

Strengthening the Fabric of Our Nation



CORN REFINERS
ASSOCIATION

2016 Corn Annual

Content

Welcome 1
John W. Bode, President & CEO, Corn Refiners Association

Legacy Drives Us Forward. 2
Julian Chase, Chairman, Corn Refiners Association

Vibrant Rural Communities and the Corn Connection. . . . 6
U.S. Senator Joni Ernst of Iowa

Strengthening the Fabric of Our Nation. 8

Corn Industry Statistics

U.S. Corn Refining Industry at a Glance - 2015. 3

Shipments of Products of the Corn Refining Industry - 2015 4

2015 Safety Program Winners. 5

Corn Refiners Association Member Companies' Products 14

Corn Refiners Association Member Companies'
Domestic and International Plant Locations. 15

This edition of the Corn Annual is dedicated to the memory of Dwayne Andreas and Martin Andreas of Archer Daniels Midland Company in appreciation for their commitment to the industry.

Welcome

“Interlocked,” “merged,” “united” — these are strong words used to describe the relationship of corn refining companies with their communities. The dedication, vision and character of the people in our industry is a source of pride and inspiration for those of us fortunate enough to represent the U.S. corn refining industry. This year’s *Corn Annual* reports on the valuable role that our industry plays in its communities.

Corporate social responsibility, the idea that corporate success and social well-being are interdependent, is frequently discussed. In the corn refining industry, that idea is a core tenant of our culture. Statistics report the industry’s powerful contributions to the economy, jobs, income, tax base and purchases from supporting industries. Even more compelling are the voices from our communities that explain the social good brought by the people of the corn refining industry.

Corn refiners continue to innovate so we may remain profitable contributors to our investors, employees, business partners and communities. Please join us in celebration of how our success spreads through the corn value chain and America’s heartland. ▶



*John W. Bode, President & CEO,
Corn Refiners Association*

When you see the activity from a philanthropic point of view, it really reaffirms my faith in capitalism. That may sound tongue-in-cheek, but it’s so true. For the vast majority of large and small businesses, people want to do the right thing and part of that is making a profit. If you don’t do that, you can’t help people in need.

Robert Waterhouse, Executive Director, Joseph’s Coat/
Washington County Food Pantry

Legacy Drives Us Forward



*Julian Chase, Chairman,
Corn Refiners Association
Starches & Sweeteners Global Product
Group Leader, Cargill*

The corn refining industry is proud of the part we play in America's rural communities and our agricultural economy. Facilities represent major investments and stable economic contributors to the communities where we operate. We have a **commitment** to our industry and to our communities to continue to grow, so we can be a productive member of the corn value chain.

In 2015, we increased our corn grind for the second year in a row by about 50 million bushels with a major portion of that going toward grind for ethanol production. The industry purchased 1.6 billion bushels of corn with a farm value of \$5.8 billion. That kind of growth is important to the health of our industry, but also to the corn farmers on whom we rely for our most important input.

Access to a stable supply of high-grade corn allows our industry to produce high quality, safe ingredients for the food supply. It's also a key factor in our ability to build our product portfolio and really transition from corn wet mills to bio-refineries that are positioned to succeed in the bioeconomy.

Securing our place in the bioeconomy will require innovation in product development and application to create more value with fewer resources and contribute to a sustainable future. Consider innovations in corn-based product development that have taken off over the past decade. Some examples include corn-based biopolymers that are commercially viable replacements for petroleum-based plastics, propanediol as an alternative to propylene glycol and isosorbide as an alternative to BPA, and

we have just scratched the surface. It will also require development of new markets and further expansion into the global marketplace.

At the top of our minds is ratification of the Trans-Pacific Partnership (TPP). The agreement will open market access for value-added agricultural products like beef, pork, poultry, dairy and processed food products, which will increase demand for corn and corn-based

products domestically. It's estimated that implementation of the TPP will add 40,100 jobs to the agricultural sector.

