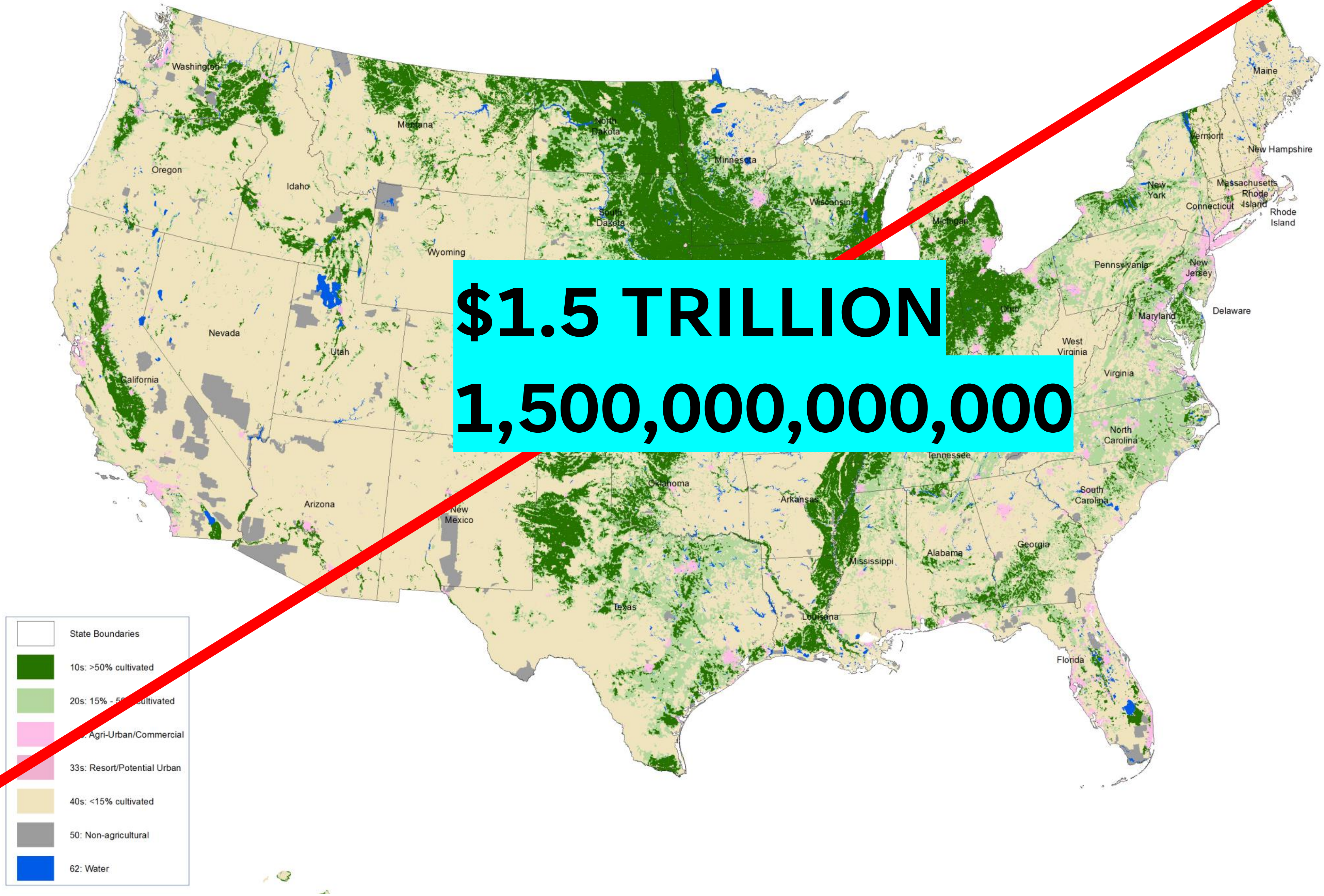
SHAY FOULK

AG VIEW SOLUTIONS

(309)264-3090

SHAY@AGVIEWSOLUTIONS.COM

USDA NASS



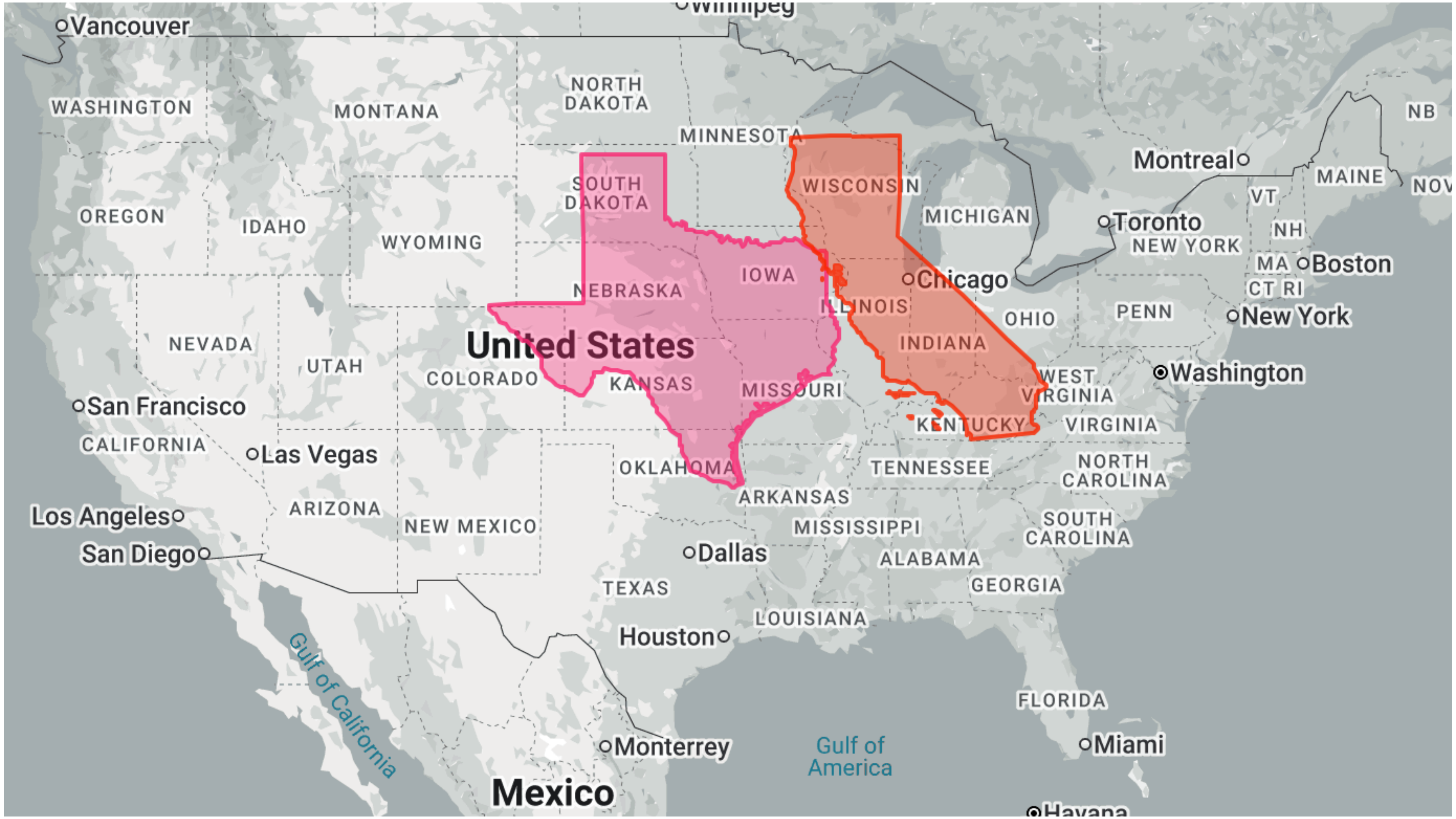
$1.5 TRILLION

1,500,000,000,000

50%

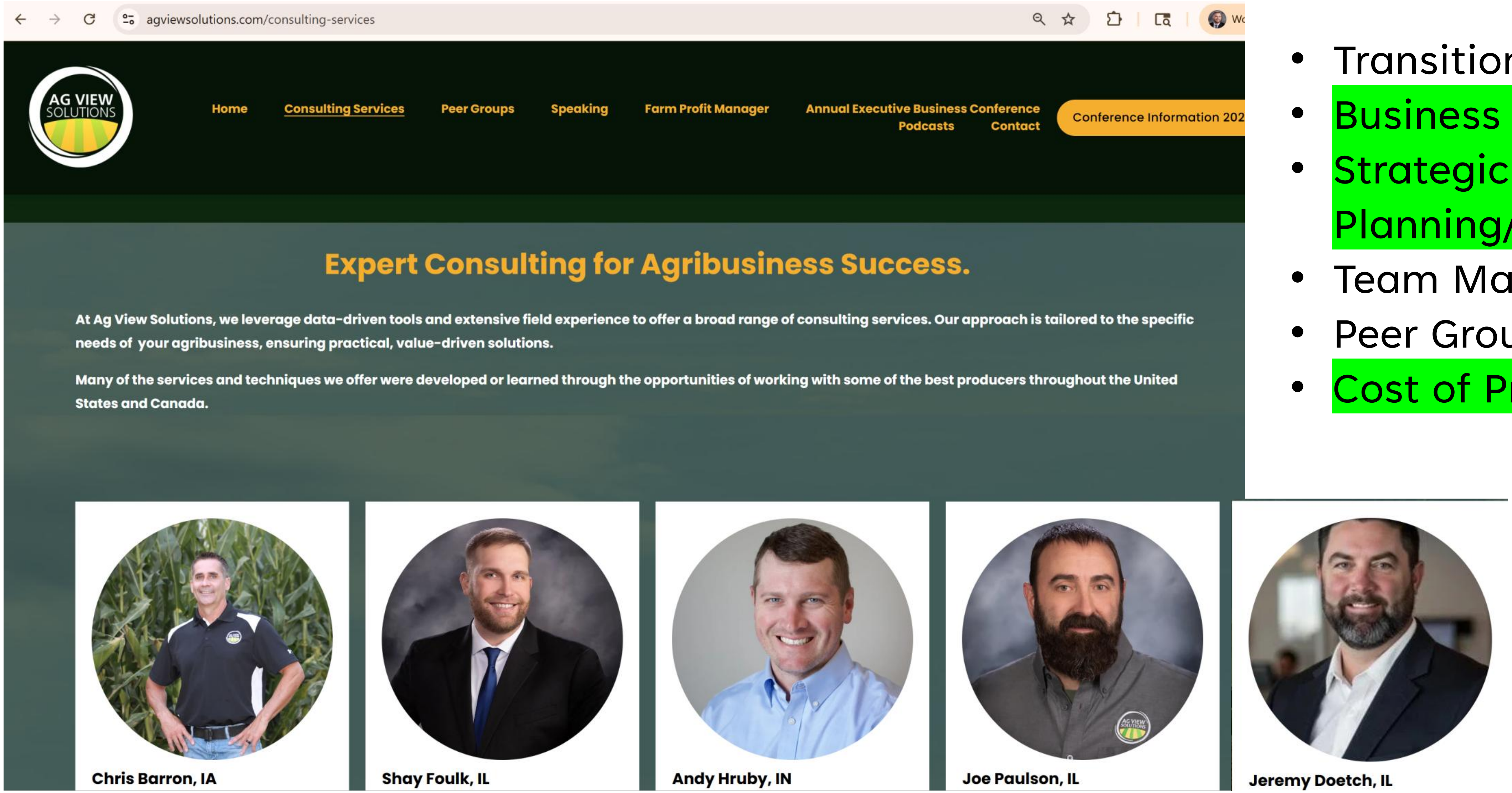
65+

2025	$ 5,830.00	Acre
1M	172	Quarter Section
1B	171527	Half an Iowa County
1.5T	257289880	Texas and California




Sorry, Erik
Norwegian Sea
Sweden
Norway
Finland
St Petersburg
Санкт-Петербург
Oslo
Stockholm
Estonia
Baltic Sea
Latvia
North Sea
Denmark
United Kingdom
Lithuania
Moscow
Москва
Ireland
Netherlands
Berlin
Poland
Belarus

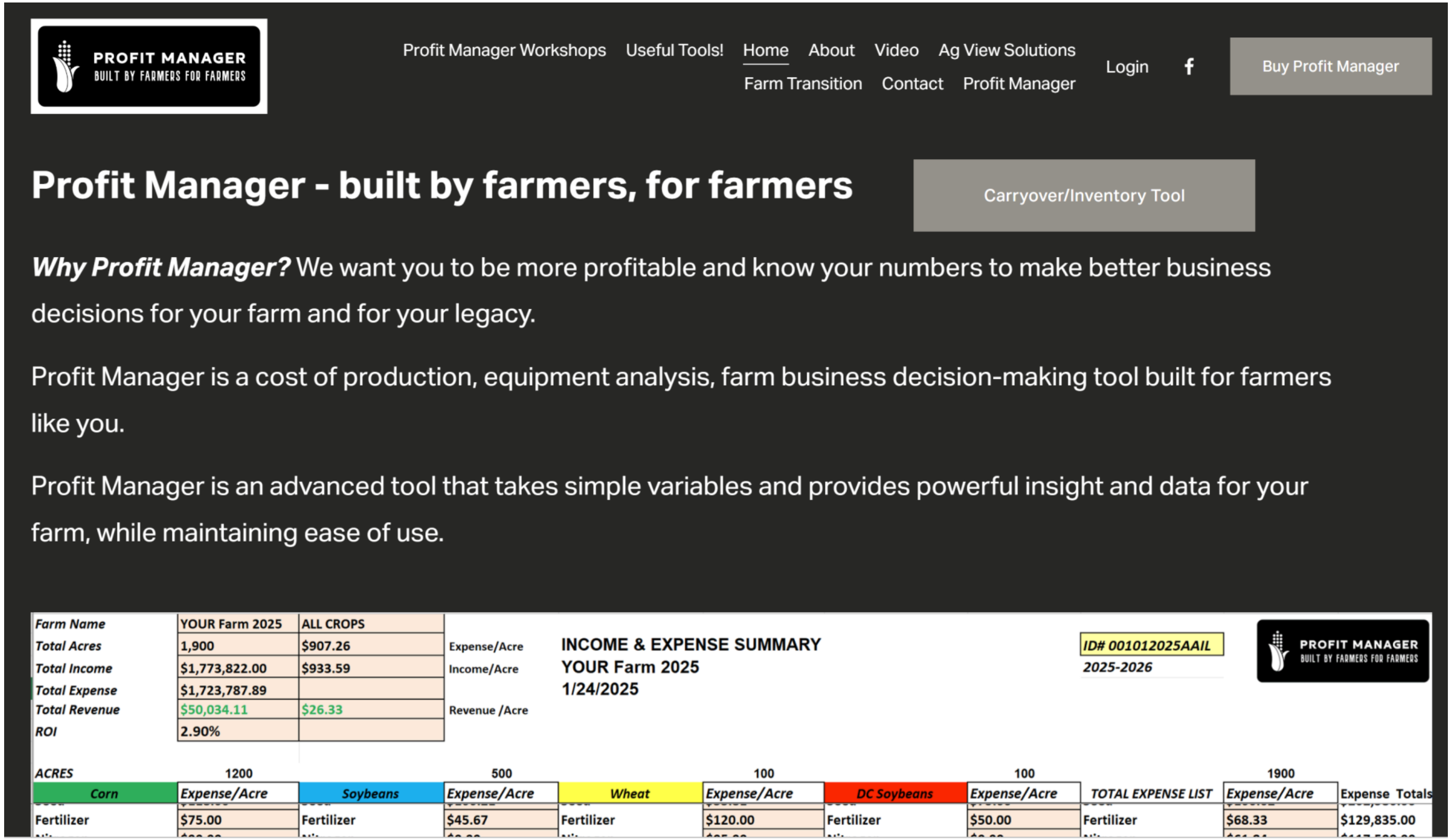
Shay Foulk
Business and Family Roles



- Transition Planning
- Business Structure
- Strategic Planning/Growth
- Team Management
- Peer Groups
- Cost of Production

WE ARE THE HARDWARE STORE, BUT YOU OWN THE TOOLBOX

Shay Foulk
Business and Family Roles



PROFIT MANAGER
BUILT BY FARMERS FOR FARMERS

Profit Manager Workshops | Useful Tools! | Home | About | Video | Ag View Solutions | Farm Transition | Contact | Profit Manager | Login | Buy Profit Manager

Profit Manager - built by farmers, for farmers

Carryover/Inventory Tool

Why Profit Manager? We want you to be more profitable and know your numbers to make better business decisions for your farm and for your legacy.

