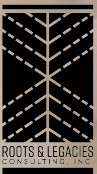




National Oilseed Processors Strategic Plan Refresh



Roots & Legacies Consulting, Inc.
Cultivate Ideas • Nourish Leaders • Harvest Excellence

EXECUTIVE SUMMARY

In August 2022, the National Oilseed Processors Association initiated a process to refresh their strategic direction. Building on the previous strategic plan approved in 2018, NOPA leadership and staff underwent a process to review and affirm the strategic direction of the association by developing a five-year plan (2023-2028). The NOPA Board of Directors (appendix one), consisting of 24 industry leaders, engaged in designing the plan, along with NOPA staff and legal counsel. The task force was chaired by Warren Feather. Roots and Legacies Consulting, a third-party firm, was contracted to facilitate board member engagement and guide the development of the plan.

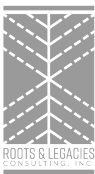
The strategic plan refresh was developed in phases – discovery, design, approval, and continuous improvement/accountability.

The discovery phase consisted of board member engagement. Board members were invited to complete a pre-meeting survey and executive team members were interviewed to understand the perspectives of members..

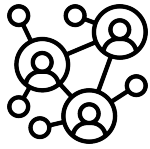
- Five question electronic survey was distributed to the Board of Directors
- 18 complete surveys
- Four phone interviews with executive team members

The design phase consisted of one in-person meeting and subsequent virtual meetings to draft and refine the strategic plan. The Board of Directors met in-person in Chicago, ILL, on November 9 and 10, 2022. During the in-person meeting, the board:

- Reviewed member input collected through the survey and interviews.
- Explored values-based organization themes.
- Discussed relevancy of NOPA promise, mission, vision, and definition statements.
- Created streamlined statements to define “what we do”, “who we are” and “how we deliver”, replacing the promise, mission, and vision statements.
- Considered questions and completed exercises to outline current and future member needs, surface industry trends, and reflect on the relevancy of NOPA in meeting member needs.
- Confirmed three foundational pillars for the strategic work of NOPA.
- Developed strategic imperatives and strategic objectives/initiatives for each pillar.



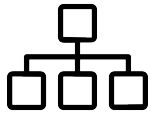
The board confirmed the following three foundational pillars to guide the work of NOPA for the next five years.



Collaboration: Build support for NOPA goals through engagement with strategic value chain partners.



Advocacy: Generate wins for the U.S. oilseed industry through NOPA's regulatory, legislative, and trade priorities.



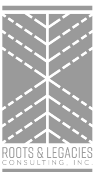
Organizational Effectiveness: Create continuous value for members through agility and efficient operations.

The board identified strategic imperatives and strategic objectives/initiatives for each pillar as outlined on pages 4-6 of the strategic plan. NOPA staff established activities and metrics to complete the first draft of the plan.

To help prioritize activities, identify leads, and sequence work, Executive Committee, committee chairs, NOPA staff, and legal counsel met virtually in March 2023.

The approval and adoption phase took place in April 2023. The refreshed strategic plan was presented to the Board of Directors and approved during an in-person meeting, April 18-19, 2023.

To support accountability and continuous improvement, the Board recommends an annual review of the strategic plan by the NOPA staff to be presented to the Executive Committee and Board of Directors.



FOUNDATION STATEMENTS

NOPA Board of Directors will consider the following foundation statements for approval in April 2023. These statements represent a revised view of the NOPA promise, mission, and vision.

What we do

Serve as the trusted voice to facilitate growth for a sustainable and safe U.S. oilseed industry.

Who we are

Ethical

Set the standard for fair and honest interactions with all partners based on mutual respect.

Collaborative

Committed to working across the value chain to strengthen the U.S. oilseed industry for a sustainable future.

Trusted

Pursue excellence, deliver results for our members, and apply science-based research to advance our industry.

How we deliver

NOPA capitalizes upon collective knowledge and expertise of its members and staff to achieve our strategic goals in three core areas.

Collaboration

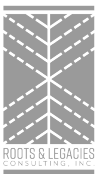
Build support for NOPA goals through engagement with strategic value chain partners.

Advocacy

Generate wins for the U.S. oilseed industry through NOPA's regulatory, legislative, and trade priorities.

Organizational Effectiveness

Create continuous value for members through agility and efficient operations.



STRATEGIC PLAN



Collaboration: Build support for NOPA goals through engagement with strategic value chain partners.

