FARM CREDIT CORPORATION

Summary

Corporate Plan
For the 2001/02 to 2005/06 Planning Period

Operating Budget
For the 2001/02 Budget Year

Borrowing Plan and Capital Budget
For the 2001/02 Budget Year

FCC SCA
Farm Credit Corporation Société du crédit agricole

Canada

Agriculture. It's all we do.

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Corporate Profile

Mission
Enhance rural Canada by providing specialized financial services to primary producers and agribusiness across Canada, with an emphasis on personalized service.

Vision
Visionary leaders and trusted partners in agricultural financing - putting the power of specialized knowledge and innovation to work for farm families and agribusiness across Canada.

Values
Focus on the customer. Act with integrity. Working together. Give back to the community. Achieving excellence.

Strategic Direction - Customer for Life
Commitment to our customers throughout their life and business cycle, not just the life of the loan.

Balanced Scorecard
- Human Resources and Organization
- Customer Loyalty and Market Presence
- Process Effectiveness and Quality Improvement
- Financial Success

Governance
Farm Credit Corporation (FCC) was established in 1959 to fulfil the need for long-term agricultural credit in Canada. Today, FCC is Canada's largest agricultural term lender, offering flexible financial solutions to primary producers and agribusiness. The Corporation is accountable to Parliament through the Minister of Agriculture and Agri-Food Canada. Corporate office is located in Regina, Saskatchewan with over 900 employees serving customers from 100 offices across Canada. FCC delivers joint programs and services with government agencies and other financial institutions.

The *Farm Credit Corporation Act* (1993) outlines the Corporation's purpose. The *Financial Administration Act* provides direction, financial control and accountability and outlines FCC's relationship with the Government of Canada.

The Corporation's Board of Directors, comprised of 12 men and women with backgrounds in agriculture and business, oversees management and business in the best interests of the Corporation and the long-term interests of the Government of Canada.

FCC Financing Solutions

Lending Products

Long Term
FCC provides fixed interest rate terms of up to 20 years and amortization periods between three and 29 years to provide long-term stable options for Canadian farmers. New this year are the 7+10 and 10+10 loans, which offer an annual 10 per cent prepayment of the original loan amount on seven and 10-year fixed terms to be applied directly to principal, with no penalty at any anniversary date.

Personal Property
With monthly, quarterly and semi-annual payment options, the FCC Personal Property Loan is ideal for purchasing livestock, new and used equipment or quota. Terms range between two and seven years and may be amortized up to 10 years with variable or fixed interest rate options available.

Variable Rate
FCC's Variable Rate Loan is for any agricultural or farm-related purpose, such as land, buildings, quota, equipment or livestock, which is secured by real or personal property. The loan gives the customer the flexibility to decide the right time to lock in for a longer term as well as the ability to prepay at any time.

One-Year Convertible
FCC's One-Year Convertible Loan provides the flexibility of short-term lending when rates are dropping, while allowing the borrower to switch, without penalty, to a longer term rate at any time should rates begin to rise.

AgriStart ™
This innovative line of loans is designed to help families transfer farming operations from one generation to another as well as assist developing farmers in starting or expanding their operations.

The AgriStart product line encompasses the following:

- FCC's Family Farm® loan enables the developing farmer to finance the purchase of farm assets or transfer shares in a family farm business. Successfully launched in 1993, it has been updated and streamlined to increase flexibility and serve a wider market;
- FCC's 1-2-3 Grow loan provides financing with deferred payment options to farmers starting or expanding an enterprise that will have a reduced income stream for one to three years; and
- FCC's Payday loan is designed for individuals with off-farm employment who are interested in starting or expanding a farm business.

Plant Now – Pay Later
FCC understands that expanding a horticultural operation often results in a reduced income stream for the first few years. Customized to suit varying developmental phases, Plant Now – Pay Later loans meet the needs of our vibrant fruit-growing industry, including tender fruits, apples, grapes and berries.

Farmbuilder Construction
Financing for building projects is easier with this innovative product that provides interim financing for construction. The Farmbuilder Construction Loan applies to any type of construction project eligible for FCC financing. No payments are required during the first year and funds are disbursed as needed during the project.

Flexi-Hog
Flexi-Hog gives producers the freedom of principal vacations. If the producer wants to put off loan payments because of low markets or herd health problems, they can. The loan allows for principal vacations of up to a full year, and up to 3 vacations over the course of the loan. Flexi-Hog allows producers to better control their finances.

Emerging Sector Services

Aquaculture
FCC offers financing options that support salmon, fresh water fish or shellfish operations. Our staff have the specialized knowledge to assist with financial requirements for expanding aquaculture businesses, including purchasing barges, cages, nets, smelt, feed, tanks, hatcheries, processing equipment, construction costs, land and site leasing.

Forestry
FCC offers specialized lending services for the forestry industry, including loan products for buying forestry equipment, expanding existing forestry operation and buying land.

Investments

FCC Medium and Long-Term Notes
FCC's Medium and Long-Term Notes are issued daily at competitive market interest rates, with maturities ranging from one to 10 years. The notes are sold by investment dealers who act as agents for FCC and give investors the opportunity to invest in Canadian agriculture.

Message from the President

Our passion is agriculture and helping our customers succeed. Our core strength is agricultural knowledge and expertise. Our plan is to commit to the customer – throughout their life and business cycle. We call this strategy Customer for Life.

Farm Credit Corporation's (FCC) Customer for Life strategy is our commitment to primary producers and agribusiness operators throughout their entire life and business cycle – from start up to retirement. It is inspired by generations of primary producers who have shown dedication, innovation and pure perseverance during the challenging times to create an industry that is respected worldwide. It is made possible with the passion, knowledge and expertise of our 900 staff members across the country working for this industry.

FCC's strategic direction, Customer for Life, reflects our values and mission and provides the framework to ensure FCC achieves its vision. Most importantly, it places the customer at the centre of everything we do and ensures that we continue to work for the customer's benefit through our objectives.

Our strategy is based on the belief that FCC has an important role in ensuring Canadian producers and agribusiness owners have access to the tools necessary in a competitive market environment.

FCC is committed to new or developing producers, commercial producers and lifestyle farmers as well as agribusiness, supporting all phases of the life and business cycle - from planning and start up, through growing and building the business to succession planning and retirement. FCC also wants to ensure young farmers and those entering the agricultural industry have all the financial and business tools that they need to succeed. We will continue encouraging the growth of the industry by providing solutions and access to services that will enable decisive and strategic action.

Building customer relationships for the life our customers, not just the life of the loan, is why we do what we do.

The question, "how does this benefit the customer?" is the measurement against which all FCC business decisions are made. Our strategy provides a framework that guides activities, ensuring we are placing the customer at the centre of everything we do. This includes seeking amendments to the *Farm Credit Corporation Act* that will enable FCC to meet the growing needs of the agricultural industry, including providing more support for value added growth. FCC's implementation will be outlined in the 2002/03 Corporate Plan. Included in our strategy is our commitment to provide our customers with "personalized" service through the delivery channel of their choice – by contacting one of our employees, our website located at www.fcc-sca.ca, or through alliances and partners. Our continued focus on industry solutions will ensure that the different sectors have the products they need to be competitive.

This document summarizes FCC's Corporate Plan for 2001/02 – 2005/06, which describes the transformation that is impacting both the agricultural and financial services sectors, as well as the effect that these changes are having on producers and the industry as a whole. It outlines how FCC plans to assist the producer in the new marketplace through the following objectives:

- Unique people leading our success;
- Creating solutions for customer success;
- Making it easy for customers to do business with us; and
- Financial success - the foundation of continued customer support.

