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SUMMER 2021

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Jay Debertin, president and CEO, CHS

## Join the Revolution

The Fourth Industrial Revolution (4IR) is in full swing and agriculture is taking full advantage of that momentum. This revolution — combining automation with machine learning and improved communication — is pointing out new ways to monitor crops, move grain and optimize energy products.

CHS is a founding partner in Plug and Play Fargo, a global innovation platform working to attract emerging ag tech startups to the region. And we support Grand Farm Research and Education Initiative, Horace, N.D., to foster innovation around ag technology. Through these and other partnerships, we have created an innovation hub to find novel solutions for agriculture's challenges. After screening ideas from more than 700 startup companies, we launched 16 pilot projects that promise to increase efficiency, improve customer experiences and deliver sustainable outcomes.

One outcome is already in use: A pilot project with TeleSense produced wireless sensors that monitor temperature, humidity and carbon dioxide in grain. By placing the sensors in grain during storage and shipping, we can detect hot spots that could affect grain quality, save energy through smart fan control and increase value to owners by managing grain quality to the final destination.

In addition to this technology exploration, we are hard at work throughout CHS transforming our business to provide more value for our owners and customers.

We are linking our global grain supply chain from end to end with seamless, transparent data flow. Better communication from farms to customers around the world helped us move more grain through our Pacific Northwest export facilities this season than ever before.

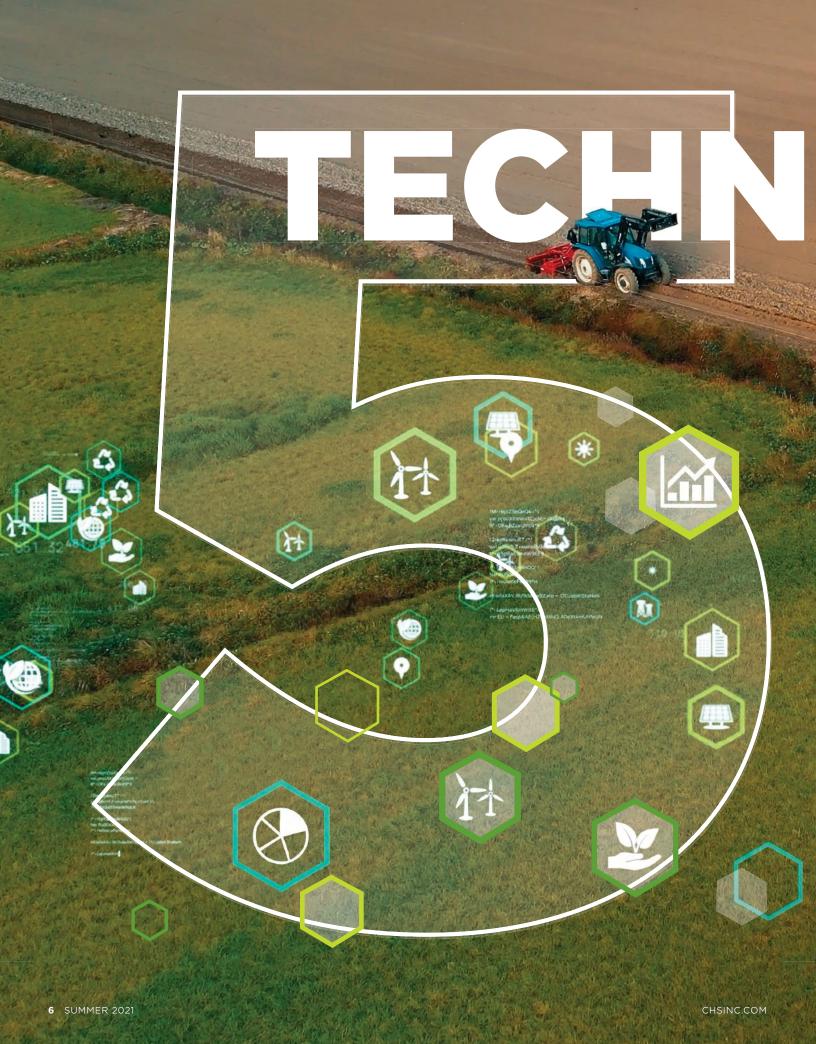
We continue developing adjuvants that improve crop protection results and fertilizer efficiency enhancers that hold nutrients in place until crops need them.

Our refineries leverage technical advances to produce more diesel per barrel of crude oil than other refineries. And we have put processes in place to manufacture renewable diesel from vegetable oil feedstock when demand and economics make that business viable.

This dedicated approach to applying technology and innovation will benefit CHS, our owners and agriculture – during this revolution and beyond.

Have a question or feedback for the CHS management team? Get in touch with us at feedback@chsinc.com.

Jay D. Debertin



# That Are Changing Crop Production



## CHS is partnering with tech experts to bring key innovations to the farm

hen it comes to technology, you don't have to be an expert to adopt it. But it helps to partner with those who are.

That's the strategy CHS has employed in searching for ways to improve the products and services it delivers to farmers through the cooperative system. Recent partnerships have resulted in exciting innovations at several stages of crop production, from understanding soil needs to speeding fertilizer application.

Here's a look at five innovations that are already making their way to farm fields.



# **Next-generation soil sampling**

"Soil is the foundation for all that we do in agriculture, and we still have so much to learn about it," says Steve Carlsen, director of proprietary products, CHS Agronomy. "For decades, soil testing has measured macro- and micronutrients and soil characteristics such as pH, but the next generation of soil analysis uses whole genome sequencing to tell us which pests and pathogens are present and at what levels." >

"This kind of information opens up a whole new understanding of our soils and allows growers and their agronomists to be predictive, rather than reactive"

- Steve Carlsen

> Drawing on the soil analytics expertise of Trace Genomics, CHS is launching Advanced Soil Analytics (ASA) this fall. The new system of soil analysis identifies levels of the five main pathogens that impact four key crops — corn, soybeans, wheat and sugarbeets — plus a measurement of organic carbon in the soil.

"We call it the six-pack," says Carlsen, "with the five pathogens varying by crop. For instance, for corn, the pathogens that have the potential to cause the most damage are pythium, rhizoctonia, fusarium, gray leaf spot and Goss's wilt," he says. "But this analysis can be used to identify most common pathogens that impact other crops as well."

Soil-based disease data was put to quick use in early 2021 by Jared Jessen, agronomy sales manager for CHS out of Brandon, S.D. He's based in Wausa, Neb., where ASA was piloted. "In grower Chris Johnson's cornfield, we saw high levels of fusarium, so we used an in-furrow fungicide treatment to prevent crown rot," he says.

