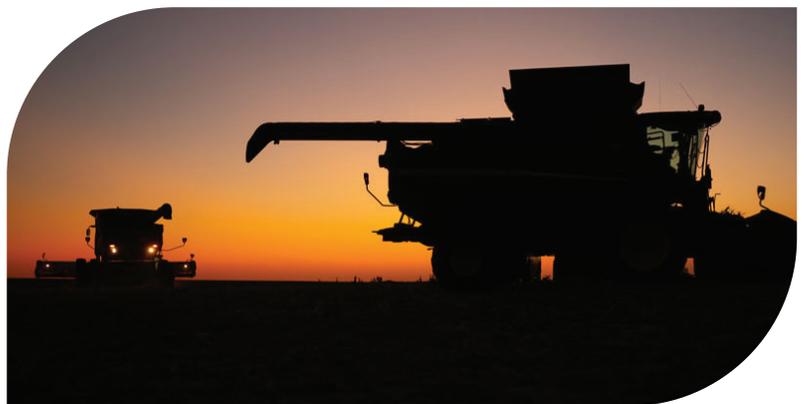




NCGA Strategic Plan

2024 - 2028

Presented as approved by the
Corn Board on February 5, 2024





Greetings,

Many of you have heard me say that controlling the future is impossible, but we can take steps to Shape the Future, which also happens to be the theme for my year as NCGA President. We have taken this approach with NCGA's recent strategic planning process – we're setting ourselves up to shape the corn industry for the next four years and beyond.

Both a challenge and an opportunity we have in the coming years is how we shape the corn demand picture. NCGA estimates, with current trend line yield increases, that corn farmers could produce an additional 3 billion bushels of corn annually on the same number of acres planted in 2023.

That's a lot of additional corn to grind – and our new plan has a heavy emphasis on building demand for that exact reason.

It's going to take an all-of-the-above approach to both protect and grow our domestic and international markets. Vital to this success is a renewed focus on sustainability as an essential, integral component of creating and maintaining future demand.

Beyond a focus on driving corn demand, we also look to how we can protect profitability through strong farm programs and access to the essential tools we use to raise a corn crop each year. We know how important this is as we continue to push for a new Farm Bill.

Supporting all this work is a focus on making sure NCGA is as strong as it can be, through up-and-coming leaders on our board and Action Teams to robust engagement from corn growers around the country.

Getting to this point is the result of hundreds of hours of work from the NCGA board and our state partners, which I'm proud to say have been involved from the start to where we are today. On behalf of the Corn Board, I want to express my sincerest gratitude for the time so many of you from around the country have volunteered to help set the direction for the future of the organization.

I encourage you to reach out to me or any of my fellow board members if you have questions or want to discuss what we have put in the plan for your consideration. I look forward to seeing you in a few short weeks in Houston.

Harold

Strategic Planning Process

JUNE 2023

Planning session with industry stakeholders at Agri-Industry Council meeting

SEPTEMBER 2023

21 representatives and 15 board members from 16 states participate in Working Group Meetings

DECEMBER 2023

Planning session at NCGA Board Meeting

FEBRUARY 2024

- 19 State Executive Interviews
- 15 NCGA Board Member Interviews
- 17 Industry Stakeholder Interviews
- 8 NCGA Team Member Interviews
- Planning Session at NCGA Board Meeting

