

Dairy Farm Operating Trends

June 30, 2020



To Our Valued Clients and Other Friends in the Dairy Industry

The following pages contain the Frazer, LLP's Dairy Farm Operating Trends for the six months ended June 30, 2020.

The data is compiled from dairy operations in Southern California, the San Joaquin Valley, Kern County, Arizona, Idaho, New Mexico, the Texas Panhandle, and the Pacific Northwest, which consists of Washington and Oregon operating collectively, with a combined milk production of over 3.6 billion pounds and more than 315,400 head of mature cows for the six months ended June 30, 2020.

This report includes a comparison of the results in the regions listed above for the six months ended June 30, 2020, both on a "per hundredweight of milk" basis and on a "per head" basis. Also included are selected financial ratios and other statistical analysis for the year.

This publication is designed as a reference tool and a management aid for dairy farm managers and advisors. Frazer, LLP believes the information to be reliable, but is not responsible for errors in reported source information.

Our publication continues to be recognized as the top industry source for relevant dairy statistics. This report is provided to and widely utilized by dairy farmers, lending institutions, universities, colleges and other agribusiness industries.

We appreciate all of your past and present support and thank you for your continued reliance on Frazer, LLP. If you have any comments or questions, please contact our Agribusiness partners, Ralph Lizardo or Tim Gulling at our Brea office at (714) 990-1040 and Angela Blaylock or Mike Edwards at our Visalia office at (559) 732-4135.

For more information regarding our firm, our Agribusiness department and our publication, please visit our website at www.frazerllp.com.

Sincerely,

Frazer LLP

FRAZER, LLP

Certified Public Accountants and Consultants

November 2020

DAIRY FARM OPERATING TRENDS

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CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

COMPARISON BY AREA
FOR THE SIX MONTHS ENDED JUNE 30, 2020
(BASED ON AVERAGE AMOUNTS PER HEAD)

	Southern California	San Joaquin Valley	Kern County
Income:			
Milk sales	\$ 2,122	\$ 2,170	\$ 2,127
Calves and other	105	67	26
Total income	\$ 2,227	\$ 2,237	\$ 2,153
Cost of operations:			
Feed:			
Grain	\$ 753	\$ 935	\$ 872
Hay and forages	451	275	334
Total feed	\$ 1,204	\$ 1,210	\$ 1,206
Labor, (including fringe costs)	\$ 272	\$ 222	\$ 199
Herd replacement costs	\$ 187	\$ 177	\$ 151
Other costs:			
Milk hauling	\$ 48	\$ 49	\$ 75
State and association charges	21	23	23
Veterinary, breeding, testing, etc.	101	66	41
Supplies	32	62	65
Repairs and maintenance	72	72	72
Utilities	27	35	23
Occupancy costs	47	75	43
Depreciation - equipment	23	43	29
Interest	55	53	44
Miscellaneous	65	95	78
Total other costs	\$ 491	\$ 573	\$ 493
Total cost of operations	\$ 2,154	\$ 2,182	\$ 2,049
Income (loss) from dairy operations	\$ 73	\$ 55	\$ 104
Farming operations, net	\$ 0	\$ 66	\$ 45
Net income (loss)	\$ 73	\$ 121	\$ 149



Arizona	Idaho	New Mexico	Panhandle	Pacific Northwest	Your June 30, 2020 Amounts
\$ 2,014 109	\$ 2,044 36	\$ 1,766 47	\$ 2,048 71	\$ 1,898 101	\$
\$ 2,123	\$ 2,080	\$ 1,813	\$ 2,119	\$ 1,999	\$
\$ 838 347	\$ 697 283	\$ 790 396	\$ 768 265	\$ 637 325	\$
\$ 1,185	\$ 980	\$ 1,186	\$ 1,033	\$ 962	\$
\$ 265	\$ 185	\$ 227	\$ 214	\$ 301	\$
\$ 192	\$ 238	\$ 109	\$ 138	\$ 178	\$
\$ 68 30 17 90 57 38 43 19 80 105	\$ 38 20 58 38 62 18 75 65 67 136	\$ 76 66 32 99 60 17 44 26 63 98	\$ 97 37 74 67 59 15 60 41 24 92	\$ 68 33 69 60 83 18 57 48 65 96	\$
\$ 547	\$ 577	\$ 581	\$ 566	\$ 597	\$
\$ 2,189	\$ 1,980	\$ 2,103	\$ 1,951	\$ 2,038	\$
\$ (66)	\$ 100	\$ (290)	\$ 168	\$ (39)	\$
\$ 4	\$ 1	\$ 54	\$ 16	\$ 38	\$
\$ (62)	\$ 101	\$ (236)	\$ 184	\$ (1)	\$

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

COMPARISON BY AREA
FOR THE SIX MONTHS ENDED JUNE 30, 2020
(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)

	Southern California	San Joaquin Valley	Kern County
Income:			
Milk sales	\$ 18.08	\$ 17.14	\$ 17.52
Calves and other	0.89	0.54	0.21
Total income	\$ 18.97	\$ 17.68	\$ 17.73
Cost of operations:			
Feed:			
Grain	\$ 6.41	\$ 7.42	\$ 7.18
Hay and forages	3.85	2.18	2.75
Total feed	\$ 10.26	\$ 9.60	\$ 9.93
Labor, (including fringe costs)	\$ 2.32	\$ 1.76	\$ 1.63
Herd replacement costs	\$ 1.59	\$ 1.41	\$ 1.24
Other costs:			
Milk hauling	\$ 0.41	\$ 0.39	\$ 0.62
State and association charges	0.18	0.18	0.19
Veterinary, breeding, testing, etc.	0.87	0.53	0.34
Supplies	0.28	0.50	0.53
Repairs and maintenance	0.61	0.57	0.60
Utilities	0.23	0.28	0.19
Occupancy costs	0.40	0.59	0.36
Depreciation - equipment	0.19	0.34	0.23
Interest	0.47	0.42	0.36
Miscellaneous	0.55	0.72	0.65
Total other costs	\$ 4.19	\$ 4.52	\$ 4.07
Total cost of operations	\$ 18.36	\$ 17.29	\$ 16.87
Income (loss) from dairy operations	\$ 0.61	\$ 0.39	\$ 0.86
Farming operations, net	\$ 0.00	\$ 0.52	\$ 0.37
Net income (loss)	\$ 0.61	\$ 0.91	\$ 1.23



