

ALICO INC  
Form 10-Q/A  
January 06, 2005

UNITED STATES SECURITIES AND EXCHANGE COMMISSION  
Washington, D. C. 20549  
FORM 10-Q

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended May 31, 2004.

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from \_\_\_\_\_ to \_\_\_\_\_.

Commission file number 0-261.

**ALICO, INC.**

(Exact name of registrant as specified in its charter)

Florida

59-0906081

(State or other jurisdiction of  
incorporation of organization)

(I.R.S. Employer Identification No.)

P. O. Box 338, La Belle, FL

33975

(Address of principal executive offices)

(Zip Code)

Registrant's telephone number, including area code (863) 675-2966

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes  No

Indicate by check mark whether the registrant is an accelerated filer (as defined in Rule 12b-2 of the Exchange Act).

Yes  No

There were 7,284,755 shares of common stock, par value \$1.00 per share, outstanding at June 30, 2004.

**Explanatory note**

**This Amendment on Form 10-Q/A constitutes Amendment No. 2 to the Quarterly Report on Form 10-Q for the nine months ended May 31, 2004 which was previously filed with the Securities and Exchange Commission (the "SEC") on July 14, 2004 and amended July 26, 2004. This report is amended for changes to the footnotes to the financial statements and the disclosures set forth in Management's Discussion and Analysis.**

**This Amendment amends the footnotes to the financial statements and**

**Management's discussion and analysis portions of the Quarterly Report as specified above and does not reflect events occurring after the original filing date of the Quarterly Report on July 14, 2004.**

**PART 1. FINANCIAL INFORMATION**

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Item 1. Financial Statements

**ALICO, INC. AND SUBSIDIARIES**  
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS**  
(in thousands except per share data)

	Three months ended May 31,		Nine months ended May 31,	
	2004	2003	2004	2003
Revenue:				
Citrus	\$ 9,686	\$ 9,247	\$ 19,579	\$ 20,641
Sugarcane	3,459	4,977	11,665	12,937
Ranch	4,650	3,086	9,074	6,350
Rock & sand royalties	1,036	392	2,600	1,472
Oil lease & land rentals	259	155	952	690
Forest products	168	94	342	222
Retail land sales	90	36	285	153
Operating revenue	19,348	17,987	44,497	42,465
Cost of sales:				
Citrus production, harvesting & marketing	8,081	7,385	18,368	18,371
Sugarcane production, harvesting and hauling	2,932	3,476	9,475	9,762
Ranch	4,045	2,658	7,656	5,897
Retail land sales	61	33	191	131
Total costs of sales	15,119	13,552	35,690	34,161
Gross profit	4,229	4,435	8,807	8,304
General & administrative expenses	1,243	1,403	5,337	4,050
Income (loss) from operations	2,986	3,032	3,470	4,254

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Other income (expenses):				
Profit on sales of real estate, net	824	141	20,296	695
Interest & investment income	748	229	2,002	750
Interest expense	(406)	(518)	(1,385)	(1,542)
Other	(173)	63	81	219
<b>Total other income, net</b>	<b>993</b>	<b>(85)</b>	<b>20,994</b>	<b>122</b>
Income before income taxes	3,979	2,947	24,464	4,376
Provision for income taxes	1,639	882	9,331	1,263
Net income	\$ 2,340	\$ 2,065	\$ 15,133	\$ 3,113
Weighted-average number of shares outstanding	7,263	7,110	7,195	7,105
Per share amounts:				
Basic	\$ 0.32	\$ 0.29	\$ 2.10	\$ 0.44
Fully diluted	\$ 0.32	\$ 0.28	\$ 2.07	\$ 0.43
Dividends	\$ -	\$ -	\$ 0.60	\$ 0.35

See accompanying Notes to Condensed Consolidated Financial Statements.

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**ALICO, INC. AND SUBSIDIARIES**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
(in thousands)  
(See Accountants' Review Report)

<b>ASSETS</b>	<b>May 31, 2004 (unaudited)</b>	<b>August 31, 2003</b>
Current assets:		
Cash and cash investments	\$ 21,028	\$ 16,352
Marketable securities	54,447	38,820
Accounts receivable	10,373	9,680
Mortgages and notes receivable	12,314	2,534
Inventories	16,073	21,845
Other current assets	351	973
<b>Total current assets</b>	<b>114,586</b>	<b>90,204</b>
Other assets:		

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Mortgages and note receivable	646	234
Land held for development and sale	5,418	16,587
Investments	856	886
<b>Total other assets</b>	<b>6,920</b>	<b>17,707</b>
Property, buildings and equipment	147,822	144,578
Less: accumulated depreciation	(42,256)	(39,741)
<b>Net property, buildings and equipment</b>	<b>105,566</b>	<b>104,837</b>
<b>Total assets</b>	<b>\$ 227,072</b>	<b>\$ 212,748</b>

See accompanying Notes to Condensed Consolidated Financial Statements.