AUGUST 2023

Planning session at NCGA Board Meeting

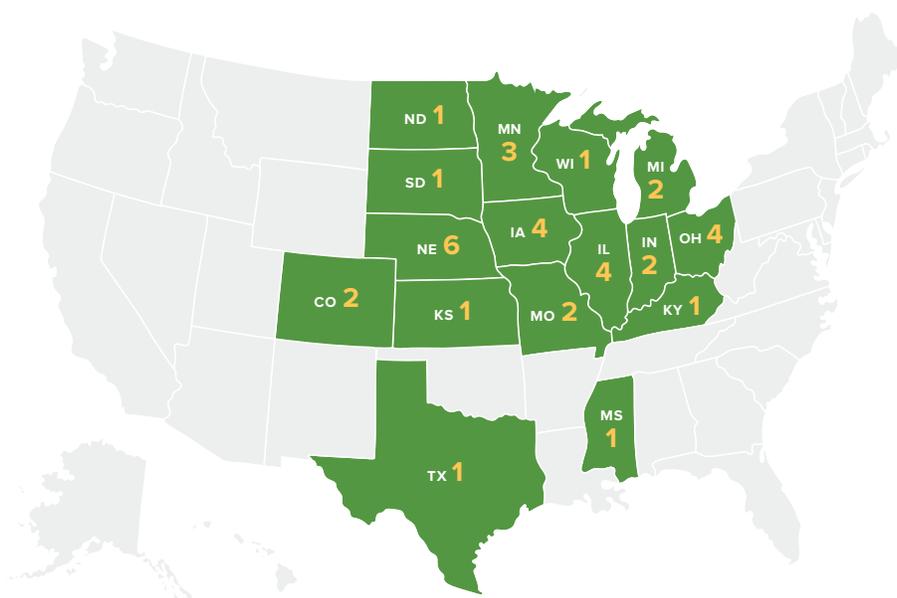
NOVEMBER 2023

Planning session at NCGA Board Meeting

JANUARY 2024

- Corn Board approves NCGA's 2024 – 2028 strategic plan
- NCGA Strategic Plan presented to Corn Congress delegates for ratification

Strategic Planning Workgroup Representation



Situational Analysis

The board of the National Corn Growers Association began developing a new strategic plan in May 2023, intended to guide the organization from 2024 through 2028. Following a series of planning workshops, numerous stakeholder interviews and with input from state corn partners, the board has developed a draft plan with two key areas of focus:

1. Driving demand for U.S. corn and corn products; and,
2. Protecting U.S. corn farmers' profitability and ability to operate

These will be accomplished through work guided by three key intentions:



ADVOCATE

Influence federal policies to ensure freedom to operate and market opportunities for U.S. corn farmers.



ENGAGE

Collaborate with value chain members and influencers to enhance the value and trust in corn.



EXCEL

Strengthen NCGA's organizational capacity to deliver a return on investment for our current and prospective investment partners and allies.

Driving Demand for U.S. Corn

The U.S. Department of Agriculture recently projected average record corn yields of 177.3 bushels per acre for the 2023 growing season, which follows a long line of continued annual yield increases. As a result of improved genetics and management practices of the American farmer, trend line corn yields are expected to reach 193 bushels per acre by 2030.

Growth in annual corn production will simultaneously require a growth in demand for growers to remain profitable, especially as other major global corn players, primarily in South America, increase production capacity. At the same time, corn's second largest market, ethanol for light- and medium-duty vehicles, is under pressure due to efforts to force a transition to electric vehicles.

Driving demand will require a multi-front approach, including advocacy for federal policies that support demand growth domestically and internationally, partnerships up and down the corn value chain, and a focus on U.S. corn sustainability, as customers are increasingly demanding this information from their suppliers.

Protecting U.S. Corn Farmers' Profitability and Freedom to Operate

Corn farmers face external pressures beyond demand growth that could impact their long-term profitability and ability to farm freely. First, corn farmers must grapple with rural populations declining and reduced representation in Congress. Building new relationships and alliances with legislators for whom corn is not a primary product of their district is imperative, especially as legislating in the current political environment faces many hurdles.

Second, farmers will face both opportunities and challenges as additional attention is paid to agriculture as a potential solution for a changing climate. This may include additional funding for the implementation of conservation measures while also facing increased pressure on the use of crop protection products that often enable those measures, or threats to crop insurance that forms an essential safety net for producers.

Beyond federal policies that impact corn farmers, expectations from corn customers will also impact how farmers raise their products. Engaging with those customers and developing partnerships that support both farmers will be a necessary component of any successful strategy.

Moving Forward

The success of NCGA's strategic plan will rely on the engagement and support of NCGA's partners, especially its state corn partners, and collaboration with members of the value chain and other organizations. NCGA has a long history of working with other organizations to accomplish collective corn industry goals and will build on past successes to continue supporting the American corn farmer.