Arizona	Idaho	New Mexico	Panhandle	Pacific Northwest	Your June 30, 2020 Amounts
\$ 16.51 0.89	\$ 18.34 0.33	\$ 16.11 0.43	\$ 19.32 0.67	\$ 18.67 0.98	\$
\$ 17.40	\$ 18.67	\$ 16.54	\$ 19.99	\$ 19.65	\$
\$ 6.86 2.84	\$ 6.25 2.53	\$ 7.21 3.61	\$ 7.25 2.51	\$ 6.27 3.20	\$
\$ 9.70	\$ 8.78	\$ 10.82	\$ 9.76	\$ 9.47	\$
\$ 2.17	\$ 1.66	\$ 2.08	\$ 2.02	\$ 2.96	\$
\$ 1.57	\$ 2.13	\$ 0.99	\$ 1.30	\$ 1.75	\$
\$ 0.55 0.25 0.15 0.74 0.47 0.31 0.34 0.16 0.65 0.86	\$ 0.34 0.18 0.52 0.34 0.56 0.17 0.68 0.59 0.60 1.21	\$ 0.69 0.60 0.29 0.91 0.55 0.15 0.39 0.23 0.57 0.91	\$ 0.91 0.35 0.70 0.63 0.55 0.15 0.57 0.38 0.23 0.88	\$ 0.67 0.33 0.67 0.59 0.82 0.17 0.56 0.47 0.64 0.93	\$
\$ 4.48	\$ 5.19	\$ 5.29	\$ 5.35	\$ 5.85	\$
\$ 17.92	\$ 17.76	\$ 19.18	\$ 18.43	\$ 20.03	\$
\$ (0.52)	\$ 0.91	\$ (2.64)	\$ 1.56	\$ (0.38)	\$
\$ 0.04	\$ 0.01	\$ 0.49	\$ 0.15	\$ 0.38	\$
\$ (0.48)	\$ 0.92	\$ (2.15)	\$ 1.71	\$ 0.00	\$

SUMMARY OF FINANCIAL STATISTICS

COMPARISON BY AREA FOR THE SIX MONTHS ENDED JUNE 30, 2020 (RATIOS)

	Southern California	San Joaquin Valley	Kern County
1 Current Ratio	0.63 : 1	0.81 : 1	0.81 : 1
2 Herd Line Debt Per Cow	\$ 1,050	\$ 758	\$ 539
3 Total Debt Per Cow	\$ 3,270	\$ 2,722	\$ 2,434
4 Debt to Equity Ratio	1.17 : 1	1.20 : 1	0.85 : 1
5 Return on Total Assets	1.0%	0.7%	1.3%
6 Income (loss) per milking cow per month	\$ 14.91	\$ 10.78	\$ 20.43

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent
4. Debt to equity ratio represents total debt divided by total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income (loss) per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six



Arizona	Idaho	New Mexico	Panhandle	Pacific Northwest	Your June 30, 2020 Results
0.47 : 1	1.46 : 1	2.07 : 1	1.76 : 1	0.73 : 1	
\$ 1,221	\$ 687	\$ 298	\$ 295	\$ 723	\$
\$ 4,134	\$ 2,717	\$ 1,771	\$ 832	\$ 2,504	\$
9.92 : 1	1.54 : 1	0.59 : 1	0.30 : 1	1.51 : 1	
-1.1%	1.5%	-4.4%	3.2%	-0.6%	
\$ (12.20)	\$ 19.12	\$ (59.54)	\$ 32.98	\$ (7.53)	\$

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
SOUTHERN CALIFORNIA
(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 18.08	\$ 19.50
Calves and other	0.89	0.77
Total income	\$ 18.97	\$ 20.27
Cost of operations:		
Feed:		
Grain	\$ 6.41	\$ 6.78
Hay and forages	3.85	3.89
Total feed	\$ 10.26	\$ 10.67
Labor, (including fringe costs)	\$ 2.32	\$ 2.28
Herd replacement costs	\$ 1.59	\$ 1.75
Other costs:		
Milk hauling	\$ 0.41	\$ 0.32
State and association charges	0.18	0.19
Veterinary, breeding, testing, etc.	0.87	0.91
Supplies	0.28	0.18
Repairs and maintenance	0.61	0.70
Utilities	0.23	0.21
Occupancy costs	0.40	0.37
Depreciation - equipment	0.19	0.19
Interest	0.47	0.64
Miscellaneous	0.55	0.54
Total other costs	\$ 4.19	\$ 4.25
Total cost of operations	\$ 18.36	\$ 18.95
Income from dairy operations	\$ 0.61	\$ 1.32
Farming operations, net	\$ 0.00	\$ 0.00
Net income	\$ 0.61	\$ 1.32

SUMMARY OF FINANCIAL STATISTICS

SOUTHERN CALIFORNIA

	June 30, 2020	December 31, 2019
1 Current Ratio	0.63 : 1	0.48 : 1
2 Herd Line Debt Per Cow	\$ 1,050	\$ 948
3 Total Debt Per Cow	\$ 3,270	\$ 3,302
4 Debt to Equity Ratio	1.17 : 1	1.22 : 1
5 Return on Total Assets	1.0%	4.5%
6 Income per milking cow per month	\$ 14.91	\$ 29.93