Profit Manager is a cost of production, equipment analysis, farm business decision-making tool built for farmers like you.

Profit Manager is an advanced tool that takes simple variables and provides powerful insight and data for your farm, while maintaining ease of use.

Farm Name	YOUR Farm 2025	ALL CROPS	
Total Acres	1,900	$907.26	Expense/Acre
Total Income	$1,773,822.00	$933.59	Income/Acre
Total Expense	$1,723,787.89		
Total Revenue	$50,034.11	$26.33	Revenue /Acre
ROI	2.90%		

INCOME & EXPENSE SUMMARY
YOUR Farm 2025
1/24/2025

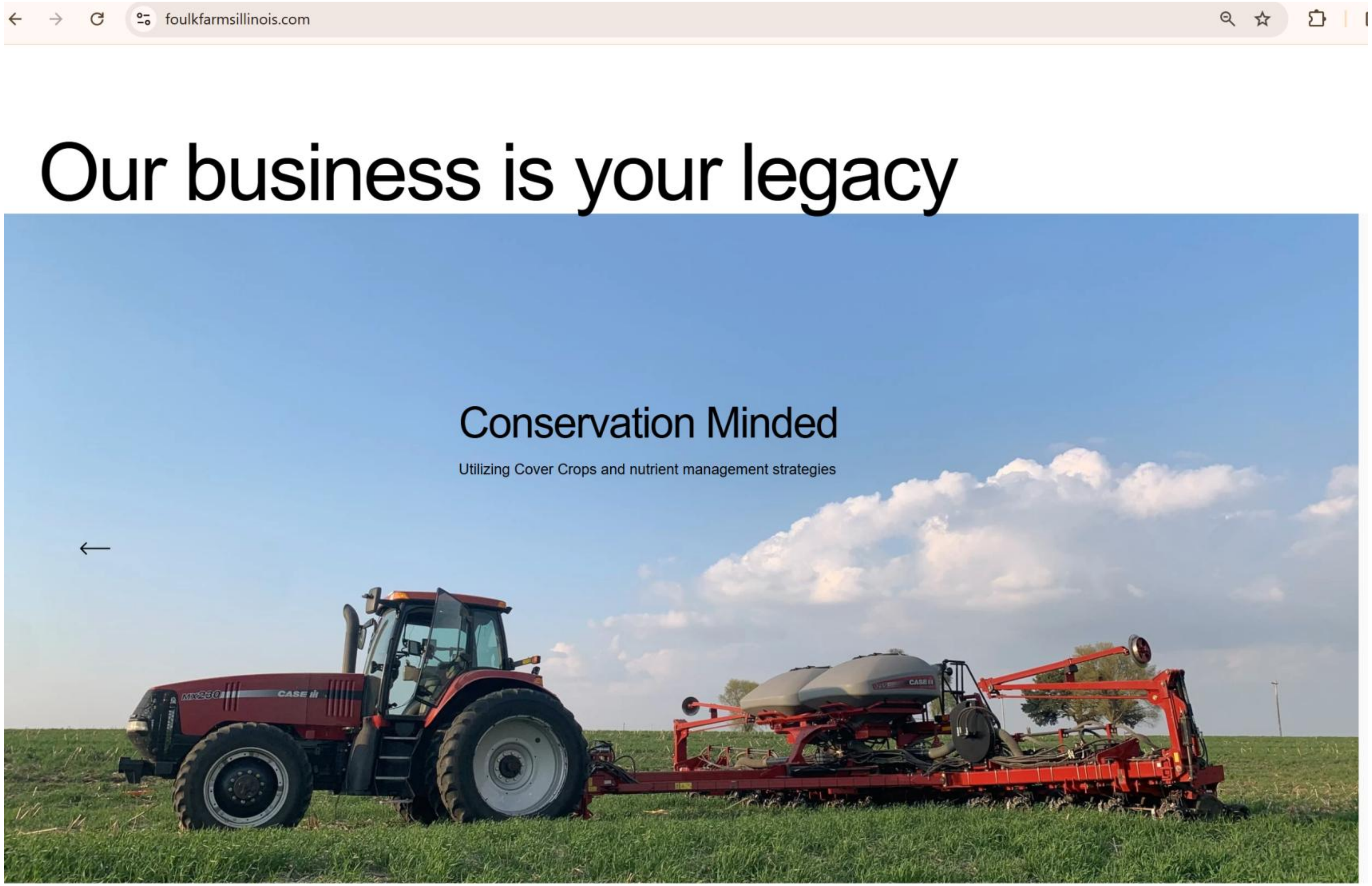
ID# 001012025AAIL
2025-2026

PROFIT MANAGER
BUILT BY FARMERS FOR FARMERS

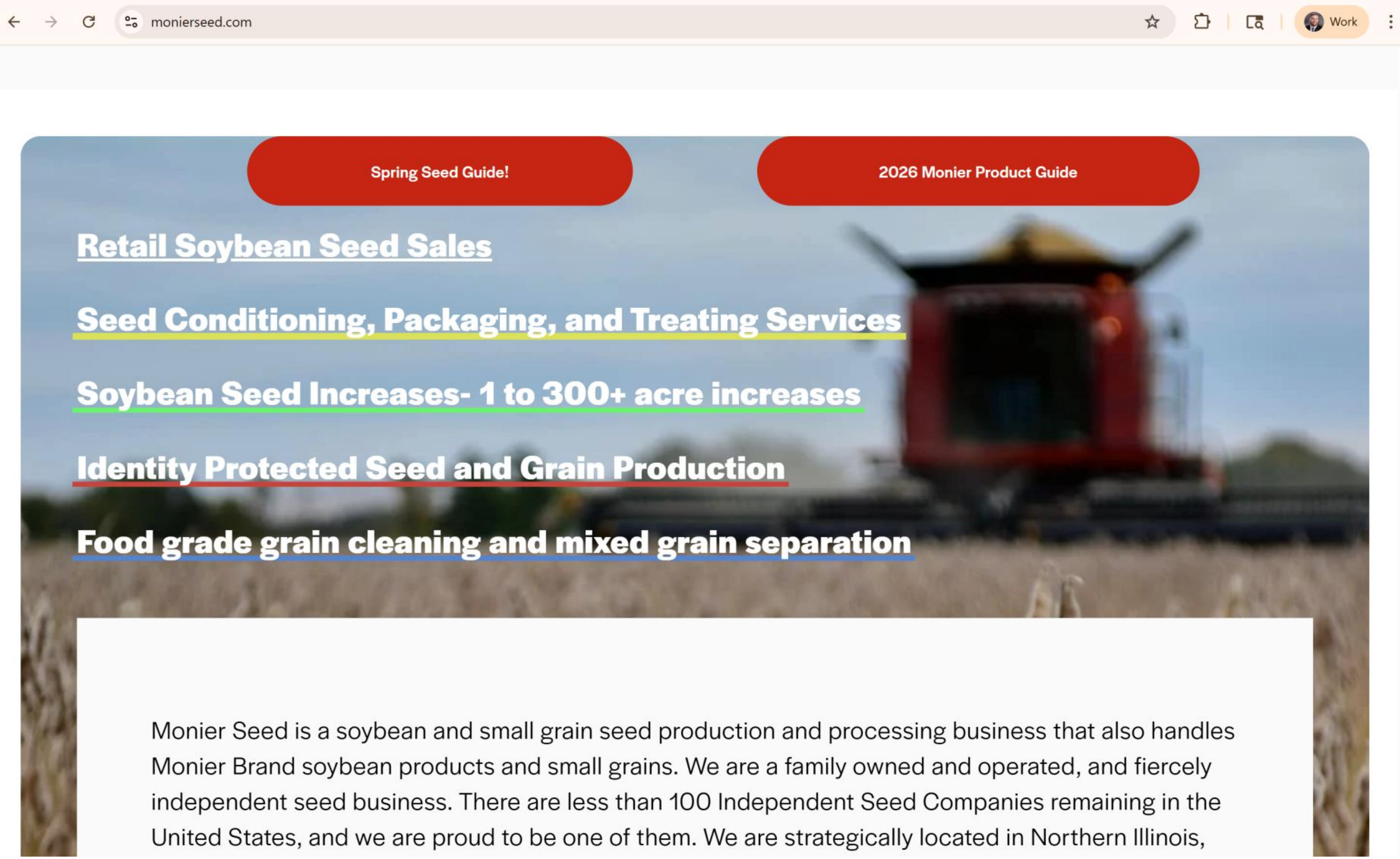
ACRES	1200		500		100		100		1900	
Corn	*Expense/Acre*	*Soybeans*	*Expense/Acre*	*Wheat*	*Expense/Acre*	*DC Soybeans*	*Expense/Acre*	*TOTAL EXPENSE LIST*	*Expense/Acre*	Expense Totals
Fertilizer	$75.00	Fertilizer	$45.67	Fertilizer	$120.00	Fertilizer	$50.00	Fertilizer	$68.33	$129,835.00