We will leverage our passion for agriculture to help our customers succeed. We will apply and build on our industry knowledge and expertise for our customers. We will partner, innovate and create to deliver customer solutions and service delivery that are both customer centric and leading in the industry.

Our focus on agriculture remains unchanged. Our commitment is strengthened. Agriculture. It's all we do.

John J. Ryan
President and Chief Executive Officer

OPERATING ENVIRONMENT

The customer plays a key role in shaping the environment and the marketplace. As demands for high–quality products at competitive prices escalate, so does the need for organizations to become more creative in their approach to business.

In the agricultural sector, the boundaries are expanding, calling for increased access to financial and business solutions. Freer trade, globalization and technology are redefining the agricultural industry. What was once referred to as a value chain can now be viewed as a value web of interconnected businesses working together to create an economic force.

The Canadian agri-food system and related services industry (food and beverage processing industry, the distribution industry and the food services industry) accounted for 8.4 per cent or about $60 billion of Canadian GDP in 1998. The agri-food system employed 1.9 million people in 1998 accounting for 13.2 per cent of total Canadian employment. The agri-food sector, which consists of the agriculture and related services and the food and beverage processing industries, accounted for 4.2 per cent of total Canadian GDP. The distribution and food services industries accounted for the remaining 50 per cent of the total agri-food system GDP. Agriculture and related services accounted for less than two per cent of total Canadian GDP in 1998.[1]

In 1998, Canada's primary agriculture sector had sales of $28.5 billion, purchased $14.6 billion of inputs, and exported $11.9 billion of product. The agri-food processing sector consisting of food and beverage processors, feed manufacturers, and non-food manufacturers, had sales of $59 billion, imported $6 billion of raw product, and exported $10.7 billion of processed product. Food and beverage processors accounted for 88 per cent of this sector's sales in 1998.

Market forces such as globalization and trade liberalization are creating an increasingly competitive environment for Canadian producers as are changing customer demographics and shifting appetites for healthy, processed foods. Consumer demand and commodity prices, combined with the rising costs of inputs impacting farm income are presenting challenges for Canadian producers. Decreased commodity prices, combined with interest rate fluctuation and the increased cost of inputs are creating a cost-price squeeze.

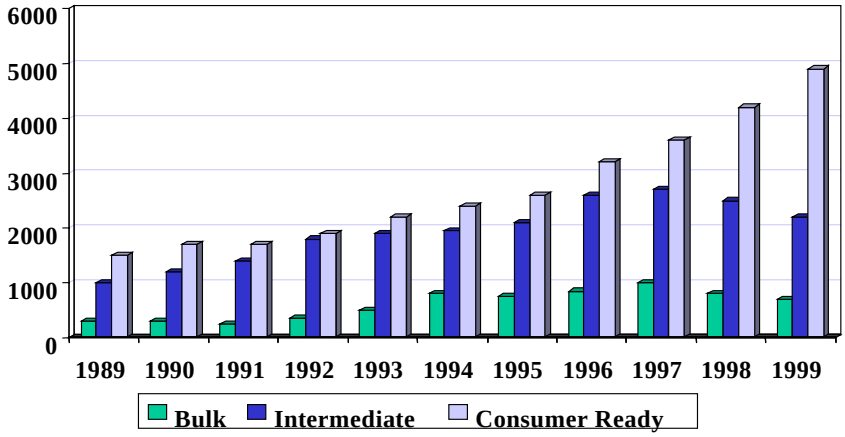
Subsidization in other countries is creating an uneven playing field. The Canadian position on agriculture at WTO calls for the complete elimination of export subsidies, reductions in trade distorting support, greater access to markets, and the creation of a working party on trade in genetically enhanced products. Any reductions in agricultural tariffs or export subsidies will result in an increase in net cash incomes for producers, which may be utilized in concert with financial institutions for further investment in the agricultural industry.

[1] AAFC, "Agri-Food System Overview", 1999.

Agriculture is no longer just food production. It is an entire system that includes primary production, information, processing, transportation and packaging for the end user.

Value-added production in Canada is becoming increasingly important as evidenced by the increased export of consumer ready products to the United States, such as processed vegetables, pork and beef products and grain products. The impact of e-commerce and e-business will also have a positive impact on value-added production, creating better management of the links between supplier and buyer and breaking down distance and time barriers, and other obstacles to business and trade. Every link in industry will be affected, with change being the common denominator. Alliances, partnerships, mergers and fall-outs have been taking place, as companies explore new ways of doing business.[2]

Increase in Exports of Processed Goods:
Source: Larry Martin, George Morris Foundation



From 1972 to 1993, world trade in processed foods grew at an average annual rate of 10 per cent compared to eight per cent growth for agricultural commodities. In 2000, it is estimated that processed food comprised 70 per cent of the $715 billion US global trade in food and agricultural commodities.[3]

Canadian agri-food exports have followed this general trend. Annual exports of consumer-oriented agri-food products have grown from $5.4 billion during 1992 to 1996 to $9.1 billion in 1998. By 1998, exports of bulk agri-food products/commodities had fallen to 34 per cent of total exports.[4]

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[2] Diane Vincent, Associate Deputy Minister, Agriculture & Agri-Food Canada, E-Commerce for Agribusiness Conference, Chicago, Illinois, October 12, 2000.
[3] USDA, ERS, "Globalization of the Processed Foods Market", 1996.
[4] AAFC, "Portrait of the Canadian Agri-Food System" and "Exports of Agri-Food".

In the processing and retail sectors, shipments by Canadian food and beverage processors have grown from about $45 billion in 1989 to almost $60 billion in 1998. Food and beverage processing is Canada's second largest manufacturing sector in terms of GDP. Ontario and Quebec are the powerhouses of this sector, accounting for 52 per cent and 23 per cent of GDP respectively. Consolidation is occurring in parts of Canada's food distribution sector. The number of retail food outlets has fallen from approximately 34,000 in 1989 to about 26,000 in 1998.

As the agricultural sector continues to expand to meet the growing demand for consumer-ready foods, additional services such as business planning and management services to assist producers and the rural community's movement into value-added processing may be required in the future.

Industry Transformation

> Primary producers are rethinking the nature of their business. They can be expected to move further up the value chain into processing and marketing of niche products.

The challenge of the future will be to assist the agricultural sector in making the transformation from a farm income based economy that is dependent on market forces, to one that is more diversified. New technologies are emerging that will enable producers to expand their value chain from simply food production to production of other products, such as pharmaceuticals and neutraceuticals, ethanol and wallboard. Never before has it been as important for producers to embrace the changes occurring and to focus on how they can take a leading role.

With the emerging life sciences economy, opportunities exist to continue expanding the boundaries of agricultural production and use. Expanding the value chain to include bio-material production, bio-medicine, and bio-environmental products will increase markets available to producers. Agriculture and Agri-Food Canada's Life Science strategy speaks to developing an industry that is more diversified and less dependent solely on the linear food production chain.

"We need to find ways to help the primary sector take advantage of these new opportunities so that they can realize increased revenues and income stability as a result. We need to work to improve the investment climate through marketing, economic and scientific research, and regulation that allows producers to form strong value chain linkages with the handling, transportation and processing sectors to capture value–added returns."

"Primary producers are rethinking the nature of the business they are in. They can be expected to move further down the value chain into processing and marketing of niche products. There will be opportunities for regionally based production and processing clusters that can help stabilize rural communities. Agriculture can be and must be more than just food. Farmers can be and must be more than just producers. We need to look

at how producers, processors and other investors can better work together to capture these opportunities."[5] AAFC has a vision for Canada to join other countries in developing this new economy and to be the leader in the life sciences economy by 2010.