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

SOUTHERN CALIFORNIA

(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 18.08	\$ 19.50	\$ 16.51
Calves and other	0.89	0.77	0.47
Total income	\$ 18.97	\$ 20.27	\$ 16.98
Total cost of operations:			
Feed	\$ 10.26	\$ 10.67	\$ 9.99
Labor	2.32	2.28	2.04
Herd replacement costs	1.59	1.75	1.72
Other costs	4.19	4.25	4.06
Total costs of operations	\$ 18.36	\$ 18.95	\$ 17.81
Income (loss) from dairy operations	\$ 0.61	\$ 1.32	\$ (0.83)
Farming operations, net	\$ 0.00	\$ 0.00	\$ 0.00
Net income (loss)	\$ 0.61	\$ 1.32	\$ (0.83)
Cost of operations as a percentage of income	96.78%	93.49%	104.89%
Feed costs as a percentage of milk sales	56.75%	54.72%	60.51%
Net income (loss) per milking cow per month	\$ 14.91	\$ 29.93	\$ (18.68)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 17.57	\$ 15.91	\$ 16.03	\$ 22.79
	0.46	0.54	1.08	0.93
	\$ 18.03	\$ 16.45	\$ 17.11	\$ 23.72
	\$ 9.37	\$ 9.02	\$ 10.25	\$ 11.45
	2.28	2.16	1.92	1.87
	2.04	1.65	1.00	0.93
	4.11	3.79	3.98	4.23
	\$ 17.80	\$ 16.62	\$ 17.15	\$ 18.48
	\$ 0.23	\$ (0.17)	\$ (0.04)	\$ 5.24
	\$ 0.00	\$ 0.02	\$ 0.02	\$ 0.02
	\$ 0.23	\$ (0.15)	\$ (0.02)	\$ 5.26
	98.72%	101.03%	100.23%	77.91%
	53.33%	56.69%	63.94%	50.24%
	\$ 5.18	\$ (4.26)	\$ (2.17)	\$ 114.66

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
SAN JOAQUIN VALLEY
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 17.14	\$ 18.19
Calves and other	0.54	0.46
Total income	\$ 17.68	\$ 18.65
Cost of operations:		
Feed:		
Grain	\$ 7.42	\$ 7.40
Hay and forages	2.18	2.14
Total feed	\$ 9.60	\$ 9.54
Labor, (including fringe costs)	\$ 1.76	\$ 1.90
Herd replacement costs	\$ 1.41	\$ 1.59
Other costs:		
Milk hauling	\$ 0.39	\$ 0.38
State and association charges	0.18	0.18
Veterinary, breeding, testing, etc.	0.53	0.50
Supplies	0.50	0.55
Repairs and maintenance	0.57	0.61
Utilities	0.28	0.28
Occupancy costs	0.59	0.58
Depreciation - equipment	0.34	0.35
Interest	0.42	0.68
Miscellaneous	0.72	0.98
Total other costs	\$ 4.52	\$ 5.09
Total cost of operations	\$ 17.29	\$ 18.12
Income from dairy operations	\$ 0.39	\$ 0.53
Farming operations, net	\$ 0.52	\$ 0.41
Net income	\$ 0.91	\$ 0.94

SUMMARY OF FINANCIAL STATISTICS

SAN JOAQUIN VALLEY

	June 30, 2020	December 31, 2019
1 Current Ratio	0.81 : 1	1.07 : 1
2 Herd Line Debt Per Cow	\$ 758	\$ 1,049
3 Total Debt Per Cow	\$ 2,722	\$ 3,632
4 Debt to Equity Ratio	1.20 : 1	1.51 : 1
5 Return on Total Assets	0.7%	1.3%
6 Income per milking cow per month	\$ 10.78	\$ 11.31

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

SAN JOAQUIN VALLEY

(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 17.14	\$ 18.19	\$ 15.52
Calves and other	0.54	0.46	0.40
Total income	\$ 17.68	\$ 18.65	\$ 15.92
Total cost of operations:			
Feed	\$ 9.60	\$ 9.54	\$ 8.97
Labor	1.76	1.90	1.66
Herd replacement costs	1.41	1.59	1.49
Other costs	4.52	5.09	4.65
Total costs of operations	\$ 17.29	\$ 18.12	\$ 16.77
Income (loss) from dairy operations	\$ 0.39	\$ 0.53	\$ (0.85)
Farming operations, net	\$ 0.52	\$ 0.41	\$ 0.55
Net income (loss)	\$ 0.91	\$ 0.94	\$ (0.30)
Cost of operations as a percentage of income	97.79%	97.16%	105.34%
Feed costs as a percentage of milk sales	56.01%	52.45%	57.80%
Net income (loss) per milking cow per month	\$ 10.78	\$ 11.31	\$ (19.36)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 16.88	\$ 14.86	\$ 16.39	\$ 22.29
	0.45	0.30	0.79	0.63
	\$ 17.33	\$ 15.16	\$ 17.18	\$ 22.92
	\$ 8.88	\$ 8.68	\$ 10.87	\$ 11.54
	1.82	1.72	1.80	1.45
	1.63	1.49	0.73	0.65
	4.75	4.45	4.75	4.30
	\$ 17.08	\$ 16.34	\$ 18.15	\$ 17.94
	\$ 0.25	\$ (1.18)	\$ (0.97)	\$ 4.98
	\$ 0.32	\$ 0.26	\$ 0.43	\$ 0.61
	\$ 0.57	\$ (0.92)	\$ (0.54)	\$ 5.59
	98.56%	107.78%	105.65%	78.27%
	52.61%	58.41%	66.32%	51.77%
	\$ 5.59	\$ (23.12)	\$ (13.20)	\$ 128.26