In one of Johnson's soybean fields, where white mold was a problem in recent years, the ASA results confirmed the presence of Sclerontinia sclerotiorum, the pathogen that causes it. "The results helped us pinpoint the field areas with higher pathogen levels so that we could target our fungicide applications," savs Johnson, who farms near Bloomfield, Neb. "That saved on application costs and also provides a baseline for this and other problem pathogens in our fields. That will help us measure our management progress in the seasons to come."

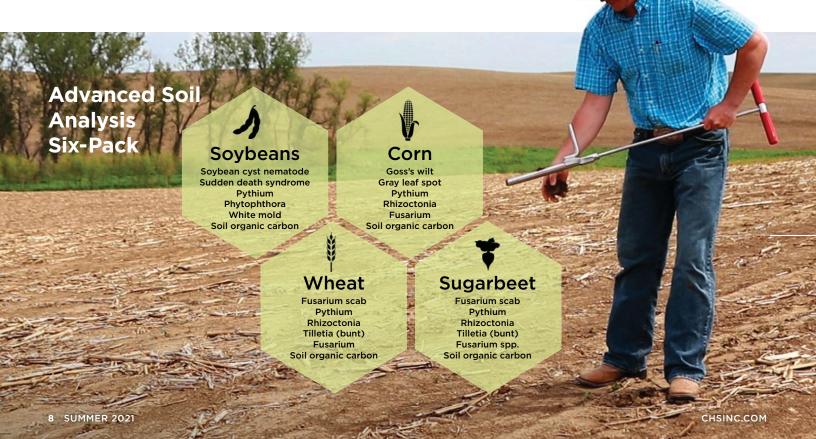
ASA gives growers valuable information that takes much of the guesswork out of crop management, Jessen adds, "all without changing the way we take soil samples. The additional work is all done in the lab."

This high-tech soil analysis costs about \$4 per acre more than typical soil sampling, he

notes. "At today's prices, one more bushel of corn will more than pay for it, and I really expect to see a three- or four-to-one return on investment from ASA."

"This kind of information opens up a whole new understanding of our soils and allows growers and their agronomists to be predictive, rather than reactive," adds Carlsen. "Once you notice a disease, it's too late to avoid damage. But this will help manage disease before it becomes a major problem."

Advanced Soil Analytics results are helping Jared Jessen, a CHS agronomy sales manager based in Wausa, Neb., get more agronomic information from every soil sample.





Agriculture is seen as a primary solution to the problem of greenhouse gas emissions, thanks to the potential to remove carbon dioxide from the atmosphere by sequestering it in the soil. As a result, there's now a rush to figure out how growers can capture more carbon and get paid for doing it.

While many of the logistics of that process are still being worked out, largely through private marketplaces, the first step for most growers is measuring how much organic carbon is already in their soils. The next step is to figure out how they can increase those levels.

With ASA, Jessen says growers can request analysis of soil organisms that may impact nitrogen and phosphorus efficiency, as well as total organic carbon levels. "Knowing a field has higher levels of organisms that cause denitrification will help a grower determine the value of using a nitrogen stabilizer.

"Everyone is trying to learn more about carbon capture and how they can take advantage of it," adds Jessen. "This analysis is a good starting point, providing growers with a baseline reading of total organic carbon level."

Jessen hopes to learn more about how different tillage practices impact carbon capture by comparing ASA total organic

carbon readings from soil samples taken last spring with the results of samples pulled in the same fields this fall.

"We took readings in fields that were no-till, minimum-till and conventional-till, so it will be interesting to see how the numbers for each compare over a season and longer term. Will a change in tillage practice help a grower sequester more carbon? That's what we hope to find out."

"This analysis is a good starting point, providing growers with a baseline reading of total organic carbon level."

Jared Jessen

Another potential way to boost carbon capture and/or use in the soil could be with updated fertilizers, says Carlsen. "We're looking at several types of fertilizer products that could help to sequester and trap more carbon in the soil. They could become available in the next few years."

Data-rich drone scouting

Over the past few years, drones have been used to provide a view of fields not easily reached on foot. While drones can deliver fairly highdefinition photos, the ability to quickly analyze and process the collected data has been the limiting factor in making them a more productive tool.

"Field-scouting drones use GIS software and need a lot of processing power through cloud-based computing," explains Evan Sieling, CHS senior business analyst, precision agriculture. "The recent advances Google and Amazon have made in being able to process large data sets are helping us in agriculture.

That, along with improved visual recognition software, is allowing more drone capabilities to be developed, especially with predictive modeling.

"Drones have become easier to use and can now easily cover 100 acres in 20 minutes, so we can capture more field information faster," he says. "As a result, >

"Drones have become easier to use and can now easily cover 100 acres in 20 minutes. so we can capture more field information faster."

- Evan Sieling

> we can get accurate corn yield estimates at the tassel stage based on drone imagery."

Seeing was believing for Jim Levos with CHS Dakota Plains Ag, who ran drone trials near Gwinner, N.D., in 2020. "The estimated average using drones was 152 bushels per acre, which was within two bushels per acre of the actual yield results."

This year, the cooperative used drones to take stand counts and yield estimates at tassel for more customers in its southeastern North Dakota trade territory. "The stand counts are very accurate, and the pilot was able to cover a 420-acre field in about 45 minutes, so the time savings is significant," says Levos.

CHS has been working with

a company that provides the software, data management and analytics that put drones to work for crop planning and can also gather information with its own drone fleet.

"The field data the company processes can be downloaded into Agellum® or other farm management software to help growers make crop management decisions," says Sieling.

Next-generation drone technology will become more readily available at more cooperatives in the coming year, he adds.



# **Precision** fleet control

During the busiest fertilizer application and spraying times, keeping equipment loaded and moving can be a scheduling nightmare. A new fleet optimization system being tested this season at several cooperatives finds the most efficient routes for applicators and helps them service more acres in a day, all while providing more frequent updates to customers, explains Sieling.

"The system allows customers to get text message updates at each stage of the process, such as when the applicator is

coming to a field and when the job is finished, and to provide them with safety or compliance information they need based on the products applied."

The GPS-based system will help agronomy suppliers keep their equipment rolling as efficiently as possible, he says. "Once hardware is installed in all equipment and the staff is trained, the new system will be fully online this fall at several cooperatives in the upper Midwest, with a broader rollout to more retailers next year."



