

COOPERATIVE STATISTICS 2009



United States
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Service Report 70

ABSTRACT

A survey of U.S. farmer, rancher, and fishery cooperatives ending their business year during calendar year 2009 showed a net business volume of \$147.7 billion with a net income of \$4.4 billion. These cooperatives had assets totaling \$61 billion, \$37 billion of liabilities, and \$24 billion in equity. Cooperatives were a major employer in rural areas, with 123,000 full-time workers and 58,000 part-time or seasonal employees. Business volume by commodity is reported for all cooperatives.

Number of cooperatives, cooperative memberships, and number of employees are classified according to whether the business is a marketing, supply, or service cooperative. Trends in cooperative numbers, memberships, employees, business size, sales volume, net income, assets, liabilities, and net worth are reported.

Keywords: cooperatives, statistics, business volume, employees, memberships, balance sheet, income statement, financial ratios.

COOPERATIVE STATISTICS, 2009

Jacqueline E. Penn
Katherine C. DeVille
E. Eldon Eversull

Rural Development
U.S. Department of Agriculture
STOP 3256
1400 Independence Ave., S.W.
Washington, DC 20250 3256

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PREFACE

Cooperative statistics are collected annually to provide information on the progress and trends among the Nation's farmer, rancher, and fishery cooperatives. These statistics are used for research, technical assistance, education, planning, and public policy. The collection, analysis, and dissemination of cooperative statistics by the United States Department of Agriculture (USDA) are authorized by the Cooperative Marketing Act of 1926.

This report provides aggregate information on the number, membership, business volume, net income, basic balance sheet items, and full-time and part-time and seasonal employees of cooperatives for the business year ending in calendar year 2009. Cooperatives are classified by principal product marketed and major function. Biofuel cooperatives are included as "other product marketing" cooperatives. Both gross (includes inter-cooperative business) and net (excludes inter-cooperative business) dollar volumes are reported.

Statistics for 2009 were compiled on a State and national basis. The information was collected from individual farmer, rancher, and fishery cooperatives

by a mail survey of all organizations identified by USDA Rural Development's Cooperative Programs (CP) as farmer, rancher, or fishery cooperatives. Information was requested for the cooperatives' 2009 business year.

CP conducts an annual census to gain accurate information for assistance purposes. Information obtained from individual cooperatives is combined with data from other cooperatives to maintain confidentiality.

Statistics for all cooperatives were derived by estimating data for non-respondents and combining this information with respondent data. Data from respondents and other sources accounted for 89 percent of the total gross sales of farmer, rancher, and fishery cooperatives in 2009.

CP depends on the cooperative community's response to its annual survey to develop a detailed and comprehensive set of statistics on cooperatives. The time and effort taken to provide information and the timeliness with which it is furnished are greatly appreciated.

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HIGHLIGHTS

There are 2,389 U.S. farmer, rancher, and fishery cooperatives, according to the 2009 survey of marketing, supply, and service cooperatives by USDA Rural Development's Cooperative Programs (CP). This was the second highest sales and income year for these cooperatives, trailing only the records set in 2008. The year saw falling commodity and input prices with significantly lower sales for dairy, grain, cotton, and cotton ginning cooperatives. Energy prices also significantly declined, lowering cooperative sales of petroleum products.

- Total gross business volume (includes inter-cooperative business) handled by cooperatives was \$170.2 billion; net business (excludes inter-cooperative business) was \$147.7 billion.
- Total net income was \$4.4 billion, which includes inter-cooperative dividends and refunds of \$904.0 million.
- Cooperative memberships were 2.2 million, down 140,000 from 2008.
- Cooperatives employed 123,000 full-time and 58,000 part-time and seasonal employees. Full-time employee numbers were down 1,830 from 2008, while part-time and seasonal employee numbers were up by 4,000.
- Gross value of products marketed by cooperatives was \$102 billion, with a net value (after eliminating duplication from inter-cooperative business) of \$95 billion. Gross marketings were down 13 percent due to decreased prices of dairy products and grains and oilseeds, and decreased cotton production.
- Gross value of supplies handled by cooperatives was \$63 billion, with a net value of \$48 billion. Gross supply sales were down 7 percent, primarily due to decreasing energy costs and fertilizer usage.
- Receipts for services related to marketing farm products and handling supplies, plus other income, totaled \$5.0 billion.
- Cooperatives had \$61 billion in combined assets. Total assets decreased 11 percent with much of this decline occurring in lower value inventories due to decreases in grain and oilseed and energy prices. Net assets, after eliminating inter-cooperative investments, were \$57 billion. Inter-cooperative investments included those in CoBank.
- Total liabilities totaled \$37 billion.
- Net worth, or member and patron equity, was \$24 billion. Member and patron equity financed 39 percent of total assets, up from 33 percent in 2008.

Table A—Comparison of 2009 and 2008 Cooperative Statistics

	2009	2008	Change
Number of cooperatives	2,389	2,473	-84
Memberships (millions)	2.2	2.4	-0.14
Gross business volume (billion \$)	170.2	191.9	-21.63
Net business volume (billion \$)	147.7	165.3	-17.53
Net income before taxes (billion \$)	4.4	4.8	-0.43
Total assets (billion \$)	61.2	69.1	-7.88
Net worth (billion \$)	23.8	23.0	0.85
Full-time employees (thousand)	122.6	124.4	-1.83
Part-time and seasonal employees (thousand)	57.8	53.8	4.00

Cooperative Statistics, 2009

Jacqueline E. Penn, Katherine C. DeVille (*retired*), and E. Eldon Eversull, Rural Development

I. COOPERATIVE DEFINITION

USDA Rural Development's Cooperative Programs (CP) considers four major criteria in identifying farmer, rancher, and fishery cooperatives:

- (1) Membership is limited to persons producing agricultural and aquacultural products and to associations of such producers;
- (2) Cooperative members are limited to one vote regardless of the amount of stock or membership capital owned; or the cooperative does not pay dividends on stock or membership capital in excess of 8 percent a year or the legal rate in the State, whichever is higher;
- (3) Business conducted with non-members may not exceed the value of business conducted with members;
- (4) The cooperative operates for the mutual interest of members by providing member benefits on the basis of patronage.

These criteria may result in larger or smaller numbers of farmer, rancher, and fishery cooperatives than found in lists or directories of State agencies or cooperative councils. Year-to-year comparisons with specific commodity groups reflect any differences in lists and classifications in State and Federal data.

Classification of Cooperatives

CP classifies each cooperative under one of the following major functions: marketing, supply, or service. For example: fertilizer cooperatives are classified as supply cooperatives; wool pools are classified as marketing cooperatives; and cotton ginning cooperatives are classified as service cooperatives.

Marketing cooperatives derive most of their total dollar volume from the sale of members' products.

These cooperatives are further classified into 1 of 13 commodities or commodity groups, depending upon which accounts for most of its business volume. CP may reclassify a cooperative into a different commodity category if its primary business volume changes significantly.

Supply cooperatives derive most of their business volume from the sale of production supplies, machinery and equipment, and building materials. Many also handle farm, ranch, and home items, such as heating oil, lawn and garden supplies and equipment, and food.

Service cooperatives provide specialized services related to the business operations of farmers, ranchers, or cooperatives, such as cotton ginning, trucking, storing, drying, and artificial insemination. Cotton ginning cooperatives comprise almost two-thirds of all service cooperatives and are often listed separately in this report.

Many cooperatives handle multiple commodities and provide marketing and supply services, as well as the facilities and equipment used to perform these services. These associations are classified according to the predominant commodity or function, as indicated by their business volume.

Organizational Membership Structures

CP further classifies marketing, supply, and service cooperatives into three organizational structures according to membership. The membership structures used are centralized, federated, and mixed.

Centralized

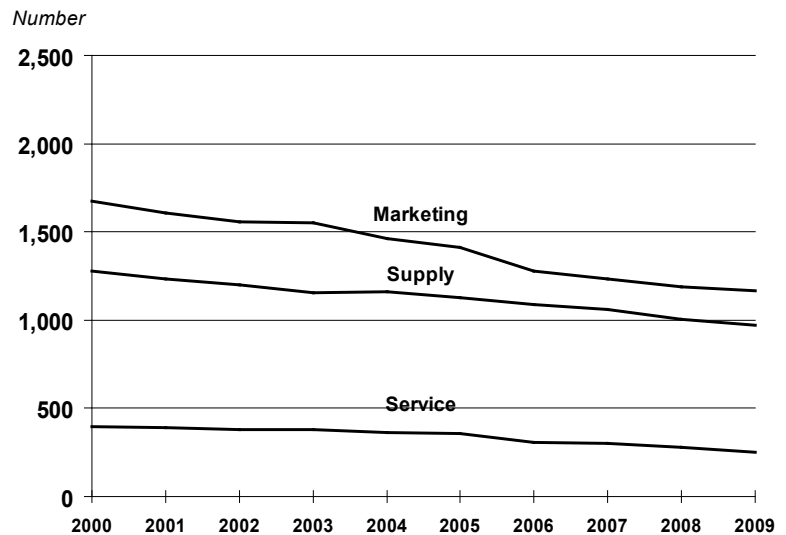
Of the 2,389 cooperatives in 2009, 2,330 were centralized organizations, mostly locals with individual farmer, rancher, or fishery members. Centralized cooperatives usually serve a local area or community, county, or several counties. Most usually perform a limited number of initial marketing functions. Most supply sales are at the retail level.

A few centralized cooperatives, principally regionals, operate over multi-state areas and provide more vertically integrated services, such as processing products or manufacturing feed.

Bargaining associations also have centralized organizational structures. They derive all or most of their business volume from negotiating with distributors, processors, and other buyers and sellers over price, quantity, grade, terms of sale, and other factors involved in marketing products. Only a few bargain to purchase supplies. While the primary function of such an association is to bring buyers and sellers together to contract for the sale of members' products, many bargaining associations now perform additional functions.

For example, dairy bargaining associations at one time only negotiated price. Now, many perform additional functions, such as physically handling part of the milk for spot sales. They, like other dairy marketing cooperatives, represent their members at Federal or State milk marketing order hearings.

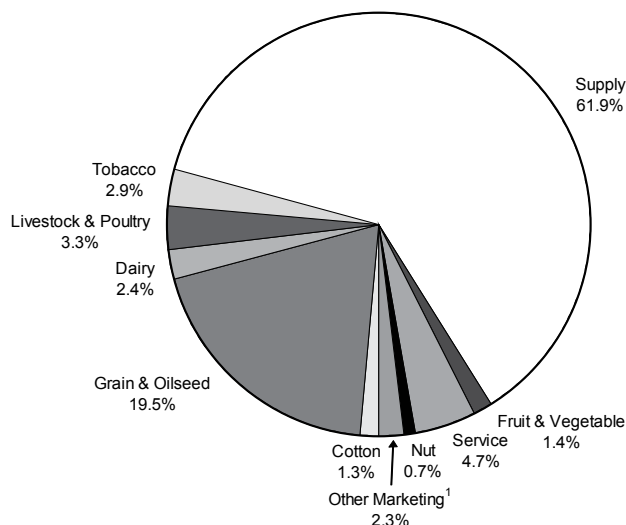
Figure 1—Cooperatives in the United States, 2000-2009



Federated

The 39 federated cooperatives—two or more member associations organized to market products, purchase production supplies, or perform bargaining functions—often operate at points quite distant from their headquarters. Members are usually local cooperatives, although some are interregional associations with regional cooperative members.

Figure 2—Distribution of Memberships, by Type of Cooperative, 2009



Percentages are based on 2.2 million total memberships.

¹ Includes dry bean and pea, wool and mohair, rice, sugar, fishery, and other product marketing cooperatives.

Mixed

The 20 mixed cooperatives have individual farmer, rancher, and fishery members and autonomous cooperative members, a combination of centralized and federated structures. They serve large geographic areas, with members in many States, and provide a variety of integrated services.

II. 2009 STATISTICS

Cooperatives' total net business volume was \$147.7 billion in 2009, while net income was \$4.4 billion. This was the second highest sales and income year for ag cooperatives, trailing only 2008. Falling dairy, grain and oilseed,

Table 1—Number of cooperatives and memberships, by major business activity, 2009

Major business activity	Cooperatives <i>Number</i>	Memberships <i>Thousands</i>
Bean and pea, dry edible	6	1.7
Cotton	12	29.2
Dairy	154	53.3
Fish	37	5.3
Fruit and vegetable	167	32.2
Grain and oilseed ¹	566	437.3
Livestock	57	73.3
Nuts	20	16.2
Poultry ²	11	0.5
Rice	14	11.6
Sugar ³	32	10.9
Tobacco	9	65.1
Wool and mohair	58	10.0
Other marketing ⁴	26	6.5
Total marketing	1,169	753.0
Total supply	970	1,390.2
Artificial insemination	13	61.2
Cotton ginning	168	26.0
Other services ⁵	44	16.7
Rice dryers	4	0.2
Storage	6	0.1
Transportation	15	0.5
Total Service	250	104.7
Total	2,389	2,247.8

¹ Cooperatives primarily handling grains and oilseeds, excluding cottonseed.

² Cooperatives primarily handling eggs, turkeys, ratite, squab, and related products.

³ Cooperatives primarily handling sugar beets, sugarcane, honey, and related products.

⁴ Cooperatives primarily handling forest products, hay, hops, seed marketed for growers, nursery stock, ethanol, coffee, and other farm products not classified separately. Also includes manufactured food products and resale items marketed by cooperatives.

⁵ Cooperatives primarily providing grading, testing, auctions, hulling, seed development, crop scouting, farmer markets, and other services.

and energy prices lowered cooperative sales and income in 2009.

In 2009, agricultural cooperatives had 2.2 million members with \$61 billion in assets and \$24 billion in equity. Cooperatives remained a major employer in rural areas, using 123,000 full-time workers.

Number of Cooperatives

The 2009 survey counted 2,389 marketing, supply, and service¹ cooperatives, compared with 2,473 in 2008. Of the 2,389 cooperatives, 1,169 primarily marketed products, 970 primarily handled production supplies, and 250 provided services related to marketing or purchasing activities (Table 1, Appendix Figure 1).

The proportion of marketing, supply, and service cooperatives to the total number of cooperatives remained virtually unchanged from 2008. Marketing cooperatives comprise about 48 percent of all cooperatives; supply, 41 percent; and service, 11 percent of the total (Figure 1 and Appendix Table 1).

There was a net decrease of 84 associations (3 percent) from 2008 to 2009, largely reflecting a continuing trend involving merger, acquisition, or dissolution. The largest decrease was 33 supply cooperatives, while grain and oilseed lost 19, and service declined by 29.

Cooperatives are also added to the list, usually following press releases from the cooperative or news items, but this is not an easy process and probably leads to under-counting. Some cooperatives had been dropped from the list earlier but were added back when it was found that they were still in operation. Most drops occur when two or more cooperatives merge or combine their operations. It is much easier to drop a cooperative from the list than to add one, because undelivered mail is usually returned. If a new address is not found, the cooperative is dropped.

Cooperative numbers by marketing, supply, and service functions, by State, are shown in Table 2. Minnesota had the most marketing cooperatives with 113, while California, Illinois, and North Dakota all had at least 80. Texas had the most supply and service cooperatives with 146, followed by Minnesota with 100.

Many cooperatives operate branches to better

¹ *Services include trucking, cotton ginning, storage, crop drying, artificial insemination, livestock shipping, and similar services affecting the form, quality, or location of products and supplies. They do not include credit, electric, telephone, or other such services not directly related to marketing or supply activities.*

Table 2—Number of cooperatives, by major function and State, 2009

Function	Marketing	Supply & service	Total
<i>State</i>		<i>Number</i>	
Alabama	4	49	53
Arizona	5	4	9
Arkansas	8	31	39
California	80	47	127
Colorado	12	16	28
Florida	27	6	33
Georgia	4	8	12
Hawaii	13	3	16
Idaho	21	9	30
Illinois	83	44	127
Indiana	11	24	35
Iowa	68	41	109
Kansas	72	21	93
Kentucky	8	29	37
Louisiana	11	26	37
Maryland	4	11	15
Massachusetts	4	4	8
Michigan	23	22	45
Minnesota	113	100	213
Mississippi	11	47	58
Missouri	15	44	59
Montana	22	29	51
Nebraska	37	23	60
New Mexico	5	3	8
New York	47	8	55
North Carolina	7	5	12
North Dakota	85	83	168
Ohio	33	13	46
Oklahoma	26	34	60
Oregon	19	13	32
Pennsylvania	28	11	39
South Dakota	43	38	81
Tennessee	7	60	67
Texas	52	146	198
Utah	6	6	12
Virginia	14	40	54
Washington	37	24	61
West Virginia	12	10	22
Wisconsin	45	71	116
Wyoming	5	5	10
Other States ¹	42	12	54
United States	1,169	1,220	2,389

¹ Includes States with fewer than three marketing or three supply and service cooperatives. States with at least three cooperatives were: Alaska, 4; Connecticut, 5; Delaware, 3; Maine, 22; Maryland, 15; New Jersey, 12; South Carolina, 3; and Vermont, 3.

serve their members. Most branches are owned; others are leased. A number of the branches are formerly independent cooperatives that served a local community. For economic or other reasons, many were acquired by or merged with other cooperatives and are operated as branches from which to serve members and patrons at outlying locations.

Grain and oilseed and supply cooperatives operated over 4,850 branches—2,072 and 2,786, respectively. Grain and oilseed cooperatives averaged more than three branches, while supply cooperatives averaged just less than three branches per cooperative.

Memberships

Memberships in marketing, supply, and service cooperatives totaled an estimated 2.2 million in 2009, down 140,000 from 2008 (Table 3). By major business activity, 62 percent and 20 percent were memberships of supply and grain and oilseed cooperatives, respectively (Appendix Table 2, Figure 2). Dairy cooperative memberships were only 2 percent of the total, but accounted for 19 percent, or \$28 billion, of cooperatives' net business volume in 2009.

Memberships in cooperatives dropped from 3.1 million in 2000 to 2.2 million in 2009 (Figure 3). The long term decline largely reflects the decreasing number of farms, farmers, and ranchers in the United States (Appendix Figure 2). Many farmers and ranchers are members of more than one cooperative, and each membership is counted. Consequently, the number of memberships has exceeded the number of farms, but these numbers appear to be converging. Duplication in membership cannot be eliminated with current reporting methods.

Member classification depends on the type of cooperative used and may not be related to the member's product(s) marketed or supplies purchased. For example, a member may market only one of the products handled by the cooperative; another may use a cooperative classified in the marketing group to purchase one or more supply items. A member's business with the cooperative, therefore, may not be in the group that represents the cooperative's major business volume (the criterion for classifying cooperatives in this report). The membership, however,

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³

State	Head- quartered in State	Member- ships	Business volume		State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵				Gross ⁴	Net ⁵
	Number Thousands		Millions			Number Thousands		Millions	
BEANS AND PEAS, DRY EDIBLE					FRUITS AND VEGETABLES (continued)				
United States	6	1.7	169.69	167.34	Minnesota	4	0.2	0.54	0.54
COTTON⁶					New Jersey	5	0.3	185.53	108.10
Texas	4	14.6	650.17	216.16	New York	10	1.1	75.37	75.07
Other States	8	14.7	1,017.23	152.68	Oregon	10	0.8	556.66	491.83
Foreign ⁷	0	0.0	2.74	2.74	Pennsylvania	3	0.3	450.96	450.96
United States	12	29.2	1,670.14	371.57	Texas	4	0.2	93.99	82.55
DAIRY					Washington	14	2.9	781.93	764.09
California	5	1.4	4,442.95	4,343.18	Other States	33	3.1	968.64	425.59
Idaho	3	0.3	358.12	358.12	Foreign ⁷	0	0.2	222.41	86.59
Illinois	4	2.1	1,349.52	1,243.51	United States	167	32.0	7,582.67	5,480.88
Iowa	4	2.2	1,278.44	1,116.53	GRAINS AND OILSEEDS⁸				
Minnesota	26	6.9	2,891.69	2,620.68	California	3	0.4	20.95	20.95
New Mexico	4	0.1	501.31	465.22	Colorado	7	4.7	301.77	301.14
New York	34	3.5	2,207.61	1,783.42	Idaho	3	0.5	56.10	56.10
Pennsylvania	14	3.9	1,110.00	1,005.29	Illinois	77	55.2	4,600.71	4,597.56
Wisconsin	26	14.7	3,757.87	3,347.15	Indiana	7	5.1	829.46	829.46
Other States	34	18.0	12,778.58	11,454.79	Iowa	59	62.1	8,162.07	8,038.08
Foreign ⁷	0	0.0	158.67	156.34	Kansas	72	79.4	2,851.19	2,845.94
United States	154	53.0	30,834.76	27,894.23	Minnesota	67	34.9	5,221.70	5,196.17
FISH					Mississippi	4	5.6	336.68	333.66
Maine	14	569	0.90	0.90	Missouri	8	11.7	940.86	609.70
Other States	23	4,727	195.68	195.68	Montana	6	1.6	407.35	407.35
United States	37	5,296	196.58	196.58	Nebraska	32	56.9	4,042.46	4,037.35
FRUITS AND VEGETABLES					North Dakota	70	24.2	2,646.06	2,644.80
Arizona	4	0.8	76.45	43.25	Ohio	26	21.8	1,623.70	1,623.07
California	41	11.8	2,531.60	1,914.03	Oklahoma	23	15.8	336.91	336.91
Florida	19	9.1	827.95	287.57	South Dakota	42	25.1	2,231.90	2,230.43
Hawaii	7	0.2	7.77	7.77	Texas	31	12.1	630.72	630.72
Michigan	13	1.1	802.88	742.95	Washington	14	7.8	532.66	532.66
					Other States	15	12.5	2,586.94	2,543.41
					Foreign ⁷	0	0.0	6,084.00	6,084.00
					United States	566	437.4	44,444.18	43,899.44

(continued next page)

¹ Includes centralized and federated cooperatives and those with mixed organizational structures. Headquartered in the State listed.

² Includes voting farmer-members, but not nonvoting patrons. (Duplication in these membership figures occurs because many farmers belong to more than one cooperative.) Memberships include members of cooperatives not headquartered in the State listed. Totals may not add due to rounding.

³ Data covering operations of cooperatives for fiscal years ended in 2009. States listed are those with more than two cooperatives or where disclosure was not a problem.

⁴ Gross business volume includes sales between coopera-

tives. Gross sales include sales of cooperatives not headquartered in the State listed. Totals may not add due to rounding.

⁵ Net business volume excludes sales between cooperatives.

Net sales include sales of cooperatives not headquartered in the State listed. Totals may not add due to rounding.

⁶ Cotton ginning cooperatives are included as service cooperatives.

⁷ Includes memberships, marketing, and sales in other countries.

⁸ Excludes oilseed meal and oil. Oilseed meal is included in feed sales whereas oil sales are included in other marketing sales.

