

Keeping Things Moving

Transportation GO!

April 8, 2026

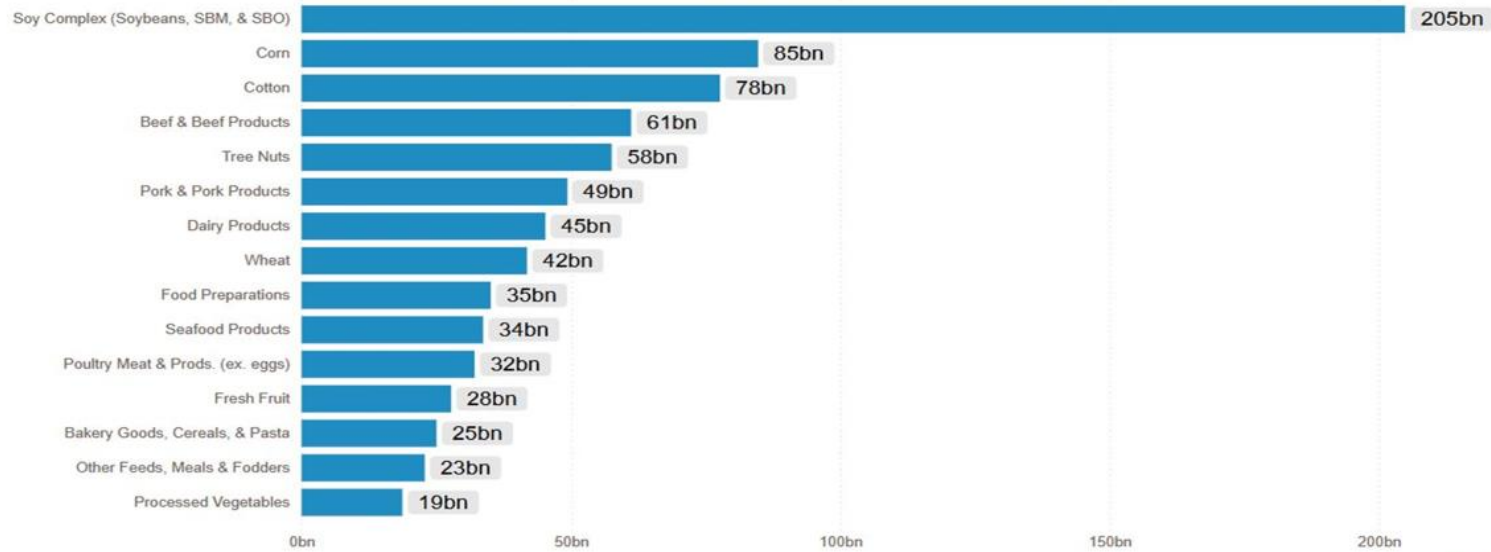
Transportation Infrastructure is Key

- Our Transportation system provides a competitive advantage in Global markets
- Future trade flows will shift as demand changes to new growing markets
- Infrastructure is a long lead time asset, so we need to be making investments today, to meet future needs

