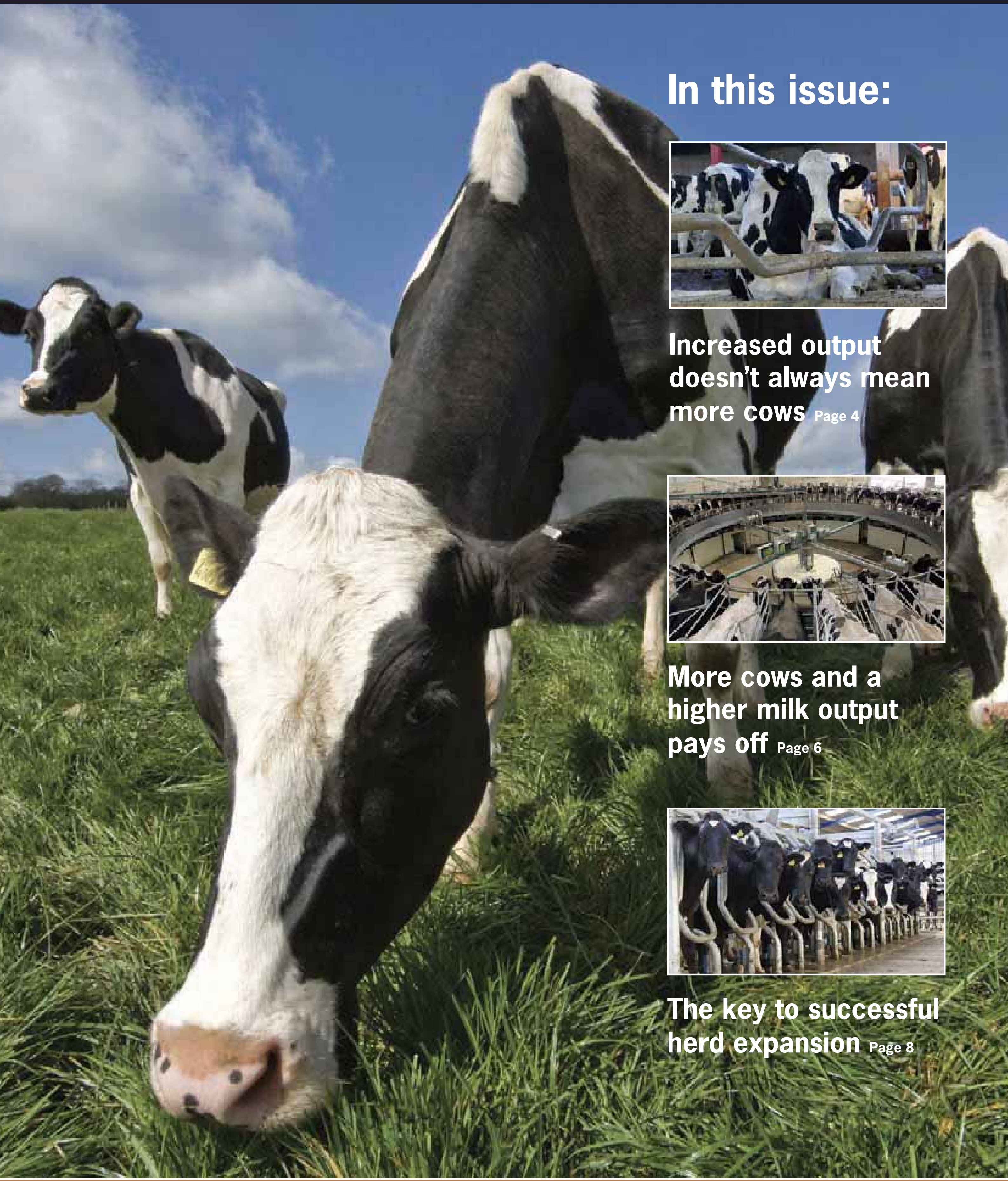
AMC

Investing in your Dairy Business

A GUIDE TO IMPROVING THE PROFITABILITY OF YOUR DAIRY BUSINESS THROUGH INVESTMENT



In this issue:

Increased output doesn't always mean more cows Page 4

More cows and a higher milk output pays off Page 6

The key to successful herd expansion Page 8

Reinvest to benefit from long-term positive outlook

Whilst the dairy sector continues to face some short-term challenges, there is widespread acknowledgement that the long-term prospects for farming, including dairy production, are positive. A well considered reinvestment plan could help farmers to ensure they capitalise on opportunities offered from an improving marketplace.