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³*(Continued)*

State	Head- quartered in State	Member- ships	Business volume		State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵				Gross ⁴	Net ⁵
	<i>Number</i>	<i>Thousands</i>	<i>Millions</i>			<i>Number</i>	<i>Thousands</i>	<i>Millions</i>	
LIVESTOCK					WOOL AND MOHAIR				
North Dakota	5	0.6	25.17	25.17	Idaho	3	0.1	0.02	0.02
West Virginia	3	0.2	3.31	3.31	Montana	12	0.4	0.40	0.40
Wisconsin	16	45.9	414.95	414.95	North Dakota	3	0.3	0.03	0.03
Other States	33	25.1	2,684.91	2,581.70	Pennsylvania	10	0.9	0.15	0.15
United States	57	71.8	3,128.35	3,025.13	Virginia	6	0.4	0.03	0.03
NUT					West Virginia	9	0.7	0.12	0.12
California	10	4.4	745.50	745.50	Other States	15	7.1	4.97	4.97
Other States	10	11.5	89.14	89.14	Foreign ⁷	0	0.1	0.09	0.09
United States	20	16.0	834.65	834.65	United States	58	9.9	5.80	5.80
POULTRY⁹					OTHER MARKETING¹¹				
California	3	0.1	204.29	204.29	Florida	3	0.0	34.49	34.49
Other States	8	0.5	966.43	966.43	Minnesota	10	4.4	1,548.95	1,489.19
United States	11	0.5	1,170.72	1,170.72	Other States	13	2.0	3,636.66	3,318.76
RICE					United States	26	6.5	5,220.10	4,842.43
California	4	0.9	354.60	354.60	TOTAL MARKETING				
Texas	5	0.7	49.04	49.04	Alabama	4	2.7	276.55	276.55
Other States	5	10.0	1,282.53	1,282.53	Alaska	4	3.0	7.86	7.86
United States	14	11.6	1,686.17	1,686.17	Arizona	5	1.1	697.84	638.45
SUGAR¹⁰					Arkansas	8	11.9	2,241.63	2,140.75
Idaho	6	1.4	594.74	8.19	California	80	21.5	8,666.93	7,917.08
Louisiana	4	0.6	567.86	468.05	Colorado	12	7.5	676.16	675.02
Minnesota	3	2.5	1,687.56	1,681.51	Florida	27	9.8	2,012.03	1,471.65
Wyoming	4	0.4	37.84	37.84	Georgia	4	7.9	492.22	475.47
Other States	15	5.6	2,100.78	2,016.61	Hawaii	13	0.5	9.65	9.65
Foreign ⁷	0	0.1	7.53	7.53	Idaho	21	4.6	1,124.67	537.69
United States	32	10.7	4,996.30	4,219.72	Illinois	83	58.9	6,156.49	6,047.34
TOBACCO					Indiana	11	8.2	1,682.67	1,654.66
Tennessee	6	64.0	5.33	5.33	Iowa	68	66.9	10,642.79	10,335.27
Other States	3	1.0	162.56	162.56	Kansas	72	81.2	3,572.57	3,437.43
United States	9	65.1	167.89	167.89	Kentucky	8	4.3	509.25	505.55
					Louisiana	11	4.5	1,055.94	939.82
					Maine	20	1.5	114.82	114.25
					Massachusetts	4	0.4	382.26	183.81
					Michigan	23	9.1	2,539.61	2,430.07
					Minnesota	113	50.1	11,510.83	11,148.00
					Mississippi	11	9.2	705.03	698.20
					Missouri	15	19.2	3,896.10	3,077.93
					Montana	22	2.3	577.58	576.70
					Nebraska	37	58.6	5,098.96	4,903.35
					New Jersey	10	1.5	257.13	167.66
					New Mexico	5	0.8	524.05	487.96
					New York	47	4.8	2,511.58	2,002.00
					North Carolina	7	2.6	364.05	345.35
					North Dakota	85	27.7	3,644.32	3,599.77
					Ohio	33	26.3	2,431.17	2,379.87
					Oklahoma	26	20.1	654.05	625.18

⁹ Includes eggs, turkeys, ratite, squab, and related products.

¹⁰ Includes sugar, sugarcane, sugar beets, honey, maple syrup, molasses, and sorghum.

¹¹ Includes forest products, hay, hops, seed marketed for growers, nursery stock, ethanol, coffee, and other marketing not classified separately. Also includes manufactured food products and resale items marketed by cooperatives.

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³*(Continued)*

State	Head- quartered in State	Member- ships	Business volume		State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵				Gross ⁴	Net ⁵
	<i>Number</i>	<i>Thousands</i>	<i>Millions</i>			<i>Number</i>	<i>Thousands</i>	<i>Millions</i>	
TOTAL MARKETING (continued)					CROP PROTECTANTS¹² (continued)				
Oregon	19	5.4	1,963.40	1,851.58	Oregon			313.85	186.04
Pennsylvania	28	5.1	1,566.68	1,461.97	Pennsylvania			61.27	35.35
South Dakota	43	26.5	2,752.75	2,703.07	South Dakota			435.14	272.81
Tennessee	7	66.1	119.70	73.92	Tennessee			160.79	98.60
Texas	52	31.2	3,410.16	3,202.15	Texas			152.63	83.41
Utah	6	2.6	395.89	384.16	Utah			15.79	12.87
Vermont	3	1.2	377.02	377.02	Virginia			34.68	33.67
Virginia	14	3.4	429.13	399.65	Washington			387.69	256.66
Washington	37	12.1	3,082.46	3,055.67	West Virginia			3.39	3.39
West Virginia	12	1.0	17.09	15.85	Wisconsin			386.49	231.10
Wisconsin	45	63.1	5,618.03	4,776.20	Wyoming			9.65	8.74
Wyoming	5	0.7	87.22	87.02	Other States			113.15	86.99
Other States	9	3.6	700.65	649.10	Foreign ⁷			68.53	46.12
Foreign ⁷	0	0.5	6,551.01	6,393.45	United States			7,684.62	5,451.72
United States	1,169	751.3	102,107.99	95,241.15					
SUPPLIES PROVIDED					FEED¹²				
CROP PROTECTANTS¹²					Alabama			82.22	51.27
Alabama			96.48	81.03	Arkansas			124.66	102.68
Arkansas			219.44	156.87	California			623.56	455.06
California			38.17	32.10	Colorado			83.98	75.00
Colorado			53.38	44.96	Florida			131.50	106.37
Florida			47.39	23.50	Georgia			83.80	69.22
Georgia			99.50	78.36	Idaho			64.16	49.24
Idaho			66.04	43.31	Illinois			534.64	424.92
Illinois			929.95	691.60	Indiana			231.13	196.33
Indiana			515.15	428.64	Iowa			1,922.50	1,656.22
Iowa			730.55	582.47	Kansas			275.67	230.61
Kansas			305.71	234.35	Kentucky			97.86	91.06
Kentucky			70.36	57.58	Louisiana			112.89	92.72
Louisiana			63.27	37.33	Maryland			72.08	64.02
Maryland			23.69	20.66	Massachusetts			42.55	31.24
Massachusetts			1.26	0.46	Michigan			159.20	140.10
Michigan			50.53	34.63	Minnesota			1,316.68	1,088.82
Minnesota			565.27	418.17	Mississippi			95.95	79.82
Mississippi			85.21	63.63	Missouri			467.03	351.73
Missouri			162.68	109.86	Montana			71.09	21.83
Montana			232.00	118.07	Nebraska			415.99	324.14
Nebraska			539.21	376.68	New York			94.58	72.21
New York			26.66	12.57	North Dakota			155.39	118.74
North Dakota			370.34	264.21	Ohio			329.50	288.38
Ohio			203.37	147.41	Oklahoma			115.38	98.71
Oklahoma			45.93	37.51	Oregon			140.51	76.39
					Pennsylvania			219.28	162.03
					South Dakota			366.69	253.40
					Tennessee			276.09	174.31
					Texas			415.96	324.93
					Utah			135.04	128.78

¹² Headquartered in State and membership values are not collected for individual supply products; rather, they are collected for total supplies.

(continued next page)

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³*(Continued)*

State	Head- quartered in State	Member- ships	Business volume		State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵				Gross ⁴	Net ⁵
	<i>Number</i>	<i>Thousands</i>	<i>Millions</i>			<i>Number</i>	<i>Thousands</i>	<i>Millions</i>	
FEED¹² (continued)					FERTILIZER¹² (continued)				
Virginia			212.74	203.10	Other States			266.50	247.41
Washington			133.63	67.03	Foreign ⁷			90.57	62.81
West Virginia			30.42	29.79	United States			12,254.98	10,658.64
Wisconsin			705.00	570.59	PETROLEUM^{12, 13}				
Wyoming			10.75	9.28	Alabama			7.99	7.98
Other States			505.88	381.19	Arkansas			169.17	161.14
Foreign ⁷			236.73	164.34	California			4.04	3.74
United States			11,092.72	8,825.60	Colorado			676.19	416.21
FERTILIZER¹²					Florida			7.68	5.27
Alabama			86.90	86.90	Georgia			379.48	122.76
Arkansas			140.01	132.23	Idaho			466.49	225.83
California			144.29	144.29	Illinois			2,287.25	1,593.35
Colorado			108.46	106.54	Indiana			1,823.35	1,120.75
Florida			122.45	93.91	Iowa			1,826.66	1,416.66
Georgia			103.14	99.72	Kansas			1,242.34	882.28
Idaho			46.21	46.21	Kentucky			164.32	125.41
Illinois			1,553.65	1,346.72	Louisiana			10.62	10.47
Indiana			673.79	668.29	Maryland			139.75	139.75
Iowa			1,530.81	1,367.53	Massachusetts			0.02	0.02
Kansas			571.03	562.42	Michigan			529.05	232.55
Kentucky			166.69	162.64	Minnesota			1,555.01	1,309.91
Louisiana			20.39	20.13	Mississippi			17.54	15.60
Maryland			42.90	42.74	Missouri			1,548.23	1,141.06
Massachusetts			11.66	8.18	Montana			725.56	548.47
Michigan			97.17	94.78	Nebraska			1,301.71	932.78
Minnesota			1,026.50	901.80	New York			2.61	2.47
Mississippi			39.33	36.99	North Dakota			1,130.52	877.80
Missouri			418.08	332.17	Ohio			452.73	354.12
Montana			329.02	207.75	Oklahoma			747.48	379.71
Nebraska			958.57	826.56	Oregon			488.57	296.04
New York			39.13	28.44	Pennsylvania			6.02	5.87
North Dakota			407.82	407.82	South Dakota			766.84	498.71
Ohio			525.34	484.88	Tennessee			550.47	222.90
Oklahoma			132.01	126.51	Texas			343.67	291.09
Oregon			364.89	243.61	Utah			363.62	112.26
Pennsylvania			73.70	54.14	Virginia			674.90	404.25
South Dakota			550.98	429.73	Washington			570.91	399.77
Tennessee			257.78	200.16	West Virginia			57.89	57.89
Texas			106.49	106.49	Wisconsin			1,261.06	981.48
Utah			39.02	35.84	Wyoming			450.02	273.11
Virginia			140.65	136.71	Other States			79.41	79.21
Washington			409.27	287.00	Foreign ⁷			521.04	195.26
West Virginia			14.09	13.94	United States			23,350.20	15,843.91
Wisconsin			633.95	492.94					
Wyoming			11.77	11.71					

¹³ Includes all types of petroleum products and lubricants as well as bioenergy fuels such as ethanol and biodiesel.

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³*(Continued)*

State	Head- quartered in State	Member- ships	Business volume		State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵				Gross ⁴	Net ⁵
	<i>Number</i>	<i>Thousands</i>	<i>Millions</i>			<i>Number</i>	<i>Thousands</i>	<i>Millions</i>	
SEED¹²					OTHER SUPPLIES^{12, 14} (continued)				
Alabama			35.69	24.89	Florida			42.54	42.47
Arkansas			67.45	52.62	Georgia			58.00	36.54
California			44.66	29.89	Idaho			50.99	41.74
Colorado			29.89	14.26	Illinois			262.21	175.97
Florida			4.35	3.73	Indiana			163.67	128.44
Georgia			18.94	16.09	Iowa			250.19	216.49
Idaho			19.22	9.79	Kansas			95.69	86.75
Illinois			535.84	383.63	Kentucky			116.42	92.98
Indiana			193.14	105.91	Louisiana			20.72	20.63
Iowa			561.78	348.94	Maryland			32.71	30.94
Kansas			129.95	82.35	Massachusetts			16.62	16.56
Kentucky			53.98	43.93	Michigan			99.37	84.39
Louisiana			27.45	15.41	Minnesota			329.95	298.87
Maryland			12.24	11.13	Mississippi			44.83	43.08
Massachusetts			0.85	0.85	Missouri			209.36	171.21
Michigan			32.49	17.97	Montana			71.99	67.83
Minnesota			448.87	251.50	Nebraska			125.60	119.76
Mississippi			42.49	22.52	New York			28.55	28.08
Missouri			96.38	73.04	North Dakota			316.90	310.28
Montana			27.52	24.66	Ohio			96.60	81.71
Nebraska			222.97	150.38	Oklahoma			53.09	45.70
New York			6.17	2.82	Oregon			267.57	265.34
North Dakota			224.90	115.71	Pennsylvania			24.58	22.05
Ohio			163.37	94.01	South Dakota			113.81	108.59
Oklahoma			9.15	7.66	Tennessee			278.37	182.27
Oregon			42.87	39.90	Texas			107.68	96.59
Pennsylvania			8.62	5.54	Utah			89.76	74.71
South Dakota			259.15	143.02	Virginia			181.84	177.71
Tennessee			140.35	83.48	Washington			170.73	133.23
Texas			57.51	36.79	West Virginia			35.95	35.92
Utah			5.78	3.91	Wisconsin			378.80	359.46
Virginia			39.35	38.49	Wyoming			34.17	31.90
Washington			53.34	48.50	Other States			243.36	201.58
West Virginia			5.71	5.46	Foreign ⁷			17.95	9.81
Wisconsin			243.08	154.50	United States			4,842.88	4,224.60
Wyoming			2.64	1.28					
Other States			62.15	51.85	SUPPLY				
Foreign ⁷			2.12	1.38	Alabama	42	27.9	379.80	319.44
United States			3,932.39	2,517.80	Arkansas	28	30.8	809.59	683.27
OTHER SUPPLIES^{12, 14}					California	16	14.4	1,018.19	823.16
Alabama			70.53	67.35	Colorado	15	16.3	1,041.36	738.83
Arkansas			88.86	77.73	Florida	6	10.6	355.91	275.26
California			163.48	158.08	Georgia	5	15.2	742.86	422.67
Colorado			89.45	81.86	Idaho	7	8.1	713.10	416.12
¹⁴ Includes building materials, containers and packaging					Illinois	43	71.0	6,103.52	4,616.18
supplies, machinery and equipment, meats and groceries,					Indiana	22	46.2	3,600.23	2,648.36
automotive supplies, hardware, chicks, and other supplies not					Iowa	41	41.7	6,822.49	5,588.31
separately classified.									<i>(continued next page)</i>

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³*(Continued)*

State	Head- quartered in State	Member- ships	Business volume		State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵				Gross ⁴	Net ⁵
	<i>Number</i>	<i>Thousands</i>	<i>Millions</i>			<i>Number</i>	<i>Thousands</i>	<i>Millions</i>	
SUPPLY (continued)					SERVICE¹⁵ (continued)				
Kansas	20	24.5	2,620.40	2,078.76	Oklahoma	10	4.2	60.49	60.49
Kentucky	28	192.7	669.63	573.59	Pennsylvania	4	0.1	6.29	6.29
Louisiana	18	5.4	255.33	196.70	Texas	112	18.4	363.08	363.08
Maryland	11	43.0	323.37	309.23	Virginia	3	9.0	36.44	36.44
Massachusetts	3	2.2	72.96	57.32	Wisconsin	8	16.6	178.95	178.95
Michigan	20	40.0	967.81	604.43	Other States	30	26.3	2,795.18	2,795.18
Minnesota	96	79.7	5,242.28	4,269.08	United States	250	104.7	4,977.61	4,977.61
Mississippi	30	28.5	325.36	261.64					
Missouri	44	79.2	2,901.77	2,179.06	TOTAL				
Montana	29	24.9	1,457.18	988.61	Alabama	53	30.8	678.96	618.59
Nebraska	21	14.5	3,564.05	2,730.30	Alaska	4	3.0	158.82	107.94
New York	6	1.4	197.71	146.60	Arizona	9	1.7	769.40	693.61
North Dakota	82	53.5	2,605.87	2,094.56	Arkansas	39	44.5	3,108.05	2,880.85
Ohio	10	13.0	1,770.91	1,450.51	California	127	37.7	10,004.33	9,059.46
Oklahoma	24	17.1	1,103.06	695.80	Colorado	28	23.9	1,787.03	1,483.36
Oregon	12	24.2	1,618.26	1,107.31	Connecticut	5	0.6	263.74	249.84
Pennsylvania	7	4.4	393.48	284.99	Delaware	3	9.9	130.12	116.97
South Dakota	38	32.1	2,492.60	1,706.27	Florida	33	20.3	2,462.42	1,841.39
Tennessee	59	63.7	1,663.84	961.71	Georgia	12	23.4	1,249.93	912.99
Texas	34	28.2	1,183.94	939.29	Hawaii	16	0.7	18.90	17.96
Utah	5	3.2	649.01	368.37	Idaho	30	12.7	1,880.65	996.70
Virginia	37	130.1	1,284.16	993.92	Illinois	127	129.8	12,682.68	11,086.18
Washington	22	12.1	1,725.56	1,192.19	Indiana	35	54.6	5,468.90	4,489.01
West Virginia	10	69.0	147.44	146.38	Iowa	109	114.7	18,081.69	16,539.99
Wisconsin	63	72.0	3,608.38	2,790.08	Kansas	93	105.8	6,462.60	5,785.83
Wyoming	5	4.0	519.00	336.03	Kentucky	37	198.6	1,189.10	1,089.37
Other States	11	45.8	1,270.45	1,048.22	Louisiana	37	10.4	1,329.23	1,154.48
Foreign ⁷	0	1.4	936.94	479.72	Maine	22	5.4	198.95	191.99
United States	970	1,391.9	63,157.79	47,522.28	Maryland	15	44.3	696.57	639.09
					Massachusetts	8	3.0	454.82	240.73
					Michigan	45	50.3	3,559.35	3,086.42
SERVICE¹⁵					Minnesota	213	138.2	17,603.95	16,267.92
Alabama	7	0.3	22.60	22.60	Mississippi	58	51.7	1,100.32	1,029.78
Arizona	4	0.2	11.50	11.50	Missouri	59	98.4	6,988.15	5,447.28
Arkansas	3	1.8	56.84	56.84	Montana	51	27.3	2,056.68	1,587.23
California	31	1.7	319.22	319.22	Nebraska	60	73.2	8,968.52	7,939.16
Georgia	3	0.3	14.85	14.85	New Jersey	12	1.7	374.07	252.17
Louisiana	8	0.5	17.96	17.96	New Mexico	8	1.2	592.56	535.21
Minnesota	4	8.4	850.84	850.84	New York	55	6.4	2,727.97	2,167.28
Mississippi	17	14.0	69.94	69.94	North Carolina	12	31.3	779.26	721.59
North Carolina	3	0.1	12.30	12.30	North Dakota	168	87.2	6,397.31	5,841.44
North Dakota	3	7.7	58.28	58.28	Ohio	46	41.9	4,363.21	3,991.51
Ohio	3	2.7	161.13	161.13	Oklahoma	60	41.4	1,817.59	1,381.47
					Oregon	32	29.8	3,637.52	3,014.74
					Pennsylvania	39	9.5	1,966.45	1,753.24
					South Carolina	3	3.5	185.02	169.29
					South Dakota	81	64.6	5,368.84	4,532.84
					Tennessee	67	131.3	1,825.29	1,077.38

¹⁵ Includes cooperatives providing services such as cotton ginning, livestock shipping, storing, grinding, drying, and artificial insemination. Sales include charges for services related to marketing or purchasing, but not included in the volume reported for those activities, plus other income.

Table 3—Number¹ of cooperatives, memberships², and gross and net sales by State, 2009³ (Continued)

State	Head- quartered in State	Member- ships	Business volume	
			Gross ⁴	Net ⁵
	Number	Thousands	Millions	
TOTAL (continued)				
Texas	198	77.7	4,957.18	4,504.52
Utah	12	6.9	1,062.65	770.27
Vermont	3	1.2	408.41	406.39
Virginia	54	142.6	1,749.73	1,430.01
Washington	61	25.7	4,894.86	4,334.70
West Virginia	22	70.0	165.25	162.95
Wisconsin	116	151.7	9,405.36	7,745.24
Wyoming	10	4.7	610.69	427.51
Other States	2	0.7	112.36	93.99
Foreign ^{7, 16}	0	1.8	7,487.95	6,873.17
United States	2,389	2,247.8	170,243.39	147,741.03

¹⁶ The 2009 survey collected both State and U.S. information, while information in the previous report, Cooperative Statistics, 2008, used factors from 2007 to estimate State information for this table. Data from 2009 indicate gross cooperative exports of \$7.5 billion, while published information for 2008 was \$2.7 billion, indicating an enormous increase in cooperative gross exports. This estimation based on 2007 data was in error; the corrected value should be in excess of \$7.5 billion for 2008.

will be included arbitrarily in that classification.

During the past decade, memberships in marketing cooperatives decreased at about twice the rate of memberships in service and supply cooperatives. Memberships in marketing cooperatives dropped 490,000 (40 percent) while service cooperatives had a decline of 20,000 (16 percent), and supply cooperatives decreased 328,000 (19 percent).

Employees

Cooperatives had an estimated 123,000 full-time employees in 2009, a decrease of about 1,830 from 2008 (Table 4), and far less than the peak of 176,665 in 2000. Marketing cooperatives had virtually no change in full-time employees, while supply cooperatives had a decrease of 1,280 employees, and service cooperatives declined by 548.

Cooperatives employ full-time and, in most cases, part-time and seasonal employees to run their operations. Their number and type depend on a number of factors, such as size of operation, type of commodity handled, and involvement in value-added activities.

In 2009, cooperatives employed an estimated 180,000 full-time and part-time and seasonal employees (Table 5), up 2,172 from 2008. Among marketing cooperatives, those primarily handling fruits and vegetables had the most employees (31,200), followed by grains and oilseeds (31,000), then dairy (28,000).

By type, marketing cooperatives had 113,000 full-time and part-time and seasonal employees (63 percent of total); supply cooperatives had 59,000 (33 percent); and service cooperatives had 8,000 (4 percent).

Figure 4 shows the number of full-time and part-time and seasonal employees by type of cooperative for 2009. Supply, fruit and vegetable, grain and oilseed, and dairy cooperatives used the most employees; fish cooperatives the fewest. Dairy, rice, cotton, and fish cooperatives had the smallest proportion of part-time and seasonal employees to total employees. Cotton ginning and fruit and vegetable cooperatives had more than half of their employees as part-time and seasonal employees, while over 45 percent of employees sugar cooperatives were part-time and seasonal.

Cooperatives used 58,000 part-time and seasonal employees in 2009, up about 4,000, or 7 percent, from 2008. Much of the increase was in grain and oilseed and fruit and vegetable cooperatives.

In 2009, marketing cooperatives reported 38,000 part-time and seasonal employees, or 66 percent of that type of worker used. Marketing cooperatives averaged 33 part-time and seasonal employees per cooperative. Fruit and vegetable cooperatives, with about 18,000, accounted for about 31 percent of all part-time and seasonal employees used by cooperatives. Supply cooperatives had about 16,000 part-time and seasonal employees, an average of 16 per cooperative.