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
KERN COUNTY
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 17.52	\$ 18.86
Calves and other	0.21	0.29
Total income	\$ 17.73	\$ 19.15
Cost of operations:		
Feed:		
Grain	\$ 7.18	\$ 6.78
Hay and forages	2.75	3.25
Total feed	\$ 9.93	\$ 10.03
Labor, (including fringe costs)	\$ 1.63	\$ 1.55
Herd replacement costs	\$ 1.24	\$ 1.42
Other costs:		
Milk hauling	\$ 0.62	\$ 0.54
State and association charges	0.19	0.19
Veterinary, breeding, testing, etc.	0.34	0.35
Supplies	0.53	0.55
Repairs and maintenance	0.60	0.55
Utilities	0.19	0.41
Occupancy costs	0.36	0.41
Depreciation - equipment	0.23	0.26
Interest	0.36	0.53
Miscellaneous	0.65	0.71
Total other costs	\$ 4.07	\$ 4.50
Total cost of operations	\$ 16.87	\$ 17.50
Income from dairy operations	\$ 0.86	\$ 1.65
Farming operations, net	\$ 0.37	\$ 0.47
Net income	\$ 1.23	\$ 2.12

SUMMARY OF FINANCIAL STATISTICS

KERN COUNTY

	June 30, 2020	December 31, 2019
1 Current Ratio	0.81 : 1	1.14 : 1
2 Herd Line Debt Per Cow	\$ 539	\$ 859
3 Total Debt Per Cow	\$ 2,434	\$ 2,996
4 Debt to Equity Ratio	0.85 : 1	0.88 : 1
5 Return on Total Assets	1.3%	3.9%
6 Income per milking cow per month	\$ 20.43	\$ 36.38

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

KERN COUNTY

(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 17.52	\$ 18.86	\$ 16.14
Calves and other	0.21	0.29	0.75
Total income	\$ 17.73	\$ 19.15	\$ 16.89
Total cost of operations:			
Feed	\$ 9.93	\$ 10.03	\$ 9.58
Labor	1.63	1.55	1.53
Herd replacement costs	1.24	1.42	1.39
Other costs	4.07	4.50	4.42
Total costs of operations	\$ 16.87	\$ 17.50	\$ 16.92
Income (loss) from dairy operations	\$ 0.86	\$ 1.65	\$ (0.03)
Farming operations, net	\$ 0.37	\$ 0.47	\$ 0.56
Net income (loss)	\$ 1.23	\$ 2.12	\$ 0.53
Cost of operations as a percentage of income	95.15%	91.38%	100.18%
Feed costs as a percentage of milk sales	56.68%	53.18%	59.36%
Net income (loss) per milking cow per month	\$ 20.43	\$ 36.38	\$ (0.61)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 17.04	\$ 15.34	\$ 15.81	\$ 22.46
	0.24	0.34	0.69	0.45
	\$ 17.28	\$ 15.68	\$ 16.50	\$ 22.91
	\$ 9.03	\$ 9.92	\$ 11.09	\$ 11.77
	1.54	1.48	1.40	1.28
	1.36	1.22	0.80	0.77
	4.28	4.11	3.89	4.00
	\$ 16.21	\$ 16.73	\$ 17.18	\$ 17.82
	\$ 1.07	\$ (1.05)	\$ (0.68)	\$ 5.09
	\$ 0.08	\$ 0.15	\$ 1.14	\$ 1.36
	\$ 1.15	\$ (0.90)	\$ 0.46	\$ 6.45
	93.81%	106.70%	104.12%	77.78%
	52.99%	64.67%	70.15%	52.40%
	\$ 21.95	\$ (23.52)	\$ (14.95)	\$ 149.10

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
ARIZONA
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 16.51	\$ 18.73
Calves and other	0.89	1.01
Total income	\$ 17.40	\$ 19.74
Cost of operations:		
Feed:		
Grain	\$ 6.86	\$ 7.37
Hay and forages	2.84	2.67
Total feed	\$ 9.70	\$ 10.04
Labor, (including fringe costs)	\$ 2.17	\$ 2.53
Herd replacement costs	\$ 1.57	\$ 2.76
Other costs:		
Milk hauling	\$ 0.55	\$ 0.53
State and association charges	0.25	0.41
Veterinary, breeding, testing, etc.	0.15	0.36
Supplies	0.74	0.86
Repairs and maintenance	0.47	0.61
Utilities	0.31	0.37
Occupancy costs	0.34	0.71
Depreciation - equipment	0.16	0.28
Interest	0.65	1.08
Miscellaneous	0.86	0.95
Total other costs	\$ 4.48	\$ 6.16
Total cost of operations	\$ 17.92	\$ 21.49
Loss from dairy operations	\$ (0.52)	\$ (1.75)
Farming operations, net	\$ 0.04	\$ 0.10
Net loss	\$ (0.48)	\$ (1.65)

SUMMARY OF FINANCIAL STATISTICS

ARIZONA

	June 30, 2020	December 31, 2019
1 Current Ratio	0.47 : 1	0.63 : 1
2 Herd Line Debt Per Cow	\$ 1,221	\$ 1,249
3 Total Debt Per Cow	\$ 4,134	\$ 4,287
4 Debt to Equity Ratio	9.92 : 1	10.50 : 1
5 Return on Total Assets	-1.1%	-5.6%
6 Loss per milking cow per month	\$ (12.20)	\$ (35.57)