The vision of remaining competitive in the future has its roots in a strong past. Last year, Cargill celebrated its 150th anniversary and many of the companies in the corn refining industry have similar rich histories. There are examples of multiple generations of

U.S. Corn Refining Industry at a Glance - 2015

| | |
|--|----------------------|
| Corn Refining Plants | 26 |
| Additional Processing Plants* | 6 |
| Location | 11 states |
| Corn Grind | 1.60 billion bushels |
| Value of Corn Purchased | \$5.76 billion |
| Number of Corn Suppliers | 41,000 |
| Employment by CRA Member Companies | 7,948 |
| Capital Investment (replacement value) | \$18.80 billion |
| Major Products (estimated) | |
| Sweeteners (dry weight) | 25.70 billion pounds |
| Starches | 6.79 billion pounds |
| Ethanol | 1.63 billion gallons |
| Co-products | 28.00 billion pounds |
| Value Added by Manufacture | \$9.33 billion |

*Includes specialty product refinement facilities. Plants do not grind corn.

Compiled by the Corn Refiners Association based on 2015 data from the U.S. Department of Agriculture, Bureau of Labor Statistics, LMC Commodity Studies, Renewable Fuels Association, Energy Information Administration, and industry data compiled for CRA by Vault Consulting, LLC.



families working for the same company across the members of our association. Legacy ties us to our communities and to our commitment to be strong economic partners providing stable, good-paying jobs, contributing to our local tax base and engaging in activities that support a strong rural America.

Part of our contribution to a strong rural America is the value we place on a safe work environment. Safety is of vital importance to our employees, their families and our communities. Our industry's commitment to safety is evidenced by the steady increase in the number of awards given every year through our Safety Awards Program. In 2015, 33 awards were presented to CRA members with every member represented across the three categories of distinguished safety performance.

As a trade association, we are also looking to the future. We are moving from a more introspective approach to the issues and activities we pursue to one that recognizes our position in the corn value chain. We are but one component of a large network of industries that support and rely on each other—from the inputs that make corn production possible to the retail outlets that connect consumers to the ingredients we supply. We recognize the importance and value of all of these industries and look forward to strengthening our relationships. ►

Shipments of Products of the Corn Refining Industry - 2015 (pounds*)

| | |
|--|---------------|
| Starch Products <i>(includes corn starch, modified starch and dextrans)</i> | 5.86 billion |
| Refinery Products <i>(includes glucose syrup, high fructose corn syrup, dextrose, corn syrup solids, maltodextrins)</i> | 29.76 billion |
| High Fructose Corn Syrup 42% | 6.83 billion |
| High Fructose Corn Syrup 55% and Above | 11.54 billion |
| Total High Fructose Corn Syrup | 18.37 billion |
| Total — Domestic Basic Products | 35.62 billion |
| Total — Export Basic Products | 4.21 billion |
| Corn Oil — Crude and Refined | 0.93 billion |
| Corn Gluten Feed and Corn Oil Meal | 11.50 billion |
| Corn Gluten Meal | 1.93 billion |
| Steepwater | 2.82 billion |

Compiled for the Corn Refiners Association by Vault Consulting, LLC. Statistics represent shipments by members of the Association.
*Shipments are in pounds, commercial weights, and do not include co-products derived from ethanol production.

2015 Safety Program Award Winners

Incident Rate Excellence Award

Archer Daniels Midland Company | Clinton, IA (BioProcessing); Southport, NC
Cargill | Cedar Rapids, IA; Hammond, IN
Ingredion Incorporated | Bedford Park, IL (Argo); Indianapolis, IN
Tate & Lyle Americas | Dayton, OH; Decatur, IL; Lafayette, IN; Loudon, TN;
Loudon, TN (Bio Products)

One Million Hour Award

Archer Daniels Midland Company | Southport, NC
Cargill | Cedar Rapids, IA; Eddyville, IA; Hammond, IN
Ingredion Incorporated | Bedford Park, IL (Argo); Indianapolis, IN
Tate & Lyle Americas | Decatur, IL

Zero Lost Workdays Award

Archer Daniels Midland Company | Clinton, IA (Bioprocessing); Southport, NC
Cargill | Cedar Rapids, IA; Hammond, IN; Indianapolis, IN
Ingredion Incorporated | Bedford Park, IL (Argo); Indianapolis, IN; North Kansas
City, MO; Stockton, CA; Winston-Salem, NC
Tate & Lyle Americas | Dayton, OH; Decatur, IL; Lafayette, IN; Loudon, TN;
Loudon, TN (Bio Products)

About The Safety Program

The CRA has always recognized the vital importance of safety in its plants, products, and manufacturing processes. An awards program was implemented in 2009 to further underscore the industry's commitment to safety. In 2013, the program expanded to include bioprocessing and specialty product refinement facilities.



When you have a safe environment it touches everything else and what you do. You take more pride and ownership – not just in the safety aspect of it, but in everything you do as an operation or as a plant.

