



Agri-FoodTech Salary Survey

Contents

| | |
|--|-----------|
| Introduction | 02 |
| Who We Are & Why We Conducted this Survey | 02 |
| Methodology | 03 |
| Survey Respondents | 03 |
| Compensation Data | 07 |
| Key Insights | 08 |
| Conclusion | 14 |

Introduction

Agri-FoodTech is an industry of firsts.

The first time a protein alternative was created in a lab or salad greens were successfully grown in a controlled environment warehouse. The first time a scientist found a way to turn on (or turn off) plant genes and select desirable traits.

With this salary survey we offer up another 'first' – the first industry-specific, data-driven look at how Agri-FoodTech companies compensate their executive level employees.

The Agri-FoodTech sector is growing, evolving and professionalizing. To date most Agri-FoodTech companies have used salary data points from life sciences companies when coming up with their compensation offers.

But life sciences companies are not Agri-FoodTech. We have our own structure, timelines and culture. Our compensation benchmarks are evolving to reflect the foundational components of this sector.

To be competitive at attracting and retaining top talent, Agri-FoodTech companies must understand the

sector's compensation landscape. Boards and investors need to understand what they will need to pay to attract and retain the talent to keep their company aligned and moving through growth stages.

Who We Are & Why We Conducted this Survey

CS Partners connects talent for a healthier world, providing executive recruitment services for the Agri-FoodTech and Life Science Technology markets.

We specialize in helping mission-driven companies find and attract the talent they need as they scale and grow.

We conducted this survey to create a benchmark of Agri-FoodTech

compensation data at this moment in time and to reveal trends, insights and predictions in compensation needs for the industry. We hope you find it insightful!

Methodology

CS Partners conducted telephone surveys of 384 executives in the Agri-FoodTech sector between January and May of 2021, asking them about target compensation packages in 2020. We asked survey participants to provide their most current compensation data for a number of key executive level roles.

We asked survey respondents their compensation rates for salaries, bonuses and equity/options ownership. We divided the data into three categories commonly used to analyze compensation data:

- **The bottom 25% of compensation rates reported.**
- **The top 25% of compensation rates reported.**
- **The median 50% of compensation rate reported.**

The 50th percentile is the most widely-used measurement of the “middle,” or average, of possible pay values when analyzing compensation data. We refer to the “average” salary most often when noting data insights.

Survey Respondents

Types of Agri-FoodTech Companies Surveyed

Agri-FoodTech is a broad term, covering many companies innovating in the food and agriculture space. It includes B2B

services and wholesale products as well as companies generating branded products packaged for retail customers.

For the purposes of this survey we collected data from companies in two segments of Agri-FoodTech — AgTech and FoodTech

Survey Respondents

AgTech Companies

Plant Science

Companies modifying plants and organisms to improve crop health and yield via breeding techniques, development of novel traits, genetic modification and more.

Crop Protection and Input Management

Companies developing products and technologies improving plant yield or soil health. Including synthetic and natural ingredients, biologicals, formulations, seed treatments and nutrient technologies.

Precision Agriculture

Companies building software tools with user-friendly mobile capabilities to improve farm management. Typically using data analysis and tech-enabled measurement tools to monitor and analyze crop inputs, harvest yield and inventory data, precision planting, crop fertility and health, market trends, farm financials and more.

Indoor Agriculture

Companies developing turnkey software and hardware systems designed to cultivate crops indoors within controlled environment agriculture (CEA) systems, as well as related services and infrastructure.

*Ag robotics or ag machinery companies were not included in this survey.

FoodTech Companies

Alt Protein and Dairy

Companies producing plant-based or lab-grown proteins and dairy products marketed directly to consumers. Products rooted in intellectual property.

Consumer Health

Novel nutritional products, including nutraceuticals and beverages marketed as consumer packaged goods.

Novel Ingredients

Functional ingredients associated with health and nutritional claims. Industrial ingredients targeting improvements to taste, texture, freshness or appearance of food or providing alternatives to traditional ingredients.