# **Driverless trucks**

Autonomous vehicles could help solve rural labor shortages and improve overall transportation efficiencies. "The technology has been well-tested by the military and is now being adapted for construction and ag industries," says Ben Van Straten, CHS corporate development and innovation.

He explains CHS is working with Kratos Defense to improve the efficiencies of hauling crude soybean oil between its oilseed processing plants at Fairmont and Mankato, Minn.

"We average 45 trucks making the trip daily. In peak times, that jumps to 91 truckloads a day. The pilot program being developed would use what's called the 'leader-follower' strategy that employs autonomous control of a semi-truck linked to a lead truck operated by a human driver. This has the potential to double hauling productivity."

The concept was adapted from systems Kratos Defense developed for use by the U.S. military to reduce human exposure when moving convoys during warfare. The CHS pilot in southern Minnesota is scheduled to hit the road in the next few months, he says, and could be fully rolled out in six months to one year, if state legislative hurdles are cleared.



#### This Farm Grows Innovation

Solving current and potential challenges in agriculture requires analytical thinking, creativity, collaboration and resources. To help foster that type of problem-solving and ag innovation, CHS has committed financial support for and participation in Grand Farm, near Horace, N.D. The 130-acre farm, located 10 miles south of Fargo, features demonstration fields and research plots that will eventually surround an innovation center and collaboration spaces for agricultural startups and entrepreneurs.

#### **Early Investor**

Involvement in Grand Farm began in early 2020, when CHS became a founding partner in Plug and Play Fargo, which works to attract emerging ag tech startups to the region. Other founding partners include Bremer Bank, Microsoft Corp. and the OCP Group. Plug and Play Fargo and Grand Farm are providing spaces and opportunities for agricultural companies and researchers to test ideas and find solutions for existing or emerging farm and industry challenges.

"Collaboration is at the center of what Grand Farm is about, bringing together startup entrepreneurs, Fortune 500 companies like CHS, university researchers and farmers," says David Black, CHS enterprise strategy and chief information officer. "Working together will help accelerate technological innovation on the farm and throughout agriculture."

#### **New Ideas**

Projects under development at Grand Farm include real-time soil-sensing, an artificial intelligence system for fungal disease recognition, enhanced efficiency fertilizers, adjuvant enhancers and livestock bunk management technologies. Experts from CHS have teamed up with researchers at universities, USDA and Grand Farm to identify crop production research projects. CHS operates 25 acres of test plots at the farm.

"Nearly 1,000 companies are vetting new ideas at Grand Farm, and CHS is actively exploring more than 100 of them," says Ben Van Straten, CHS corporate development and innovation. "We are excited for what this collaboration can mean for CHS and our owners."



n a pictureperfect harvest evening, you are unloading another hopper of grain for delivery to the local elevator. With a long night of harvest ahead of you, your goal is to wrap up this field so you can start fresh in the morning. Unfortunately, the local elevator can't remain open into the early morning hours to take the last of your bushels.

Time to come up with Plan B. Sound familiar? Peak delivery season often means watching the clock and monitoring elevator cutoff times, constantly adjusting to arrive when the elevator team is on the job while handling other duties on the farm. That stress could soon be a thing of the past, thanks to the latest innovation from CHS.

A first-of-its-kind elevator just completed in Herman, Minn., has been automated to receive grain around the clock without workers present.

#### From Scratch

The idea for the industry-leading technology grew from an informal brainstorming session between Jim Gales, CHS construction department manager, and Jerry

Kramer, the business unit's general manager. Their back-of-a-napkin sketch turned into a multiyear collaboration with internal teams and key vendor partners to bring their vision to life.

"When you start with nothing on a clean sheet of paper, a lot of time and energy goes into bringing the actual concept to life," says Gales.

The key question driving the project, he says, was how CHS could better serve customers while making the grain delivery process less taxing for employees. They also wanted the solution to work on existing sites without major overhauls. Two and a half years and thousands of hours later, they developed the solution.

From the outside, the facility looks much like traditional grain elevators, but behind the scenes is a highly automated process.

From Kramer's perspective, the automation is a win for both farmers and the company.

"Producers are busy and we all want to use our time to add value," he says. "The new automated elevator gives us two wins. First, it gives area farmers a wider window to deliver grain. Second, it helps our employees have better work-life balance while simultaneously allowing us to





As part of the core team working together to make this automated facility come to life, General Manager Jerry Kramer, left, and CHS Construction Department Manager Jim Gales assisted in facility design and testing.



Tags mounted on grain trailers and RFID key cards are used at checkpoints to ensure grain is being delivered to the right dump pit and credited to the correct customer account. Systems are in place to call out inconsistent data.



The facility operates like any other grain elevator for deliveries during regular business hours. After hours, RFID key cards, grain trailer ID tags, cameras and other automation systems enable grain delivery without staff present.

efficiently utilize this new facility. It gives everyone more flexibility and options, and it makes for a better customer experience."

Kramer also points to the safety benefits of the automation, highlighting that the ability to receive grain without employees present

allows for needed "off the clock" time for employees during peak seasons, reducing fatigue and accident risk without slowing or stopping grain deliveries for customers.

The automated delivery system is expected to be available for use during 2021 harvest. >

**SEE MORE:** Find more on the facility at chsinc.com/c.





Retired commercial pilot and balloonist Lynn Huppert safely lands another successful flight in a soybean field in Salem Township near Plum City, Wis. Huppert and his chase crew are in touch via radio throughout the flight and always do their best to contact landowners before touching down.

Huppert works closely with Chippewa Valley Energy based in Eau Claire, Wis., to ensure his propane tanks are full for every trip. Although he says he misses piloting larger planes high above the clouds, Huppert finds joy these days carrying new passengers just above the treetops and over the farm fields of Wisconsin in his colorful balloon.

- Adam Hester



# STARTER STRATEGY

Strong nutritional foundation leads to healthier calves

By Jennifer Chick

s ranches pass from one generation to the next, the new owners have a vision to grow and improve. For Brandy and Kevin Evans, that vision has evolved over the years to include a comprehensive nutrition plan for their beef cow-calf and backgrounding operation.

Their ranch, Thaler Land and Livestock, based near LaGrange, Wyo., has been in Brandy's family for 105 years. She and Kevin worked alongside Brandy's parents, Dennis and Sandra Thaler, for many years after Brandy and Kevin were married. When Sandra was diagnosed with cancer and passed away in 2017, Dennis stepped back. Now Kevin and Brandy manage the operation.

"Dad said, 'I've had my chance and now it is yours to take the ranch in whatever direction you want to go," Brandy says. "We still call him daily to use his expertise, and we work handin-hand on many projects as we bounce ideas off each other."

