



**An American Agribusiness**  
built for today's world

December 7, 2012

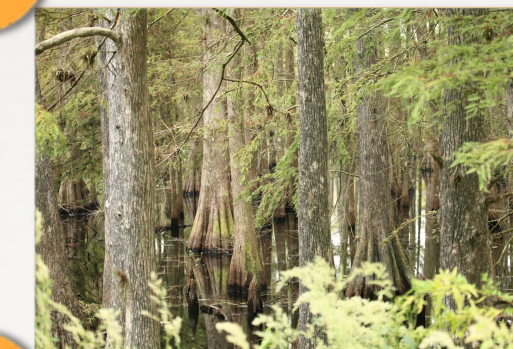
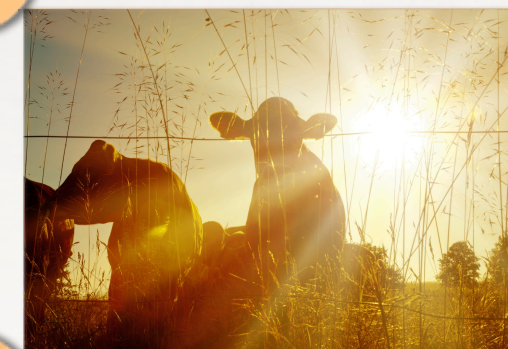
[AlicoInc.com](http://AlicoInc.com)



# Forward Looking Statements

*This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are based on Alico's current expectations about future events and can be identified by terms such as "estimates," "plans," "expect," "may," "anticipate," "intend," "should be," "will be," "is likely to," "strive to," and similar expressions referring to future periods.*

*Alico believes the expectations reflected in the forward-looking statements are reasonable but cannot guarantee future results, level of activity, performance or achievements. Actual results may differ materially from those expressed or implied in the forward-looking statements. Therefore, Alico cautions you against relying on any of these forward-looking statements. Factors which may cause future outcomes to differ materially from those foreseen in forward-looking statements include, but are not limited to: changes in laws, regulations and rules; weather conditions that affect production, transportation, storage, import and export of fresh product; increased pressure from disease, insects and other pests; disruption of water supplies or changes in water allocations; pricing and supply of raw materials and products; market responses to industry volume pressures; pricing and supply of energy; changes in interest rates; availability of financing for land development activities; political changes and economic crises; international conflict; acts of terrorism; labor disruptions; inability to pay debt obligations; inability to engage in certain transactions due to restrictive covenants in debt instruments; government restrictions on land use; market and pricing risks due to concentrated ownership of stock. Other risks and uncertainties include those that are described in Alico's SEC filings, which are available on the SEC's website at <http://www.sec.gov>. Alico undertakes no obligation to subsequently update or revise the forward-looking statements made in this presentation, except as required by law.*





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# Overview & History of Alico

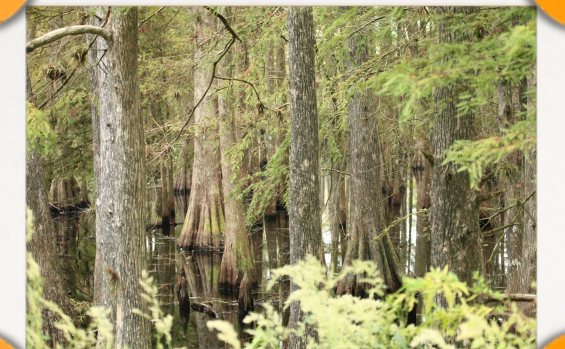
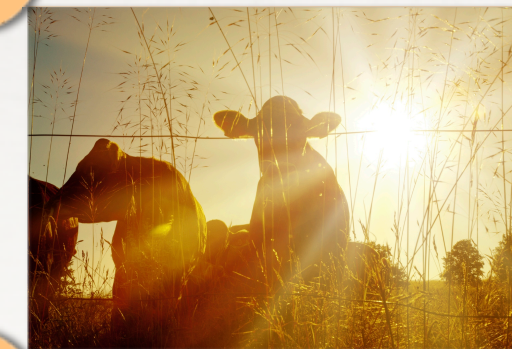
More than a century ago, the American experience, for many, came to life when the railroads opened up a nation, linking people and products north, south, east and west, to power an economy ready to go global.

For many in America's southeast, it meant the Atlantic Coast Line Railroad, now part of the CSX system, that weathered wars, depressions and catastrophic acts of nature and put Florida on the map.

From this heritage, a new enterprise was born...setting in motion an economic surge in citrus and cattle, sugarcane and forestry, oil exploration and water management.

Operating at first out of a historic Florida courthouse, the Atlantic Land Improvement Company's "South Florida Project" was soon creating waves of change in a land abundant in resource but limited in direction.

Sound management and vision from the parent company provided that direction. Then, in 1960, Alico was born, a public company decidedly invested in the promise of private enterprise.





# Overview & History of Alico

Alico's fortunes grew -- led by a future Hall of Fame citrus pioneer and businessman, Ben Hill Griffin, Jr. who at one point was listed by Forbes as one of America's richest. Although lands were originally acquired to produce timber for the railroads, the operation quickly diversified into:

Cattle. Citrus. Sugarcane. Sod. Mining.

This led to expansion of holdings, record citrus harvests, and a new strategic imperative to evaluate assets and opportunity on the basis of best and highest use.

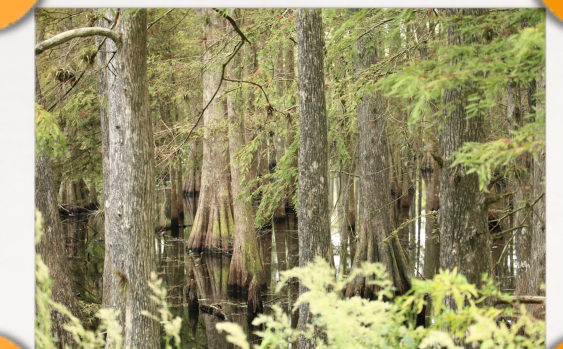
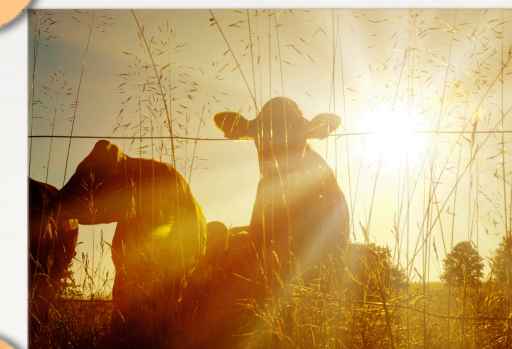
Today, Alico is an American agribusiness leader, known for its expertise in citrus, conservation and rural-based commodities.

Today, Alico, more than ever, is looking to expand its reach and deepen its edge by:

- Optimizing yield through management and innovation.
- Minimizing risk with enhanced economic forecasting.
- Focusing on conservation to promote good citizenship...and long-term community support.

Alico's management team is dedicated to superior results through research, innovation and operational efficiency.

Alico is an American legacy...built for today's world.

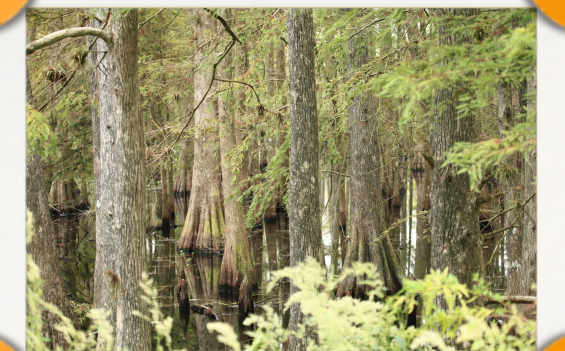
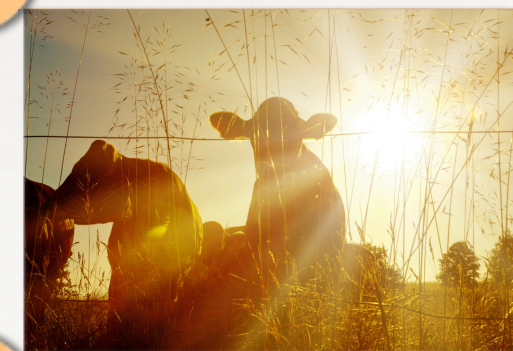




# Mission

Our mission is to create value for our customers, clients and shareholders by opportunistically seeking new holdings; managing company lands to their highest and best returns; and producing high quality agricultural products while exercising responsible environmental stewardship.

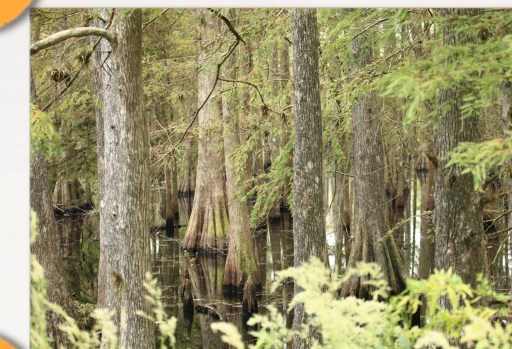
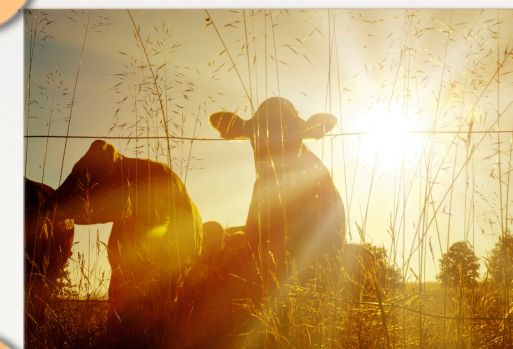
We also continue to reposition and enhance assets to build profitability and strengthen our balance sheet, led by a results-driven management team of seasoned industry professionals.





# Who We Are Today

- Alico is a Florida-based agribusiness and land management company built for today's world, known for its legacy of achievement and innovation in citrus, sugarcane, cattle, and resource conservation.
- We own approximately 130,400 acres of land in five Florida counties:
  - Collier, Glades, Hendry, Lee and Polk
- Our principal lines of business:
  - citrus groves
  - improved farmland including sugarcane
  - cattle ranch and conservation
  - related support operations



# Strategic Vision and Initiatives

- Monetize under-productive assets
- Land or easement sales
- Creative solutions to enhance and extract value
- Natural resource management and conservation
- Mineral rights exploitation
- Invest in citrus groves to increase citrus production
  - Opportunistically acquire stakes in Florida groves
    - Partner with existing growers
    - Enter into JVs to hold and manage existing groves
- Plant groves on company land
  - Supported by supply agreements
  - Partner with brand-name orange juice producers



# Current Land Utilization

|                                 | Hendry         | Polk         | Collier       | Glades     | Total          |
|---------------------------------|----------------|--------------|---------------|------------|----------------|
| <b>Citrus Groves</b>            | <b>5,200</b>   | <b>5,300</b> | <b>6,900</b>  | <b>-</b>   | <b>17,400</b>  |
| <b>Improved Farm Land</b>       |                |              |               |            |                |
| Sugarcane                       | 30,600         | -            | -             | -          | 30,600         |
| Irrigated Farm Land             | 5,800          | -            | -             | -          | 5,800          |
| Undeveloped Farm Land           | 7,700          | -            | -             | -          | 7,700          |
| <b>Total Improved Farm Land</b> | <b>44,100</b>  | <b>-</b>     | <b>-</b>      | <b>-</b>   | <b>44,100</b>  |
| <b>Ranch Land</b>               |                |              |               |            |                |
| Pasture                         | 60,500         | 2,900        | 4,000         | -          | 67,400         |
| <b>Total Ranch Land</b>         | <b>60,500</b>  | <b>2,900</b> | <b>4,000</b>  | <b>-</b>   | <b>67,400</b>  |
| Mining                          | 900            | -            | -             | 500        | 1,400          |
| Held for Sale                   | -              | -            | -             | -          | -              |
| Other                           | 100            | -            | -             | -          | 100            |
| <b>Total Owned Acres</b>        | <b>110,800</b> | <b>8,200</b> | <b>10,900</b> | <b>500</b> | <b>130,400</b> |





# Current Land Utilization

Gross vs. Net Acreage

- Citrus Groves:

