ADM
MR. R.E. BURKET
VICE-PRESIDENT AND ASSISTANT TO THE CHAIRMAN
June 10, 1987

This is Betty Turnell with the oral history sponsored by the Decatur Public Library. Our guest today is Mr. R.E. Burket, Vice-President and assistant to the chairman of Archer Daniels Midland Company of Decatur, Illinois.

Welcome to our series, Mr. Burket! We are recording on June 10, 1987, at 254 E. Pierson Avenue in Decatur.

Q. Mr. Burket, what is the history of Archer Daniels Midland?

A. Late in the nineteenth century, both the Archer and Daniels families separately were engaged in the linseed processing business in the Miami Valley area of Ohio. As other crops became more important in that part of the country, the production of flax and/or linseed moved westward. By early in the twentieth century, the Minnesota-Dakota area was the largest producer of flax in the U.S. In 1902 the Daniels family started what was called the Daniels Linseed Company. That is what we consider the forerunner and origination of what is today ADM. By 1914 the Daniels Company merged with another company that had been established - the Archer Company - to form the Archer Daniels Linseed Company. By 1923 there was another linseed processor in that area - named "Midland" (for geographical location, not a family name) 1923 then is when Archer Daniels Midland came into being as an oil seed processing company, dealing mainly in flaxseed.

Q. Were these oils for human consumption?

A. No. These were more industrial oils for resins, drying, paints, etc. back when linseed paints were very popular. Today you hardly see any because they are all latex paints now. Linseed oil was the largest source then. Most drying oils, resins, and paints had linseed oil in them.

Q. Did the oil come from a plant - the linseed plant?

A. Yes. It was grown. It was commonly called "flax". Sometimes it was called "linseed" - depending on what part of the country you are from. It's a flax plant that has a tiny seed with 20% oil content.

Q. So that explains the origin of the company?

A. Yes. Today our first and largest business is oil seed processing.

Q. You have changed the source of the oil now, haven't you?

A. Right after World War II, soybeans became much more prominent because the oil there was a good edible oil, and the soybean meal was a better meal as far as nutrition goes, for animal feeding, especially for poultry, and a better balance of amino acids. So the edible oil demand following World War II in the late 40's and 50's pretty well ended the flax deman. It is a much less important crop now than it was then, and beans are tremendously more important today then they were in the 50's.

Q. Do you still have the field of industrial oils?

A. We still do. We still process linseed oil at one of our plants in Minnesota - in Redwing, Minnesota. It is the only plant where we process linseed, but we have nineteen domestic plants for soybean processing and four overseas plants.

Q. Well, good! Well now, are we ready to come to Decatur?

A. Absolutely!

Q. How did you get there?

A. Right after World War II, ADM got into some other businesses. That was the vogue to diversify. We got into the fiber glass boat business. We were big in the chemical business. We put a lot of money into chemical plants. We didn't have the expertise to run them, and those divisions weren't doing well. So the Archer and Daniels families came to Mr. Andreas and his brother and asked if the Andreases would join the company and try to redirect it back to what they all knew best - agricultural processing. Forget the chemicals, et cetera. Mr. Andreas said, "Sure!" He said yes he would, but he thought the company had to be pared down from where it was. It had gotten quite large in some of the superfluous areas such as p.r., advertising, and so on.

He thought that the officers and operators should be closer to the businesses. At that time our Decatur soybean plants were two - the east and the west plants, the largest concentration of processing we had in the bean business. Mr. Andreas said, "Let's put our headquarters down there in Decatur, where the people look out the window and see what they're doing and know this is our basic business - oil seed processing. We can forget about chemicals and other things."

He came in, sold off the chemical division, the boat business, et cetera. He moved the corporate headquarters from Minneapolis down there to Decatur in 1969 to get the feel for the processing business and locate the office in the midst of it just as Gus Staley did when he put his office overlooking his plants.