Global Soy Trade

U.S. Soy

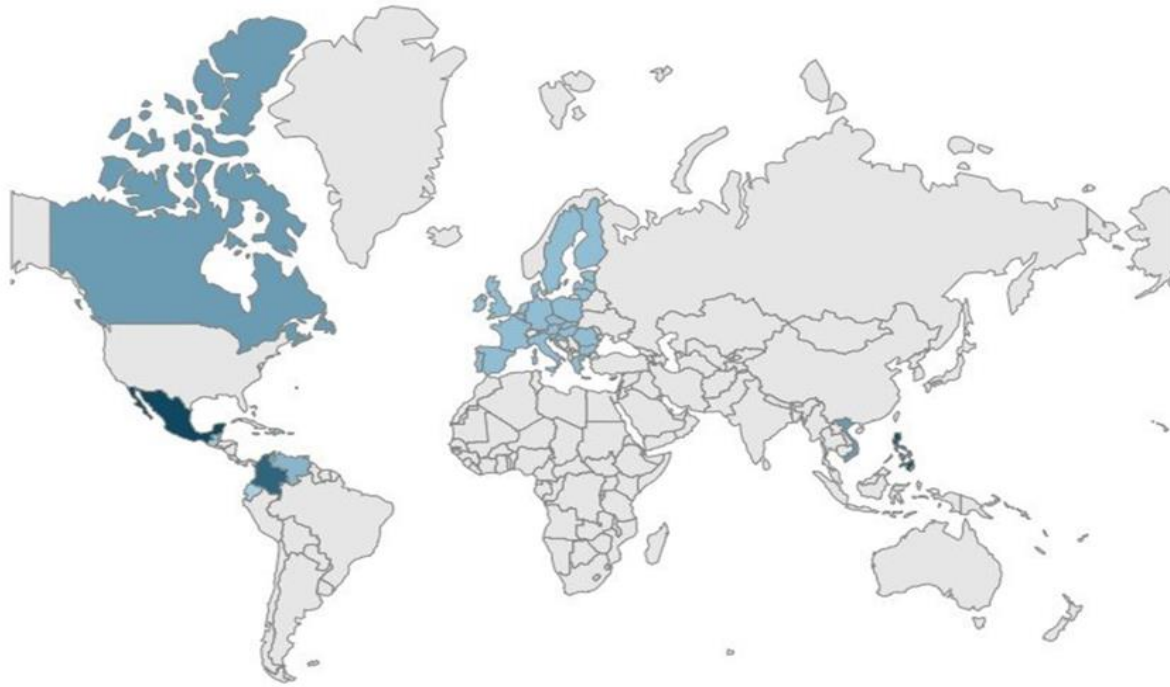
Value of Ag Shipments, September-2017 through December-2024 (US\$)



Data source: U.S. Census Bureau.



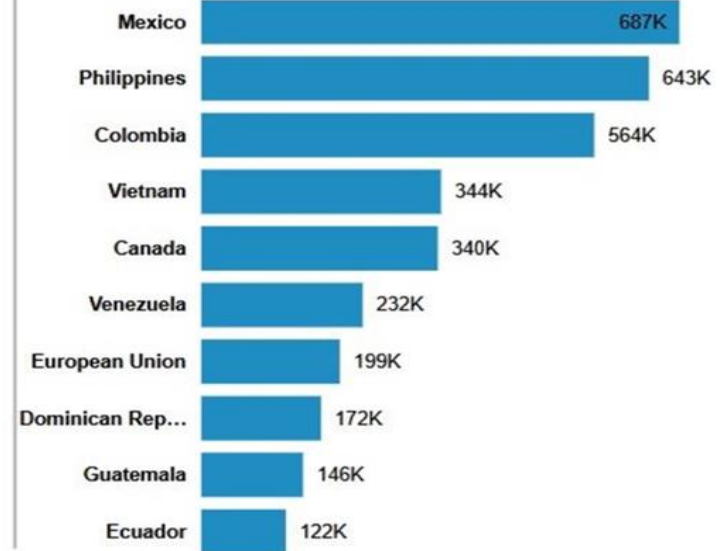
Top 10 Destination Markets for U.S. Soybean Meal, MY 24/25*