Ray Doogan, Plant Manager, Ingredion Incorporated



Vibrant Rural Communities and the Corn Connection



*Senator Joni Ernst (R-Iowa)
Member of the Senate Committee on
Agriculture, Nutrition, and Forestry*

Having grown up on a farm in southwest Iowa, I learned firsthand that agriculture has long been the **bedrock of our national economy**, and our state plays a critical role in ensuring folks across the country and around the world have access to a safe and affordable food supply. Iowa farmers lead production of a wide variety of agricultural goods, including corn.

Last year, Iowa produced 2.5 billion bushels of corn, which is more than any other state in the U.S., and more than all but a handful of countries around the world. That corn gets turned into food, fuel and other products that contribute to our quality of life.

Corn is the base for many of Iowa's leading positions in value-added agriculture. We produce more ethanol and eggs than any state in the nation, and raise more pigs than the next two states combined! We also have more corn processing plants than any other state.

These plants are actually sophisticated bio-refineries that produce starch, sweeteners, oil, feeds, organic acids, amino acids, polymers





and more. In many cases they are effectively the primary employer in their communities and they create an economic ripple effect that draws in other businesses around them. The corn refining industry itself employs about 2,500 people in Iowa with good-paying, dependable jobs, many of them in rural areas.

Large and growing markets for corn are important to the vibrancy of our rural communities. They help support jobs and economic activity in industries linked to crop production such as farming equipment and supplies, transportation and storage, construction and maintenance as well as industries up the corn value chain like food and pharmaceutical manufacturers.

By selling more of what we produce in America around the globe, we can boost manufacturing, wages and jobs here at home. The U.S. Grains Council and the National Corn Growers Association commissioned a study on the importance of corn exports to farmers and beyond through the corn value chain. The study found that corn exports support over 200,000

jobs with a wage impact of over \$10 billion.

The world's growing economies are ripe markets for dependable suppliers of quality corn and value-added corn products. In fact, 95 percent of the world's consumers live outside of the United States. Strong trade agreements are the best way to move our agricultural exports forward and ensure that our producers have the ability to compete on a level playing field.

The Trans-Pacific Partnership (TPP) trade deal is important for American agriculture. An analysis by the American Farm Bureau Federation shows TPP has the potential to raise farm incomes by \$4.4 billion. But if we do not approve this deal, TPP countries will look elsewhere for trade opportunities, and that could hurt our ability to compete globally, as well as negatively impact our geopolitical influence in the region.

My colleagues on the Senate Agriculture Committee and I will push passage of the TPP. Rural communities depend on a healthy farming community and the continued growth of markets for corn at home and abroad to ensure the success and prosperity of America's heartland. ►



Strengthening of

The Corn Refiners Association recently conducted an economic impact study that shows the contributions from the industry to be quite significant in terms of sales, jobs, salaries, purchases, taxes and charitable contributions. The numbers tell a story about how the industry contributes to the U.S. economy, but more importantly helps strengthen the **fabric of rural America**. To find out how, we asked people who are part of, and those who are touched by, the industry what its impact has been on their lives and in their communities. We found that the **strength and stability** of companies that employ multi-generations of families contributes to the **vitality, spirit and social fabric** of the communities where they operate.

People

Many of the employees we interviewed have been in the industry or with the same company for 20 to 30 years. That's not unusual across the industry. That kind of longevity is achieved when companies demonstrate that they want to see their employees succeed and thrive.

Mike Womeldorff, Human Resource Director, North America at Tate & Lyle acknowledged the significance of employee engagement, retention and career development opportunities within the industry. "We have people that come here right out of school and stay for a career in a way that's almost unheard of these days — it's something special," shares Womeldorff.

Indeed it is when the current median tenure hovers around 4 years according to the Bureau of Labor Statistics. Add to the mix a changing workforce that includes many millennials, who consider shorter tenures to be lengthy, and the industry's retention record becomes even more impressive. So how does the corn refining industry retain employees?

Engagement. You can hear it in the enthusiastic way people talk about their jobs and what they find exciting about the industry.

Carrie Lendon, Starches and Sweeteners North America Food Segment R&D Leader at Cargill, wants to make a real difference in people's lives. Her enthusiasm is infectious when she discusses the possibilities of the corn kernel. "The corn kernel is an amazing quadruple punch of carbohydrates, fiber, protein and lipids," says Lendon. She notes that the industry is in its third century of discovering what we can do with the kernel's components, but we have

the Fabric Our Nation

only just scratched the surface. “We still have opportunities to think creatively and execute our processing in such a way that we can leverage that little dynamo of a corn kernel.”

