

2024 ANNUAL REPORT

THANK YOU TO OUR SKY TIER PARTNERS







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GRANDFARM∰3

75 TOTAL PARTNERS IN 2024

100+ GROUPS HOSTED AT THE INNOVATION CAMPUS SINCE OPENING

26+ COUNTRIES ENGAGED WITH GRAND FARM IN 2024 **Grand Farm** is a network of growers, technologists, corporations, startups, educators, government, and investors working together to solve problems in agriculture with applied technology.



THE STORY OF

GRAND FARM

Grand Farm started around a community challenge and has transformed into a global leader of AgTech innovation.

SINCE GRAND FARM'S LAUNCH

\$235M IN FEDERAL FUNDING AWARDED IN CONJUNCTION WITH GRAND FARM AND OUR ECOSYSTEM

2018

By 2018, local business and civic leaders had come together to champion the idea, led by Emerging Prairie. Local AgTech business owners, Kevin and Stacey Biffert, donated land to be used for the concept.

2022

In early 2022, Grand Farm was awarded a \$10 million grant by the North Dakota Legislature and State Department of Commerce. The funding aimed to advance agricultural technology through a worldclass Innovation Campus and Shop, providing expanded acreage for technology projects, rapid prototyping capabilities, and increased research and educational capacity.

2017

In 2017, Fargo entrepreneur Barry Batcheller challenged the community to define our region's major—a specialty that attracts innovation and new businesses to the area. What followed was an idea to lean into our region's strong history in agriculture innovation and create a place where stakeholders across the globe could come together to solve the biggest challenges facing agriculture.

2019

By the spring of 2019, Grand Farm was positioned with land, partners, and projects. The U.S. Secretary of Agriculture, Sonny Perdue, came to North Dakota as a guest of Senator John Hoeven to help kick off the Grand Farm Test Site. And in the fall of that year, Microsoft pledged \$1.5M to support and accelerate Grand Farm.

2023

GRAND

In 2023, Grand Farm announced AGCO as an anchor tenant of the Grand Farm Innovation Campus. Operating as the Precision Technology Institute - North Dakota, they aim to develop innovative farming practices that promote sustainability, with a focus on precision agriculture technologies and retrofit solutions for existing machinery.

2,300 ORGANIZATIONS HAVE ENGAGED WITH GRAND FARM ON A REGIONAL, NATIONAL, AND GLOBAL LEVEL

50 FIELD PLOTS HAVE BEEN UTILIZED BY PARTNERS ON GRAND FARM SOIL

2024

And in June of 2024, Grand Farm opened the Innovation Shop on its 590 acre Innovation Campus near Casselton, North, Grand Farm's partners are collaborating on cutting edge agriculture technology innovations, and Grand Farm has grown its reach from regional to global.



OUR MISSION

At Grand Farm, we are proud to serve as a neutral platform where our diverse ecosystem can come together to address agriculture's evolving challenges. Our role is to connect the right people, facilitate impactful projects, and support the development of solutions that make a tangible difference in agriculture, technology, and beyond. By elevating the many voices within our ecosystem, we aim to create an environment where progress thrives and shared success drives the future of farming.

2024 was a year of impact. Through building the Innovation Campus in Casselton, we have created a hub for experimentation and collaboration. Our efforts in growing federal engagement expanded opportunities to advance AgTech research and innovation through partnerships with agencies and global organizations. And by strengthening partnerships across industry sectors, we ensure that our ecosystem continues to grow and deliver value not only to the Midwest but to agricultural communities worldwide.



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foundation for innovation through their feedback and willingness to embrace new ideas. In 2024, growers played a pivotal role in shaping key initiatives through their involvement in the Grower Advisory Board and participation in events like the Cultivate Conference and Autonomous Nation. Grand Farm also benefited from the invaluable support of regional commodity councils and grower associations, whose collaboration helped us gather vital insights into the needs and challenges of the agricultural community. These contributions created powerful feedback loops transforming grower needs into actionable solutions.

As we develop our **Regional Grower Pain Point Report** in 2025, these connections will continue to drive impactful innovation, ensuring our work remains grounded in the challenges and opportunities growers face.