Most types of marketing cooperatives operated with more employees than did supply cooperatives. For example, sugar cooperatives averaged 322 employees; rice, 205; fruit and vegetable, 187; while supply cooperatives averaged 61 (Figure 5).

Business Size

Most cooperatives, as measured by annual gross business volume, are relatively small and serve lo-

Figure 3—Cooperative Memberships by Function, 2000-2009

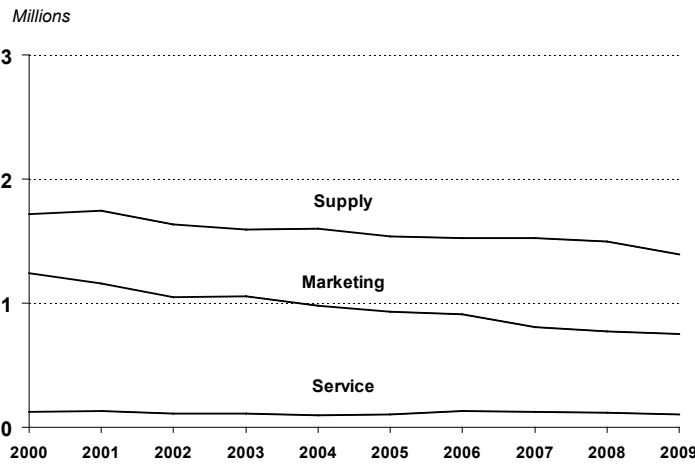
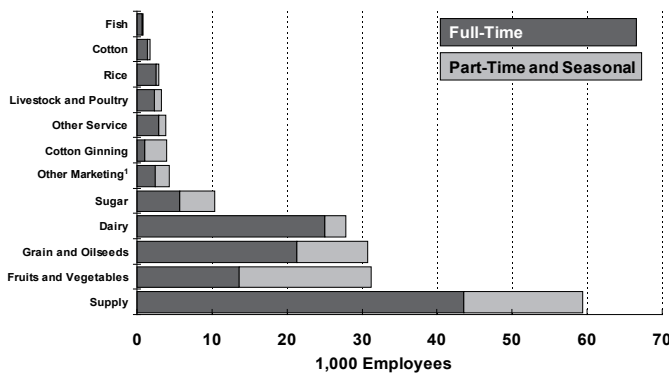
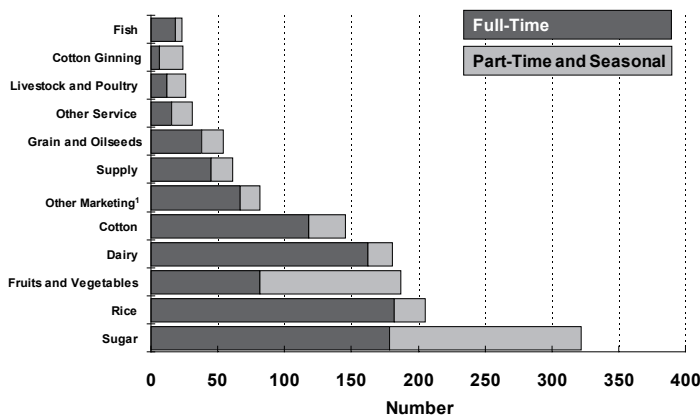


Figure 4—Full-Time and Part-Time and Seasonal Employees, by Cooperative Type, 2009



¹ Includes dry bean and pea, nut, tobacco, wool and mohair, and other product marketing cooperatives.

Figure 5—Average Full-Time and Part-Time and Seasonal Employees, 2009



¹ Includes dry bean and pea, nut, tobacco, wool and mohair, and other product marketing cooperatives.

cal areas. Some actively seek regional, national, and even international markets to increase business volume. Although few in number, larger cooperatives account for much of cooperatives' business volume. They have grown in size partly from mergers, consolidations, and acquisitions. From 2000 to 2009, there were 1,221 fewer cooperatives with less than \$25 million in sales, while there were 264 cooperatives that moved up into the sales group of more than \$25 million in sales. The sales group of \$200 to \$499.9 million had the most growth, increasing from 38 cooperatives in 2000 to 137 in 2009 (Table 6).

In 2009, 57 percent of all cooperatives reported a business volume of less than \$15 million. However, they accounted for less than 4 percent of the total gross dollar volume (Figure 6). About 8 percent of cooperatives reported a business volume of at least \$200 million, but they accounted for 70 percent of the total sales.

Business Volume

Total gross business volume of the 2,389 marketing, supply, and service cooperatives for 2009 was \$170.2 billion (table 7), down 11 percent from \$191.9 billion in 2008. Historically, gross business volume fell from the record \$128 billion in 1996 to \$112 billion in 2002; however, this has not been a steady decline—some years saw increases to over \$120 billion while other years fell to \$115 billion or less (Appendix Table 3, Appendix Figure 4). The historic high of 1996 was almost matched in 2006 and then was eclipsed in 2007 through 2009. Much of the volume decline between 2008 and 2009 can be attributed to lower grain, oilseed, and dairy prices, as well as lower energy costs.

Gross dollar volume of products marketed by cooperatives decreased almost \$15 billion, from \$117 billion

in 2008 to \$102 billion in 2009 (-13 percent). Dairy cooperatives had a \$9.3 billion decrease in sales due to lower prices while grain and oilseed cooperatives decreased sales \$2.9 billion, again from lower prices. Cotton fell \$1.4 billion from decreased production due in part to increased production of both soybeans and corn. Gross volume of all supplies handled by cooperatives was \$63 billion, down 10 percent from \$70 billion in 2008, with the decrease mainly due to lower energy and ingredient prices.

Total net business volume of cooperatives in 2009 was \$148 billion—\$95 billion from products marketed, \$48 billion from supply sales, and \$5 billion from services performed and other income sources. The total net figure, which excludes inter-cooperative business, was down 11 percent from \$165.3 billion in 2008. The \$148 billion was the second highest total ever, following only the record net business volume of 2008 (Appendix Table 4, Appendix Figure 5). There have been a number of fluctuations in net business volume. It dropped to around \$100 billion in 1999 and stayed there except for the current upward trend that started in 2003, and expanded due to increased grain and oilseed prices and energy costs in 2007 and 2008. Adjusted for inflation² where 1991 = 100, net business volume totaled \$100 billion in 2000 and increased to \$165 billion in 2008, before falling to \$148 billion in 2009 (Figure 7). The difference between actual and real net business volume in 2009 was \$19 billion. The real net business volume was lower than the actual value in 2009 because prices

²“Marketing sales” was deflated by the index of producer prices received for “all farm products” (1991 = 100). Supply sales and service receipts and other income were deflated by the index of prices paid by farmers for “production items,” excluding interest, taxes, and wages (1991 = 100).

Figure 6—Distribution of Cooperatives and Volume, by Size, 2009

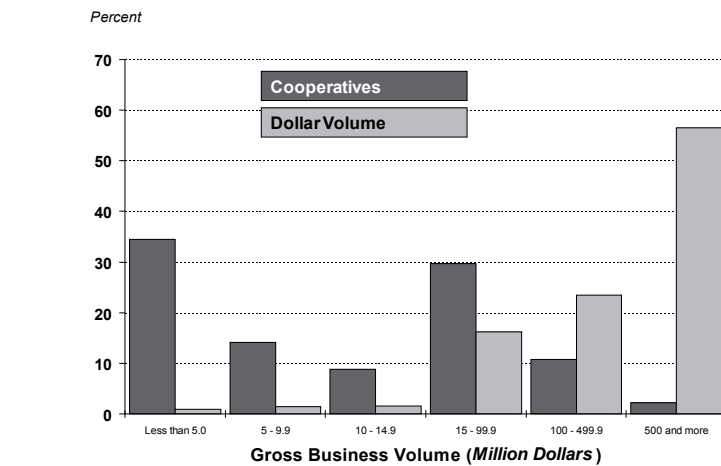
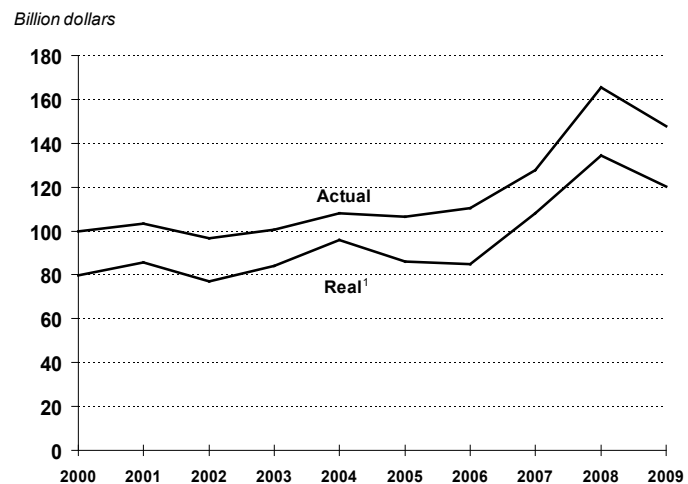


Figure 7—Cooperatives’ Net Business Volume, Actual and Adjusted, 2000-2009



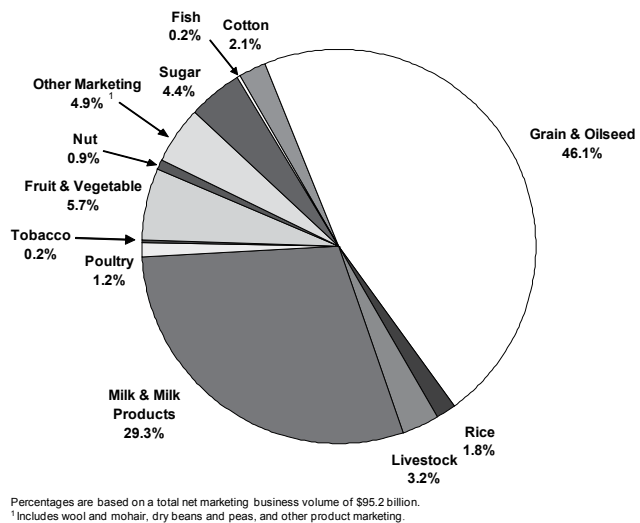
¹ Actual sales were adjusted for price change based on 1991 = 100.

paid for production inputs increased more than prices received for farm products. The index for prices received for all farm commodities from 2000 to 2009 rose 43 points, while the index for prices paid for farm production items increased 54 points: hence the gap between actual and real cooperative net business volume when adjusted by prices paid and prices received for farm production.

Net volume of products marketed decreased from 2008, from \$110 billion to \$95 billion—a decrease of 13 percent. Net marketing business volume accounted for 64 percent of total cooperative sales in 2009, down 2 points from 2008.

Figure 8 illustrates the leading products marketed

Figure 8—Relative Importance of Products Marketed by Cooperatives, 2009



by cooperatives based on net marketing business volume. Grains and oilseeds led with 46 percent, followed by dairy (milk and milk products) with 29 percent, and fruit and vegetable with 6 percent.

Net supply volume of \$48 billion, down 6 percent from \$51 billion, accounted for 32 percent of the total net business volume. The leading production goods handled by cooperatives in terms of supply net business volume were petroleum, 33 percent; fertilizer, 22 percent; and feed, 19 percent (Figure 9). Petroleum sales decreased by more than \$3 billion over 2008 sales while other supplies sales were down \$1 billion. Net sales of crop protectants increased \$1 billion while fertilizer increased by \$0.7 billion.

Receipts for services provided by marketing, supply, and service cooperatives, plus other income, increased 3 percent to \$5.0 billion. Service receipts and other income represented 3 percent of total net business volume.

Marketing sales of four major commodity groups—dairy, grains and oilseeds, fruits and vegetables, and livestock—were up slightly from 81 percent of marketing sales in 2000 to 84 percent in 2009 (Figure 10). Dairy

sales were up \$5 billion from 2000, while grains and oilseeds sales were up \$26 billion. Net volume among commodity groups was highest in 2009 for grains and oilseeds with \$44 billion (\$18 billion in 2000), followed by dairy with \$28 billion.

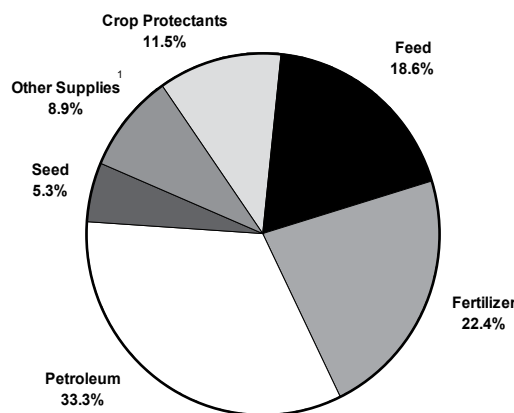
In the supply group, feed and fertilizer were important farm inputs (Figure 11) but petroleum was especially important with sales \$5 billion more than either feed or fertilizer. The combination of petroleum, feed, and fertilizer sales accounted for 74 percent of cooperatives' total supply sales in 2009 and 70 percent in 2000.

Gross and net business volumes by State are presented in Table 3. Sales are allocated to the State in which the product marketed was originated and the supplies were sold. Iowa led all States in total gross and net business volume, with \$18.1 billion and \$16.5 billion, respectively; followed by Minnesota, with \$17.6 billion in gross business and \$16.3 billion in net business volume.

Balance Sheet

The balance sheet of a cooperative states its financial position at the end of a 12-month fiscal

Figure 9—Relative Importance of Supplies Handled by Cooperatives, 2009



Percentages are based on a total net supply business volume of \$47.5 billion.
¹ Includes building materials, tires, batteries and accessories, equipment, animal health products, pet food, semen, hardware, food, clothing, and other.

year. The balance sheet represents the cooperative's assets, liabilities, member equity, and their mutual relationship. Combined assets for all cooperatives totaled \$61 billion in 2009, almost \$8 billion lower than 2008 (Table 8). Total assets of cooperatives, excluding inter-cooperative investments, decreased by \$8 billion to \$57 billion. Cooperatives' total assets grew from \$50 billion in 2000 to \$61 billion in 2009 (Appendix Table 5 and Figure 12).

In 2000, \$5.1 billion (10 percent of total assets) were invested in other cooperatives, including CoBank, and this peaked at \$5.5 billion in 2002. In 2009, these investments were \$4.0 billion, down \$1.1 billion from 2000, and at 6.6 percent of total assets, 3.4 percentage points lower than a decade ago.

Of the \$61 billion in total assets, marketing cooperatives accounted for \$39 billion, down \$4 billion from 2008. Dairy and grain and oilseed cooperatives each had almost \$12 billion in assets, more than three times the assets of any other type of marketing cooperative except fruit and vegetable cooperatives (\$4 billion), but each had less than the more than \$22 billion in assets of supply cooperatives.

Table 9 compares common-size balance sheets for six sizes of cooperatives (for all types and sizes, see Appendix Table 6). Common-size balance sheets present all accounts as a percent of total assets, which allows comparison between different sizes and types of cooperatives.

Current Assets

Current assets are generally comprised of cash and cash equivalents, accounts and notes (with short-term maturities) receivable, inventories, and prepaid expenses. Current assets were about 59 percent for all sizes of cooperatives, down from 65 percent in 2008. Smaller cooperatives, especially service, most sugar, biofuels, and cotton ginning cooperatives, had smaller

levels of current assets. Grain and oilseed, livestock, dry bean and pea, and larger cooperatives tended to have higher levels of current assets.

Investments and Other Assets

Investments were most often in other cooperatives and CoBank, while other assets is a catch-all account in this study and contained a wide variety of items. Investments plus other assets ranged from

Figure 10—Cooperatives' Net Sales of Selected Commodities, 2000-2009

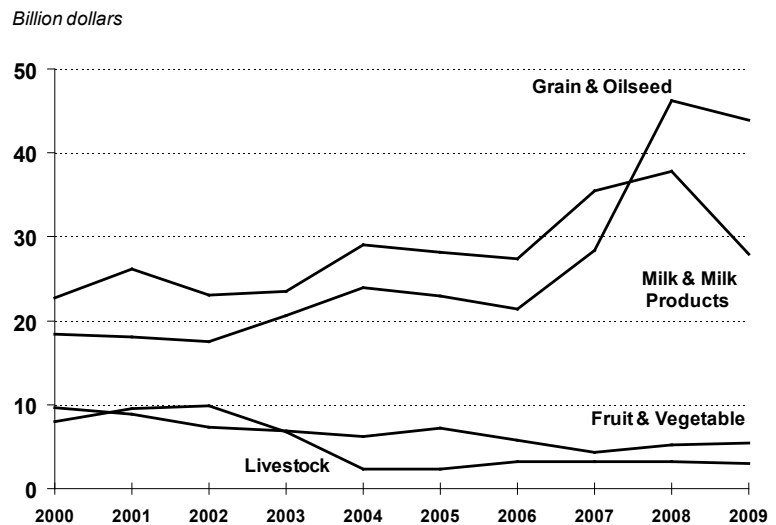


Figure 11—Cooperatives' Net Sales of Selected Supplies, 2000-2009

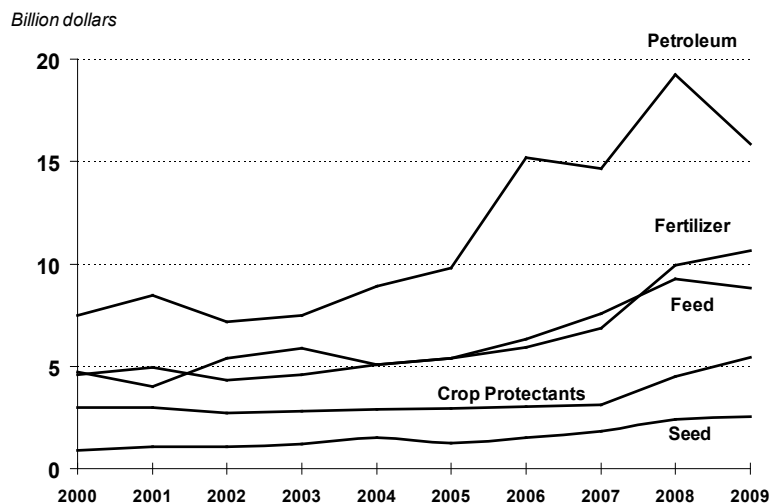


Table 4—Cooperatives' number of full-time employees, 2009-2005

Commodity	2009	2008	2007	2006	2005
	<i>Thousands</i>				
Cotton	1.4	1.7	1.6	1.7	1.8
Dairy	25.0	23.8	23.6	22.9	24.4
Fish	0.7	0.7	0.7	0.7	0.7
Fruits & vegetables	13.6	15.7	14.2	13.4	13.5
Grains & oilseeds	21.3	19.7	18.3	17.4	17.6
Livestock & poultry	2.4	2.4	2.3	2.4	1.9
Rice	2.5	2.6	2.6	2.6	2.4
Sugar	5.7	6.0	7.5	6.6	6.8
Other marketing	2.5	2.6	6.1	6.6	6.5
Total marketing	75.1	75.1	76.9	74.3	75.5
Total supply	43.6	44.8	43.6	44.4	46.0
Service	4.0	4.5	4.7	4.7	3.9
Total	122.6	124.4	125.2	123.4	125.4

18 percent for small cooperatives down to 14 percent for cooperatives with sales from \$15 to \$100 million. Investments were larger for supply cooperatives than most marketing cooperatives. All but the largest supply cooperatives generally purchase their inputs from regional supply cooperatives, hence the large investments in other cooperatives. Large dairy, large fresh fruit and vegetable, service (except for cotton ginning), cotton, fish, poultry, nut, tobacco, and large livestock cooperatives all had low investments—often less than 4 percent.

Property, Plant, and Equipment

Net property, plant, and equipment (PP&E) are tangible assets used in the cooperative's operations. By size, PP&E was between 23 and 28 percent of total assets. Biofuels, medium sugar, small cotton ginning, small fish, and service (except storage) cooperatives all had PP&E of at least 40 percent of their assets.

Current Liabilities

Current liabilities are all obligations that will be paid with the use of current assets and will probably be paid within 1 year. Current liabilities are comprised of notes payable to banks and/or other trade creditors, accounts payable, current maturities of long-term debt, income taxes, other accrued liabilities (payroll, property taxes, interest, and other), patronage dividends payable, and miscellaneous or other current liabilities. Current liabilities were at least 30 percent of total assets and grew to 42 percent for larger cooperatives. Product marketing cooperatives tended to have higher levels of current liabilities than supply and service cooperatives.

Total Liabilities

Total liabilities include current liabilities plus long-term liabilities, which are primarily long-term debt. In the aggregate, all types and sizes of cooperatives had some long-term debt. Smaller cooperatives all had at least 10 percent of their assets financed through long-term debt. The largest cooperatives used the most debt, financing 22 percent of their assets. Nut, large cotton, large fruit and vegetable, medium and small fish, large poultry, large rice, large and medium sugar, and hulling cooperatives all financed about 20 percent of their assets with long-term debt.

Total liabilities were \$37 billion, down \$9 billion from 2008 (Table 10). Cooperatives' total liabilities grew from \$29 billion in 2000 to \$37 billion in

Figure 12—Cooperatives' Assets, Liabilities, and Net Worth, 2000-2009

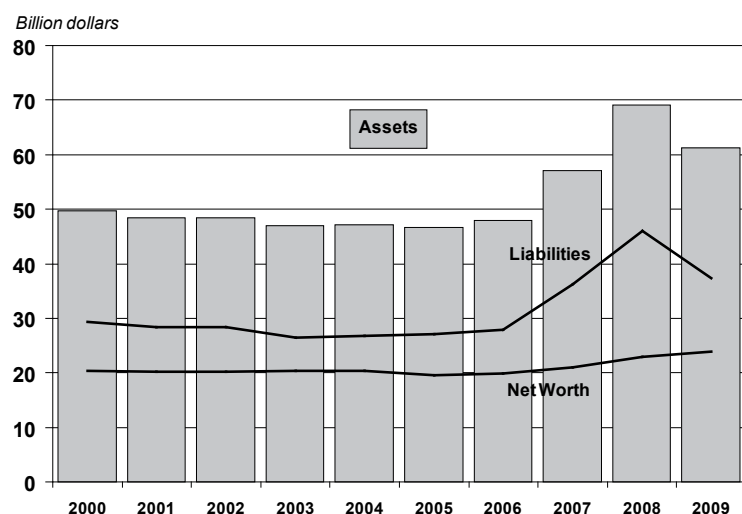


Table 5—Full-time and part-time and seasonal employees of cooperatives, by cooperative type, 2009-2008¹

Principal product(s) marketed or major function	Total employees		Full-time		Part-time & seasonal	
	2009	2008	2009	2008	2009	2008
Products marketed			<i>Thousands</i>			
Cotton	1.8	2.1	1.4	1.7	0.3	0.4
Dairy	27.8	27.2	25.0	23.8	2.8	3.4
Fish	0.9	0.9	0.7	0.7	0.2	0.2
Fruit and vegetable	31.2	30.4	13.6	15.7	17.7	14.7
Grain and oilseed	30.8	26.1	21.3	19.7	9.5	6.4
Livestock and poultry	3.3	3.7	2.4	2.4	0.9	1.3
Rice	2.9	2.7	2.5	2.6	0.3	0.2
Sugar	10.3	11.1	5.7	6.0	4.6	5.1
Other marketing ²	4.3	4.0	2.5	2.6	1.8	1.3
Marketing	113.2	108.1	75.1	75.1	38.1	33.0
Supply	59.4	61.3	43.6	44.8	15.8	16.5
Service	7.8	8.8	4.0	4.5	3.8	4.3
Total	180.4	178.2	122.6	124.4	57.8	53.8

¹ Totals may not add due to rounding.

