

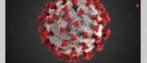
Thriving During the Pandemic

Yone Dewberry

SVP and Chief Supply Chain Officer

Yone started off saying they are not just “the butter company.” He went over 4 different parts to Land O’ Lakes. There is the crop input and insights, farm animal nutrition, sustainability and dairy foods. He spoke about Covid-19 and the disruptions they have had and the effects on his company.

2 Disruption

COVID 19	Weather	Suez Canal Blockage	Labor Shortage
<p>External disruptions coupled with labor shortages are driving up supply constraints... and limiting growth</p> <ul style="list-style-type: none">Pandemic abruptly shuttered facilities across the globeCould take 1-2 years for trade flows to return to normal 	<ul style="list-style-type: none">Freeze in Texas with Chemical production snarled for 6-9 months. 30% polymer refineriesNear record Hurricane season leading to delayed transportation and more refineries shutdown	<ul style="list-style-type: none">Blocked for 6 days by a mega ship375 ships were blocked from moving through the canal 	<ul style="list-style-type: none">Gap between service sector and manufacturing labor narrowBaby boomers leave at higher rate.Stress on front line workers leading to higher turnover
<p>Leading to...</p> <ul style="list-style-type: none">Raw material shortagesLoss of production sitesWhip saw demandTransportation shortagesSupplier bankruptcyLow co-product availability			

Yone spoke about the shift from a lean market to an agile market and what Land O’ Lakes did to improve their company and the way they operate. The company wanted their employees to know that they cared about them.

He also spoke about how they are a co-op and they didn’t want their farmers to dump milk during the pandemic. It would have been a loss all around. So they got in contact with one of their manufacturers, shipped the extra milk to them and asked them to make mozzarella. It was only for a short time and didn’t really make money but they didn’t dump milk.

3 Ecosystem – Collaboration

- New products
- Structured Delivery
- Demand Shaping

Graph showing Demand (blue line with arrows) and Supply (red line with arrows) over Time. The graph shows fluctuations in both demand and supply.

LOCAL
With schools closed, demand for milk is down. To help our local farmers we've gotten creative! For a limited time, only join Cub, Land O' Lakes and Cub Kindness members with a special deal on Shredded Mozzarella.



Yone next explained what Land O' Lakes did to improve their operations. He spoke about how they diversified their infrastructure, removed complexity and increased digitization.

3 Increased Digitization

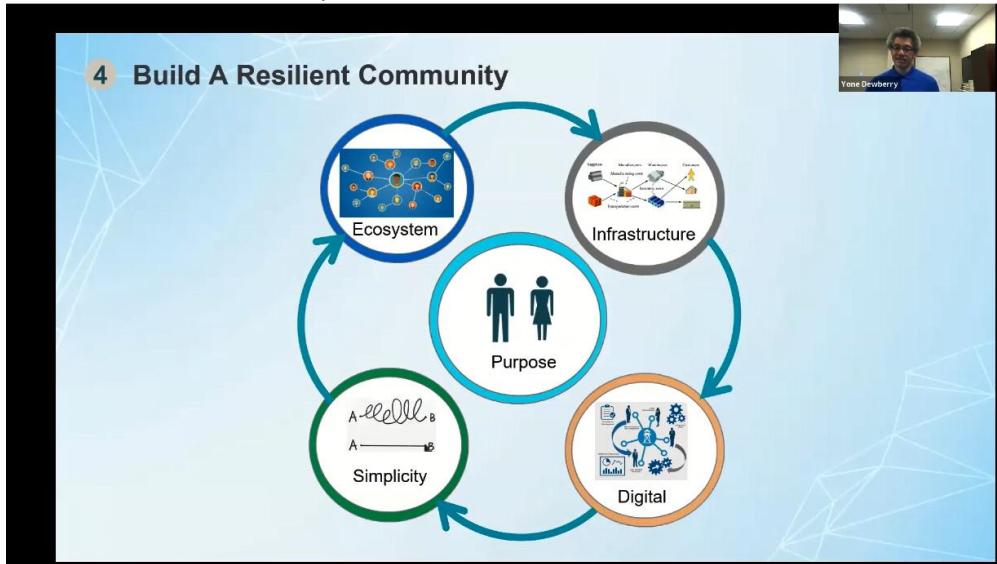
- Accelerated control tower journey
- Expanded i4.0
- Utilized emerging lane sharing technology



In the end they thrived. 2020 was a record year for them. They met all of their service goals, they did not meet all of their cost goals, they did not dump any milk, every farmer got the product they needed and the most important thing, they kept all their employees safe.

The main question was how do we thrive? Yone said, we went from a lean supply chain to an agile supply chain. We now need to go from an agile supply chain to a resilient and agile supply chain. His challenge to everyone is to take this opportunity to raise the stature of what supply chain is and build a resilient community.

4 Build A Resilient Community



Yone Dewberry