AG VIEW SOLUTIONS

Shay Foulk
Business and Family Roles



Shay Foulk
Business and Family Roles



Family

MY TRANSITION PLAN
32+28 = 60

1. Farmers, how many of you can confidently tell your lender your cost of production to the penny and know they'll

THIS IS WHY PROCESSES AND PROCEDURES MATTER- BUSINESS DECISION MAKING SEPARATE YOU FROM YOUR PEERS

that could continue today if you got hit by a beer truck on the way home?

KEY DECISION MAKING

Financial

Management

Structure

Getting Started/

Practical Applications

MY ASK:

ONE ***takeaway***

WHAT ARE THE CURRENT MANAGEMENT ISSUES?

1. **Cash Flow and Working Capital Burn Rate**
    1. What is your burn rate?
    2. How much is an ACCEPTABLE loss?
2. **Land Acquisition**
    1. Survey
    2. How much are you positioned to buy?
3. **Growth/Opportunities**
    1. Is every opportunity a good opportunity?
4. **Building storage**
    1. Does storage pay?
5. **Determining Costs of Production: Equipment esp.**

WHO SHOULD BE INVOLVED IN THE PROCESS?

STRATEGIC RESOURCE TEAM

8

1. CPA- tax implications
2. ATTORNEY- “legalese”*
3. CONSULTANT- conduit
4. INSURANCE AGENT- coverage
5. EQUIPMENT DEALERS- trades
6. LENDERS- money lending
7. MARKETING ADVISORS- money making
8. TRUSTED FRIENDS (SUPPORT)
   - Mental
9. ALL FAMILY MEMBERS- Dialogue, involvement, long-term success, SAMEx3 (record)
10. Certified Financial Planner

Farm Financial Ratios for Running Your Business

		Your Notes on each metric- thoughts, explanation, etc.
Current Ratio	1.69	
Current Assets	$ 765,000.00	
Current Liabilities	$ 452,000.00	
Quick Ratio	1.63	
Current Assets	$ 765,000.00	
Inventory	$ 29,000.00	
Current Liabilities	$ 452,000.00	
Debt-to-Equity	1.41	
Total Debt	$ 1,200,000.00	
Total Equity	$ 850,000.00	
Gross Profit Margin	17%	
Revenue	$ 2,243,567.76	
Cost of Goods Sold	$ 1,856,732.44	
Operating Profit Margin	113%	
Operating Income	$ 2,543,678.43	
Revenue	$ 2,243,567.76	
Net Profit Margin	13%	
Net Income	$ 300,145.27	

1. Current Ratio
Formula: Current Assets / Current Liabilities
Explanation: Measures a company's ability to pay off its short-term liabilities with its short-term assets.

2. Quick Ratio (Acid-Test Ratio)
Formula: (Current Assets - Inventory) / Current Liabilities
Explanation: Similar to the current ratio but excludes inventory from current assets to provide a stricter measure of liquidity.

3. Debt-to-Equity Ratio
Formula: Total Debt / Total Equity
Explanation: Indicates the proportion of company financing that comes from creditors and investors. A higher ratio implies more debt relative to equity.

4. Gross Profit Margin
Formula: (Revenue - Cost of Goods Sold) / Revenue
Explanation: Shows the percentage of revenue that exceeds the cost of goods sold, indicating the efficiency of production.

5. Operating Profit Margin
Formula: Operating Income / Revenue
Explanation: Reflects the percentage of revenue that remains after paying for variable costs of production like wages and raw materials.

6. Net Profit Margin
Formula: Net Income / Revenue
Explanation: Measures how much net income (or profit) is generated as a percentage of

Land Investment Return Calculator

Edit Yellow Cells				
$3,700.00	Purchase Price/Acre	$3,949.75	Down Payment	10%
400	Total Acres	NEXT YEAR'S VALUE/	Loan Amount	$1,332,000.00
$150.00	Cash Rent Equivalent	ACRE HISTORICAL TREND	Years	30
$35.00	Property Tax + Interest Cost/Acre		Interest Rate	6.20%
6.75%	Land Value Appreciation			
$1,480,000.00	Total Investment		Total Payments	$2,965,447.10
$60,000.00	Gross Income from Rent		Total Interest	$1,633,447.10
$14,000.00	Land Tax			
$46,000.00	Total Rent Net Income		Annual Payment	$98,848.22
$99,900.00	Balance Sheet "Realized Return"/Gain			
$145,900.00	Year 1			Questions?
20	Years to "Return" *(with Balance Sheet gain)*			shay@agviewsolutions.com

Capital Return Rate	Total Annual "Return"
3.11%	9.86%

Years: Cap. Return Rate ONLY	Annual "Return" ONLY
64.5	29.7

Land Value Projection Tool

STEP 1: CALCULATE YOUR HISTORICAL APPRECIATION RATE

Input numbers in green cells

		STATE	**NOTE: Use 25 Year increments**
		ND	
What was the value of land ($/acre)	**$800.00**	2000	START YEAR
What was the value of land ($/acre)	**$5,600.00**	2025	END YEAR
How many acres was purchased	**200**		

Historical Annual Compound Appreciation Rate **8.09%**

RESULTS: PROJECTED BALANCE SHEET IMPACT WITH HISTORICAL APPRECIATION

Land Value $/acre		
2000	**2025**	**2050**
$800	$5,600	$39,200
		PROJECTED

Balance Sheet Impact			
Acres Purchased	**2000 Value**	**2025 Value**	**Appreciation**
200	$160,000	$1,120,000	$960,000