Kevin, who grew up in a ranching family south of Denver, Colo., met Brandy when he purchased a small ranch adjacent to the Thaler ranch. The story Brandy likes to tell is that they met when she was selling him fruit as part of an FFA fundraiser. They were married in 2004.

#### **Focus on Nutrition**

"When I think back to when we started, I remember being hesitant to make any major changes, even though I knew they would work," Kevin says.

As Kevin and Brandy grew more confident in their management decisions, they started looking at the ranch with an eye to the

For Brandy and Kevin Evans, Thaler Land and Livestock, LaGrange, Wyo., feeding Head Start for 30 days right after weaning gets their calves off to a healthy start. future. Past generations of Thalers had always focused on conservation as a central driving force for the ranch. Dennis built on that reputation and is respected as an environmental steward, grazing innovator and agricultural leader.

In 1996, Dennis applied for an AFO/CAFO grant to build a small feedlot and the family began backgrounding some of their calves. By the late 1990s, Kevin wanted to expand the backgrounding operation and focus on herd nutrition. As the operation and plan developed, they explored different markets and sale weights.

"Kevin is phenomenal with nutrition," Brandy says. "We make a good team as we work to get better each year. We never want

"We've always taken care of every acre of grass," she adds, "and as we continue to expand the operation, we are finding that focus on nutrition is trickling through the entire life cycle of the animal. That means less labor and better gains."

Thaler Land and Livestock now includes a 1,400-head cow-calf operation and backgrounding about 1,000 calves each year. They raise primarily Charolaiscross calves, along with some Angus and Herefords.

#### Cooperative Connection

Kevin learned about CHS Animal Nutrition from his local cooperative, WESTCO, based in Alliance, Neb. He began working with Eric Bock, sales manager at Western Feed, a CHS-WESTCO joint venture, to develop a nutrition program that met their needs. Bock approached Kevin about feeding a pen of calves on Head Start, a starter ration from Payback® feed, a CHS brand. The trial included 40 steers. Everyone was happy with the results.

"We use Head Start as a 30-day starter program to get our calves off to a good start right after weaning," Kevin says. "The first 30 days of weaning can be pretty stressful. It's a critical time, so you want them eating. Getting as much gain out of them as possible in the first 30 days sets them up for good health from there on out. A healthy gut will help them grow better."

"As we continue to expand the operation, we are finding that focus on nutrition is trickling through the entire life cycle of the animal."

- Brandy Evans

When Bock moved to Dickinson, N.D., in 2012 to manage the CHS Animal Nutrition feed plant there, Todd Olson took over as nutrition consultant in the area. He and Kevin clicked, and Kevin says they've had a great partnership ever since. >





Todd Olson, nutrition consultant, CHS, helps Kevin and Brandy Evans tailor a flexible nutrition plan to meet the ranch's changing needs.



"Todd's a been a great asset," Kevin says. "I throw a lot of curveballs at him, but he set us up with a plan that allows us to be flexible."

Before they started feeding Head Start, Kevin said they were pulling 15 sick calves out of their pens each day. Now, they pull one or two, and those are usually the same calves with chronic issues. Kevin and Brandy have four full-time employees. Brandy says keeping calves healthy makes employees happier and helps prevent crew turnover.

With Head Start, Kevin's goal is to see calves average 3 to 4 pounds of gain per day. They feed the calves to about 850 pounds.

"I think we get repeat buyers because they know our cattle will grow for them and that they're healthy," Brandy says. "They know we did everything we could to keep the animals healthy and put the best genetics possible into them."

#### **Future Forward**

The operation's nutrition program, combined with rotational grazing and an emphasis on sustainability, has put Thaler Land and Livestock in a good position for the future. Kevin and Brandy are always on the lookout for educational seminars and connections that will help them evolve their operation for the next generation. As Kevin and Brandy raise their sons, Hadley, 12, and Hudson, 8, on the family ranch, they look out across their pastures and see a bright future ahead.

"We want to be as sustainable as we can, so no matter what the weather or economy throws at us, we are prepared," Brandy says. "We are always looking for opportunities to grow and learn."

**SEE MORE:** Watch a video of Kevin and Brandy Evans at chsinc.com/c.

# **BEHIND THE FEED TAG**

New Payback® feed products often start with a simple conversation.

"Our nutrition consultants hear about a need a customer has and then we try to bridge the gap between where they are and where they need to be," says Lance Kennington, animal nutritionist for CHS.

Head Start, the feed Kevin and Brandy Evans use to get

their calves off to a healthy start, was developed that way. Many ranchers were creep-feeding calves on pasture. Once calves were weaned and placed into feedlots, some didn't transition well to total mixed rations (TMR), which combined grain, silage and hay.

"Calves eating grain, silage and hay are like little kids eating pickles," Kennington says. "Most of them will like pickles eventually, but no one likes pickles the first time."

Calves who eat creep feed while still with cows on pasture will eat pelleted creep feeds, but those feeds are typically seen as a supplement to grass and milk, not a complete feed. The Payback team began developing a pelleted feed that would provide more complete nutrition.

"We wanted to develop a feed calves would readily eat so they weren't so stressed when weaned," Kennington says.

Once Head Start was developed, CHS ran field trials before rolling it out.

"We are continually looking to improve products to make them fit new situations," Kennington says.

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## As customers expect more from pit stops, cooperatives refresh the convenience store experience

By Sarah Haugen

hould I take a right or a left? To some consumers, that's the only consideration when choosing which convenience store to stop at to fill their tank or pick up a snack. But more customers now expect features like welcoming lighting, clean bathrooms and a variety of healthy and local snack options at c-stores. Cooperative c-store owners are stepping up to the challenge.

For Kyle Knutson, CEO of Synergy Cooperative, these amenities were musts when building a new Cenex® location in Cumberland, Wis. Busy with cabin traffic, the cooperative not only prioritized modern comforts, but also wanted to build a Northwoods themed store with vaulted knotty pine

ceilings. "We wanted people to come into the store and say 'Wow." he says.

To fund the project, Knutson partnered with CHS on its new LIFT initiative, a lighting, image and facilities transformation designed to revamp Cenex branded stores through a series of exterior and interior updates, along with additional loan funding for in-store improvements. The two-part initiative features exterior updates such as a new canopy and lighting, but also provides the updates we

wanted to. We're proud to offer a top-notch experience for our customers," says Knutson.