NCGA's Strategic Plan, outlined on the following pages, is intended to guide the organization from 2024 through 2028. The plan will guide the development of annual action plans for the organization with progress monitored and adjustments made by NCGA's Corn Board as necessary.

Advocate

Influence federal policies to ensure freedom to operate and expand market opportunities for U.S. corn farmers.



Objective 1: Champion policies that create favorable market opportunities for corn farmers.

Objective 1 Outcome: NCGA proactively addresses at least two policy issues affecting corn demand and trade with the potential to positively influence demand for U.S. corn.

Key Measurements

1. Congress passes the Next Generation Fuels Act.
2. Congress approves new trade agreements and actively enforces existing agreements.
3. Congress appropriates funding for additional lock and dam improvements.
4. Congress and federal government agencies adopt policies supporting the introduction and expansion of new products sourced from corn (e.g. sustainable aviation fuel (SAF), bio-based chemistries, fuel for medium/heavy duty and off-road vehicles, etc.).

Objective 2: Champion policies that establish a favorable business climate and ensure freedom to operate for U.S. corn farmers.

Objective 2 Outcome: NCGA proactively addresses at least two high priority issues with the potential to impact freedom to operate; and, respect and profitability.

Key Measurements

1. Crop insurance and the farm safety net are strengthened in Farm Bills passed by Congress.
2. Congress passes tax policies favorable to agriculture.
3. Congress and USDA provide authorization for supportive farm policy.
4. Impacts of the Endangered Species Act on access to crop protection products is moderate and workable for corn farmers.
5. Maintain access to critical farm inputs.
6. Congress appropriates money for investments in corn-related U.S. infrastructure.

Objective 3: Expand NCGA's influence outside of the Corn Belt.

Objective 3 Outcomes: NCGA has active relationships and influence with legislators outside of key Corn Belt states.

Key Measurements

1. Increase the number of corn champions in Congress, measured via a dashboard report on the level (e.g., low/medium/high) of support across legislators.
2. Increase in corn grower membership engagement in geographies outside of the corn belt.
3. Increase in CornPAC contributions in targeted geography (e.g., number of contributors, average contribution levels, total contributions).
4. Increase in CornPAC distributions in targeted geography outside of corn belt.

Engage

Collaborate with value chain members and influencers to enhance the value and trust in corn.



Objective 1: Effectively leverage engagement with corn state expertise to achieve corn industry objectives.

Objective 1 Outcome: NCGA and state partners enhance collaboration through two-way communication, feedback loops, and amplification of key messages.

Key Measurements

1. NCGA meets and exceeds expectations of state investor partners related to collaboration and leverage of state technical and subject matter expertise, based on annual state survey results.

Objective 2: Establish NCGA and state corn organizations as the leading authority for U.S. corn with high priority upstream suppliers, key stakeholders, and influencers to create and/or maintain value for U.S. corn farmers.

Objective 2 Outcomes: NCGA and state partners work collaboratively with upstream value chain partners to:

1. Demonstrate continued progress on corn sustainability metrics, such as GHG emissions, water use, soil erosion, economic impact and more, as measured by NCGA's 2030 sustainability goals.
2. Maintain access to technologies important to corn grower sustainability and profitability.
3. Support the development of efficient, voluntary ecosystem service markets that meet corn farmers needs and expectations.
4. Engage the education system to promote a broad understanding of agriculture and available careers in the industry to grade school, high school, and post-secondary students.

Key Measurements

1. NCGA collaboratively develops and delivers a comprehensive LCA strategy.
2. NCGA and state partners are recognized as a leading authority on sustainability issues related to corn (e.g., GHG, water, soil, economic, and social) based on annual state and industry survey results.
3. Meet and/or exceed state and industry expectations related to NCGA's efforts maintaining farmer access to technology.
4. Expand availability of ag-focused educational curriculum within K-12 and post-secondary education by exploring at least two new partnership opportunities.



Objective 3: Establish NCGA and state corn organizations as the leading authority for U.S. corn with high priority downstream customers, key stakeholders, and influencers to create and/or maintain value for U.S. corn farmers.