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

	ARIZONA		
	(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)		
	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 16.51	\$ 18.73	\$ 16.31
Calves and other	0.89	1.01	0.34
Total income	\$ 17.40	\$ 19.74	\$ 16.65
Total cost of operations:			
Feed	\$ 9.70	\$ 10.04	\$ 9.40
Labor	2.17	2.53	2.41
Herd replacement costs	1.57	2.76	1.95
Other costs	4.48	6.16	5.88
Total costs of operations	\$ 17.92	\$ 21.49	\$ 19.64
Income (loss) from dairy operations	\$ (0.52)	\$ (1.75)	\$ (2.99)
Farming operations, net	\$ 0.04	\$ 0.10	\$ 0.44
Net income (loss)	\$ (0.48)	\$ (1.65)	\$ (2.55)
Cost of operations as a percentage of income	102.99%	108.87%	117.96%
Feed costs as a percentage of milk sales	58.75%	53.60%	57.63%
Net income (loss) per milking cow per month	\$ (12.20)	\$ (35.57)	\$ (60.15)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 17.20	\$ 15.56	\$ 16.33	\$ 23.35
	0.77	0.57	0.87	1.20
	\$ 17.97	\$ 16.13	\$ 17.20	\$ 24.55
	\$ 9.03	\$ 8.63	\$ 9.49	\$ 10.74
	2.21	2.03	1.97	2.06
	1.62	1.33	0.87	0.69
	5.50	5.03	5.01	5.30
	\$ 18.36	\$ 17.02	\$ 17.34	\$ 18.79
	\$ (0.39)	\$ (0.89)	\$ (0.14)	\$ 5.76
	\$ 0.14	\$ 0.09	\$ 0.04	\$ 0.09
	\$ (0.25)	\$ (0.80)	\$ (0.10)	\$ 5.85
	102.17%	105.52%	100.81%	76.54%
	52.50%	55.46%	58.11%	46.00%
	\$ (9.45)	\$ (20.02)	\$ (0.14)	\$ 124.79

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
IDAHO
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 18.34	\$ 18.79
Calves and other	0.33	0.37
Total income	\$ 18.67	\$ 19.16
Cost of operations:		
Feed:		
Grain	\$ 6.25	\$ 5.95
Hay and forages	2.53	2.86
Total feed	\$ 8.78	\$ 8.81
Labor, (including fringe costs)	\$ 1.66	\$ 1.67
Herd replacement costs	\$ 2.13	\$ 2.23
Other costs:		
Milk hauling	\$ 0.34	\$ 0.30
State and association charges	0.18	0.10
Veterinary, breeding, testing, etc.	0.52	0.47
Supplies	0.34	0.43
Repairs and maintenance	0.56	0.52
Utilities	0.17	0.18
Occupancy costs	0.68	0.63
Depreciation - equipment	0.59	0.37
Interest	0.60	0.81
Miscellaneous	1.21	1.25
Total other costs	\$ 5.19	\$ 5.06
Total cost of operations	\$ 17.76	\$ 17.77
Income from dairy operations	\$ 0.91	\$ 1.39
Farming operations, net	\$ 0.01	\$ 0.14
Net income	\$ 0.92	\$ 1.53

SUMMARY OF FINANCIAL STATISTICS

	IDAHO	
	June 30, 2020	December 31, 2019
1 Current Ratio	1.46 : 1	1.02 : 1
2 Herd Line Debt Per Cow	\$ 687	\$ 787
3 Total Debt Per Cow	\$ 2,717	\$ 2,909
4 Debt to Equity Ratio	1.54 : 1	1.80 : 1
5 Return on Total Assets	1.5%	4.4%
6 Income per milking cow per month	\$ 19.12	\$ 29.02

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

	IDAHO		
	(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)		
	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 18.34	\$ 18.79	\$ 16.71
Calves and other	0.33	0.37	0.26
Total income	\$ 18.67	\$ 19.16	\$ 16.97
Total cost of operations:			
Feed	\$ 8.78	\$ 8.81	\$ 8.41
Labor	1.66	1.67	1.77
Herd replacement costs	2.13	2.23	2.29
Other costs	5.19	5.06	5.01
Total costs of operations	\$ 17.76	\$ 17.77	\$ 17.48
Income (loss) from dairy operations	\$ 0.91	\$ 1.39	\$ (0.51)
Farming operations, net	\$ 0.01	\$ 0.14	\$ 0.24
Net income (loss)	\$ 0.92	\$ 1.53	\$ (0.27)
Cost of operations as a percentage of income	95.13%	92.75%	103.01%
Feed costs as a percentage of milk sales	47.87%	46.89%	50.33%
Net income (loss) per milking cow per month	\$ 19.12	\$ 29.02	\$ (10.40)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 17.35	\$ 15.52	\$ 15.90	\$ 22.55
	0.26	0.23	0.79	0.62
	\$ 17.61	\$ 15.75	\$ 16.69	\$ 23.17
	\$ 8.43	\$ 8.44	\$ 8.93	\$ 10.48
	1.85	1.70	1.60	1.75
	1.83	1.79	1.09	0.66
	4.65	4.19	4.09	4.69
	\$ 16.76	\$ 16.12	\$ 15.71	\$ 17.58
	\$ 0.85	\$ (0.37)	\$ 0.98	\$ 5.59
	\$ 0.41	\$ 0.29	\$ 0.25	\$ 0.40
	\$ 1.26	\$ (0.08)	\$ 1.23	\$ 5.99
	95.17%	102.35%	94.13%	75.87%
	48.59%	54.38%	56.16%	46.47%
	\$ 18.80	\$ (1.69)	\$ 27.14	\$ 138.34