² Includes dry edible bean and pea, nut, tobacco, wool, and other product marketing cooperatives.

2009. Total liabilities financed 61 percent of total assets in 2009, down 6 percentage points from 2008.

Allocated (or Member) Equities

Allocated (or member) equities represent member ownership of each cooperative. Comparing allocated equities to total assets determines the percentage of the cooperative's assets owned by members. Allocated equity comprised just 26 percent of ownership of all sizes of cooperatives, but this was 3 points higher than 2008. The very largest had the smallest percentages of both retained earnings and overall equity.

Net worth, or member and patron equity, was \$24 billion, up almost \$1 billion from 2008. The proportion of total assets financed by member and patron

equity was 39 percent, up 6 percentage points from 2008. Net worth for all marketing cooperatives totaled \$14 billion, up almost \$1 billion from 2008. Marketing cooperatives accounted for 57 percent of cooperatives' combined net worth, up 1 percentage point from 2008. Net worth for supply cooperatives totaled \$9.6 billion and was 40 percent of the total. For marketing cooperatives, the highest percentage of total assets represented by net worth shown in Figure 13, 58 percent, was for service cooperatives. The lowest, 31 percent, was dairy and fruit and vegetable cooperatives.

Income Statement

The income statement shows the net results of a cooperative's operations. Because most managers' performance is judged by net income, members attach great importance to the income statement. Table 9 presents a common-size income statement for all cooperatives, broken out into six different sizes. Each item in a common-size income statement is represented as a percentage of total sales or service. Common-size income statements by cooperative type and size are presented in Appendix Table 6.

Total (Net) Sales

Total (net) sales are all sales less discounts, returns, and allowances from gross sales. Service cooperatives do not have a total sales value: the first income statement item for these cooperatives is service.

Table 6—Cooperatives and memberships, by gross business volume, 2009¹

Sales volume group (million \$)	Cooperatives		Dollar volume		Memberships ²	
	Number	Percent of total	Gross ³ (million \$)	Percent of total	Number (1,000)	Percent of total
Less than 5.0	823	34.4	1,489	0.9	273	12.2
5 - 9.9	338	14.1	2,453	1.4	175	7.8
10 - 14.9	211	8.8	2,609	1.5	117	5.2
15 - 24.9	237	9.9	4,604	2.7	160	7.1
25 - 49.9	270	11.3	9,470	5.6	242	10.8
50 - 99.9	201	8.4	13,410	7.9	197	8.8
100 - 199.9	119	5.0	16,794	9.9	205	9.1
200 - 499.9	137	5.7	23,204	13.6	326	14.5
500 - 999.9	35	1.5	23,716	13.9	151	6.7
1,000 and more	18	0.8	72,494	42.6	402	17.9
Total ⁴	2,389	100.0	170,243	100.0	2,248	100.0

¹ Business volume includes revenues from marketing plus the value of products bargained for or handled on a commission basis, supply sales, service receipts, and other income.

² Includes number of farmers, ranchers, and fishermen eligible to vote for directors. Does not include memberships held by other cooperatives, such as local cooperative memberships in regional cooperatives.

³ Includes inter-cooperative business volume.

⁴ Total may not add due to rounding.

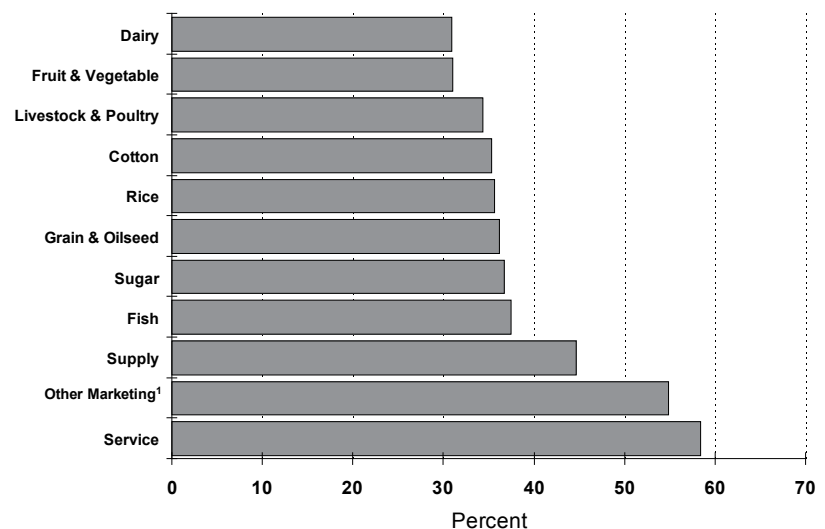
Cost of Goods Sold

Cost of goods sold (COGS) includes the beginning inventory plus purchases and freight costs, minus purchase returns and allowances, purchase discounts, and ending inventory. COGS, therefore, was the purchase price of the supplies sold or products marketed. For all sizes of cooperatives, COGS was 90 percent of net sales. COGS can be much lower for cooperatives that process products or provide technical services. Artificial insemination cooperatives, processed and fresh fruit and vegetable cooperatives, larger fish, smaller nut, larger rice, and medium sugar cooperatives have a lower COGS. Grain and oilseed and most dairy cooperatives have a COGS in excess of 90 percent, while large livestock marketing cooperatives that operate mainly as auctions have a COGS of 99 percent.

Gross Margins

The excess of net sales over the cost of goods sold is the gross margin or gross margin percentage, and it is an important operating ratio. A small change in the gross margin can tremendously impact net operating margins. A cooperative manager must maintain a gross margin near industry averages. Thus, least-cost sources of supplies need to be developed, and marketing cooperatives need to pay market rates on the products they purchase.

Cooperatives are often characterized as businesses that provide goods and services “at cost.” However, a cooperative cannot operate at cost

Figure 13—Percentage of Assets Financed by Net Worth, by Cooperative Type, 2008

¹ Includes dry bean and pea, nut, tobacco, wool and mohair, and other product marketing cooperatives.

Table 7—Cooperatives' gross and net business volumes by commodity, 2009 & 2008¹

Commodity	Gross volume		Net volume	
	2009	2008	2009	2008
<i>Billion \$</i>				
Products marketed:				
Beans & peas (dry edible)	.170	.202	.167	.191
Cotton	2.133	3.507	2.022	3.332
Dairy	30.835	40.127	27.894	37.817
Fish	.197	.208	.197	.208
Fruits & vegetables	7.583	7.464	5.481	5.233
Grains & oilseeds ²	44.429	47.313	43.885	46.222
Livestock	3.128	3.353	3.025	3.240
Nuts	.835	.832	.835	.832
Poultry ³	1.171	1.457	1.171	1.457
Rice	1.686	1.395	1.686	1.395
Sugar	4.996	4.895	4.220	4.092
Tobacco	.168	.135	.168	.135
Wool & mohair	.006	.006	.006	.006
Other marketing ⁴	4.757	5.936	4.471	5.615
Total marketing	102.093	116.831	95.226	109.776
Supplies purchased:				
Crop protectants	7.684	6.702	5.451	4.497
Feed	11.095	10.849	8.827	9.277
Fertilizer	12.261	12.760	10.665	9.941
Petroleum	23.357	30.267	15.851	19.247
Seed	3.934	3.540	2.519	2.396
Other supplies ⁵	4.842	6.112	4.224	5.320
Total supplies	63.173	70.229	47.538	50.677
Services & other income ⁶	4.978	4.814	4.978	4.814
Total business	170.244	191.874	147.742	165.267

¹ Gross includes and net excludes inter-cooperative business. Totals may not add due to rounding.

² Excludes cottonseed. Cottonseed oil is included in other marketing whereas cottonseed meal is included in feed.

³ Includes eggs, turkeys, ratite, squab, and related products.

⁴ Includes coffee, forest products, hay, hops, seed marketed for growers, nursery stock, ethanol, other farm products not separately classified, and sales of products not received directly from member patrons. Also includes manufactured food products and resale items marketed by cooperatives.

⁵ Includes building materials, containers and packaging supplies, machinery and equipment, meats and groceries, automotive supplies, hardware, chicks, and other supplies not separately classified.

⁶ Includes trucking, cotton ginning, storage, grinding, application, locker plants, and other related items. Services include charges related to marketing or purchasing, but not included in the volume reported for those activities, plus other income and extraordinary items.

on a daily basis. Cooperatives need adequate gross margins to be profitable and to afford to finance essential future-directed discretionary expenditures, such as expansion and advertising.

Gross margin equals net sales less cost of goods sold, so cooperatives with higher COGS had lower gross margins. The COGS was about three percentage points higher for the very largest cooperatives than for the other sizes. As discussed earlier in COGS, those cooperatives with a low COGS would have high gross margins.

Service and Other Operating Income

Service and other operating income is that derived from any service these cooperatives provided. Some cooperatives only provide services, such as rice driers, cotton gins, storage, transportation, auctions, hulling, seed development, locker plants, pest management and scouting, farmer markets, and other miscellaneous services. Service income is important to marketing and supply cooperatives. They provide hauling, storage, grading, delivery, custom application, record keeping, and drying, to name some of the most common. Other operating income is generated from sales activities and includes income from providing financing for sales.

For service cooperatives, service is 100 percent on their income statement. By cooperative size, service income is the most important for smaller cooperatives (15 percent of sales) and diminishes as size increases to cooperatives with over \$500 million in sales (1 percent of sales). Many of the cotton ginning cooperatives have mainly service income and limited sales, hence service income ranges from 6 percent to 61 percent of sales for these cooperatives.

Operating Expenses

There are only four accounts for expenses in Table 9: wages, depreciation, interest, and other. The wage account includes all employee expenses, some of which are salaries and wages, payroll taxes, employee insurance, unemployment compensation, and pension expense. The "other" account would include administrative expenses, which are overhead costs associated with a cooperative and indirectly related to revenue production. These include professional services, office supplies, telephone, meetings

Table 8—Combined assets of cooperatives, 2009¹

Principal product(s) marketed and major function	Co-ops ²	Assets of own operations	Investments in other co-ops ³	Total assets	Investments in other co-ops as percent of total
Products marketed	No.	Billion \$		Percent	
Cotton	12	1.147	.018	1.165	1.6
Dairy	154	11.644	.189	11.834	1.6
Fruits & vegetables	167	4.333	.113	4.446	2.5
Grains & oilseeds	566	12.608	1.296	13.904	9.3
Livestock & poultry	68	.564	.015	.580	2.7
Rice	14	.867	.011	.878	1.3
Sugar	32	2.787	.204	2.990	6.8
Other marketing ⁴	119	2.770	.042	2.812	1.5
Total marketing	1,169	36.720	1.889	38.609	4.9
Total supply	970	19.511	2.054	21.565	9.5
Service	250	.910	.101	1.011	10.0
Total	2,389	57.141	4.044	61.185	6.6

¹ Totals may not add due to rounding.

² Many cooperatives have multi-product and multi-functional operations. Most are classified according to predominant commodity or function as indicated by business volume.

³ Also includes investments in CoBank.

⁴ Includes dry edible beans and peas, fish, nuts, tobacco, wool, and other marketing.

and travel, donations, dues and subscriptions, directors' fees and expense, and annual meetings. The all other account would also include general expenses, which are directly related to revenue production, such as advertising and promotion; auto and truck delivery; insurance; property, business and other taxes and licenses; rent and lease expenses; plant supplies and repairs; repairs and maintenance; utilities; miscellaneous; bad debts; and other.

Wage expenses were the highest for smaller cooperatives and fell as cooperative size increased, from 12 percent for the smallest cooperatives to 4 percent for the largest. Wage expenses were higher for service cooperatives, because they are generally

small and lack other sales to spread out wage costs. Artificial insemination cooperatives had wage expenses that were over 45 percent of sales, those of smaller cotton ginning cooperatives averaged over 19 percent of sales. Dairy, cotton, grain and oilseed, and larger and middle livestock marketing (auctions), biofuels, smaller rice, larger tobacco, and smaller sugar cooperatives had lower wage expenses relative to sales.

Depreciation expenses did not change much with cooperative size; their range was just over 1 point, ranging from 2 percent for the smallest cooperatives to 1 percent for the largest. Smaller cotton ginning cooperatives and other service cooperatives had depreciation expenses of at least 5 percent of sales. Most livestock cooperatives had little PP&E, so depreciation expenses were low: less than 1 percent. Most dairy and grain and oilseed cooperatives also had depreciation expenses of less than 1 percent.

Interest expenses were relatively minor for all sizes of cooperatives, comprising less than 1 percent of total sales. Cotton service and hulling cooperatives both had interest expenses greater than 2 percent of sales. Larger and middle-size mixed grain marketing cooperatives had interest expenses that averaged in excess of 1 percent of sales.

Other expenses fell as cooperatives grew larger. This account is the difference between total expenses and the sum of wages, depreciation and interest, so it can be overstated when these three accounts are estimated for the few cooperatives that did not break out individual expenses on the survey or in their annual report. As a result, other expenses in this report may be larger than expected.

Table 9—Common size analysis by cooperative size, 2009

Cooperative sales size	All sizes	≥ \$500 million	From \$100 to \$500 million	From \$15 to \$100 million	From \$5 to \$15 million	< \$5 million
Balance sheet						
	<i>Percent of total assets</i>					
Current assets	59.16	58.91	60.42	59.39	55.51	53.87
Other assets	9.74	13.87	5.97	3.23	7.34	8.68
Investments	6.59	3.19	9.41	11.08	13.66	9.39
PP&E ¹ (net)	24.51	24.03	24.20	26.30	23.48	28.05
Total assets	100.00	100.00	100.00	100.00	100.00	100.00
Current liabilities	42.82	42.33	44.35	44.75	36.16	29.90
Total liabilities	61.09	64.94	61.18	54.78	44.34	40.74
Allocated equity	26.46	27.04	21.20	27.82	37.29	48.73
Retained earnings	12.45	8.03	17.62	17.41	18.36	10.53
Total equity	38.91	35.06	38.82	45.22	55.66	59.26
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Income statement						
	<i>Percent of total sales</i>					
Total sales	100.00	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	90.40	91.47	88.88	89.50	86.48	84.23
Gross margin	9.60	8.53	11.12	10.50	13.52	15.77
Service and other income	2.17	1.23	2.68	3.53	6.86	15.35
Gross revenue	11.77	9.76	13.80	14.03	20.38	31.12
Expenses						
Wages	4.62	3.80	5.43	5.53	8.42	12.16
Depreciation	1.10	0.94	1.22	1.35	1.62	2.34
Interest	0.55	0.45	0.76	0.61	0.63	0.80
Other	3.67	2.79	4.32	4.92	7.45	13.52
Total expenses	9.94	7.99	11.73	12.41	18.12	28.83
Net operating margins	1.83	1.77	2.07	1.61	2.26	2.29
Patronage income	0.54	0.15	0.99	1.12	1.67	1.83
Non-operating income	0.29	0.21	0.38	0.37	0.64	0.16
Net income before taxes	2.66	2.13	3.44	3.10	4.56	4.64
Taxes	0.23	0.17	0.34	0.28	0.22	0.16
Net income	2.43	1.96	3.10	2.82	4.35	4.48
Ratios						
	<i>Percent or number</i>					
Current	1.38	1.39	1.36	1.33	1.54	1.80
Debt to asset	0.61	0.65	0.61	0.55	0.44	0.41
Debt to equity	1.57	1.85	1.58	1.21	0.80	0.69
Times interest earned	5.81	5.74	5.52	6.05	8.24	6.78
Total asset turnover	2.70	3.01	2.48	2.40	1.87	1.28
Fixed asset turnover	11.03	12.52	10.25	9.12	7.96	4.57
Gross profit margin	9.60	8.53	11.12	10.50	13.52	15.77
Return on assets	8.69	7.78	10.43	8.92	9.71	6.99
Return on member equity	24.86	21.84	36.28	24.33	21.79	11.79

¹(Property, plant, and equipment)

Table 10—Combined balance sheet data of cooperatives, 2009¹

Principal product(s) marketed and major function	Co-ops	Total assets	Total liabilities	Net worth
Products marketed:	<i>No.</i>	<i>Billion dollars</i>		
Cotton	12	1.17	.75	.41
Dairy	154	11.83	8.17	3.66
Fruits & vegetables	167	4.45	3.07	1.38
Grains & oilseeds	566	13.90	8.87	5.03
Livestock & poultry	68	.58	.38	.20
Rice	14	.88	.56	.31
Sugar	32	2.99	1.89	1.10
Other marketing ²	119	2.81	1.28	1.53
Total marketing	1,169	38.61	24.98	13.63
Total supply	970	21.57	11.94	9.62
Service	250	1.01	.42	.59
Total	2,389	61.19	37.34	23.84

¹ Totals may not add due to rounding.

² Includes dry edible beans and peas, fish, nuts, tobacco, wool, cottonseed, and other marketing.

Net Operating Margins

Net operating margins is gross margins minus total expenses but before taxes and patronage refunds from other cooperatives; so it is income generated by the cooperatives' own operations. Net operating margins for all cooperatives in 2009 was \$3.5 billion, excluding inter-cooperative dividends and refunds (Table 11).

Net operating margins as a percent of net sales was 1.8 percent for all cooperatives by size (Table 9). Most service cooperatives, artificial insemination, large processed and fresh fruit and vegetable, and small nut cooperatives had high net operating margins. Small cotton ginning, dairy, mixed supply, livestock, small fish, large poultry, biofuels, large tobacco, and middle-size sugar marketing cooperatives had low or negative net operating margins.

Table 11—Cooperatives' net income before taxes, 2009¹

Principal product(s) marketed and major function	Co-ops	Income before taxes	Net operating margins	Patronage income ²
Products marketed:	<i>No.</i>	<i>Million dollars</i>		
Cotton	12	62.6	61.6	1.0
Dairy	154	742.9	705.7	37.2
Fruits & vegetables	167	609.7	602.1	7.5
Grains & oilseeds	566	1,267.8	924.2	343.6
Livestock & poultry	68	5.5	4.4	1.0
Rice	14	33.5	32.5	1.0
Sugar	32	114.8	112.2	2.7
Other marketing ³	119	100.3	94.1	6.1
Total marketing	1,169	2,937.0	2,536.9	400.1
Total supply	970	1,296.3	844.7	451.6
Service	250	168.6	116.4	52.2
Total	2,389	4,401.9	3,498.0	904.0

¹ Adjusted for losses and before taxes. Before-tax income is used in this table because historically, after-tax net income was not collected. Totals may not add due to rounding.

² Includes patronage refunds from CoBank.

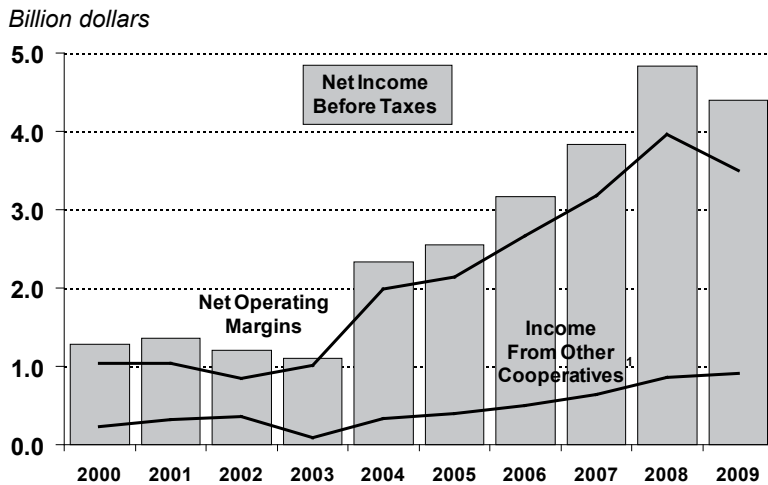
³ Includes dry edible beans and peas, fish, nuts, tobacco, wool, and other marketing.

Patronage Income

Patronage refunds received, or income from other cooperatives, resulted from business with other cooperatives, generally regionals or CoBank, a cooperative bank. The patronage refund from regionals was based on business volume and consisted of cash refunds and equity stock. Stock was usually revolved back to the local cooperative on a set schedule. Many cooperatives that borrowed funds from CoBank received both cash and non-cash patronage income. The non-cash patronage from CoBank was from investment in the bank, which was usually required in proportion to the funds borrowed.

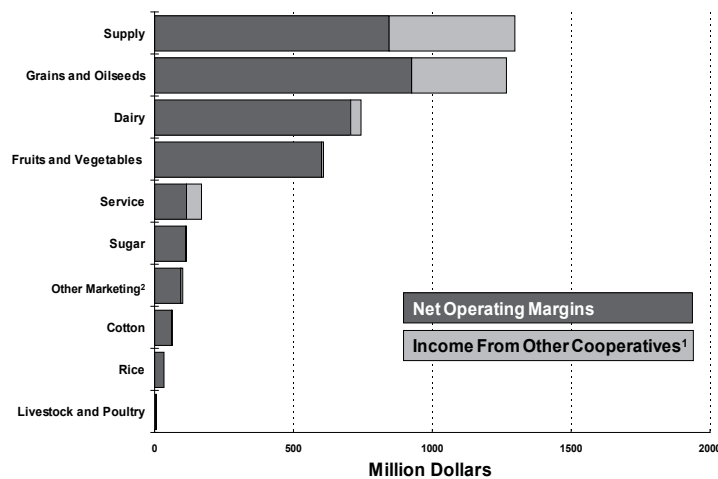
Patronage refunds received from other cooperatives, including CoBank, totaled \$904 million, up 5 percent from \$864 million in 2008 (Appendix

Figure 14—Cooperatives' Net Income Before Taxes, 2000-2009



¹ Includes dividends and patronage refunds from other cooperatives and CoBank.

Figure 15—Before Taxes Net Income or Loss, by Type of Cooperative, 2009



¹ Includes dividends and patronage refunds from other cooperatives and CoBank.
² Includes dry bean and pea, nut, tobacco, wool and mohair, fishery, and other product marketing cooperatives.

Figure 6). In 2000, refunds from other cooperatives totaled \$235 million, or 18 percent of net income before taxes. By 2009, refunds had grown to 21 percent of net income before taxes.

Patronage refunds were a little more than 1.8 percent of sales for the smallest cooperatives, and fell to 0.2 percent for the largest (Table 9). All but the largest cotton ginning cooperatives had patronage refunds of over 7 percent of sales. Livestock, fish, poultry, biofuels, rice, tobacco, wool, storage,

and hulling cooperatives had virtually no patronage refunds.