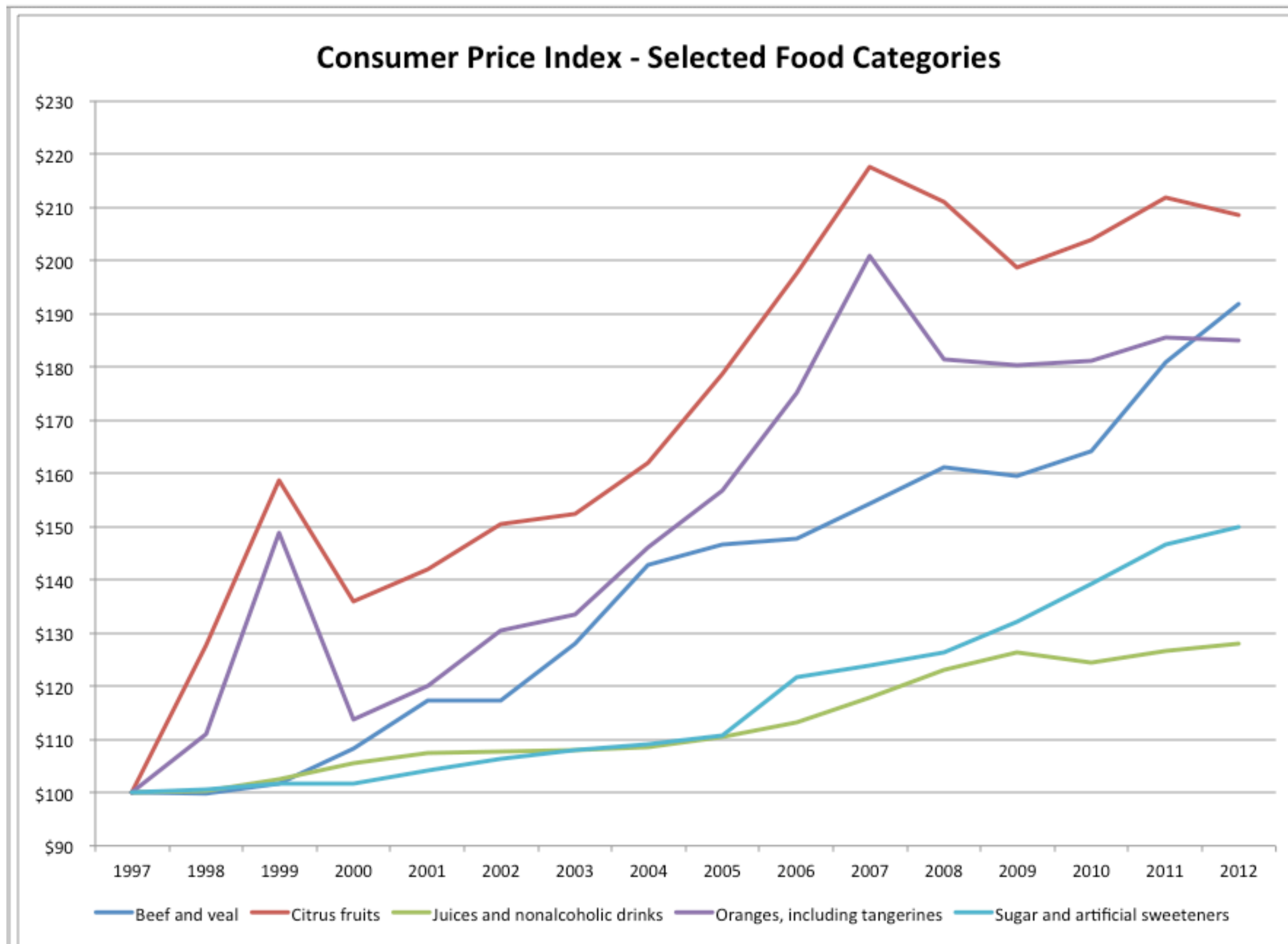
| County  | Net Plantable |            |        | Total  | Support | Gross  |
|---------|---------------|------------|--------|--------|---------|--------|
|         | Producing     | Developing | Fallow |        |         |        |
| Hendry  | 3,400         | 100        | 100    | 3,600  | 1,600   | 5,200  |
| Polk    | 3,100         | 100        | 100    | 3,300  | 2,000   | 5,300  |
| Collier | 4,100         | -          | -      | 4,100  | 2,800   | 6,900  |
| Total   | 10,600        | 200        | 200    | 11,000 | 6,400   | 17,400 |

- Sugarcane:

| County | Net Plantable |       |           |           | Total  | Support | Gross  |
|--------|---------------|-------|-----------|-----------|--------|---------|--------|
|        | Developing    | Plant | Stubble 1 | Stubble 2 |        |         |        |
| Hendry | 5,200         | 4,900 | 4,500     | 4,000     | 18,600 | 12,000  | 30,600 |



# Land-An Inflation Hedge



Source – US Bureau of Labor & Statistics

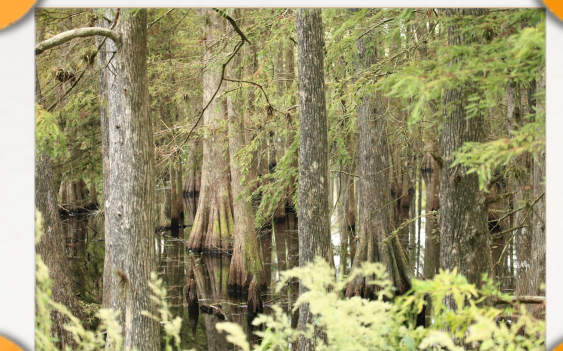
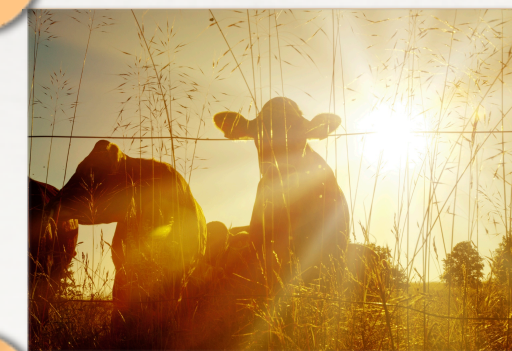
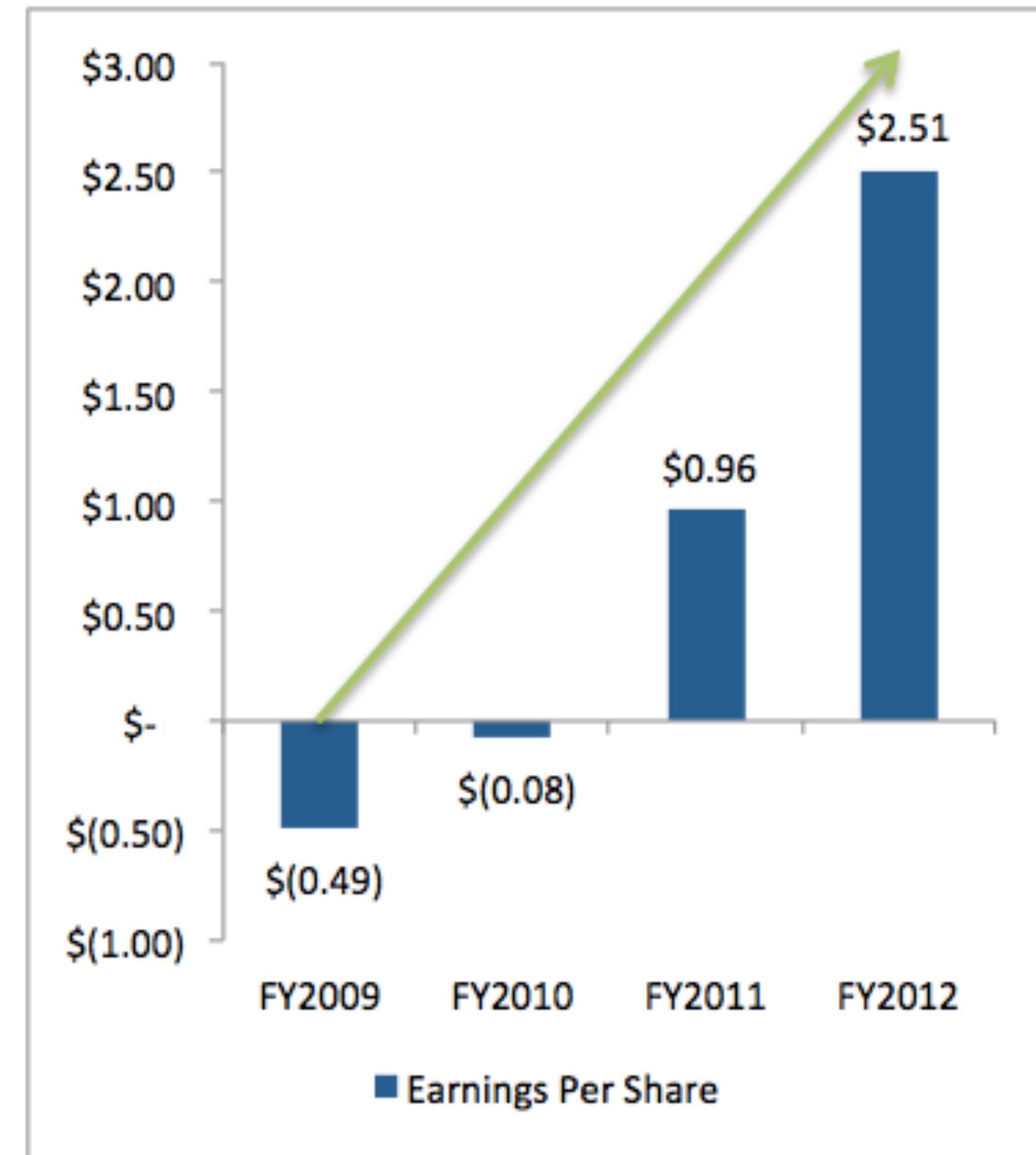
Inflation can drive up agricultural commodities.

As a result, the underlying land may increase with significant correlation to inflation.

# Company Highlights FY2012

- Agribusiness company with an emphasis on citrus
- A leading citrus grower in Florida with 11,000 producing acres
  - Increasing yields
  - Decreasing unit production costs
  - Significant industry expertise
- Favorable long term Florida citrus market outlook
- Other land holdings presently used for:
  - Sugarcane
  - Cattle Ranching
  - Leasing and development
- Debt to equity ratio of .31 and full availability under LOC
- Strong growth in EPS
- EPS up 161% vs. FY2011
- Stock price almost doubled in LTM
- EPS (diluted) \$0.96 FY2011 and \$2.51 FY2012

EPS (diluted) Trend





# Consolidated Financial Summary

(in millions, except per share data)

|  | Fiscal Years Ended September 30, |                |                  |                  | CAGR          |
|--|----------------------------------|----------------|------------------|------------------|---------------|
|  | 2012                             | 2011           | 2010             | 2009             |               |
| Operating Revenue                          | \$ 127.2                         | \$ 98.6        | \$ 79.8          | \$ 89.5          | 12.4%         |
| Operating Expense                          | 95.0                             | 75.2           | 69.9             | 87.7             | 2.7%          |
| <b>Gross Profit</b>                        | <b>32.2</b>                      | <b>23.4</b>    | <b>9.9</b>       | <b>1.8</b>       | <b>161.6%</b> |
| General and Administrative Expenses        | 8.5                              | 8.2            | 6.5              | 9.1              | -2.1%         |
| <b>Operating Income</b>                    | <b>23.7</b>                      | <b>15.2</b>    | <b>3.5</b>       | <b>(7.3)</b>     | <b>248.5%</b> |
| Interest and Investment Income (Loss), net | 0.1                              | (1.4)          | 0.9              | 0.6              | -46.9%        |
| Interest Expense                           | (1.6)                            | (2.0)          | (6.9)            | (5.4)            | 33.1%         |
| Other Income, Net                          | 7.2                              | 0.7            | 0.7              | 8.6              | -5.6%         |
| Income Tax (Provision) Benefit             | (11.0)                           | (5.4)          | 1.2              | (0.2)            | 280.0%        |
| <b>Net Income (Loss)</b>                   | <b>\$ 18.5</b>                   | <b>\$ 7.1</b>  | <b>\$ (0.6)</b>  | <b>\$ (3.6)</b>  | <b>272.5%</b> |
| <b>EPS</b>                                 | <b>\$ 2.51</b>                   | <b>\$ 0.96</b> | <b>\$ (0.08)</b> | <b>\$ (0.49)</b> | <b>272.4%</b> |



# Revenue By Segment

(in millions)

Fiscal Year Ended September 30, 2012

|                                | Citrus Groves  | Improved Farmland | Ranch and Conservation | Agricultural Supply Chain Management | Other         | Eliminations     | Total           |
|--------------------------------|----------------|-------------------|------------------------|--------------------------------------|---------------|------------------|-----------------|
| <b>Revenue:</b>                |                |                   |                        |                                      |               |                  |                 |
| Citrus Groves                  | \$ 55.4        | \$ -              | \$ -                   | \$ -                                 | \$ -          | \$ -             | \$ 55.4         |
| Sugarcane                      | -              | 14.4              | -                      | -                                    | -             | -                | 14.4            |
| Cattle                         | -              | -                 | 5.9                    | -                                    | -             | -                | 5.9             |
| Land Leasing and Rental        | -              | 0.9               | 1.1                    | -                                    | 0.5           | -                | 2.4             |
| Citrus Supply Chain Management | -              | -                 | -                      | 60.2                                 | -             | (11.8)           | 48.3            |
| Other Sources                  | -              | -                 | 0.4                    | -                                    | 0.3           | -                | 0.7             |
| <b>Total Revenue</b>           | <b>\$ 55.4</b> | <b>\$ 15.3</b>    | <b>\$ 7.3</b>          | <b>\$ 60.2</b>                       | <b>\$ 0.8</b> | <b>\$ (11.8)</b> | <b>\$ 127.2</b> |