STEP 2: PROJECT AN ARBITRARY ANNUAL APPRECIATION RATE

Input numbers in green cells

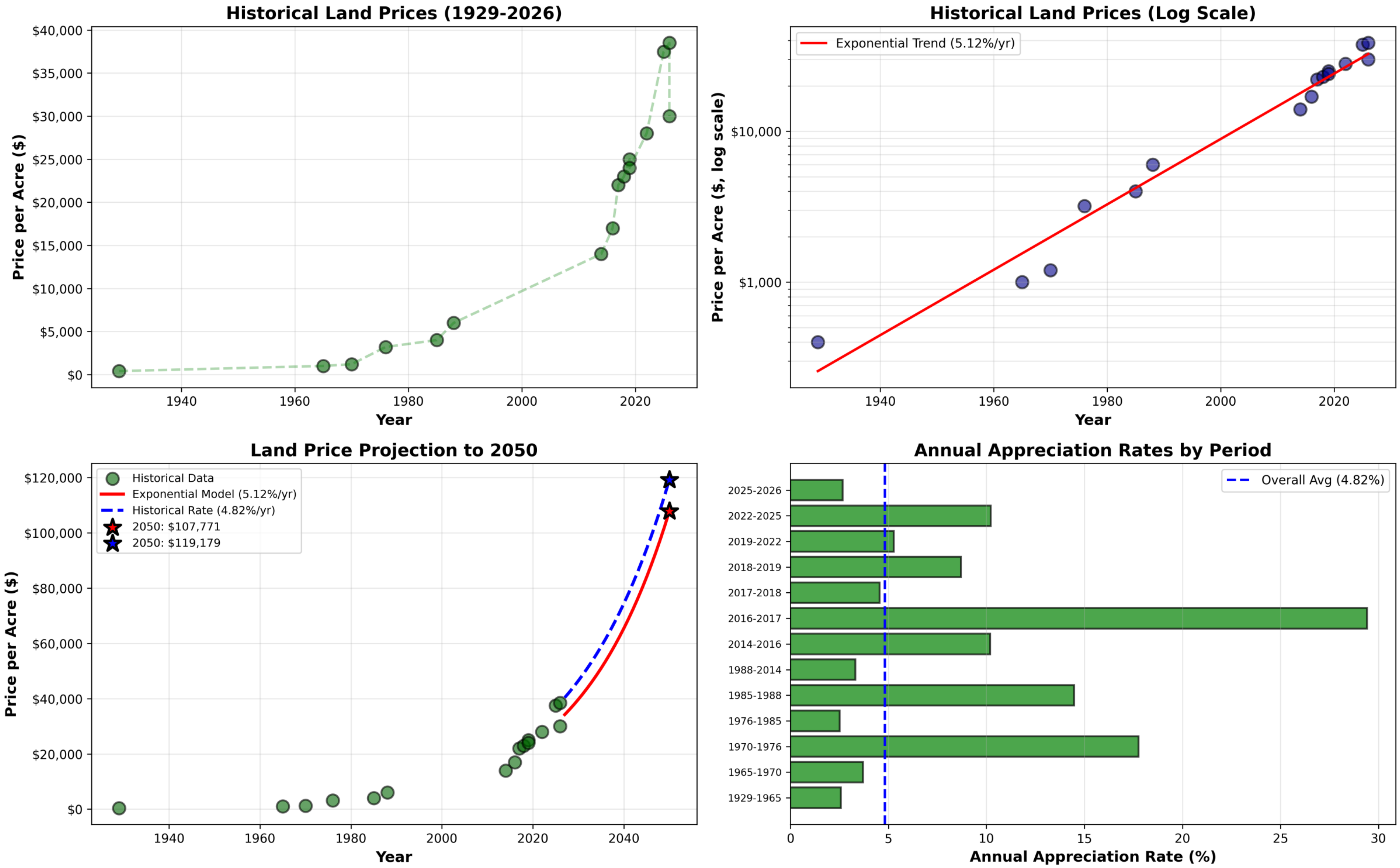
Projected Annual Compound Appreciation Rate **6.75%** Edit this cell as well

RESULTS: PROJECTED IMPACT WITH ARBITRARY APPRECIATION RATE

Land Value $/acre		
2000	**2025**	**2050**
$800	$5,600	$28,667
		PROJECTED

Balance Sheet Impact			
Acres Purchased	**2000 Value**	**2025 Value**	**Appreciation**
200	$1,120,000	$5,733,438	$4,613,438

Land Value Projection Tool | Land Value Historical Tool Mod | +


Historical Land Prices (1929-2026)
Price per Acre ($)
Year
$0
$5,000
$10,000
$15,000
$20,000
$25,000
$30,000
$35,000
$40,000
1940
1960
1980
2000
2020
Historical Land Prices (Log Scale)
Exponential Trend (5.12%/yr)
Price per Acre ($, log scale)
$1,000
$10,000
Land Price Projection to 2050
Historical Data
Exponential Model (5.12%/yr)
Historical Rate (4.82%/yr)
2050: $107,771
2050: $119,179
$0
$20,000
$40,000
$60,000
$80,000
$100,000
$120,000
2040
Annual Appreciation Rates by Period
Overall Avg (4.82%)
2025-2026
2022-2025
2019-2022
2018-2019
2017-2018
2016-2017
2014-2016
1988-2014
1985-1988
1976-1985
1970-1976
1965-1970
1929-1965
Annual Appreciation Rate (%)
0
5
10
15
20
25
30

🌱 Ag Opportunity Analyzer

Strategic Decision-Making Tool

Powered by Ag View Solutions

Values | Goals | Business Health | Opportunities | Analysis

Opportunity Analysis

#1 Feed Mill Expansion

More Custom feeding with some overhead

Consider Carefully

56	30	80	62
Overall Score	Financial	Goals	Values

Investment	Projected Revenue	Projected Profit	ROI	Break-even	Time Commitment
$100,000	**$45,000**	**$30,001**	**30.0%**	**42 months**	**2 hrs/week**

💰 Financial Analysis

⚠ Liquidity risk: Your working capital of $0 is significantly less than the $100,000 investment needed. External financing will likely be required.

✓ Outstanding ROI of 30.0% - this opportunity has strong profit potential, returning 30% on your investment annually.

⚠ Extended break-even timeline of 42 months (3.5 years) represents higher risk and ties up capital for longer.

SHOULD I BUILD STORAGE?

Yield	220
Acres	400
Price	$4.50
	Percent on-farm storage
	40%

Storage:

Bushels	35000		
Cost	$70,000.00		
Interest	4.25%		
Years of Payments	5		
Annual Principal Payment	$16,000.00	See attached Loan Schedule tab	Use average Principal
Interest	$2,000.00		Use average Interest
Cost per bushel/year	$0.51		
Carry Improvement	$0.50		
Months Carried	6		
Interest on Money	9%		
Basis at Harvest	-$0.30		
Commercial Storage Cost	$0.04	per month	

Net Effect Cost	-$0.06	
New Effective Cost	$0.20	
Cost of Money	-$0.19	
Final	$0.01	
Improved by:	$0.31	per bushel
Cost per Bushel	$2.00	
Payback in	6.5	Years
Bin life Expectancy	35	Years
Lifetime gain	$308,218.75	based on the assumed conditions

The question is: *Does having farm storage make you a better marketer?*

Considerations:
Disciplined carry waiting game
When to sell vs. cash flow needs
Harvest efficiencies
Logistics in-season vs. off-season
Quality
Drying and Phantom Yield Loss

HARVEST

Only edit tan cells

Variable Input

Insurance, Logistics, Tech. Fees	$6,000.00
Labor Cost Per Hour	$150.00
Fuel Cost Per Gallon	$3.00
Desired Return (%)	8.0%

Acres and Work Efficiency

Total Acres for this Operation	8,000
Acres Per Day	200
Hours Per Day	10

Equipment Cost of Ownership

Depreciation (%)	12%
Repairs (%)	5%
New Equipment Inflation (%)	5%
Cost of Money/Other (%)	5%
Total Yearly Cost of Ownership (%)	**27%**
Total Equipment Value	$1,850,000.00

Equipment Used in This Pass

Name/Model	Fuel (Gal/Hr)	Value	% Use	Adjusted Value	Amort (Yr)
Combine 1	20	$800,000.00	100%	$800,000.00	2
Combine 2	20	$800,000.00	100%	$800,000.00	2
Corn Head 1	1	$130,000.00	100%	$130,000.00	2
Soybean Head			100%		
Grain Cart	5	$35,000.00	100%	$35,000.00	8
Head Cart			100%		
Other Harvest	0	$5,000.00	100%	$5,000.00	10
Corn Head 2	1	$80,000.00	100%	$80,000.00	10
		$1,850,000.00		**$1,850,000.00**	

Per Acre Expenses

Equipment Cost ($/A)	$57.40
Fuel Cost ($/A)	$7.05
Labor Cost ($/A)	$7.50
Overhead ($/A)	$0.75
	$72.70

Expense Summary

Use Equipment Amortization	Yes
Expense ($/A)	$72.70
Expense Plus Return ($/A)	**$78.51**