Survey Respondents

Survey Respondent Location

Agri-FoodTech is very much a 21st century sector, with innovative companies founded globally. However, for the purposes of this survey we narrowed our scope to two geographic segments representing the largest hubs of Agri-FoodTech innovation:

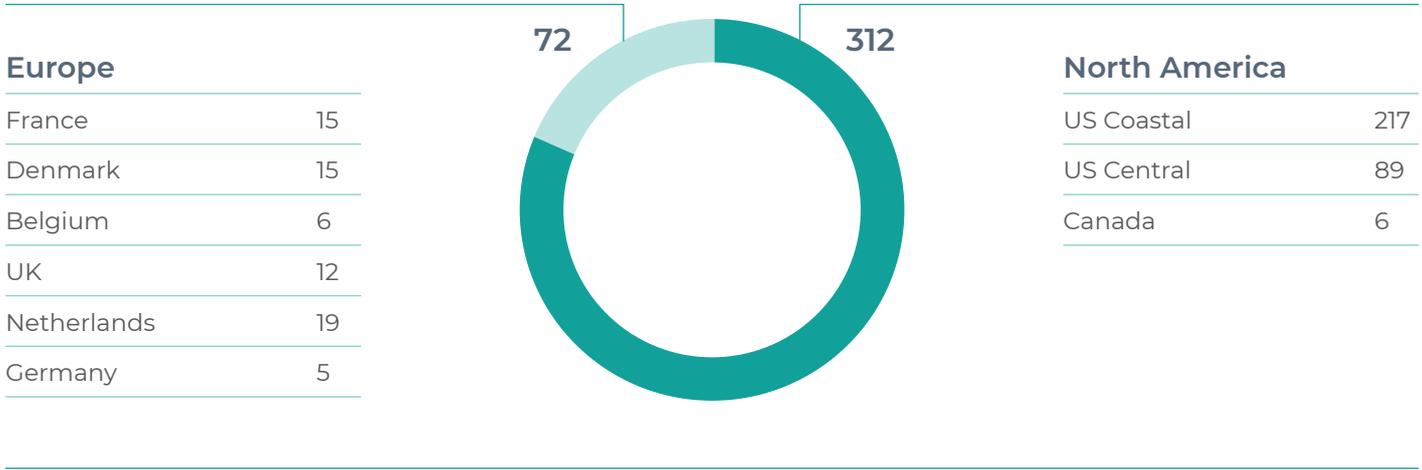
North America

312 respondents were from companies located in the U.S. or Canada. The largest bulk (217) of our North American respondents are located on U.S. Eastern and Western coasts in areas typically associated as tech and innovation centers.

Europe

We surveyed 72 European executives from six countries. The Netherlands provided the most respondents (19), Denmark and France were next with 15 companies each.

Geographical Data Spread



Survey Respondents

Survey Respondent Company Stage

As a still new sector, Agri-FoodTech is dominated by early and growth stage companies. Yet there are key differences in compensation packages as companies move toward maturity. We divided our survey data into two company stages. All companies surveyed are privately owned and venture-backed.

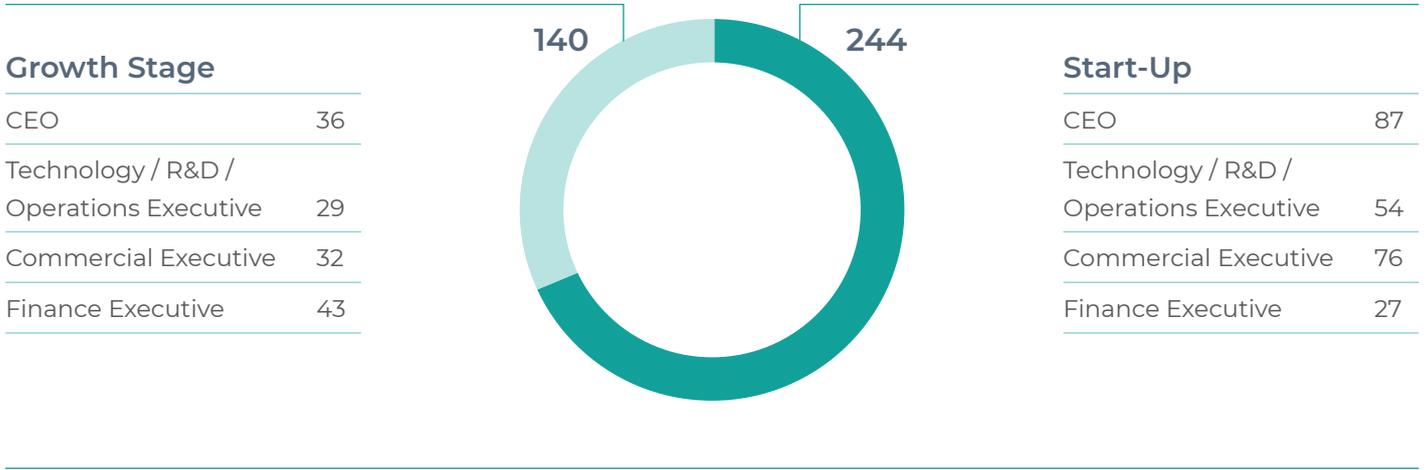
Startup Companies

Defined as companies that have raised seed money of over \$2 million and have raised A and B series investment. 64% percent of the executives surveyed are startups.