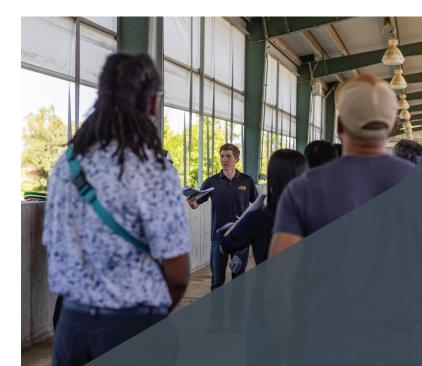


FEATURED EVENT

AGTECH WEEK 2024

June 10th-15th, 2024

AgTech Week 2024 brought over 5,000 attendees to Fargo-Moorhead in collaboration with Bushel and the Fargo Moorhead West Fargo Chamber of Commerce. The week featured over 30 events designed to connect the AgTech community, drive innovation, and highlight North Dakota's leadership in agricultural technology. Key moments included an official city proclamation recognizing AgTech Week, the Grand Opening of Grand Farm's Innovation Shop, and a series of impactful panels, workshops, and networking events focused on advancing AgTech in the region.



GRANDFARM

2024 ANNUAL CONFERENCES

CULTIVATE CONFERENCE

June 13th, 2024

Our 2024 Cultivate Conference, held during AgTech Week, brought together experts, growers, and innovators to explore agricultural technology. It showcased AgTech advancements, provided feedback opportunities for growers, and featured discussions on real-world agricultural challenges, emphasizing the power of collaboration in advancing AgTech.



ATTENDEES FROM 26 DIFFERENT STATES & 6 COUNTRIES

AUTONOMOUS NATION September 12th, 2024

New venue alert! Autonomous Nation took place at the Big Iron Farm & Construction Show at the Red River Valley Fairgrounds in 2024. The event featured live demonstrations of autonomous agricultural technology and discussions addressing workforce challenges, inefficiencies, and tech integration. Attendees explored how scalable, adaptable systems can reshape farming practices.



12 LIVE DEMONSTRATIONS WITH 5 STARTUPS REPRESENTED

SPACE AG CONFERENCE October 24th, 2024

Our 2024 Space Ag conference, held at UND's Memorial Union, showcased North Dakota's leadership in space agriculture. The event brought together innovators, researchers, students, and educators to explore and discuss space technology's impact and challenges. Highlights included SpaceConnect, where 150 students from around the state engaged with spaceagriculture themes.

12 SPEAKERS 380+ STUDENTS & ATTENDEES

55% OF ATTENDEES WERE STUDENTS OR EDUCATORS



pace ag



GRANDFARM \$9



ESTABLISHING THE INNOVATION CAMPUS

hen Grand Farm began its journey on donated land near Horace, ND, the vision was clear: to create a hub for groundbreaking agricultural innovation. In 2024, that vision came to life with the Grand Opening of the Innovation Shop, a cornerstone of Grand Farm's 590-acre Innovation Campus near Casselton, ND. This pivotal milestone, celebrated during AgTech Week, showcased North Dakota's emergence as a leader in AgTech innovation, drawing attention from regional, national, and global audiences. None of this would have been possible without the vision

GRANDEARA

and investment of the State of North Dakota and the generous contributions of over 50 families and organizations, whose \$15.3M in support turned this dream into reality.

GREG TEHVEN

Emerging Prairie

// Cofounder & Board Chair, Grand Farm

// Cofounder & CEO,

HISTORY OF THE GRAND FARM INNOVATION CAMPUS

In 2022, Grand Farm **broke ground at its Casselton location**, expanding space for AgTech projects, prototyping, <u>and research</u>.

In 2023, AGCO became an anchor tenant, operating the Precision Technology Institute - North Dakota on **300 acres** to advance sustainable farming and precision ag technologies.

Today, the campus supports AgTech collaboration, education, demonstration, and validation across **590 acres**.

INNOVATION SHOP GRAND OPENING

In June, Grand Farm unveiled the Innovation Shop, designed for collaboration, research, and technology demonstrations. The space includes a classroom, boardroom, 300-person auditorium, and a fully operational equipment shop.