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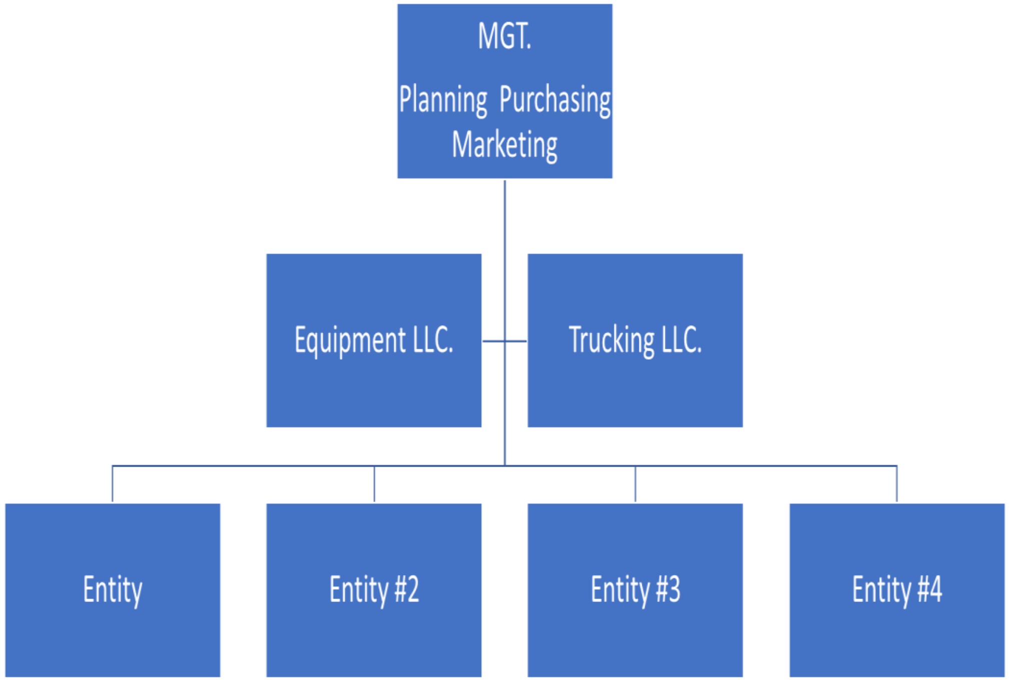
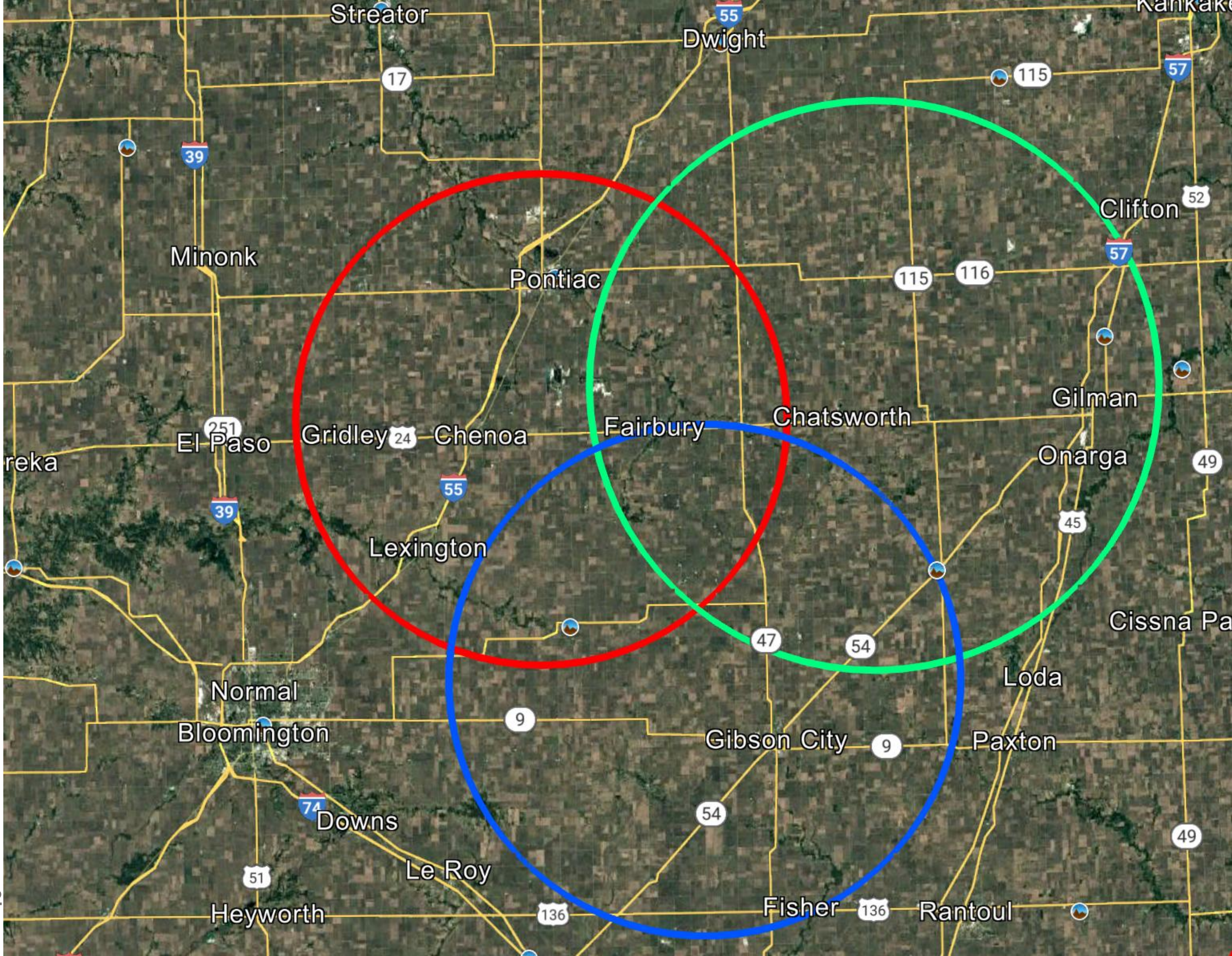
Why Build Business Structure With Multiple Profit Centers?
VS
One Entity