Objective 3 Outcomes: NCGA and state partners support year-over-year growth in U.S. corn demand that meets or exceeds annual growth in production efficiencies.

Key Measurements

1. NCGA and state partners are recognized as a leading authority by downstream customers and influencers on critical issues related to corn (e.g., biofuels, new uses, trade, animal agriculture) based on survey results.
2. Increase year-over-year demand for U.S. corn.

Strengthen NCGA's organizational capacity to deliver a return on investment for our current and prospective investment partners and allies.



Objective 1: Improve the way NCGA delivers value to state investment partners.

Objective 1 Outcomes: NCGA will:

1. Strategically communicate the outcomes and value of NCGA's work to investment partners and other stakeholders.
2. Improve mechanisms to assess programs (e.g., return on investment, effectiveness, efficiency, engagement) across NCGA.
3. Provide additional support to state investor partners, including membership services, particularly those outside of key corn belt states.
4. Explore options to diversify partnerships and funding sources (e.g., grants and private industry allies).

Key Measurements

1. Annual program evaluation mechanism assesses outcomes and impacts decision making.
2. State investor partners report increased satisfaction with NCGA return on investment and additional support offerings through annual state executive survey.
3. State communication leaders report increased satisfaction specific to NCGA's communications strategy activities.
4. NCGA secures at least one source of new, diversified funding annually.

Objective 2: Improve NCGA leadership experience for corn board members and state grower-leaders.

Objective 2 Outcomes: NCGA will:

1. Provide resources to strengthen Corn Board and Action Team abilities to make informed, strategic decisions.
2. Identify and offer training opportunities to facilitate board and action team engagement.
3. Optimize NCGA leadership offerings and meeting structure to provide greatest opportunity for farmer engagement, including new and beginning farmers.

Key Measurements

1. Corn board members report increased satisfaction with resource offerings to enhance their board service through an annual survey.
2. Action team members report increased satisfaction with team service and training offered through an annual survey.
3. State partners report increased grower interest in participation with NCGA.



Objective 3: Expand corn farmer participation with NCGA.

Objective 3 Outcomes: NCGA will:

1. Increase corn farmer engagement with NCGA communications and calls to action.
2. Increase participant participation in and engagement with NCGA's Yield Contest.
3. Identify and execute opportunities to increase corn farmer engagement at with NCGA while at Commodity Classic.
4. Increase corn farmer participation in the CornPAC.
5. Increase corn farmer participation in NCGA sustainability initiatives.

Key Measurements

1. Increase email open rates and participation in calls to action.
2. Increase average annual participation in NCGA's Corn Yield Contest.
3. Deliver annual plan to steer outreach and engagement efforts with corn farmers at Commodity Classic.
4. Increase CornPAC members.
5. Increase farmer enrollment in Farmers for Soil Health.

Strategic Plan Appendix

Glossary

Advocacy – serving as the unified voice for U.S. corn farmers in ways that support our investors and key stakeholders

Allies – input suppliers and other organizations investing in NCGA for mutual benefit

Customer – an organization or person that buys U.S. corn to create value for their entity

Engage – actively collaborate with our value chain members and influencers to drive intentional actions

Information – facts regarding U.S. corn that are important to our value chain members and influencers

Investment Partners – participating states that provide NCGA with resources to achieve its vision and mission