Growth Stage Companies

Defined as companies that have successfully raised larger, mid-stage investment rounds C, D and beyond. 36% of executives surveyed are growth stage.

Company Type Data Spread



Compensation Data

EU = Europe NA = North America

Growth Companies

| Role | BASE | | | BONUS | | | EQUITY | | |
|----------------------------|-----------------|-----------|-----------------|-----------------|-----------|-----------------|-----------------|--------|-----------------|
| | 25th percentile | Median | 75th percentile | 25th percentile | Median | 75th percentile | 25th percentile | Median | 75th percentile |
| CEO (EU) | \$205,000 | \$247,000 | \$271,500 | \$36,000 | \$51,500 | \$79,250 | 2.5% | 3.2% | 4% |
| CEO (NA) | \$325,000 | \$360,000 | \$387,500 | \$122,000 | \$150,000 | \$190,500 | 2.1% | 2.9% | 3.5% |
| Technology Executive* (EU) | \$171,500 | \$228,000 | \$242,250 | \$32,500 | \$48,250 | \$76,250 | 0.8% | 1.2% | 1.8% |
| Technology Executive* (NA) | \$245,000 | \$300,000 | \$315,000 | \$37,250 | \$63,000 | \$95,000 | 0.5% | 0.8% | 1.3% |
| Commercial Executive (EU) | \$136,750 | \$177,500 | \$223,000 | \$39,250 | \$7,500 | \$68,250 | 0.7% | 1.3% | 1.45% |
| Commercial Executive (NA) | \$265,000 | \$280,000 | \$300,000 | \$48,500 | \$69,000 | \$92,500 | 0.5% | 0.8% | 1.1% |
| Finance Executive (EU) | \$156,000 | \$181,000 | \$205,000 | \$30,500 | \$51,250 | \$73,500 | 1.25% | 1.6% | 2% |
| Finance Executive (NA) | \$320,000 | \$350,000 | \$375,000 | \$64,000 | \$89,000 | \$134,250 | 0.75% | 1.1% | 1.5% |

Early Stage Companies

| Role | BASE | | | BONUS | | | EQUITY | | |
|----------------------------|-----------------|-----------|-----------------|-----------------|-----------|-----------------|-----------------|--------|-----------------|
| | 25th percentile | Median | 75th percentile | 25th percentile | Median | 75th percentile | 25th percentile | Median | 75th percentile |
| CEO (EU) | \$150,000 | \$180,000 | \$213,500 | \$22,500 | \$48,000 | \$61,250 | 2.75% | 5% | 5.5% |
| CEO (NA) | \$236,250 | \$260,000 | \$337,500 | \$70,000 | \$101,250 | \$123,750 | 3.05% | 4.15% | 5.1% |
| Technology Executive* (EU) | \$135,500 | \$147,500 | \$155,500 | \$10,000 | \$21,000 | \$22,500 | 1% | 1.825% | 3.2375% |
| Technology Executive* (NA) | \$205,000 | \$270,000 | \$305,000 | \$37,500 | \$66,000 | \$72,000 | 1.2% | 2% | 3.8% |
| Commercial Executive (EU) | \$144,000 | \$159,000 | \$181,750 | \$15,750 | \$20,500 | \$30,750 | 1.25% | 1.95% | 2.4% |
| Commercial Executive (NA) | \$237,500 | \$258,750 | \$285,000 | \$52,500 | \$75,750 | \$90,000 | 0.95% | 2% | 4% |
| Finance Executive (EU) | \$132,500 | \$148,250 | \$163,000 | \$9,500 | \$15,750 | \$22,500 | 1.125% | 2% | 3.4% |
| Finance Executive (NA) | \$245,000 | \$300,000 | \$325,000 | \$62,500 | \$75,000 | \$92,500 | 1.275% | 1.75% | 2.35% |

* Includes Technology, Operations & R&D executives

Key Insights

KEY INSIGHT

Women earn the highest salaries in Agri-FoodTech.



Women are a small, but mighty, force in Agri-FoodTech, especially in CEO positions, where they are being paid some of the top salaries in the sector.

Out of 396 executives interviewed 10% were women, and 8% of the CEO roles are held by women. While it is no surprise to anyone that Agri-FoodTech is a male dominated sector what was surprising was that out of the top 10 CEO salaries earned, seven of those CEOs were women. The highest paid CEO in Agri-FoodTech from our survey is a woman.