Strategic Imperative 1: Strengthen relationships

- A. Identify our key collaborators and prioritize into tiers of strategic importance
- B. Explore ways tier one collaborators can engage in NOPA committees and/or other activities
- C. Encourage reciprocal engagement by NOPA members in boards, activities, and convenings of key collaborators

Strategic Imperative 2: Advance our strategic initiatives through meaningful engagement

- A. Engage with NOPA partners to develop, disseminate, and socialize industry economic and scientific studies as approved by the Board
- B. Identify priority engagements with soy family (ASA, USB, USSEC, NOPA) on annual basis
- C. Advance market access initiatives, including committing to specific ongoing work with American Soybean Association, U.S. Soybean Export Council, and meat export promotions organizations
- D. Conduct a cost-benefit analysis of the industry forum and propose next steps



STRATEGIC PLAN



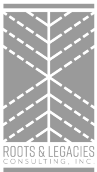
Advocacy: Generate wins for the U.S. oilseed industry through NOPA's regulatory, legislative, and trade priorities.

Strategic Imperative 1: Leverage our regulatory, legislative, and trade expertise to drive policy outcomes

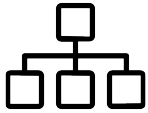
- A. Advance key initiatives and empower committee-level decision making to ensure timely engagement with government and pursue regulations and legislation favorable to the U.S. oilseed industry

Strategic Imperative 2: Assess effectiveness of committee function, process, and work on an annual basis to maximize value

- A. Assess member and staff engagement to ensure a fair balance of perspectives on issues
- B. Develop a scorecard to track and report wins on priority agenda
- C. Hold quarterly meetings with committee leadership, sub-committee chairs, advisory group leads, and staff to ensure alignment on priorities



STRATEGIC PLAN



Organizational Effectiveness: Create continuous value for members through agility and efficient operations.

Strategic Imperative 1: Develop our talent

- A. Conduct an analysis of current staff job duties and identify gaps
- B. Determine future staffing needs to meet organizational goals and address gaps
- C. Provide a written staff succession plan to the board to support transfer of institutional knowledge
- D. Identify and engage new leaders and integrate in our committees

Strategic Imperative 2: Empower committee leadership

- A. Set clear expectations and develop guidelines for decision making authority, including fiscal parameters

Strategic Imperative 3: Develop a communications strategy to elevate our brand

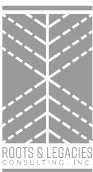
- A. Create a written strategic communications plan inclusive of all aspects of our organization, including identifying audiences, messages, and channels to effectively tell our story
- B. Conduct a study to benchmark best in class communication plans of similar organizations
- C. Implement the strategic communications plan to tell our story
- D. Design, launch, and maintain a modern website and establish a strategically focused social media presence
- E. Develop a communications scorecard to track and report engagement

Strategic Imperative 4: Grow our regular membership

- A. Refine membership requirements, base-level dues and fees, and review/approval process
- B. Develop an ambitious recruitment plan to address non-member processors and new entrants to the industry
- C. Evaluate onboarding process for new members to engage Board more effectively in process

Strategic Imperative 5: Continuous improvement

- A. Review progress towards strategic objectives on an annual basis
- B. Celebrate the contributions of members, staff, and collaborators through a culture of recognition



APPENDIX ONE

Board of Directors

Mark Sandeen
Ag Processing, Inc.

John Buboltz
Cargill, Inc.

Kishan Shenoy
Perdue AgriBusiness

Adam Piper
Ag Processing, Inc.

Dan Wohlgenant
CHS Inc.

Kevin McGilton
Riceland Foods, Inc.

John Grossmann
ADM

Darrin Carlson
CHS Inc.

Grayson Daniels
Riceland Foods, Inc.

Chad Spohn
ADM

Brian Barrett
CGB Co.

Eric Meeuwsen
ZFS

Scott Erdal
Benson Hill, Inc

Tom Malecha
CGB Co.

Jason Miller
Benson Hill, Inc

Kerry Fogarty
Incobrasa

Diego Rasteletti
Bunge

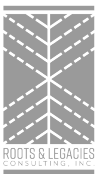
Gordon Russell
Louis Dreyfus Co.

Bobby Ewalt
Bunge

Jeremy Mullins
Louis Dreyfus Co.

Warren Feather, Chair
Cargill, Inc.

Gary Cordier
Perdue AgriBusiness



APPENDIX TWO

NOPA Staff

Thomas Hammer,
President

David Hovermale,
Executive Vice President,
Government Relations

Jeanne Seibert,
Office Administrator

Katherine Vassalli,
Vice President, Regulatory
Affairs

Ted Voorhees,
Legal Counsel