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**ALICO, INC. AND SUBSIDIARIES**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
(in thousands)  
(See Accountants' Review Report)

	<b>May 31, 2004</b> (unaudited)	<b>August 31, 2003</b>
<b>LIABILITIES &amp; STOCKHOLDERS' EQUITY</b>		
<b>Current liabilities:</b>		
Accounts payable	\$ 1,413	\$ 2,110
Accrued ad valorem taxes	984	1,519
Current portion of notes payable	3,320	3,321
Accrued expenses	1,060	988
Income taxes payable	702	-
Deferred income taxes	1,321	1,680
Due to profit sharing	-	350
Other current liabilities	743	754
<b>Total current liabilities</b>	<b>9,543</b>	<b>10,722</b>
Deferred revenue	29	91

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Notes payable	45,516	54,127
Deferred income taxes	10,895	9,668
Deferred retirement benefits	578	120
Other non-current liability	16,717	9,609
Donation payable	1,514	2,229
<b>Total liabilities</b>	<b>84,792</b>	<b>86,566</b>
<b>Stockholders' equity:</b>		
Common stock	7,272	7,116
Additional paid in capital	7,154	3,074
Accumulated other comprehensive income	1,974	961
Retained earnings	125,880	115,031
<b>Total stockholders' equity</b>	<b>142,280</b>	<b>126,182</b>
<b>Total liabilities and stockholders' equity</b>	<b>\$ 227,072</b>	<b>\$ 212,748</b>

See accompanying Notes to Condensed Consolidated Financial Statements.

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**ALICO, INC. AND SUBSIDIARIES**  
**CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(in thousands)

	Nine months ended May 31,	
	2004	2003
<b>Cash flows from operating activities:</b>		
<b>Net cash provided by operating activities</b>	<b>\$ 12,447</b>	<b>\$ 10,746</b>
<b>Cash flows from investing activities:</b>		
Purchases of property and equipment	(5,829)	(5,647)
Proceeds from sale of real estate	20,327	822
Proceeds from sales of property and equipment	1,650	740
Purchases of marketable securities	(17,964)	(2,524)
Proceeds from sales of marketable securities	4,170	3,512
Note receivable collections	299	56

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<b>Net cash provided by (used for) investing activities</b>		<b>2,653</b>		<b>(3,041)</b>
Cash flows from financing activities:				
Repayment of bank loan		(26,062)		(26,290)
Proceeds from bank loan		17,450		25,274
Proceeds from exercising stock options		2,473		454
Dividends paid		(4,285)		(2,483)
<b>Net cash used for financing activities</b>		<b>(10,424)</b>		<b>(3,045)</b>
Net increase in cash and cash investments	\$	4,676	\$	4,660
Cash and cash investments:				
At beginning of year	\$	16,352	\$	10,140
<b>At end of period</b>	<b>\$</b>	<b>21,028</b>	<b>\$</b>	<b>14,800</b>
Non cash investing activities:				
Issuance of mortgage notes		10,491		-
Fair value adjustments to securities available for sale net of tax effects		1,013		1,126
Reclassification of breeding herd to property and equipment		599		700
See accompanying Notes to Condensed Consolidated Financial Statements.				

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**ALICO, INC. AND SUBSIDIARIES**  
**NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS**  
(in thousands except for per share data)

**1. Basis of financial statement presentation:**

The accompanying condensed consolidated financial statements include the accounts of Alico, Inc. (Alico; the Company) and its wholly owned subsidiaries, Saddlebag Lake Resorts, Inc. (Saddlebag) Alico-Agri, Ltd. (Alico-Agri), and Agri-Insurance Company, Ltd. (Agri), after elimination of all significant intercompany balances and transactions.

The accompanying unaudited condensed consolidated financial statements have been prepared on a basis consistent with the accounting principles and policies reflected in the Company's annual report for the year ended August 31,

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2003. In the opinion of Management, the accompanying unaudited condensed consolidated financial statements contain all adjustments (consisting only of normal recurring accruals) necessary for a fair presentation of its consolidated financial position at May 31, 2004 and the consolidated results of operations and cash flows for the three and nine month periods ended May 31, 2004 and May 31, 2003.

The basic business of the Company is agriculture, which is of a seasonal nature and subject to the influence of natural phenomena and wide price fluctuations. Fluctuation in the market prices for citrus fruit has caused the Company to recognize additional revenue from the prior year's crop of \$541 and \$728 during the three and nine months ended May 31, 2004, respectively and \$0 and \$282 during the three and nine months ended May 31, 2003, respectively. The results of operations for the stated periods are not necessarily indicative of results to be expected for the full year. Certain items from 2003 have been reclassified to conform to the 2004 presentation.

## 2. Real Estate:

Real estate sales are recorded under the accrual method of accounting. Under this method, a sale is not recognized until certain criteria is met including whether the profit is determinable, collectibility of the sales price is reasonably assured and whether the earnings process is complete.

