

**LAND O'LAKES, INC.**  
**CONSOLIDATED BALANCE SHEETS**

	<u>December 31,</u> <u>2021</u>	<u>December 31,</u> <u>2020</u>
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 506,792	\$ 778,221
Receivables, net	2,341,699	2,009,661
Inventories	2,008,538	1,950,353
Prepaid assets	1,624,830	1,262,342
Other current assets	148,500	175,973
Total current assets	<u>6,630,359</u>	<u>6,176,550</u>
Investments	364,631	331,455
Property, plant and equipment, net	1,422,971	1,520,359
Goodwill	573,740	565,613
Other intangibles, net	353,135	398,292
Other assets	215,186	193,767
Total assets	<u>\$ 9,560,022</u>	<u>\$ 9,186,036</u>
<b>LIABILITIES AND EQUITIES</b>		
Current liabilities:		
Notes and short-term obligations	\$ 227,426	\$ 193,639
Current portion of long-term debt	183,714	139,123
Accounts payable	1,714,379	1,719,273
Customer advances	1,998,985	1,744,719
Accrued liabilities	952,528	843,247
Patronage refunds and other member equities payable	132,169	117,994
Total current liabilities	<u>5,209,201</u>	<u>4,757,995</u>
Long-term debt	793,336	947,280
Employee benefits and other liabilities	439,633	520,029
Commitments and contingencies	—	—
Equities:		
Preferred Stock	747,645	747,645
Common stock	723	695
Additional paid-in capital	302,788	301,672
Member equities	1,272,700	1,258,508
Retained earnings	929,811	885,249
Accumulated other comprehensive loss	(188,181)	(245,837)
Total Land O'Lakes, Inc. equity	<u>3,065,486</u>	<u>2,947,932</u>
Noncontrolling interests	52,366	12,800
Total equities	<u>3,117,852</u>	<u>2,960,732</u>
Total liabilities and equities	<u>\$ 9,560,022</u>	<u>\$ 9,186,036</u>

**LAND O'LAKES, INC.**  
**CONSOLIDATED STATEMENTS OF OPERATIONS**

	<b>For the Year Ended</b>		
	<b>December 31,</b>		
	<b>2021</b>	<b>2020</b>	<b>2019</b>
Net sales	\$ 15,916,427	\$ 13,948,939	\$ 13,887,722
Cost of sales	14,477,793	12,576,014	12,592,857
Gross profit	<u>1,438,634</u>	<u>1,372,925</u>	<u>1,294,865</u>
Selling, general and administrative	1,177,376	1,091,628	1,056,162
Earnings from operations	<u>261,258</u>	<u>281,297</u>	<u>238,703</u>
Interest expense, net	50,078	48,616	71,517
Other (income) expense, net	(29,687)	12,280	11,831
Equity in earnings of affiliated companies	(61,123)	(46,055)	(37,201)
Earnings before income taxes	<u>301,990</u>	<u>266,456</u>	<u>192,556</u>
Income tax expense (benefit)	6,821	520	(14,219)
Net earnings	<u>295,169</u>	<u>265,936</u>	<u>206,775</u>
Less: net earnings attributable to noncontrolling interests	7,780	1,000	869
Net earnings attributable to Land O'Lakes, Inc.	<u>\$ 287,389</u>	<u>\$ 264,936</u>	<u>\$ 205,906</u>
 Applied to:			
Member equities			
Allocated patronage	\$ 183,895	\$ 162,956	\$ 166,661
Deferred equities	2,503	1,507	(22,266)
	<u>186,398</u>	<u>164,463</u>	<u>144,395</u>
Retained earnings	100,991	100,473	61,511
	<u>\$ 287,389</u>	<u>\$ 264,936</u>	<u>\$ 205,906</u>

**LAND O'LAKES, INC.**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE EARNINGS**

	For the Year Ended		
	2021	December 31, 2020	2021
Net earnings	\$ 295,169	\$ 265,936	\$ 206,775
Other comprehensive earnings			
Pension and other postretirement adjustments, net of income taxes	55,360	31,270	(20,484)
Cash flow hedge adjustments, net of income taxes	6,807	(6,923)	(1,635)
Foreign currency translation adjustments, net of income taxes	(8,315)	2,764	11,387
Total other comprehensive earnings (loss)	53,852	27,111	(10,732)
Comprehensive earnings	349,021	293,047	196,043
Less: comprehensive earnings attributable to noncontrolling interests	3,861	915	1,291
Comprehensive earnings attributable to Land O'Lakes, Inc.	\$ 345,160	\$ 292,132	\$ 194,752

**LAND O'LAKES, INC.**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

	For the years ended December 31,		
	2021	2020	2019
<b>Cash Flows from operating activities:</b>			
Net earnings	\$ 295,169	\$ 265,936	\$ 206,775
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Depreciation and amortization	253,760	246,519	245,815
Amortization of deferred financing costs	1,438	1,463	1,512
Non-cash patronage income	(6,023)	(6,110)	(6,484)
Deferred income tax expense (benefit)	11,073	18,705	(5,076)
Equity in earnings of affiliated companies	(61,123)	(46,055)	(37,201)
Dividends from investments in affiliated companies	46,046	40,297	38,041
Other	(12,582)	18,503	13,052
Changes in assets and liabilities, net of acquisitions and divestitures:			
Receivables	(337,833)	(95,627)	24,819
Inventories	(60,213)	410,335	55,332
Prepays and other current assets	(339,996)	(249,312)	467,703
Accounts payable	17,741	7,097	(101,403)
Customer advances	253,946	83,547	(210,606)
Accrued liabilities	117,133	122,169	(11,133)
Other assets	(15,364)	4,989	(5,111)
Other liabilities	(25,376)	357	(23,967)
Net cash provided by operating activities	<u>137,796</u>	<u>822,813</u>	<u>652,068</u>
<b>Cash Flows from investing activities:</b>			
Additions to property, plant and equipment	(153,246)	(142,614)	(202,139)
Investments in affiliates	(1,428)	(7,404)	(13,974)
Net proceeds from divestiture of businesses	10,000	20,626	4,965
Net proceeds from sale of investments	7,854	10,942	4,825
Proceeds from sale of property, plant and equipment	19,109	5,907	15,598
Change in notes receivable	(51)	(19,928)	1,055
Other	878	586	2,267
Net cash used by investing activities	<u>(116,884)</u>	<u>(131,885)</u>	<u>(187,403)</u>
<b>Cash Flows from financing activities:</b>			
Increase (decrease) in short-term debt	37,441	(30,505)	19,279
Proceeds from issuance of long-term debt	521	1,578	1,346
Principal payments on long-term debt and capital lease obligations	(111,687)	(2,819)	(92,314)
Cash patronage and payments for redemption of member equities	(156,631)	(158,900)	(187,282)
Preferred stock dividends paid	(57,325)	(57,325)	(57,324)
Other	(1,985)	(4,183)	(15,126)
Net cash used by financing activities	<u>(289,666)</u>	<u>(252,154)</u>	<u>(331,421)</u>
Effect of exchange rate changes on cash and cash equivalents	(2,675)	3,733	1,465
Net (decrease) increase in cash and cash equivalents	(268,754)	438,774	133,244
Cash and cash equivalents at beginning of the period	778,221	335,714	201,005
Cash and cash equivalents at end of the period	<u>\$ 506,792</u>	<u>\$ 778,221</u>	<u>\$ 335,714</u>