

## Budget, Dues & Plan

### 2020 AgGateway P&L Summary and Year-End Forecast (through November 30, 2020)

Categories	2020 Budget	2020 Actual	2020 Forecast	Actual vs. Budget	Forecast vs Budget
<b>INCOME</b>					
Membership Dues	\$1,520,618	\$1,276,676	\$1,424,911	(\$243,942)	(\$95,707)
Database Fees	\$1,040,102	\$1,064,193	\$1,064,193	\$24,091	\$24,091
Enabling Services/Projects	\$2,400	\$15,300	\$25,685	\$12,900	\$23,285
Conference	\$264,495	\$98,103	\$107,853	(\$166,392)	(\$156,642)
Other Income*	\$0	\$0	\$0	\$0	\$0
Interest Earned	\$250	\$183	\$250	(\$67)	\$0
Exchange Gain/Loss		(\$459)	(\$459)		(\$459)
<b>Income Total</b>	<b>\$2,827,865</b>	<b>\$2,453,996</b>	<b>\$2,622,433</b>	<b>(\$373,410)</b>	<b>(\$205,432)</b>
<b>EXPENSES**</b>					
Global	\$1,092,414	\$1,013,713	\$1,089,322	(\$78,702)	(\$3,093)
North America	\$1,714,024	\$1,210,694	\$1,390,597	(\$503,330)	(\$323,427)
Latin America	\$102,092	\$31,851	\$45,306	(\$70,241)	(\$56,786)
Europe	\$120,948	\$52,312	\$62,760	(\$68,636)	(\$58,188)
<b>Expense Total</b>	<b>\$3,029,479</b>	<b>\$2,308,570</b>	<b>\$2,587,985</b>	<b>(\$720,909)</b>	<b>(\$441,493)</b>
<b>NET INCOME</b>	<b>(\$201,613)</b>	<b>\$145,426</b>	<b>\$34,448</b>	<b>\$347,499</b>	<b>\$236,061</b>

## Approved 2021 AgGateway Budget

### 2021 Revenue Budget:

	2021 Budget	2020 Budget	Change
<b>INCOME</b>			
Membership Dues	\$ 1,616,200	\$ 1,520,618	\$ 95,582
Database Fees	\$ 1,077,545	\$ 1,040,102	\$ 37,443
Enabling Services	\$ -	\$ 2,400	\$ (2,400)
Conference	\$ 254,865	\$ 264,495	\$ (9,630)
General Contributions	\$ -	\$ -	\$ (264,495)
<b>TOTAL INCOME</b>	\$ 2,948,610	\$ 2,827,615	\$ 120,994