Q. Had Mr. Andreas been associated with Decatur from the beginning?

A. No. A company he had first purchased (Inter Oceanic) - what is now the Decatur west plant, which was the old plant put up by Spencer Kellogg. A holding company had purchased that in the 60/s, but he himself had no association other that the fact. (I'll tell the story if I may) that his family had gotten into the oil seed processing business because they were in the feed business. He used to buy his annual contract for soybean meal, which is the protein source for his animal feeds, over here in Decatur from the Staley Company. Then they would be shipped by rail over to Cedar Rapids, Iowa, where his family had a little feed mixing business. He came over one year to buy his annual contract and met Mr. Staley - Mr. Gus Staley. Mr. Staley told Mr. Andreas, "You know, I wanted to build a plant - a Staley bean plant - over in Iowa because Iowa farmers are growing more beans. But my directors think we should go ahead and concentrate in this one plant here in Decatur and they would rather expand in Decatur than build a plant over there in Iowa, where there is a new demand and a new supply of beans." He said, "Somebody should do that. Dwayne said, "How would you go about it?"

Mr. Staley said, "All you have to do is to go over to the equipment people in Ohio who are making the processing equipment - the extractors, the grinders, and the rollers. They will probably finance you because they are so anxious to sell equipment. If you have a good credit record and good business record, they'll finance you."

So Dwayne went back. He was about 22 years old at this time. He told his dad what Mr. Staley had said. They thought about it. They felt they were going to grow. So they went over to the equipment people in Ohio and said, "Mr. Staley said we should put up our own plant." They said, "We'll finance you."

And that's really how Dwayne first got in - because Mr. Staley recommended to him that he do so.

Q. And isn't it interesting that instead of competition between the firms they were cooperating?

A. Cooperating even back then. Staley, as you may know, was in the bean business for a while. We actually ended up buying all their properties. They are out of the bean business now, but still in the corn business. We ended up with all of the Staley bean properties.

We're friendly competitors in the corn business. Even though their headquarters have left Decatur, there is still a good association there.

Q. How did Decatur happen to be such a center for soybeans?

A. The U. of I. was doing some work. This was one of the reasons. Some of the seed companies, including some of the old seed companies with Decatur ties, were doing some of the early work in soybean development. One of the needs was that after World War I, all this land was producing corn, but corn wasn't in such a demand. The farmers wanted to find a new crop that could be looked at as a cash crop. The bean people had been working along. They found out that this was a good area for growing beans. We know now that beans require almost equal amounts of darkness and light. So they grow best in latitudes that have more or less even days and nights. For example, they won't grow too far north, as in Canada, because there is not enough light. They won't grow too far south, where there is too much. They want almost equal amounts. This is a good latitude for it.

The U. of I. had good research, and we had good seed companies. They developed the beans that, by the time World War II came along, and we were cut off from our overseas' supply of fats and oils the bean just took off then.

Q. So all circumstances worked together to bring the business to Decatur?

A. Yes!

Q. Well, that is a fascinating story.

A. Another reason that Decatur grew to be a center is that it was an excellent location for transportation. The old Wabash and the Nickel Plate railroads that came through here made it a good rail center. For a long, long time - I can't tell you when it really stopped, - but certainly from the 30's on (and I think this existed through the late 70's), everything that was sold regarding soybean meal and soybean oil - the products produced - was based F.O.B. Decatur. The Chicago trade of trade contracts were all prived F.O.B. If you took delivery, then you would have to pay freight from Decatur. Just as steel used to be F.O.B. Pittsburgh, for many, many years all soybean products were F.O.B. Decatur. It was know all over the country as the soybean capital of the world.

Q. Good! Could we talk about the interest in diet and food? Or perhaps, we should talk about soybeans first? The problems and successes you have encountered in your experiments with soybeans?

A. I think we've had good progress and good results in our experiments. Marketing has always been a disappointment. Maybe it's because soybeans are not too well known in this part of the world. In China and Japan people drink soymilk; they eat tofu - they have for centuries.

We are just starting. Our own research started with research done in 1933. We had a laboratory set up in Chicago. ADM had a plant set up in the late 30's. The flour companies involved in 1938-39 were Spencer Kellogg, Central Soya, Staley, and ADM jointly worked a research project using soyflour in bread in which they proved that

you could bake very good bread and increase the nutrition because of the amino acid balance. Briefly, the wheat is deficient in lysine, and soy is not deficient but is low in methionine. But each has the amino acid the other is lacking. Put the two together, and you double the nutritional value of the protein in that bread - a synergistic combination.

It was fed in the state of Illinois in the prison system - pre-World War II. It proved out to be nutritious.

Then World War II came along, and all the soy went into feeding programs in relief for countries we were in. We brought soy in. The Marshall Plan was full of soy products - probably too full because once people got bac k on their feet they resented that they had to eat soyburgers or flour heavy with soy. They said, "No more of that soy!"