The Knowledge Economy

The effect of e-business on the marketplace will only strengthen as more people gain access to and recognize the power of this tool. Business-to-business sales are expected to grow from less than $10 billion Canadian in 1998 to more than $70 billion by 2003. Business-to-consumer sales are expected to rise from virtually zero to more than $20 billion during the same period. Within Canada's food and agriculture sectors, business to business sales are projected to increase 10-fold between now and 2004 - growing from the $800 million Canadian it represents today, to an estimated $10.7 billion.[6]

The Government of Canada recently announced its national strategy to manage the transition of Canadians to a **knowledge-based economy** and "make Canada the most connected nation in the world."[7] Among the initiatives are the creation of Smart Communities which aim to overcome "digital divides" by ensuring Internet connectivity for even the farthest reaches of our nation. As Internet use grows, within the next two years, estimates are that e-commerce will be particularly well established within our food and beverage processing industry – with the primary thrust being B2B [business to business].[8] The government has pledged to invest $160 million in this initiative.

Financial Services Industry Transforming

We are witnessing an unprecedented transformation of the financial services industry. The need to balance customer service delivery with efficiency and increased shareholder value is being addressed through the delivery of creative, customer-focused solutions and technological innovation. Customers can access financial services through a variety of options, including the Internet, automated banking machines and debit cards and telephone banking, or they can visit a branch. In order to increase their reach, banks are partnering with non-financial businesses such as supermarkets and e-commerce companies.

Developing partnerships will continue to play an important role in the agricultural finance sector with the objective to improve products and services offered to clients by encouraging those with complementary services to work together for the good of the industry and individual producers. Credit unions have a strong role to play in rural Canada, and other provincial lenders, and business services providers. Partnering with these types of lenders and business solutions providers will be critical to enable growth in the agricultural sector.

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[5] Agriculture and Agri-food Canada, "The Agriculture and Agri-Food System in 2010."
[6] Diane Vincent, Associate Deputy Minister, Agriculture & Agri-Food Canada, E-Commerce for Agribusiness Conference, Chicago, Illinois October 12, 2000.
[7] Ibid.
[8] Ibid.

FCC's Response

As a result of these changes, the Canadian agricultural landscape will look very different than it does today. There will be a requirement for more specialized financial products and services designed for specific needs. Product development will have to be geared accordingly. Access to competitive knowledge, partnerships and best practices will increasingly become necessary to succeed.

Beginning and developing producers require access to capital and information. Producers and agribusiness operators require business planning to ensure strategic growth in an industry driven by consumer demand. Farmers with off-farm employment supplementing their income will require access to solutions geared for their special business needs. Commercial farmers (value adders, large commodity producers and dedicated traditional commodity producers) will require specialized products and services such as leading edge financing instruments like risk management tools, business planning expertise and specially designed lending products.[9]

As a federal Crown corporation, FCC is focused solely on the agricultural industry. For 41 years, FCC has continued to change and grow with the needs of producers and the industry, developing sector-specific products geared specifically to the needs of the customer.

FCC possesses a substantial market share in term lending. As producers venture into value added production or expand along other value chains, they will require knowledge, connections and financial solutions. Growth of this magnitude requires an investment climate that allows for the exploration of new ideas.

In order to take advantage of new technologies, explore product development and accessing new markets, an even greater need for capital and commitment from the financial services industry will be required. FCC is committed to working with other lenders and business solutions providers to enable growth to occur.

Through the Corporation's Customer for Life strategy, FCC will focus on meeting the needs of customers throughout their life and business cycle. We will continue to hone our agricultural knowledge and expertise to create value for the industry. We will partner with others to create more opportunities as producers and agribusiness continue to forge new markets and create new efficiencies in food production. And we will innovate, create and lead the development of new products and services for our customers and the agricultural industry, including beginning farmers, commercial farms, agribusiness, and lifestyle farmers.

[9] Ray Bollman, Statistics Canada, "Rural Canada".

Legislative Proposals

During 2000, FCC embarked on a process to amend the *Farm Credit Corporation Act*. FCC consulted with more than 100 regional and national farm and agribusiness organizations, provincial governments, federal government departments and agencies as well as all major financial institutions regarding the future role of the Corporation. More than 400 individuals participated in the consultation meetings across Canada. The consultations resulted in general support across most stakeholder groups for proposed amendments to the *Farm Credit Corporations Act*. The highlights are:

- Changing the Corporation's name to Farm Credit Canada and Financement agricole Canada (from Société du crédit agricole) to better reflect its federal identity and demonstrate the federal government's commitment to rural Canada. The name change supports the goals of the new federal identity program.
- Removing restrictions on FCC lending so that farm-related businesses (inputs to or outputs from farms) that benefit primary producers can be financed. Under current legislation, FCC can only finance businesses that are majority owned by primary producers.
- Allowing FCC to provide equity capital for farm and farm-related businesses solely or in partnership with other equity providers to fill the gap that exists for equity capital to the agricultural industry.
- Clarifying FCC's legislation related to lease financing to provide explicit legislative authority for FCC to offer a range of lease instruments.
- Allowing FCC to provide complementary non-financial services and products to farm and farm-related businesses to enable them to attain their business goals.
- Financial and operational amendments to provide FCC with similar powers as other Crown corporations, allowing it to improve the effectiveness of its operations and meet emerging customer needs.

FCC's implementation plan will be outlined in the 2002/03 – 2006/07 Corporate Plan.

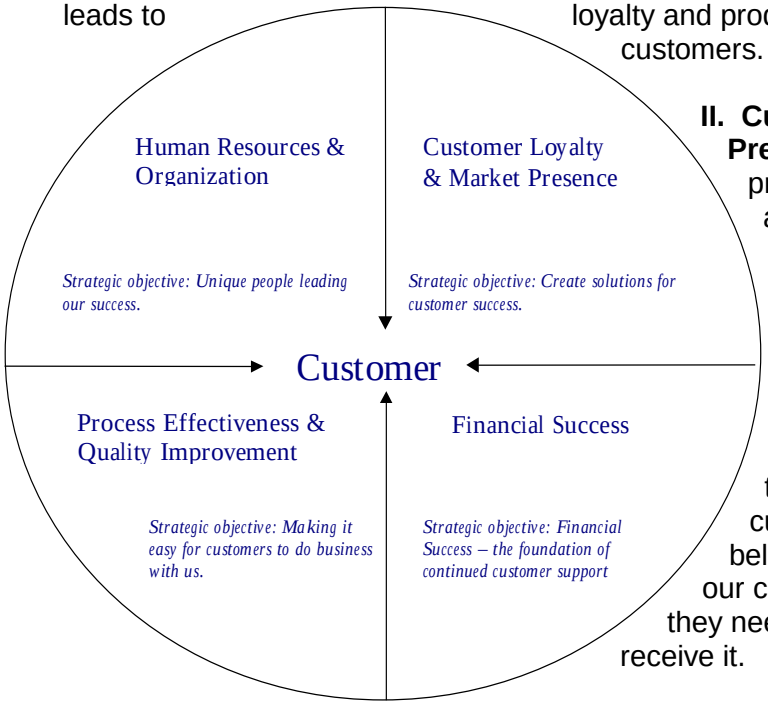
FCC's Balanced Scorecard

> At the core of every decision and business activity undertaken at FCC is the question, "How does this benefit our customers?"