Fiscal Year Ended September 30, 2011

|                                | Citrus Groves  | Improved Farmland | Ranch and Conservation | Agricultural Supply Chain Management | Other         | Eliminations    | Total          |
|--------------------------------|----------------|-------------------|------------------------|--------------------------------------|---------------|-----------------|----------------|
| <b>Revenue:</b>                |                |                   |                        |                                      |               |                 |                |
| Citrus Groves                  | \$ 47.1        | \$ -              | \$ -                   | \$ -                                 | \$ -          | \$ -            | \$ 47.1        |
| Sugarcane                      | -              | 7.8               | -                      | -                                    | -             | -               | 7.8            |
| Cattle                         | -              | -                 | 4.6                    | -                                    | -             | -               | 4.6            |
| Land Leasing and Rental        | -              | 0.8               | 1.1                    | -                                    | 0.5           | -               | 2.4            |
| Citrus Supply Chain Management | -              | -                 | -                      | 45.8                                 | -             | (9.7)           | 36.1           |
| Other Sources                  | -              | -                 | 0.3                    | -                                    | 0.2           | -               | 0.5            |
| <b>Total Revenue</b>           | <b>\$ 47.1</b> | <b>\$ 8.6</b>     | <b>\$ 6.0</b>          | <b>\$ 45.8</b>                       | <b>\$ 0.7</b> | <b>\$ (9.7)</b> | <b>\$ 98.6</b> |



# Gross Profit by Segment

(in millions)

Fiscal Year Ended September 30, 2012

|                                | Citrus Groves  | Improved Farmland | Ranch and Conservation | Agricultural Supply Chain Management | Other           | Eliminations | Total          |
|--------------------------------|----------------|-------------------|------------------------|--------------------------------------|-----------------|--------------|----------------|
| <b>Gross Profit:</b>           |                |                   |                        |                                      |                 |              |                |
| Citrus Groves                  | \$ 24.4        | \$ -              | \$ -                   | \$ -                                 | \$ -            | \$ -         | \$ 24.4        |
| Sugarcane                      | -              | 3.3               | -                      | -                                    | -               | -            | 3.3            |
| Cattle                         | -              | -                 | 2.7                    | -                                    | -               | -            | 2.7            |
| Land Leasing and Rental        | -              | 0.4               | 0.8                    | -                                    | 0.2             | -            | 1.4            |
| Citrus Supply Chain Management | -              | -                 | -                      | 0.6                                  | -               | -            | 0.6            |
| Other Sources                  | -              | -                 | 0.4                    | -                                    | (0.6)           | -            | (0.2)          |
| <b>Total Gross Profit</b>      | <b>\$ 24.4</b> | <b>\$ 3.7</b>     | <b>\$ 3.9</b>          | <b>\$ 0.6</b>                        | <b>\$ (0.4)</b> | <b>\$ -</b>  | <b>\$ 32.2</b> |

Fiscal Year Ended September 30, 2011

|                                | Citrus Groves  | Improved Farmland | Ranch and Conservation | Agricultural Supply Chain Management | Other           | Eliminations | Total          |
|--------------------------------|----------------|-------------------|------------------------|--------------------------------------|-----------------|--------------|----------------|
| <b>Gross Profit:</b>           |                |                   |                        |                                      |                 |              |                |
| Citrus Groves                  | \$ 19.3        | \$ -              | \$ -                   | \$ -                                 | \$ -            | \$ -         | \$ 19.3        |
| Sugarcane                      | -              | 1.0               | -                      | -                                    | -               | -            | 1.0            |
| Cattle                         | -              | -                 | 1.4                    | -                                    | -               | -            | 1.4            |
| Land Leasing and Rental        | -              | 0.3               | 0.7                    | -                                    | 0.2             | -            | 1.2            |
| Citrus Supply Chain Management | -              | -                 | -                      | 1.0                                  | -               | -            | 1.0            |
| Other Sources                  | -              | -                 | 0.2                    | -                                    | (0.7)           | -            | (0.5)          |
| <b>Total Gross Profit</b>      | <b>\$ 19.3</b> | <b>\$ 1.3</b>     | <b>\$ 2.4</b>          | <b>\$ 1.0</b>                        | <b>\$ (0.6)</b> | <b>\$ -</b>  | <b>\$ 23.4</b> |



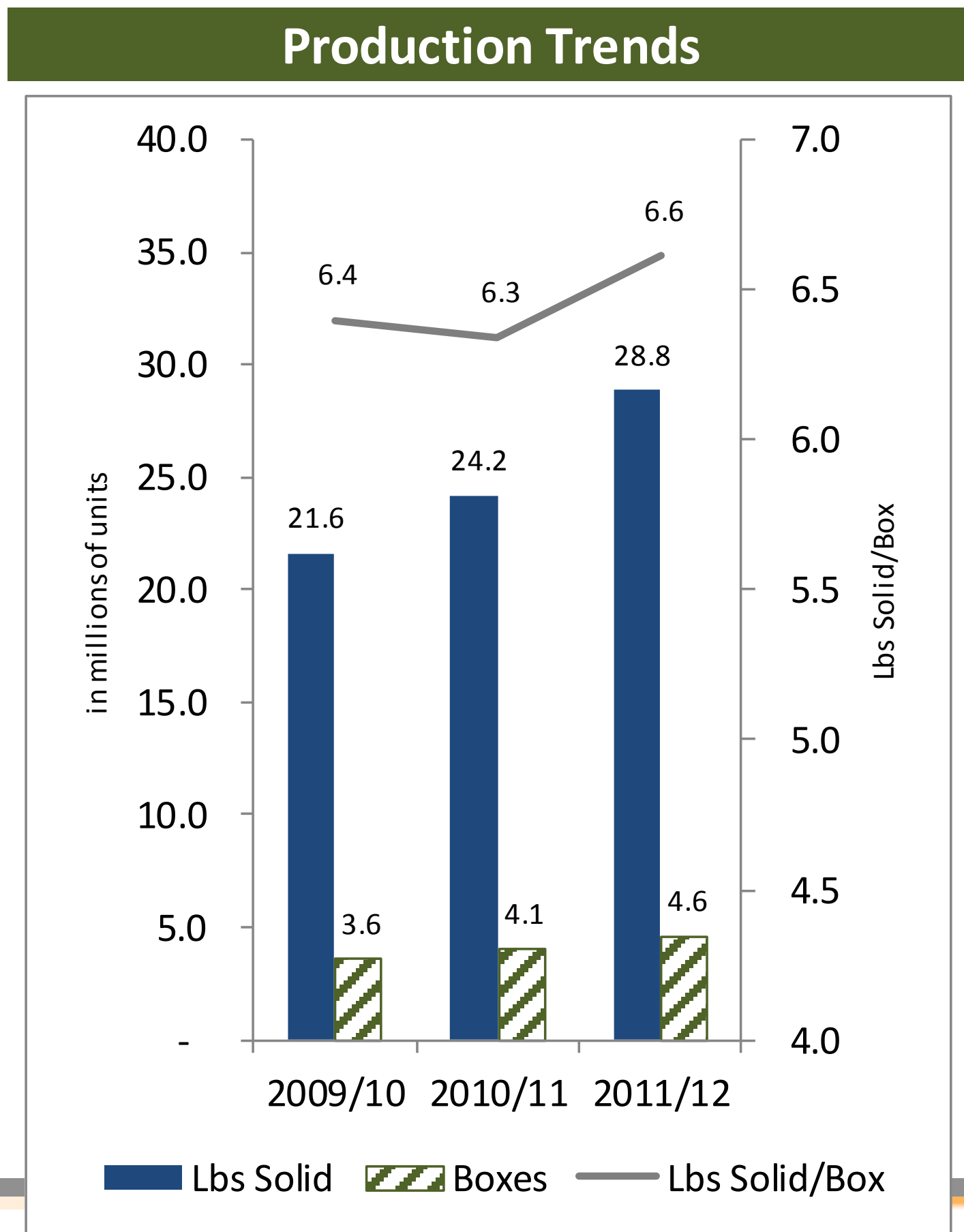
# Balance Sheet Data

|  | As of September 30, |                 |                 |                 |                 |                  |
|--|---------------------|-----------------|-----------------|-----------------|-----------------|------------------|
|  | 2008                | 2009            | 2010            | 2011            | 2012            | Change           |
| Cash   | \$ 54.4             | \$ 18.8         | \$ 10.9         | \$ 1.3          | \$ 13.3         | \$ (41.0)        |
| Accounts Receivable                              | 5.4                 | 1.9             | 4.4             | 2.9             | 3.1             | (2.3)            |
| Inventory  | 27.5                | 18.7            | 18.6            | 22.4            | 27.3            | (0.2)            |
| Fixed Assets, Net                                | 125.4               | 119.0           | 125.0           | 128.8           | 122.8           | (2.6)            |
| Other Assets                                     | 61.3                | 41.7            | 29.9            | 24.6            | 18.6            | (42.7)           |
| <b>Total Assets</b>                              | <b>\$ 273.9</b>     | <b>\$ 200.2</b> | <b>\$ 188.8</b> | <b>\$ 180.0</b> | <b>\$ 185.1</b> | <b>\$ (88.8)</b> |
|  |                     |                 |                 |                 |                 |                  |
| Accounts Payable and Accrued Expenses            | \$ 5.2              | \$ 3.5          | \$ 3.0          | \$ 4.7          | \$ 7.4          | \$ 2.2           |
| Debt   | 137.8               | 78.9            | 73.5            | 57.2            | 39.9            | (97.9)           |
| Other Liabilities                                | 15.5                | 10.9            | 7.1             | 7.5             | 10.2            | (5.2)            |
| Stockholders' Equity                             | 115.5               | 106.9           | 105.2           | 110.7           | 127.5           | 12.1             |
| <b>Total Liabilites and Stockholders' Equity</b> | <b>\$ 273.9</b>     | <b>\$ 200.2</b> | <b>\$ 188.8</b> | <b>\$ 180.0</b> | <b>\$ 185.1</b> | <b>\$ (88.8)</b> |
|  |                     |                 |                 |                 |                 |                  |
| Debt, net of cash                                | \$ 83.4             | \$ 60.1         | \$ 62.5         | \$ 55.8         | \$ 26.6         | \$ (56.8)        |
|  |                     |                 |                 |                 |                 |                  |
| Debt, net of cash/Equity                         | 0.72                | 0.56            | 0.59            | 0.50            | 0.21            | (0.51)           |

- Significantly strengthened balance sheet
  - Net debt declined from \$83.4MM to \$26.6MM

# Leading Citrus Grower

## Production Increases



- Alico production increases over last two harvest seasons:
  - 28% increase in boxes
  - 34% increase in Lbs Solid
- Florida production up 9.6% in boxes over the same time period<sup>(i)</sup>
- Outpaced Florida's box increases due in large part to:
  - Balanced horticultural practices
  - Proficiency in farming methods

*(1) Source – USDA July 2012 Forecast*





# Leading Citrus Grower

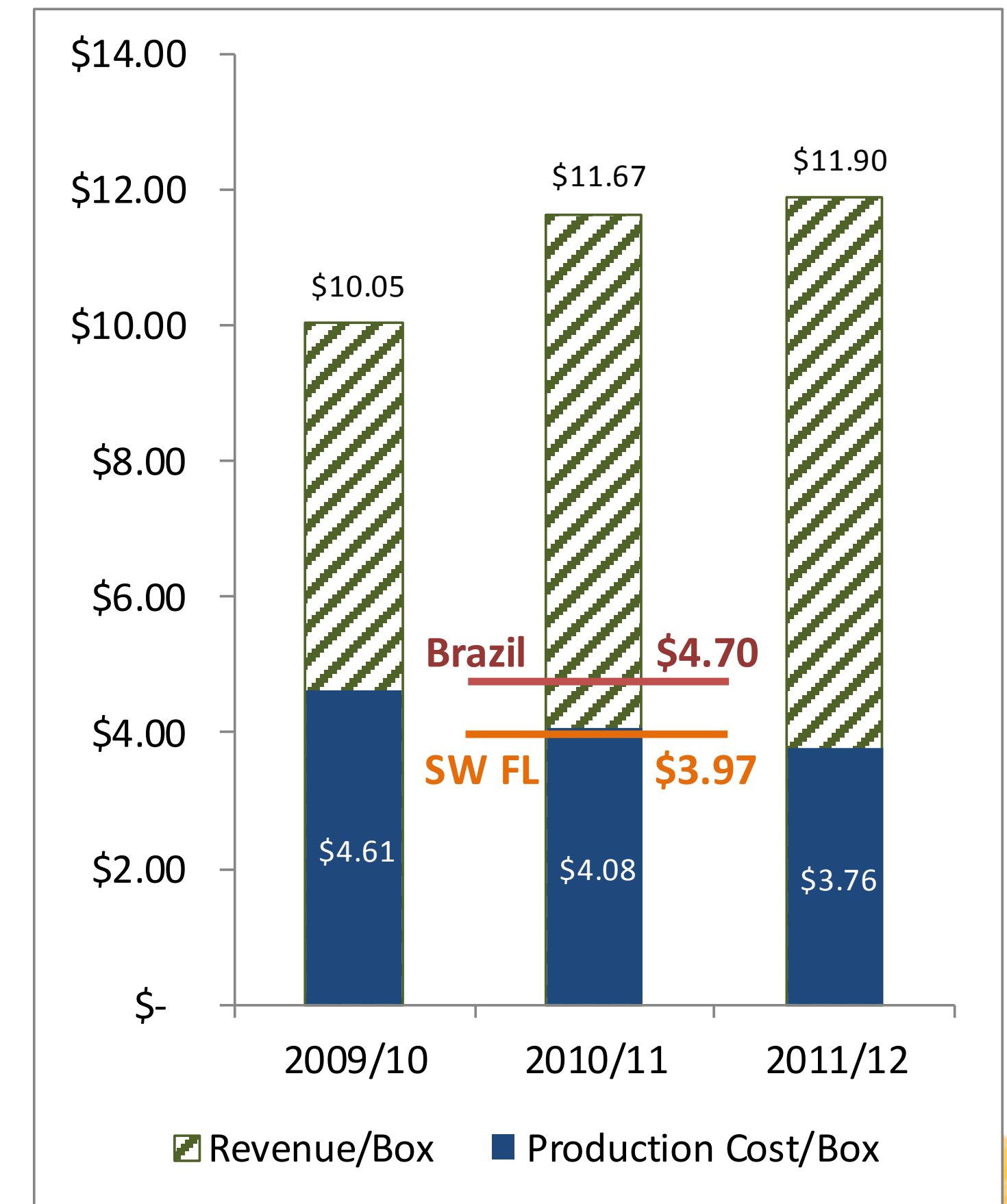
## Production Costs Per Box

- Alico production costs per box:
  - 18% decrease in cost per box over last two harvest seasons
  - Lower production costs per box than Brazil average<sup>(i)</sup>
  - Expect lower 2011/12 production costs per box than southwest Florida region average<sup>(ii)</sup>