We have improved the products tremendously since those days. Now the product is better appearing. The taste levels are reduced so that it's more appetizing, but for years we've been laboring under the problem of reducing that image. We have trouble today when we go into some parts of Europe to introduce our proteins. They will say, "My mother..." or the older people themselves will say - "We had that under the Marshall Plan, but we like to eat real meat now."

The industry then tried to help people who were concerned with nutrition. You could get protein without cholesterol as your would from meat - or you could get a mix of things - you could blend things together well functionally. Then we had the tofus start to come along - all made from soy.

These products are growing in use as far as the actual protein goes. The oil side is very popular now. You will remember, as I do, when butter was "the" thing. We had trouble when the dairy industry wouldn't let us put color in margarine. As late as the time when we came to Decatur in the early 70's, the state of Minnesota still wouldn't permit colored margarine. When people from Decatur would go - quote - "back home" to Minnesota for the holidays, they would carry colored margarine with them. The people in Minnesota wanted it, but it was forbidden by law.

We've overcome those problems now. Margarine is much more popular now than butter. Soybeans in the criscos and all the cooking oils have been accepted. The proteins are in thousands of feeds but only its functionality. All of these new seafood sticks you have - the crab imitations, the crab sticks, the imitation scallops, etc. - all use soy proteins for binders. So we're making progress. Oil is completely home-free, but the meal - the protein-side - still has a way to go.

Q. You came along at the right time for people interested in health and in weight-reduction - too much oil or butter - so you probably came along at just the right time to take advantage of these interests, didn't you?

A. Yes, we did - and the parts were available. All of these drinks that claim weight reduction generally contain soy protein as well as some non-fat dry milk. But soy is recognized now, and we're pleased.

Q. But did this interest in diet come first? Or did your business interest? Or did they just work together?

A. I think they worked together. We certainly tried to stimulate some interest, but we couldn't do it by ourselves. Thank goodness, the interest in diet grew to help us along.

Q. We talked a little bit about Mr. Andreas, but I think many people would like to hear about his interest in the Soviet Union. How did that develop?

A. It started out when he was up in Minnesota and realized that we had a great big surplus pile of butter here in the U.S. that wouldn't sell anywhere in the world, - and the Soviet Union had a shortage of fats and oils. He went over to the Soviet Union after ascertaining what the price would be to buy up the butter. He went over to the Soviet Union to see if he could get any interest from the Soviets to purchase butter. He did this to the point where our support for butter made the butter price for the government stocks higher than the world price. When he came back to approach the government about disposing of the surplus under world price, he met great resistance, of course, in Congress because that would have meant "feeding the Russians," who were our enemies in 1952, etc., etc.

That never came about, but it was his first interest. He came back and he had told me many times that he learned then that the Russians were good business people, were honorable, and, politics - aside, as far as business-to-business goes they are people you can talk to and trust and with whom a contract was a contract. No contract came out of that endeavor, but eventually we got some grain shipments that he was involved in with the Trans-Oceanic people.

Q. That was right after World War II when he first became interested?

A. Yes - in 1952.

Q. So he must have found conditions very interesting at that time with European countries still suffering from the effects of the war.

A. I think he knew then that we - the U.S. - had a greater capacity to produce agricultural products than we had to consume. We had to develop the export market. After the days of the Marshall Plan were over, the "give-aways" - were over. We had to have an avenue to sell - using the Marshall Plan as a vehicle - going in there and saying, "Hey, the U.S. has been a supplier. You've been getting it. Now you're back on your feet. You've got to start buying it." He was an early pioneer in making sure that the agricultural market was developed to its potential.

Q. And that was followed up?

A. Yes, because if we didn't, the other producers in Australia and Canada and others would jump in there and fill the void. We had primed the pump through the Marshall Plan. Why not get a drink of the water now?

Q. When did you enter the firm, Mr. Burket? What was your background? Can't you tell us about your career?

A. After my service, I had joined Central Soya Company in the early 50's. They were one of the four processors I have mentioned before. They were allied in this food study of bread. I was with them until 1969, just about the time Dwayne came on the board of ADM in 1966 and in 1970 it was already agreed that he was going to be more

active. His brother, Lowell Andreas, came aboard in 1968 as President of the Company. I joined them in 1969 when they were pulling together some of the people they had known in the industry to form a nucleus that would move down to Decatur. Some people came from Minneapolis. A lot of people stayed in Minneapolis. They brought people in - Jim Randall came from Cargill; I came from Central Soya, Ray Fieldler came from Decatur (from Staley over to ADM).