World Total

4,383,557

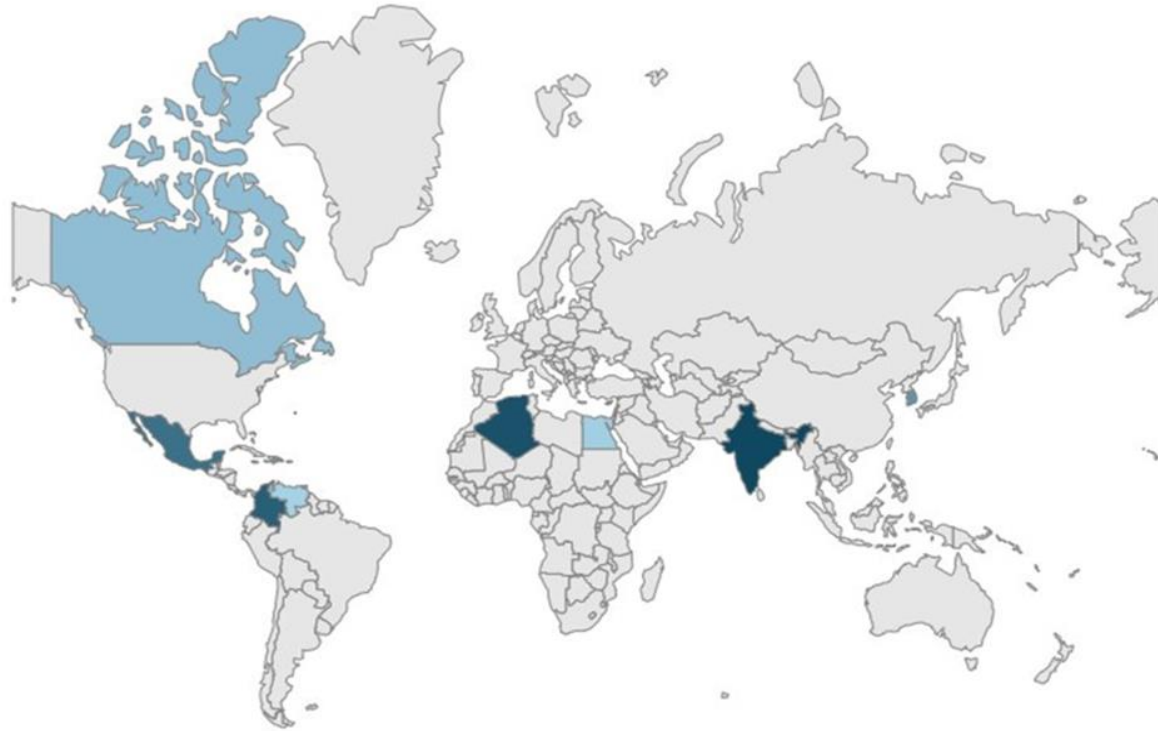
Accumulated Volume within MY (MT)



Data source: USDA/GATS. Full MY runs from Oct-Sep.
Top 10 markets determined from MY exports. *Data for MY 24/25 includes October through December values.



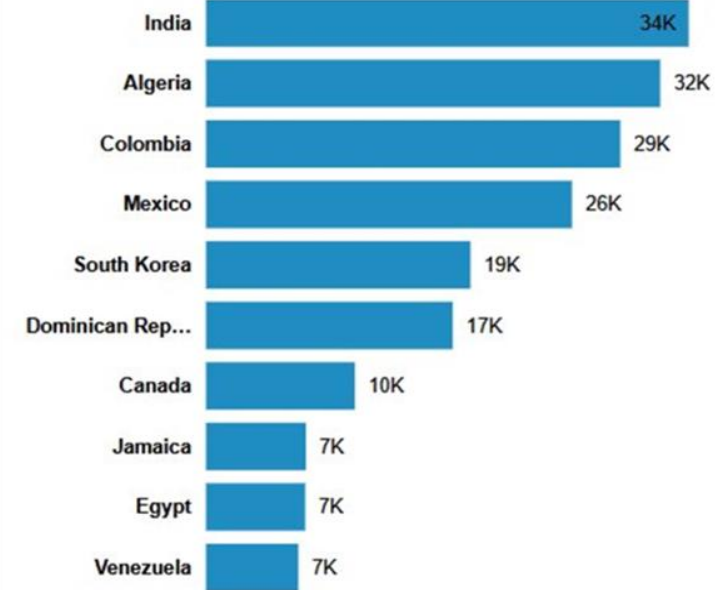
Top 10 Destination Markets for U.S. Soybean Oil, MY 24/25*



World Total

195,659

Accumulated Volume within MY (MT)



Data source: USDA/GATS. Full MY runs from Oct-Sep.