FCC measures its progress through a measurement system called the "balanced scorecard", which translates FCC's vision into measurable strategic objectives. The balanced scorecard motivates performance. From the divisional level to the individual level, objectives, goals and measures are set based on the key performance areas mapped out in the Corporate Plan and represented in the balanced scorecard.

The balanced scorecard enables the Corporation to gain an overall perspective of operations and closely monitor progress in key result areas. Overall progress is communicated annually to all staff and external audiences while financial results are communicated quarterly. The Corporation has identified the following four key areas for action:

I. Human Resources and Organization: FCC staff are known for their agricultural expertise, and their passion for agriculture and seeing our customers succeed. Studies show that focusing on employee development and a positive workplace environment leads to loyalty and productivity to the benefit of customers.



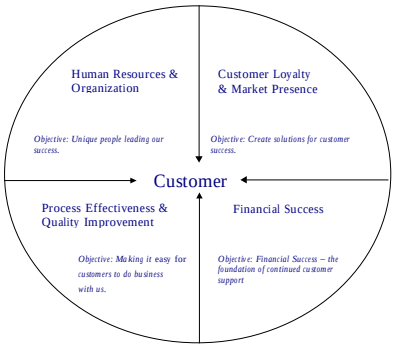
II. Customer Loyalty and Market Presence: FCC continually strives to provide primary producers and agribusiness with financial solutions that enable them to succeed.

III. Process Effectiveness and Quality Improvement: Maximizing technology and resources is key to ensuring timely, efficient and relevant customer service delivery. We believe that it is important to provide our customers with the kind of solution they need, when and how they want to receive it.

IV. Financial Success: Sound financial management of the Corporation enables FCC to continue adding value to producers and agribusiness owners and operators.

I. Human Resources and Organization

Leadership is about inspiring people to do extraordinary things and the ability to successfully maneuver teams through a transition or change phase.



Customer Needs Drive Employee Attraction, Development, Retention

Unique people leading our success is key to our ability to anticipate and meet the business needs of our customers. FCC is committed to increasing employee retention, satisfaction and morale and building internal competencies that result in a high level of expertise. Several key core competencies have been identified to ensure that FCC continues to anticipate and respond to the needs of producers and agribusiness. They are agricultural knowledge and business expertise; leadership in innovation, creativity; and relationship-building. These core competencies drive FCC's retention, attraction and development strategies and ensure alignment between human resources strategies, the needs of the industry.

In 2001-02, FCC will ensure that its compensation package is comparable to industry practices. Work will continue on the new FCC pension plan. Employees are made aware of opportunities for lateral and promotional movement and are encouraged to apply for various positions in order to develop or further their skills. A Human Resource Index survey measuring employee satisfaction will be conducted in 2001/02.

Agricultural Knowledge and Business Expertise

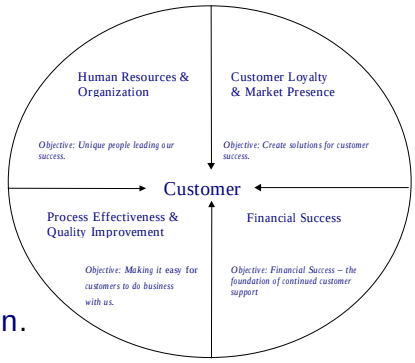
FCC views training and development initiatives as an investment. Several programs – such as Managing Local Markets, the Field Development program, Financial Certification, Mainstream Accreditation and the District Manager Development Program – are part of human resource joint efforts with other business units to develop crucial skills needed in today's business environment.

Leadership, Innovation and Creativity

FCC has significantly invested in current and future leaders through Succession Planning and the leadership development programs. High-potential employees are identified through an assessment process and development planning for all employees is an integral part of our annual competency assessment process. Through these initiatives, FCC ensures management continuity and provides learning and development opportunities to individuals with high potential. In 2001-02, FCC will launch a new program to encourage and recognize innovation at FCC. Development programs on creativity and innovation will be available to employees, and we will be reviewing linkages to innovation in the corporate competency assessment process.

II. Customer Loyalty and Market Presence

Knowledge and relationships are the cornerstones of the FCC brand. Centering our organization's initiatives around the needs of customers and their preferred ways of dealing with us have resulted in strong customer loyalty that in some cases spans more than one generation.



Customer Loyalty & Brand

FCC commissioned a corporate reputation and brand equity study as well as a customer loyalty study to benchmark where we stand at present, in order to design strategies for improvement.

FCC plans to use the findings from the Customer Loyalty Index and Brand equity study to continuously improve our relevance to customers as well as to improve our contribution to the success of the agricultural industry as a whole.

Customer Relationship Management

FCC is formalizing our decades of adherence to a credo of placing the customer at the centre of everything we do with the creation of a Customer Relationship Management (CRM) strategy. Initial CRM development will focus on the implementation of a corporate-wide contact management system. Future CRM implementation will permeate virtually every area of FCC to ensure that changes regarding personnel, process and technology are aligned with the need to revolve the business around our customers.

Channel Choice

An integral element of Customer Relationship Management is to offer customers the right service at the right time and place. FCC expects to offer customers the ability to conduct business over the Internet in fiscal 2001-02.

Knowledge Management

Many of our field staff are professional agrologists from agricultural communities. All have a passion for the industry. This year, FCC embarked on a more systematic approach to gathering expertise, to centralize information and "know what we know." Sharing our specialized knowledge and expertise in the form of personal counsel and unique products tailored to the agricultural industry is imperative for us to contribute to the success of customers.

Product Development

To effectively build customer loyalty, FCC must not only deliver value to customers today, we also must anticipate their future needs. Term loan products characterize FCC's current product line. As the industry continues to expand and diversify, our customers' financial needs are also evolving. We engage in continuous dialogue with customers and the agricultural industry to ensure that we can identify emerging needs in the marketplace, and develop sector-specific products and services. This ongoing process ensures that we can meet the future needs of agriculture and rural Canada.

Partnering to Add Customer Value

The agricultural industry has a long history of co-operative effort. FCC actively seeks alliances and partnerships to maximize our ability to add value to customers.

Giving Back to our Communities

Our employees and customers live and work in more than 100 communities across the country – the vast majority of them in rural Canada. FCC is proud to give back to those communities. We have been designated a "Caring Company", under the Canadian Centre for Philanthropy's "Imagine" program, donating a minimum of one per cent of pre-tax dollars to communities across Canada.

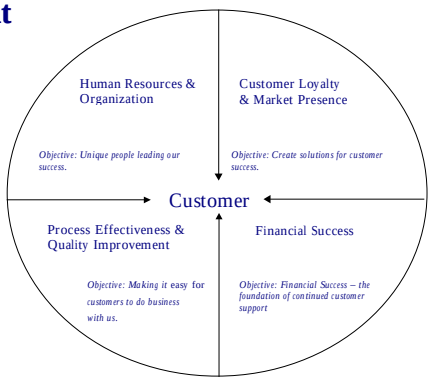
FCC strives to support endeavours that benefit the community and enhance the quality of life for all of us. We encourage and support the community-minded efforts and involvement of our employees, and recognize that their time, energy and enthusiasm makes an enormous contribution.

Our national focus is farm safety and food, reflecting our strong dedication to the industry in which we operate. Our aim is to help people understand that safe and affordable food is produced by Canadian farmers and agribusiness. We partner with the agricultural industry to promote safety, where farm families live and work, delivering initiatives such as the National Farm Safety program, the rural babysitting course and others.