NOTE FROM GRAND FARM COFOUNDER, GREG

allowed Grand Farm, with the North Dakota Legislature, and 50+ families, companies, and individuals to unveil our state-of-the-art, 25,000 square foot facility near Casselton, North Dakota. There is no question in my mind we will attract startups, corporations, growers, and young people to deeper their engagement in our work.

As we look to 2025, we are confident in our vision for the next phase, which will increase the acreage of Grand Farm by 450 acres, attract a federal lab in agriculture and artificial intelligence to our campus, and engage more and more partners.

We are living proof that collaboration works."

10 **GRAND**FARM



FEATURED

PHASE 1 COMPLETION PRESS CONFERENCE Three years after initial state investment was

announced, Grand Farm, alongside state leaders, proudly announced the completion of Phase 1 of the Grand Farm Innovation Campus. This included the purchase and utilization of 590 acres of land being used for collaboration, research, and demonstrations, and the construction of Grand Farm's 25,000 square foot Innovation Shop.

"North Dakota visionaries are responsible for this unique opportunity by investing in the people and farmers of North Dakota. Their leadership has established an innovation nexus that will discover new practices that will reshape farming and benefit the state, its farmers and agriculture far beyond the Midwest. AGCO and PTI - North Dakota are proud to be anchor tenants of this Grand Farm, and we're excited to share discoveries and practical innovations with the farmers and leaders of the state!"

Seth Crawford, AGCO SVP and Manager // PTx

ESTABLISHING THE INNOVATION CAMPUS

UTILIZATION OF THE INNOVATION CAMPUS

Grand Farm brings industry leaders together to tackle agricultural challenges without creating products or owning intellectual property. Our Program Management Office manages facilities, Innovation-asa-Service, field operations, and our Upper Midwest Agriculture Ecosystem. Since opening the Innovation Shop, we've hosted 100+ groups for tours, educational events, corporate trainings, and government hearings. Our anchor tenant, **PTI - North Dakota**, has completed its first field year and now offices out of the Innovation Shop. Additionally, the Campus hosted diverse field plots from multiple partners, with trials ranging from biologicals and soil health to crop protection and robotic weed detection and control. **33 TOTAL FIELD** PLOTS IN 2024

COLLABORATING WITH 18 PARTNERS

ACROSS 231 ACRES

"2024 was an exciting year for the collaboration between PTI ND and Grand Farm. We saw the establishment of PTI ND, building of the Innovation Shop and completed successful research and demonstration trials focusing on agronomy and agriculture technology ROI for farmers. We also greatly appreciated the Grand Farm team helping collect valuable trial data during fall harvest. As we move into the 2025 growing season, we look forward to collaborating more with Grand Farm to bring the value precision agriculture technology to farmers."

Michael Frank, Lead Agronomist // PTI - North Dakota

THE NEXT PHASE OF UNLOCKING THE INNOVATION CAMPUS

The next phase will focus on expanding our capabilities, including the design and construction of a new building on the Innovation Campus and making critical infrastructure improvements. Our priorities for this next phase include:

LAND EXPANSION

Acquire additional acreage to support growing project demands and accommodate more partners.

CAMPUS DEVELOPMENT

Plan and construct new buildings designed to inspire collaboration, creativity, and advanced research.

INFRASTRUCTURE ENHANCEMENT

Upgrade site infrastructure for year-round research, development, and demonstrations.

RESEARCH EQUIPMENT

Equip laboratories with tools to accelerate breakthrough AgTech innovation. F Ir A Ir

In August, Grand Farm was honored to host a U.S. Senate Agriculture Appropriations Committee Field Hearing at its Innovation Campus. Organized by **U.S. Senator John Hoeven**, he was joined by **Senators Amy Klobuchar, John Boozman**, and **Tina Smith**, as well as **USDA Deputy Secretary Xochitl Torres Small**, and **USDA's Dr. Chavonda Jacobs-Young**, Under Secretary for Research, Education, and Economics, and Chief Scientist, along with industry and research leaders. The hearing discussed advancing the next generation of precision agriculture technology and the broader benefits of bringing new innovations to market to benefit producers, consumers and agribusiness.

"Being on the forefront of technology enables our cooperative model to stay as efficient as possible while competing on a global scale. CHS relies on innovative thinking in the supply chain to move things faster, better, and safer. By harnessing the power of technology, we are positioning our farmer and cooperative owners for the future. We are a proud partner in Grand Farm."