(i) GCONCI (2010/11 Estimates)

(ii) Source – University of Florida/IFAS (2010/11 Estimates)

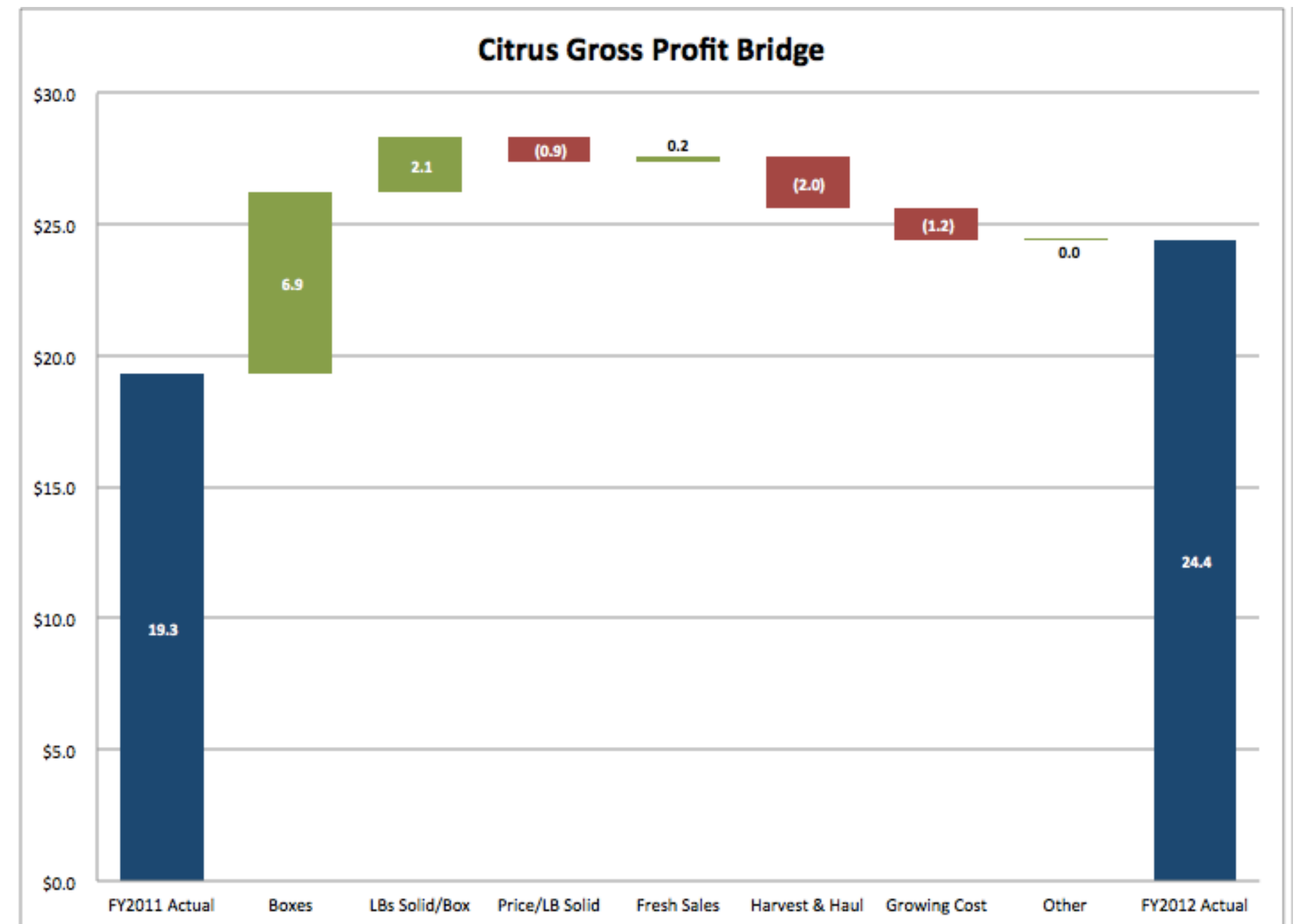
## Revenue and Production Cost per Box Trends



# FY2012 Operations

## *Citrus Bridge*

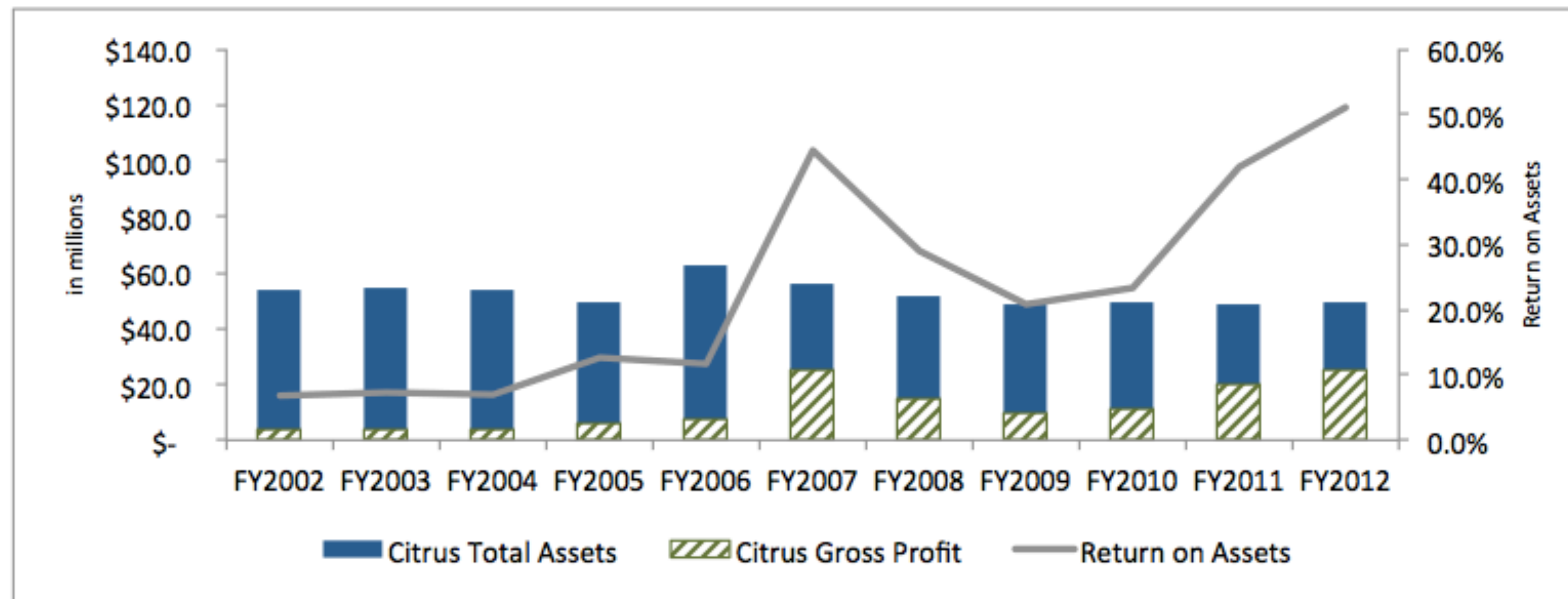
- Revenue of \$55.4MM versus \$47.1MM prior year
- 4,635M boxes versus 4,062M boxes prior year
- 29,070M lbs solid versus 24,177M lbs solid prior year
- Average lbs solid/box of 6.68 versus 6.34 prior year





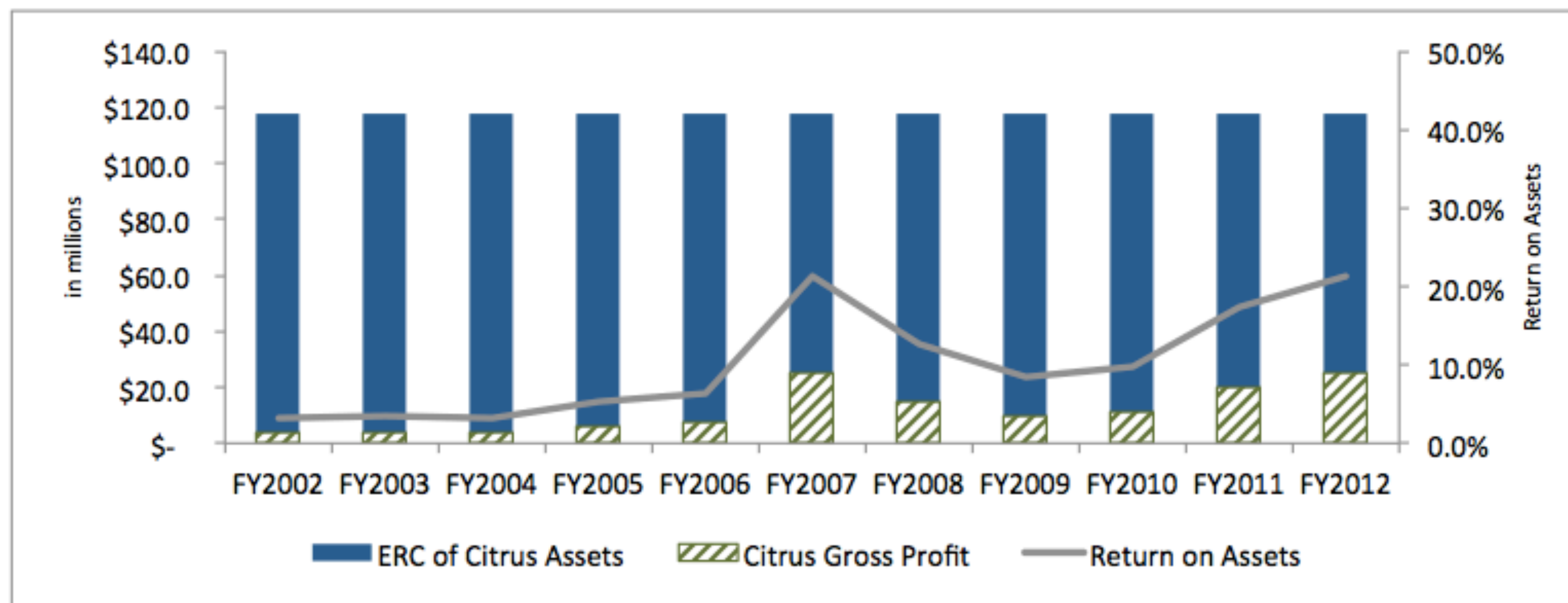
# Alico's Historical Citrus Returns

Historical Citrus Return on Assets with Groves at Book Value



# Alico's Historical Citrus Returns

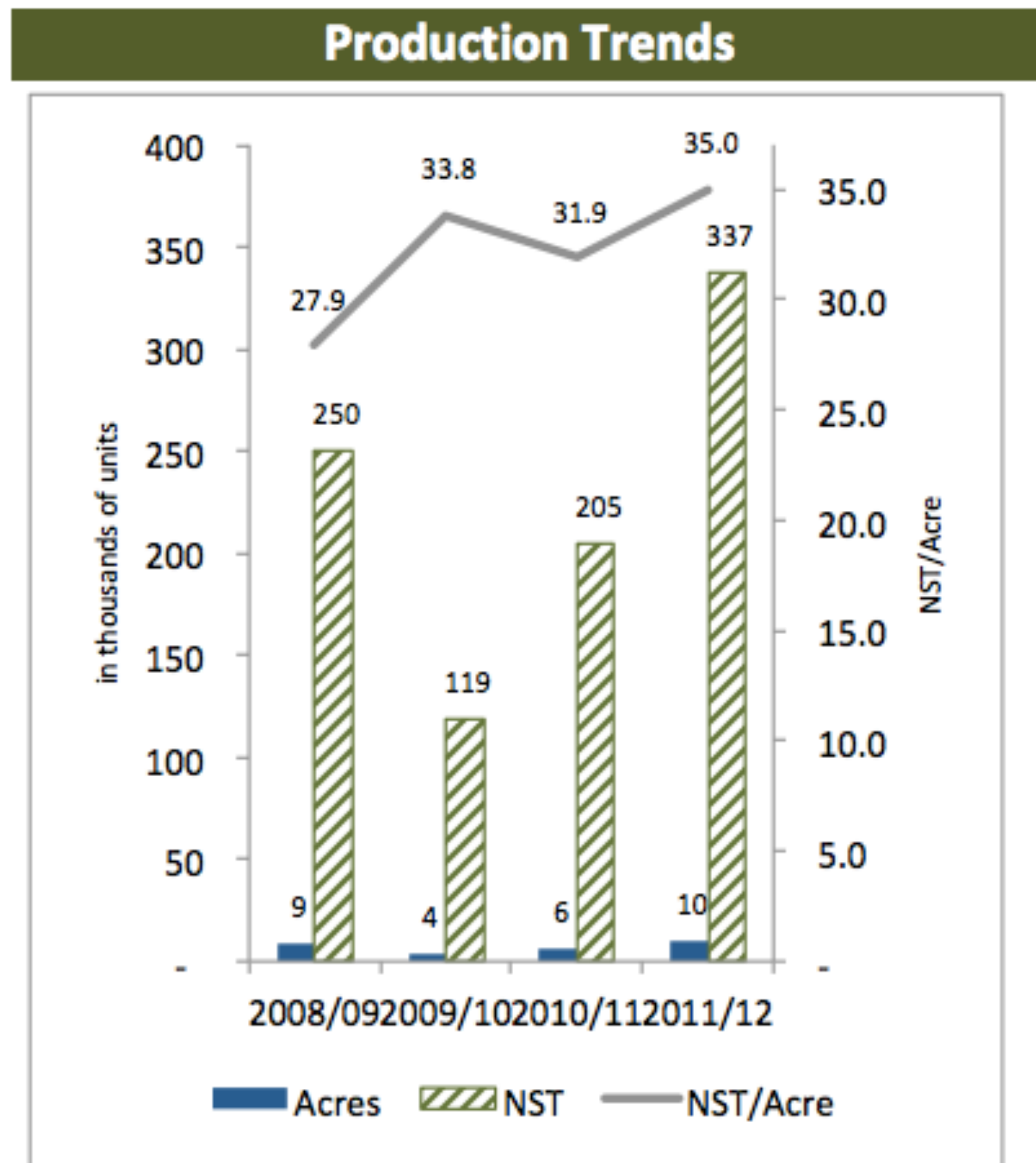
## Historical Citrus Return on Assets with Groves at Estimated Replacement Cost of \$11,000/acre