MacKenzie Sizemore is a food technologist at Ingredion Incorporated who eagerly describes her favorite development in food technology. “There’s a whole family of different technologies to physically improve the native functionality of starches and flours. You can add value in the sense of creating unique textures or nutritional benefit,” explains Sizemore. The technology also has environmental value, because it can reduce the use of chemicals, which has further trickle-down benefits of reduced water usage. “Advances in clean-label capabilities have the potential to change the way we think about our food ingredients today,” adds Sizemore.

Safety. When people know their employers invest in and care about their safety, it creates an atmosphere where employees want to stay.

Part of cultivating a safe environment comes from the tone set by top level executives. At Archer Daniels Midland, executives participate in many safety-related activities to reaffirm commitment to employee health and well-being. Juan Luciano, ADM’s chairman and CEO, knows the importance of a culture of safety and wants to see the company eliminate all incidents and injuries. “We have an ongoing journey to zero, and taking time to reflect on what we’ve done well and also what we can do better in the future is an important step towards realizing that goal,” says Luciano.

Gerry Schlueter, plant manager at Tate & Lyle’s Loudon, TN facility, has been with the company for 32 years — a milestone he says is only

possible because of the support of his wife of 33 years, Kim. He is passionate about safety and about seeing the people he works with excel and prosper. Schlueter tells us, “A safe workplace is proven to improve employee engagement, product quality and reliability in the process, but most importantly, a safe workplace ensures everyone goes home to their family and friends at the end of each day.”

Caring about workers goes beyond the facility. Companies have programs in place that address safety at home as well as in the community. Companies work closely with local fire departments, police and other community groups to share training and offer support. Safety lessons and skills learned on the job permeate through employees lives outside the facility, because they are so ingrained in the workplace. In addition, companies often have components of safety programs geared toward the home and families. Ray Doogan, plant manager at Ingredion’s Argo facility in Bedford Park, IL notes, “It’s just part of the culture showing how much we care. Not just about them, but about their families and their well-being.”



Jobs

The vast majority of production facilities are located in the Corn Belt where jobs — particularly good-paying, stable jobs — are important. Rural areas continue to experience population loss and higher poverty rates than urban areas, so the stability of corn refining facilities and the additional businesses they attract greatly influence the vitality of their communities.

Lafayette, IN Mayor Tony Roswarski explains that the types of jobs created by the production facilities and the contributions to the economic base and tax base help support and strengthen the families in his community. "This kind of job stability allows families to take a vacation, to have insurance, to send their kids to college or get the certifications they need. All of those things help build a strong healthy community," says Roswarski.

In the United States, the industry directly employs nearly 8,000 people with salaries and wages close to \$1 billion.

In many cases, a production facility serves as a hub of activity drawing in partners and over-the-fence industries that utilize products made by the facility as inputs for further downstream products. Jobs are also created by the needs of the facility — from farmers that supply corn to rail and other transportation services that deliver products to customers.

The jobs created at the facilities as well as the collateral jobs are critical to the health of

local economies, because they allow people to participate and support other jobs in the community. Mayor Roswarski explains, "When you look at the number of contractors and other businesses that support Tate & Lyle's two Lafayette-area operations, the positive impact the company makes certainly helps our local economy and surrounding counties to grow and prosper year after year."

For every job directly supported by the corn refining industry, an additional 32.6 jobs are added across the U.S. contributing an additional \$12.5 billion in incomes.

Many companies take an active role in business development in their communities by actively recruiting new businesses, taking leadership roles in local business associations and supporting local economic development.

Business development opportunities and increasing the number and kinds of jobs in the community is also a part of employee recruitment and retention strategy. Employees can be happy, engaged and ready to stay with the company for long fulfilling careers, but what happens if there is no employment opportunity for their spouses? "In communities where there are limited opportunities, it's hard to find a career path for both individuals," says Michael D'Ambrose who is head of human resources at ADM. "That's why we work so hard to help the local communities where we are located to succeed by attracting other employers."

Building Strong Communities

Strong, vibrant communities are the result of collaboration and commitment. In the case of the corn refining industry, we often think long term commitment. Production facilities represent a significant investment and many have been operating for more than 100 years. That kind of legacy, and the promise of it, generates strong ties.