Non-Operating Income

Non-operating income is income not generated by sales. It could be interest from investments. It also could come from the sale of PP&E, rentals, and extraordinary items. Sometimes PP&E are sold to generate income, but usually they are fully depreciated. When sold, if the market value is greater than the book value, income is generated. In some cases, disposal of a fully depreciated asset may mean a loss. Rental income from unused facilities or equipment provides income flows. Extraordinary items might be either a gain or a loss. A gain could result from a fire loss where the insurance settlement was greater than the book value. A loss might occur from flood damage for which the cooperative had no coverage. For all sizes of cooperatives, non-operating income averaged less than 1 percent of sales.

Net Income Before Taxes

Net income before taxes (NIBT) was a \$4.4 billion, a decrease of 9 percent from the record \$4.8 billion in 2008. Net income in 2009 was almost 3.5 four times the \$1.3 billion of 2000 (Appendix Table 7 and Figure 14).

Marketing cooperatives' NIBT of \$2.9 billion was up 4 percent from the \$2.8 billion generated in 2008. Grain and oilseed cooperatives increased their net incomes by more than \$306 million; dairy, \$210 million; and sugar, \$47 million.

Total net income of supply cooperatives was \$1.3 billion in 2009, down 28 percent from \$1.8 billion in 2008 (Figure 15). This accounted for 29 percent of cooperatives' total net income in 2009, down from 37 percent in 2008 (Appendix Figure 7).

Losses totaled \$216 million in 2009, a 192-percent increase from the \$74 million in losses in 2008. Supply, other marketing, grain and oilseed, and poultry cooperatives all had losses of over \$10 million (Appendix Figure 8). The number of cooperatives with losses was up from 208 to 255, an increase of 23 percent.

Income Taxes

Cooperatives paid income taxes on earnings not allocated to members (retained earnings) and on dividend payments. Each cooperative's board determined what amounts of income were allocated to retained earnings and to members. Non-member business has an impact on retained earnings because cooperatives can allocate the earnings to non-members or retain the income. Cooperatives paid \$378 million in income taxes.

Net Income

Net income after taxes (net operating margins plus patronage refunds and non-operating income minus taxes) was the highest for smaller cooperatives (4.5 percent) but fell to 2.0 percent for the largest cooperatives. Cotton service, cotton ginning (other than the smallest), large processed and fresh fruit and vegetable, rice drier, storage, and hulling cooperatives all had higher than average net incomes while livestock, smaller fish, larger poultry, biofuels, and middle and small sugar marketing cooperatives had lower levels of net income relative to sales.

Selected Financial Ratios

Financial ratios express relationships between items in the balance sheet and income statements of a business operation. They help in analyzing a cooperative's economic and financial situation. Ratios can indicate problem areas, serve as guidelines for planning, and aid in formulating actions. However, interpretation is largely subjective.

Nine financial ratios were used to measure cooperative performance or financial condition—the current ratio, debt to asset, debt to equity, times interest earned, total asset turnover, fixed asset turnover, gross profit margin, return on assets, and return on member equity.

The formulas for these ratios are:

Current = current assets / current liabilities

Debt to asset = debt / total assets (Please note: debt = all liabilities)

Debt to equity = (debt / total assets) / (equity / total assets)

Times interest earned = (NIBT + interest expense) / interest expense (Where NIBT = net income before taxes)

Total asset turnover = total sales / total assets

Fixed asset turnover = total sales / PP&E (Where PP&E = net property, plant & equipment)

Gross profit margin = gross margin

Return on assets before interest and taxes = (NIBT + interest expense) / total assets

Return on member equity = net income / allocated equity

Liquidity Ratio

The *current ratio* is a liquidity ratio—a measure of the cooperative's ability to meet short-term obligations. It focuses on the cooperative's ability to remain solvent. However, this ratio does not consider the degree of liquidity of each of the current asset components. If the current assets of a cooperative were mainly cash, they would be much more liquid than if comprised of mainly inventory.

If the ratio is less than one, current liabilities exceed current assets and the cooperative's liquidity is threatened. Improvements can be achieved by selling additional capital stock, borrowing additional long-term debt, or disposing of unproductive fixed assets and retaining proceeds. Current liabilities may also be reduced by retaining a greater portion of allocated savings (reducing the cash portion).

A high current ratio is a favorable condition financially because it indicates the ability to pay current liabilities from the conversion of current assets into cash. Operationally, this same high ratio tends to increase operating freedom and reduce the probability of bill-paying difficulty from write-downs of accounts receivable or inventory. The current ratios of six sizes of cooperatives are shown in Table 9 (for all types and sizes, see Appendix Table 6). By size, the ratio is always less than or equal to 1.8, meaning current assets exceed current liabilities by 1.8 or less times. If needed, these current assets could be sold to cover all short-term liabilities and the cooperative would still have some liquid assets left. By type, the current ratio exceeds two for these

cooperatives: artificial insemination, large cotton, small livestock, tobacco, wool, small sugar, rice drier, small transportation, and storage cooperatives.

Leverage ratios

Leverage ratios look at the long-term solvency of the cooperative and help analyze the use of debt and the ability to meet obligations in times of crisis. Debt to asset ratio shows the proportion of debt used to finance assets. Reducing debt, increasing savings, or financing a greater portion of assets with working capital may improve this ratio.

Generally, larger cooperatives relied on the use of more debt financing. Debt financing was used for at least 61 percent of assets owned by cooperatives with sales from \$100 to \$500 million in sales and rose to 65 percent for the largest cooperatives. Artificial insemination, small livestock, tobacco, rice drier, small transportation, and storage cooperatives had the lowest use of debt financing.

Debt to equity ratio shows the financial flexibility and the long-term capital structure of the cooperative. High ratios indicate inadequate borrowing power. A low ratio is more favorable and financially makes the cooperative more independent of outside sources of funds because owners' equity is available. A low ratio may indicate low return on equity. Operationally, a low ratio tends to reduce interest cost. Improvement may be gained by disposing of unproductive assets and using proceeds to liquidate debt, or accelerating payments on long-term loans. Other ways include increasing local equity by generating higher levels of net operating margins, slowing down equity retirement programs, selling additional capital stock, or retaining more allocated savings.

As cooperatives' sizes grew, so did their use of debt. The ratio was 0.7 for the smallest cooperatives, and it grew to 1.9 for the largest. Artificial insemination, cotton ginning, small dairy, large to small supply and mixed supply, small dry bean and pea, biofuels, tobacco, wool, small sugar, rice drier, transportation, and storage cooperatives all had a ratio of less than 1.

Times interest earned ratio is the number of times interest expense is covered by earnings. A ratio of 1.0 or more indicates the ability of current earnings to pay current interest expenses. Lending institutions are more apt to loan to cooperatives whose

times interest earned ratio is more than 1.0 because it shows their ability to pay interest payments. With a ratio greater than 1.0, a lending institution may lend funds at lower rates more readily for capital improvements.

Collecting old receivables, improving inventory turnover, disposing of assets and reducing debt with proceeds, or reducing debt with working capital may improve this ratio. Financially, a high ratio affects the return on equity and tends to increase it. Operationally, a high ratio reduces interest cost.

Interest coverage was between 9 and 5 for all sizes of cooperatives. Some especially high values were calculated by cooperative type but these values could be influenced by a number of the cooperatives in any particular type not breaking out interest expenses in their surveys or on their annual reports. Large processed and fresh fruit and vegetable, wool, small sugar, and small transportation cooperatives had ratios exceeding 20.

Activity Ratios

Activity ratios measure how well cooperatives use assets. A low ratio could mean that the cooperative was overcapitalized or carrying too much inventory.

A high *total asset turnover ratio* favorably influences finances through the reduction of financial leverage and/or increased return on equity. A high ratio tends to reduce interest costs. The ratio grew from 1.3 to 3.0 as cooperatives were larger. Most dairy, most livestock, smaller fish, small rice, and small sugar cooperatives have a high total asset turnover ratio.

Fixed asset turnover ratio is similar to the total asset turnover ratio and shows how well the cooperative used its fixed assets. This ratio by itself might not give a complete picture of the cooperative's financial health. A cooperative with fully depreciated assets would have an artificially high ratio. A cooperative that invested heavily in PP&E for future expansion will have a temporarily low ratio.

The measure for this ratio may or may not show favorable or unfavorable conditions, but merely cooperative conditions. An abnormally high ratio usually indicates very old, nearly depreciated fixed assets or the leasing of property and equipment. Financially, a high ratio is influenced favorably by

increasing asset use, reducing financial leverage, and/or increasing return on equity. Operationally, it tends to reduce depreciation and interest costs. It may also increase costs related to operating leases, personnel and travel, or delivery expenses. This ratio may be improved by restricting further investments in fixed assets; redesigning production or office facilities to increase the sales-generating potential of existing space and equipment; and/or selling idle machinery and parts, unused vehicles, and unnecessary equipment.

The fixed asset turnover ratio was between 5 and 13 for all sizes of cooperatives. Most dairy, most livestock, and all small rice, small sugar, and small transportation cooperatives have a high fixed asset turnover ratio.

Profitability Ratios

Profitability ratios indicate the efficiency of the cooperative's operations. Because a cooperative is owned by its user-members, many common industry profitability ratios have little meaning. For instance, profitability ratios measuring the return on common or preferred stock of similar investor-oriented firms are not appropriate because there is seldom an open market for cooperative stock. Gross profit margin, a profitability ratio, was discussed in the income statement so will not be reexamined in this section.

Return on assets measures the rate of return on total investment. This ratio is a measure of performance. It is not sensitive to the leverage position of the cooperative. Although some assets were

financed through debt, the ratio measures return to both members and lenders.

Operationally, a high ratio tends to reduce interest cost and financially indicates a comparatively high rate of return on assets employed. This ratio rose from 7 for the smallest cooperatives to 11 for cooperatives with sales of \$100 million to \$500 million, and then fell to 7.8 for the largest cooperatives. It is high for larger cotton ginning, large processed and fresh fruit and vegetable, small sugar, rice drier, and hulling cooperatives.

Return on member equity represents members' investment in their cooperative. It is an important measure of profitability. This ratio is sensitive to the amount of debt capital in the cooperative and is best used in conjunction with other measures such as the return on assets. Financially, a high ratio is favorable and tends to decrease financial leverage. However, a high ratio may also be a symptom of insufficient investment. Operationally, a high ratio tends to reduce interest cost over time but may occur when both total debt and interest costs are high.

By size, the highest return on member equity was over 36 percent for cooperatives with \$100 million to \$500 million in sales. The smallest cooperatives have higher proportions of member equity and thus a lower ratio of 12. Cotton service, most cotton ginning, some dairy, large processed and fresh fruit and vegetable, large farm supply, larger mixed grain and oilseed, most grain and oilseed, smaller fish, large dry bean and pea, small sugar, rice drier, and hulling cooperatives have very high returns on member equity.

APPENDIX TABLES

Appendix Table 1—Number of cooperatives by major business activity, 2009-2005

Major business activity	2009	2008	2007	2006	2005
Products marketed:			<i>Number</i>		
Bean and pea (dry edible)	6	6	6	6	6
Cotton	12	12	12	13	14
Dairy	154	147	161	172	193
Fish	37	41	45	45	50
Fruit and vegetable	167	165	162	167	188
Grain and oilseed ¹	566	585	612	642	683
Livestock	57	59	56	48	59
Nuts	20	17	17	17	17
Poultry ²	11	13	12	12	14
Rice	14	14	14	15	15
Sugar ³	32	32	32	38	47
Tobacco	9	11	11	15	19
Wool and mohair	58	62	63	61	71
Other marketing	26	27	30	29	36
Total marketing	1,169	1,191	1,233	1,280	1,412
Total supplies	970	1,003	1,061	1,090	1,128
Total services	250	279	300	305	356
Total business	2,389	2,473	2,594	2,675	2,896

¹ Cooperatives primarily handling grains and oilseeds, excluding cottonseed.

² Cooperatives primarily handling eggs, turkeys, ratite, squab, and related products.

³ Cooperatives primarily handling sugar beets, sugarcane, honey, and related products.

Appendix Table 2—Cooperative memberships, by major business activity, 2009-2005

Major business activity	2009	2008	2007	2006	2005
Products marketed:					
			<i>Thousands</i>		
Bean and pea (dry edible)	1.7	1.5	1.6	1.6	1.7
Cotton	29.2	32.1	41.5	42.7	43.2
Dairy	53.3	64.9	67.1	71.4	60.8
Fish	5.3	5.7	5.9	6.1	7.1
Fruit and vegetable	32.2	25.0	27.9	28.7	29.8
Grain and oilseed ¹	437.3	446.6	465.9	467.0	479.3
Livestock	73.3	76.4	78.2	82.3	82.9
Nuts	16.2	15.9	15.4	15.4	15.4
Poultry ²	0.5	0.5	0.4	0.4	0.4
Rice	11.6	11.7	12.1	12.2	12.1
Sugar ³	10.9	11.1	11.5	11.8	14.8
Tobacco	65.1	65.3	66.2	158.6	160.1
Wool and mohair	10.0	10.0	10.1	9.8	10.5
Other marketing	6.5	5.5	6.1	11.7	21.2
Total marketing	753.0	772.2	809.9	913.7	932.2
Total supplies	1,390.2	1,500.0	1,525.9	1,522.4	1,538.3
Total services	104.7	118.8	124.1	133.5	101.2
Total business	2,247.8	2,390.9	2,459.9	2,569.6	2,571.7

¹ Cooperatives primarily handling grains and oilseeds, excluding cottonseed.

² Cooperatives primarily handling eggs, turkeys, ratite, squab, and related products.

³ Cooperatives primarily handling sugar beets, sugarcane, honey, and related products.

Appendix Table 3—Cooperatives' gross business volume, by type of cooperative, 2009-2005

Major business activity	2009	2008	2007	2006	2005
Products marketed:					
			<i>Billion \$</i>		
Beans and peas (dry edible)	0.2	0.2	0.1	0.1	0.1
Cotton	2.1	3.5	3.1	3.5	3.5
Dairy	30.8	40.1	37.7	29.0	31.0
Fish	0.2	0.2	0.2	0.2	0.2
Fruits and vegetables	7.6	7.5	6.9	7.2	7.6
Grains and oilseeds ¹	44.4	47.3	28.8	21.7	23.0
Livestock	3.1	3.4	3.4	3.4	2.3
Nuts	0.8	0.8	0.8	0.8	0.8
Poultry ²	1.2	1.5	1.4	1.4	1.2
Rice	1.7	1.4	1.1	1.1	1.0
Sugar ³	5.0	4.9	4.9	3.7	3.5
Tobacco	0.2	0.1	0.1	0.2	0.2
Other marketing ⁴	4.8	5.9	4.6	4.4	3.9
Total marketing	102.1	116.8	93.1	76.5	78.0
Supplies purchased:					
Crop protectants	7.7	6.7	3.7	3.3	3.3
Feed	11.1	10.8	8.6	7.3	7.0
Fertilizer	12.3	12.8	7.7	6.6	6.4
Petroleum	23.4	30.3	21.6	21.8	16.3
Seed	3.9	3.5	2.8	2.4	2.1
Other supplies	4.8	6.1	4.8	4.5	4.2
Total supplies	63.2	70.2	49.3	45.9	39.3
Services and other income	5.0	4.8	4.1	4.1	4.3
Total business	170.2	191.9	146.6	126.5	121.7

¹ Cooperatives primarily handling grains and oilseeds, excluding cottonseed.

² Cooperatives primarily handling eggs, turkeys, ratite, squab, and related products.

³ Cooperatives primarily handling sugar beets, sugarcane, honey, and related products.

⁴ Includes wool and mohair and other marketing.

Appendix Table 4—Cooperatives' net business volume, by type of cooperative 2008-2004

Major business activity	2009	2008	2007	2006	2005
Products marketed:					
			<i>Billion \$</i>		
Beans and peas (dry edible)	0.2	0.2	0.1	0.1	0.1
Cotton	2.0	3.3	1.8	2.1	3.4
Dairy	27.9	37.8	35.5	27.4	28.2
Fish	0.2	0.2	0.2	0.2	0.2
Fruits and vegetables	5.5	5.2	4.3	5.8	7.3
Grains and oilseeds ¹	43.9	46.2	28.3	21.4	23.0
Livestock	3.0	3.2	3.2	3.3	2.3
Nuts	0.8	0.8	0.8	0.8	0.8
Poultry ²	1.2	1.5	1.4	1.4	1.1
Rice	1.7	1.4	1.1	1.1	0.9
Sugar ³	4.2	4.1	4.0	2.6	3.4
Tobacco	0.2	0.1	0.1	0.2	0.2
Other marketing ⁴	4.5	5.6	4.5	4.3	3.7
Total marketing	95.2	109.8	85.4	70.4	74.2
Supplies purchased:					
Crop protectants	5.5	4.5	3.1	3.0	3.0
Feed	8.8	9.3	7.6	6.3	5.4
Fertilizer	10.7	9.9	6.8	5.9	5.4
Petroleum	15.9	19.2	14.7	15.2	9.8
Seed	2.5	2.4	1.8	1.5	1.3
Other supplies	4.2	5.3	4.3	4.0	3.7
Total supplies	47.5	50.7	38.3	35.9	28.4
Services and other income	5.0	4.8	4.1	4.1	3.9
Total business	147.7	165.3	127.8	110.5	106.5

¹ Cooperatives primarily handling grains and oilseeds, excluding cottonseed.

² Cooperatives primarily handling eggs, turkeys, ratite, squab, and related products.

³ Cooperatives primarily handling sugar beets, sugarcane, honey, and related products.

⁴ Includes wool and mohair and other marketing.

Appendix Table 5—Combined balance sheet data for cooperatives, 2000-2009

Year	Assets from own operations	Investments in other cooperatives ¹	Total assets	Total liabilities	Net worth
<i>Billion dollars</i>					
2000	44.64	5.09	49.72	29.45	20.28
2001	43.29	5.18	48.47	28.32	20.15
2002	41.95	5.54	47.49	27.88	19.60
2003	42.86	4.06	46.92	26.49	20.43
2004	42.36	4.80	47.15	26.77	20.39
2005	42.24	4.34	46.58	27.05	19.53
2006	44.36	3.52	47.88	27.95	19.93
2007	52.97	4.16	57.13	36.18	20.95
2008	64.88	4.19	69.07	46.08	22.99
2009	57.14	4.04	61.19	37.34	23.84
<i>Percent of total assets</i>					
2000	89.8	10.2	100.0	59.2	40.8
2001	89.3	10.7	100.0	58.4	41.6
2002	88.3	11.7	100.0	58.7	41.3
2003	91.4	8.6	100.0	56.5	43.5
2004	89.8	10.2	100.0	56.8	43.2
2005	90.7	9.3	100.0	58.1	41.9
2006	92.6	7.4	100.0	58.4	41.6
2007	92.7	7.3	100.0	63.3	36.7
2008	93.9	6.1	100.0	66.7	33.3
2009	93.4	6.6	100.0	61.0	39.0

¹ Includes investments in other cooperatives and CoBank, where applicable.

Appendix table 6—Common size analysis, by cooperative type and size, 2009

Type of cooperative	Artificial insemination		Cotton marketing		Cotton services
	≥ \$15 million	< \$15 million	≥ \$100 million	< \$100 million	all sizes
Cooperative sales size					
Balance sheet		<i>Percent of total assets</i>			
Current assets	52.60	58.59	75.02	60.96	61.60
Other assets	15.93	11.94	3.81	1.44	7.28
Investments	3.17	15.74	1.64	0.92	8.93
PP&E ¹ (net)	28.30	13.74	19.53	36.68	22.20
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	26.12	18.16	34.91	50.74	44.26
Total liabilities	37.24	27.98	64.77	63.97	52.27
Allocated equity	39.12	0.00	25.15	19.86	48.45
Retained earnings	23.64	30.47	10.08	16.18	-0.71
Total equity	62.76	72.02	35.23	36.03	47.73
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement		<i>Percent of total sales</i>			<i>Percent of service</i>
Total sales	100.00	100.00	100.00	100.00	
Cost of goods sold	28.01	32.05	88.34	84.49	
Gross margin	71.99	67.95	11.66	15.51	
Service and other income	20.45	8.46	4.16	0.58	100.00
Gross revenue	92.44	76.41	15.82	16.09	100.00
Expenses					
Wages	49.31	45.14	3.63	3.42	20.63
Depreciation	4.98	2.49	0.89	1.41	2.92
Interest	0.53	0.00	1.23	0.87	3.23
Other	32.64	25.20	6.79	6.86	37.25
Total expenses	87.46	72.83	12.54	12.56	64.02
Net operating margins	4.99	3.58	3.29	3.54	35.98
Patronage income	0.10	1.88	0.04	0.09	1.05
Non-operating income	0.38	3.59	-0.56	0.09	5.59
Net income before taxes	5.46	9.06	2.77	3.71	42.61
Taxes	1.50	0.92	0.09	0.16	0.09
Net income	3.96	8.13	2.67	3.55	42.52
Ratios		<i>Percent or number</i>			
Current	2.01	3.23	2.15	1.20	1.39
Debt to asset	0.37	0.28	0.65	0.64	0.52
Debt to equity	0.59	0.39	1.84	1.78	1.10
Times interest earned	11.24	0.00	3.25	5.29	14.20
Total asset turnover	1.16	1.36	1.92	1.59	0.00
Fixed asset turnover	4.10	9.93	9.81	4.33	0.00
Gross profit margin	71.99	67.95	11.66	15.51	0.00
Return on assets	6.96	12.35	7.66	7.28	21.56
Return on member equity	11.76	0.00	20.38	28.41	41.28

¹(Property, plant, and equipment)

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Cotton ginning				
	Cooperative sales size ≥ \$20 million	\$10 to \$20 million	\$5 to \$10 million	\$1 to \$5 million	< \$1 million
Balance sheet					
	<i>Percent of total assets</i>				
Current assets	57.91	43.81	41.02	38.12	31.21
Other assets	1.20	0.99	3.42	8.12	10.75
Investments	14.70	20.57	13.01	9.29	7.53
PP&E ¹ (net)	26.20	34.64	42.54	44.47	50.51
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	32.99	34.88	32.15	25.34	20.42
Total liabilities	37.68	47.43	40.63	42.95	34.23
Allocated equity	51.08	46.13	50.89	50.51	59.97
Retained earnings	11.24	6.44	8.48	6.55	5.80
Total equity	62.32	52.57	59.37	57.05	65.77
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
	<i>Percent of total sales</i>				
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	89.23	81.88	74.85	79.31	84.85
Gross margin	10.77	18.12	25.15	20.69	15.15
Service and other income	6.26	31.20	32.76	45.04	60.52
Gross revenue	17.03	49.33	57.91	65.73	75.67
Expenses					
Wages	5.36	11.93	15.21	19.22	31.47
Depreciation	1.35	3.85	4.97	6.53	11.73
Interest	0.44	0.98	0.78	1.60	1.52
Other	4.90	22.81	28.37	34.54	42.80
Total expenses	12.04	39.57	49.33	61.90	87.52
Net operating margins	4.99	9.76	8.57	3.83	-11.85
Patronage income	3.58	10.77	8.59	9.50	7.49
Non-operating income	0.36	0.63	0.90	0.78	0.99
Net income before taxes	8.93	21.16	18.07	14.12	-3.37
Taxes	0.30	0.05	0.05	0.02	0.19
Net income	8.63	21.11	18.02	14.10	-3.56
Ratios					
	<i>Percent or number</i>				
Current	1.75	1.26	1.28	1.50	1.53
Debt to asset	0.38	0.47	0.41	0.43	0.34
Debt to equity	0.60	0.90	0.68	0.75	0.52
Times interest earned	21.34	22.65	24.20	9.83	-1.22
Total asset turnover	2.82	1.30	1.10	0.79	0.45
Fixed asset turnover	10.77	3.77	2.59	1.79	0.89
Gross profit margin	10.77	18.12	25.15	20.69	15.15
Return on assets	26.42	28.87	20.74	12.49	-0.83
Return on member equity	47.62	59.68	38.96	22.19	-2.65