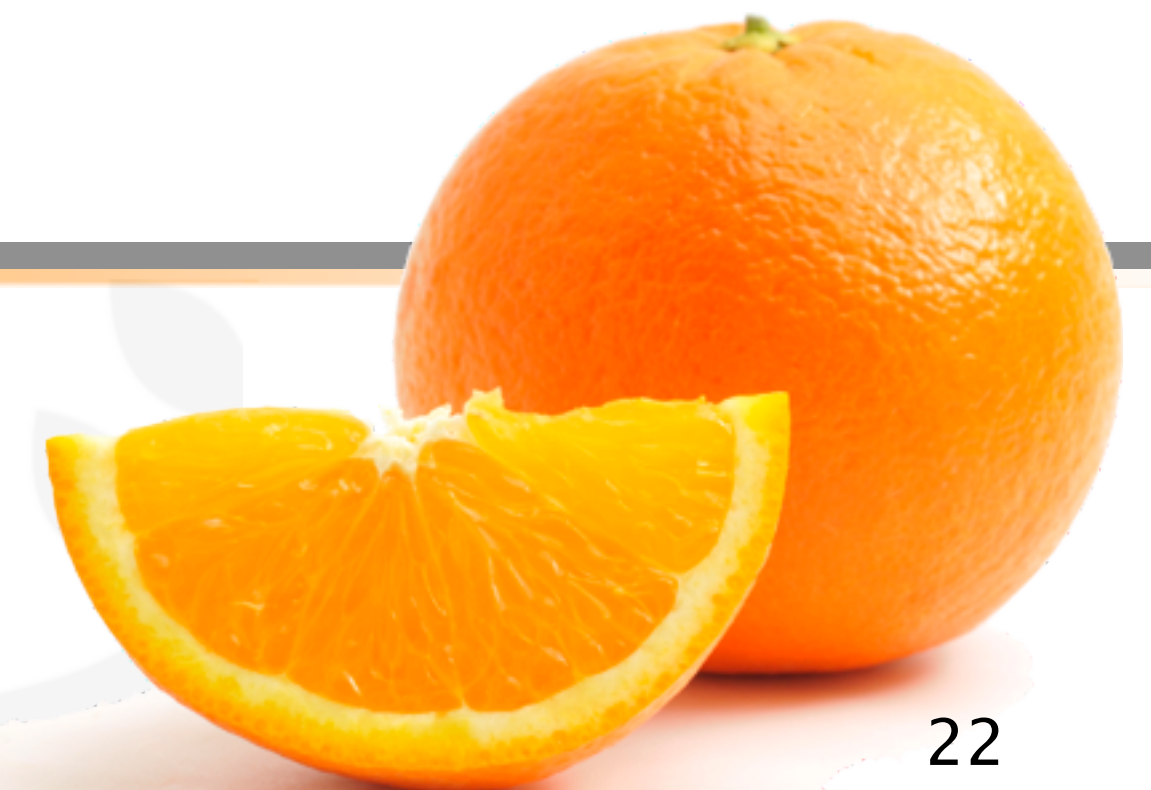
# Sugarcane Grower

## Production Increases



- Alico production increases over last two harvest seasons:

- 50% increase in acres
- 64% increase in net standard tons



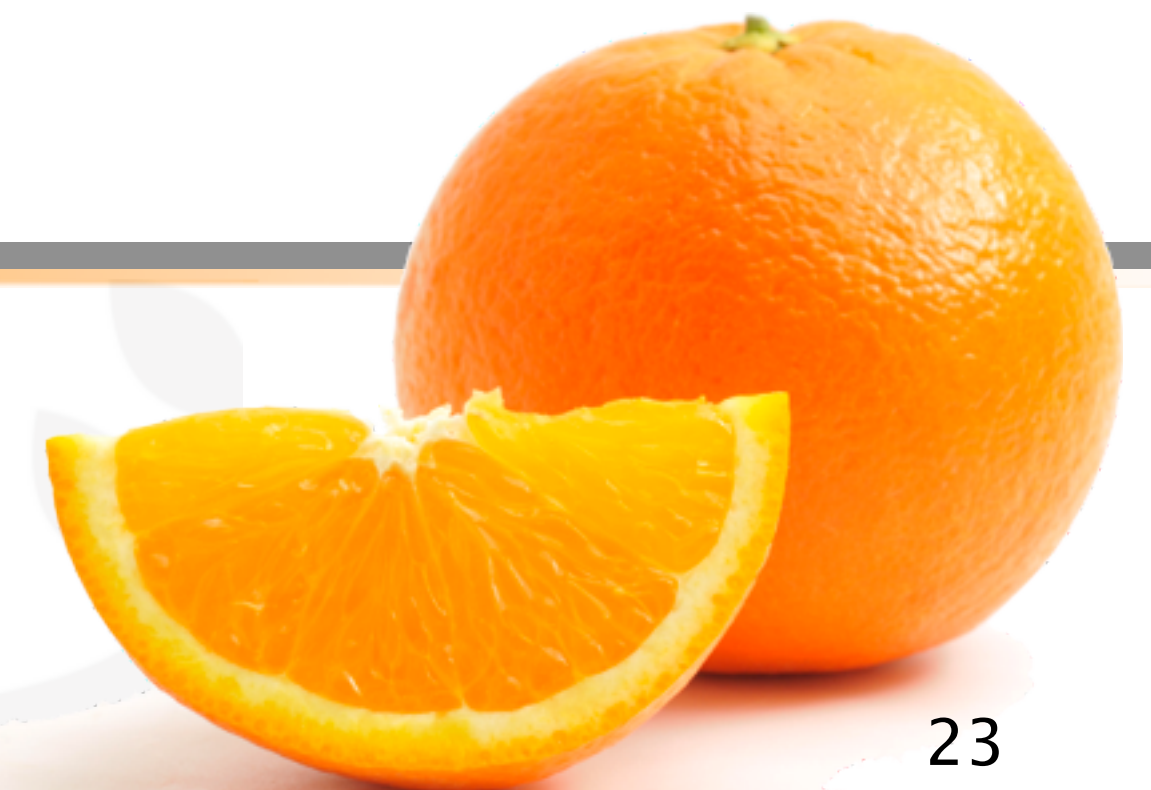
# Sugarcane Grower

## Production Costs Per Net Standard Ton

Revenue and Production Cost per NST  
Trends



- Alico production costs per net standard ton:
  - 16.3% decrease in cost per net standard ton over last three harvest seasons
  - Continued focus on cost reduction and production increases