## 3. Marketable Securities Available for

### Sale:

The Company has classified 100% of investments in marketable securities as available for sale and, as such, the securities are carried at estimated fair value. Any unrealized gains and losses, net of related deferred taxes, are recorded as a net amount in a separate component of stockholder's equity until realized. The cost and estimated fair value of marketable securities available for sale at May 31, 2004 and August 31, 2003 were as follows:

	May 31, 2004			August 31, 2003		
	Cost	Net Unrealized gain (loss)	Estimated Fair value	Cost	Net Unrealized gain (loss)	Estimated Fair value
<b>Equity</b>						
<b>Securities:</b>						
Preferred stocks	\$ 1,613	\$ 30	\$ 1,643	\$ 2,504	\$ 20	\$ 2,524
Common stocks	5,638	(152)	5,486	1,893	(85)	1,808
Mutual funds	22,182	2,770	24,952	10,181	1,801	11,982
<b>Total equity securities</b>	<b>29,433</b>	<b>2,648</b>	<b>32,081</b>	<b>14,578</b>	<b>1,736</b>	<b>16,314</b>
<b>Debt securities:</b>						
Municipal bonds	1,364	17	1,381	515	28	543
Corporate bonds	13,975	(128)	13,847	2,762	(161)	2,601
Mutual funds	4,465	148	4,613	8,435	(188)	8,247
Fixed maturity instruments	2,577	(52)	2,525	11,146	(31)	11,115
<b>Total debt securities</b>	<b>22,381</b>	<b>(15)</b>	<b>22,366</b>	<b>22,858</b>	<b>(352)</b>	<b>22,506</b>
<b>Total</b>	<b>\$ 51,814</b>	<b>\$ 2,633</b>	<b>\$ 54,447</b>	<b>\$ 37,436</b>	<b>\$ 1,384</b>	<b>\$ 38,820</b>

**4. Mortgages and notes receivable:**

Mortgages and notes receivable arose from real estate sales. The balances at May 31, 2004 and August 31, 2003 are as follows:

	<b>May 31, 2004</b> <b>(Unaudited)</b>	<b>Aug. 31, 2003</b>
Mortgage notes receivable on retail land sales	\$ 298	\$ 235
Mortgage notes receivable on bulk land sales	12,642	2,420
Other notes receivable	20	113
Total mortgages and notes receivable	12,960	2,768
Less current portion	12,314	2,534
Non-current portion	\$ 646	\$ 234

**5. Inventories:**

A summary of the Company's inventories is shown below:

	<b>May 31, 2004</b> <b>(Unaudited)</b>	<b>Aug. 31, 2003</b>
Unharvested fruit crop on trees	\$ 6,161	\$ 8,135
Unharvested sugarcane	3,403	5,159
Beef cattle	5,742	7,892
Sod	767	659
Total inventories	\$ 16,073	\$ 21,845

Subject to prevailing market conditions, the Company may hedge a portion of its beef inventory by entering into cattle futures contracts to reduce exposure to changes in market prices. The Company classifies these contracts as fair value hedges. The contracts are recorded at fair market value, with any resulting gains or losses added to the cost of cattle sold. The Company had no open positions at May 31, 2004.

**6. Income taxes:**

The provision for income taxes for the three and nine months ended May 31, 2004 and May 31, 2003 is summarized as follows:

	<b>Three months ended May 31,</b>	<b>Nine months ended May 31,</b>
	<b>2004</b>	<b>2003</b>
	<b>2003</b>	<b>2004</b>
	<b>2003</b>	<b>2003</b>

**Current:**

Federal income tax	\$ 2,001
	\$ 478
	\$ 8,231
	\$ 781

State income tax



214  
52  
879  
84  
2,215  
530  
9,110  
865

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**Deferred:**

Federal income tax	(520)	317	200	359
State income tax	(56)	35	21	39
	(576)	352	221	398
<b>Total provision for income taxes</b>	<b>\$ 1,639</b>	<b>\$ 882</b>	<b>\$ 9,331</b>	<b>\$ 1,263</b>

The Internal Revenue Service has begun its examination of the Company tax returns for the years ended August 31, 2000, 2001, 2002 and 2003, and Agri tax returns for calendar years 2000, 2001 and 2002. No adjustments have been proposed to date.

**7. Employee Benefit Plans**

The Company has a profit sharing plan covering substantially all employees. The plan was established under Internal Revenue Code section 401(k). No contributions were made during the first nine months of fiscal 2004 or 2003, respectively. Contributions are made annually to the profit sharing plan and were \$350 and \$285 for the years ended August 31, 2003 and 2002, respectively.