*See expense budget next page.*

## Approved 2021 AgGateway Budget

### 2021 Expense Budget

2021 Expense Accounts	2021 Budget	2020 Budget	Change
<b>EXPENSE</b>			
<b>5000 Advertising &amp; Promotion</b>			
5005 Website Support	\$ 10,200	\$ 11,200	\$ (1,000)
5007 Trade Show	\$ 17,000	\$ 15,000	\$ 2,000
5009 Promotional Materials	\$ 23,950	\$ 30,202	\$ (6,252)
<b>5000 Advertising &amp; Promotion - Total</b>	<b>\$ 51,150</b>	<b>\$ 56,402</b>	<b>\$ (5,252)</b>
<b>5050 Bank Charges - Total</b>	<b>\$ 20,855</b>	<b>\$ 18,472</b>	<b>\$ 2,383</b>
<b>5100 Dues &amp; Subscriptions</b>	<b>\$ 11,000</b>	<b>\$ 11,000</b>	<b>\$ -</b>
<b>5150 Insurance</b>	<b>\$ 8,500</b>	<b>\$ 6,000</b>	<b>\$ 2,500</b>
<b>5155 Software &amp; Licenses*</b>	<b>\$ 89,750</b>	<b>\$ 114,850</b>	<b>\$ (25,100)</b>
<b>5160 AGIIS Operating Expense</b>			
5161 AGIIS Renewals	\$ 825,900	\$ 782,990	\$ 42,910
5162 AGIIS Development	\$ 96,250	\$ 93,750	\$ 2,500
5163 AGIIS New Subscribers	\$ 12,000	\$ 12,000	\$ -
5164 AGIIS Other Maintenance	\$ 34,100	\$ 34,100	\$ -
<b>5160 AGIIS Operating Expense - Total</b>	<b>\$ 968,250</b>	<b>\$ 922,840</b>	<b>\$ 45,410</b>
<b>5200 Legal &amp; Professional Fees</b>			
5201 Consulting Expense -Staff	\$ 1,282,281	\$ 1,196,312	\$ 85,969
5205 Accounting Services	\$ 71,531	\$ 70,509	\$ 1,022
5207 Audit & Legal Expenses	\$ 27,500	\$ 39,000	\$ (11,500)
5209 Short-Term & Other Consulting Services*	\$ 55,000	\$ 160,300	\$ (105,300)
<b>5200 Legal &amp; Professional Fees - Total</b>	<b>\$ 1,436,312</b>	<b>\$ 1,466,121</b>	<b>\$ (29,809)</b>
<b>5245 Meeting Expense - Total</b>	<b>\$ 23,810</b>	<b>\$ 21,323</b>	<b>\$ 2,487</b>
<b>5300 Office Expense - Total</b>	<b>\$ 22,595</b>	<b>\$ 21,316</b>	<b>\$ 1,279</b>
<b>5400 Annual Meeting Expense</b>			
5401 Annual Meeting & Conference	\$ 172,600	\$ 187,450	\$ (14,850)
5402 Mid-Year Meeting	\$ 63,500	\$ 63,150	\$ 350
<b>5400 Annual Meeting Expense - Total</b>	<b>\$ 236,100</b>	<b>\$ 250,600</b>	<b>\$ (14,500)</b>
<b>5800 Taxes and Licenses</b>			
<b>5850 Travel</b>	<b>\$ 134,170</b>	<b>\$ 140,555</b>	<b>\$ (6,385)</b>
<b>TOTAL EXPENSES</b>	<b>\$ 3,002,492</b>	<b>\$ 3,029,479</b>	<b>\$ (26,987)</b>

See budget summary next page.

## Approved 2021 AgGateway Budget

### 2021 Budget Summary

	2021 Budget	2020 Budget	Change
<b>INCOME</b>			
Membership Dues	\$ 1,616,200	\$ 1,520,618	\$ 95,582
Database Fees	\$ 1,077,545	\$ 1,040,102	\$ 37,443
Enabling Services	\$ -	\$ 2,400	\$ (2,400)
Conference	\$ 254,865	\$ 264,495	\$ (9,630)
General Contributions	\$ -	\$ -	\$ (264,495)
<b>TOTAL INCOME</b>	\$ 2,948,610	\$ 2,827,615	\$ 120,994
<b>EXPENSE</b>			
Global	\$ 1,298,210	\$ 201,863	\$ 1,096,346
North America	\$ 1,577,056	\$ 2,553,945	\$ (976,889)
Latin America	\$ 52,300	\$ 118,318	\$ (66,018)
Europe	\$ 74,926	\$ 155,352	\$ (80,426)
<b>TOTAL EXPENSE</b>	\$ 3,002,492	\$ 3,029,479	\$ (26,987)
<b>NET OPERATING INCOME</b>	\$ (53,882)	\$ (201,863)	\$ 147,981
Total Other Income	\$ 250	\$ 250	\$ -
Net Other Income	\$ 250	\$ 250	\$ -
<b>NET INCOME</b>	\$ (53,632)	\$ (201,613)	\$ 147,981

## 2021 Membership Dues

AgGateway has a single global dues structure for our 2021 membership dues. Dues are based on global sales revenue (including agricultural and all other sales). Ranges are based on U.S. dollars; additional currency tables use average currency conversion rates as of October 2020.

Note that existing AgGateway members (those who joined in 2020 or before) will be provided a gradual step up/step down of dues over three years to facilitate the transition to this new structure.