Synergy isn't alone in updating its c-store experience. Cenex brand retail locations are owned by cooperatives across 19 states. To ensure those stores are also valuable revenue sources, cooperatives are using LIFT to make the stores more appealing to customers.

#### **First Impressions**

Consumers want a well-lit





"We're proud to offer a top-notch experience for our customers."

— Kyle Knutson

The new Cenex Halo image includes improvements made to the canopy, forecourt and main ID sign, including a 360-degree LED light band, new Cenex logo signs and three-dimensional backlit blue arches.



To offer local meats and cheeses to customers, Synergy Cooperative in Wisconsin upgraded its coolers with LIFT in-store financing.

> By the close of 2023, as part of the LIFT initiative, every Cenex branded store will receive a revamp to the all-new Halo forecourt image. The new Halo image includes improvements made to the canopy, forecourt and main ID sign, including a 360-degree LED light band, new Cenex logo signs and three-dimensional backlit blue arches.

"We knew we needed to brighten up our exterior canopies to be competitive with other convenience stores," says Brad Van Overbeke, CEO, Farmers Union Oil of Southern Valley, which owns four stores on the North Dakota-Minnesota border. "The exterior upgrades enhance the brand presence and invite customers to stop at our stores."

#### **Inside Job**

In addition to an updated exterior, the LIFT initiative also includes low-interest financing options to help retailers update store interiors.

Each store team decides what to update, from bathrooms to in-store coolers to food options to lighting. "The financing we got through LIFT to do in-store upgrades was huge to help us offset the initial cost of the site," says Van Overbeke, whose cooperative built a new location with LIFT financing. "We went from a small store that wasn't very inviting to an organized, attractive location. We're seeing an increase in the number of people who come inside the store."

That increase in foot traffic means more profit for stores by increasing sales of higher-margin products. "People now come into the store looking for a sandwich or ordering a pizza. Having a welcoming, clean interior has been bringing in new business for us," says Graves.

"We now offer salads, fruit baskets, subs and chicken sandwiches for those looking for healthier options."

- Brad Van Overbeke

#### **Food Factor**

Attracting customers on a snack-finding mission is key to convenience store sales growth. In 2020, inside-store sales, which includes items like food and drinks, grew despite a decline in fuel sales, according to the annual Convenience Store News Industry Report.

What a store offers can make the difference. When Synergy

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Prinsburg Farmers Co-op General Manager Neil Graves worked with Scott Rohlik, CHS district manager, to turn his Prinsburg, Minn., location from a service station to a convenience store with more offerings.

Cooperative opened its new location, changes were made to accommodate locally made foods, says Knutson. "We added openair coolers so we could offer local meats and cheeses."

Changes in consumer expectations such as 63% of customers saying they'd like to see more healthy foods offered in a survey by CSP Daily News - made retailers like Van Overbeke rethink food offerings. "We now offer salads, fruit baskets, subs and chicken sandwiches for those looking for healthier options. We had to rethink refrigeration and storage and the in-store loan program through LIFT helped us do that." he says. "With about half of our business being passersby, meeting customer expectations related to food is key to growing our business."

#### **Next for the Network**

With nearly 300 Cenex branded locations currently undergoing LIFT initiative projects, the Cenex brand and cooperatives are ready to meet customer demands.

"We want to make sure the Cenex brand is well perceived by consumers. By investing in our energy brand, we're supporting our cooperatives and the communities they serve," says Akhtar Hussain, director, refined fuels marketing, CHS.

"LIFT gave us the opportunity to start over," says Graves. "It feels good to give the community this gathering place, and it has responded positively. Everything we do is for our owners and our customers, and we're happy to offer them something new."



**SEE MORE:** See more c-store transformations at chsinc.com/c or by capturing the QR code with your smartphone camera and following instructions.

# **Consumers Demand More**

The COVID-19 pandemic helped change retail customer expectations. What do consumers want from their c-store experience?

#### Safety

Clean stores and clearly communicated safety protocols are important as more Americans venture out as COVID vaccination rates increase.

#### Connection

Engagement, not just a transaction, helps draw customers in.

#### **Efficiency**

Fast, easy checkout is a must for consumers now used to the convenience of online shopping.

#### **Hybrid options**

Consumers expect retailers to offer a mix of in-person, delivery or pickup options.

#### Local

Offering goods from local sources helps retain customers.

#### **Loyalty offerings**

Not just discounts on food and fuel, but incorporating online sales or delivery is expected with loyalty programs.

#### Personalization

Consumers want to frequent retailers that cater to their individual needs.

#### **Values**

Consumers are looking beyond price and quality. They want to buy from a company they feel aligned with.

Source: Convenience Store News Industry Report, 2021





his has been a busy year for CHS Government
Affairs as we continue to navigate the changes that stem from one party taking control of the House of Representatives, Senate and White House.

This year is especially dynamic due to Democrats holding slim majorities in both the House and Senate. Combined with a polarized environment, that makes for a messy legislative process. The regulatory changes that come with the White House changing political hands has added to the turbulence as the Biden administration rewrites rules adopted during the Trump years.

Regardless of the challenges, numerous issues in play are important to CHS and its farmerowners. Here's an update on some of those issues and how CHS is positioning itself to take advantage of the opportunities in Washington to support cooperatives and agriculture.

#### **Climate Control**

With the Biden administration and Congress continuing to focus most policy decisions on climate change, the goal to minimize and eventually eliminate greenhouse gas emissions is front and center in the nation's capital and we expect it to likely stay there for the foreseeable future.

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Due to its varied energy interests, CHS has an important role to play in contributing to that debate. One place where CHS has been particularly vocal is in the negotiations surrounding a potential infrastructure package. Earlier this year, the administration proposed around \$2.3 trillion in spending for traditional infrastructure projects like roads, bridges, inland waterways and broadband. CHS was somewhat dismayed to see that none of those funds were earmarked for biofuels or biofuel producers.

Since ethanol is a proven way to significantly lower carbon emissions from the transportation sector, it would seem logical for the government to promote its use. After many conversations with members and staff of the U.S. House and Senate, the CHS team was delighted to find that others agreed with our view and pledged to help ensure biofuels were included in any infrastructure package that makes its way through Congress.

As this article went to press, there was no language in the bill that would direct funding to ethanol or biofuels, but there are a number of amendments we hope will be accepted. They cover things like funding for ethanol blender pumps, a permanent Reid vapor pressure waiver and a tax credit for sale or blending of certain fuels containing ethanol. If the Senate doesn't include funding for ethanol or biofuels in the bill, the House could add those items as it considers the legislation.