Jay D. Debertin, President and CEO // CHS Heard at the US Senate Agriculture Appropriations



GRANDFARM



U.S. SENATE AGRICULTURE APPROPRIATIONS COMMITTEE FIELD HEARING



GROWING FEDERAL ENGAGEMENT

n 2024, Grand Farm worked closely with federal agencies to secure funding and build partnerships aimed at advancing agriculture and innovation. By bringing together public, private, and academic stakeholders, these efforts supported agricultural technology development, addressed critical challenges, and opened doors for underserved communities. These collaborations reinforced North Dakota's growing role in AgTech while contributing to meaningful solutions for the future of farming.

NOTE FROM GRAND FARM COFOUNDER, WILLIAM

(T his past year, Grand Farm's federal engagement skyrocketed with partnerships and awards from the National Science Foundation, Economic Development Administration. United States Department of Agriculture, and Small Business Administration. With these awards, Grand Farm was able to strengthen the collaboration with these agencies, partners of the collaborative awards, and communities throughout the country. These awards gave funding to strengthen core competencies of Grand Farm like facilitating regional agriculture ecosystems, organizing innovators from around the world, innovation as a service, and field operations. Awards from this year totaled ~\$205 million in funding across the partners of these efforts and our own operations. As we look to the future of Grand Farm, it is clear that these federal agencies will be lasting partners, and we are excited to take on the challenge of advancing to the 4th agricultural revolution with them!"

DR. WILLIAM ADERHOLDT

// Cofounder and Executive Director of Grand Farm

14 **GRAND**FARM



NORTH DAKOTA ADVANCED AGRICULTURE TECHNOLOGY ENGINE

In January, the U.S. National Science Foundation awarded Grand Farm and other FARMS core partners-North Dakota State University, the North Dakota Tribal College System, the Greater Fargo Moorhead Economic Development Corporation, and the Fargo Moorhead West Fargo Chamber Foundation—up to \$15 million over the next two years, with the potential for a total of \$160 million over a decade through the **Regional Innovation Engines program.**

The regional partnership, called Food systems Adapted for Resiliency and Maximized Security (FARMS), was named an award winner out of 188 concept outlines originally submitted throughout the U.S. This funding is designed to accelerate innovation that solves food insecurity and cross-cultural engagement through AgTech innovation. This group of core partners inspired stakeholders from across the region to create, collaborate, and accelerate a platform that engages intentional interactions, formalizes AgTech innovation projects and investment. and solves real world food challenges, all centered on improving crosscultural relationships across the state.



Since the award announcement, NSF FARMS has been involved across the Grand Farm ecosystem engaging in events and collaborations:



GROW HORIZONS

This event focused on intentionally supporting the diverse population of the Fargo-Moorhead area by learning about challenges and identifying ways of supporting careers in AgTech.



EDUCONNECT. **TECHCONNECT, &** SPACECONNECT

As part of our annual conferences, we hosted education-focused workshops for students and educators, provided bus tours of AgTech facilities for direct conversations with industry leaders, and facilitated connections between startups, industry professionals, and students to explore career opportunities. These initiatives were in collaboration with higher education partners, including North Dakota State University, the University of North Dakota, North Dakota State College of Science, Minnesota State University Moorhead, and Concordia College.



USDA ARS

Grand Farm works closely with the USDA Agricultural Research Service, with projects like IoT (Internet of Things) sensor research in Nebraska, collaborations with Fargo ARS, and ongoing partnerships in Mandan. In February, Grand Farm hosted a roundtable with USDA leaders and North Dakota officials to discuss investment in AgTech research.



