

# STRATEGIC PLAN QUARTERLY REPORT



FY25 QUARTER THREE



MISSOURI SOYBEANS

# MSMC

## STRATEGIC FOUNDATION



## Mission

We are committed to serving the Missouri soybean farmer through soybean demand growth, innovative research and proactive education.

## Vision

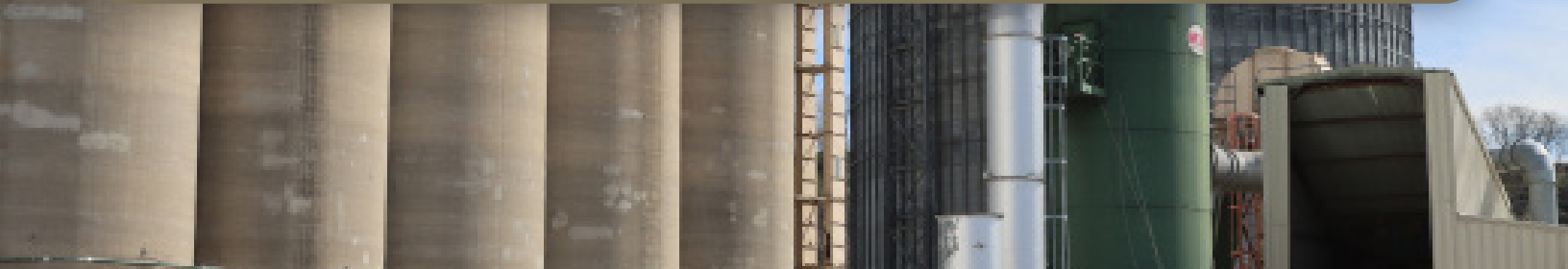
Empowering Missouri soybean farmers: achieving more together.

## Values



# Add More Value to the Soybean Within the State.

**Strategy 1: Expand in-state crush.** The landscape for expanding in-state crush continues to present challenges, primarily due to the impact of 45Z and tariffs on crush margins. Conversations with major crushers in Missouri have not progressed since the last update, limiting large-scale expansion opportunities. However, progress is being made with smaller industry players. Standard Ag, led by Joe Lau, is moving forward with its extrusion plant, which will begin operations this summer with a capacity of 24 tons per day (264,000 bushels annually). Meanwhile, funding constraints are creating uncertainty for Tiger Soy, which relies on U.S. AID food programs for its soy flour exports. We continue to monitor opportunities for expansion at a Mississippi River site, but further movement is unlikely unless there are positive developments regarding 45Z incentives.

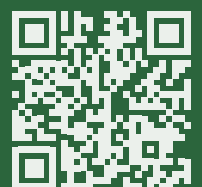


**Strategy 2: Cultivate relationships with industry and companies to increase animal and aquaculture inclusion rates of soybean meal production and consumption in Missouri.** Significant progress has been made in fostering relationships to expand the use of soybean meal in both traditional livestock and aquaculture feed. Early collaboration with a nutritionist is helping to lay the groundwork for increased SOYLEIC demand, expected to ramp up at the start of FY26. Additionally, Missouri is attracting interest from a meat processing company considering relocation, which could open new opportunities for soybean meal inclusion. On the aquaculture front, promising discussions with a local feed supplier and a newly approved project with key industry partners are positioning Missouri as a leader in increasing soybean meal rations for fish production.

**Strategy 3: Educate end-users and farmers about grain inspections procedures at the point of sale.** In Q3, MSMC continued its efforts to add more value to Missouri soybeans by focusing on education related to grain inspection procedures by providing a comprehensive workshop with the D1 and D7 Winter Meeting programs. We recognize the importance of ensuring that both farmers and industry partners are well-informed about the process of grain inspection and grading at the point of sale. By increasing awareness and understanding of these procedures, we aim to improve the quality of soybeans and create greater efficiency and transparency throughout the state's grain handling system.

**Strategy 4: Support industry partners to establish B20 and above to be the preferred fuel in all diesel engine applications in Missouri.** The push to establish B20 and above as the standard diesel fuel in Missouri faces challenges due to economic uncertainty surrounding 45Z incentives and an uncertain tax credit structure for biodiesel suppliers. While biodiesel plant margins fluctuated between slightly positive to negative in Q1 2025, ongoing outreach and education efforts continue to drive awareness and adoption. The Biodiesel Coalition of Missouri released two promotional videos on March 18 featuring companies successfully using higher blends of biodiesel (B20 and B11). Additionally, our team remains engaged with fleets and fuel suppliers to identify new opportunities for increasing biodiesel adoption.