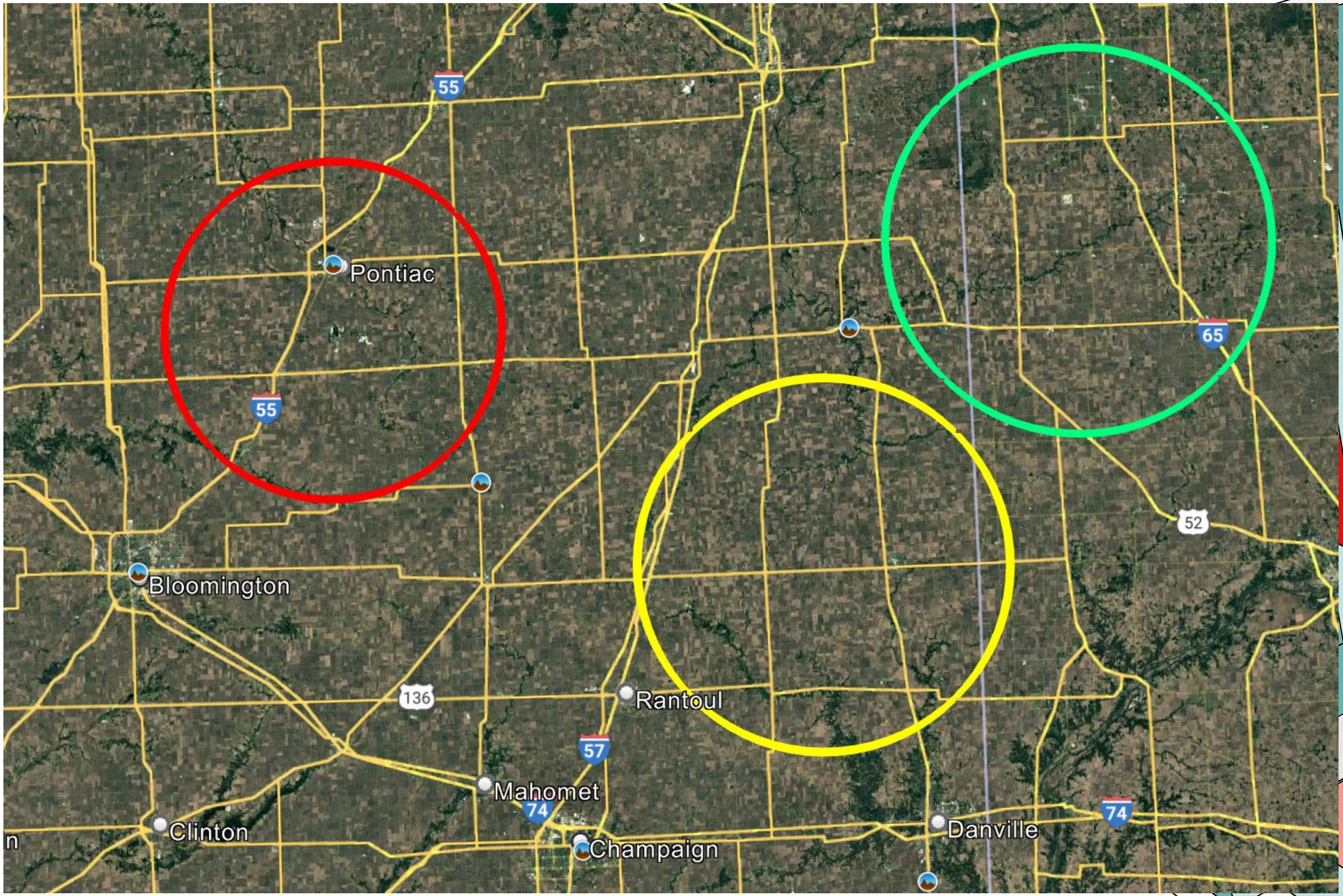


1. Clear accounting and cost analysis
2. Transition ~~of rolling stock~~ to next generation
3. Risk mitigation

COLLABORATION



What if you were spread out?



HARVEST

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Variable Input

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Fuel Cost Per Gallon	$3.00
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Total Equipment Value	$1,850,000.00

Equipment Used in This Pass

Name/Model	**Fuel (Gal/Hr)**	**Value**	**% Use**	**Adjusted Value**	**Amort (Yr)**
Combine 1	20	$800,000.00	100%	$800,000.00	2
Combine 2	20	$800,000.00	100%	$800,000.00	2
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Head Cart			100%		
Other Harvest	0	$5,000.00	100%	$5,000.00	10
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		$1,850,000.00		**$1,850,000.00**	

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Expense ($/A)	$72.70
Expense Plus Return ($/A)	**$78.51**

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BUILT BY FARMERS FOR FARMERS

Email for Support

HARVEST

Only edit tan cells

Variable Input

Insurance, Logistics, Tech. Fees	$6,000.00
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Expense Plus Return ($/A)	**$78.51**

PROFIT MANAGER
BUILT BY FARMERS FOR FARMERS

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2026 Farm Expense Increases

Key Cost Changes from 2025

Return to Management	5.7%	Land	1.2%
Interest	11.3%	Seed	2.4%
Fertilizer, Lime, Bio.	6.9%	Nitrogen	6.2%
Herbicide	2.3%	Fungicide/Insecticide	6.8%
Equipment/Sprayer	3.2%	Grain Hauling	0.6%
Drying Expense	1.5%	Storage	2.5%

Total Cash Flow Impact **+$31,403.57**

Joe Farmer EST. | 1,000 Acres | Corn 2026

Senior Generation
The MOST important question…

“What do you truly need for income as you move into retirement?”

Most have NO IDEA

Farm Operational Planning

	This is an overview and does not encompass every decision made	$ In	$ Out	Topic	Talk on:
		Every year is different		Landowner/Tenant Discussion	Date
JAN	Soybean variety selection thru March for new planting year based on outlook, demand, South American production, etc.. Finalize chemical plans by January 15. Finalize tax planning. Scale Tickets by 1/15.	Soybeans	Chemical	Seed Selection	5-Jan
FEB	Focus on seed business conditioning and packaging. Early season field prep in dry years and weather-dependent.			Crop Insurance	1-Mar
MAR	Field Preparation- Spring strip-till, field cultivation, waterway or field edge spraying, early winter annual burndown if weather allows. Crop insurance country program election by March 15 (ARC County is usually what makes most sense). Crop Insurance election for levels of coverage- 85% minimum recommended to allow us to forward market grain. Waterway maintenance- seeding, terraces, etc.			Spring Field Work	20-Mar
APR	Plant as early as 4/10, more likely 4/24 on soybeans and 4/30-5/10 on corn. Pre-emerge or early post-emerge herbicide pass (1st pass). All soybeans planted first if possible due to seed business and best agronomic practice.			Herbicide Pass; Planting Pass	5-Apr
MAY	Corn planting thru 5/15 or as needed. Post-emerge or second pass herbicide. Extra soybeans not need for seed hauled to town. We want all corn in bins gone by May before summer heat to prevent spoilage.			Herbicide Pass; Planting Pass	1-May
JUN	Side dress Nitrogen application, depending on fertility plan. We prefer split application when possible, but weather and previous Fall fertility price determines this. Nitrogen pricing typical lowest this time of year for Fall pricing (prepay) for next crop year of corn. Helena won't give prices until August or September. Lime hauled to field			Side Dress Nitrogen; Lime (every 3 years)	1-Jun
[illegible]	Scouting for disease and wee[illegible]ressure. Wind and hail events most common here. 3rd pass herbicide if [illegible]ded in [illegible] pre[illegible] wee[illegible] in soy[illegible]. Final [illegible] clea[illegible] for vari[illegible]ot needed or final cl[illegible]out.			Herbicide pass; Crop Growth	1-Jul
AU[illegible]	Fu[illegible]id[illegible] applica[illegible] grou[illegible] spray[illegible], o[illegible]licopt[illegible] f goun[illegible]g not [illegible]le or unable to get thro[illegible]e to w[illegible]d da[illegible]ge. [illegible] prep[illegible]or Dr[illegible] fertil[illegible]- pric[illegible] now, [illegible]ally [illegible] by [illegible] 1 or Sep 15.			Fungicide Pass	25-Jul
SE[illegible]	Harve[illegible] starts as early as September 15th. Prefer to pick corn 20-24% and dry down. Out of field early for F[illegible]rk; tillage, cover crop, Fall burn down herbicide if needed. Soybeans are priority for harvest due to moisture and seed business. Corn seed early prepay discount 10%+. First deadline for soybean prepay-varies year to year on %. Simultaneous conditioning and packaging of soybeans due to storage space and conditioning demands. Insurance election for next growing year if purchasing Margin Protection.		Fertilizer and Nitrogen	Harvest start date; fertilizer prepay; nitrogen prepay	25-Aug
OCT	Finish soybeans and move to corn harvest and Fall field work. Grain delivery for what can't be held in bins. This is a necessity as the operation grows due to lack of bin storage space. We take the operation as w hole into consideration here. The truck is a field harvest tool- we hire trucking to delivery locations to focus on seed business and harvest needs.	Corn	Seed- Corn, Soy, Cover	Harvest date; trucking logistics and delivery; crop moisture; Fall field work	20-Sep
NOV	Finish harvest. Fall anhydrous application via strip till bar (custom). Any necessary tillage. Field edge cleanup. Final fall burndown if applicable and weather allows. Continued cover crop application of cereal rye. Tile projects and tile repair as necessary.			Fall fertility; Fall field work; Cover Crops if applicable; Tile	10-Oct
DEC	Most corn delivered in December. Historically this is the best futures month to price for logistics and basis as we are a river market. Year end data collection and final yield reporting to FSA and crop insurance. Finalize fertility plans and any late-season strip-till application depending on weather and conditions. Final prepay based on tax needs for the year- more income or more expense needed? Annual insurance review for farm insurance.	Corn	Chemical	End of year data- yield, maps if we have them back, fertility application, final purchasing, final income, additional prepay	15-Dec

Systems

Who's in charge?