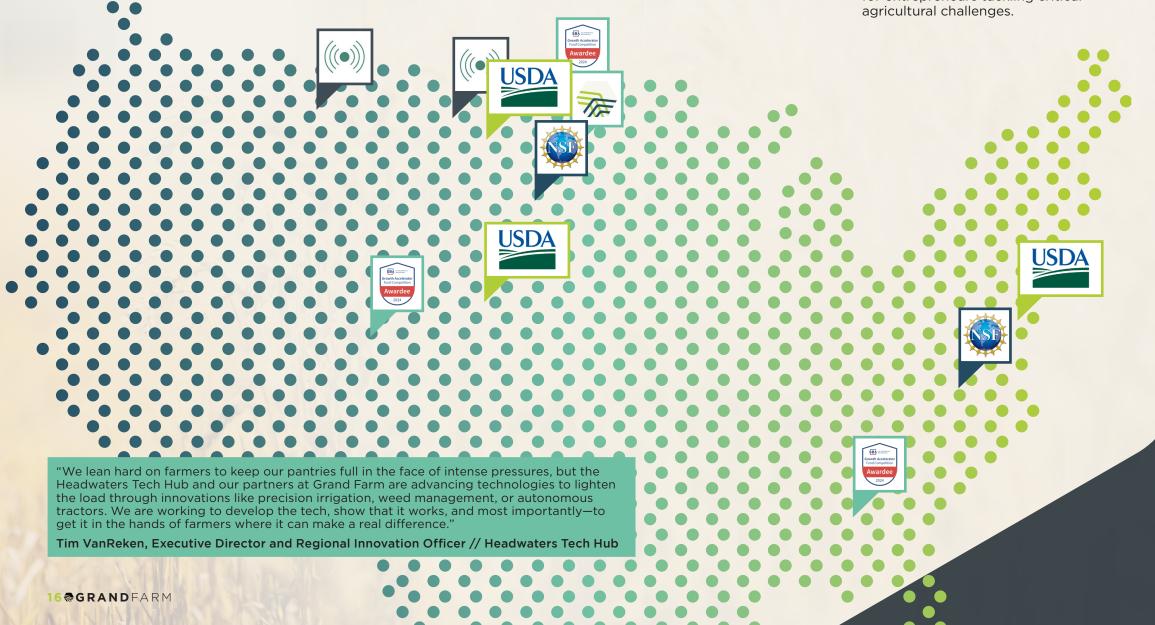
MONTANA HEADWATERS TECH HUB

Grand Farm joined the Headwaters Tech Hub (HTH) consortium to advance photonics-based sensing and autonomous systems. In 2023, Grand Farm enhanced regional collaboration, hosted a Montana delegation, and participated in a strategic retreat, strengthening partnerships and innovation efforts. This collaboration leverages Grand Farm's expertise and established AgTech ecosystem while broadening the geographic reach of the HTH effort.



SBA GROWTH ACCELERATOR FUND COMPETITION AWARDS

In 2024, Grand Farm won Stage One and Stage Two SBA GAFC awards to support AgTech startups, especially underserved founders. Partnering with AgLaunch, the University of Georgia, and Colorado State, these efforts provide training, funding, and commercialization support for entrepreneurs tackling critical agricultural challenges.



<image>

SBA ADMINISTRATOR VISIT

In July, Grand Farm welcomed **SBA Administrator Isabel Casillas Guzman** to the Innovation Campus during her Small Business Boom Tour, celebrating entrepreneurship and innovation. Joined by **Senator John Hoeven**, **former Senator Heidi Heitkamp**, AgTech entrepreneurs, and tribal leaders, Administrator Guzman toured the Innovation Shop and participated in roundtables focused on AgTech and tribal business opportunities.

Administrator Guzman praised the collaborative efforts driving AgTech in North Dakota and discussed the importance of SBA programs like the Growth Accelerator Fund and SBIR/STTR, which help small businesses and startups develop and scale new technologies. Her visit underscored the vital role of partnerships in fostering innovation, connecting entrepreneurs with the resources needed to succeed, and ensuring rural communities remain at the cutting edge of progress.





STRENGTHENING PARTNERSHIPS

n 2024, Grand Farm focused on building deeper relationships with our partners, recognizing that collaboration is the foundation of innovation. By fostering deeper engagement, we collaborated closely with key partners to drive progress and achieve shared goals within a trusted environment.



NOTE FROM GRAND FARM COFOUNDER, BRIAN

t Grand Farm, we know innovation thrives as a team sport. In 2024, we worked closely with our partners to drive collaboration and expand our impact.

Looking ahead to 2025, we're building on the momentum of our Innovation Campus and Shop. By deepening partnerships with growers, startups, researchers, and companies, we'll accelerate innovation to enhance efficiency, safety, and sustainability in the food value chain, helping growers do more with less."