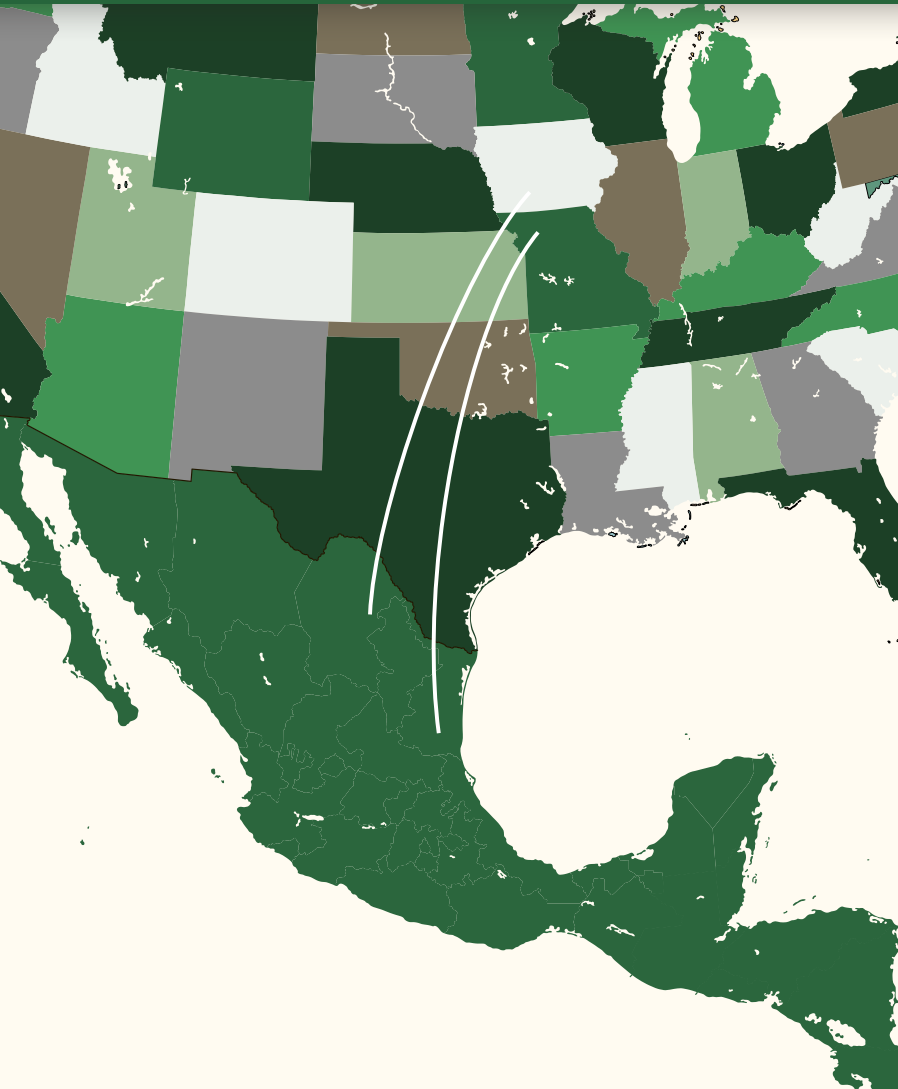
**Watch Now.**



# Create Preference for Missouri Soybeans in the Market.

## **Strategy 3: Work with Missouri exporters to build specific export programs to Latin America.**

Significant progress has been made in strengthening export relationships in Latin America. A recent trade mission to Mexico and Panama provided key insights into market opportunities and reinforced existing partnerships. One major Mexican crusher is already importing substantial volumes of Missouri soybeans, underscoring the importance of protecting and expanding this market. Additionally, Panama offers strong market access for U.S. products, and new connections have been established between Panamanian livestock companies and AGP to facilitate soybean trade. Work is also underway to trial a shipment of high oleic soybeans to GAMS/Oleico in Mexico and Ag Partners Cooperative, with completion expected this spring.



## **Strategy 4: Expand trade missions to and from Missouri to create strong relations with soy purchasers with continued follow-up.**

Missouri continues to build strong international connections through trade missions and strategic partnerships. This quarter, a trade mission to Mexico and Panama reinforced relationships with key soy purchasers, supporting market stability and growth. While no inbound trade teams visited Missouri this quarter, Missouri farmer leaders expanded their global presence, representing U.S. soy at industry events abroad. Kyle Durham traveled to Nepal for a U.S. Soybean Export Council (USSEC) protein conference, while Ronnie Russell traveled to Guatemala for an American Soybean Association (ASA) event in partnership with USSEC and World Initiative for Soy in Human Health (WISHH). These engagements help position Missouri soy in critical global markets and demonstrate a strong commitment to international buyers.