Mr. Andreas put together a team he had known and I hope respected over the years and formed a new ADM management team here in Decatur in 1969.

Q. Did all of you have a farm background? Is that how you first became interested in this field?

A. Dwayne had a farm background. Jim Randall is from a small city in Wisconsin. Ray Fiedler was a Decatur boy. I was a smalltown Ohio boy. We had had experience in other ag processing industries. Now, my dad came off the farm. We all were no more than one generation removed from the farm.

Q. You certainly must have had some background or interest in agriculture to bring you into this field. Do you have a group of scientists who work for you? How do you get your data?

A. We have several labs. We do two things. We do some basic research work here in Decatur - at a lab out at Lakeview. We do basic research work at a lab at Clinton, Iowa, where a lot of enzyme work goes - which is basic modification. Then we have application labs where once we develop a product, like our textured vegetable protein or our isolated proteins or some of our concept products where these proteins are applied. How does it work in sausage? How does it work in baked goods? What can we do with sweeteners in ince cream, for example? One of the products that our people put together was this all-vegetable ice cream, where instead of milk protein we had soy protein. Instead of dairy fat, we had corn oil - or soybean oil - but we had corn oil in this case. Instead of sugar, we had fructose. Then we used a soy product called lecithin, which is an emulsifier. It's extracted from the oil and the thing that holds it all together. So we had four of our products in this. And

the cows and the sugar cane had no association with it. It's all-vegetable ice cream. This was shown to many people. Eventually Tofutti came out with a commercial product, and now there are four or five companies making vegetable ice-cream. So with these things we develop the products and applications, and then we have to go out and sell them to the customers.

Q. Do you hire these scientists out of college or how do you get these people who experiment for you?

A. We have gotten some right out of college. Generally, though, we find that it's easier to raid - not necessarily from another company, but universities. A lot of these kids have worked as grad students for awhile. Then we'll go pick them up.

Q. The public - at least in Decatur - is accustomed to thinking of ADM as soybean processors, but we are told that you are "very big in peanuts" and we know you are into hydroponic farming. Can you tell us about these and any other enterprises you have?

A. OK. Just so you understand - (I'm not trying to be a braggadocis) - but one of the things we believe about from a business standpoint is that you have to have a significant market share of any business your're in - in order to be strong in that market. So we're into soy processing. We're the largest comestic soy processor in the U.S. We're very big in corn milling. We're the largest corn miller in the U.S. And from corn milling we get the fructose and the alcohole, etc. Our dextrose produce, et cetera. We're the second largest wheat flour miller in the U.S. although that's not too well known because you don't see any ADM packages on the shelves. We sell bulk truck loads and bulk cars of what and some sacked wheat - 100 pound sacks - to the bakeries and the food companies. So we're not a retail supplier and yet we're the second largest wheat miller - bigger than General Mills, bigger than Pillsbury, bigger than people whose products you see on the shelf. We just don't do the industrial flour business.

We are the largest peanut processor in the U.S. We have a joint venture in that one with a coop in Georgia. Gold Kist - the two of us handle over 25% of the peanuts processed in the United States. We in turn sell them to

the peanut butter companies - so you don't see our brand names, but you can't buy a jar of Skippy or Peter Pan or what ever you use without some ADM peanuts in there. We are barley maltser for the brewing industry. We have recently become a rice miller. We mill rice. We are a cotton seed processor - the largest cotton seed processor in the U.S. We are still a flax producer, as I said. We refine sugar cane at a plant in Louisiana, we have a feed mill division.

Then to support all these processing activities, we have a barge line that has over 1400 barges. We own and operate over 8000 rail cars, about 400 trucks - all the transportation to do the business that we do.

Q. It is big business, isn't it?

A. We're the largest agri-processor in the U.S. In 1987 we were number 67 in Fortune's 500 list. We're probably the least-known company to rank that high because we don't have consumer products.

Q. It is a thrilling story to think that righ here in Decatur we have this operation going on.

A. When we came to Decatur in 1969, we were 300 million dollars in sales and something like 435th on the Fortune list. We will be over 7 billion dollars in total sales in 1987, and we're up to 67th - and that has all happened in the years we've been in Decatur.