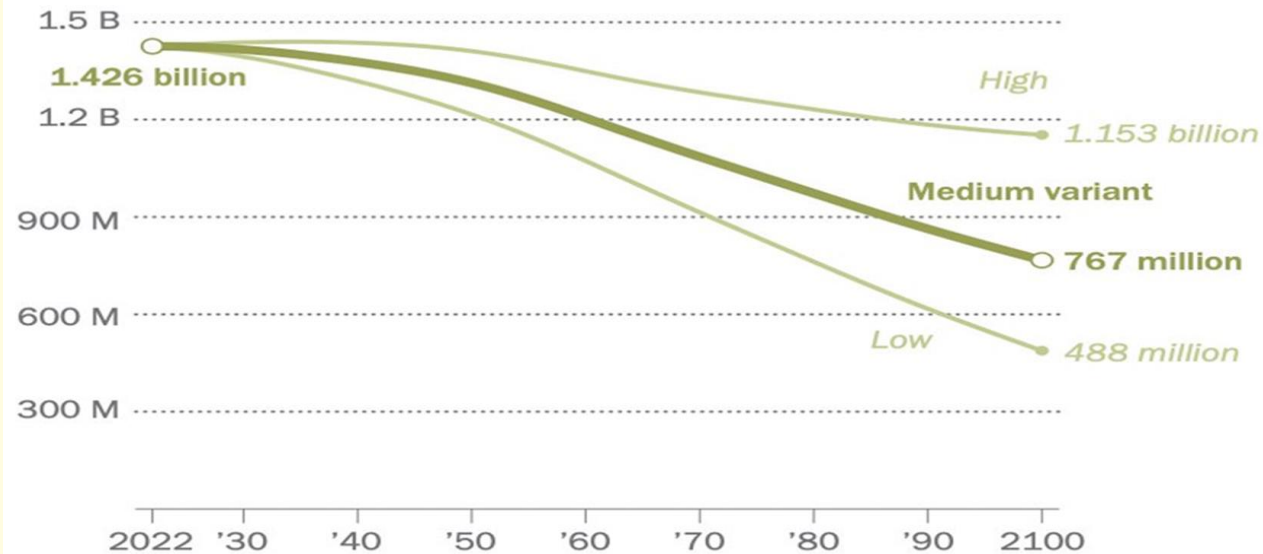
Top 10 markets determined from MY exports. *Data for MY 24/25 includes October through December values.



Demographics is Destiny

China's population is likely to fall below a billion people before 2100

Number of people, by variant



Note: May differ from national census figures. The medium variant is the middle-of-the-road estimate provided by the UN; high and low variant scenarios involve total fertility being 0.5 births above or below the medium scenario, respectively.

Source: UN Population Division's World Population Prospects: The 2022 Revision.