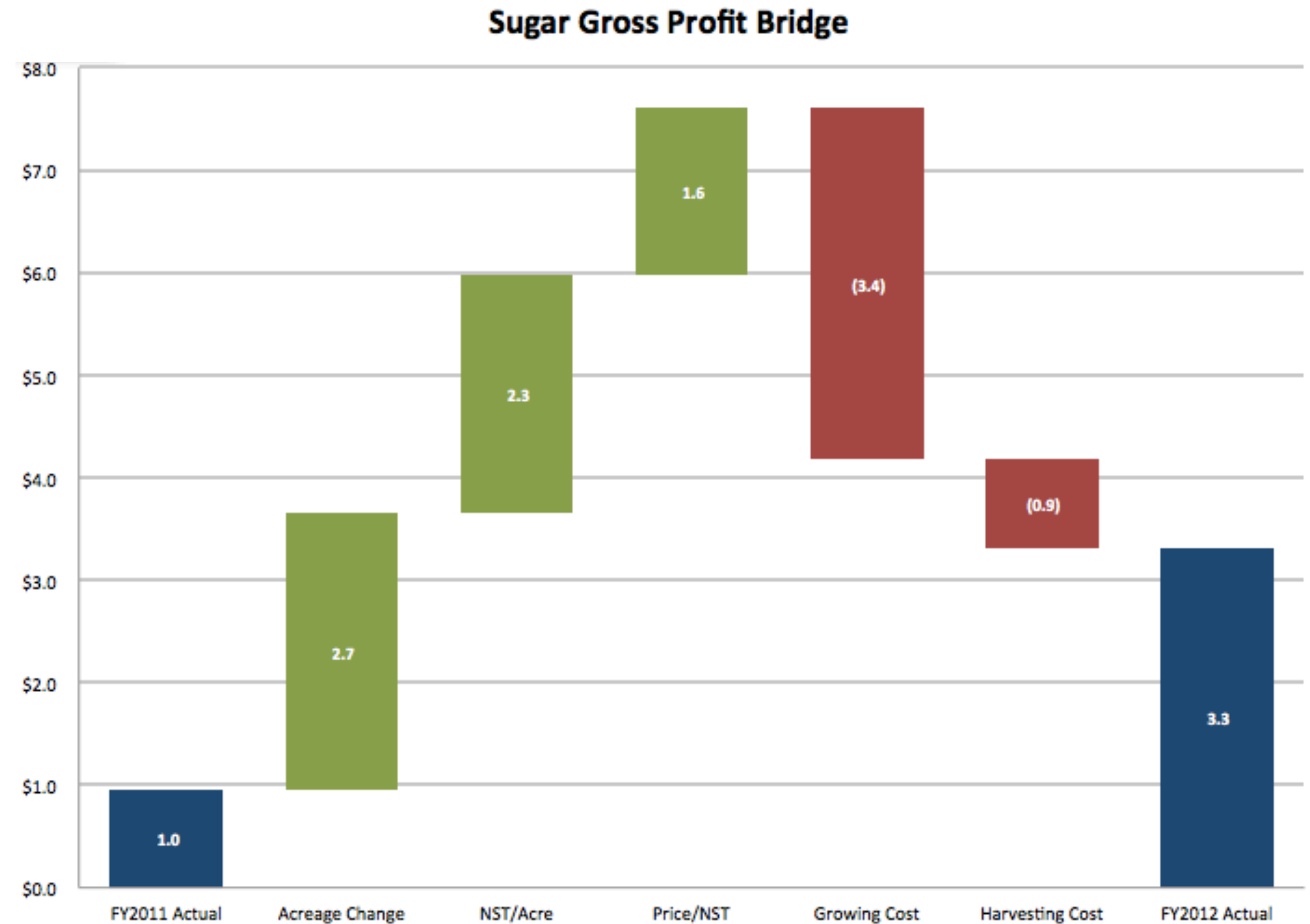




# FY2012 Operations

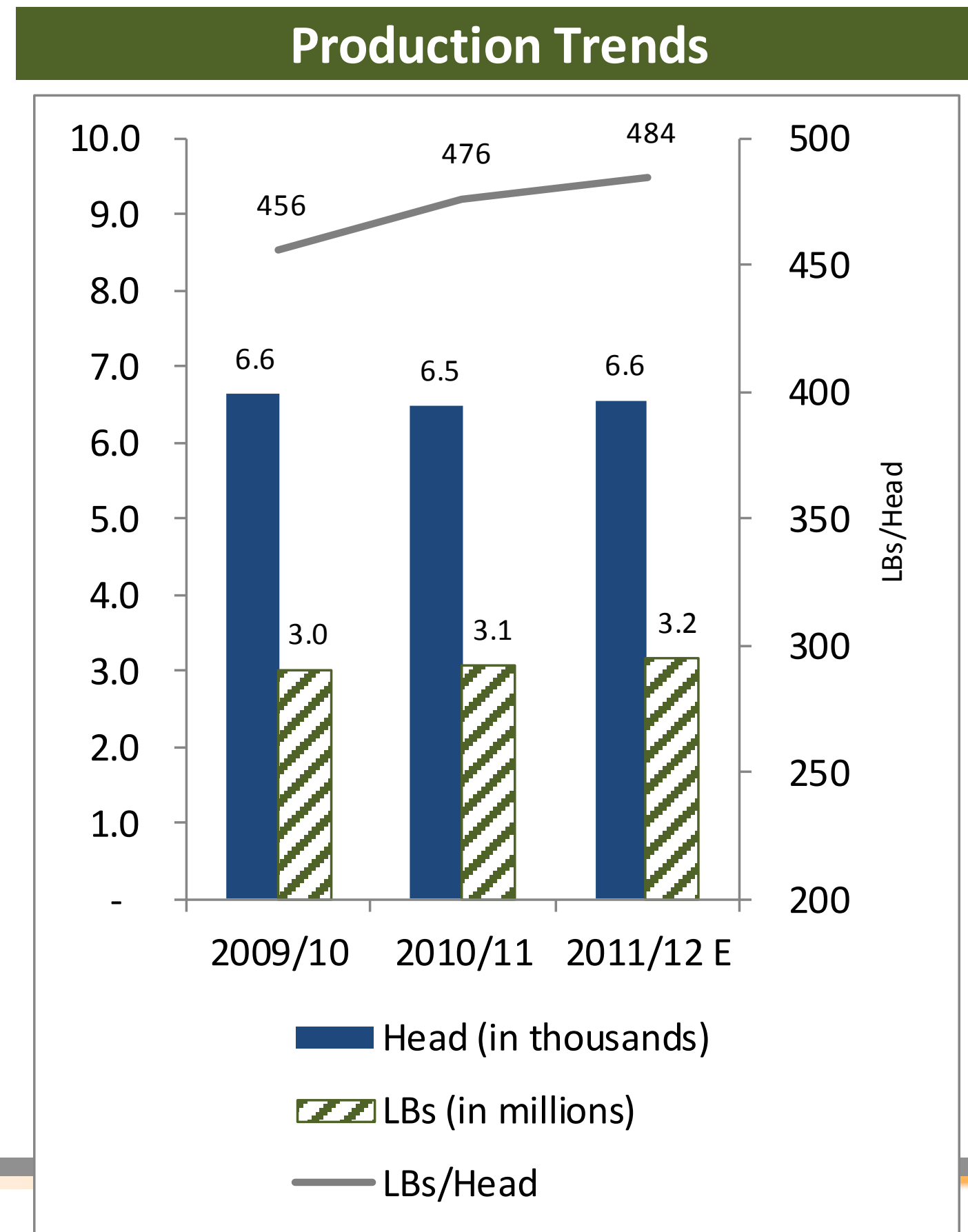
## *Sugar Bridge*

- Revenue of \$14.4MM versus \$7.8MM prior year
- Standard Tons harvested increased 64% (337M net standard tons versus 205M net standard tons prior year)
- Producing acreage increased from 6,432 to 9,634



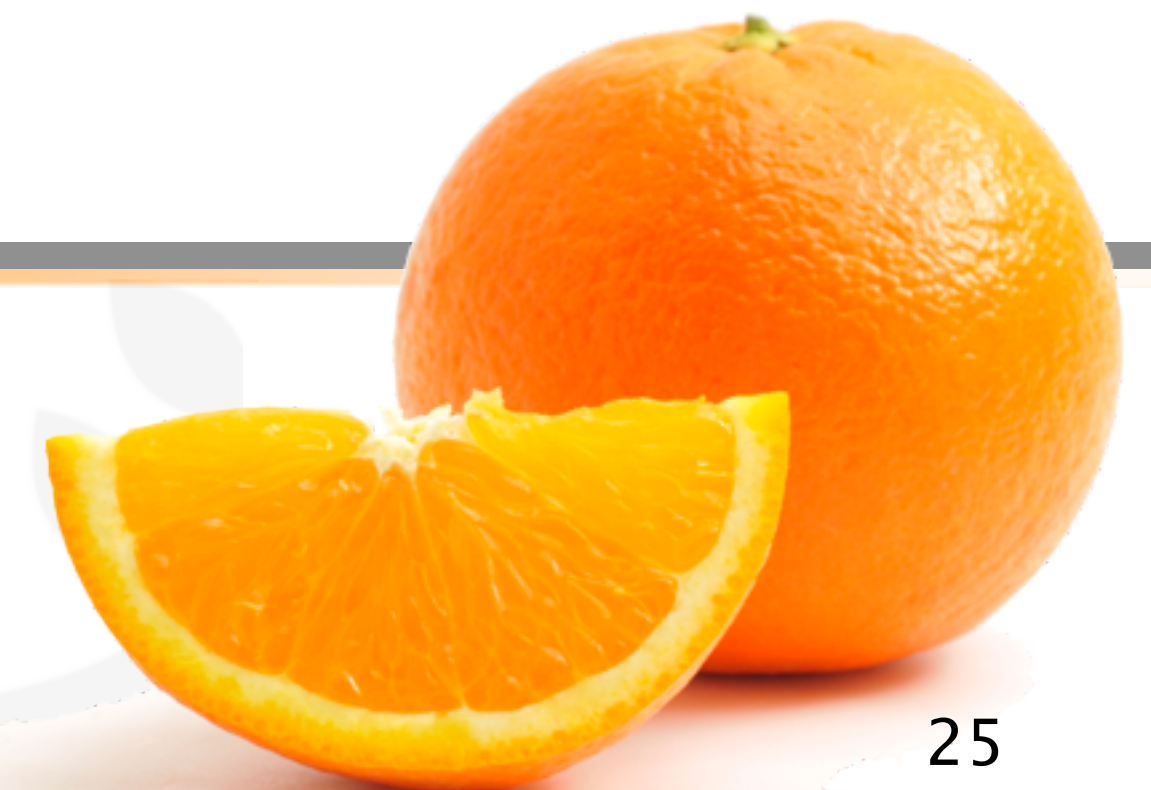
# Cattle Ranch

## Production Increases



- Alico production changes over last two seasons:

- 1.2% decrease in head
- 6.3% increase in LBs sold

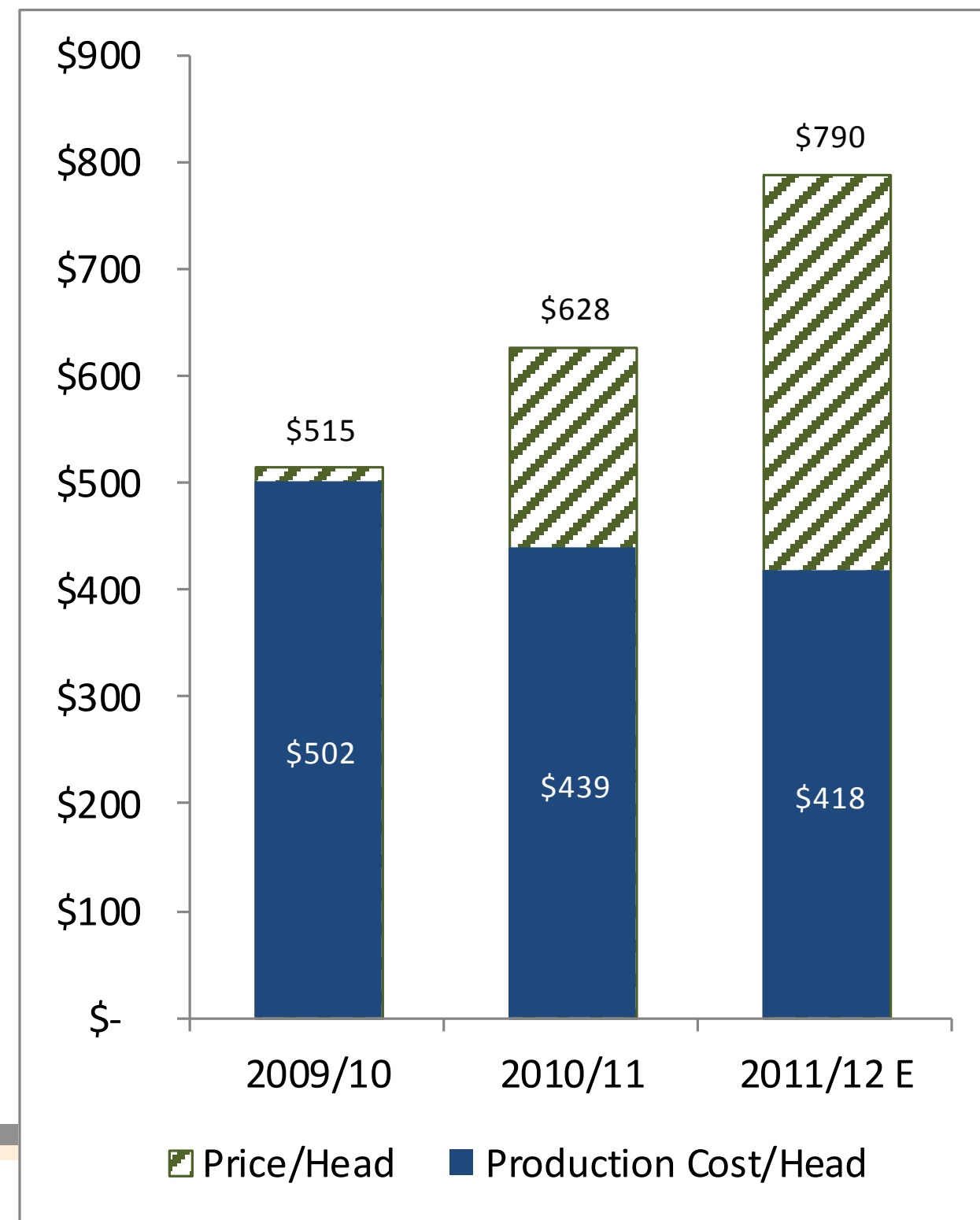




# Cattle Ranch

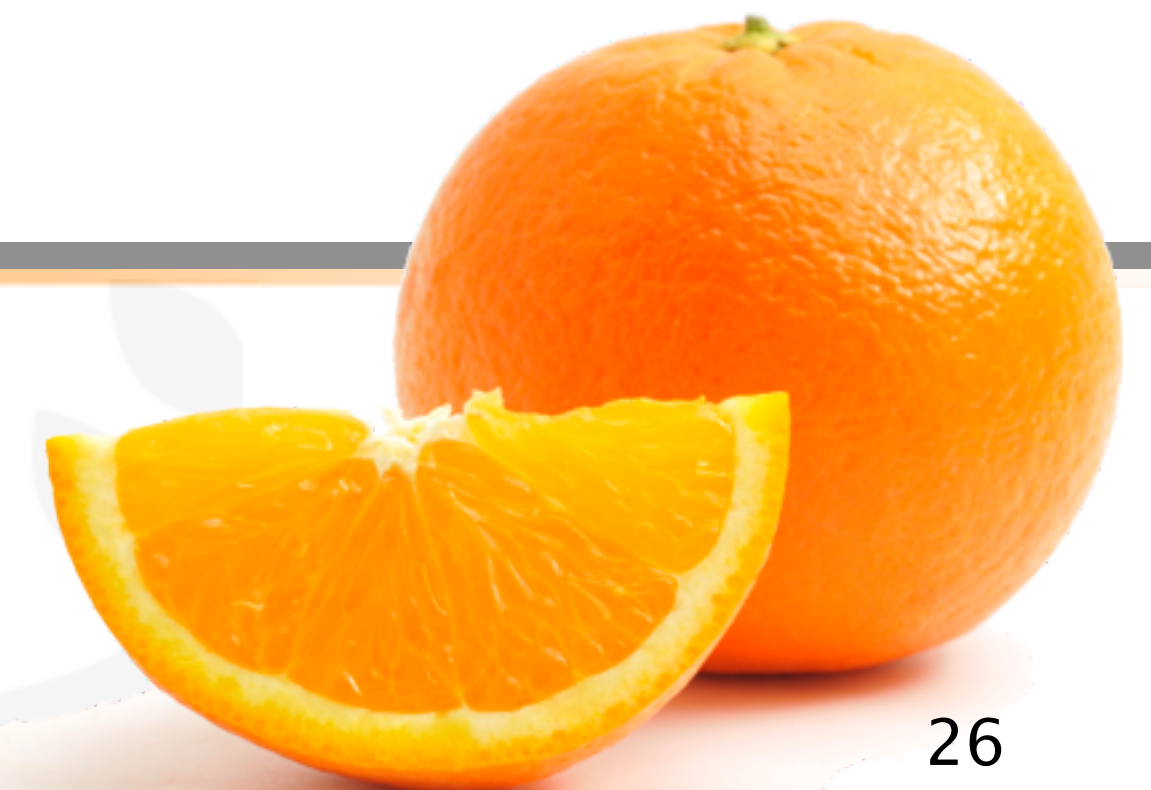
## Production Costs Per Calf

Revenue and Production Cost per Head  
Trends



- Alico production costs per calf:

