

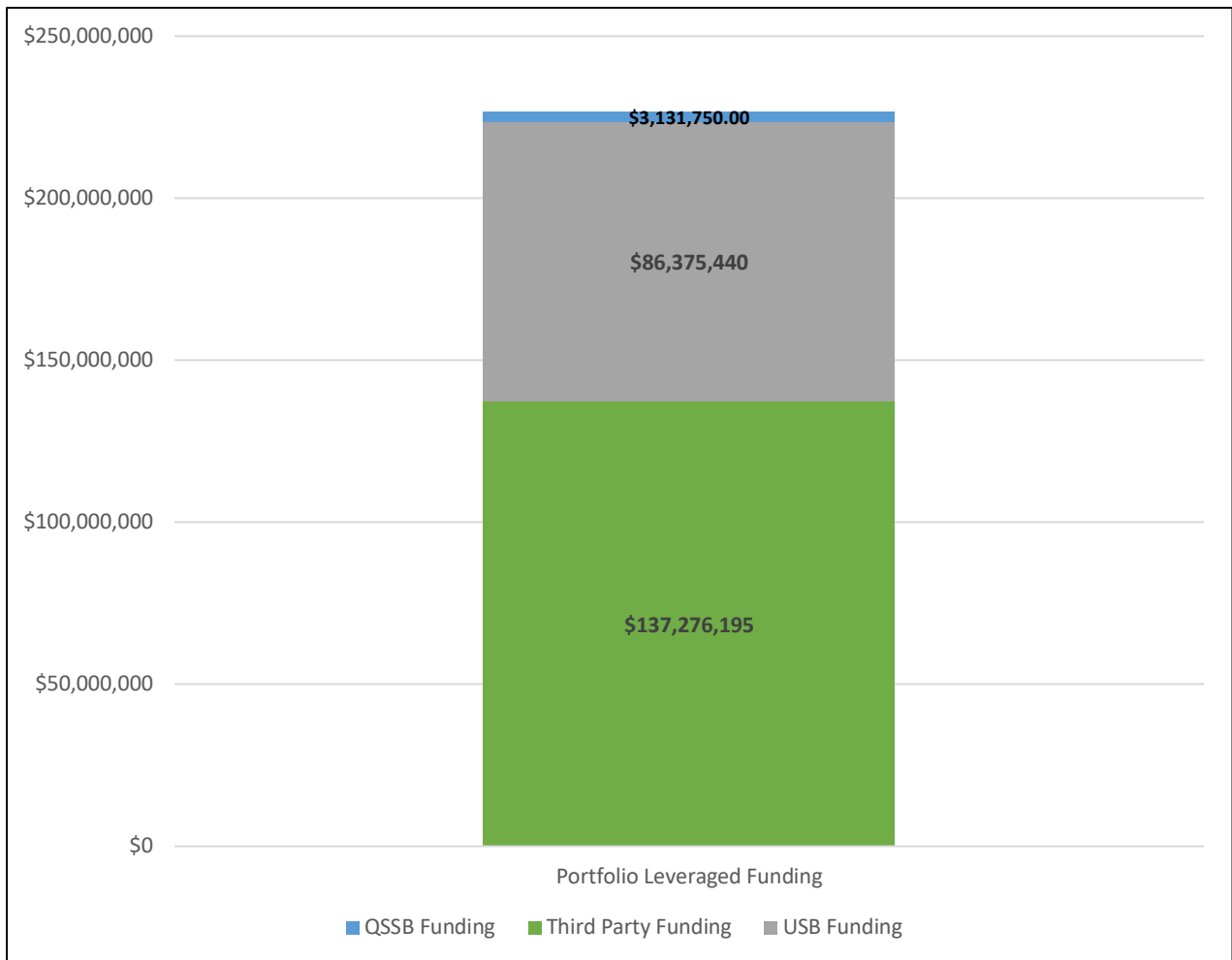
USB FY19 Program Portfolio Summary

The United Soybean Board (USB) applies a systematic evaluation process to all of its program investments. Referred to as the *Value Creation Framework* ©, this framework serves two primary functions:

- Maximize the value of all USB program investments
- Achieve the most strategic fit possible between program investments and USB’s Long Range Strategic Plan

Maximizing the Value of USB Program Investments

One way USB works to maximize the value of its program portfolio is by leveraging checkoff investments with industry partners and Qualified State Soybean Boards (QSSBs). The table below illustrates the total amount of USB’s portfolio of funding for FY19 along with contributions from third parties and QSSBs. In FY2019, USB expects to leverage more than \$137 million dollars from other entities.



Strategic Evaluation of Program Investments

Within USB's long-range strategic plan, there are 16 program areas where checkoff dollars are invested to maximize profit opportunities for U.S. soybean farmers. These programs are focused on advancing USB strategic objectives in the areas of meal, oil and sustainability to accomplish USB goals. Through the Value Creation Framework process, each program proposal is thoroughly reviewed and evaluated by USB farmer-leaders to ensure it strategically aligns with USB's LRSP. All final proposals are presented to the 73 member board for approval. The below chart shows the breakdown of FY19 investments by USB program.