Additionally, the Company has a nonqualified defined benefit retirement plan covering the officers and other key management personnel of the Company. Details concerning this plan are as follows:

	<b>Three Months ended May 31,</b>		<b>Nine Months ended May 31,</b>	
	<b>2004</b>	<b>2003</b>	<b>2004</b>	<b>2003</b>
<b>Components of net pension cost:</b>				
Service cost, net of participant contributions	\$ 35	\$ 127	\$ 148	\$ 383
Interest cost	70	59	209	176
Expected return on plan assets	39	(91)	(117)	(230)
Prior service cost amortization	1	1	2	2
<b>Net pension cost for defined</b>				

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<b>benefit plan</b>	\$ 145	\$ 96	\$ 242	\$ 331
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The net benefit obligation was computed using a discount rate of 6.25%. Employer contributions to the plan for the first nine months of fiscal 2004 and 2003 were \$419 and \$29, respectively.

### 8. Indebtedness:

The Company has financing agreements with commercial banks that permit the Company to borrow up to \$54 million. The outstanding debt under these agreements was \$36.1 million and \$43.8 million at May 31, 2004 and August 31, 2003 respectively. In March 1999, the Company mortgaged 7,680 acres for \$19 million in connection with a \$22.5 million acquisition of producing citrus and sugarcane operations. The long-term portion of debt at May 31, 2004 and August 31, 2003 was \$45.5 million and \$54.1 million respectively.

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Maturities of the indebtedness of the Company over the next five years are as follows: 2004- \$3,320; 2005- \$33,449; 2006- \$3,312; 2007- \$1,315; 2008- \$1,318; and \$6,122 thereafter.

Interest cost expensed and capitalized during the periods presented was as follows:

	Three Months ended May 31,		Nine Months ended May 31,	
	2004	2003	2004	2003
Interest expensed	\$ 406	\$ 518	\$ 1,385	\$ 1,542
Interest capitalized	70	68	199	191
<b>Total interest cost</b>	<b>\$ 476</b>	<b>\$ 586</b>	<b>\$ 1,584</b>	<b>\$ 1,733</b>

### 9. Other non-current liability:

Alico formed a wholly owned insurance subsidiary, Agri Insurance Company, Ltd. (Bermuda) ("Agri") in June of 2000. Agri was formed in response to the lack of insurance availability, both in the traditional commercial insurance markets and governmental sponsored insurance programs, suitable to provide coverages for the increasing number and potential severity of agricultural related events. Such events include citrus canker, crop diseases, livestock related maladies and weather. Alico's goal included not only prefunding its potential exposures related to the aforementioned events, but also to attempt to attract new underwriting capital if it is successful in profitably underwriting its own potential risks as well as similar risks of its historic business partners. Alico primarily utilized its inventory of land and additional contributed capital to bolster the underwriting capacity of Agri.

**Alico capitalized Agri by contributing real estate located in Lee County Florida. The real estate was transferred at its historical cost basis. Agri received a determination letter from the Internal Revenue Service (IRS) stating that Agri was exempt from taxation provided that net premium levels, consisting only of premiums with third parties, were below an annual stated level (\$350 thousand). Third party premiums have remained below the stated annual level. As the Lee county real estate was sold, substantial gains were generated in Agri, creating permanent book/tax differences.**

**Since receiving the favorable IRS determination letter, certain transactions, entered into by other taxpayers under the same IRS Code Section came under scrutiny and criticism by the news media. In reaction, Management has recorded a contingent liability of \$16.7 million for income taxes in the event of an IRS challenge. Management's decision has been influenced by perceived changes in the regulatory environment. The Company believes that it can successfully defend any such challenge, however, because it is probable that a challenge will be made and possible that it may be successful, Management has provided for the contingency.**

**The Internal Revenue Service has begun its examination of the Company tax returns for the years ended August 31, 2000, 2001, 2002 and 2003, and Agri tax returns for calendar years 2000, 2001 and 2002. No adjustments have been proposed to date.**

#### 10. Dividends:

On October 7, 2003 the Company declared a year-end dividend of \$.60 per share, which was paid on October 31, 2003.

#### 11. Disclosures about reportable segments:

Alico, Inc. has three reportable segments: citrus, sugarcane, and ranching. The commodities produced by these segments are sold to wholesalers and processors who prepare the products for consumption. The Company's operations are located in Florida.

The accounting policies of the segments are the same as those described in the summary of significant accounting policies in the Company's 10K. Alico, Inc. evaluates performance based on profit or loss from operations before income taxes. Alico, Inc.'s reportable segments are strategic business units that offer different products. They are managed separately because each segment requires different management techniques, knowledge and skills.

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The following table presents the results from operations before income taxes for each of the Company's operating segments for the three and nine month periods ended May 31, and the segment assets as of May 31.

