroeconomic and market conditions that impacted our financial results in the prior year would persist into the first half of 2016.

So to help mitigate the effect of those unfavorable conditions, we took decisive action to pull the levers under our control.

We implemented operational efficiency projects that, by year’s end, resulted in over $300 million in run-rate cost savings. We captured nearly $540 million in incremental revenues from recent investments. And, we monetized nearly $700 million of assets, which allowed us to redeploy this capital toward more productive uses.

We anticipate reaching $1 billion in monetized assets by the end of 2017.

When conditions in some of our key businesses began to improve toward the end of last year’s second quarter, we were well-positioned to capitalize.

Operating performance in the second half of the year improved significantly compared with the same period in 2015.

For the full fiscal year 2016, net earnings were $1.28 billion compared with $1.85 billion in 2015. Adjusted earnings per share were $2.16 compared with $2.61 in the prior year. Adjusted operating profit for the year of $2.6 billion was down 10 percent compared to the prior year. But our second half profits were up 12 percent, which offers evidence of the recovery that occurred later in the year. Our trailing four-quarter average adjusted return on invested capital was 5.9 percent, 70 basis points below our 6.6 percent annual weighted average cost of capital.

Throughout the year, we took care to focus on the variables within our control, which enabled us to generate strong cash flow and invest to make our company stronger. We generated $2.1 billion of operating cash flows before working capital changes, just slightly lower than the $2.2 billion in the prior year.

Importantly, this strong cash flow supported our ability to continue making investments to grow the company, while at the same time returning $1.7 billion to shareholders in dividends and share repurchases as part of our balanced capital-allocation framework.
Our discipline put us on pace for strong value creation in the future. Already, we foresee a strong recovery in 2017 despite lingering tough conditions in the grain industry.

And, this discipline enabled us to continue pursuing our long-term strategy, which is driven by three inexorable global trends: increasing global demand for protein, greater consumer interest in foods that promote health and wellness, and the use of technology to drive innovation and improved customer service.

To position ADM to capitalize on each of these trends, we are optimizing our business portfolio while driving operational excellence to reduce costs and improve efficiency companywide.

And, we are growing strategically by expanding our customer base, product portfolio, geographic footprint and production volumes.

To further strengthen our business portfolio, we sold our 19.9 percent stake in Australia’s GrainCorp; completed the divestiture of our sugarcane ethanol operations in Brazil; and sold our crop-risk services business.

To enhance operational efficiency, we reduced our run-rate costs by over $300 million, and we successfully implemented key components of our 1ADM business process-transformation project.

At the same time, we continued to grow strategically.

We acquired a 50 percent stake in Egypt’s Medsofts Group to expand our destination-marketing activity in the Middle East.

We announced the expansion of our former Eaststarch sweetener facilities in Bulgaria and Turkey, and we acquired an additional sweetener plant in Morocco.

We grew our Animal Nutrition business by expanding production facilities in the Midwest and in China.

We partnered with Wilmar International Limited, a leading Asian agribusiness, to turn our Olenex oils and fats business into a full-function joint venture. And, we increased our ownership stake in Wilmar, which enables us to participate in the growth of food demand in emerging markets, including China.

Our Stratas Foods joint venture acquired Supreme Oil Co., strengthening the business’ northeastern U.S. presence. Stratas also delivered another record performance last year.

We acquired Amazon Flavors—Brazil’s leading producer of natural extracts, emulsifiers and compounds—and Caterina Foods, a producer of high-protein, gluten-free pastas.

Finally, to help accelerate the organic-growth component of our strategy, we established an incubator called ADM Ventures to oversee high-potential product-development projects in our four business units and to identify both early-stage start-ups and more mature companies in which we might invest.

The heavy volume of organic and acquisitive growth activity continued into the first four months of 2017.

We announced that we will further grow our Animal Nutrition business in China with new facilities in the cities of Xiangtan and Nanjing.

And, we enhanced our domestic business by acquiring Crosswind Industries, a Kansas-based pet treat producer.

We announced plans to expand our peanut-storage capacity in Argentina, and to invest in infrastructure and logistics to improve services to peanut growers in the region.

In March, we announced our intention to purchase Chamtor, a French sweeteners and starches producer.
And, we recently acquired a 90 percent ownership stake in Biopolis, a leading provider of microbial technology, with a strong portfolio of novel food ingredients that will enhance our ability to meet the needs of health-conscious consumers.

Taken as a whole, these activities represent significant progress toward our goal of setting the competitive standard in our industry.

We work hard each day to deliver value to our customers and shareholders, and to do so with integrity and an abiding commitment to achieving the right results, the right way.

That commitment is particularly evident in the work we’re doing in sustainability and safety.

In recent years, we have reduced energy and water use by 25 percent and 24 percent, respectively, per unit of production. And, our greenhouse gas emissions have declined 11 percent on the same basis.

We are also advancing the implementation of our No-Deforestation and Respect for Human Rights policies.

At the same time, we are continuing to invest in our operating communities.

In 2016, we contributed hundreds of thousands of dollars to Decatur and Macon County organizations that strive to improve the quality of life for our neighbors.

Most notably, we contributed $100,000 to the annual WSOY Community Food Drive, and more than $250,000 to Macon County Schools to support STEM and skilled-trade projects.

Meanwhile, in safety—while 80 percent of ADM’s 750 facilities experienced zero recordable injuries last year—we were not satisfied with our progress in certain areas.

So we will continue working to strengthen our internal processes and practices to ensure we reach our goals for 2017.

Looking ahead, we believe we are on track for a significantly improved financial performance.

We saw signs of progress late in 2016, when our fourth quarter earnings grew more than 30 percent year-over-year. And our first-quarter earnings report on Tuesday sustained that momentum, with adjusted earnings per share up more than 40 percent from last year’s.

Each of our business segments, and the company as a whole, showed improvement over the same quarter last year.

During the first quarter, we returned more than $430 million to shareholders through dividends and share repurchases.

We expect to see additional progress throughout the year. Our newly completed capital-growth projects in China and Brazil, for instance, will soon begin generating profits for us.

And despite ample grain stocks that reduce merchandising opportunities, and with the consequent low prices that limited farmer selling we know that some of the most important drivers of future performance are in our own hands.

That’s why this year, we have targeted an additional $225 million in run-rate cost savings $300 million in monetized assets and a $500 million increase in revenues from certain recent investments.

Already, we are on a pace to meet or exceed these targets by the end of the year.

Overall, we are optimistic that our work to grow and diversify our geographic footprint, optimize our business portfolio, expand our product offerings, and add adjacent businesses when appropriate will benefit customers and shareholders well into the future.
I should note in closing that credit for the past year’s accomplishments goes to my 32,000 colleagues worldwide, who once again demonstrated their commitment to excellence through their hard work in 2016.

We are committed to investing in training and continuing education to develop the skills of our current workforce even as we attract a diverse base of new talent to round out our capabilities and help create a leadership bench for the future.

And while I am proud of all we achieved together, I am most excited about the opportunities ahead.

I look forward to pursuing them with the finest team in our industry.

In conclusion, I would like to thank our stockholders for the vote of confidence you have given to the directors and management of the company.

And I would like to thank our directors for the guidance and expertise they have offered throughout the past year.

Thank you so much for joining us today.