

# Family Business Canvas: (Farm)

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| <p><b><u>Key Partners</u></b></p> <ul style="list-style-type: none"> <li>• What should our family look like in this process?</li> <li>• What role will family have in the business? All Consulted?</li> <li>• What Advisors might I need on my team?</li> </ul> | <p><b><u>Key Activities</u></b></p> <ul style="list-style-type: none"> <li>• Whose doing these?</li> <li>• How will we make decisions? Change Overtime?</li> </ul> | <p><b><u>Value Proposition</u></b><br/>(Expand your core values for farm)</p> <ul style="list-style-type: none"> <li>• What can I do for the farm vs. What the farm can do for me?</li> <li>• No one is owed a farm vs. I owe someone a farm?</li> <li>• Fair is not equal – individual success</li> <li>• Can I change my mindset?</li> <li>• Are there expectations to join this farm?</li> <li>• Are there core values that will drive our plan?</li> <li>• What culture are we building on the farm?</li> </ul> | <p><b><u>Relationships</u></b></p> <ul style="list-style-type: none"> <li>• What is important to reinforce for our family?</li> <li>• How will I take this into account to guide our process?</li> </ul> | <p><b><u>Family Segments</u></b></p> <ul style="list-style-type: none"> <li>• Whose active in the business? (How will their role change)</li> <li>• Who might be an owner?</li> <li>• Key employees?</li> <li>• How will multiple families source living costs?</li> <li>• What will we do to support family and have fun?</li> </ul> |
| <p><b><u>Cost Structure</u></b></p> <ul style="list-style-type: none"> <li>• Is off farm income needed?</li> <li>• Will farm equity be repurchased?</li> <li>• Do we have a</li> </ul>  | <p>financial strategy?</p> <ul style="list-style-type: none"> <li>• How well do we convert input to outputs?</li> </ul>  | <p><b><u>Revenue Streams</u></b></p> <ul style="list-style-type: none"> <li>• Does the business need to grow?</li> <li>• What % of our assets is needed to maintain growth?</li> </ul>  | <ul style="list-style-type: none"> <li>• Do we have a competitive advantage?</li> <li>• Other ways to add value?</li> <li>• Can family members pursue other business activities?</li> </ul>              |   |

# Farm Family Business Canvas: BokenGood Farms

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| <p><b><u>Key Partners</u></b></p> <ul style="list-style-type: none"> <li>• Transparent conversation</li> <li>• Respectful of each others' perspectives/ contributions</li> <li>• Safe discussion environment</li> <li>• All 4 direct family members will engage in discussion.</li> <li>• Any conflicts will follow our resolution process</li> <li>• Advisors: Accountant/ Lawyer/ Financial Planner / Transition Consultant</li> </ul> | <p><b><u>Key Activities</u></b></p> <ul style="list-style-type: none"> <li>• Gradual transfer of labor and certain management decisions set through our RACI chart</li> <li>• Quarterly check-ins to evaluate learning and roles.</li> </ul>   | <p><b><u>Value Proposition</u></b><br/>(Expand your core values for farm)</p> <ul style="list-style-type: none"> <li>• What can I do for the farm vs. What the farm can do for me?</li> <li>• Separate family and business decisions</li> <li>• We will create safe environment to share</li> <li>• Education is a priority</li> <li>• Be good community members</li> <li>• Manage risk proactively</li> <li>• Be conscious of the culture we are building on the farm.</li> <li>• People support what they help build.</li> </ul> | <p><b><u>Relationships</u></b></p> <ul style="list-style-type: none"> <li>• Important our family stays close however we recognize our business is a separate entity.</li> </ul> | <p><b><u>Family Segments</u></b></p> <ul style="list-style-type: none"> <li>• Merle and Joel are primarily labor and management building a progressive transfer of responsibilities.</li> <li>• Mom and Daughter as well as paid help.</li> <li>• Joel and spouse will use off farm funds for home purchase or build.</li> <li>• Both generations will track living costs.</li> <li>• Succession planning conversations kept fun and forward focused.</li> </ul> |
| <p><b><u>Cost Structure</u></b></p> <ul style="list-style-type: none"> <li>• Off farm income used for home equity.</li> <li>• Farm will benchmark performance to improve conversion of input to outputs.</li> <li>• Pref shares may be redeemed</li> </ul>   | <p><b><u>Revenue Streams</u></b></p> <ul style="list-style-type: none"> <li>• Farm will seek to continually improve Gross Margin.</li> <li>• We have strong joint agronomy and production skills.</li> <li>• Will work with marketing coach to improve both generations skillset.</li> </ul> |  |   |  |