#### **Carbon Certification**

Smart climate practices continue to be a focus in the House and Senate Agriculture committees. Earlier this summer. the Senate passed the Growing Climate Solutions Act by an overwhelming vote of 92-8. The legislation, which is supported by CHS, was introduced by Senate Agriculture Committee Chair Debbie Stabenow (D-Mich.) and Senator Mike Braun (R-Ind.). It would instruct USDA to set up a greenhouse gas technical assistance provider and thirdparty verifier certification program to help farmers, ranchers and foresters participate in carbon credit trading markets.

The program would provide a USDA stamp of approval for qualified providers of technical assistance and verifiers that help landowners adopt voluntary practices that allow them to earn carbon credits, which can be sold in carbon markets. The bill also would direct USDA to establish an advisory council to assist with program implementation and recommend best practices. At least half of the council's members would need to be farmers, ranchers or private forest owners.

A companion bill has been introduced in the House by Representatives Abigail Spanberger (D-Va.) and Don Bacon (R-Neb.), but so far there has been no movement on the legislation by the House Agriculture Committee Chair David Scott (D-Ga.). Scott is staying quiet on when and how the bill may move in the House. He will need to find a way to gain support from more progressive

Democrats, who may want to see the bill do more to address climate change. It is also possible the House could end up simply passing the Senate's language in a year-end omnibus package or similar vehicle.

#### **Tackling RINs**

A significant policy area we've spent considerable time on is the Renewable Fuel Standard (RFS) — specifically how CHS complies with the law.

The primary way refiners demonstrate compliance with the RFS is by accumulating and retiring renewable identification numbers (RINs). RINs show the federal government that an obligated party has either blended enough fuel to meet its obligation or has purchased enough RINs to cover the difference between what they were able to blend and what was mandated by the government. RINs are traded daily and prices fluctuate based on supply and demand.

Prior to the COVID-19 pandemic, RINs traditionally traded somewhere in the range of \$0.10 to \$0.30 and represented a significant, yet manageable, expense for CHS refineries. Today, RINs are trading at around \$1.70 and recently touched an all-time high of more than \$2.00. As a company that operates refineries to serve our owners' gasoline and diesel demands, we consider RINs to be part of our cost of production and, at today's values, RINs have become one of the larger expenses in meeting our owners' energy needs.

Unfortunately, due to the complicated nature of the RIN system, there are no quick fixes to help alleviate the inflated cost of RINs, but we are doing everything we can to educate policymakers on the topic, highlighting the financial stress RINs are putting on refiners throughout the country.

#### **Broadband Impasse**

Another issue we have been advocating for during infrastructure talks is funding to build out broadband connections in rural America. While this need has received broad bipartisan support from the beginning, nothing in Washington is over until it's over.

Additional dollars are desperately needed to do two things: 1) improve the nation's broadband mapping data to better understand the challenges faced and 2) eliminate the digital divide by sending resources where they will most effectively bridge the broadband gap. The latest proposals seem to indicate broadband could receive about \$65 billion in funding, but details are murky on how much of that would go to building access in rural areas of the country.

The CHS Government Affairs team will continue to advocate for agriculture and cooperatives on these and other critical issues as we raise our voices on behalf of our owners.

**LEARN MORE:** Watch for Washington updates at chsinc.com.

# You're Not Alone

By Sarah Haugen

Cooperatives partner with community organizations to increase mental health awareness and prevent suicides

rom confined spaces to equipment malfunctions, there is no question farming is a dangerous occupation. But an emerging threat is putting farmers at risk: dying by suicide.

Among all occupations, farmers are the most likely to die by suicide, according to the Centers for Disease Control and Prevention. The suicide rate among farmers, ranchers and ag managers is 3.5 times higher than the national rate, according to a University of lowa study.

Cooperatives are taking note. "Our cooperative walks hand-in-hand with our

farmers and our patrons," says Patrick King, regional human resources director at Agtegra Cooperative, which has more than 60 locations in South Dakota and North Dakota. Agtegra, in partnership with CHS through a Seeds for Stewardship grant, provided funding to start the Farm and Rural Stress Hotline, a free, confidential hotline through Avera Health.

People like King, as well as other cooperative employees, are in a good place to recognize when farmers may need help. "Our employees run their own farm operations; they're coaches; they're on school

boards. We are embedded in these communities and we know how stressful farm life can be. It would be a disservice not to help where we can."

This help is creating new resources and opportunities to open the conversation around mental health in agriculture and reduce stigma associated with mental health problems.

#### **Trusted Partner**

"Cooperatives offer a trusted voice," says Shauna Reitmeier, CEO, Alluma, formerly Northwestern Mental Health Center, home of the HOPE Coalition, which provides mental health services to eight counties in northwestern Minnesota. The organization received a grant from CHS, which was then matched through the CHS Seeds for Stewardship program and part of a \$100.000 commitment from CHS for mental health outreach. "As cooperatives partner with organizations focused on mental health, they can help us expand our reach and provide resources to their members."

Cooperatives also provide a natural connection directly to members to open the conversation, "By including information in mailings or handing out information at the scale, farmers receive information directly without having to ask for it." savs Amy Blackstone, regional philanthropy director, Avera Health.

Blackstone also sees opportunities to help rural families by partnering with cooperatives. "If Avera contacts people with resources, it is seen as coming from a medical source. If a cooperative hands out a flyer that talks about the signs of depression, it gets more notice," she says. "It's like a friend saying, 'We're noticing you're acting differently,' and letting them recognize that

behavior in themselves or someone else."

Cooperatives offer multiple opportunities for connections, savs Amv Rademaker. coordinator for the Carle Center for Rural Health and Farm Safety in Urbana, III. "The many trips farmers make to the elevator are a great opportunity for us," says Rademaker, who worked with Premier Cooperative in eastcentral Illinois to fund mental health outreach.

"Cooperatives support outreach like Progressive Ag Safety Days, and we see that focus on safety as directly aligned with mental health support."

"Mental health is the same as any other kind of wellness and we should be talking about it."

Amy Rademaker

#### **Reducing Stigma**

From training sessions to social media, outreach for farmers is often focused on one thing: reducing stigma around mental health and suicide.

"Mental health is the same as any other kind of wellness and we should be talking about it," says Rademaker. "If a farmer breaks a leg, people will rally around that person. But if a farmer is struggling mentally, we aren't as quick to help or may not even know help is needed. That needs to change."