FCC partners with Food Banks and breakfast programs through cash donations and volunteer time. Our employees give generously to their communities. FCC staff have also participated in the United Way's Day of Caring for the last four years, giving their volunteer labour to help Habitat for Humanity, a women's shelter, and more. FCC also "loans" an employee to the United Way, to provide leadership, expertise and visibility in local campaigns.

III. Process Effectiveness and Quality Improvement

Access to financial services and agricultural knowledge. Anytime. Anywhere. Efficiency. Effectiveness. Services and knowledge that help me make better decisions.



Information Technology as an Enabler

Information technology is a key enabler to delivering customer solutions and providing a platform for accessing information and knowledge. Strategic applications supporting our customers' needs will involve electronic marketing and delivery, customer support and customer behavior predictions. FCC will focus on proactive planned investment in technology that improves our ability to serve our customers. The Corporation's management of information technology includes the development and implementation of an e-business strategy, improvements to the corporate data communications network, and continued improvements in the reliability of the IT operational, system management and development processes.

Business Process Reengineering

Our process redesign guiding principles are to provide the best business opportunities to our present and future customers in the most efficient and cost effective manner. Process redesign efforts in 2001/02 will concentrate on ensuring integrated new business processes to support the electronic delivery of customer solutions.

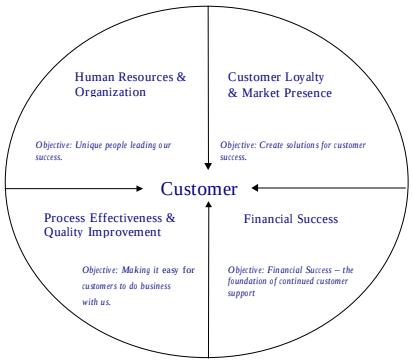
Expense Management

Careful management of administration expenses will help FCC ensure its viability. One of the key components of this management has been the establishment of an efficiency ratio as a performance measure for the Corporation. The efficiency ratio measures the level of operating expenses as a proportion of net interest income. The targeted efficiency ratio for 2001/02 is 49 per cent, an improvement over the forecast 56 per cent in 2000/01. This ratio is planned to further improve to 44 per cent by the end of the five-year planning horizon.

FCC manages its operating expenses through: an ongoing commitment to business process reengineering, incremental process and service improvement included in the operating plans of business units. FCC is committed to ensuring that operating expenses are not only kept in line with portfolio growth, but that the Corporation becomes more efficient through increased productivity. These measures demonstrate FCC's commitment to providing value to our customers and our principal shareholder.

IV. Financial Success

FCC's long-term financial integrity safeguards an unwavering commitment to family farms and small to medium-sized agribusiness.



Financial viability is key to FCC's ability to serve its customers and to provide support during good times and bad. Four key components to financial success include capital acquisition, treasury, risk management and expense management. These enable FCC to offer the best possible value to our customers. A number of key initiatives have been implemented over the last few years to build sound financial foundations and ensure long term financial viability for the Corporation. These initiatives include:

- Risk Scoring and Price Scoring, which provides us with the ability to price our products appropriately for inherent risk;
- Portfolio vision through which the Corporation manages portfolio and geographical risk;
- Financial measures, including return on equity, return on assets and debt to equity ratios; and
- Efficiency measures to manage expense growth.

Over the next few years, FCC will continue to work on and improve on these initiatives.

Treasury

Portfolio Funding

As competition for funds continues to grow, absolute bond yields remained low through 1999 and 2000 from a historical perspective. As investors seek higher returns elsewhere, the capital markets demand for high quality debt has decreased and current spread levels for federal Crown corporations range from 15-30 basis points over Government of Canada debt.

The impact of higher long-term funding costs will continue to put pressure on both FCC and our customers. This is of particular concern given increasing production costs, and in some cases, lower revenues faced by producers. The challenge continues to be obtaining the most efficient, cost-effective funding for the portfolio, so that the best possible value can be passed on to FCC's customers.

Funding Programs

The Corporation will continue to use a variety of instruments to raise the necessary capital to fund its operations. These include structured notes, medium-term notes (retail, institutional, Euro) and other sources.

Outlook

In 2001/02, FCC will continue to expand its successful domestic retail medium term note (MTN) program and explore new borrowing programs and markets to diversify its investor base and generate cost effective funds.

Credit Risk Management

Sound management of loan portfolio credit risk is a prerequisite for FCC's financial success. The loan portfolio is FCC's largest asset and generates the bulk of FCC's income. Credit risk is the largest risk faced by FCC, and the annual provision for credit loss is one of the largest expenses on FCC's income statement.

Risk- based pricing

FCC uses the Strategic Credit Risk Model to measure portfolio level credit risk (in a way that can be compared to other financial institutions). At the individual account level, FCC has successfully implemented a risk scoring process that provides a dynamic, comprehensive, and granular risk-rating mechanism.

With the newly implemented risk-based pricing process, FCC is in a better position to achieve stable long-term results from the portfolio. Appropriate loan pricing, along with other credit risk management processes, will help to ensure FCC's continued presence in support of primary producers and agribusiness in rural Canada.

Account monitoring and review processes

A cycle of new credit training has been completed. Several steps have been taken to address credit risk in Agribusiness lending. A portfolio diversification strategy is being implemented.

Portfolio Vision

The "Portfolio Vision" describes the portfolio that is needed to manage portfolio and geographic risk. Included are descriptions of the desired geographical and enterprise portfolio concentrations, the desired credit and sales culture interface, the margins that are needed and an overview of the processes in place and needed to manage the credit risk in the portfolio.

Risk Management plans for the coming year include:

- improving the loan pricing model by fully integrating it into the loan origination software; and
- incorporating other loan cost elements into the pricing process.

Loan and account review processes

New loan authorization processes have recently been implemented. A framework for managing “agricultural enterprise” knowledge is being developed. Links to FCC’s e-business initiatives will follow.

The “Integrated Risk Management” project will conclude at the end of this fiscal year with a recommendation regarding the ongoing function of an “integrated” or “enterprise wide” approach to risk management. FCC continues to work with policies, processes, procedures, controls, credit training and other management processes for FCC’s loan portfolio credit risk.

Over the longer term, FCC will be investigating the use of other financial tools and measures to assist in management of the credit risk of FCC. With its base portfolio of high quality agricultural mortgage loans FCC is in a good position to mitigate its “one industry” credit risk through the financial markets.

Objectives, Goals and Measures

I. Human Resources and Organization

Objective	Goals	Measures for 2001/02
Unique people leading our success.	1. Continuously improve factors contributing to employee satisfaction.	♦ A statistically significant improvement from January 2001 Human Resources Index results, with a special emphasis on the communication component. ♦ Attraction and retention strategies implemented to assist in maintaining the voluntary turnover rate at less than 10%. ♦ Achieve goals set out in the Corporations Employment Equity and the Official Languages plans.
	2. Develop knowledge, skills and expertise to reinforce FCC's Customer for Life strategy.	♦ 3.5% of Corporate salary budget invested in training and development. ♦ Competencies identified and plan established. ♦ Ten industry expert teams established throughout FCC.
	3. Inspire Innovation.	♦ Launch innovation program. ♦ All innovations implemented in new products and solutions generate increased revenues, reduced costs, improved efficiencies or effectiveness and increase customer and employee loyalty.