BRIAN CARROLL // Chief Operating Officer and Grand Farm Cofounder



2024 GRAND FARM PARTNER TRIP

In November, Grand Farm brought 49 partners, founders, and industry experts to Nebraska for our annual Partner Trip, made possible with support from partners AgCountry Farm Credit Services and Farm Credit Services of America. Over the course of three days, attendees connected with key players in Nebraska's agricultural community. toured state-of-the-art facilities like the Nebraska Innovation Campus and the Eastern Nebraska Research and Extension Center (ENREEC), and explored ways to work together on shared AgTech challenges. The variety of site visits and conversations left a lasting impression—one attendee shared.

"I learned so much about the Nebraska ecosystem that I didn't even know existed,"

while others highlighted the value of networking and the fresh ideas sparked along the way. The trip helped form new collaborations, deepen existing relationships, and inspire practical next steps for advancing agricultural innovation.





UGA GRAND FARM

UGA Grand Farm, a partnership between Grand Farm and the University of Georgia College of Agricultural and Environmental Sciences, will serve as an AgTech innovation hub for the Southeast, providing space to test, demonstrate, and validate new technologies. By hosting events and programs, we aim to connect growers, industry, policymakers, and students with innovations to advance agriculture for future generations.

In 2024, we secured access to a 250-acre site, finalized plans for irrigation systems, and began construction on our first building, opening Spring 2025. We also hired our first employee to oversee development and built key partnerships.

Looking ahead to 2025, we aim to secure our first group of plot partners, host the grand opening for the UGA Grand Farm site, and organize our first season of UGA Grand Farm Field Days. It's going to be an exciting year for AgTech!



"The UGA Grand Farm represents a transformative partnership between the University of Georgia College of Agricultural and Environmental Sciences (CAES) and Grand Farm. We're bringing together the brightest minds in precision agriculture and sustainable production in the Southeast and North Dakota, along with CAES' record of meaningful community engagement, to advance agricultural innovation here locally and around the world.



cally and around the world. This initiative embodies our mission to equip the next generation of leaders and deliver solutions that ensure a safe food supply, a clean environment, and a strong future for agriculture." Dean Nick Place // Dean of the University of Georgia College of Agricultural and Environmental Sciences



STARTUP ECOSYSTEM

Grand Farm's Startup Ecosystem program serves as a launchpad for agricultural innovation, providing startups with opportunities to develop, test, and commercialize their technologies. Through intentional initiatives and events, we create meaningful connections between entrepreneurs, investors, researchers, and industry leaders.



STARTUP PLOTS: Launched in 2024, this program featured **six startups** testing technologies ranging from biological solutions to planter enhancements. The participating startups gained exposure at key events like Cultivate and Autonomous Nation, making key connections with stakeholders and partners.

AGTECH INSIGHTS: We hosted **four virtual discussions** with participation from **11 startups**, allowing them to present their ideas directly to partners, investors, and researchers. These calls created opportunities for engagement and exploration of up-and-coming solutions.

EXPANDING CONNECTIONS: We facilitated over **100 introductions** between startups, partners, and investors, building a robust network of collaboration and support for AgTech innovators.



COLLABORATIVE PROJECTS

Through efforts like project facilitation, research support, and feedback solicitation, Grand Farm addresses critical farming challenges and works to refine new technologies within projects. This collaborative approach between partners and our innovation team ensures alignment with both partner and grower needs, driving the adoption and implementation of practical AgTech solutions.



In collaboration with NDSU, Thales, Northern Plains UAS Test Site, and ISight Drone Services, Grand Farm helped develop an AI model to detect and mitigate the spread of Palmer Amaranth. This innovative solution protects croplands by providing a tool for early detection and containment of this noxious weed.