As suicide becomes more prevalent in rural communities. more conversations are

happening, but stigma can hold people back. "Mental health has not been talked about. We felt it was important for our cooperative to bring awareness and normalize the conversation." says Jessica Eads, grain accounting specialist at Premier Cooperative. "Our farmers are our family and so many people suffer and don't know where to go for help. By partnering with Carle, we can create avenues for farmers to have conversations and encourage them to seek help."

Conversation is key, says Reitmeier. "The biggest step in keeping someone safe and alive is asking a question. We need people to step into that fear. You'd rather ask how someone is doing than not ask and later find out that person died by suicide."

#### **Keeping Members Safe**

Safety messages often focus on physical injury, but being in a hard space mentally can be just as unsafe, says Rademaker. "Mental health problems can limit your ability to participate and be in the right mindset to do your job safely. You might not be focused or you might be having trouble sleeping. These can lead to higher likelihood of having an accident," she says.

Arming employees who interact with farmers can be a key touchpoint in starting the conversation. CHS has partnered with LivingWorks, the world leader in suicide prevention training solutions, to train employees to recognize signs of suicide risk.

"It's tough to know what to say or do or how to approach somebody," says Todd Dysle, CHS crop nutrients product manager and a CHS employee who has taken the training. "You ask yourself, 'Should I get involved?' But if we don't get involved and something happens, we will have regret.

#### **Need Help?**

These resources are free and confidential.

**National Suicide Prevention Lifeline** 1-800-273-TALK (8255)

**Farm and Rural** Stress Hotline 1-800-691-4336

**Farm Aid Hotline** 1-800-FARM-AID (327-6243)

**Crisis Text Line** Text 741741

"Suicide is not an easy topic," he says. "The training focuses on helping people know you care by getting their permission to get them help. We can identify situations that might be leading someone to a dark place and get that person the assistance they need." he savs.

"Suicide and mental health training is an insurance policy for those around you and yourself," Dysle adds. "We can't be sure when any of us will be faced with this situation, but training gives you courage to enter the space."

**LEARN MORE:** Find additional well-being resources on chsinc.com/rural-health or by scanning the code below with vour smartphone.



## CHS REPORTS \$273.6 MILLION IN FISCAL 2021 THIRD-QUARTER NET INCOME

For its fiscal third quarter that ended May 31, 2021, CHS has reported net income of \$273.6 million compared to \$97.6 million in the third quarter of fiscal year 2020, an increase of 180.2%. Significant year-over-year earnings growth in all business segments — Energy, Ag and Nitrogen Production — and Corporate and Other businesses each contributed to the increase.

"Robust performance across CHS resulted in a very strong third quarter," says Jay Debertin, president and CEO of CHS Inc. "Strong global demand in agricultural markets and the hard work we have been doing to gain efficiencies across our supply chain led to higher volumes in nearly every business area, significantly improving our Ag segment earnings compared to the prior year's third quarter.

"We also are seeing increasing momentum in pandemic recovery as restrictions ease and vaccination efforts progress, which has had a favorable impact on our Energy segment results and overall performance."

#### **Fiscal 2021 Third-Quarter Highlights**

- Revenues of \$10.9 billion grew 50.9% from \$7.2 billion in the third quarter of fiscal 2020.
- Earnings were up by more than 40% across all business segments (and Corporate and Other businesses) compared to both the second quarter of fiscal 2021 and the third quarter of the previous fiscal year.

#### **Energy Segment Results**

- Improved refined fuels margins resulted in fiscal 2021 third quarter margin gains, as did the absence of a \$42.0 million noncash charge to reduce refined fuels inventories to their market value that impacted the prior year's third quarter, but did not reoccur in the third quarter of fiscal 2021.
- Improved margins in the company's refined fuels business were partially offset by significantly higher prices of renewable energy credits that had a negative impact on margins of approximately \$82.0 million, less favorable pricing on heavy Canadian crude oil and lower propane margins due to the reversal of hedging gains recognized during the prior year.
- Overall, revenues increased by 24.2% and earnings increased by \$59.6 million over the fiscal 2021 second quarter, reflecting volume and margin recovery from the effects of the pandemic.

#### **Ag Segment Results**

- Strong global demand drove commodity prices higher, and improved trade relations between the United States and foreign trade partners led to continued higher volumes for grain and oilseed, which significantly improved Ag segment earnings compared to the prior year's third quarter.
- Higher overall margins were partially offset by mark-tomarket losses for certain processing and food ingredients products, which the company expects to reverse over time.
- Lower volumes of feed and farm supplies were partially offset by increased volumes for agronomy products,

stemming from stronger demand due to favorable weather conditions, compared with the previous year's third quarter.

#### **Other Focus Areas**

- Nitrogen Production segment earnings increased in the quarter due to higher income attributed to increased sale prices of urea and urea ammonium nitrate.
- Favorable market conditions for edible oils and a recovery in sales volumes compared to earlier in the pandemic drove significantly increased income through the company's investment in Ventura Foods, LLC.
- Focused cost-reduction initiatives, launched in fiscal 2021, continued to gain traction in reducing year-to-date marketing, general and administrative expenses.
- The company began to bring employees back to its global offices in full or hybrid capacities as pandemic restrictions lifted. The costs of these activities are not expected to be material.

For the nine months ended May 31, 2021, CHS reported net income of \$305.0 million versus \$401.0 million for the same period in fiscal 2020.

"We are encouraged by overall improvements in the global economy and the positive traction we're gaining at CHS with initiatives focused on working more efficiently and effectively throughout the enterprise," says Debertin. "We are optimistic conditions will continue to improve over the next 12 months. The resilience of our employees and their commitment to our owners and customers has been inspiring and we look forward to the future and continued shared success."

CHS INC. EARNINGS\* BY SEGMENT (in thousands \$)

	Three Months Ended		Nine Months Ended	
	May 31, 2021	May 31, 2020	May 31, 2021	May 31, 2020
Energy	\$4,959	\$(54,764)	\$(116,908)	\$246,309
Ag	140,131	95,360	237,185	60,653
Nitrogen Production	46,635	23,507	62,270	45,698
Corporate and Other	64,478	6,346	112,006	31,014
Income before income taxes	256,203	70,449	294,553	383,674
Income tax benefit	(17,469)	(27,052)	(10,130)	(18,258)
Net income	273,672	97,501	304,683	401,932
Net (loss) income attributable to noncontrolling interests	81	(147)	(350)	955
Net income attributable to CHS Inc.	\$273,591	\$97,648	\$305,033	\$400,977

<sup>\*</sup>Earnings is defined as income (loss) before income taxes.

