



MEMO

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As agriculture travels through arguably the most difficult period in recent times it is important to reconcile the exact position that each of our farming businesses occupies. This is an on-going process that Falkirk appraises to observe the motion of the macro picture combined with the dynamics of each client farming operation.

The intent of Falkirk as spelt out in the mission statement is under laid with the unshakeable determination to create a strong client base with independent resolve to be financially, physiologically and socially viable. Once this is achieved within own parameters then we can interface to participate in successful marketing and other initiatives that will continue to enhance our asset value and profit margins. Equally as important we can withdraw to remain strong and independent to await the next opportunity, which incidentally is contrary to being interdependent!!

Each of us holds a default position to measure progress and success, that point in time, is the moment prior to the Falkirk era. It is certainly worth the reflection, as I have observed the economic and personal growth of many clients. Clients have been the recipients of reliable and robust information, genetics and advice. They are now well armed to proceed above the systemic failure of the archaic agri-business policies that have negatively impacted all rural entities.

As Falkirk is advancing into the planned marketing module of product it is essential that everyone concerned understands the financial implications and onus of any completed product or livestock transaction. As an example this year they have ranged from the sale of one ram at \$950.00 to the sale of a complete flock at \$248,000.00. Falkirk's prerogative is to create and develop superior genetics within each farm and breeder unit then, when required, to introduce and facilitate any particular transaction between vendor and purchaser. This important function backed by the 'Falkirk Certified' branding attracts a finder fee to be paid equally by both beneficiary parties. The actual financial transaction is the sole responsibility of these entities as true commerce flows to conclusion. Conditions surrounding any particular transaction may differ to suit that sale process which will be decided by mutual agreement by both parties. Without prejudice Falkirk has and will stand as advocate if required to resolve any outstanding issues surrounding a transaction so that discord can be minimised. That can only be achieved if we are notified and informed of the detail.

Falkirk's commitment to enhance a quality control genetic audit on clients' livestock is vital to clearly illustrate to prospective buyers of livestock and the market place for product specification that 'Falkirk Certified' is the market leader that attracts maximum value. The internal discipline to drive the brand will not be compromised and the capability to deliver the hard decisions are inherent in the Falkirk statute of operation. Accurate intelligence gives real significance to Falkirk's operation, in this age of misinformation, as it is strategically important as we advance into the international market place.

**A Sioux Prayer; *Before I judge my friend, oh great spirit, may I wear his moccasins for two long weeks and take the path that he would take in wearing them. Then may I understand and not condemn.***

Regards, Ian