

## General Manager's Report – Terry Wensley

Firstly, I would like to express my deep appreciation for the confidence and the support the Board and the Members have placed in me and our staff during this inaugural year of SK Livestock Finance Co-operative. It has been an honour to work with your Chairperson, Sandra Moen and the entire Board during the last 6 months.

It has been a whirlwind of activity since my employment commenced in August; the negotiation and conclusion of BMO lending facility, hiring of staff, completion of the documentation, creation of the policies & procedures, General and Assurance Fund bylaws and concluding the 2019 financial statement and audit plus so much more.

Coming from the co-operative system I thought I understood the diversity of programs and their interpretation and implementation. It has been enlightening to see the different interpretations and numerous approaches used. That certainly has posed some challenges in standardizing our programs and ensuring prudent practises were implemented.

It is important to keep in mind where we are coming from and where we want to go. We are replacing a program which commenced in the 1980's and has not progressed beyond that point. Processes and practises have been mired in the past; innovation and technology have not been maximized.

I acknowledge that we have not provided the timeliness and quality of service you deserve, or I expect. The timeliness of getting payments processed and funds back into our member's hands has been an issue. This resulted largely from financial and resourcing challenges. The organization we have today will not be the same next month, 3 months from now or next year; we will keep getting better and evolve into an organization in which we all can be proud.

As a financial institution, unlike previously, we have many of the same issues and requirements and with that being said, we will not lose the individual person service which made the old program so successful. Our first and most immediate opportunity is the determination and implementation of an integrated loans system.

While we need to mature as an organization, it is important to celebrate the phenomenal accomplishments made. Your Board, for you members, has over the last six months, created a soon to be \$50 million financial co-operative with very limited capital. This is an achievement!

While we need to worry about today, our focus needs to be on tomorrow. We serve the needs of our children and children's children over the next decades. We need to look for ways to grow the livestock industry in uncertain times with changing eating habits, concern over environmental impact, and so much more. Above all, we need to ensure the prosperity of the producers in the livestock industry and demonstrate the value we provide to our communities and the country.

It is important to acknowledge the organizations and persons who assisted us along the way; whose help made SK Livestock Finance Co-operative possible. I would like to thank and acknowledge:

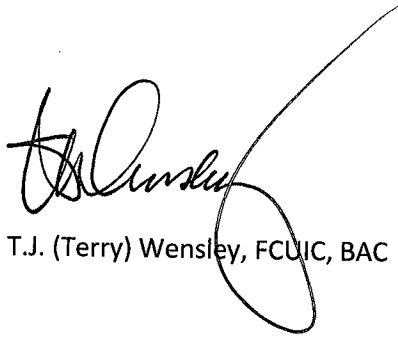
- McNair Business Development without whose vision and support we would not be here today
- Saskatchewan Ministry of Agriculture and particularly Rob Brodner

- Our auditors, Deloitte, for the audit this initial year
- Charles Wilson and Bank of Montreal for their belief and continued support
- Our Livestock Supervisors for their patience, hard work and for being our face to many of our members

Thank You!

With all due honesty, the dedication of your staff has been nothing short of incredible. I've had the pleasure of working with many dedicated colleagues over my 38 year career but frankly nothing compares to the dedication demonstrated by our staff. Thank you!

Finally, I would like to thank you, our members for your support and patience. It has surpassed anything I have seen. Thank you.

A handwritten signature in black ink, appearing to read 'T.J. Wensley', with a large, sweeping flourish extending upwards and to the right.

T.J. (Terry) Wensley, FCUIC, BAC