*Tiers in US dollars are listed below; see next 3 pages for tiers in Euros, Brazilian Real and Argentine Peso.*

### Membership Dues in US Dollars

Tiers	Revenue US Dollars (USD)	2021 Annual Dues
1	Over \$12 Billion	\$75,500
2	\$8 Billion to \$12 Billion	\$66,500
3	\$4 Billion to \$8 Billion	\$56,500
4	\$2 Billion to \$4 Billion	\$36,500
5	\$1 Billion to \$2 Billion	\$24,500
6	\$750 Million to \$1 Billion	\$18,500
7	\$500 Million to \$750 Million	\$14,000
8	\$250 Million to \$500 Million	\$10,500
9	\$125 Million to \$250 Million	\$6,250
10	\$25 Million to \$125 Million	\$3,375
11	\$5 Million to \$25 Million	\$2,250
12	\$1 Million to \$5 Million	\$1,750
13	\$500,000 - \$1 Million	\$1,000
14	Up to \$500,000	\$500

## Membership Dues in Euros

<b>Tiers</b>	<b>Revenue Euro (EU)</b>	<b>2021 Annual Dues</b>
<b>1</b>	Over €10.648 Billion	€66,991
<b>2</b>	€7.098 Billion to €10.648 Billion	€59,005
<b>3</b>	€3.549 Billion to €7.098 Billion	€50,132
<b>4</b>	€1.775 Billion to €3.549 Billion	€32,386
<b>5</b>	€887 Million to €1.775 Billion	€21,739
<b>6</b>	€666 Million to €887 Million	€16,415
<b>7</b>	€444 Million to €666 Million	€12,422
<b>8</b>	€222 Million to €444 Million	€9,317
<b>9</b>	€111 Million to €222 Million	€5,546
<b>10</b>	€22 Million to €111 Million	€2,995
<b>11</b>	€4.4 Million to €22 Million	€1,996
<b>12</b>	€900,000 to €4.4 Million	€1,553
<b>13</b>	€400,000 to €900,000	€887
<b>14</b>	Up to €400,000	€444

## Membership Dues in Brazilian Real

<b>Tiers</b>	<b>Revenue Brazilian Real (R\$)</b>	<b>2021 Annual Dues</b>
<b>1</b>	Acima R\$ 64.768 Bilhões	R\$ 407,501
<b>2</b>	R\$ 46.179 Bilhões até R\$ 64.768 Bilhões	R\$ 358,925
<b>3</b>	R\$ 21.590 Bilhões até R\$ 43.179 Bilhões	R\$ 304,951
<b>4</b>	R\$ 10.795 Bilhões até R\$ 21.590 Bilhões	R\$ 197,004
<b>5</b>	R\$ 5.397 Bilhões até R\$ 10.795 Bilhões	R\$ 132,235
<b>6</b>	R\$ 4.048 Bilhões até R\$ 5.397 Bilhões	R\$ 99,851
<b>7</b>	R\$ 2.699 Bilhões até R\$ 4.048 Bilhões	R\$ 75,563
<b>8</b>	R\$ 1.349 Bilhões até R\$ 2.699 Bilhões	R\$ 56,672
<b>9</b>	R\$ 675 Milhões até R\$ 1.349 Bilhões	R\$ 33,734
<b>10</b>	R\$ 135 Milhões até R\$ 675 Milhões	R\$ 18,216
<b>11</b>	R\$ 27 Milhões até R\$ 135 Milhões	R\$ 12,144
<b>12</b>	R\$ 5.4 Milhões até R\$ 27 Milhões	R\$ 9,445
<b>13</b>	R\$ 2.7 Milhões até R\$ 5.4 Milhões	R\$ 5,397
<b>14</b>	Até R\$ 2.7 Milhões	R\$ 2,699