# Build Transportation and Infrastructure Abilities to Move Soybeans and Soy Products.

**Strategy 1: Increase support for transportation-focused partner organizations to improve efficiency for soybean transportation via rail, river, and truck.** Missouri continues to support key transportation-focused organizations to ensure efficient and cost-effective movement of soybeans via rail, river, and truck. This quarter, a contract was signed with the Soy Transportation Coalition (STC) to fund initiatives at the Port of Houston, specifically aimed at expanding soybean meal exports. Additionally, Chris Mallet has been appointed as Missouri's new board representative for STC, replacing Tim Gottman, ensuring continued advocacy for critical transportation infrastructure projects. These efforts will help improve logistics, reduce bottlenecks, and enhance market access for Missouri soybeans.

**Strategy 2: Cultivate new opportunities through IP development.** Missouri is making significant progress in cultivating new opportunities for non-GM and specialty trait soybeans, particularly through high oleic (HO) soybean expansion. Following the Missouri Soybeans' Trade Mission in February 2025, efforts are underway to assemble the first trainload of high oleic soybeans—some of which are SOYLEIC beans—destined for Central America. This milestone represents years of groundwork in the region and serves as a foundation to build greater demand for Missouri-grown specialty soybeans.

To further this momentum, Missouri is engaging with crushers and soybean users at a USSEC event in Latin America in April 2025, aiming to secure additional buyer interest for the 2025 crop. Additionally, ongoing collaboration with licensees will help scale the program to meet growing or late-season demand. These efforts position Missouri as a key player in the high oleic soybean market, ensuring greater value for soybean oil in Latin America and beyond.



# Commercialization of SOYLEIC for Partners and End Users.

**Strategy 1: Continue to build out SOYLEIC supply through demand creation opportunities, particularly in the dairy sector.**

Missouri continues to make strong progress in expanding SOYLEIC supply and driving demand creation, particularly in the dairy sector. Recent developments, including new varietal advancements and increased acreage, are positioning SOYLEIC for significant growth in 2026 and 2027. Additionally, targeted education and outreach efforts have strengthened industry awareness and interest, with two new SOYLEIC licensees now exclusively focused on dairy cattle feeding applications.

With ongoing yield trials, expanded partnerships, and increased engagement with dairy producers, Missouri is laying the foundation for long-term success in the SOYLEIC market.

**Strategy 2: Develop crush or whole bean opportunities to expand program growth.** Missouri is making significant strides in expanding SOYLEIC market opportunities by advancing crush capabilities and whole bean use. A key milestone is the first-ever expressed interest from Moberly Natural Crush (MNC) in toll crushing SOYLEIC beans, which could open new processing and distribution pathways.

Additionally, strong demand from four SOYLEIC licensees is driving the development of SOYLEIC+TECH E3 herbicide trait varieties, positioning the program for substantial acreage growth in 2025 and beyond. By simultaneously conducting large block seed increases at Missouri Foundation Seed and distributing test seed for evaluation, Missouri is ensuring a scalable and sustainable supply chain.



# Fund Relevant Agronomic Research for Missouri Soybean Farmers.

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**Strategy 1: Execute relevant research across all regions of Missouri.** Missouri is committed to funding and executing regionally relevant agronomic research that directly benefits soybean producers. In Q3, the farmer-member survey provided key insights that helped guide the Research Committee's FY26 funding decisions, ensuring investments align with producer needs and industry priorities.

Collaboration remains strong with University of Missouri (MU) researchers, as ongoing discussions continue to evaluate existing research initiatives and explore new opportunities. Additionally, partnerships with USDA, FMC, Brandt Discovery and Innovation, and Waterborne Environmental have been established for research trials at the Farm for Soy Innovation (FSI) in 2025, reinforcing Missouri's leadership in cutting-edge agronomic advancements.

Through these efforts, Missouri soybean farmers benefit from research that enhances productivity, sustainability, and profitability, ensuring checkoff investments yield measurable results.

# Invest in Fundamental or Basic Research to Better Understand the Soybean and How to Improve It.

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**Strategy 1: Leverage regional partnerships with (MSSB, NCSRP, & USSRC).** Missouri remains committed to advancing soybean research through strategic partnerships with MSSB, NCSRP, and USSRC. In Q3, the Research Committee assessed investment levels to ensure resources are effectively allocated. These collaborations drive innovation in soybean genetics, agronomy, and sustainability, delivering cutting-edge advancements to Missouri farmers.

**Strategy 2: Focus on discovery of novel soybean.** Missouri continues to lead in soybean innovation by supporting research on new traits that improve productivity and resilience. This quarter, MSMC aligned breeding efforts and commercialization strategies, including a major breakthrough—the discovery of a new SCN resistance trait. By working with researchers and commercialization teams, we are streamlining the process to bring this trait to market, ensuring farmers benefit from improved genetics and crop health.