	Three months ended May 31,		Nine months ended May 31,	
	2004	2003	2004	2003
<b>Citrus:</b>				
Revenue	\$ 9,686	\$ 9,246	\$ 19,579	\$ 20,641
Cost and expenses	8,081	7,386	18,368	18,371
Segment profit	1,605	1,860	1,211	2,270
Depreciation and amortization	583	582	1,769	1,761
Segment assets			53,358	53,939
<b>Sugarcane:</b>				
Revenue	3,459	4,977	11,665	12,937

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Cost and expenses	2,932	3,476	9,475	9,762
Segment profit	527	1,501	2,190	3,175
Depreciation and amortization	534	602	1,684	1,817
Segment assets			50,049	48,163
<b>Ranching:</b>				
Revenue	4,650	3,087	9,074	6,350
Cost and expenses	4,045	2,659	7,656	5,897
Segment profit	605	428	1,418	453
Depreciation and amortization	357	386	1,071	1,152
Segment assets			20,654	23,728

	<b>Three months ended May 31,</b>		<b>Nine months ended May 31,</b>	
	<b>2004</b>	<b>2003</b>	<b>2004</b>	<b>2003</b>
<b>Other*</b>				
Revenue	\$ 2,952	\$ 1,111	\$ 26,558	\$ 4,201
Cost and expenses	1,710	1,953	6,913	5,723
Segment profit (loss)	1,242	(842)	19,645	(1,522)
Depreciation and amortization	115	121	307	361
Segment assets			103,011	68,407
<b>Total</b>				
Revenue	20,747	18,421	66,876	44,129
Cost and expenses	16,768	15,474	42,412	39,753
Segment profit	\$ 3,979	\$ 2,947	24,464	4,376
Depreciation and amortization	1,589	1,691	4,831	5,091
Segment assets			\$ 227,072	\$ 194,237

\*Consists of rent, investments, real estate activities and other such items of a general corporate nature.

## 12. Stock Option Plan

On November 3, 1998, the Company adopted the Alico, Inc., Incentive Equity Plan (The Plan) pursuant to which the Board of Directors of the Company may grant options, stock appreciation rights, and/or restricted stock to certain directors and employees. The Plan authorizes grants of shares or options to purchase up to 650,000 shares of authorized but unissued common stock. Stock options granted have a strike price and vesting schedules that are at the discretion of the Board of Directors and determined on the effective date of the grant. The strike price cannot be less than 55% of the market price.

Had the Company determined compensation cost based on the fair value at the grant date for its stock options under SFAS 123, the Company's net income would have changed to the proforma amounts indicated below:

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	Three months ended May 31,		Nine months ended May 31,	
	2004	2003	2004	2003
Net income as reported	\$ 2,340	\$ 2,065	\$ 15,133	\$ 3,113
Add: Stock based employee compensation expense included in reported net income net of related tax effects	-	131	1,100	393
Deduct: Total stock based employee compensation determined under the Black Scholes Model for all awards net of related tax effects	-	(132)	(1,063)	(395)
Proforma net income	\$ 2,340	\$ 2,064	\$ 15,170	\$ 3,111
Basic earnings per share reported	\$ 0.32	\$ 0.29	\$ 2.10	\$ 0.44
Proforma basic earnings per share	\$ 0.32	\$ 0.29	\$ 2.11	\$ 0.44
Fully diluted earnings per share reported	\$ 0.32	\$ 0.28	\$ 2.07	\$ 0.43
Proforma fully diluted earnings per share	\$ 0.32	\$ 0.28	\$ 2.08	\$ 0.43

	Options	Weighted average exercise price	Weighted average remaining contractual Life (in years)
Balance outstanding, August 31, 2002	117,847	\$ 15.20	10
Granted	67,280	15.68	
Exercised	35,726	15.53	

Balance outstanding, August 31, 2003	149,401	15.34	9
Granted	119,462	18.42	
Exercised	156,135	14.83	
Balance outstanding, May 31, 2004	112,728	\$ 17.66	9

On May 31, 2004, there were 112,728 shares exercisable and 292,844 shares available for grant.

### 13. Other Comprehensive Income

Other comprehensive income (loss), arising from market fluctuations in the Company's securities portfolio, was as follows:

**ALICO, INC.**  
**Schedule of Other Comprehensive Income**  
**(in thousands)**

	For the three months ended		For the nine months ended	
	May 31, 2004	May 31, 2003	May 31, 2004	May 31, 2003
Balance of Other Comprehensive Income (loss) at beginning of period	\$ 2,747	\$ (785)	\$ 961	\$ (432)
Unrealized Security gains (losses)	(1,054)	2,171	1,269	1,617
Taxes provided for unrealized (gains) losses	281	(693)	(256)	(492)
Net change in Other Comprehensive Income	(773)	1,478	1,013	1,125
Other Comprehensive Income at end of period	\$ 1,974	\$ 693	\$ 1,974	\$ 693

### 14. Future application of Accounting Standards

In November 2003, the EITF reached a consensus on Issue No. 03-1, "The Meaning of Other-Than-Temporary Impairment and Its Application to Certain Investments." EITF Issue No. 03-1 provides guidance on other-than-temporary impairment and its application to debt and equity investments. The requirements apply to investments in debt and marketable equity securities that are accounted for under SFAS No. 115, "Accounting for Certain Investments in Debt and Equity Securities." The provisions of Issue No. 03-1 are effective for reporting periods beginning after June 15, 2004. The Company evaluated, among other factors, the duration and extent to which the fair value of an investment is less than its cost; the financial health of and business outlook for the investment, including factors such as industry and sector performance; changes in technology, operational and financing cash flow; the investment's financial position, including its appraisal and net asset value; market prices; and the Company's intent and ability to hold the investment. In the opinion of management, the adoption of this statement will not have a significant impact on the Company's consolidated financial statements.