## Membership Dues in Argentine Peso

<b>Tiers</b>	<b>Revenue Argentine Peso (ARS)</b>	<b>2021 Annual Dues</b>
<b>1</b>	Arriba ARS 862.356 Mil Millones	ARS 5,425,657
<b>2</b>	ARS 574.904 Mil Millones a ARS 862.356 Mil Millones	ARS 4,778,890
<b>3</b>	ARS 287.452 Mil Millones a ARS 574.904 Mil Millones	ARS 4,060,260
<b>4</b>	ARS 143.726 Mil Millones a ARS 287.452 Mil Millones	ARS 2,623,000
<b>5</b>	ARS 71.863 Mil Millones a ARS 143.726 Mil Millones	ARS 1,760,644
<b>6</b>	ARS 53.897 Mil Millones a ARS 71.863 Mil Millones	ARS 1,329,466
<b>7</b>	ARS 35.932 Mil Millones a ARS 53.897 Mil Millones	ARS 1,006,082
<b>8</b>	ARS 17.966 Mil Millones a ARS 35.932 Mil Millones	ARS 754,562
<b>9</b>	ARS 8.983 Mil Millones a ARS 17.966 Mil Millones	ARS 449,144
<b>10</b>	ARS 1.797 Mil Millones a ARS 8.983 Mil Millones	ARS 242,538
<b>11</b>	ARS 359 Millones a ARS 1.797 Mil Millones	ARS 161,692
<b>12</b>	ARS 72 Millones a ARS 359 Millones	ARS 125,760
<b>13</b>	ARS 36 Millones a ARS 72 Millones	ARS 71,863
<b>14</b>	Hasta ARS 36 Millones	ARS 35,932



## 2021 AGIIS Subscription Fees – Members

Membership Tier	Corporate Revenue	View Only	Full Subscription with		
			Small Subset (less than 1000 entities)	Medium Subset (1000 to less 100,000 Entities)	Large Subset (100,000 or more Entities)
1	Over \$8B	NC	NA	\$43,600	\$76,300
2	\$4B - \$8B	NC	NA	\$32,700	\$54,500
3	\$2B - \$4B	NC	NA	\$21,255	\$40,715
4	\$1B to \$2B	NC	NA	\$15,315	\$34,880
5	\$750M to \$1B	NC	NA	\$10,900	\$23,275
6	\$500 to 250M	NC	\$7,305	\$8,720	\$20,385
7	\$250 to \$500	NC	\$5,560	\$6,980	\$17,440
8	\$125M to \$250M	NC	\$2,945	\$5,180	\$14,555
9	\$25M to \$125M	NC	\$1,530	\$3,655	\$11,665
10	Up to \$25M	NC	\$765	\$2,400	\$8,720

## 2021 AGIIS Subscription Fees – Non-Members

Tier	Corporate Revenue	Full Subscription with			
		View Only - Web Service Enabled	Small Subset (less than 1000 entities)	Medium Subset (1000 to less 100,000 Entities)	Large Subset (100,000 or more Entities)
		2021 Pub	2021 Pub	2021 Pub	2021 Pub
1	Over \$8B	NA	NA	\$ 137,000	\$ 175,000
2	\$4B - \$8B	NA	NA	\$ 103,000	\$ 128,000
3	\$2B - \$4B	NA	NA	\$ 66,500	\$ 89,000
4	\$1B to \$2B	NA	NA	\$ 46,000	\$ 69,000
5	\$750M to \$1B	NA	NA	\$ 34,000	\$ 50,000
6	\$500 to 250M	NA	\$ 24,500	\$ 26,500	\$ 39,750
7	\$250 to \$500	\$ 11,000	\$ 18,500	\$ 20,250	\$ 32,500
8	\$125M to \$250M	\$ 8,200	\$ 10,500	\$ 14,500	\$ 26,000
9	\$25M to \$125M	\$ 3,500	\$ 5,750	\$ 8,000	\$ 17,500
10	Up to \$25M	\$ 2,500	\$ 3,500	\$ 5,500	\$ 12,750

## 2021-2025 Strategic Plan

### *Goals*

#### **1. Create**

We will engage members through identifying, prioritizing and developing resources to address the interoperability challenges faced by businesses in food, fiber, fuel and adjacent industries.