II. Customer Loyalty and Market Presence

Objective	Goals	Measures for 2001/02
Create solutions for customer success.	1. Grow support for primary production and agribusiness through increased market presence and continued customer relationship building.	♦ $1.8 billion in disbursements including; $1.33 billion in disbursements to primary production; $250 million in direct disbursements to agribusiness; $220 million in disbursements through alliances. ♦ Improve customer retention by 2%.
	2. Increase options for service delivery through e-business channel development.	♦ CSC operational as a delivery channel and integrated into e-commerce. ♦ Increase disbursements via electronic channel. ♦ Business-to-business internet loan processing and banking to be established with 3 alliance partners.
	3. Anticipate needs of the agricultural industry and respond with proactive product development.	♦ Generate additional revenue from new fee based products introduced in 2000-2001. ♦ Achieve targets identified in business cases supporting new interest-based products introduced in 2000-2001. ♦ Deliver 5 new interest-based and 2 new fee-based products. At least 1 of these products to be web-based. ♦ Delivery of 20 life cycle planning seminars throughout Canada under the AgriSuccess initiative. ♦ 20% of AgriSuccess site hits will access a site offering. ♦ Establish a business alliance with one First Nations group in each Sales Area.
	4. Offer expert knowledge to customers.	♦ Positive trend of results of Customer Loyalty Index and Brand Equity Survey factors associated with specialized knowledge.

III. Process Effectiveness and Quality Improvement

Objective	Goals	Measures for 2001/02
Make it easy for customers to do business with us.	1. Continuously improve process effectiveness and operational efficiency.	♦ Reengineered Human Resources processes implemented by September 30, 2001 with realized net efficiency gains. ♦ Engineered new business processes and redesigned existing business processes, as required, in support of e-business implementation. ♦ Corporate efficiency ratio (expense/revenue) of 49%.
	2. Leverage technology to enable and sustain delivery of superior customer service offerings.	♦ Information technology infrastructure availability target of +99%. ♦ All technology related projects will be delivered within specifications. ♦ 100% of service level targets achieved for all mission critical applications. ♦ Reengineered Information Technology processes implemented.
	3. Do it right the first time, all the time. (Continuous quality improvement as a business driver).	♦ 98% accuracy on completed data fields. ♦ 100% of required customer information data fields complete. ♦ Quality index developed, benchmarked and operationalized by October 1, 2001.

IV. Financial Success

Objective	Goals	Measures for 2001/02
Financial success – the foundation of continued customer support.	1. Ensure long-term viability.	♦ ROE of 8.2% ♦ ROA of 0.78% ♦ Debt-to-equity ratio of 9.4:1 ♦ Cost effective funding 10 bpts lower than Crown curve.
	2. Proactively manage risk.	♦ Maintain strategic credit risk model (SCRM) score on portfolio less than 70 (representative of a “managed” approach that is neither conservative nor aggressive). ♦ Manage operations within approved treasury risk limits.

Financial Plan

The Financial Plan provides details of Farm Credit Corporation's forecasted financial results for the five fiscal years from 2001/02 to 2005/06. This Plan has been developed on a pretax basis. Overall, financial results represent cautiously optimistic lending activity, provisions for credit losses reflective of continued pressure on certain sectors of the agricultural economy, and improving key financial ratios.

Management's Key Financial Targets ($ Millions)

	Forecast 2000-01	Plan 2001-02	Plan 2002-03	Plan 2003-04	Plan 2004-05	Plan 2005-06
Total Loans Receivable	6,834.1	7,460.8	8,027.4	8,774.8	9,697.5	10,457.3
Loan Disbursements	1,752.0	1,800.0	1,955.0	2,135.0	2,360.0	2,430.0
Equity	679.0	733.4	803.5	875.1	958.0	1,049.9
Administration Expense	97.0	102.0	114.0	124.0	132.0	136.0
Efficiency Ratio (%)	56	49	47	46	45	44
Net Income	58.3	57.8	75.3	78.9	90.8	101.0
Return on Assets (%)	0.85	0.78	0.95	0.92	0.97	1.00
Return on Equity (ROE) (%)	8.9	8.2	9.8	9.4	9.9	10.1
Debt - to - Equity (:1)	9.4	9.4	9.2	9.1	9.2	9.0

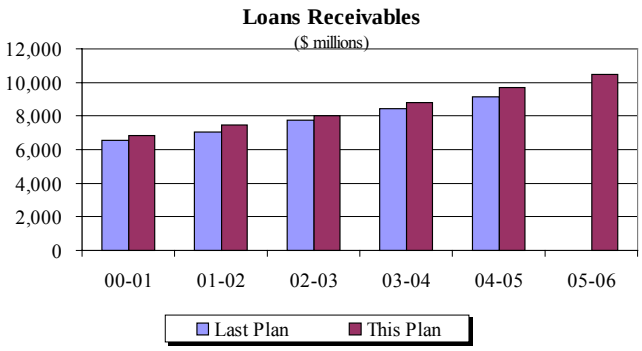
Discussion of Expected Results

Comparison to prior year's plan refers to the five year period from 1999-2000 to 2004 – 2005.

Balance Sheet

Loans Receivable

Loans receivable are expected to increase from $6.8 billion in forecast 2000/01 to $10.5 billion by the end of March, 2006. Compared to the last plan, the loans receivable balance will be $534.5 million higher by March 2005 primarily as a result of higher than expected growth in 2000/01. The remaining years have similar growth as was outlined in last year's planning process.



Agribusiness disbursements will increase from $250 million in the first year of the plan to $400 million in the final year, representing 16% of loan disbursements at March 31, 2006. This illustrates that FCC's primary focus remains on the primary producer.

Loan Disbursements

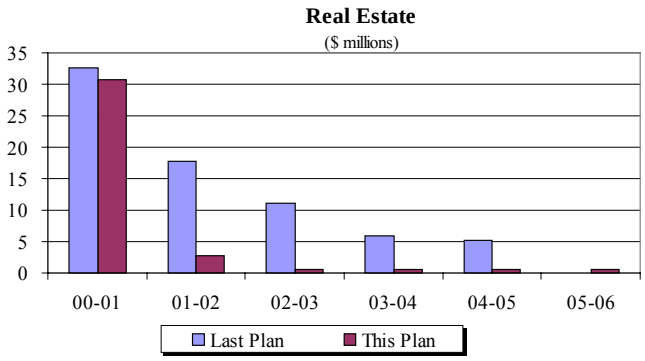
Loan disbursements remain consistent with prior year plan at $10.0 billion for the five years ending March 2005. Agribusiness and alliance lending will continue to augment FCC's traditional lending. The steady growth illustrates FCC's continued efforts to expand its portfolio depth and breadth through partnerships and delivery channels

Allowance for Credit Losses

The allowance for credit losses represents management's best estimate of credit losses on its loans receivable. Included in the allowance over the planning cycle is a cumulative $50.0 million allowance that reflects probable losses due to macro economic events which cannot adequately be captured in the model-driven determination of the allowance. As the size of the portfolio grows, the allowance for credit losses is expected to grow from a forecasted $277.9 million at the end of March, 2001 to $480.9 million at the end of March, 2006. The allowance as a percentage of loans receivable is expected to grow throughout the 5-year planning period from 4.22% to 4.60% reflecting the increased risk associated with a larger portfolio and the overall agricultural operating environment.

Real Estate Acquired in the Settlement of Loans

Real estate balances are lower when compared to the last plan due to a continued acceleration of land sales as long-term leases expire. The Corporation expects to sell most of its land inventory by March 2002. Key drivers in the sale of property are the expiration of long-term leases in 2000 and 2001, and FCC's desire to return real estate back to the primary producer.