Q. Very, very good! You may have touched upon this, but let's talk again about your special interests at ADM. What are you, yourself, specially interested in?

A. All of us are trying to make sure that ADM stays a low-cost producer in the business so we stay viable as far as the business goes. I think most of us who have worked with Dwayne or have known him for a long time share his interest in trying to provide low-cost food. The U.S. isn't hungry - we only use about 13% of our disposable income for food. That fact has always been good for other businesses because the less people spend for food, the more they will have for other things - clothing, cars - that keep the economy going. They will spend what they have left. The U.S. aren't great savers compared to the Japanese and some others.

At the same time we'd like to be able to get some of this food into countries where they spend 40 to 50% of their money for food. The French, for example, who are quite sophisticated, still spend about 24% of their income for food. You get into the East Bloc countries - Poland and Czechoslovakia and so forth - you find that they are spending upwards of 40% of their disposable income for food - which leaves little for the luxuries or the would-be luxuries of life. Then you get into the developing nations, where they are spending in some cases over 50% for food - just trying to exist and not having a lot of food anyway. We're trying to get to these developing countries a lot of food products through our proteins' and oil products. This would improve the standard of living throughout the world, and it would be good for us. We're not being purely altruistic, but at the same time it's a package that would be good for everyone involved. We'd like to see that happen.

Q. So you are trying to upgrade other countries and at the same time you are providing a market for the United States by helping all of these others?

A. That's correct. The American farmer is as competitive as any farmer in the world. He can produce corn, wheat, beans as cheaply as anybody in the world. We think our processing companies are competitive. Therefore, we should be able to supply any country that needs food as well as the Australians, the Brazilians, or the Argentinians on a free market basis.

Q. And at the same time you are helping other nations to improve their health and their general economy and so on?

A. Correct.

Q. That really is a very lofty purpose. How well is this succeeding?

A. We're doing pretty well on our exports now as a percent of total sales in the company. Last year it was 14%. So 14% of our total sales of products produced in the U.S. are going into the export market - largely to the developed markets, however. But there are some sales to lesser-developed countries that we make through the government that are not included in that figure - that is to say that we will sell or supply to the government

foods that they in turn donate under P.L. 480. These are used in Bangladesh or Kampuchea or those countries where there have been problems. They go on a steady basis to U.S. relief camps in Haiti, the Dominican Republic or over in India. The United States Agency for International Development - known as A.I.D. - is active in many parts of the world with the kinds of food Staley and ourselves and all produce, put together, and sell to them - blended foods with a good protein and calorie balance. That business isn't included in the 14%, but we are one of the three largest suppliers of those protein-fortified food to A.I.D.

Q. We see many stories of foreign visitors who come to Decatur - for example, Japanese were here recently, I believe, and people from Germany. Are these visitors friendly in their attitudes or do they feel they are competitors? What is their general attitude?

A. In some cases there is a resentment that they are not self-sufficient, but at the same time they can't sell us Mercedes if the Germans don't buy something from us. Our farms can be more efficient because our farms are larger and we have a better climate. The old primogenitor succession that has been followed in Europe for years has split the farms up. Where our farms tend to stay in one group, they take a 40-acre farm and soon it is split to 4 parts of 10 acres and on down. Now they can't use big tractors and other large equipment, and they can't be as efficient as we are. They do buy from us - although we are having some tariff problems, we're overcoming - but basically they know that we are low-cost producers. Our prices are good, and they can't sell us Mercedes if they dont buy soybean meal. The Japanese are somewhat the same way. We've talked about investors. We were over in Tokyo just last month, in May. We are going to list ADM on the Tokyo Stock Exchange and try to get some of those yen and dollars back - have them buy ADM stock. They are good customers for processed products and grains right now.

Q. I heard a rumor of a tax that might be imposed by the European Economic Community. Is that going to go through?

A. A veg-oil tax.

Q. Is that going to go through?

A. I doubt it - not to say it won't, but it's a tax on all oil products, not just imported U.S. soybean oil. It would be on oils produced in France from domestic crops, such as their rape seed (after this recording was made, the tax was rejected by the E.E.C.) and sunflower crops. The interesting thing about this tax is what they are trying to do - butter has been subsidized at a high price, and butter is a high cost item. They're trying to get the lower-priced vegetable oils up closer to butter price, hoping the consumers will buy more butter, therefore leaving less for them to put in storage. What it will do, however, is to put higher food costs to the European customers; therefore, I don't think the whole thing will go through. The consumers won't take higher costs just to protect a few local farmers.