#### **2. Engage**

We will increase participation in AgGateway activities through strategic communications, programs and engagement designed to ensure executives and key decision-makers understand the benefits of engagement with AgGateway and the value of implementation to improve operational efficiency and long-term sustainability.

#### **3. Grow**

We will double membership and increase revenue by 50% by 2025 in order to expand the value of our members' investment in AgGateway.

### 2021-2025: Critical Success Factors:

- Highly engaged and active board members
- Highly aware and engaged member companies
- Highly motivated and contributing volunteers
- Highly skilled and knowledgeable staff
- Flexible and responsive administrative support tools
- Valued and active mutual relationships with allied providers and associations
- An agile and adaptable roadmap

## 2021 Plan

### **Objective: Create**

We will identify, prioritize, develop, and publish 5 new resources addressing interoperability challenges. We will develop a methodology to increase rate of resource implementation by members.

#### ***Tactics:***

- Establish at least 6 Working Groups
- Publish and/or implement at least 4 resource enhancements
- Publish at least 5 new resources
- Implement Working Group process improvements
- Create new marketing materials

### **Objective: Engage**

In 2021, we will create and execute the first year of a comprehensive, multi-year global plan focused on communicating to key stakeholders AgGateway activities, resources, success stories and the value of membership, engagement and implementation

#### ***Tactics:***

- Publish and/or implement at least 4 resource enhancements
- Publish at least 5 new resources
- Implement Working Group process improvements
- Assess current communications vehicles and their use
- Promote organizational improvements and efforts
- Create new marketing materials
- Communicate with C-Suite and Decision Makers
- Focus on engaging new members

### **Objective: Grow**

Grow

We will increase membership 15% by the end of 2021 through the addition of new voting members and improved retention of existing members.

#### ***Tactics:***

- Assess current communications vehicles and their use
- Promote continued AgGateway organizational improvements and efforts
- Create new marketing materials
- Communicate with C-Suite and Decision Makers
- Implement potential new member acquisition plan
- Develop plan to increase member retention
- Improve Organizational Member Management Processes

## **2021 Tactics in More Detail**

### **1. Establish at least 6 Working Groups**

This might include:

- Water Management, PAIL next steps
- Semantic Infrastructure
- Opportunities for IoT resources
- Standardizing access to instance data, agronomic data
- Alignment of AgXML Weights and Measures to crop protection requirements
- Alignment of soil testing standards between North America and Latin America
- Distributor to Retail connectivity expansion
- Retail to Farm Management Information System (FMIS) connectivity implementation
- Pork production interoperability

### **2. Publish and/or implement at least 4 resource enhancements for 2021**

- Possibly AGIIS and ADAPT-focused

### **3. Publish at least five new resources for 2021**

This might include:

- Reports/White papers on global standards, ag applications
- Digital resources developed by working groups, e.g., standards and guidelines

### **4. Implement Working Group process improvements**

This might include:

- Incorporation of value propositions and plans for case study development
- Communication to expand working group participation across members/regions
- Facilitate member implementation of new resources

### **5. Assess current communications vehicles, their use**

This might include:

- Focus on conference/trade show strategy
- Partner with other organizations

### **6. Promote continued organizational improvements**

This might include:

- Expand use of and evolve dashboards
- Create and promote new testimonials and case studies
- Create on-line resource library

## **7. Create new marketing materials**

- Create member profile-aligned value proposition documents
- Implement benefit-driven content – videos, infographics, etc.
- Provide multi-lingual support for key content

## **8. Communicate with C-Suite and Decision Makers**

- Develop and implement visit strategy
- Promote a consistent understanding of AgGateway value

## **9. Implement potential new member development plan**

- Develop segmented strategy and identify high-priority prospects
- Align prospect approach across regions.

## **10. Focus on engaging new members**

- Develop and implement first year engagement plan
- Revise and implement member mentor process for all new members

## **11. Develop plan to increase member retention**

- Develop and implement current member touchpoint program
- Develop and implement an at-risk retention program for members
- Align with C-suite communication and engagement tasks

## **12. Improve Organizational Member Management Processes**

- Implement new association management system
- As much as possible, integrate current member touchpoints into single system

###