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## **ITEM 2. Management's Discussion and Analysis of Financial Condition and Results of Operations.**

### **LIQUIDITY AND CAPITAL RESOURCES:**

Working capital increased to \$105.0 million at May 31, 2004, from \$79.5 million at August 31, 2003. As of May 31, 2004, the Company had cash and cash investments of \$21.0 million compared to \$16.4 million at August 31, 2003. Marketable securities increased to \$54.4 million from \$38.8 million during the same period. The ratio of current assets to current liabilities increased to 12.00 to 1 at May 31, 2004 up from 8.41 to 1 at August 31, 2003. Total assets increased by \$14.3 million to \$227.0 million at May 31, 2004, compared to \$212.7 million at August 31, 2003.

**Management expects continued profitability from agricultural operations in fiscal 2004. The outlook is for gross profits from citrus operations to decline due to a large crop forecast for the industry as a whole and substantial carryover inventories for the industry. Management also expects gross profits from sugarcane to decline as the Company's current crop is expected to be smaller in fiscal 2004 than in fiscal 2003. Gross profits from the Company's cattle operations are expected to increase due to reduced beef supplies creating favorable market conditions for beef and an increase in the number of cattle sold.**

Management believes that the Company will be able to meet its working capital requirements for the foreseeable future with internally generated funds. In addition, the Company has credit commitments that provide for revolving credit of up to \$54.0 million, of which \$17.9 million was available for the Company's general use at May 31, 2004 (see Note 8 to condensed consolidated financial statements).

### **RESULTS OF OPERATIONS:**

The basic business of the Company is agriculture, which is of a seasonal nature and is subject to the influence of natural phenomena and wide price fluctuations. The results of operations for the stated periods are not necessarily indicative of results to be expected for the full year.

Net income for the nine months ended May 31, 2004 increased by \$12.0 million when compared to the first nine months of the prior year. This was primarily due to an increase in **income** from real estate sales for the nine months ended May 31, 2004 when compared to the nine months ended May 31, 2003 (\$20.3 million vs. \$0.7 million before tax during the first nine months of fiscal 2004 and 2003, respectively).

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Income from operations decreased to \$3.5 million for the first nine months of fiscal 2004, compared to \$4.3 million for the first nine months of fiscal 2003. The decrease was largely due to an increase in general and administrative expenses due to \$1.4 million of stock options vesting in the second quarter commensurate with a change in control.

Gross profits from agricultural activities were below the prior year (\$2.9 million vs. \$3.9 million for the third quarter, and \$5.1 million during the first nine months of fiscal 2004 vs. \$6.1 million for the first nine months of fiscal 2003). **For a detailed discussion of agricultural operating results please see below.**

### Citrus

The citrus division reported a profit of \$1.6 million for the third quarter of fiscal 2004, vs. a profit of \$1.9 million for the third quarter of fiscal 2003. The Citrus division recorded a profit of \$1.2 million for the first nine months of fiscal 2004, compared to \$2.3 million during the first nine months of fiscal 2003. The current year's Florida orange crop is the largest on record and, as a result, citrus prices have declined **(\$4.83 vs. \$5.38 per box average in fiscal 2004 and 2003, respectively).**

### Sugarcane

Sugarcane earnings were \$527 thousand for the third quarter of fiscal 2004 as compared to \$1.5 million for the third quarter of fiscal 2003. Sugarcane earnings were \$2.2 million for the nine months ending May 31, 2004 and \$3.2 million for the nine months ended May 31, 2003. Less tons were harvested during the current year **(465,000 vs. 522,000 standard tons in fiscal 2004 and 2003, respectively).**

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### Ranching

Ranch earnings during the third quarter of fiscal 2004 were slightly higher than those of the third quarter of prior year (\$605 thousand vs. \$428 thousand for the third quarter of fiscal 2004 and 2003, respectively). For the first nine months of fiscal 2004, ranch earnings have increased when compared to the same period a year ago (\$1.4 million vs. \$453 thousand for the nine months ended May 31, 2004 and May 31, 2003 respectively). Cattle prices have averaged significantly higher during fiscal 2004 than in fiscal 2003, and is the primary cause for the increase **(\$.93 vs. \$.69 per pound in fiscal 2004 and 2003, respectively).** **Additionally, more cattle have been sold in the first nine months of fiscal 2004 (9,992 head) than in the comparable period in fiscal 2003 (7,801 head).** **More animals of the age and size required by meat packers were available for sale in fiscal 2004 than in 2003 because of the timing of placements into western feedlots.**

During December 2003, a cow in Washington State tested positive for bovine spongiform encephalopathy (BSE a/k/a "mad cow disease"). This has caused some foreign countries to ban beef imports from the United States. Although there have been price declines since the BSE discovery, the incident appears to be isolated and beef prices are still well above prior year levels. The Company has no reason to believe its beef herd is subject to any risk from this disease.