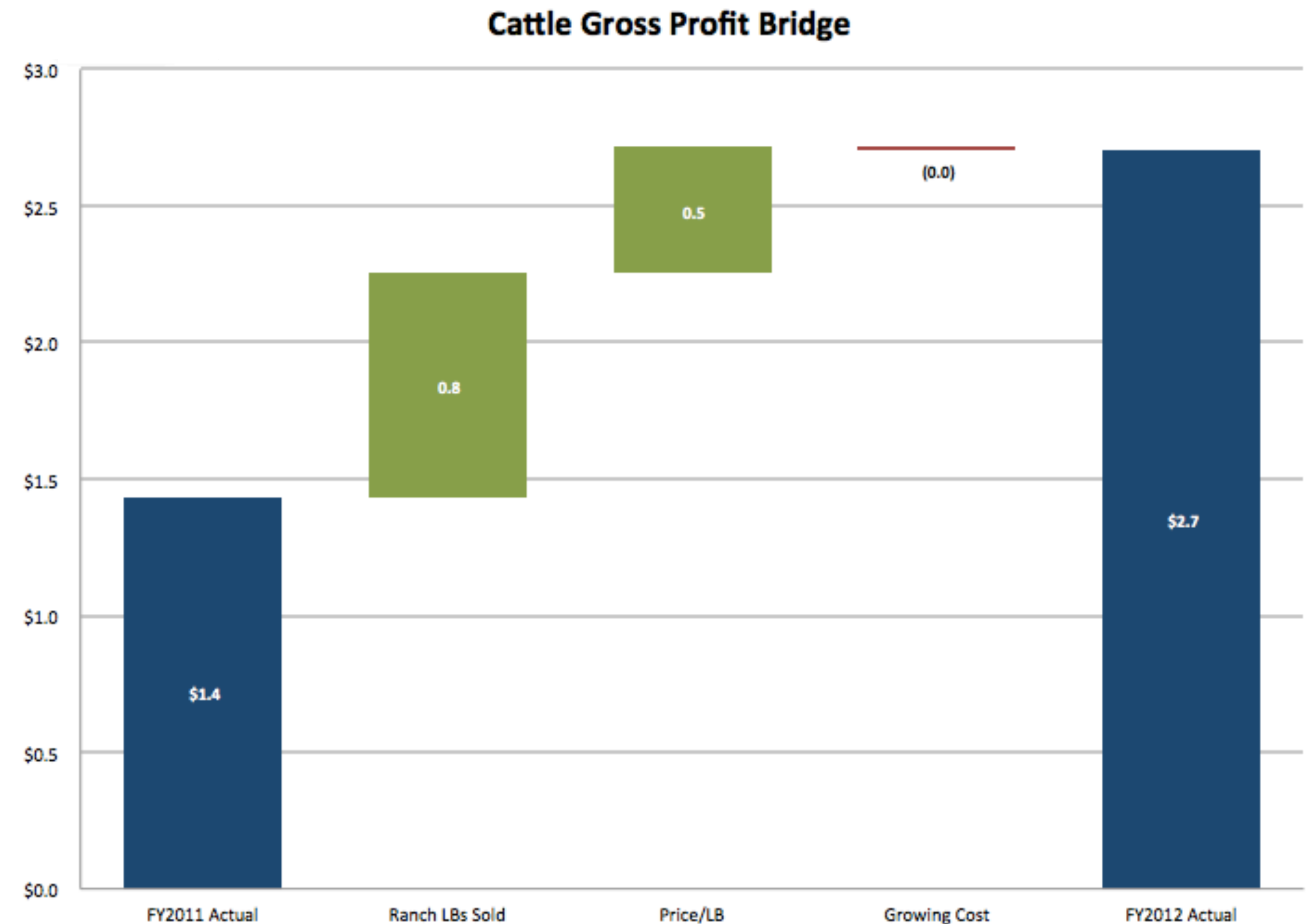
➤ 17% decrease in cost per head over prior two seasons



# FY2012 Operations

## *Cattle Bridge*

- Revenue of \$5.9MM versus \$4.6MM prior year
- Approximately 4,115M pounds sold (3,946M pounds prior year)
- Price per pound increased 22%





# Alico's Strategic Assessment

## Citrus

- Brands require Florida oranges
  - Tropicana, Minute Maid and Florida's Natural
    - Highest priced
    - Consumer preferred
    - Markets over half the orange juice sold in U.S.
- Marketers need to partner with Florida producers
  - Long-term marketing agreements
    - Volume and price incentives
  - Require stable and efficient growers
- Growers bear all risks
  - Pricing
  - Weather/Diseases
- Relatively high long-term expected returns



## Sugarcane

- Government supported industry
- Most profitably grown on muck soils
- Lower long-term expected returns



## Cattle

- Supply levels generally dictate pricing
- Lower long-term expected returns



**ALICO**  
incorporated



# Citrus Overview

- Total U.S. orange production – 206 million<sup>(i)</sup> boxes
- Total Florida orange production – 147 million<sup>(i)</sup> boxes
  - Alico grows and harvests approximately 4.4 million boxes of oranges and 0.2 million boxes of grapefruit and other specialty fruit
  - Alico handles approximately 3.5 million boxes grown by others thru its supply chain management arm
  - Alico grows, harvests and handles ~5% of Florida production
- Florida production expected to remain relatively flat over next 10 years <sup>(iii)</sup>
- Florida shortfalls in production covered by imports from Brazil to meet demand
- Opportunity for Alico to expand citrus operations
  - One of the top ten growers in Florida<sup>(ii)</sup>

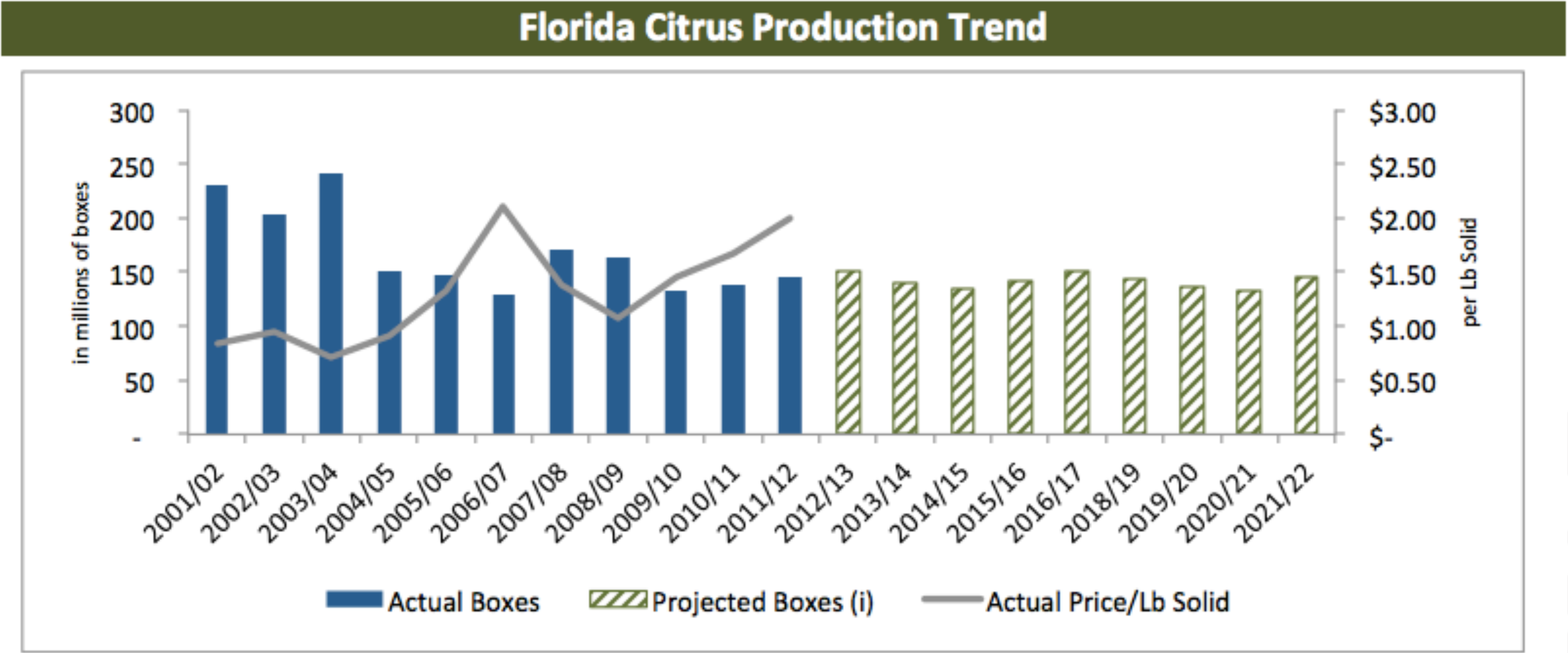
(i) Source – USDA July 2012 Forecast

(ii) Source – Florida Grower Magazine

(iii) Source – Allen Morris, Blue Lake Citrus

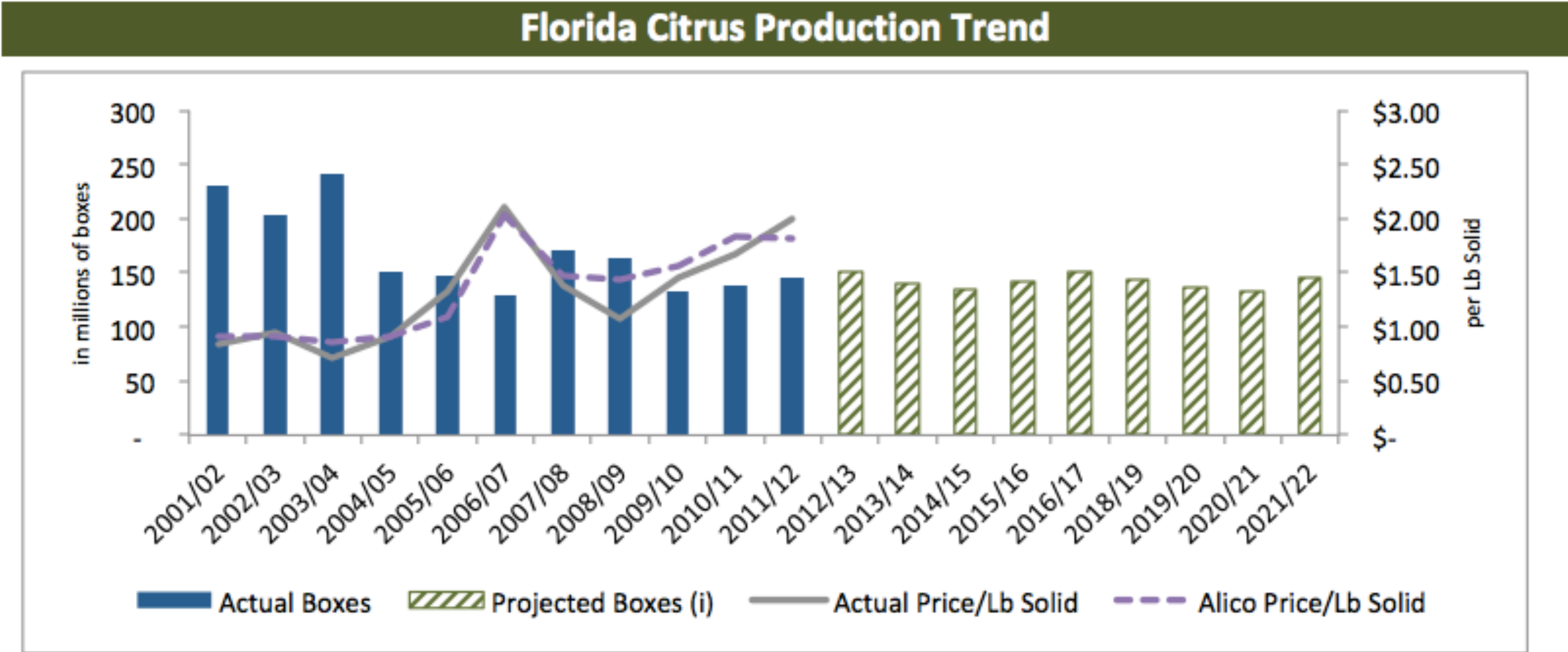


# Industry Trends



(i) Source – Allen Morris, Blue Lake Citrus

# Industry Trends



(i) Source – Allen Morris, Blue Lake Citrus



# Sugar Overview

- Total U.S. sugarcane production – 27.9<sup>(1)</sup> million tons
- Total Florida sugarcane production – 14.4<sup>(1)</sup> million tons
  - Alico grows and harvests approximately 276 thousand gross tons of sugarcane
  - Alico grows ~1.9% of Florida production
- Imports are limited by import tariffs and quotas
- Pricing expected to decline minimally over the next 5 years

*(1) Source - USDA*



# Cattle Overview

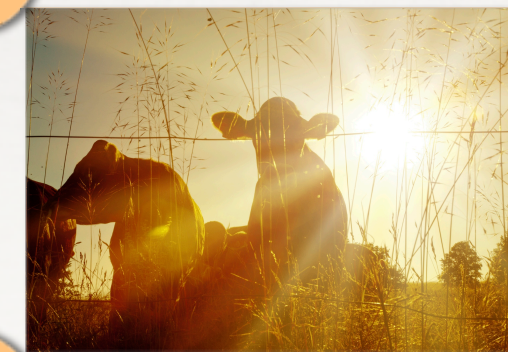
- Total U.S. cattle production – 26.2<sup>(1)</sup> Billion LBs
- Alico sells 3.2 Million LBs
- Drought related production decreases
- Pricing expected to remain strong for foreseeable future

*(1) Source - USDA*



# The Bottom Line

- Alico remains an American Agribusiness with a long legacy in citrus, management of rural land and production of commodities
- Significantly enhanced productivity and efficiency in recent years
- Results-driven management with deep, hands-on industry experience
- Enhancing current assets, opportunistically acquiring complementary assets, while replacing those delivering more modest returns
- Strong financial fundamentals and industry future
- Positioned for growth



# Our Management Team

- **JD Alexander**, President and CEO (Since February 2010) – Over 30 years experience in Florida citrus; Vice-Chairman of the Alico board of directors; Former president and CEO of Atlantic Blue, Inc.; Former Florida State Senator and Florida Representative; Currently Serves as a Director on the Board of Global Growth Trust, Inc.
- **Mark Humphrey**, Senior Vice President and CFO (Since June 2011) – Over 17 years experience in finance; Former Chief Financial Officer for the Compass Management Group, LLC; Held similar positions with Prism Microwave, Inc. and Source Interlink Companies; Started his career with PricewaterhouseCoopers and helped develop Sarbanes-Oxley methodology for the firm and it's clients.
- **Dr. Ken Smith**, Executive Vice President and COO (Since February 2010) – Over 23 years of hands-on management in agriculture; Former Vice President of Agriculture Operations for Atlanticblue Group Inc.; Former private consultant for large cattle operations across the country; held various management positions with Purina Mills, Inc.
- **Steve Lewis**, Treasurer (Since December 2010) – Over 25 years of experience in accounting and finance primarily in the real estate industry. Previously served as Chief Financial Officer for WilsonMiller, Inc. and Corporate Controller of Miromar Development Corporation in Southwest Florida. Public accounting experience includes approximately 5 years with Kenneth Leventhal & Company in Miami, Florida.





