

## **Dwayne O. Andreas**

*Gifted agribusiness innovator, lifelong advocate for the world's hungry*

Dwayne Orville Andreas was born in Worthington, Minn., on March 4, 1918, the fifth of six children of Mennonite parents. During his formative years, the family lived on a small farm outside of Lisbon, Iowa, where they raised pigs, cattle and chickens. At the age of nine, he began working at his father's grain elevator, helping mix feed that was sold to local cattlemen. He briefly attended Wheaton College in Wheaton, Ill., before leaving to manage sales for the family business, whose name changed from Reuben & Sons to the Honeymead Products Company when it relocated to Cedar Rapids in the mid-1930s. Under Mr. Andreas's leadership, Honeymead grew to become one of the largest animal-feed manufacturers in the United States, processing 50,000 bushels of soybeans per day to meet customer demand. The family ultimately sold a majority stake in the enterprise to Cargill, where Mr. Andreas served as an executive for seven years before leaving in 1952.

After the remainder of Honeymead was sold in 1960 to the St. Paul-based Farmers Union Grain Terminal Association, Mr. Andreas served as the association's executive vice president until members of the Archer and Daniels families invited him to become a minority shareholder in Archer Daniels Midland Company. He was elected the company's chairman and chief executive officer in 1970. At that time, ADM employed 2,948 people and owned 40 processing plants, primarily throughout the Midwest. When Mr. Andreas stepped down as chairman of ADM's Board of Directors in 1999, the company employed more than 23,000 people worldwide and owned 274 processing plants around the world. ADM's market capitalization was 126 times greater than before he was elected chairman and CEO in 1970.

"During his lifetime, Mr. Andreas passionately believed in agriculture's ability to address hunger among the world's poor," said Juan Luciano, ADM's chairman and CEO. "He used his deep understanding of global markets and extraordinary business acumen to support policies and programs that helped food reach people in resource-scarce regions. After President John F. Kennedy appointed him to the American Food for Peace Council, Mr. Andreas was quoted saying: 'Food knows no boundaries. We are in the international age of agriculture.'"

Together with his close friend Hubert Humphrey, Mr. Andreas met world leaders such as Konrad Adenauer, Harold Wilson, Charles de Gaulle, Josip Tito, Sukarno and David Ben-Gurion. To all he encountered, Andreas carried a simple, powerful message: "The food business is far and away the most important business in the world. Everything else is a luxury. Food is what you need to sustain life every day. Food is fuel. You can't run a tractor without fuel, and you can't run a human being without it, either. Food is the absolute beginning."

As one of America's leading spokesmen for agriculture, Mr. Andreas met with every American president from Harry Truman to Bill Clinton. During the Cold War, he was a strong advocate of closer ties between the United States and the Soviet Union, and as chairman of the US-USSR Trade and Economic Council, Mr. Andreas befriended Soviet agriculture minister Mikhail Gorbachev. They remained close after Gorbachev became president. Mr. Andreas also worked with Boris Yeltsin. He helped bring Yeltsin together with President Nixon, and Gorbachev together with President Reagan, during times when government-to-government contacts were rare.

Mr. Andreas served as chairman of the Economic Club of New York, chairman of President Reagan's Task Force on International Private Enterprise, and vice chairman of the Woodrow Wilson International Center for Scholars. He also supported many charitable causes, including the Anti-Defamation League of B'nai B'rith, Mother Teresa Missionaries of Charity, The Boys and Girls Clubs of America, and The American Red Cross.

# Dwayne Orville Andreas

## Personal Information

Born: March 4, 1918, in Worthington, Minn.  
Education: Lisbon (Iowa) High School, 1934  
Attended Wheaton College, Wheaton, Ill.  
Spouse: Dorothy Inez Andreas (d. 2012)  
Children: Michael (Mick) Andreas, Sandra McMurtrie, Terry Herbert Burns

## Career

1938-1945 Executive Officer, Honeymead Products Company, Cedar Rapids, Iowa  
1945-1952 Vice President, Cargill, Inc., Minneapolis, Minn.  
1952-1960 Executive, Honeymead Products Company, Mankato, Minn.  
1960-1966 Executive Vice President, Farmers Union Grain Terminal Association, St. Paul, Minn.  
1966 Joined Archer Daniels Midland Company, Minneapolis, Minn.  
1970 Named Chairman of the Board and Chief Executive, ADM  
1997 Chairman of the Board, ADM; G. Allen Andreas named CEO  
1999 Retired as Chairman, named Chairman Emeritus, ADM

## Government Activities

1983-1985 President Reagan's Task Force on International Private Enterprise  
1965-1968 President Johnson's General Advisory Council on Foreign Assistance  
1969-1973 President Nixon's Advisory Committee on Management Improvement

## Associations

- Chairman, US-USSR Trade and Economic Council
- Chairman, The Foundation for the Commemoration of the United States Constitution
- Chairman, Executive Council on Foreign Diplomats
- Chairman, Committee for a National Trade Policy
- Chairman, Economic Club of New York
- Vice Chairman, Woodrow Wilson International Center for Scholars
- Director, Foreign Policy Association
- Director, Council on Foreign Relations
- Director, National Cooperative Business Association
- Director, Boys' and Girls' Club of America, National Board
- Director, Horatio Alger Association
- Director, Salomon, Inc.; New York
- Director, Hollinger International, Inc.
- Trustee, The Hoover Institute of War, Revolution and Peace; Stanford, California
- Trustee, U.S. Naval Academy Foundation, Inc.; Annapolis, Maryland
- Trustee, Smithsonian Institution
- Board Member, The Forum for International Policy
- Member, The Bretton Woods Committee
- Member, The Trilateral Commission

In addition, Mr. Andreas supported many charitable causes, including the Anti-Defamation League of B'nai B'rith, Mother Teresa Missionaries of Charity, Boys & Girls Clubs of America, and The American Red Cross.