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
NEW MEXICO
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 16.11	\$ 17.37
Calves and other	0.43	0.22
Total income	\$ 16.54	\$ 17.59
Cost of operations:		
Feed:		
Grain	\$ 7.21	\$ 7.87
Hay and forages	3.61	3.74
Total feed	\$ 10.82	\$ 11.61
Labor, (including fringe costs)	\$ 2.08	\$ 2.16
Herd replacement costs	\$ 0.99	\$ 1.35
Other costs:		
Milk hauling	\$ 0.69	\$ 0.47
State and association charges	0.60	0.40
Veterinary, breeding, testing, etc.	0.29	0.55
Supplies	0.91	0.58
Repairs and maintenance	0.55	0.47
Utilities	0.15	0.34
Occupancy costs	0.39	0.30
Depreciation - equipment	0.23	0.28
Interest	0.57	1.34
Miscellaneous	0.91	0.96
Total other costs	\$ 5.29	\$ 5.69
Total cost of operations	\$ 19.18	\$ 20.81
Loss from dairy operations	\$ (2.64)	\$ (3.22)
Farming operations, net	\$ 0.49	\$ 0.00
Net loss	\$ (2.15)	\$ (3.22)

SUMMARY OF FINANCIAL STATISTICS

NEW MEXICO

	June 30, 2020	December 31, 2019
1 Current Ratio	2.07 : 1	0.77 : 1
2 Herd Line Debt Per Cow	\$ 298	\$ 717
3 Total Debt Per Cow	\$ 1,771	\$ 3,314
4 Debt to Equity Ratio	0.59 : 1	1.54 : 1
5 Return on Total Assets	-4.4%	-9.0%
6 Loss per milking cow per month	\$ (59.54)	\$ (71.24)

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

	NEW MEXICO		
	(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)		
	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 16.11	\$ 17.37	\$ 15.61
Calves and other	0.43	0.22	0.46
Total income	\$ 16.54	\$ 17.59	\$ 16.07
Total cost of operations:			
Feed	\$ 10.82	\$ 11.61	\$ 10.65
Labor	2.08	2.16	1.91
Herd replacement costs	0.99	1.35	1.41
Other costs	5.29	5.69	5.69
Total costs of operations	\$ 19.18	\$ 20.81	\$ 19.66
Income (loss) from dairy operations	\$ (2.64)	\$ (3.22)	\$ (3.59)
Farming operations, net	\$ 0.49	\$ 0.00	\$ 1.31
Net income (loss)	\$ (2.15)	\$ (3.22)	\$ (2.28)
Cost of operations as a percentage of income	115.96%	118.31%	122.34%
Feed costs as a percentage of milk sales	67.16%	66.84%	68.23%
Net income (loss) per milking cow per month	\$ (59.54)	\$ (71.24)	\$ (81.14)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 16.75	\$ 15.84	\$ 16.50	\$ 23.46
	0.51	0.37	0.75	1.03
	\$ 17.26	\$ 16.21	\$ 17.25	\$ 24.49
	\$ 9.25	\$ 9.18	\$ 10.39	\$ 11.98
	2.09	2.09	2.05	1.81
	1.37	1.38	0.95	0.57
	5.73	5.55	5.80	6.03
	\$ 18.44	\$ 18.20	\$ 19.19	\$ 20.39
	\$ (1.18)	\$ (1.99)	\$ (1.94)	\$ 4.10
	\$ 1.88	\$ 0.11	\$ 1.22	\$ 0.72
	\$ 0.70	\$ (1.88)	\$ (0.72)	\$ 4.82
	106.84%	112.28%	111.25%	83.26%
	55.22%	57.95%	62.97%	51.07%
	\$ (24.33)	\$ (36.35)	\$ (14.91)	\$ 99.60

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
PANHANDLE
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 19.32	\$ 18.97
Calves and other	0.67	(0.04)
Total income	\$ 19.99	\$ 18.93
Cost of operations:		
Feed:		
Grain	\$ 7.25	\$ 7.16
Hay and forages	2.51	1.36
Total feed	\$ 9.76	\$ 8.52
Labor, (including fringe costs)	\$ 2.02	\$ 1.80
Herd replacement costs	\$ 1.30	\$ 1.74
Other costs:		
Milk hauling	\$ 0.91	\$ 0.95
State and association charges	0.35	0.13
Veterinary, breeding, testing, etc.	0.70	0.54
Supplies	0.63	0.55
Repairs and maintenance	0.55	0.52
Utilities	0.15	0.16
Occupancy costs	0.57	0.46
Depreciation - equipment	0.38	0.43
Interest	0.23	0.59
Miscellaneous	0.88	0.72
Total other costs	\$ 5.35	\$ 5.05
Total cost of operations	\$ 18.43	\$ 17.11
Income from dairy operations	\$ 1.56	\$ 1.82
Farming operations, net	\$ 0.15	\$ 0.32
Net income	\$ 1.71	\$ 2.14

SUMMARY OF FINANCIAL STATISTICS

PANHANDLE

	June 30, 2020	December 31, 2019
1 Current Ratio	1.76 : 1	1.23 : 1
2 Herd Line Debt Per Cow	\$ 295	\$ 675
3 Total Debt Per Cow	\$ 832	\$ 2,907
4 Debt to Equity Ratio	0.30 : 1	1.48 : 1
5 Return on Total Assets	3.2%	5.5%
6 Income per milking cow per month	\$ 32.98	\$ 37.85