Income Statement

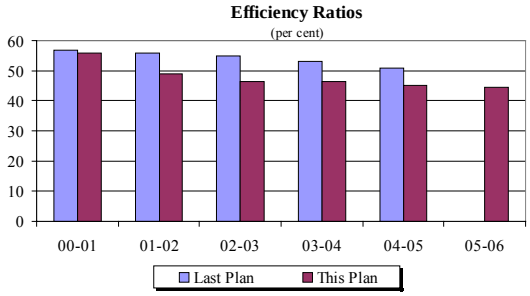
Net Interest Income

Net Interest Income (N.I.I.) is the difference between the interest earned on assets, such as loans and securities, and interest expense on borrowings. N.I.I. for the five years ended March 2005 is $51.3 million higher than last plan. This increase is due to a larger loan portfolio as well as higher net interest income margins. The higher margins are created by increased equity levels, maturing of lower margin loans and reduced funding costs created by the retirement of high coupon Consolidated Revenue Fund debt (CRF). CRF debt retirement in 2000-01 and 2001-02 resulted in prepayment penalties for early retirement, however this is more than offset by a reduction in interest expense in the later years of the planning cycle.

Net Lease and Real Estate Income

Net lease and real estate income is forecast to increase to $30.2 million for the five years ended March 2005, $15.8 million higher than last plan. This is due to higher recoveries as the Corporation continues to return its land holdings back to primary producers.

Administration Expenses



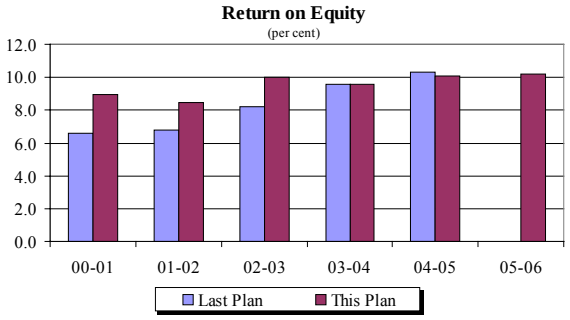
Administration expenses are $46.1 million lower than last plan for the five years ending in March 2005. The decrease in administration expenses and improved efficiency ratio reflects the realization of benefits from efforts over the last number of years to obtain process efficiencies and cost containment. These efficiencies have been obtained through better allocation of resources to support the growth of Agribusiness, to enhance product support and market development, and to strengthen infrastructure to maximize customer support.

Net Income

Net income is expected to increase by $44.7 million for the five years ending March 2005 when compared to the last plan. This is mainly due to greater net interest income ($51.3 million), higher net lease and real estate income ($15.8 million) and lower administration expenses ($46.1 million), offset by higher provisions for credit losses ($63.2 million). With the projected portfolio growth and controlled administration expenses, net income continues on an upward trend through the planning cycle.

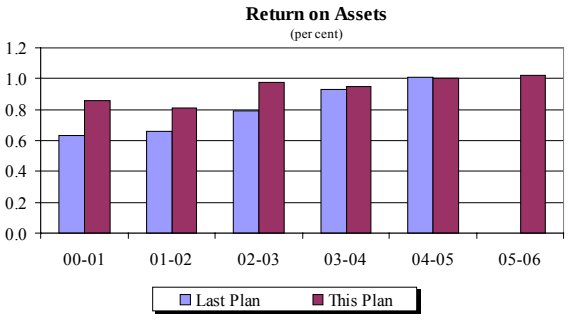
Return on Equity

Return on equity averages 9.5 per cent for the five years to 2005, compared to 8.5 per cent in the last plan. The higher ROE is a reflection of a larger loan portfolio generating higher interest income with improved net interest income margins; higher recoveries on real estate and reduced administration expenses.



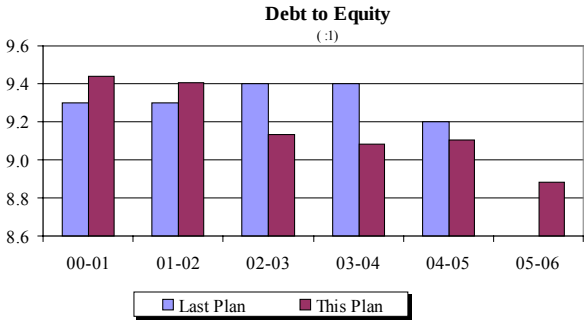
Return on Assets

Return on assets averages 0.92 per cent for the five years to 2005, compared to 0.82 per cent in the last plan. This is a reflection of the improved net interest margin forecast in this plan.



Debt-to-Equity

The debt-to-equity ratio of 9.3:1 (weighted average from March 2000 to March 2005) is consistent with the last plan. The maintenance of a higher equity base will better enable FCC to reinvest in agriculture and grow the balance sheet without compromising financial viability.



Financial Plan - Schedule 1

Farm Credit Corporation
Balance Sheet
2001/02 - 2005/06 Financial Plan
($ Millions)

	Actual 1999/2000	Forecast 2000/2001	Plan 2001/2002	Plan 2002/2003	Plan 2003/2004	Plan 2004/2005	Plan 2005/2006
ASSETS							
Cash and short term investments	308.7	400.0	400.0	400.0	400.0	400.0	400.0
Accounts receivable and other accrued assets	74.8	32.0	32.0	32.0	32.0	32.0	32.0
Long term investments	55.6	55.5	54.4	53.2	50.0	50.0	50.0
Total loans receivable	6,303.8	6,834.1	7,460.8	8,027.4	8,774.8	9,697.5	10,457.3
Less: Allowance for credit losses	249.7	277.9	304.9	329.9	361.9	397.9	430.9
Allowance for macroeconomic events	0.0	0.0	10.0	20.0	30.0	40.0	50.0
Net loans receivable	6,054.1	6,556.2	7,145.9	7,677.5	8,382.9	9,259.6	9,976.4
Real estate aquired in settlement of loans	64.9	30.8	2.8	0.5	0.5	0.5	0.5
Equipment and leasehold improvements	12.6	15.0	15.0	15.0	15.0	15.0	15.0
TOTAL ASSETS	6,570.7	7,089.5	7,650.1	8,178.2	8,880.4	9,757.1	10,473.9
LIABILITIES							
Accounts payable and accrued liabilities	36.6	29.1	33.2	36.9	41.3	46.7	51.4
Accrued interest on borrowings	166.0	130.9	144.6	155.1	168.5	185.4	186.8
	202.6	160.0	177.8	192.0	209.8	232.1	238.2
Borrowings							
Short-term debt	1,040.1	1,672.4	1,608.3	1,617.2	1,675.8	1,674.4	1,905.3
Long-term debt	4,700.8	4,578.1	5,130.6	5,565.5	6,119.7	6,892.6	7,280.5
	5,740.9	6,250.5	6,738.9	7,182.7	7,795.5	8,567.0	9,185.8
EQUITY							
Capital	507.7	507.7	507.7	507.7	507.7	507.7	507.7
Retained earnings	119.5	171.3	225.7	295.8	367.4	450.3	542.2
Total equity	627.2	679.0	733.4	803.5	875.1	958.0	1,049.9
TOTAL LIABILITIES AND EQUITY	6,570.7	7,089.5	7,650.1	8,178.2	8,880.4	9,757.1	10,473.9

Financial Plan - Schedule 2

Farm Credit Corporation
Statement of Operations and Retained Earnings
2001/02 - 2005/06 Financial Plan
($ Millions)