“We really are a part of the thread of many families and generations of families that have grown up with us — formerly as A.E. Staley, but now as Tate & Lyle,” explains Jennifer Walker who handles communications and community affairs for the company. “We see it as our responsibility to help lead and serve in our communities, to help make them stronger.”

David Brady is the mayor of The Village of Bedford Park, IL, which is home to Ingredion’s Argo facility originally built in 1909. Brady’s grandparents worked at the Argo facility, and he worked there during college. Brady easily recounts numerous ways the company has supported the community from development of infrastructure to scholarship programs for the local high schools. He is very assured in how he characterizes the relationship with Ingredion. “I know if we have a problem or issue or something that we need, we can call them and get directly to the plant manager, and that’s not true with every company,” says Brady. “With Ingredion it is true, and it’s a good working relationship for us and them.”

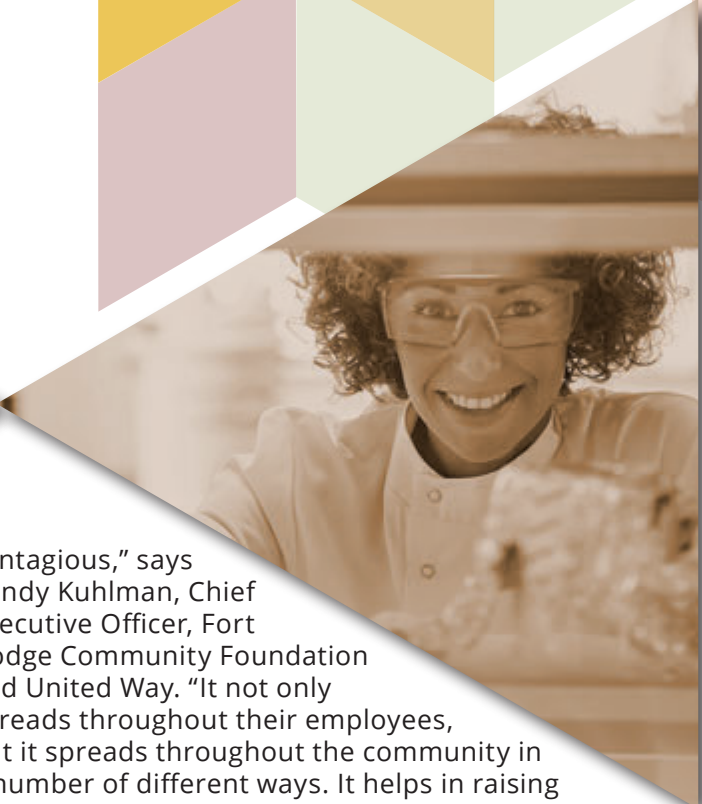
Nebraska State Senator Lydia Brasch, who represents Cargill’s Blair facility in District 16, shared the events of the Missouri River flood of 2011. Cargill quickly stepped in to crisis response mode to help the community without ever being asked and, to this day, continues to help rebuild the community. She is deeply appreciative of their past commitment and knows they are in it for the long haul. “They understand the importance of a community investment. The word investment sounds very calculated — and it’s not,” she explains. “They have that spirit of ‘We’re vital to each other.’ You can’t have one without the other.”

Between state income and property taxes, the industry contributes \$91.6 million to local tax bases in the U.S.

For every \$1 in industry sales, an additional \$3.54 is added to the U.S. economy.

As a robust, stable industry, the contributions that companies make to their local tax base are important to support services and projects that positively impact residents’ quality of life. Mayor Brady’s account of how the Argo plant continued to provide good jobs and contribute to the tax base during the Great Depression when so many other companies had to fold is a testament to the industry’s stability and commitment to community. Tax base and income tax base play a significant role in communities being able to provide critical services like police and fire departments, schools, social services, clean air and water, and parks and recreation areas.

Beyond the contributions to the tax base, the industry often collaborates on (and in many cases wholly takes on) infrastructure projects that benefit the community such as bridges, roads, water treatment facilities and rail



yards. One example is the intermodal rail facility in Decatur, IL. ADM collaborated with the state's department of economic development on the initial facility, which eventually blossomed into the Midwest Inland Port that increases local businesses' access to international markets. "This asset gives us the chance to help out other companies connect to open markets and create compelling reasons for more companies to locate here," says ADM's Luciano.