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Dairy and dairy products				
	Cooperative sales size ≥ \$1 billion	\$500 million to \$1 billion	\$200 to \$500 million	\$50 to \$200 million	\$20 to \$50 million
Balance sheet					
			<i>Percent of total assets</i>		
Current assets	58.53	56.88	64.17	65.87	64.21
Other assets	21.34	8.84	3.93	2.04	1.95
Investments	1.22	1.45	3.07	6.43	17.83
PP&E ¹ (net)	18.92	32.83	28.82	25.67	16.00
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	49.65	44.49	42.08	50.86	51.17
Total liabilities	71.51	59.55	55.24	55.31	57.84
Allocated equity	25.53	36.29	27.65	31.42	35.54
Retained earnings	2.96	4.16	17.11	13.26	6.62
Total equity	28.49	40.45	44.76	44.69	42.16
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
			<i>Percent of total sales</i>		
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	92.00	88.46	90.56	93.33	93.22
Gross margin	8.00	11.54	9.44	6.67	6.78
Service and other income	0.62	0.63	0.07	0.88	1.55
Gross revenue	8.62	12.16	9.51	7.55	8.33
Expenses					
Wages	4.54	3.52	3.59	2.66	2.21
Depreciation	0.81	0.74	1.00	0.61	0.60
Interest	0.44	0.20	0.31	0.11	0.16
Other	1.42	6.05	2.25	3.33	4.75
Total expenses	7.21	10.51	7.15	6.70	7.72
Net operating margins	1.41	1.65	2.36	0.85	0.62
Patronage income	0.10	0.03	0.09	0.05	0.42
Non-operating income	0.44	0.00	0.73	0.13	0.12
Net income before taxes	1.95	1.68	3.18	1.03	1.15
Taxes	0.20	0.09	0.45	0.03	0.01
Net income	1.76	1.58	2.73	1.00	1.14
Ratios					
			<i>Percent or number</i>		
Current	1.18	1.28	1.53	1.30	1.26
Debt to asset	0.72	0.60	0.55	0.55	0.58
Debt to equity	2.51	1.47	1.23	1.24	1.37
Times interest earned	5.48	9.40	11.31	10.44	8.06
Total asset turnover	2.86	5.32	3.86	5.84	6.83
Fixed asset turnover	15.12	16.21	13.39	22.77	42.70
Gross profit margin	8.00	11.54	9.44	6.67	6.78
Return on assets	6.83	9.99	13.44	6.64	9.00
Return on member equity	19.69	23.22	38.11	18.57	21.95

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Dairy and dairy products			
	Cooperative sales size \$10 to \$20 million	\$5 to \$10 million	\$1 to \$5 million	Less than \$1 million
Balance sheet	<i>Percent of total assets</i>			
Current assets	70.79	56.66	64.93	50.59
Other assets	4.61	11.32	7.01	8.03
Investments	11.00	21.61	12.76	18.39
PP&E ¹ (net)	13.60	10.40	15.29	22.99
Total assets	100.00	100.00	100.00	100.00
Current liabilities	57.72	40.38	43.49	36.94
Total liabilities	63.63	44.32	50.22	48.70
Allocated equity	27.07	47.16	34.46	65.01
Retained earnings	9.30	8.52	15.31	-13.71
Total equity	36.37	55.68	49.78	51.30
Total equity and liabilities	100.00	100.00	100.00	100.00
Income statement	<i>Percent of total sales</i>			
Total sales	100.00	100.00	100.00	100.00
Cost of goods sold	96.23	92.29	91.20	90.02
Gross margin	3.77	7.71	8.80	9.98
Service and other income	1.79	1.03	3.26	6.69
Gross revenue	5.55	8.74	12.06	16.66
Expenses				
Wages	1.43	4.30	3.39	7.45
Depreciation	0.38	0.25	0.55	1.23
Interest	0.17	0.10	0.27	0.81
Other	3.01	3.77	6.45	7.84
Total expenses	4.99	8.42	10.67	17.33
Net operating margins	0.57	0.31	1.39	-0.66
Patronage income	0.35	0.39	0.31	0.46
Non-operating income	0.20	0.75	0.33	0.37
Net income before taxes	1.12	1.45	2.03	0.16
Taxes	0.02	0.01	-0.01	0.00
Net income	1.10	1.44	2.04	0.16
Ratios	<i>Percent or number</i>			
Current	1.23	1.40	1.49	1.37
Debt to asset	0.64	0.44	0.50	0.49
Debt to equity	1.75	0.80	1.01	0.95
Times interest earned	7.53	15.39	8.45	1.20
Total asset turnover	7.88	5.38	5.35	2.18
Fixed asset turnover	57.94	51.70	34.98	9.47
Gross profit margin	3.77	7.71	8.80	9.98
Return on assets	10.15	8.35	12.31	2.11
Return on member equity	31.91	16.45	31.66	0.53

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Fruit and vegetable (fresh sales only)					
	Cooperative sales size ≥ \$50 million	\$20 to \$50 million	\$10 to \$20 million	\$5 to \$10 million	\$1 to \$5 million	Less than \$1 million
Balance sheet						
	<i>Percent of total assets</i>					
Current assets	53.63	52.46	50.10	56.91	56.69	86.98
Other assets	6.48	4.62	6.35	5.84	9.08	5.45
Investments	4.34	4.33	3.06	5.81	3.03	0.00
PP&E ¹ (net)	35.55	38.60	40.50	31.44	31.19	7.57
Total assets	100.00	100.00	100.00	100.00	100.00	100.00
Current liabilities	33.06	41.25	36.12	41.82	38.62	78.59
Total liabilities	61.35	57.32	55.96	54.30	56.93	80.86
Allocated equity	17.62	28.01	29.36	33.45	27.53	7.18
Retained earnings	21.03	14.67	14.69	12.25	15.54	11.96
Total equity	38.65	42.68	44.04	45.70	43.07	19.14
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Income statement						
	<i>Percent of total sales</i>					
Total sales	100.00	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	79.37	74.03	77.84	82.19	87.12	87.36
Gross margin	20.63	25.97	22.16	17.81	12.88	12.64
Service and other income	1.65	3.95	4.82	6.06	33.51	4.93
Gross revenue	22.28	29.92	26.98	23.86	46.38	17.57
Expenses						
Wages	10.61	12.65	10.54	10.35	17.53	9.76
Depreciation	1.53	1.86	1.64	1.55	2.62	1.24
Interest	0.41	0.60	1.74	0.45	1.15	0.51
Other	8.01	12.72	11.25	10.45	20.09	5.98
Total expenses	20.56	27.84	25.17	22.80	41.38	17.49
Net operating margins	1.72	2.08	1.81	1.07	5.00	0.08
Patronage income	0.11	0.16	0.07	0.38	0.13	0.46
Non-operating income	0.20	0.93	0.56	0.71	0.21	0.26
Net income before taxes	2.03	3.18	2.44	2.16	5.34	0.80
Taxes	0.26	0.22	0.01	0.05	0.41	0.01
Net income	1.77	2.95	2.43	2.11	4.93	0.79
Ratios						
	<i>Percent or number</i>					
Current	1.62	1.27	1.39	1.36	1.47	1.11
Debt to asset	0.61	0.57	0.56	0.54	0.57	0.81
Debt to equity	1.59	1.34	1.27	1.19	1.32	4.22
Times interest earned	5.96	6.26	2.40	5.84	5.64	2.57
Total asset turnover	2.87	2.49	3.20	2.02	1.03	0.57
Fixed asset turnover	8.09	6.45	7.90	6.42	3.29	7.51
Gross profit margin	20.63	25.97	22.16	17.81	12.88	12.64
Return on assets	7.00	9.40	13.37	5.25	6.65	0.74
Return on member equity	28.85	26.23	26.47	12.70	18.35	6.22

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Fruit and vegetable (processed and fresh sales)				
	Cooperative sales size ≥ \$500 million	\$250 to \$420 million	\$50 to \$150 million	\$10 to \$50 million	Less than \$6 million
Balance sheet					
	<i>Percent of total assets</i>				
Current assets	56.48	64.62	78.01	55.87	70.93
Other assets	14.60	4.52	4.20	1.44	11.03
Investments	2.08	1.25	0.50	23.27	2.18
PP&E ¹ (net)	26.83	29.61	17.29	19.42	15.86
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	38.21	38.74	69.69	44.09	45.23
Total liabilities	72.49	68.36	79.94	50.60	55.93
Allocated equity	26.42	18.74	14.88	39.22	35.81
Retained earnings	1.09	12.91	5.18	10.19	8.26
Total equity	27.51	31.64	20.06	49.40	44.07
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
	<i>Percent of total sales</i>				
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	71.75	74.37	85.79	71.61	83.57
Gross margin	28.25	25.63	14.21	28.39	16.43
Service and other income	3.62	1.78	2.01	2.50	7.68
Gross revenue	31.87	27.41	16.22	30.89	24.11
Expenses					
Wages	8.58	15.38	5.05	11.97	11.03
Depreciation	2.31	2.24	0.79	1.14	0.91
Interest	0.66	1.49	0.86	0.77	0.76
Other	7.77	3.31	9.27	15.24	8.44
Total expenses	19.32	22.42	15.97	29.13	21.14
Net operating margins	12.55	5.00	0.25	1.76	2.96
Patronage income	0.04	0.02	0.03	1.84	0.05
Non-operating income	0.36	0.08	0.49	0.43	0.23
Net income before taxes	12.96	5.09	0.77	4.03	3.25
Taxes	0.21	0.39	0.00	0.66	0.02
Net income	12.75	4.70	0.77	3.38	3.23
Ratios					
	<i>Percent or number</i>				
Current	1.48	1.67	1.12	1.27	1.57
Debt to asset	0.72	0.68	0.80	0.51	0.56
Debt to equity	2.64	2.16	3.98	1.02	1.27
Times interest earned	20.62	4.42	1.90	6.21	5.25
Total asset turnover	1.71	1.61	1.87	1.83	2.35
Fixed asset turnover	6.36	5.45	10.82	9.44	14.81
Gross profit margin	28.25	25.63	14.21	28.39	16.43
Return on assets	23.23	10.60	3.06	8.82	9.43
Return on member equity	82.31	40.46	9.72	15.79	21.17

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Supply (with 100% supply sales)					
	Cooperative sales size ≥ \$500 million	\$300 to \$400 million	\$50 to \$100 million	\$30 to \$50 million	\$25 to \$30 million	\$20 to \$25 million
Balance sheet						
	<i>Percent of total assets</i>					
Current assets	58.32	56.65	54.66	56.07	56.50	50.21
Other assets	12.26	4.40	2.42	1.79	3.79	2.25
Investments	11.38	10.05	18.37	18.96	17.73	22.20
PP&E ¹ (net)	18.04	28.90	24.56	23.18	21.98	25.35
Total assets	100.00	100.00	100.00	100.00	100.00	100.00
Current liabilities	38.55	40.46	36.77	40.68	42.21	35.12
Total liabilities	55.68	54.73	45.51	46.90	49.03	44.81
Allocated equity	21.62	27.96	31.92	27.99	33.53	34.66
Retained earnings	22.70	17.31	22.58	25.10	17.44	20.53
Total equity	44.32	45.27	54.49	53.10	50.97	55.19
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Income statement						
	<i>Percent of total sales</i>					
Total sales	100.00	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	93.03	86.77	86.13	86.63	86.45	84.00
Gross margin	6.97	13.23	13.87	13.37	13.55	16.00
Service and other income	0.20	2.70	1.77	1.75	2.90	2.63
Gross revenue	7.17	15.93	15.64	15.13	16.46	18.62
Expenses						
Wages	3.17	7.64	6.65	7.28	8.46	8.60
Depreciation	0.71	1.49	1.26	1.32	1.55	1.77
Interest	0.41	0.68	0.45	0.59	0.69	0.77
Other	1.43	4.78	5.08	5.03	5.30	5.98
Total expenses	5.72	14.58	13.43	14.23	15.99	17.12
Net operating margins	1.45	1.35	2.21	0.90	0.47	1.50
Patronage income	0.22	2.16	1.69	1.87	1.98	1.99
Non-operating income	0.30	1.68	0.50	0.25	0.27	0.30
Net income before taxes	1.98	5.18	4.40	3.02	2.71	3.80
Taxes	0.32	0.76	0.61	0.44	0.09	0.23
Net income	1.66	4.43	3.79	2.58	2.63	3.56
Ratios						
	<i>Percent or number</i>					
Current	1.51	1.40	1.49	1.38	1.34	1.43
Debt to asset	0.56	0.55	0.46	0.47	0.49	0.45
Debt to equity	1.26	1.21	0.84	0.88	0.96	0.81
Times interest earned	5.86	8.65	10.88	6.08	4.94	5.93
Total asset turnover	3.27	2.06	2.47	2.31	1.87	1.85
Fixed asset turnover	18.12	7.14	10.04	9.95	8.52	7.28
Gross profit margin	6.97	13.23	13.87	13.37	13.55	16.00
Return on assets	7.79	12.09	11.95	8.34	6.37	8.43
Return on member equity	25.11	32.68	29.26	21.30	14.68	18.96

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Supply (with 100% supply sales)				
	Cooperative sales size \$15 to \$20 million	\$10 to \$15 million	\$5 to \$10 million	\$1 to \$5 million	Less than \$1 million
Balance sheet					
	<i>Percent of total assets</i>				
Current assets	50.86	51.58	58.68	58.19	62.17
Other assets	2.58	4.16	3.73	6.57	7.63
Investments	20.00	22.48	16.52	14.50	12.14
PP&E ¹ (net)	26.55	21.78	21.06	20.74	18.06
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	33.41	31.75	31.82	30.69	35.64
Total liabilities	42.07	36.13	38.17	40.04	45.18
Allocated equity	32.11	41.28	38.32	39.05	41.47
Retained earnings	25.83	22.59	23.50	20.92	13.35
Total equity	57.93	63.87	61.83	59.96	54.82
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
	<i>Percent of total sales</i>				
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	85.73	86.26	85.28	84.84	84.80
Gross margin	14.27	13.74	14.72	15.16	15.20
Service and other income	4.14	2.48	2.59	3.21	8.33
Gross revenue	18.41	16.22	17.30	18.37	23.53
Expenses					
Wages	8.91	7.90	9.16	10.02	15.78
Depreciation	1.86	1.47	1.37	1.36	1.19
Interest	0.55	0.36	0.55	0.58	0.75
Other	5.60	5.26	4.90	5.67	6.03
Total expenses	16.92	14.99	15.98	17.63	23.75
Net operating margins	1.49	1.23	1.32	0.74	-0.22
Patronage income	2.13	2.17	1.48	1.26	0.42
Non-operating income	0.26	0.36	0.07	0.33	0.16
Net income before taxes	3.88	3.76	2.86	2.34	0.36
Taxes	0.37	0.29	0.25	0.16	0.03
Net income	3.51	3.47	2.61	2.18	0.34
Ratios					
	<i>Percent or number</i>				
Current	1.52	1.62	1.84	1.90	1.74
Debt to asset	0.42	0.36	0.38	0.40	0.45
Debt to equity	0.73	0.57	0.62	0.67	0.82
Times interest earned	8.07	11.40	6.20	5.03	1.49
Total asset turnover	1.84	2.09	2.02	1.86	1.89
Fixed asset turnover	6.93	9.60	9.58	8.96	10.47
Gross profit margin	14.27	13.74	14.72	15.16	15.20
Return on assets	8.14	8.62	6.88	5.41	2.10
Return on member equity	20.11	17.58	13.75	10.36	1.54

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Mixed supply (with 99% to 50% supply sales)			
	Cooperative sales size \$200 to \$850 million	\$100 to \$200 million	\$50 to \$100 million	\$30 to \$50 million
Balance sheet				
	<i>Percent of total assets</i>			
Current assets	61.52	57.43	60.23	54.80
Other assets	2.72	2.83	2.43	2.59
Investments	13.83	16.76	15.73	18.32
PP&E ¹ (net)	21.93	22.98	21.61	24.28
Total assets	100.00	100.00	100.00	100.00
Current liabilities	44.38	42.20	45.95	36.55
Total liabilities	59.70	57.25	57.23	43.80
Allocated equity	22.04	19.11	23.78	35.98
Retained earnings	18.26	23.64	18.99	20.22
Total equity	40.30	42.75	42.77	56.20
Total equity and liabilities	100.00	100.00	100.00	100.00
Income statement				
	<i>Percent of total sales</i>			
Total sales	100.00	100.00	100.00	100.00
Cost of goods sold	91.11	90.98	89.21	89.27
Gross margin	8.89	9.02	10.79	10.73
Service and other income	3.32	3.17	3.44	3.48
Gross revenue	12.21	12.19	14.23	14.21
Expenses				
Wages	5.34	5.62	7.00	6.23
Depreciation	1.33	1.23	1.42	1.53
Interest	0.71	0.71	0.74	0.54
Other	4.69	4.59	5.13	5.21
Total expenses	12.07	12.15	14.29	13.52
Net operating margins	0.14	0.03	-0.06	0.69
Patronage income	1.61	1.88	1.80	1.89
Non-operating income	0.82	0.41	0.20	0.38
Net income before taxes	2.58	2.32	1.94	2.96
Taxes	0.49	0.36	0.23	0.33
Net income	2.09	1.96	1.71	2.63
Ratios				
	<i>Percent or number</i>			
Current	1.39	1.36	1.31	1.50
Debt to asset	0.60	0.57	0.57	0.44
Debt to equity	1.48	1.34	1.34	0.78
Times interest earned	4.65	4.26	3.63	6.43
Total asset turnover	2.56	2.62	2.34	2.31
Fixed asset turnover	11.67	11.42	10.81	9.51
Gross profit margin	8.89	9.02	10.79	10.73
Return on assets	8.40	7.96	6.26	8.09
Return on member equity	24.24	26.96	16.85	16.87

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Mixed supply (with 99% to 50% supply sales)			
	Cooperative sales size \$20 to \$30 million	\$10 to \$20 million	\$5 to \$10 million	Less than \$5 million
Balance sheet				
	<i>Percent of total assets</i>			
Current assets	55.27	55.98	59.03	48.79
Other assets	6.18	4.24	3.62	12.20
Investments	13.64	15.71	15.24	12.02
PP&E ¹ (net)	24.91	24.08	22.10	26.99
Total assets	100.00	100.00	100.00	100.00
Current liabilities	34.96	37.67	31.15	34.02
Total liabilities	45.40	46.29	38.01	42.84
Allocated equity	38.58	31.22	36.38	40.82
Retained earnings	16.02	22.49	25.61	16.34
Total equity	54.60	53.71	61.99	57.16
Total equity and liabilities	100.00	100.00	100.00	100.00
Income statement				
	<i>Percent of total sales</i>			
Total sales	100.00	100.00	100.00	100.00
Cost of goods sold	87.61	87.60	87.43	85.12
Gross margin	12.39	12.40	12.57	14.88
Service and other income	4.04	4.73	4.62	6.15
Gross revenue	16.43	17.13	17.19	21.03
Expenses				
Wages	7.62	8.04	7.69	10.73
Depreciation	1.59	1.63	1.53	1.56
Interest	0.62	0.60	0.55	0.80
Other	5.71	5.47	5.52	7.29
Total expenses	15.55	15.75	15.29	20.37
Net operating margins	0.88	1.38	1.91	0.66
Patronage income	1.84	1.50	1.43	0.62
Non-operating income	0.75	0.47	0.39	0.32
Net income before taxes	3.48	3.36	3.72	1.60
Taxes	0.22	0.32	0.36	0.12
Net income	3.26	3.04	3.36	1.48
Ratios				
	<i>Percent or number</i>			
Current	1.58	1.49	1.89	1.43
Debt to asset	0.45	0.46	0.38	0.43
Debt to equity	0.83	0.86	0.61	0.75
Times interest earned	6.58	6.56	7.80	3.01
Total asset turnover	1.97	2.13	2.33	1.55
Fixed asset turnover	7.92	8.85	10.52	5.76
Gross profit margin	12.39	12.40	12.57	14.88
Return on assets	8.09	8.44	9.93	3.73
Return on member equity	16.67	20.76	21.49	5.65

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)**Type of cooperative Mixed grain and oilseed marketing (with 49% to 25% supply sales)**

Cooperative sales size	≥ \$225 million	\$100 to \$225 million	\$50 to \$100 million	\$30 to \$50 million
Balance sheet				
	<i>Percent of total assets</i>			
Current assets	65.36	62.14	65.78	65.37
Other assets	1.79	9.57	2.01	2.62
Investments	11.43	9.89	9.95	10.38
PP&E ¹ (net)	21.43	18.41	22.26	21.63
Total assets	100.00	100.00	100.00	100.00
Current liabilities	47.61	49.05	52.71	51.17
Total liabilities	65.54	66.95	64.46	59.60
Allocated equity	13.80	17.58	22.19	27.48
Retained earnings	20.66	15.46	13.34	12.91
Total equity	34.46	33.05	35.54	40.40
Total equity and liabilities	100.00	100.00	100.00	100.00
Income statement				
	<i>Percent of total sales</i>			
Total sales	100.00	100.00	100.00	100.00
Cost of goods sold	93.93	91.10	92.83	92.96
Gross margin	6.07	8.90	7.17	7.04
Service and other income	3.23	4.20	3.50	3.43
Gross revenue	9.29	13.10	10.68	10.47
Expenses				
Wages	3.01	3.86	3.72	3.86
Depreciation	1.02	1.02	1.11	1.22
Interest	0.78	0.86	0.69	0.59
Other	3.19	3.80	3.36	2.94
Total expenses	7.99	9.54	8.88	8.60
Net operating margins	1.30	3.56	1.79	1.86
Patronage income	0.98	1.17	1.16	1.23
Non-operating income	-0.03	0.12	0.04	0.17
Net income before taxes	2.25	4.85	2.99	3.26
Taxes	0.23	0.33	0.32	0.13
Net income	2.02	4.52	2.67	3.13
Ratios				
	<i>Percent or number</i>			
Current	1.37	1.27	1.25	1.28
Debt to asset	0.66	0.67	0.64	0.60
Debt to equity	1.90	2.03	1.81	1.48
Times interest earned	3.90	6.62	5.31	6.58
Total asset turnover	3.01	2.34	2.64	2.64
Fixed asset turnover	14.07	12.71	11.88	12.22
Gross profit margin	6.07	8.90	7.17	7.04
Return on assets	9.12	13.36	9.74	10.17
Return on member equity	44.10	60.17	31.79	30.13