	Actual 1999/2000	Forecast 2000/2001	Plan 2001/2002	Plan 2002/2003	Plan 2003/2004	Plan 2004/2005	Plan 2005/2006
INTEREST INCOME							
Loans receivable	470.2	525.2	575.0	624.9	685.1	749.1	808.4
Investment income	25.3	25.7	26.9	26.9	27.4	27.0	19.4
	495.5	550.9	601.9	651.8	712.5	776.1	827.8
Interest expense	341.1	386.0	400.1	417.5	454.8	493.6	530.8
Net interest income	154.4	164.9	201.8	234.3	257.7	282.5	297.0
Provision for credit losses	52.7	40.2	43.0	44.0	52.0	57.0	57.0
Provision for macroeconomic events	-	-	10.0	10.0	10.0	10.0	10.0
Net interest income after provision for credit losses	101.7	124.7	148.8	180.3	195.7	215.5	230.0
LEASE AND REAL ESTATE INCOME							
Lease and other revenue	29.8	27.7	6.5	2.5	0.3	0.1	0.1
Operating expense	2.0	1.5	1.3	0.5	0.2	0.1	0.1
Interest expense	4.8	2.3	0.8	0.1	0.1	-	-
Net lease and real estate income	23.0	23.9	4.4	1.9	-	-	-
OTHER INCOME	6.4	8.9	8.4	9.0	9.3	9.6	9.5
INCOME BEFORE OTHER EXPENSES	131.1	157.5	161.6	191.2	205.0	225.1	239.5
OTHER EXPENSES							
Administration expenses	90.8	97.0	102.0	114.0	124.0	132.0	136.0
Income taxes	1.9	2.2	1.8	1.9	2.1	2.3	2.5
Other expenses	92.7	99.2	103.8	115.9	126.1	134.3	138.5
NET INCOME	38.4	58.3	57.8	75.3	78.9	90.8	101.0
Retained earnings, beginning of the year*	84.1	113.0	171.3	225.7	295.8	367.4	450.3
Dividends	(3.0)	-	(3.4)	(5.2)	(7.3)	(7.9)	(9.1)
RETAINED EARNINGS, END OF YEAR	119.5	171.3	225.7	295.8	367.4	450.3	542.2

*2000/01 adjusted for adoption of new accounting recommendations relating to employee future benefits

Operating Budget

Introduction

The Operating Budget for the fiscal year ending March 31, 2002 is submitted for Treasury Board approval in accordance with Section 123 of the *Financial Administration Act* (FAA).

Summary of Key Financial Targets for 2001/02 ($ Millions)

Total loans receivable	7,460.8
Net loan disbursements	1,800.0
Loan renewal rate (%)	91
Loan prepayments	512.0
Arrears	35.0
Allowance for credit loss	314.9
Real estate acquired in the settlement of loans	2.8
Weighted interest margin (%)	2.41
Administration expenses	102.0
Efficiency ratio (%)	49
Net Income	57.8
Return on equity ratio (%)	8.2
Debt-to-equity ratio (:1)	9.4

Balance Sheet

Loans Receivable

The loan portfolio for 2001/02 is expected to continue the prior year's trend of healthy growth. It is forecast to grow at a rate of 9.2 per cent, or $626.7 million up to a total portfolio size of $7.5 billion by March 31, 2002. **Disbursements** are expected to increase from $1.7 billion in 2000/01 to $1.8 billion in 2001/02. This growth reflects FCC's continued efforts to expand its portfolio depth and breadth through partnerships and delivery channels. **Renewals** are expected to be $627 million in 2001/02, reflecting a renewal rate of 91%.

Administration Expenses and Efficiency Ratio

The 2001/02 administration budget is set at $102.0 million, up $5 million from last year. The efficiency ratio is 49 per cent, improved from the 2000/01 forecast of 56 per cent. This improvement reflects efforts over the last number of years to obtain process efficiencies and cost containment. These efficiencies have been obtained through better allocation of resources to support the growth of Agribusiness, to enhance product support and market development, and to strengthen infrastructure in an effort to maximize customer support.

Equipment and Leasehold Improvements

The 2001/02 spending on equipment and leasehold improvements is planned at $9.9 million, $7.4 million of which is for computer equipment/software and network infrastructure. The development plans for information technology include improvements to the Corporation's business origination systems and upgrades to the network infrastructure. The remainder of the fixed asset spending relates to the continuation of the leasehold improvement program intended to increase federal presence in rural Canada through the upgrading and standardization of the Corporation's "store-front" image. This will include installation of consistent signage and upgrading client meeting facilities and staff work areas.

Net Income

The Corporation is anticipating net income of $57.8 million in 2001/02, a slight decrease from the $58.3 million forecasted for 2000/01. More income from a larger portfolio plus a higher overall margin created by a full year of lower funding costs resulting from the disposal of high interest rate CRF debt are more than offset by lower recoveries from the sale of property plus a higher provision for credit loss

Return on Equity

The return on equity for the 2001/02 plan is 8.2 per cent, down from 8.9 per cent forecast for 2000/01. The decrease from prior year forecast is mainly due to lower recoveries from real estate disposals and increased provision for credit loss. Offsetting those two items is the positive effect of a larger loan portfolio with improved net interest income margins.

Debt-to-Equity Ratio

The debt-to-equity ratio as at March 31, 2002 is forecast to be 9.4:1, the same as the projection for March 31, 2001.

Borrowing Plan and Capital Budget

Interest Rate Risk Management Function

FCC's Asset Liability Committee (ALCO) is specifically responsible for the Corporation's strategic management of interest rate risk and financial exposure. ALCO proposes policies, sets operational risk management guidelines, and monitors adherence to these guidelines. FCC's Treasury Division is tactically responsible for the day-to-day management of its interest rate risk exposures.

Farm Credit Corporation requests the following authority:

Borrowing Plan

To borrow short-term funds from the domestic and international money markets, stand-by revolving credit facilities or bank lines of credit or loan agreement for liquidity purposes and the financing of assets and investments. The maximum short-term debt outstanding at any time will not exceed $3.5 billion;

To borrow long-term funds from the capital markets to fund loans under the *Farm Credit Corporation Act* and to repay maturing debt up to a maximum of $2.5 billion;

Capital Budget

The Capital Budget for the 2001/02 budget year is based on the aforementioned borrowing program. With these funds and internally-generated funds, FCC expects to make gross loan commitments of $1.80 billion pursuant to the *Farm Credit Corporation Act* and to repay maturing and prepaid Consolidated Revenue Fund and domestic and international capital market debt. With new borrowings and, after all anticipated payments are made, the net amount of total debt outstanding is expected to increase by $489 million for the 2001/02 budget year.

Farm Credit Corporation
2001/02 Capital Budget
Calculations Related to Long-Term Matched Funding Requirements
($ Millions)

2000/01 Budget	Sources	2001/02 Budget
$ 1,192.1	Borrowings – FCCA and Capital Markets	1659.0
614.3	Repayment of Principal by Borrowers	765.9
510.0	Prepayments of Principal by Borrowers	512.0
156.0	Increase (decrease) in Short-term Notes	(64.1)
82.8	Cash From Operations	113.8
37.8	Change in Real Estate Held	28.0
76.1	Decrease in Investments	1.1
$ 2,669.1	**Total Sources**	**$ 3,015.7**

	Uses	
$ 1562.0	Loan Disbursements to Borrowers	1,800.0
223.1	Principal Payable to CRF - FCCA	155.7
0.1	Principal Payable to CRF - FCSA[10]	0.0
868.9	Principal Payable to Capital Markets	1046.7
12.6	Fixed Asset Acquisitions	9.9
2.4	Dividend Paid to Shareholder	3.4
$ 2,669.1	**Total Uses**	**$ 3,015.7**

[10] Farm Credit Syndicates Act

If you require more information about the Corporate Plan, or wish to provide feedback, please contact:

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