### General Corporate

The Company is continuing its marketing and permitting activities for its land that surrounds Florida Gulf Coast University in Lee County, Florida. There are sales contracts in place for all this property, totaling \$138.4 million. The agreements are at various stages in the due diligence process with closing dates expected over the next two years. The

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contracts are subject to various contingencies and there is no assurance that they will close.

The Company formed Agri-Insurance Company, Ltd. (Agri) a wholly owned subsidiary, during July of 2000. The insurance company was initially capitalized by transferring cash and approximately 3,000 acres of the Lee County property. Through Agri, the Company has been able to underwrite previously uninsurable risk related to catastrophic crop and other losses. The coverages currently underwritten by Agri will indemnify its insureds for the loss of the revenue stream resulting from a catastrophic event that would cause a grove to be replanted. To expedite the creation of the capital liquidity necessary to underwrite the Company's exposure to catastrophic losses, another 5,600 acres were transferred during fiscal 2001. Agri underwrote a limited amount of coverage for Ben Hill Griffin, Inc. during fiscal years 2001 - 2004, and in August 2002, Agri began insuring the Alico, Inc., citrus groves. As Agri gains underwriting experience and increases its liquidity, it will be able to increase its insurance programs. Due to Agri's limited operating history, it would be difficult, if not impossible, to speculate about the impact that Agri could have on the Company's financial position, results of operations and liquidity in future periods. Since the coverages that have been written, as liquidity has been generated, are primarily for the benefit of Alico, the financial substance of this venture is to insure risk that is inherent in the Company's existing operations.

During the third quarter of fiscal 2003, the Company entered into a limited partnership with Agri to manage Agri's real estate holdings. Agri transferred all of the Lee County property and associated sales contracts to the limited partnership, Alico-Agri, Ltd (Alico-Agri) in return for a 99% partnership interest. Alico, Inc. transferred \$1.2 million cash for a 1% interest. The creation of the partnership allows Agri to concentrate solely on insurance matters while utilizing Alico's knowledge of real estate management.

In the fourth quarter of fiscal 2003, the Company, through Alico-Agri, completed the sale of 313 acres in Lee County, Florida to Airport Interstate Associates, LLC. The sales price was \$9.7 million and resulted in a gain of \$8.7 million. Additionally, Alico-Agri completed the sale of 40 acres in Lee County, Florida to University Club Apartments/Gulf Coast, LLC. The sales price of the property was \$5.5 million and generated a gain of \$4.7 million.

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During the fourth quarter of fiscal 2003, the Company sold 358 acres in Hendry County, Florida to Troy Weekly for \$669 thousand. The sale generated a gain of \$335 thousand. Additionally, the Company sold 266 acres in Polk County, Florida to the State of Florida for \$617 thousand, generating a gain of \$612 thousand.

During the second quarter of fiscal 2004, the Company, through Alico-Agri, completed the sale of 244 acres in Lee County, Florida. The sales price was \$30.9 million and resulted in a gain of \$19.7 million. The sale generated \$20.9 million cash with the remaining \$10 million held in the form of a mortgage receivable due in December 2004.

### **Off Balance Sheet Arrangements**

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The Company has no off balance sheet arrangements that have, or are reasonably likely to have any material impact on the Company's current or future financial condition, revenues, or results of operations.

### **Disclosure of Contractual Obligations**

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**Contractual obligations of the Company are outlined below:**

**May 31, 2004**

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(in  
thousands)

Contractual obligations	<b>Total</b>	<b>Less than 1 year</b>	<b>1-3 years</b>	<b>3-5 years</b>	<b>5+ years</b>
Long-term debt	\$ 48,836	\$ 3,320	\$ 36,761	\$ 2,633	\$ 6,122
Leases (Operating & capital)	0	0	0	0	0
Purchase obligations (donation)	2,257	743	1,514	0	0
Other long-term liabilities	28,219	134	16,924	80	11,081
<b>TOTAL</b>	<b>79,312</b>	<b>4,197</b>	<b>55,199</b>	<b>2,713</b>	<b>17,203</b>

August 31, 2003  
(in  
thousands)

Contractual obligations	<b>Total</b>	<b>Less than 1 year</b>	<b>1-3 years</b>	<b>3-5 years</b>	<b>5+ years</b>
Long-term debt	57,448	3,321	39,576	4,633	9,918
Leases (Operating & capital)	0	0	0	0	0
Purchase obligations (donation)	2,983	754	1,459	770	0
Other long-term liabilities	19,488	0	9,820	180	9,488
<b>TOTAL</b>	<b>\$ 79,919</b>	<b>\$ 4,075</b>	<b>\$ 50,855</b>	<b>\$ 5,583</b>	<b>\$ 19,406</b>

### Critical Accounting Policies and Estimates

The preparation of the Company's financial statements and related disclosures in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and judgments that affect the reported amounts of assets and liabilities, revenues and expenses, and related disclosures of contingent assets and liabilities. On an on-going basis, management evaluates the estimates and assumptions based upon historical experience and various other factors and circumstances. Management believes that the estimates and assumptions are reasonable in the circumstances; however, actual results may vary from these estimates and assumptions under different future circumstances. The following critical accounting policies that affect the more significant judgments and estimates used in the preparation of our consolidated financial statements are discussed below.