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Mixed grain and oilseed marketing (with 49% to 25% supply sales)				
Cooperative sales size	\$20 to \$30 million	\$15 to \$20 million	\$10 to \$15 million	\$5 to \$10 million	Less than \$5 million
Balance sheet					
	<i>Percent of total assets</i>				
Current assets	67.95	66.97	66.60	66.84	60.97
Other assets	4.10	3.38	3.89	5.95	12.69
Investments	8.96	7.24	9.06	6.78	2.88
PP&E ¹ (net)	18.99	22.41	20.45	20.43	23.45
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	53.28	51.49	48.45	47.14	41.14
Total liabilities	60.62	59.74	56.72	55.25	51.51
Allocated equity	23.79	24.01	22.20	28.44	29.56
Retained earnings	15.59	16.25	21.09	16.31	18.93
Total equity	39.38	40.26	43.28	44.75	48.49
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
	<i>Percent of total sales</i>				
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	92.82	91.94	92.86	91.94	90.43
Gross margin	7.18	8.06	7.14	8.06	9.57
Service and other income	3.64	3.75	4.20	3.96	6.00
Gross revenue	10.82	11.80	11.34	12.01	15.57
Expenses					
Wages	4.02	4.34	4.68	5.21	7.49
Depreciation	1.15	1.28	1.31	1.21	1.43
Interest	0.61	0.62	0.56	0.59	0.63
Other	3.42	3.81	3.78	3.78	4.68
Total expenses	9.20	10.05	10.33	10.78	14.23
Net operating margins	1.62	1.75	1.01	1.23	1.33
Patronage income	0.84	0.49	0.83	0.56	0.16
Non-operating income	0.24	0.33	0.25	0.15	0.36
Net income before taxes	2.70	2.57	2.09	1.94	1.85
Taxes	0.21	0.18	0.15	0.12	0.05
Net income	2.49	2.39	1.94	1.82	1.79
Ratios					
	<i>Percent or number</i>				
Current	1.28	1.30	1.37	1.42	1.48
Debt to asset	0.61	0.60	0.57	0.55	0.52
Debt to equity	1.54	1.48	1.31	1.23	1.06
Times interest earned	5.46	5.16	4.76	4.31	3.93
Total asset turnover	2.55	2.71	2.44	2.22	1.95
Fixed asset turnover	13.41	12.11	11.95	10.85	8.32
Gross profit margin	7.18	8.06	7.14	8.06	9.57
Return on assets	8.42	8.64	6.47	5.60	4.84
Return on member equity	26.63	27.02	21.36	14.18	11.83

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)**Type of cooperative Grain and oilseed marketing (with less than 25% supply sales)**

Cooperative sales size	≥\$300 million	\$100 to \$300 million	\$50 to \$100 million	\$30 to \$50 million
Balance sheet				
	<i>Percent of total assets</i>			
Current assets	65.37	66.13	69.77	67.99
Other assets	3.35	2.62	1.92	0.39
Investments	8.23	8.15	6.32	6.60
PP&E ¹ (net)	23.05	23.10	21.99	25.01
Total assets	100.00	100.00	100.00	100.00
Current liabilities	50.58	51.54	53.72	52.60
Total liabilities	65.68	63.52	64.63	63.30
Allocated equity	17.95	19.14	20.45	17.63
Retained earnings	16.37	17.34	14.92	19.07
Total equity	34.32	36.48	35.37	36.70
Total equity and liabilities	100.00	100.00	100.00	100.00
Income statement				
	<i>Percent of total sales</i>			
Total sales	100.00	100.00	100.00	100.00
Cost of goods sold	91.67	94.76	93.64	95.12
Gross margin	8.33	5.24	6.36	4.88
Service and other income	2.95	2.82	3.08	2.67
Gross revenue	11.28	8.05	9.43	7.54
Expenses				
Wages	4.47	2.30	2.68	2.03
Depreciation	0.83	0.79	0.97	0.83
Interest	0.77	0.64	0.58	0.50
Other	3.83	2.30	2.62	2.14
Total expenses	9.90	6.04	6.85	5.50
Net operating margins	1.38	2.02	2.59	2.04
Patronage income	0.61	0.78	0.75	0.52
Non-operating income	0.24	0.16	0.18	0.21
Net income before taxes	2.23	2.96	3.52	2.76
Taxes	0.33	0.36	0.39	0.29
Net income	1.90	2.60	3.13	2.47
Ratios				
	<i>Percent or number</i>			
Current	1.29	1.28	1.30	1.29
Debt to asset	0.66	0.64	0.65	0.63
Debt to equity	1.91	1.74	1.83	1.72
Times interest earned	3.91	5.59	7.02	6.54
Total asset turnover	3.26	3.11	2.85	3.29
Fixed asset turnover	14.16	13.46	12.98	13.16
Gross profit margin	8.33	5.24	6.36	4.88
Return on assets	9.78	11.20	11.70	10.73
Return on member equity	34.60	42.18	43.68	46.12

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Grain and oilseed marketing (with less than 25% supply sales)				
Cooperative sales size	\$20 to \$30 million	\$15 to \$20 million	\$10 to \$15 million	\$5 to \$10 million	Less than \$5 million
Balance sheet					
	<i>Percent of total assets</i>				
Current assets	71.77	70.47	68.55	66.34	64.51
Other assets	1.27	3.15	0.21	4.56	5.20
Investments	6.04	3.59	6.19	7.50	5.11
PP&E ¹ (net)	20.92	22.80	25.04	21.61	25.18
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	57.17	56.27	47.17	41.35	44.57
Total liabilities	64.88	62.64	57.18	50.05	54.97
Allocated equity	18.32	18.58	20.33	26.42	32.98
Retained earnings	16.80	18.78	22.48	23.52	12.06
Total equity	35.12	37.36	42.82	49.95	45.03
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
	<i>Percent of total sales</i>				
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	94.64	93.36	94.94	93.74	91.13
Gross margin	5.36	6.64	5.06	6.26	8.87
Service and other income	2.93	2.97	3.51	3.25	6.77
Gross revenue	8.29	9.61	8.57	9.51	15.64
Expenses					
Wages	2.36	2.79	2.46	3.39	5.89
Depreciation	0.88	1.13	0.79	1.02	1.59
Interest	0.59	0.60	0.35	0.50	0.81
Other	2.19	2.79	2.92	3.09	6.17
Total expenses	6.02	7.30	6.53	8.01	14.45
Net operating margins	2.27	2.31	2.04	1.50	1.19
Patronage income	0.60	0.41	0.52	0.85	0.35
Non-operating income	0.25	0.14	0.44	0.12	0.11
Net income before taxes	3.12	2.86	3.01	2.46	1.65
Taxes	0.40	0.26	0.12	0.08	0.03
Net income	2.72	2.60	2.89	2.38	1.62
Ratios					
	<i>Percent or number</i>				
Current	1.26	1.25	1.45	1.60	1.45
Debt to asset	0.65	0.63	0.57	0.50	0.55
Debt to equity	1.85	1.68	1.34	1.00	1.22
Times interest earned	6.28	5.78	9.51	5.91	3.04
Total asset turnover	2.62	2.69	2.33	2.83	1.98
Fixed asset turnover	12.53	11.80	9.32	13.08	7.85
Gross profit margin	5.36	6.64	5.06	6.26	8.87
Return on assets	9.73	9.30	7.84	8.38	4.85
Return on member equity	38.86	37.57	33.16	25.45	9.72

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Fish marketing				Poultry marketing	
Cooperative sales size	≥ \$10 million	\$5 to \$10 million	\$1 to \$5 million	Less than \$1 million	≥ \$50 million	< \$50 million
Balance sheet						
	<i>Percent of total assets</i>					
Current assets	73.23	41.67	43.60	45.36	62.10	57.79
Other assets	0.55	0.01	11.78	0.17	1.24	16.81
Investments	0.10	0.00	0.00	0.00	1.40	0.00
PP&E ¹ (net)	26.12	58.32	44.62	54.46	35.26	25.40
Total assets	100.00	100.00	100.00	100.00	100.00	100.00
Current liabilities	60.71	22.15	44.57	34.97	33.58	31.67
Total liabilities	65.71	70.60	70.75	60.91	54.58	40.96
Allocated equity	27.67	24.10	17.80	38.64	19.23	25.60
Retained earnings	6.62	5.30	11.45	0.45	26.19	33.44
Total equity	34.29	29.40	29.25	39.09	45.42	59.04
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Income statement						
	<i>Percent of total sales</i>					
Total sales	100.00	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	77.89	72.24	84.77	86.90	89.70	79.56
Gross margin	22.11	27.76	15.23	13.10	10.30	20.44
Service and other income	0.00	9.22	0.71	3.28	0.79	1.34
Gross revenue	22.11	36.98	15.94	16.38	11.10	21.78
Expenses						
Wages	6.51	11.04	5.21	7.69	6.68	6.49
Depreciation	0.88	3.66	0.97	0.94	1.12	1.37
Interest	0.58	1.13	0.50	0.50	0.49	0.23
Other	12.95	20.27	8.31	7.33	2.98	10.58
Total expenses	20.91	36.10	14.98	16.46	11.27	18.67
Net operating margins	1.20	0.88	0.96	-0.08	-0.18	3.11
Patronage income	0.01	0.03	0.04	0.09	0.03	0.00
Non-operating income	1.13	0.00	0.04	0.00	-0.05	0.03
Net income before taxes	2.34	0.91	1.04	0.02	-0.20	3.14
Taxes	0.04	0.03	-0.01	0.00	-0.76	0.01
Net income	2.30	0.88	1.05	0.02	0.57	3.13
Ratios						
	<i>Percent or number</i>					
Current	1.21	1.88	0.98	1.30	1.85	1.82
Debt to asset	0.66	0.71	0.71	0.61	0.55	0.41
Debt to equity	1.92	2.40	2.42	1.56	1.20	0.69
Times interest earned	5.04	1.80	3.09	1.03	0.60	14.65
Total asset turnover	3.22	1.88	6.42	2.37	3.36	1.38
Fixed asset turnover	12.32	3.23	14.38	4.35	9.54	5.43
Gross profit margin	22.11	27.76	15.23	13.10	10.30	20.44
Return on assets	9.39	3.85	9.84	1.23	0.98	4.65
Return on member equity	26.73	6.89	37.96	0.11	9.89	16.87

Appendix table 6—Common size analysis, by cooperative type and size, 2008 (continued)

Type of cooperative	Livestock marketing					
	Cooperative sales size ≥ \$250 million	\$50 to \$75 million	\$10 to \$50 million	\$5 to \$10 million	\$1 to \$5 million	Less than \$1 million
Balance sheet						
	<i>Percent of total assets</i>					
Current assets	79.36	87.47	81.18	65.15	51.54	63.96
Other assets	3.26	2.41	5.58	12.27	23.87	14.04
Investments	6.50	1.78	0.42	0.00	2.13	0.00
PP&E ¹ (net)	10.88	8.34	12.81	22.59	22.46	22.00
Total assets	100.00	100.00	100.00	100.00	100.00	100.00
Current liabilities	64.98	67.56	59.49	41.45	47.48	49.65
Total liabilities	78.02	77.15	73.08	49.85	53.77	59.86
Allocated equity	12.09	16.90	21.93	37.35	21.30	32.38
Retained earnings	9.89	5.95	5.00	12.79	24.92	7.76
Total equity	21.98	22.85	26.92	50.15	46.23	40.14
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Income statement						
	<i>Percent of total sales</i>					
Total sales	100.00	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	99.45	98.37	91.81	94.60	92.57	89.03
Gross margin	0.55	1.63	8.19	5.40	7.43	10.97
Service and other income	1.23	2.92	5.18	2.59	3.84	41.45
Gross revenue	1.78	4.55	13.37	7.99	11.27	52.42
Expenses						
Wages	0.91	1.85	5.38	2.71	3.44	12.18
Depreciation	0.06	0.33	1.00	0.79	0.84	1.21
Interest	0.09	0.61	1.11	0.38	0.41	0.56
Other	0.61	1.11	4.71	3.86	5.71	37.82
Total expenses	1.68	3.90	12.21	7.74	10.41	51.76
Net operating margins	0.10	0.65	1.16	0.25	0.86	0.66
Patronage income	0.03	0.03	0.02	0.00	0.00	0.00
Non-operating income	-0.05	0.07	0.02	0.04	0.01	0.62
Net income before taxes	0.09	0.75	1.20	0.29	0.87	1.28
Taxes	0.01	0.19	0.20	0.00	0.00	0.00
Net income	0.08	0.56	1.00	0.29	0.87	1.28
Ratios						
	<i>Percent or number</i>					
Current	1.22	1.29	1.36	1.57	1.09	1.29
Debt to asset	0.78	0.77	0.73	0.50	0.54	0.60
Debt to equity	3.55	3.38	2.71	0.99	1.16	1.49
Times interest earned	2.00	2.22	2.08	1.77	3.11	3.30
Total asset turnover	15.47	2.12	1.42	8.68	4.86	0.76
Fixed asset turnover	142.20	25.45	11.10	38.41	21.64	3.44
Gross profit margin	0.55	1.63	8.19	5.40	7.43	10.97
Return on assets	2.76	2.88	3.29	5.89	6.23	1.39
Return on member equity	10.63	7.04	6.49	6.84	19.85	2.98

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Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Dry bean and pea marketing		Nut marketing		Biofuels
Cooperative sales size	≥ \$25 million	< \$10 million	≥ \$10 million	< \$10 million	All sizes
Balance sheet					
	<i>Percent of total assets</i>				
Current assets	82.75	75.84	65.73	45.03	22.50
Other assets	0.01	0.12	3.64	3.14	5.09
Investments	4.17	1.81	1.51	0.32	2.26
PP&E ¹ (net)	13.07	22.22	29.12	51.52	70.14
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	71.82	43.54	34.06	34.12	23.15
Total liabilities	75.04	47.27	73.57	57.68	37.27
Allocated equity	20.54	32.62	19.07	33.38	41.56
Retained earnings	4.42	20.10	7.36	8.93	21.16
Total equity	24.96	52.73	26.43	42.32	62.73
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement					
	<i>Percent of total sales</i>				
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	87.96	86.67	87.96	76.18	88.02
Gross margin	12.04	13.33	12.04	23.82	11.98
Service and other income	0.49	9.36	0.08	34.23	0.67
Gross revenue	12.53	22.69	12.12	58.04	12.65
Expenses					
Wages	4.17	10.51	7.36	24.41	3.03
Depreciation	1.07	1.97	0.87	10.80	4.85
Interest	0.80	1.11	0.93	2.14	1.07
Other	3.13	4.60	1.32	15.43	5.73
Total expenses	9.18	18.19	10.47	52.77	14.68
Net operating margins	3.36	4.50	1.65	5.27	-2.03
Patronage income	0.70	0.00	0.11	0.12	0.02
Non-operating income	0.01	0.65	0.08	0.24	0.71
Net income before taxes	4.06	5.15	1.84	5.63	-1.30
Taxes	0.05	0.64	0.08	0.02	-0.10
Net income	4.02	4.52	1.77	5.61	-1.19
Ratios					
	<i>Percent or number</i>				
Current	1.15	1.74	1.93	1.32	0.97
Debt to asset	0.75	0.47	0.74	0.58	0.37
Debt to equity	3.01	0.90	2.78	1.36	0.59
Times interest earned	6.08	5.62	2.99	3.63	-0.21
Total asset turnover	1.70	1.64	2.94	0.75	1.53
Fixed asset turnover	12.98	7.40	10.10	1.46	2.18
Gross profit margin	12.04	13.33	12.04	23.82	11.98
Return on assets	8.25	10.31	8.16	5.86	-0.35
Return on member equity	33.19	22.77	27.27	12.69	-4.40

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Rice marketing		Tobacco marketing		Wool marketing
Cooperative sales size	≥ \$50 million	< \$15 million	≥ \$ 4 million	< \$4 million	All sizes
Balance sheet			<i>Percent of total assets</i>		
Current assets	65.08	60.88	50.39	80.59	35.00
Other assets	5.33	12.36	39.53	2.45	51.74
Investments	1.23	4.83	0.00	0.00	0.00
PP&E ¹ (net)	28.35	21.93	10.08	16.97	13.27
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	38.96	49.43	21.75	4.82	17.18
Total liabilities	64.44	54.23	23.50	5.56	37.51
Allocated equity	21.58	65.69	8.48	87.35	39.45
Retained earnings	13.98	-19.92	68.02	7.09	23.04
Total equity	35.56	45.77	76.50	94.44	62.49
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement			<i>Percent of total sales</i>		
Total sales	100.00	100.00	100.00	100.00	100.00
Cost of goods sold	76.03	93.39	94.29	38.30	64.86
Gross margin	23.97	6.61	5.71	61.70	35.14
Service and other income	0.77	5.96	1.01	12.44	3.65
Gross revenue	24.74	12.57	6.72	74.13	38.79
Expenses					
Wages	9.07	3.79	3.07	9.64	7.06
Depreciation	1.70	0.42	0.66	2.37	0.60
Interest	0.86	0.17	0.96	0.36	0.03
Other	11.58	7.13	5.56	56.90	28.84
Total expenses	23.22	11.51	10.25	69.27	36.53
Net operating margins	1.52	1.06	-3.53	4.86	2.26
Patronage income	0.05	0.04	0.00	0.00	0.00
Non-operating income	-0.02	0.65	6.08	5.63	0.01
Net income before taxes	1.55	1.75	2.55	10.49	2.27
Taxes	0.36	0.01	1.19	4.23	0.00
Net income	1.19	1.74	1.36	6.26	2.27
Ratios			<i>Percent or number</i>		
Current	1.67	1.23	2.32	16.74	2.04
Debt to asset	0.64	0.54	0.24	0.06	0.38
Debt to equity	1.81	1.18	0.31	0.06	0.60
Times interest earned	2.80	11.45	3.67	30.36	72.05
Total asset turnover	2.44	5.74	0.36	0.10	0.70
Fixed asset turnover	8.61	26.15	3.61	0.58	5.28
Gross profit margin	23.97	6.61	5.71	61.70	35.14
Return on assets	5.89	11.02	1.28	1.06	1.61
Return on member equity	13.49	15.20	5.85	0.70	4.03

(continued next page)

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Sugar marketing			
	Cooperative sales size ≥ \$300 million	\$100 to \$300 million	\$30 to \$100 million	Less than \$20 million
Balance sheet		<i>Percent of total assets</i>		
Current assets	38.54	41.78	26.01	81.25
Other assets	25.54	1.65	2.61	7.52
Investments	0.65	24.17	3.42	0.00
PP&E ¹ (net)	35.27	32.41	67.96	11.23
Total assets	100.00	100.00	100.00	100.00
Current liabilities	34.39	36.24	17.55	24.77
Total liabilities	69.03	52.89	42.86	39.59
Allocated equity	41.39	41.78	39.17	30.82
Retained earnings	-10.42	5.33	17.97	29.60
Total equity	30.97	47.11	57.14	60.41
Total equity and liabilities	100.00	100.00	100.00	100.00
Income statement		<i>Percent of total sales</i>		
Total sales	100.00	100.00	100.00	100.00
Cost of goods sold	82.50	82.40	71.45	94.74
Gross margin	17.50	17.60	28.55	5.26
Service and other income	2.28	4.89	0.07	3.27
Gross revenue	19.78	22.49	28.62	8.53
Expenses				
Wages	9.06	8.04	12.13	0.24
Depreciation	2.99	2.37	2.66	0.03
Interest	1.04	0.87	1.50	0.01
Other	4.16	11.24	12.95	7.52
Total expenses	17.25	22.52	29.24	7.81
Net operating margins	2.53	-0.04	-0.62	0.72
Patronage income	0.03	0.11	0.13	0.00
Non-operating income	-0.04	1.03	5.68	0.02
Net income before taxes	2.52	1.10	5.18	0.73
Taxes	-0.03	0.13	0.31	0.00
Net income	2.55	0.97	4.87	0.73
Ratios		<i>Percent or number</i>		
Current	1.12	1.15	1.48	3.28
Debt to asset	0.69	0.53	0.43	0.40
Debt to equity	2.23	1.12	0.75	0.66
Times interest earned	3.42	2.26	4.45	60.51
Total asset turnover	1.70	1.64	1.35	39.54
Fixed asset turnover	4.82	5.05	1.98	352.11
Gross profit margin	17.50	17.60	28.55	5.26
Return on assets	6.05	3.22	8.99	29.53
Return on member equity	10.48	3.79	16.73	94.23

Appendix table 6—Common size analysis, by cooperative type and size, 2009 (continued)

Type of cooperative	Rice drier	Transportation		Storage	Hulling
Cooperative sales size		≥ \$1 million	< \$ 1 million		
	All sizes			All sizes	All sizes
Balance sheet			<i>Percent of total assets</i>		
Current assets	45.92	46.53	44.79	62.19	36.69
Other assets	3.47	1.66	0.58	0.04	1.30
Investments	0.20	1.85	3.56	0.00	0.13
PP&E ¹ (net)	50.40	49.97	51.08	37.77	61.88
Total assets	100.00	100.00	100.00	100.00	100.00
Current liabilities	22.50	28.15	9.04	9.52	27.23
Total liabilities	22.50	35.15	9.44	15.01	51.10
Allocated equity	70.43	50.44	84.85	84.32	44.91
Retained earnings	7.06	14.41	5.71	0.67	3.99
Total equity	77.50	64.85	90.56	84.99	48.90
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00
Income statement			<i>Percent of service</i>		
Service and other income	100.00	100.00	100.00	100.00	100.00
Gross revenue	100.00	100.00	100.00	100.00	100.00
Expenses					
Wages	23.95	30.00	39.24	18.65	24.10
Depreciation	5.96	7.90	11.42	9.92	10.33
Interest	0.09	0.36	0.20	0.03	2.40
Other	33.37	57.69	37.99	32.35	38.94
Total expenses	63.37	95.95	88.86	60.95	75.77
Net operating margins	36.63	4.05	11.14	39.05	35.24
Patronage income	0.15	0.35	2.03	0.00	0.00
Non-operating income	0.94	0.51	0.66	0.29	0.85
Net income before taxes	37.73	4.91	13.83	39.33	36.09
Taxes	0.01	0.14	0.00	0.00	0.95
Net income	37.71	4.77	13.83	39.33	35.14
Ratios			<i>Percent or number</i>		
Current	2.04	1.65	4.95	6.53	1.35
Debt to asset	0.23	0.35	0.09	0.15	0.51
Debt to equity	0.29	0.54	0.10	0.18	1.05
Times interest earned	0.00	14.72	69.53	0.00	16.02
Return on assets	30.59	12.73	11.13	18.60	24.42
Return on member equity	43.31	22.85	12.93	22.04	49.63

Appendix Table 7—Cooperative net income before taxes, 2000-2009¹

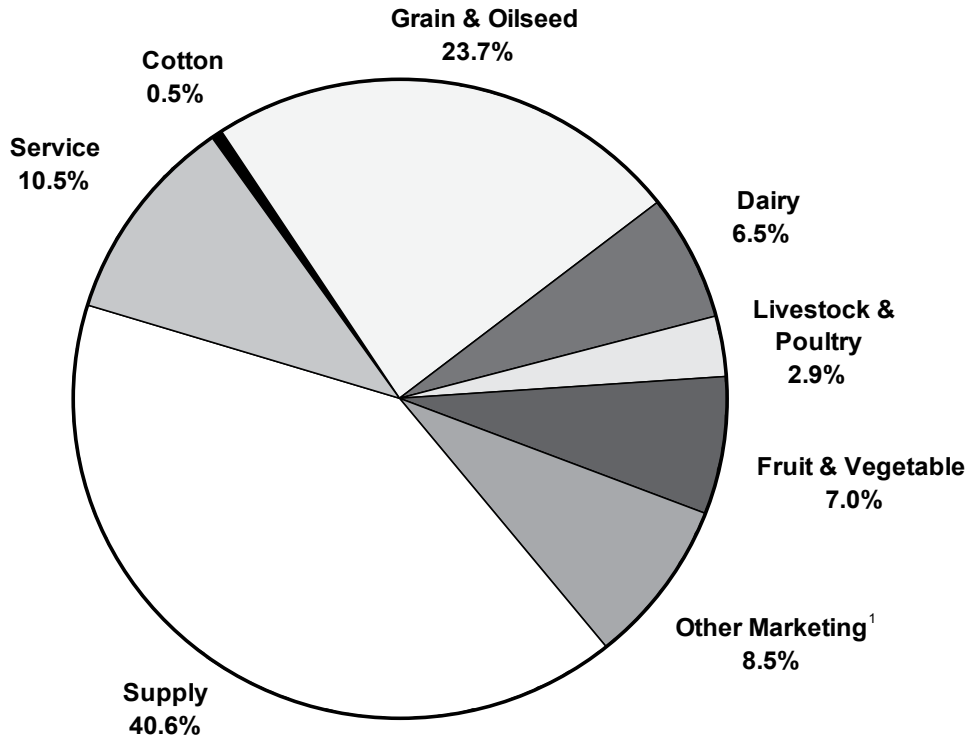
Year	Net operating margins	From other cooperatives ²	Total
		<i>Million dollars</i>	
2000	1,041	235	1,276
2001	1,039	318	1,357
2002	847	362	1,210
2003	1,013	92	1,105
2004	1,993	335	2,328
2005	2,147	401	2,548
2006	2,665	498	3,163
2007	3,184	646	3,830
2008	3,966	864	4,830
2009	3,498	904	4,402

¹ Totals may not add due to rounding. Excludes income from cooperative pooling operations.