Q. So there will be a problem in trying to convince their people in other countries of the European Economic Community to go along?

A. I think so, but you have to realize that the Europeans are much tougher traders - that is to say, the bureaucrats are - than our bureaucrats in Washington are. They use these things as threats against the Americans and quite often Washington doesn't understand what a true threat is from a veiled threat - from a smoke screen. I think business people have a better understanding of that than our bureaucrats do.

Q. You must have people in your firm who do a great deal of travel - yourself and others too. Isn't that true - that you keep in very close touch with other countries?

A. True. You can't do business without being over there. We do have sales offices in Tokyo, in the U.K., in Rotterdam, and in Hamburg that are staffed by ADM employees. Then we have an association with Alfred A. Toepfer, which is an international trading company. We own a minority interest in that - ourselves and the co-ops are the owners of that company. They have 36 offices in 24 countries. Then we have people traveling around the U.S. There isn't a week that somebody from Decatur isn't overseas somewhere and flying all over the country trying to sell oils or proteins or flour products coast-to-coast and border-to-border.

Q. Of course, we know that our balance of trade isn't good and that we do need to devlop these contacts with other countries. Do you have any suggestions for dealing with other countries in a business way?

A. If Washington can't solve the problem, I don't think ADM can! One thing we would say - and I mentioned it before - is that we feel the U.S. is competitive in the agricultural business. God blessed us with good soil, with a good climate, with good rainfall patterns, and so forth. As an example, the P.R.C. - Mainland China - is on about the same latitude as we are. They have about the same amound of arable land as we have in total acreasge - but they average only half the rainfall! The Russians are trying to feed 300 million people on land situated so far north that there isn't enough daylight to grow a lot of things - so we are blessed here. We have between the Alleghenies and the Rockies - we have all this good prairie farm land, rich in soil blessed with rainfall. WE have an intelligent agricultural advisory system in such colleges as the University of Illinois and Nebraska -the land grant college system, where farmers have been educated for over a century. They opened in 1862. So our production is good; our handling is good; and our processing is good. We can be competitive. If we can get out in a free market, we can do a great job. We just have to keep going and push because other people are trying to do the same thing.

Q. But you do think there is a future?

A. I think there is a future. The only thing I want to say is it's not that we're smarter than the rest of the people in the world. You have to recognize that we have some gifts and if we don't take advantage of them and utilize them, we may lose them. If we don't watch our sail, we may lose it. But, as I said, we have all this great soil and the capability to produce things. Let's take advantage of it and use it.

Q. And you are interested not only in the money aspect, but you do have the idea, for example, of feeding the hungry in the world and promoting good will among nations. That is certainly to your credit.

A. Every President that Dwayne has worked with - from Eisenhower forward - has always said "you know-" talking about the Russian trade for example - "I think we should try to sell agricultural products to the Russians. If we're their bread basket, they will be less inclined to send missiles over."

Everyone knows that people who are hungry are agitated more easily. People who are well fed aren't as anxious to cause trouble. They are happy with their home lives. It's the hungry and the deprived who cause the revolutions. If you can feed the world better, it will be a happier place for all of us to live.

Q: And people will get along much better? Do you have any other comments on the future of ADM or the field in general?

A. We doubled in our productive capacity our ability to process - doubled our size from 1980 to the current level here in 1987. We intend to keep on growing. I don't know if we can double it again in the next years, but maybe by the end of the century we'll be doubled again. I think we should be. And we'll still be in Decatur with higher employment levels and greater office staffs, and maybe working on a larger global basis. We think we'll continue to grow, and we'll continue to grow here in Decatur.

Q. We certainly wish you well in all of these endeavors, and it is the benefit of Decatur and all of the United States to have firms in the area with the background and goals of ADM and with men like Mr. Andreas and yourself working to bring these goals forward. Thank you very much for helping us in this project, Mr. Burket.

A. Thank you. It has been my pleasure.

Q. You have been listening to the reminiscenes and observations of Mr. R. E. Burket, who has been telling us the story of ADM. This is Betty Turnell speaking for the Decatur Public Library.