Alico records inventory at the lower of cost or market. Management regularly assesses estimated inventory valuations based on current and forecasted usage of the related commodity and any other relevant factors that affect the net

realizable value.

Based on fruit buyers and processors advances to growers, stated cash and futures markets combined experience in the industry, management reviews the reasonableness of the citrus revenue accrual. Adjustments are made throughout the year to these estimates as relevant information regarding the citrus market becomes available. Fluctuation in the market prices for citrus fruit has caused the Company to recognize additional revenue from the prior year's crop totaling \$728 thousand during fiscal 2004 and \$282 thousand in fiscal 2003.

In accordance with Statement of Position 85-3 "Accounting by Agricultural Producers and Agricultural Cooperatives", the cost of growing crops (citrus and sugarcane) are capitalized into inventory until the time of harvest. Once a given crop is harvested, the related inventoried costs are recognized as cost of sales to provide an appropriate matching of costs incurred with the related revenue earned. The inventoried cost of each crop is then compared with the estimated net realizable value (NRV) of the crop and any costs in excess of the NRV are immediately recognized as cost of sales.

### **Cautionary Statement**

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Readers should note, in particular, that this Form 10-Q contains forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), that involve substantial risks and uncertainties. When used in this document, or in the documents incorporated by reference herein, the words "anticipate", "believe", "estimate", "may", "intend" and other words of similar meaning, are likely to address the Company's growth strategy, financial results and/or product development programs. Actual results, performance or achievements could differ materially from those contemplated, expressed or implied by the forward-looking statements contained herein. The considerations listed herein represent certain important factors the Company believes could cause such results to differ. These considerations are not intended to represent a complete list of the general or specific risks that may effect the Company. It should be recognized that other risks, including general economic factors and expansion strategies, may be significant, presently or in the future, and the risks set forth herein may affect the Company to a greater extent than indicated.

### **ITEM 3. Quantitative and Qualitative Disclosures about Market Risk**

No changes since registrant's disclosure of this item in its last annual report on Form 10-K.

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### **ITEM 4. Controls and Procedures**

#### **Evaluation of disclosure controls and procedures**

The Company carried out an evaluation, under the supervision and with the participation of the Company's management, including the Company's Chief Executive Officer and Chief Financial Officer, of the effectiveness of the design and operation of the Company's disclosure controls and procedures as of May 31, 2004 pursuant to Exchange Act Rule 13a-15 and 15d-15. Based upon that evaluation, the Chief Executive Officer and Chief Financial Officer concluded that the Company's disclosure controls and procedures are effective in timely alerting them to material information relating to the Company (including its consolidated subsidiaries) required to be included in the Company's periodic Securities and Exchange Commission filings. No significant deficiencies or material weaknesses in the

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Company's disclosure controls and procedures were identified in the evaluation and therefore, no corrective actions were taken.

### Changes in internal controls

There were no significant changes in the Company's internal controls or in other factors that could significantly affect these controls subsequent to the date of their evaluation.

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## FORM 10-Q PART II. OTHER INFORMATION

ITEMS 1-5 have been omitted, as there are no items to report during this interim period.

ITEM 6. Exhibits and reports on Form 8-K.

a) Exhibits:

Exhibit 3.1 Corporate By-laws

Exhibit 10.1. Fruit Marketing Contract with Ben Hill Griffin Inc.

Exhibit 10.2 Agreement for Purchase and sale and subsequent amendments.

Exhibit 11. Computation of Earnings per share May 31, 2004.

Exhibit 31.1 Rule 13a-14(a)/15d-14(a) certification.

Exhibit 31.2 Rule 13a-14(a)/15d-14(a) certification.

Exhibit 32.1 Section 1350 certification.

Exhibit 32.2 Section 1350 certification.

(b) Reports on Form 8-K.

March 4, 2004 announcing change in control of Alico, Inc. and change of directors

June 8, 2004 announcing change in Certified Public Accountants

June 14, 2004 announcing promotion of W. Bernard Lester as CEO

### SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

ALICO, INC.

(Registrant)

/S/ W. BERNARD LESTER

December 7, 2004                      W. Bernard Lester

Date                                      President

Chief Executive Officer

(Signature)

/S/ L. CRAIG SIMMONS

December 7, 2004            L. Craig Simmons  
Date                            Vice President  
                                  Chief Financial Officer  
                                  (Signature)

/S/ PATRICK W. MURPHY

December 7, 2004            Patrick W. Murphy  
Date                            Controller  
                                  (Signature)

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