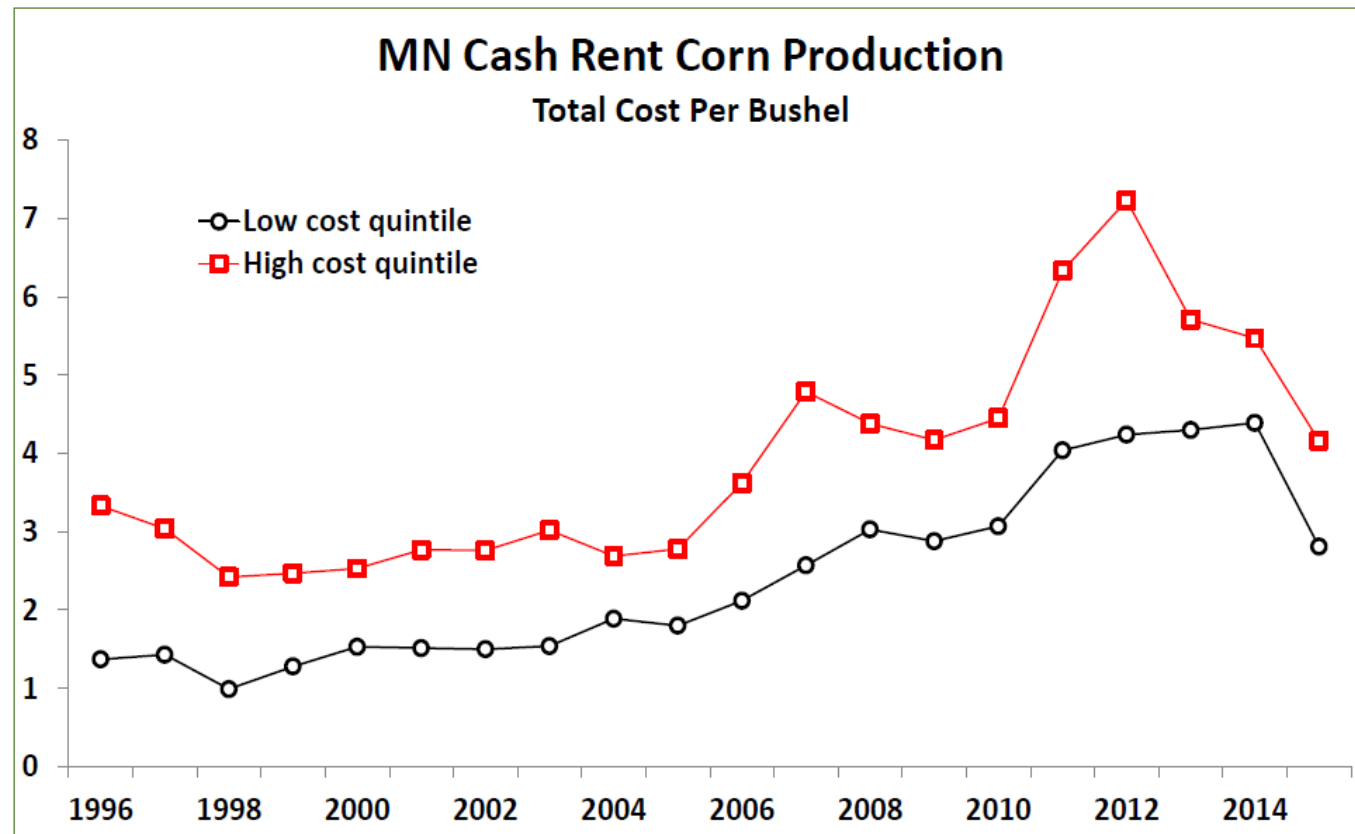
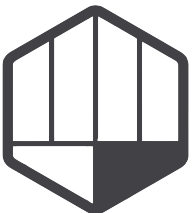