PEW RESEARCH CENTER

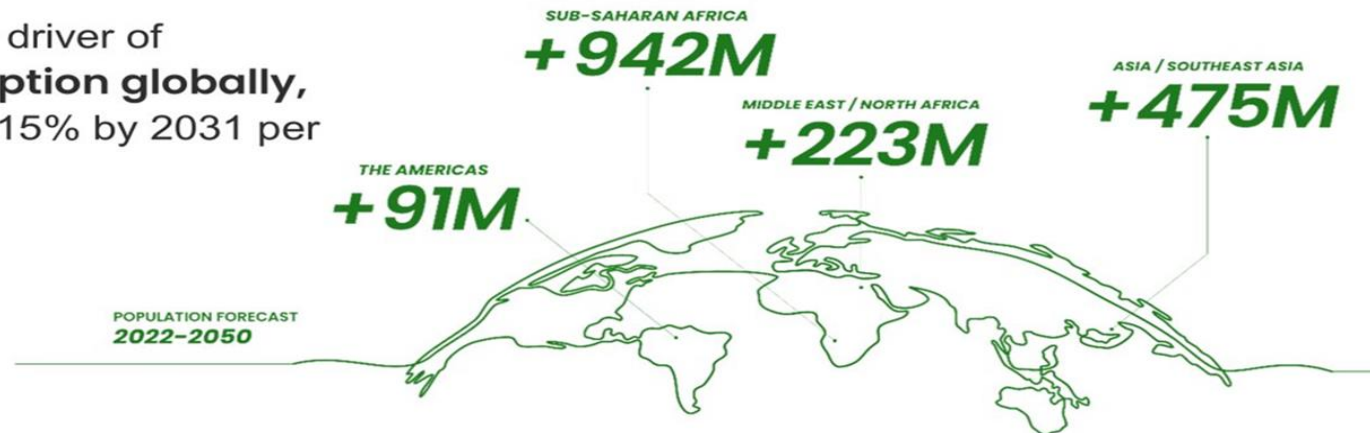
Global Soy Markets Will Change

A Growing World

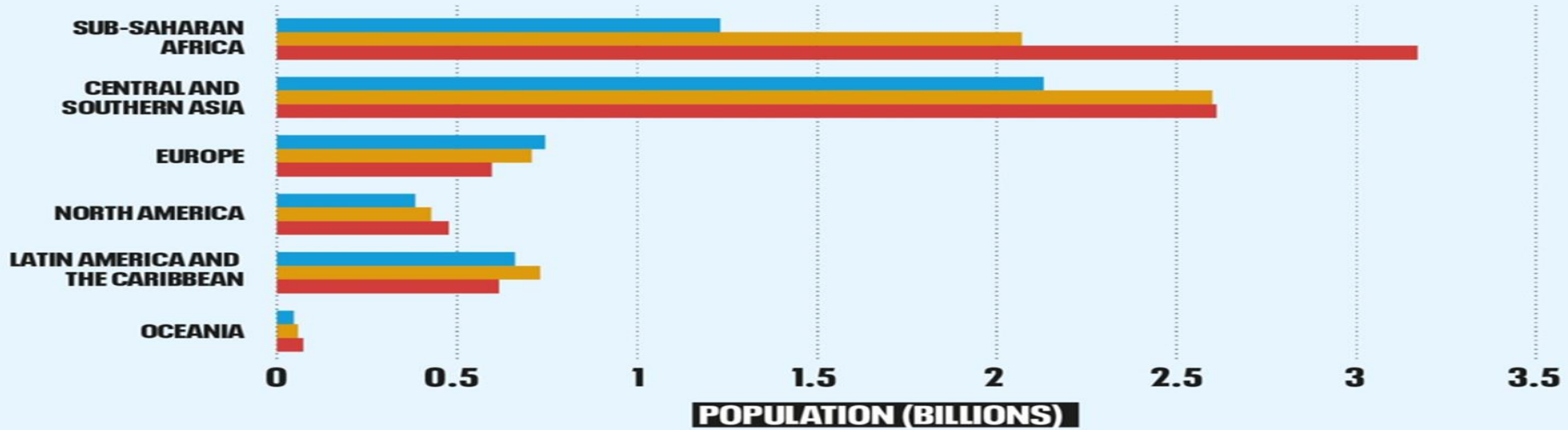
Over the next decade, **the global population is projected to increase by 11%**

This is expected to be a major driver of **increased protein consumption globally**, which is estimated to grow by 15% by 2031 per the OECD report.

Organization for Economic Cooperation and Development (OECD) - Food and Agriculture Organization 2022 Agricultural Outlook Report.



POPULATION GROWTH BY REGION, 2024-2100



● 2024 ● 2050 ● 2100
(according to United Nations medium projections)

Source: United Nations, 2024

How is ISA planning to meet this demand?

1. Ensuring our Transportation system is reliable, resilient and protects our competitive advantage.
2. Growing Soy utilization in emerging markets.
3. Expanding utilization of Soy in “New Uses”

1. Transportation

The transportation system needs to accommodate yield growth and deliver soy to new markets.

By 2050 using historical Illinois yield growth:

- Soybean production will increase 64%
- Corn production will increase 52%
- Wheat production will increase 43%

An Ag-centered transportation system

- Developing an inclusive vision necessary to make the long-term infrastructure investments like earlier generations did building the lock and dam system on the inland waterways.
- Asset mapping
- Gap analysis
- Build public support through education and engagement

THANK YOU