² Dividends and patronage refunds received from other marketing, supply, and service cooperatives, and CoBank, where applicable.

APPENDIX FIGURES

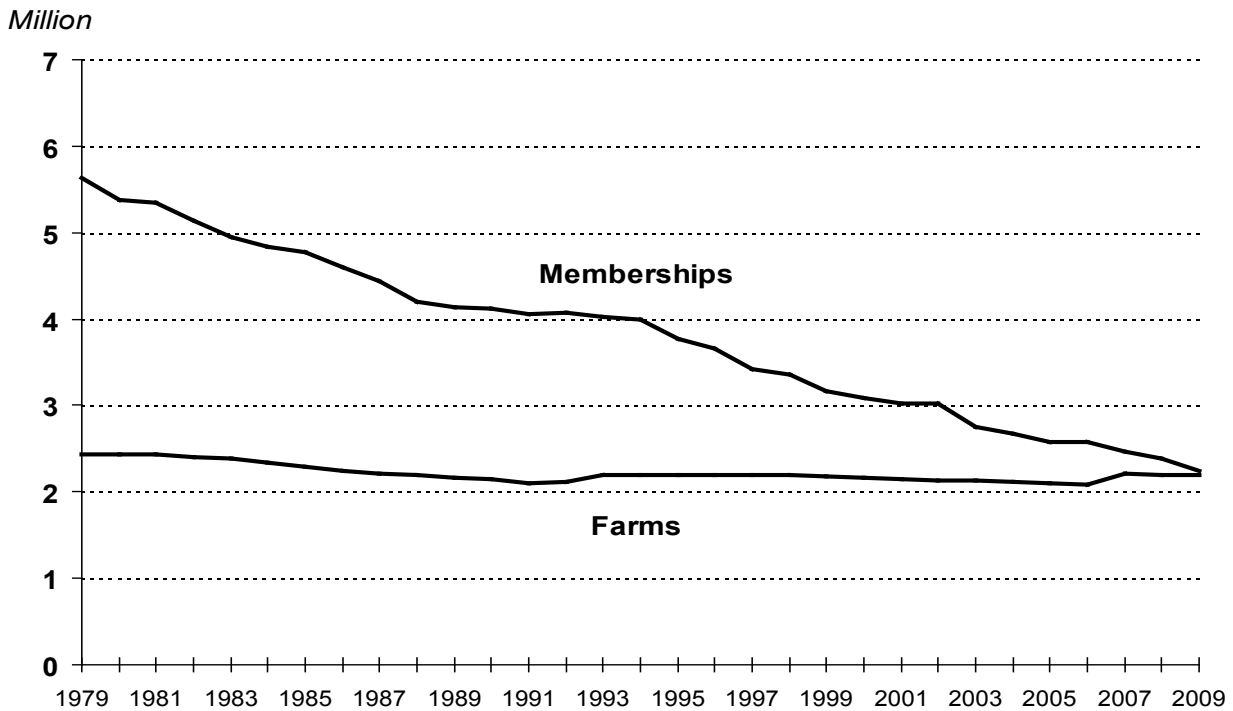
Appendix Figure 1—Distribution of Cooperatives by Type, 2009



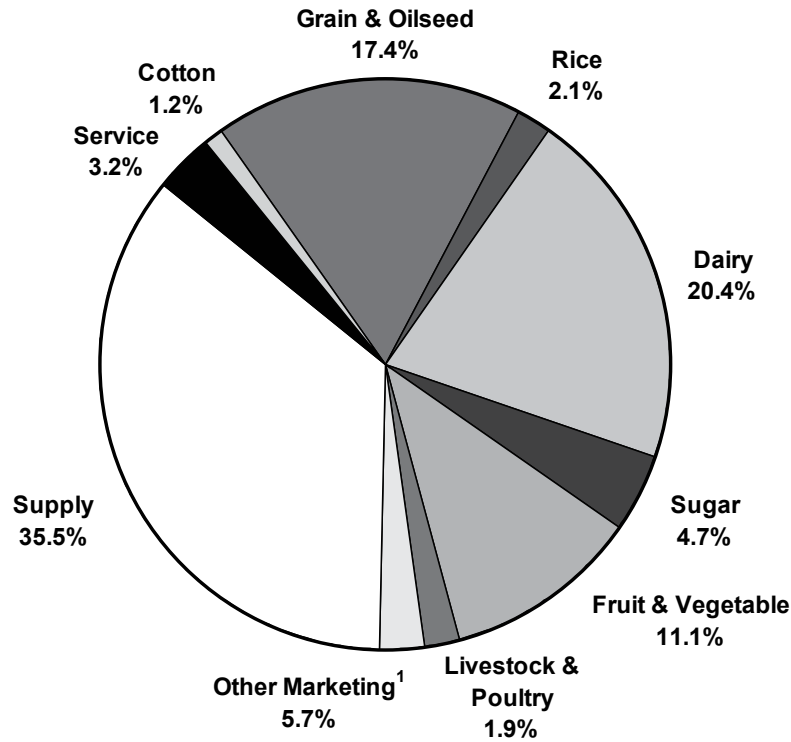
Percentages are based on a total of 2,389 cooperatives.

¹ Includes dry bean and pea, nut, wool and mohair, tobacco, rice, sugar, fishery, and other product marketing cooperatives.

Appendix Figure 2—U.S. Farms and Cooperative Memberships, 1979-2009



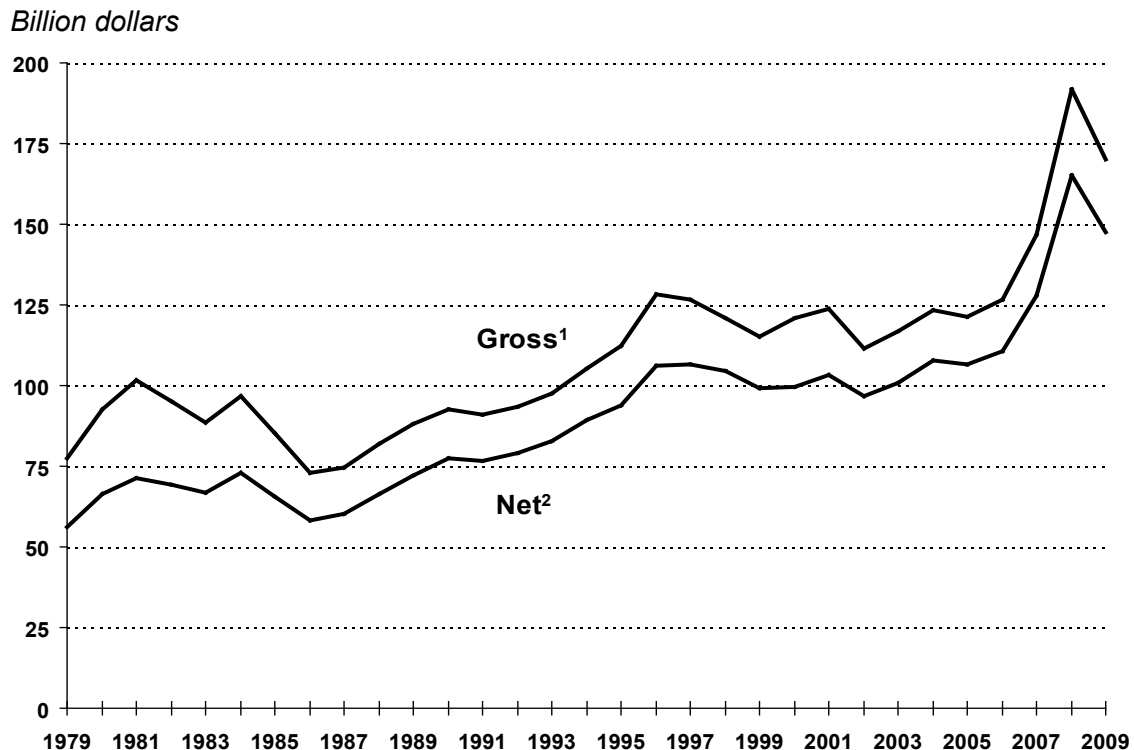
Appendix Figure 3—Distribution of Full-Time Employees by Cooperatives Type, 2009



Percentages are based on a total of 122.6 thousand full-time employees.

¹ Includes dry bean and pea, nut, wool and mohair, tobacco, fishery, and other product marketing cooperatives.

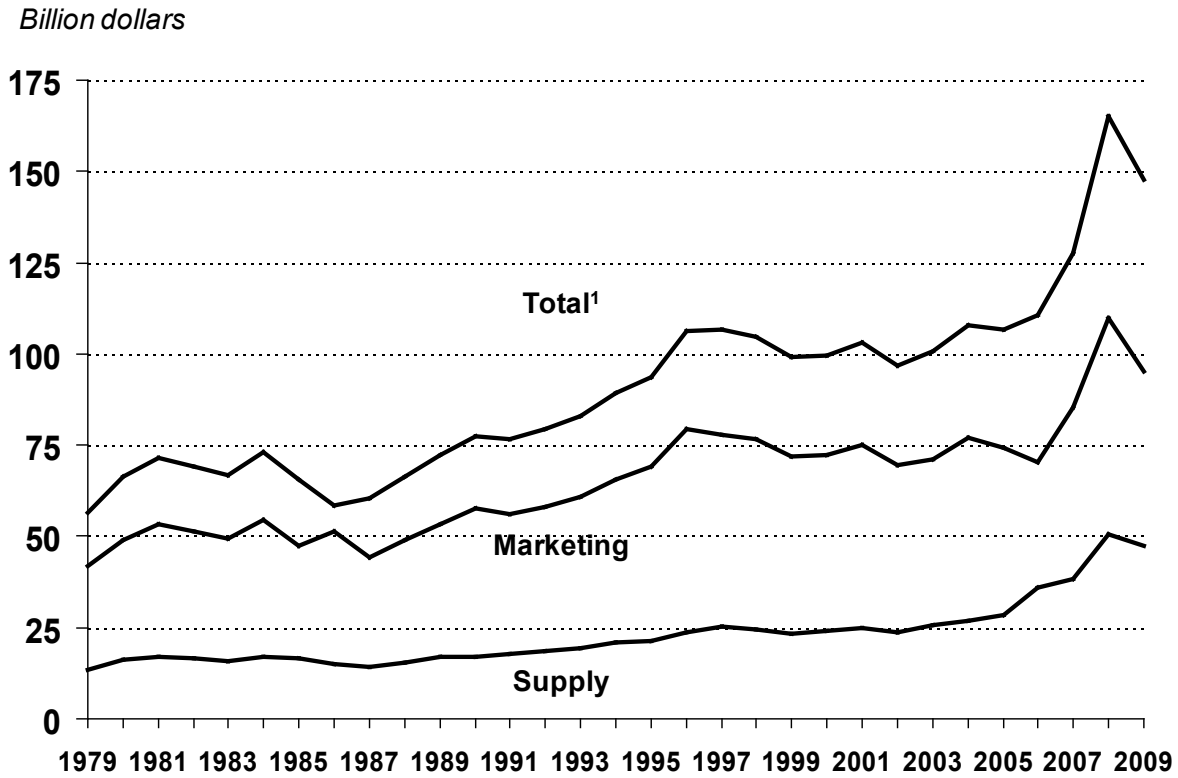
Appendix Figure 4—Cooperatives' Gross and Net Business Volumes, 1979-2009



¹ Includes inter-cooperative business.

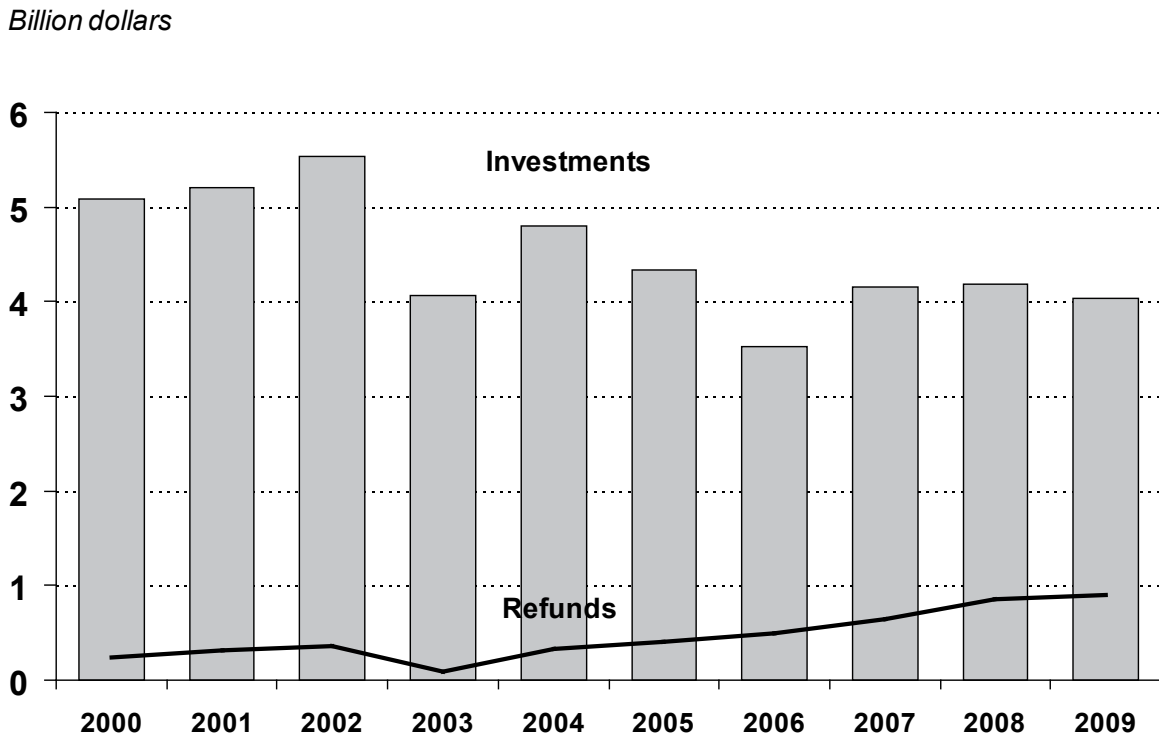
² Excludes inter-cooperative business.

Appendix Figure 5—Cooperative’s Net Business Volume, 1979-2009



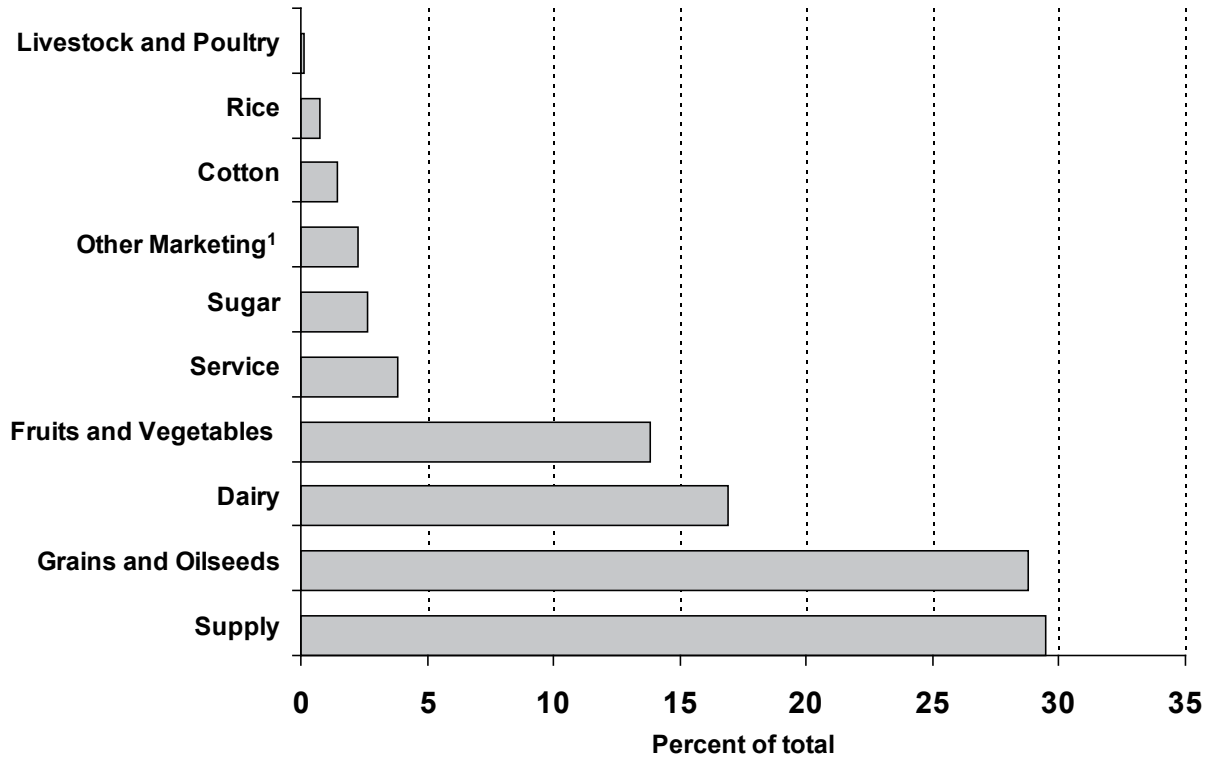
¹ Total includes value of related services and other income.

Appendix Figure 6—Cooperatives’ Investments in Other Cooperatives and Patronage Refunds Received from Other Cooperatives¹, 2000-2009



¹ Includes other cooperatives and CoBank.

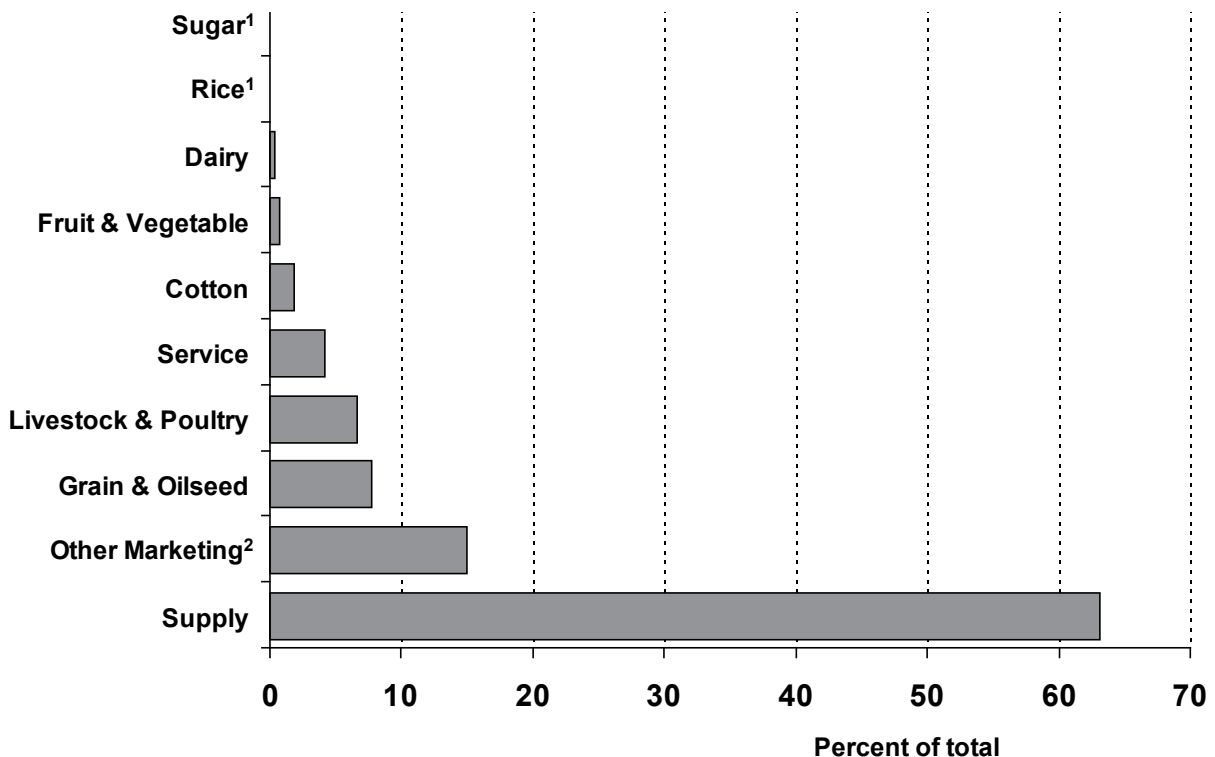
Appendix Figure 7—Distribution Net Income Before Taxes, by Cooperative Type, 2009



Percentage based on net income before taxes of \$4.4 billion.

¹ Includes dry bean and pea, nut, wool and mohair, tobacco, fishery, and other product marketing cooperatives.

Appendix Figure 8—Distribution of Losses, by Cooperatives Type, 2009



Percentage based on before taxes losses of \$216.1 million.

¹ Less than 0.2 percent of total.

² Includes dry bean and pea, nut, wool and mohair, tobacco, fishery, and other product marketing cooperatives.