Philanthropy and Community Engagement

The feeling of connection and spirit of local pride is evident in the ways that the industry gives back to their communities.

"It's that commitment that they're making to our community that is, quite honestly,

contagious," says Randy Kuhlman, Chief Executive Officer, Fort Dodge Community Foundation and United Way. "It not only spreads throughout their employees, but it spreads throughout the community in a number of different ways. It helps in raising charitable dollars, but also in volunteering."

Another characteristic of the industry that adds to the effectiveness of its charitable actions is employee longevity. The longer you live and work in one place, the more invested you are in that community. That shows in the volunteer hours and the vested interest that many employees have within their community. Consider the benefits of volunteer continuity as well as developed skills employees bring to local organizations. Julie Warden, who has been with Cargill for 20 years, primarily in human resources, understands those benefits and shares the observations of her coworkers with honor. "Our employees are able to use

In 2014, charitable donations were more than \$9 million in the U.S.



their skill sets to give back to the community when they're sitting on those boards and providing leadership or they're active in the local blood drive," notes Warden.

Putting the decision making process in the hands of local employees also increases the impact of charitable contributions. ADM empowers their facility managers to work with small teams to create giving plans that deliver maximum local impact. This kind of local control allows employees to work with their communities to identify where contributions are needed most.



Volunteer hours and donations are enhanced by the willingness of employees to share their emotions and experiences, which also contributes to the spirit of local pride. Joe Light, Vice President, Global Development & Ingredient Technology at Ingredion heads the company's Scientists Exploring the Arts program, a partnership with a local theater to bring college students together with Ingredion employees. He enjoys sharing his 29 years of experience in food science to help students understand that the arts and sciences are strongly linked through creativity, innovation, problem solving, teamwork and process. "It's an opportunity to help aspiring scientists connect with industry leaders – a social opportunity that may lead to a meaningful career," says Light.

The ability to drive economic and job growth in rural America is evident in the \$54.5 billion figure that represents the industry's economic output. While statistics help us quantify the importance of the industry, there is no greater measure than the sense of pride and commitment that the industry shares with their local communities in strengthening the fabric of our nation. ►

Economic statistics compiled for the Corn Refiners Association by Agralytica based on 2014 data provided by CRA member companies.

Industry employees volunteered more than 45,000 hours in 2014 in the U.S.

Corn Refiners Association Member Companies' Products

| | Archer Daniels Midland Company | Cargill | Ingredion Incorporated | Tate & Lyle Americas |
|--|--------------------------------|---------|------------------------|----------------------|
| STARCH PRODUCTS | | | | |
| Unmodified, food | ■ | ■ | ■ | ■ |
| Unmodified, industrial | ■ | ■ | ■ | ■ |
| Modified, food | ■ | ■ | ■ | ■ |
| Modified, industrial | ■ | ■ | ■ | ■ |
| Dextrins | ■ | ■ | ■ | ■ |
| SWEETENERS | | | | |
| Glucose syrups | ■ | ■ | ■ | ■ |
| Maltodextrins | ■ | ■ | ■ | ■ |
| Dextrose monohydrate | ■ | ■ | ■ | ■ |
| Dextrose anhydrous | | ■ | ■ | |
| High Fructose Corn Syrup-42 | ■ | ■ | ■ | ■ |
| High Fructose Corn Syrup-55 | ■ | ■ | ■ | ■ |
| Crystalline fructose | ■ | | | ■ |
| REDUCED-CALORIE SWEETENERS | | | | |
| Allulose | ■ | | | ■ |
| Erythritol | | ■ | ■ | |
| Glucose hydrolysates | | ■ | ■ | |
| Hydrogenated starch hydrolysates | | | ■ | |
| Maltitol | ■ | ■ | ■ | |
| Mannitol | ■ | ■ | ■ | |
| Sorbitol | ■ | ■ | ■ | |
| Xylitol | | ■ | | |
| CO-PRODUCTS | | | | |
| Crude oil | ■ | ■ | ■ | |
| Refined oil | ■ | ■ | ■ | |
| Corn gluten feed | ■ | ■ | ■ | ■ |
| Corn gluten meal | ■ | ■ | ■ | ■ |
| Corn germ or corn germ meal | ■ | ■ | ■ | ■ |
| Steepwater (CFCE) | ■ | ■ | ■ | ■ |
| Carbon dioxide | ■ | | | ■ |
| Corn fiber food/industrial ingredients | ■ | ■ | ■ | |
| FERMENTATION AND OTHER PRODUCTS | | | | |
| Citric acid | ■ | ■ | | ■ |
| Lactic acid | ■ | ■ | | |
| Lysine | ■ | | | |
| Threonine | ■ | | | |
| Xanthan gum | ■ | ■ | ■ | |
| Ethanol, fuel/industrial | ■ | ■ | ■ | ■ |
| Ethanol, beverage | ■ | ■ | | |

Product lists are accurate as of publication date, but may change with time.

