

UNITED SOYBEAN BOARD/SOYBEAN CHECKOFF LONG-RANGE STRATEGIC PLAN 2011-2016

After 20 years of steady successes, the checkoff is now facing a worldwide demand that requires a 50 percent increase in protein by 2030.* We must continue striving for even greater yields to meet this growing demand while differentiating our U.S. soy products and services in the global marketplace.

CORE VALUE: The board, with honesty and integrity, collectively and individually, is committed to working within the letter and spirit of applicable law and regulation to achieve maximum value for each soybean farmer's checkoff dollar.

MISSION: Effectively invest and leverage soybean checkoff resources to maximize profit opportunities for U.S. soybean farmers.

VISION: U.S. soybeans will be the leader of the global oilseed industry.

STRATEGY: Create and maintain partnerships that differentiate and increase the utilization of U.S. soy in a changing global market.

STRATEGIC OBJECTIVES

- ✔ **MEAL:** Increase the value of U.S. soybean meal to the entire value chain.
Measurement: Changes in volume and value of U.S. soy meal.
- ✔ **OIL:** Increase the value of U.S. soy oil to the entire value chain.
Measurement: Changes in volume and value of U.S. soy oil.
- ✔ **FREEDOM TO OPERATE:** Ensure that our industry and its customers have the freedom and infrastructure to operate.
Measurement: Increase in acceptance of today's agriculture practices by influencers, customers, regulators and influential consumers.
- ✔ **CUSTOMER FOCUS:** Meet our customers' needs with quality soy products and services to enhance and expand our markets.
Measurement: Improvement in customer relationships by key segments.

PRIORITY ISSUES

PROTECT AND SUPPORT THE U.S. ANIMAL AGRICULTURE INDUSTRY

Measurement: Number and size of production facilities by species.

INVESTMENT IN TRANSPORTATION INFRASTRUCTURE

Measurement: Increase in public and private investment in soy transportation modes.

*United Nations Food & Agriculture Organization

www.UnitedSoybean.org



Created by you. Supported by you. Thank you.

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THE SOYBEAN CHECKOFF PROVIDES ALL U.S. SOYBEAN FARMERS WITH **PROFIT OPPORTUNITIES**



U.S. soybean farmers helped create the soybean checkoff as part of the 1990 farm bill. The U.S. Department of Agriculture established the farmer-driven United Soybean Board (USB) in 1991.



No other major U.S. row crop has experienced the amount of demand growth over the last two decades as has U.S. soybeans. U.S. Department of Agriculture (USDA) statistics show global demand for U.S. soy has increased more than 140 percent since 1991.



U.S. soybean farmers planted 59 million acres of soybeans in 1991. By 2011, that number increased to 75 million acres. In all, U.S. soybean farmers have produced 50 billion bushels of soybeans over the last 20 years.



The first year farmers formed USB, the price of U.S. soybeans averaged \$5.58 per bushel. In 2011, U.S. soybean farmers will likely sell their soybeans for nearly \$12-\$12.50 per bushel.



When the checkoff began in 1991, the United States exported 684 million bushels of soybeans. In 2011, U.S. soybean farmers helped export 1.45 billion bushels of soybeans, more than double the amount at the start of the soybean checkoff.