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

	PANHANDLE		
	(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)		
	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 19.32	\$ 18.97	\$ 15.92
Calves and other	0.67	(0.04)	0.24
Total income	\$ 19.99	\$ 18.93	\$ 16.16
Total cost of operations:			
Feed	\$ 9.76	\$ 8.52	\$ 8.12
Labor	2.02	1.80	1.87
Herd replacement costs	1.30	1.74	1.93
Other costs	5.35	5.05	5.22
Total costs of operations	\$ 18.43	\$ 17.11	\$ 17.14
Income (loss) from dairy operations	\$ 1.56	\$ 1.82	\$ (0.98)
Farming operations, net	\$ 0.15	\$ 0.32	\$ 0.40
Net income (loss)	\$ 1.71	\$ 2.14	\$ (0.58)
Cost of operations as a percentage of income	92.20%	90.39%	106.06%
Feed costs as a percentage of milk sales	50.52%	44.91%	51.01%
Net income (loss) per milking cow per month	\$ 32.98	\$ 37.85	\$ (20.40)

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 17.77	\$ 17.41	\$ 17.69	\$ 23.85
	0.40	0.25	0.68	0.46
	\$ 18.17	\$ 17.66	\$ 18.37	\$ 24.31
	\$ 7.80	\$ 8.25	\$ 9.45	\$ 10.79
	1.84	2.18	1.95	1.65
	2.08	1.56	1.01	0.67
	4.97	5.79	5.65	5.37
	\$ 16.69	\$ 17.78	\$ 18.06	\$ 18.48
	\$ 1.48	\$ (0.12)	\$ 0.31	\$ 5.83
	\$ 0.15	\$ 0.28	\$ 0.69	\$ 0.39
	\$ 1.63	\$ 0.16	\$ 1.00	\$ 6.22
	91.85%	100.68%	98.31%	76.02%
	43.89%	47.39%	53.42%	45.24%
	\$ 31.40	\$ (1.46)	\$ 16.08	\$ 129.99

CONDENSED STATEMENT OF DAIRY FARM INCOME AND COSTS

FOR THE SIX MONTHS ENDED JUNE 30, 2020
AND YEAR ENDED DECEMBER 31, 2019
PACIFIC NORTHWEST
(BASED ON A PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019
Income:		
Milk sales	\$ 18.67	\$ 20.18
Calves and other	0.98	0.24
Total income	\$ 19.65	\$ 20.42
Cost of operations:		
Feed:		
Grain	\$ 6.27	\$ 6.14
Hay and forages	3.20	2.42
Total feed	\$ 9.47	\$ 8.56
Labor, (including fringe costs)	\$ 2.96	\$ 2.73
Herd replacement costs	\$ 1.75	\$ 1.57
Other costs:		
Milk hauling	\$ 0.67	\$ 0.65
State and association charges	0.33	0.31
Veterinary, breeding, testing, etc.	0.67	0.66
Supplies	0.59	0.65
Repairs and maintenance	0.82	0.74
Utilities	0.17	0.23
Occupancy costs	0.56	0.57
Depreciation - equipment	0.47	0.50
Interest	0.64	0.67
Miscellaneous	0.93	0.96
Total other costs	\$ 5.85	\$ 5.94
Total cost of operations	\$ 20.03	\$ 18.80
Income (loss) from dairy operations	\$ (0.38)	\$ 1.62
Farming operations, net	\$ 0.38	\$ 0.61
Net income	\$ 0.00	\$ 2.23

SUMMARY OF FINANCIAL STATISTICS

PACIFIC NORTHWEST

	June 30, 2020	December 31, 2019
1 Current Ratio	0.73 : 1	1.17 : 1
2 Herd Line Debt Per Cow	\$ 723	\$ 611
3 Total Debt Per Cow	\$ 2,504	\$ 2,463
4 Debt to Equity Ratio	1.51 : 1	1.04 : 1
5 Return on Total Assets	-0.6%	4.7%
6 Income (loss) per milking cow per month	\$ (7.53)	\$ 32.10

1. The current ratio represents current assets divided by current liabilities.
2. Herd line debt per cow equals the total debt secured by the herd divided by the average total herd size. Heifers are included on a mature equivalent basis.
3. Total debt per cow equals the total current liabilities and long-term debt divided by the average total herd size. Heifers are included on a mature equivalent basis.
4. Debt to equity represents the total debt divided by the total equity.
5. The return on total assets represents the net income divided by the total assets, stated at cost.
6. Income per milking cow per month represents each region's accrual based financial results divided by the number of milking cows, divided by six months.

INCOME AND COST OF OPERATIONS

PACIFIC NORTHWEST

(BASED ON PER HUNDREDWEIGHT OF MILK BASIS)

	June 30, 2020	December 31, 2019	December 31, 2018
Income:			
Milk sales	\$ 18.67	\$ 20.18	\$ 17.65
Calves and other	0.98	0.24	0.23
Total income	\$ 19.65	\$ 20.42	\$ 17.88
Total cost of operations:			
Feed	\$ 9.47	\$ 8.56	\$ 8.00
Labor	2.96	2.73	2.40
Herd replacement costs	1.75	1.57	1.43
Other costs	5.85	5.94	5.63
Total costs of operations	\$ 20.03	\$ 18.80	\$ 17.46
Income (loss) from dairy operations	\$ (0.38)	\$ 1.62	\$ 0.42
Farming operations, net	\$ 0.38	\$ 0.61	\$ 0.47
Net income	\$ 0.00	\$ 2.23	\$ 0.89
Cost of operations as a percentage of income	101.93%	92.07%	97.65%
Feed costs as a percentage of milk sales	50.72%	42.42%	45.33%
Net income (loss) per milking cow per month	\$ (7.53)	\$ 32.10	\$ 8.49