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#### CHS EXPANDS E15 AVAILABILITY

CHS has expanded access to higher ethanol blend fuels by offering E15 through 19 additional fuel terminals. CHS is registered with the U.S. Environmental Protection Agency (EPA) as an E15 manufacturer and sells E15 as an approved grade of fuel through its Cenex® brand retail locations.

CHS plans to offer E15 at Magellan terminals in lowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and Wyoming. The fuel will also be available through the Nustar terminal in Jamestown, N.D., and the CHS terminal in McPherson, Kan. Previously, CHS offered E15 at 10 Nustar terminals and one CHS terminal.



## MYCHS OFFERS ACCOUNT DETAILS IN ONE PLACE

CHS teams have been listening, learning and adapting to ensure the MyCHS app provides anywhere, anytime access to all CHS business for farmer-owners.



New features are added continuously, making it easier to track an operation's business with CHS. Owners who purchase agronomy products or fuel from CHS will find their transaction details in MyCHS. Storage details, grain deliveries and payments are also tracked in MyCHS with downloadable reports. Owners can even pay CHS bills online quickly, safely and securely. And MyCHS is available on mobile devices.

CHS is focused on making all business activity available in one place for an experience that is easy, helpful and rewarding. If it's late at night during harvest, for example, a producer can log in to MyCHS to quickly find delivery tickets. And customers can look up account information in MyCHS at any time.

Learn more at mychs.chsinc.com.

# CHS BOARD APPROVES ADDED \$50 MILLION IN EQUITY REDEMPTIONS

Reflecting strong company performance, the CHS Board of Directors has approved \$50 million in additional equity redemptions to member cooperatives and individual owners since the December 2020 CHS Annual Meeting.

The increase is incremental to \$33 million in approved equity redemptions announced at the 2020 annual meeting, for a total of \$83 million in planned owner equity redemptions in fiscal 2021. A distribution of \$30 million in cash patronage was also made to owners in early calendar 2021, based on business transacted with CHS in fiscal 2020.

**GET MORE:** Sign up to receive CHS press releases by email or RSS feed at chsinc.com/news.

## PROPOSED AMENDMENTS TO CHS ARTICLES AND BYLAWS

The CHS Board has proposed amendments to the CHS Articles of Incorporation and CHS Bylaws that would clean up obsolete language and confirm the ability for owners to vote by mail and electronically (through a website or email). The Board recommends bringing the amendments to a vote at the 2021 CHS Annual Meeting.

Visit **chsinc.com/amendments** to watch a video sharing background on the proposal, read the proposed amendments, see answers to frequently asked questions and provide feedback.

## **SAVE THE DATE: 2021 CHS ANNUAL MEETING**

Plan now to attend the 2021 CHS Annual Meeting, Dec. 2-3, 2021, in Minneapolis, Minn. Owners will be able to learn from industry insight and market update sessions, gather CHS business updates, hear from the CHS Board of Directors and management, and participate in CHS governance.

The 2021 CHS New Leaders Forum will take place Nov. 30-Dec. 1, in conjunction with

the annual meeting. New leaders are nominated by their cooperative general managers. A first-ever reunion of former and current CHS New Leaders Forum participants is planned for Dec. 2.

Registration for all annual meeting activities will begin in mid-October 2021. Watch for more information at **chsinc.com/owner-events**.









# PEDAL POWER

Dave Nigg's fascination with model tractors started small - literally. What first caught his fancy were 1/64 scale toy tractors, less than 2 inches high, but just as detailed as the full-size originals. Then he graduated to 1/16 scale 6-inch replicas before pursuing his true passion: pedal tractors, the dream toy for any farm kid.

"I never had a pedal tractor as a kid," Nigg says. "I started with one as an adult, then it got a bit out of hand. Now I have 240."

The retired Browns Valley, Minn., grain farmer began tracking down collectible pedal tractors in the 1980s. Nigg scouts them on eBay, at farm auctions and at the annual National Farm Toy Show, the mecca for pedal tractors, in Dyersville, Iowa.

There's nothing small about the prices some models attract. In 1949, Eska made a John Deere Model A pedal tractor. It wasn't very detailed, especially the engine, which looked like a solid block. Only eight were built before the project was scrapped. At a recent auction, a 1949 "block" John Deere Model A surfaced. "It was in pretty rough condition," Nigg says, but the hammer still came down at \$70,000.

That doesn't mean unexpected finds can't be uncovered. At a farm auction just 13 miles from home, Nigg spotted a pedal tractor on the sale bill. "I knew it was very rare, the fourth hardest to find," he says. Despite bad wheels, a bad steering wheel and other issues, Nigg nabbed it and is now restoring it in his shop.

With parts from specialty suppliers and guidelines from pedal tractor collectors books and YouTube videos, Nigg brings his purchases back to their original glory, complete with the right decals and colors.

> Since he has acquired about all the pedal tractors he wants, Nigg now makes them from scratch, adding them to a collection that covers three walls of his shop.

> Nigg rarely sells his prized collections, leading his wife, Mary, to tease him, saying, "Funeral at 10:00, pedal tractor auction at 2:00."

"I think she's joking," Nigg says.

— Patricia Miller

Dave Nigg's shop doubles as a display space for his impressive set of pedal tractors and a play area for his grandson, Camden.



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#### **C** TOMORROW

#### Transparency at the Tank

Knowing when it's the right time to fill your fuel tank to get the best price can be complicated. Cooperative energy experts are dialed in on energy markets and how market dynamics impact fuel price direction, but translating that information into a purchasing strategy for a producer is complex.

Enter Market Sight, developed by CHS Refined Fuels, which helps fuel buyers make more informed local purchasing decisions. The first-of-its-kind tool enables co-op fuel suppliers to leverage and aggregate local pricing information, such as freight, margin and taxes, to the market or pricing information they receive from CHS for Cenex® branded fuel.

Cooperatives can then use forward-pricing visual tools to illustrate a range of scenarios to help their customers understand how broader market factors are impacting local prices.

"Market Sight fills a gap for our customers," says Matt Mlynarczyk, senior account manager, CHS Refined Fuels. "In the past, a local cooperative would get visual market or pricing information from CHS, but didn't have a nearly real-time analytical tool to relate that information to their customers to help inform fuel purchasing decisions."

Fuel buyers can see both historical local fuel prices and forward contract prices.

"This tool allows our customers to use the data to fit their needs. A cooperative energy specialist can look at fuel prices at the terminal and set the price based on specifications for their location or market," he says. "Working with their cooperative, farmers can use Market Sight to make data-driven, informed purchasing decisions based on their local market conditions."

— Sarah Haugen