DATA COLLECTION

Regular drone flights and sensor deployments at the Innovation Campus provided valuable data on field conditions, helping to improve on-farm

"Our development of new sensor devices and data analytics at NDSU for agriculture applications has benefited greatly from Grand Farm's Sensor Sandbox. The wireless infrastructure at the Grand Farm Innovation Campus has allowed us to quickly and conveniently deploy sensors in the field for testing and evaluation this year. This partnership enables an accelerated process for agriculture sensor and data innovations moving forward.' Aaron Reinholz, Ag Tech Program Manager at North Dakota Agricultural Experiment Station // North Dakota State University



GRANDFARM

FEATURED PROJECT

THE CHALLENGE

Growers face hurdles in adopting new technology, including concerns about connectivity, usability, and ROI. For startups, validating these technologies in a farm environment can be both logistically and financially challenging. The Sensor Sandbox bridges this gap, creating a collaborative ecosystem to address these challenges head-on.

INTRODUCING THE SENSOR SANDBOX

Launched at Grand Farm's Innovation Campus in 2024, the Sensor Sandbox serves as a testing environment for IoT sensors in precision farming. It has three key goals:

- Test and Validate Communication Protocols
- Assess Sensor Capabilities
- Showcase Data Applications

THE IMPACT

- 8 Companies actively participated in testing.
- **16** Sensors deployed to gather critical agricultural data, such as environmental, soil health, and atmospheric conditions.
- **4** Communication Protocols tested: LoRaWAN, Cellular, Private Cellular (4G), and Fiber Broadband.

DID YOU KNOW?

95.4% of North Dakotans have access to 100Mbps or faster Internet, making our state a leader in broadband connectivity and deploying ioT sensor networks!

LOOKING AHEAD

• **Increasing Participation:** Inviting more sensor companies to test their technologies in real farm environments.

• **Diversifying Sensors:** Adding new tools to measure variables like crop health, pest detection, and water quality.

• **Broadening Insights:** Sharing data and learnings with the AgTech ecosystem to accelerate adoption and innovation.

GRAND FARM BOARD

GROWER ADVISORY BOARD

THANK YOU TO OUR **HARVEST TIER PARTNERS**

Greg Tehven // Chair Cofounder and CEO, Emerging Prairie

Mark Watne // Vice Chair President, North Dakota Farmers Union

Cynthia Schreiber-Beck // Secretary North Dakota State Representative

Jon Erickson // Member Diamond T Ranch

Jessica Fyre // Member Chief Operations Officer & General Counsel, AgCountry Farm Credit Services

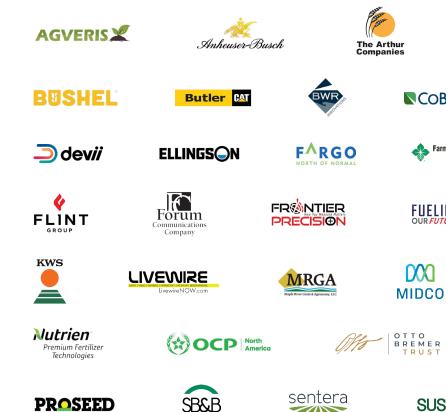
Ron Holiday // Member Grower

Jake Joraanstad // Member CEO, Bushel

Dr. Steven Kappes // Member Retired Deputy Administrator, USDA ARS

Taya Spelhaug // Member TechSpark Manager, Microsoft

Kyle Courtney // Grower Dickey County, ND
David Gorder // Grower Grand Forks County, ND
Verna Kragnes // Grower Clay County, MN
Vanessa Kummer // Grower Richland County, ND
Kathi Luther // Grower Cass County, ND
Sarah Lovas // Grower Traill County, ND
Shelby Lyons // Grower Ransom County, ND
Chase Nelson // Grower Cass County, ND
Quinn Renfandt // Grower Ward County, ND
Adam Spelhaug // Grower Richland County, ND
Mark Sumption // Grower Brown County, SD



GRAND FARM CAPITAL CAMPAIGN DONORS

State of North Dakota

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Jessica & Robert Fyre Jonathan & Amy Warrey Jonathan Holth Julie Burgum Ken & LuAnn Regan Maple River Grain & Agronomy Marlo Anderson Microsoft ND Soybean Council Nick Horob North Dakota Farmers Union **Olaf Anderson Construction** Otto Bremer Trust Pelican Valley, LLC Prinsco Proseed SB&B Wade & Betty-Jo (Peltier) Wilson











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118 Broadway N Suite S1, Fargo ND 58102 grandfarm.com 701-484-1444 | info@grandfarm.com