Corn Refiners Association Member Companies' Domestic and International Plant Locations

Archer Daniels
Midland Company
P.O. Box 1470
Decatur, Illinois 62525
www.adm.com

Domestic Plants:

Decatur, Illinois 62525
Peoria, Illinois 61602*
Cedar Rapids, Iowa 52404
Clinton, Iowa 52732
Marshall, Minnesota 56258
Columbus, Nebraska 68601
Southport, North Carolina 28461*

International Plants:

Razgrad, Bulgaria
Tianjin, China
Szabadegyháza, Fejér, Hungary
Guadalajara, Jalisco, Mexico
Casablanca, Morocco
Adana, Turkey

Cargill
P.O. Box 5662/MS62
Minneapolis, Minnesota
55440
www.cargill.com

Domestic Plants:

Hammond, Indiana 46320
Indianapolis, Indiana 46222*
Paris, Illinois 61944*
Cedar Rapids, Iowa 52406
Eddyville, Iowa 52553
Fort Dodge, Iowa 50501
Blair, Nebraska 68008
Wahpeton, North Dakota 58075
Dayton, Ohio 45413

International Plants:

Castro, Parana, Brazil
Uberlandia, Minas Gerais, Brazil
Song Yuan, China
Haubourdin, Pas-de-Calais, France
Krefeld, Nordrhein-Westfalen, Germany
Davangere, Karnataka, India
Castelmassa, Veneto, Italy
Martorell, Barcelona, Spain
Orhangasi, Bursa, Turkey

Ingredion Incorporated
5 Westbrook Corporate Center
Westchester, Illinois 60154
www.ingredion.com

Domestic Plants:

Stockton, California 95206
Bedford Park, Illinois 60501
Indianapolis, Indiana 46221
Cedar Rapids, Iowa 52404
North Kansas City, Missouri 64116
Winston-Salem, North Carolina 27107

International Plants:

Baradero, Buenos Aires, Argentina
Chacabuco, Buenos Aires, Argentina
Lane Cove, Sydney, Australia
Balsa Nova, Parana, Brazil
Cabo, Pernambuco, Brazil
Mogi-Guacu, Sao Paulo, Brazil
Cardinal, Ontario, Canada
London, Ontario, Canada
Cali, Valle del Cauca, Colombia
Hamburg, Germany
Guadalajara, Jalisco, Mexico
San Juan del Rio, Queretaro, Mexico
Tlalnepantla, Mexico State, Mexico
Faisalabad, Punjab, Pakistan
Cornwala, Punjab, Pakistan
Mehran, Pakistan
Lima, Peru
Bupyeong, Kyunggi-do, South Korea
Incheon, Bupyeong-ku, South Korea
Sikhiu, Nakhornratchasima, Thailand

Tate & Lyle Americas
(A subsidiary of Tate & Lyle, PLC)
P.O. Box 151
Decatur, Illinois 62525
www.tateandlyle.com

Domestic Plants:

Decatur, Illinois 62521
Lafayette, Indiana 47902
Lafayette, Indiana 47905
Dayton, OH 45414*
Loudon, Tennessee 37774

International Plants:

Guadalajara, Jalisco, Mexico
Koog aan de Zaan, The Netherlands
Bolera, Trnava, Slovakia

Facilities listed grind corn only and do not represent the full breadth of each company's assets. International plants include joint ventures where the company has a 50 percent or greater interest. To learn more about CRA member companies, please visit the websites listed above.

*Specialty corn-based product refinement facilities. Plants do not grind corn.

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Richard Vandervoort
Corn Products International, Inc.

*Listed with their current (or prior) member company affiliation.



The Corn Refiners Association (CRA) is the national trade association representing the corn refining industry of the United States. CRA and its predecessors have served this important segment of American agribusiness since 1913. Corn refiners manufacture sweeteners, ethanol, starch, advanced bioproducts, corn oil and feed products from corn components such as starch, oil, protein and fiber.

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