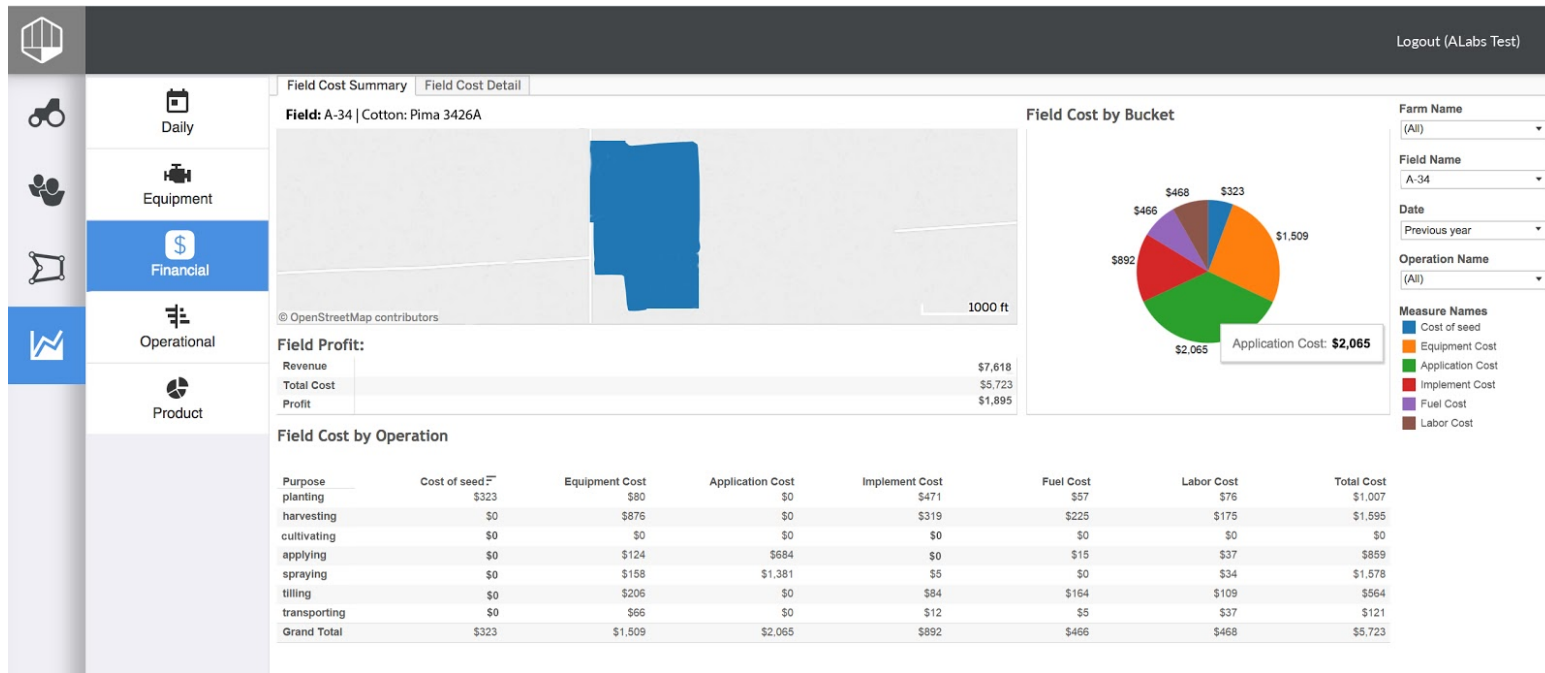
Top and bottom producers differ dramatically in terms of gross margin



Source: Wells Fargo Presentation – Trend vs. Cycle, Environment vs. Execution”, Michael Swanson, Ph.D, April 2016



If there is a line item on your financial statement, you can act on it, and technology can help