Farm Operational Decisions

	Primary	Secondary	Mark's Role
Agronomy	Shay	Mark	Advise and assist
Cover Crop	Shay	Mark	Assist and apply as needed
Crop Insurance	Shay	Mark	Make decision on his acres
Fertility	Shay	Mark	Stay Informed
FSA Reporting	Shay	Mark	Advise and Assist; FSA Liasion
Lime	Shay	Mark	Stay Informed
Logistics	Shay	Mark	Advise and assist
Maintenance	Shay	Mark	Repair as able; coordinate with Birkey's/other
Marketing	Shay	Mark	Stay informed
Planting	Shay	Mark	Assist
Seed Selection	Shay		Stay Informed
Spraying	Shay/Mark	Mark/Shay	Primary as needed
Trucking	Mark	Shafer	Truck Driver as needed for grain and seed
[illegible]	Shay	Mark	Advise and Assist

Notes:

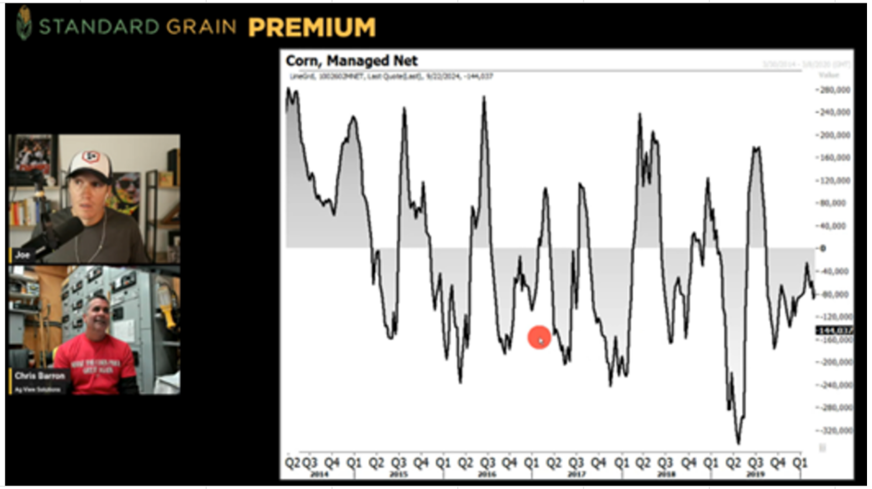
Equipment	Shay and Hannah own and manage all of the equipment minus the semi truck
Land	Shay and Hannah farm Hancher and Bogner Farm. Farms will transition yearly as follows, based on initial transition plans. Bessler and Purple Sands are for future discussion as Mark retires and for discussion with Ruth.

2025	Moore
2026	Home East
2027	Connely/Harter
2028	Bessler?
2029	Purple Sands?

We will continue to grow acres through rented, crop share, and purchased land

Example Written Marketing Plan "If you get hit by a beer truck, what does your family need to know?"

Pillar	Topic	Key Date	Narrative
Financial	Marketing Timing	10-Jun	"Historically, seasonal patterns show the best opportunity from May 10-June 20 on weather scares. Be diligent in knowing cost of production and setting a profit margin, though. Some opportunities present themselves 24-18 months in advance. If you are profitable, take some profit. Ideally, we should be sold up to our insurance levels (always 85% or more) and maybe even more depending on the level of profitability/profit margin targets. Don't get too cute with marketing strategies. We utilize forward HTA's and set basis when it makes sense compared to historical basis (usuallly -.30 in October, -.10-15 in NOV, and flat or -.03 in DEC). Carry can be captured by waiting to deliver in March or June, but those are very busy times of year for us. If grain condition is good, and someone else is doing the hauling, then this can be advantageous, but must also be wieghed against interest and opportunity cost."



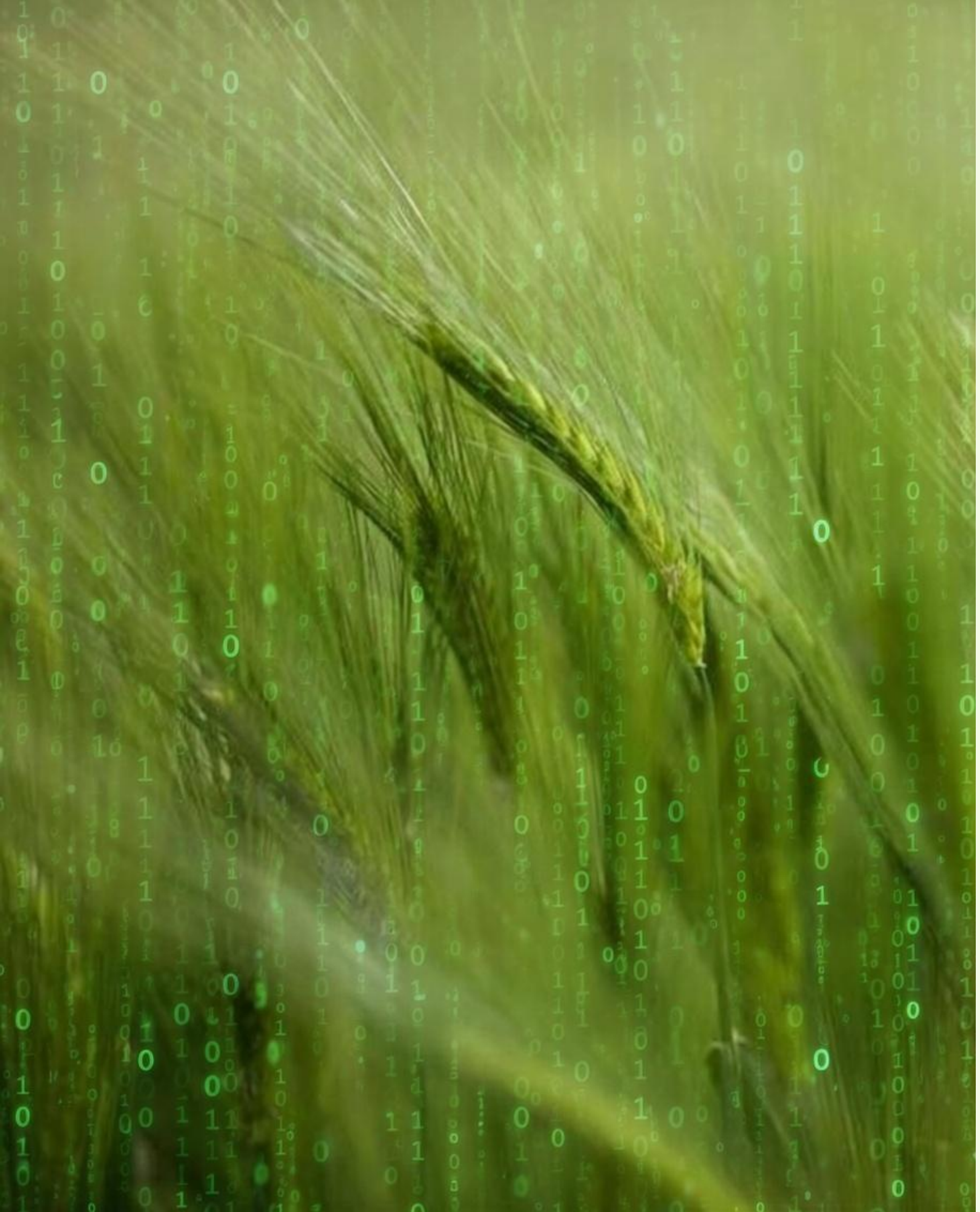
Examples only:

June is peak marketing time for weather scare.

"Any time funds get long 100-120000 corn contracts start marketing"

"50-60000 soybean contracts long start marketing" Set targets early

How do you make decisions and WHY?



INTEGRATE AI INTO YOUR FARM TRANSITION

STOP GOOGLING
START:
GROK
CLAUDE -ING
CHAT

Live Examples

- Mapping out your structure
- In-depth Thinking
- Best Practices and Examples
- Document Reading/Legal
- Conflict Resolution
- Scenario Planning

QUESTIONS?

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