# Maintain Robust Breeding Program.

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**Strategy 1: Adhere to directional document with KPIs.** Missouri's commitment to maintaining a robust breeding program is exemplified by our continued focus on adhering to the directional document with clear Key Performance Indicators (KPIs). In Q3, our efforts to drive accountability and transparency among researchers have been successful, ensuring that all breeding program objectives are met in alignment with our strategic goals.

By implementing accountability measures and ensuring strict adherence to reporting deadlines, we have maintained a strong and transparent program that supports the timely development of soybean varieties that meet the evolving needs of Missouri's farmers.

**Strategy 2: Yearly review of breeding program progress and deliverables.** Working in partnership with University of Missouri's lead researchers from the Northern Breeding Program, Delta Center Breeding Program, MU's Tech Transfer Division, Missouri Foundation Seed and MSMC Staff and Seed Advisory Committee, we're in the early stages of implementing an updated approach for plant variety advancement and release. This work product is a result of the Seed Advisory Committee and cementing and updating current practices. Through this formal approach, we will document the modernized processes for commercial endeavors with third-party proprietary herbicide-treated soybean varieties. The overall goal is to maximize ROI of the breeding program by expediting and increasing availability to MSMC funded research through commercial partnerships, ultimately ending up in the seed planted on farms across the United States.

# Focusing on engaging and communicating with farmers.

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**Strategy 1: Regional field staff program.** In Q3, the Regional Field Staff Program has continued to serve as a vital resource in directly engaging with Missouri farmers. This strategy is designed to improve communication and collaboration with farmers, particularly in the areas of conservation agriculture, ESA (Environmental Stewardship and Agriculture) implementation, and carbon markets. By enhancing direct support for conservation practices, we ensure that farmers are well-equipped to implement sustainable practices that will benefit both their operations and the environment.

**Strategy 2: Increase in-person farmer events at research facilities and locations to engage farmers.** In Q3, the strategy to increase in-person farmer events has gained traction as part of our ongoing efforts to engage Missouri farmers and strengthen communication. These events, held at research facilities and locations, serve as critical opportunities for direct interaction between farmers and experts. Our goal is to facilitate hands-on learning and meaningful dialogue, allowing farmers to stay informed about the latest research advancements and regulatory updates that could impact their operations.



## Maintain Transparent Organization.

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**Strategy 1: Board members engage with peers.** In Q3, the strategy of ensuring board members engage with peers remained a core focus, strengthening communication and enhancing MSMC's presence across the state. Board members actively participated in regional events, allowing them to foster connections, build relationships, and represent MSMC's mission with stakeholders and industry peers. This initiative aims to maintain MSMC's transparency and encourage direct dialogue with key agricultural influencers, creating a better understanding of MSMC's work and priorities.

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**Strategy 2: Checkoff sellback through communication outlets and events.** In Q3, MSMC reinforced its commitment to transparency by engaging 230 farmers at seven winter meetings and extending checkoff sellback outreach at key industry events. Through in-person discussions, strategic partnerships, and in-house publications, MSMC provided producers with a clear understanding of how checkoff funds are invested to drive innovation, research, and industry growth. These efforts continue to strengthen relationships with stakeholders and enhance trust in the checkoff program.

# Cultivate current and future leaders.

**Strategy 1: Discover and develop new and current leaders.** In Q3, MSMC continued its commitment to cultivating current and future leaders within the Missouri soybean industry. As part of this ongoing strategy, we focused on identifying and nurturing leadership potential through education and engagement opportunities for farmers at various stages of their careers. The emphasis on leadership development aligns with MSMC's long-term goal of building a sustainable and innovative leadership pipeline within the soybean industry.

**Strategy 2: Active participation with Missouri's youth and collegiate programs in agriculture.** In Q3, MSMC continued to prioritize engagement with Missouri's youth and collegiate programs to help develop the next generation of agricultural leaders. Through strategic programs such as the Soy Innovation Challenge and partnerships with collegiate institutions, MSMC is committed to fostering educational opportunities and real-world experiences that inspire and equip young people to become future leaders in agriculture.

This quarter, significant progress was made in both expanding outreach to youth through high school programs and creating new engagement opportunities for college students to develop their skills in agriculture.

# Make Strategic Investments in Consumer Outreach.

**Strategy 1: Utilize consumer focused partners and assets.** In Q3, MSMC continued to make strategic investments in consumer outreach through our consumer-focused partners and assets, notably the CFSI (Center for Soybean Innovation) and FSI (Farm for Soy Innovation). By engaging directly with consumers and local communities, these efforts have increased awareness about the soybean industry while fostering positive connections between farmers and consumers.

This quarter, MSMC celebrated significant milestones, hosted community-driven events, and expanded outreach efforts that directly impacted consumer awareness and engagement. Our consumer education initiatives continue to strengthen our position as a trusted resource for soybean-related information, and the response from the public has been overwhelmingly positive.

**13.5K**  
Visitors

**100**  
Families

**16K**  
Activity Books

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