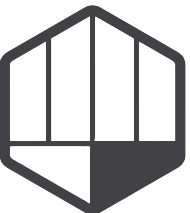
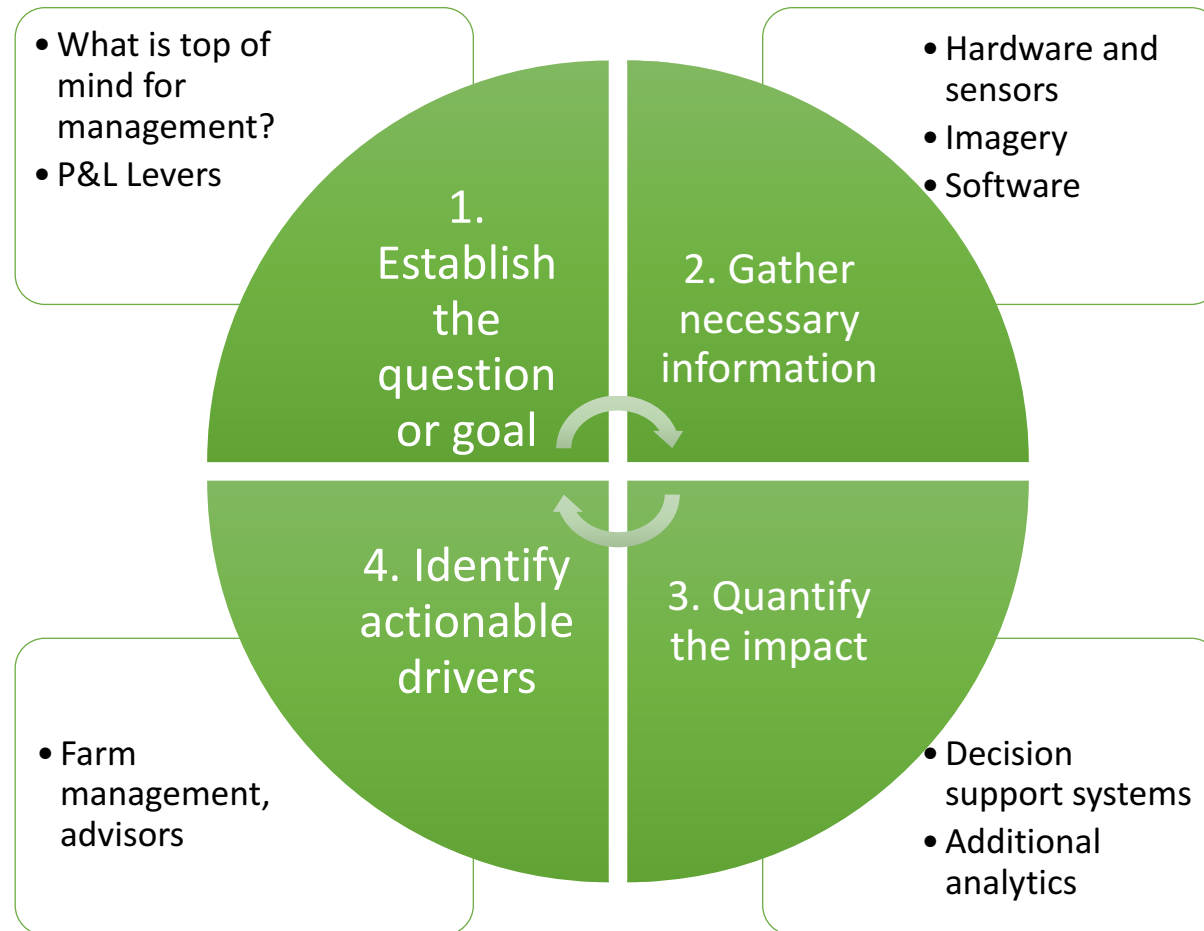
Not just yield and inputs:

- How do different machines and implements affect my gross margin
- How do changes to my fleet affect my gross margin?
- How efficient am I, and what is the impact on my gross margin?
- What are the costs and benefits of my operating practices?

Gross margin, not cost or yield, is the key



Top farms integrate the following framework into their technology decision making processes:



Improving gross margin is not a zero sum game

Grower purchased >\$50,000 in leveling equipment and software

Our analytics demonstrated that after depreciating the equipment and software, the grower will be saving ~\$10k-\$20k per year

Who lost?

- The supplier to the grower sold more equipment
- The grower increased his gross margin and saw benefits to water conservation, yield
- A new IT line item entered the equation