This reflects trends we have been observing in hiring objectives in Agri-FoodTech as organizations strive to

fill more leadership team positions with women to balance the gender dynamics within the sector. Over the past three years 60% of our clients have asked us to include gender diverse options within executive talent shortlists.

Because there is, as of yet, a limited pool of dynamic female talent in the sector, competition is fierce for high profile, top quality female CEOs.

Key Insights

KEY INSIGHT

Founding CEOs sacrifice cash compensation in early stages.



Executive compensation at early stage companies are, not surprisingly, lower than growth stage companies. However, the real story here is the willingness of early stage CEOs to compromise on cash compensation to support their business.

Growth stage CEOs earn, on average, 26% more cash compensation than CEOs of early-stage companies, but 30% less in equity.

In addition, non-founding CEOs of early stage companies earned an average 18% more cash compensation but 22% less in equity than founding CEOs.

As these companies mature, those early stage companies with founding CEOs need to be prepared to adjust their executives cash compensation to better reflect the market norms.

Key Insights

KEY INSIGHT

Target bonuses were often not paid out at the rate promised.



2020 was an anomaly with the Covid pandemic, however the failure to pay out target bonuses appears to be a significant trend especially for Agri-FoodTech companies at the startup level.

Most Agri-FoodTech companies are tying bonuses with stretch objectives, goals that are not easily achieved. Early stage executives (that received bonuses) took home 45% less than their on target bonuses. With growth stage companies, executives averaged 25% less than their target bonuses.

In our survey 32% of early stage company executives had no bonus plans in place. Our data shows that the majority pre Series A companies do not offer bonus plans. For companies to be competitive, it is important to link successful milestone's, and capital raising with the introduction of bonus schemes.

Key Insights

KEY INSIGHT

Agri-FoodTech salaries don't reflect variations in cost of living in different regions.



Agri-FoodTech companies located in high-tech innovation hubs like San Francisco and Boston, did not offer compensation packages reflective of the high regional living costs when compared across the sector by region.

Salaries across all executive positions in the U.S. were on average, 14% higher in U.S. coastal regions than in central U.S. regions. However, cost of living expenses are much higher than 14%. For instance, it costs 70% more to live in Los Angeles, California than Dallas, Texas.

With the growing trend of remote working, Agri-FoodTech companies have an opportunity to attract talent from a wider geographical base. We have seen an increase in companies embracing these hiring opportunities particularly across commercial and business development positions, where this is less of a requirement to be based at company headquarters.

Key Insights

KEY INSIGHT

Hiring a commercial and technical executive is essential for scaling successfully.



Once Agri-FoodTech companies successfully raise a series A round, they typically hire a CBO and CTO. Over the last 36 months, 60% of our Agri-FoodTech clients have asked us to help them to fill their CBO and CTO positions after successfully securing their series A funding round.

The hiring of both CBO and CTO positions are key talent investments. It is not unusual for these executives to earn more cash compensation than the CEO hiring them. For example the median base salary for a Technology Executive at an early stage company is \$10,000 more than that of a CEO.

Key Insights

KEY INSIGHT

There is increased demand for CFO hiring as companies look to accelerate capital and growth opportunities.



With the explosion of capital into Agri-FoodTech sector, there has been an increase in demand for companies looking to hire CFOs.

More than 70% of the finance executives we surveyed were hired after a series B round. The increase in demand for CFOs that have experience in helping companies with public listings - whether it be SPACs or IPOs - has created a high level of need for talent with

this particular expertise. Salaries are rising, as competition across adjacent Synbio and Life Sciences sectors are affording candidates an increasing choice of companies to work for. The median base salary offered to CFOs at growth companies are only \$10,000 lower than that of the CEOs that are hiring them.

Conclusion

Total global investment in Agri-FoodTech companies has grown 50% CAGR from 2010 to 2020, surged to a record breaking \$22.3 billion in 2020, according to Finistere Ventures' 2020 Agri-FoodTech Investment Review. AgTech received \$5 billion in investments in 2020 and

FoodTech brought in \$17.3 billion. Finistere is predicting that 2021 investments will exceed 2020, based on early investment data.

Within this dynamic, fast-moving and highly competitive marketplace, hiring and retaining talent is critical to the ongoing success of early stage and growth stage companies.

Having a compensation strategy and clarity around what the market pays for key positions is essential in ensuring CEOs and Investors hire and retain the best talent possible.

Contact

CSPartners



Simon Leich

CEO

s.leich@cs-partners.net

+44 203 800 1120

cs-partners.net



Alex Lock

Research Director

a.lock@cs-partners.net

+44 203 800 1119

cs-partners.net