Value – the unique worth and utility corn brings to our customers

Value Chain Influencers – includes customers, investors, other ag organizations

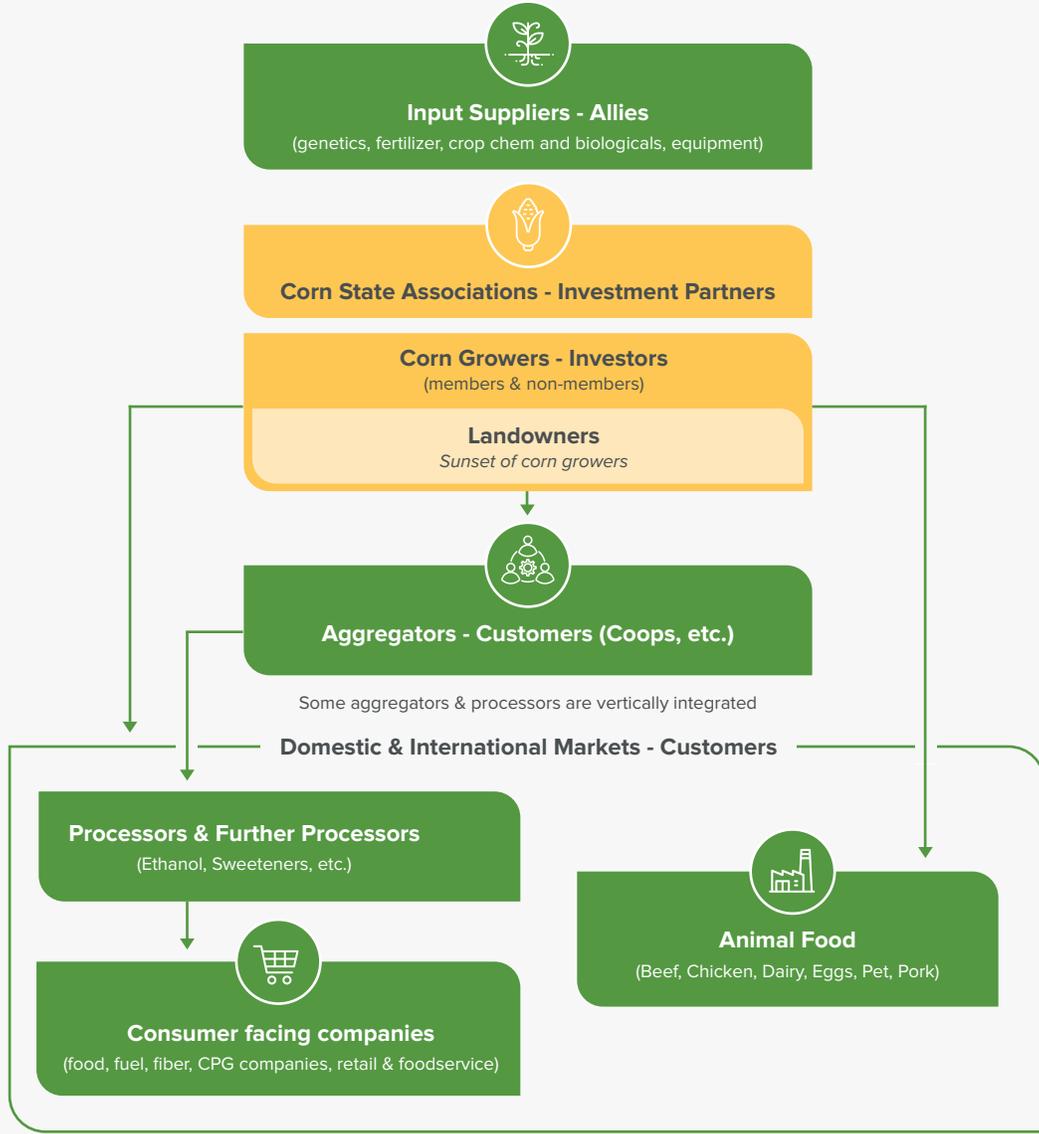
Value Chain Members – input suppliers (allies), state associations (investment partners), corn growers (investors), aggregators, processors and further processors, CPGs

Corn Ecosystem

KEY: ● Investors, Investments Partners and Influencers ● Value Chain Members (direct supply chain / suppliers and customers) ● Value Chain Influencers & Catalysts Consumers

VALUE CHAIN MEMBERS

VALUE CHAIN INFLUENCERS (Associations, Checkoff, Trade, Other Influencers e.g., finance/investment, academic, insurance)





Consumers

POLICY MAKERS & REGULATORS (Domestic Government (Federal and State) & International Government and Quasi-government)

NON-GOVERNMENTAL ORGANIZATIONS (Domestic & International Environmental, Others)

ENVIRONMENTAL SERVICE MARKETS (Domestic & International)