	December 31, 2017	December 31, 2016	December 31, 2015	December 31, 2014
	\$ 19.05	\$ 17.21	\$ 16.79	\$ 23.19
	0.28	0.22	0.40	0.43
	\$ 19.33	\$ 17.43	\$ 17.19	\$ 23.62
	\$ 8.69	\$ 9.27	\$ 9.58	\$ 11.18
	2.29	2.07	1.85	1.83
	1.44	1.27	0.69	0.72
	5.52	4.96	5.23	5.36
	\$ 17.94	\$ 17.57	\$ 17.35	\$ 19.09
	\$ 1.39	\$ (0.14)	\$ (0.16)	\$ 4.53
	\$ 0.54	\$ 1.11	\$ 0.66	\$ 0.62
	\$ 1.93	\$ 0.97	\$ 0.50	\$ 5.15
	92.81%	100.80%	100.93%	80.80%
	45.62%	53.86%	57.06%	48.21%
	\$ 27.37	\$ (3.90)	\$ (3.06)	\$ 110.56

EXPLANATION OF INCOME AND COST FACTORS

Basis of presentation	Information is included both on a "per head" basis and a "per hundredweight of milk" basis. The "per head" statistics are based on the total average number of milking and dry cows in a herd for the period. The Panhandle region includes the triangle from Clovis, New Mexico, up to Amarillo, Texas and down to Lubbock, Texas. The Pacific Northwest region includes the states of Washington and Oregon.
Milk sales	Includes milk income, quality and production bonuses, patronage dividends, USDA program payments, and gains and losses on milk futures.
Calves and other income	This is primarily composed of the sale of calves, heifers, other livestock and equipment, and miscellaneous other income.
Feed	Grain includes all minerals and supplements while "Hay and Other" represents alfalfa and all forage costs
Labor	Includes wages and fringe costs such as payroll taxes, workers' compensation insurance, medical insurance, union benefits, etc. Compensation to owner-employees or partners is not included.
Herd replacement cost	Represents the difference between the actual price paid for purchased cows (or estimated cost of self-raised cows) at the time the cows were added to the milking herd less the sales price received for cows disposed of. This difference is amortized over the productive life of the cows.
Occupancy cost	Includes property taxes and depreciation of buildings on owner occupied facilities, rent paid and depreciation of improvements on leased facilities. It does not include interest paid on real property.
Miscellaneous cost	Includes auto, truck and fuel expenses, insurance, professional fees, quality penalties and other dairy expenses not specifically classified in another category.
Net income	Is stated before a provision for income taxes or a return on the dairy owner's investment.

OUR FIRM AND THE DAIRY INDUSTRY

Frazer, LLP has been associated with the dairy industry since the early 1950's. At that time, many immigrants from Europe were arriving in California's "Dairy Valley" and establishing their farming operations. These early dairies averaged 50 cows and the families provided most of the labor. Frazer, LLP's partners, situated in "Dairy Valley," were instrumental in the creation of federal and state laws to help dairymen. We have consistently supported pro-agricultural organizations in their efforts to help shape policy and better the living and working environments for dairy families.

As development expanded in the dairy farming area, our firm helped many dairies relocate throughout California, and other states throughout the West and Mid-West. Many families we are servicing now have their third generation stepping into the operation's management. We have grown with these families into their multiple operations, often totaling 10,000 cows or more. Today, Frazer, LLP has clients in California, Arizona, Texas, New Mexico, Colorado, Idaho, Utah, Nevada, Oregon, Washington, Nebraska, Kansas, Wisconsin, Iowa, and South Dakota. Also, we actively consult with many dairies throughout the United States.

As we look to the future, the trend towards efficiently operated dairies will continue. Along with this trend, the dairy industry is facing continued challenges in its operations, efficiency building efforts which are continuous, expansion and relocation activities including the ability to construct new dairies. The dairy industry brings many jobs to an area and allows associated businesses to grow and flourish. This creates further conflict between the local communities, governments and the environmentalists. Dairy producers face volatility in many facets of their business. Milk pricing and feed market updates can be monitored daily by producers via the CME website boards. Making the correct market decision with respect to milk and feed pricing are crucial to the successful operations of any facility. These decisions to contract any pricing of commodities often carry substantial risk/reward to the producers operation. And finding and keeping quality labor remains a constant challenge.

As we've almost made it through one of the most tumultuous years in recent history, blended class milk prices have soared and plummeted with in a matter of months, and still today react with a striking irregularity between the class prices. With large segments of the service economy in partial or full shutdown, there has been welcome assistance from the government in the form of USDA monies and PPP funding programs that have helped keep dairy operations running at or near breakeven levels, and some operations have taken advantage of good timing with DRP programs. Supply and demand remain a constant issue along with the current trade uncertainties. Major issues looming for producers in the nation are domestic and global demand, and worldwide competition. Sources of quality labor is getting more competitive while there is increased demand on higher wages and benefits that are putting additional strains on producers. Milk and feed futures continue to react with volatility, and obtaining future credit has become increasingly difficult as lending regulations remain strenuous at best. Milk production continues to rise and heifer inventories are rising dramatically as the impact of improved breeding, sexed semen, and continuous beefing of lower end producing cows, which started several years ago now translates into exploding heifer programs and first calf herds. All of these factors require that producers do as much as they can to conserve resources, improve efficiencies, and make the right decisions day to day for their operations in order to insure a viable future.

Frazer, LLP will be instrumental in providing the assistance needed to make these decisions.

Services Provided to the Dairy Industry:

Assurance and Accounting

- Audits, reviews, and compilations
- Budgeting and cash flow management
- Fair market value financial statements
- Payroll
- Preparation of cash or accrual basis financial statements
- QuickBooks

Tax Planning and Compliance

- Estate tax and gifting strategies
- Optimizing tax strategies
- Research tax credits
- Strategic planning for ownership changes
- Tax return preparation

Consulting and Business Advisory Services

- Asset purchase consulting
- Entity selection
- Lease or buy consulting
- Loan packaging and debt restructuring
- Tax deferred exchanges

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