# Our Management Team

- **Daniel Sutton**, Director of Citrus Operations – Over 18 years experience in Florida citrus; Began career with Alico as a Grove Manager and was later promoted to Production Manager; Formerly worked as a supervisor in the Citrus Division at Hilliard Bros. of Florida.
- **Chris Moore**, President of Alico Fruit Company – Over 20 years experience in Florida citrus; Former Chief Financial Officer of Bowen Brothers Fruit and Operations Manager of its predecessor entity Bowen Brothers Fruit Company; Former Controller at Pasco Processing and Florida Global Citrus.
- **Dr. Marta Francis**, Director of Plant Breeding and Research– Former Research Assistant at the University of Florida, Citrus Research and Education Center and also at the University of California, Davis USDA/ARS; holds a Bachelors of Science in Agronomy, Universidad de la Republica, Uruguay, a Masters of Science, University of California, Riverside and a PhD in Plant Pathology, University of California, Riverside; Published numerous articles in scientific publications internationally; participated in numerous research projects granted by international agencies.



## **Talking Points**

December 7, 2012

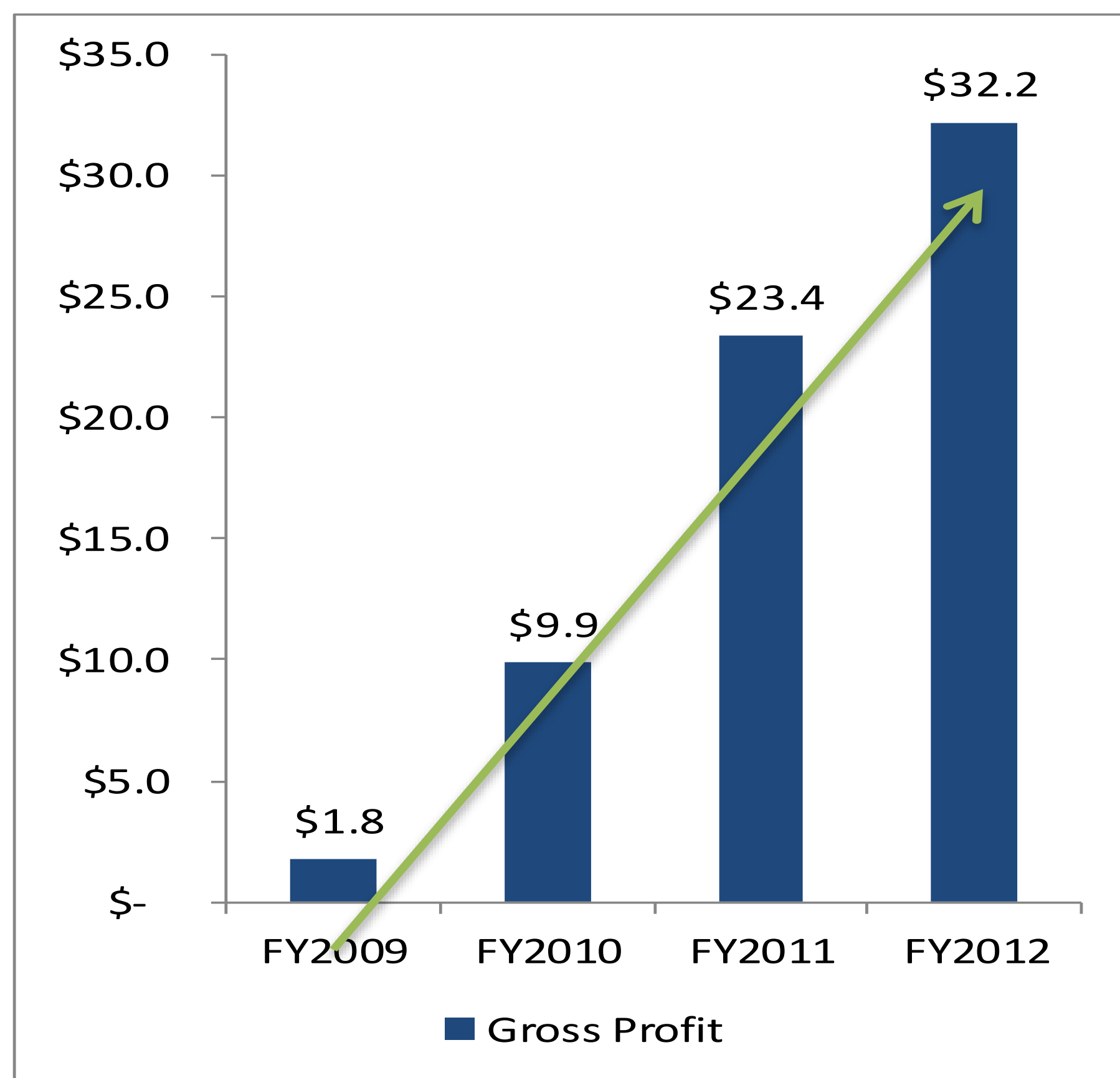
[AlicoInc.com](http://AlicoInc.com)



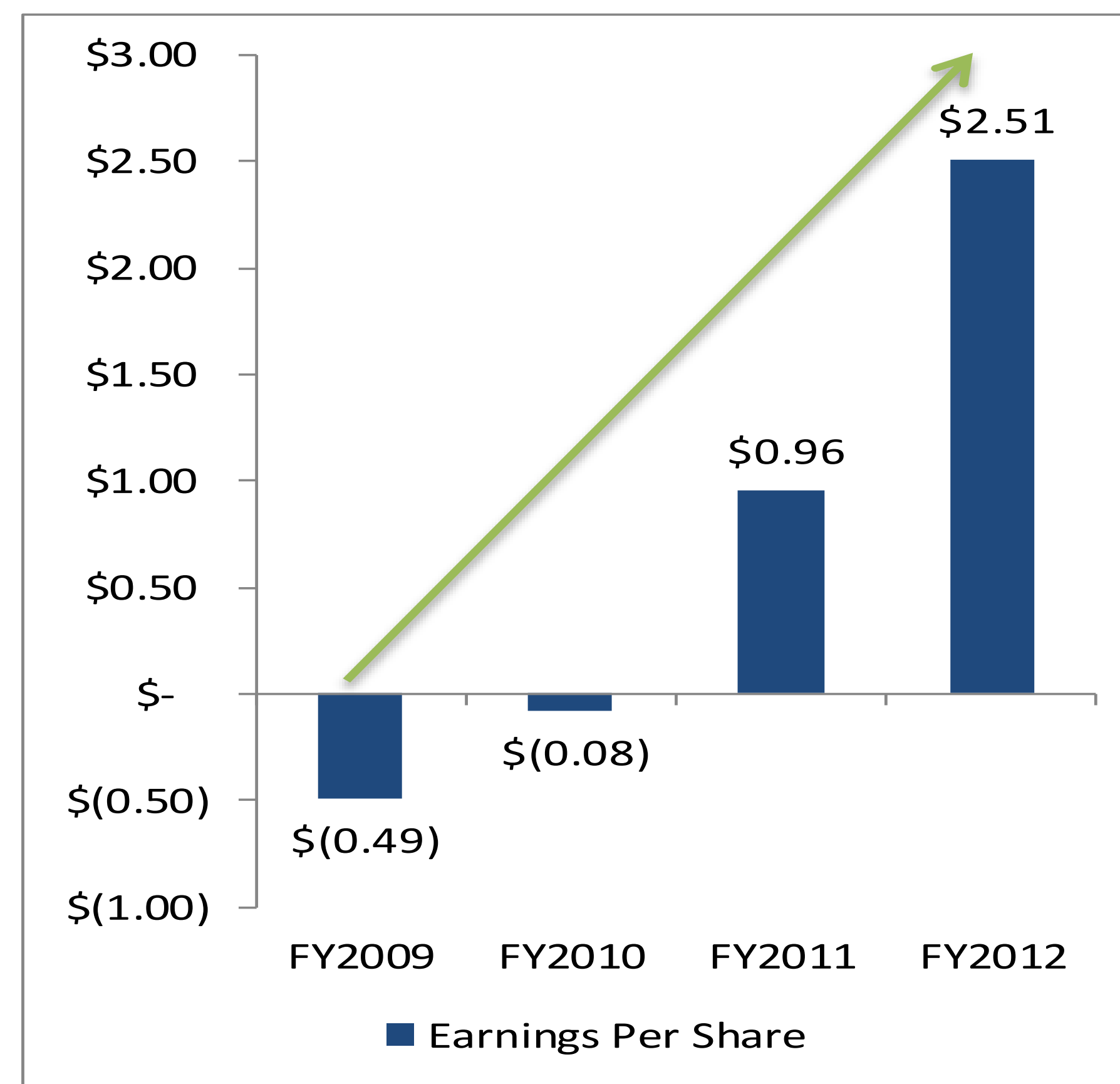
# Where We Have Been

(in millions, except per share data)

## Gross Profit Trend



## EPS (diluted) Trend



# What We Have

(\$ in millions)

|                           | Acreage   |        | FY2012 Income |              | Recent Transactions   |   | Land Value Implied by Recent Transactions** |          |
|---------------------------|-----------|--------|---------------|--------------|---|---|---|----------|
|                           | Producing | Gross  | Revenue       | Gross Profit | Alico   | Other   | Low   | High     |
| Citrus Groves             | 11,000    | 17,400 | \$ 55.4       | \$ 24.4      | N/A   | \$9-15,000/<br>Producing Acre                           | \$ 99.0                                     | \$ 165.0 |
| Improved Farmland         |           |        |               |              |   |   |   |          |
| Sugarcane                 | 18,600    | 30,600 |               |              |   |   |   |          |
| Irrigated                 | 2,300     | 5,800  |               |              |   |   |   |          |
| Permitted but Undeveloped | -         | 7,700  |               |              |   |   |   |          |
| Total Improved Farmland   | 20,900    | 44,100 | \$ 15.3       | \$ 3.7       | N/A   | \$4,500-5,500/<br>Gross Acre                            | \$ 198.5                                    | \$ 242.6 |
| Ranch and Conservation    | 67,400    | 67,400 | \$ 7.3        | \$ 3.9       | 4,000 Acres @<br>approx.<br>\$2,500/acre<br>Easement on<br>11,600 Acres<br>@\$1,800/acre* | \$2-3,000/Acre<br><br>\$900-1,200/Acre<br>with easement | \$ 134.8                                    | \$ 202.2 |
| Non-Land Operations       |           |        | \$ 49.2       | \$ 0.2       |   |   |   |          |
|                           |           |        | \$ 127.2      | \$ 32.2      |   |   | \$ 432.3                                    | \$ 609.8 |

\* Conservation easement sold for 70% of appraised value.

\*\* Excludes value of crops and rolling equipment. Implied value before taxes and liquidation costs.



# Enhance

## Our Focus

- Sound management of agricultural holdings
- Increase yields
- Reduce per unit costs

## Our Successes

- Citrus boxes increased 28% over last two harvests
- Per box citrus production costs lower than Brazil
- Sugarcane net standard tons per acre increases 9.4% year over year
- Decreased cattle cost/head

## Our Future

- Sugarcane
  - Increase yields
  - Decrease per unit costs
- Reduce cattle costs
- Maintain citrus optimal production





# Evaluate

## Our Focus

- Total return profile of our land holdings
  - Current income potential plus appreciation
- Threshold rate of 11%
- Congruence with core competencies
  - Agriculture
  - Rural land management



## Our Successes

- FY2012 Citrus ROA greater than 20%
  - Versus estimated replacement cost
- Sale of conservation easement on 11,600 acres of ranchland
- Sale of 4,000 acres of Polk county pasture

## Our Future

- Full utilization of ranch lands
  - Revenue sources
  - Conservation easements and other innovative solutions to monetize
- Full utilization of improved farmland
  - Sugarcane and/or other farming operations
  - Leasing



# Redeploy

## Our Focus

- Reinvestment of proceeds from sales and exchanges in complimentary operations
- Sound management of capital to derive target returns



## Our Successes

- Citrus nursery beginning in FY2013
- Sugarcane expansion
  - Converts ranch land to improved farmland

## Our Future

- Expand citrus
- Grow farming operations
- Other congruent businesses