Jonathan Allright
Head of The Agricultural Mortgage Corporation plc

Although a generally improving milk price is being partly eroded by high input costs in the short term, milk producers must not let this obscure the longer-term advantages that many believe will result from the increasing demand for food from a growing global population.

Investing in on-going technical improvements will allow dairy businesses to remain competitive and gain benefit from these long-term drivers. The relatively high cost of inputs can be partly mitigated through ensuring the returns from such inputs are maximised where possible. Improving feeding systems to reduce wastage and increase feed conversion could be an example.

For some businesses, ensuring they are well positioned for the future could mean expanding the herd or investing in new facilities and machinery. For others it will be a case of doing what they already do to a higher standard, or investing in new technologies that result in improved production efficiencies. We have also seen some of our customers gain benefit from improving their slurry storage and management infrastructure through better utilisation of nitrates and reduced fertiliser bills.

The need to comply with Nitrate Vulnerable Zone (NVZ) regulations could be a trigger for a broader farm improvement plan or an improving market situation, and the need to ensure farm succession may be the catalyst to invest.

For some, the need for on-going investment in the farm is obvious but the cost of borrowing to fund it can seem daunting, especially for those businesses that are already feeling the effects of milk price erosion. At AMC we understand the variables that affect farming business from time to time. Equally we have seen scores of farm businesses make key investment decisions which have strengthened the business over the long term.

We have attempted to put the relative cost of borrowing into a tangible context. For example, a £250,000 loan – taken over 20 years on a variable rate basis (3.55% as at 1st June 2011), based on a herd of 150 cows yielding 7,800 litres per cow per year – equates to a cost of 1.51 pence per litre (ppl).

We acknowledge that the cost of production varies from business to business and that the return on this level of investment will vary according to each farm's individual circumstances. Our calculation of 1.5ppl should be taken only as a guide therefore. We can, after all, tailor our lending offer to suit your individual circumstances and would be pleased to discuss your needs in full at your convenience.

Those farmers who see a long-term future in the industry should really consider how the current low interest rate environment and a generally positive outlook can best be harnessed for the good of their businesses.

In this booklet you will find some of the foremost specialists in the sector commenting on which investments could make the most difference. There is also a case study on what one dairy farmer has done to try and prepare his business for the future.

For the past 83 years we have been supporting UK farmers with their growth and development plans. Perhaps we can help you? I hope you find this booklet helpful.

Jonathan Allright
Head of The Agricultural Mortgage Corporation plc

Can we help your business?

For more information about how AMC could help your business please call our New Business Team on **01264 334747** or visit **www.amconline.co.uk** to find your local AMC Agent.

Investment in dairy farm productivity can pay dividends

With milk prices at a recent high and bank lending rates still at an all-time low, it could be argued that there has never been a better time to invest in dairy farm efficiency. In this publication we look at some of the ways dairy farm productivity can be improved with advice from a selection of industry experts.

A cost-effective approach to herd expansion

Expanding a dairy herd is a big step, but the right finance solution can make investment more affordable than you think.

By giving careful consideration to what it might cost to expand the herd, increasing cow numbers can result in significant growth in terms of improved profitability, cash-flow and net worth gain, according to **Paul Henman** of Promar.

A £300,000 loan taken over 25 years could allow a 120-cow herd to increase by 60 cows at an equivalent cost of 1.3ppl. This could result in a 9.5% increase in profit, a 3.6% increase in cash-flow and a 7.6% increase in net worth gain. It could also improve working conditions and help a family business address issues regarding succession planning and future sustainability.

Accommodation, feed storage and milking facilities are key areas for those considering herd expansion, as are the welfare needs of the cow. Careful and thorough planning is therefore required before a single penny is spent, and it is essential to find an effective funding solution before any work commences.

See full article in this publication for more details.

Grazing improvements can make a real difference

Investing in extended grazing systems and improved feeding efficiency can put thousands on the bottom line.

Duncan Forbes of Kingshay explains why maximising feed conversion efficiency is essential to successful dairy production, and how money invested in paddocks, feeding systems or cow housing should generate an immediate return in terms of lower feed costs, increased output and better milk quality.

Investing as little as 1.5ppl could transform the grazing and feeding systems of most units as well as allowing investment in upgraded housing. Kingshay figures suggest that the resulting increases in output and reductions in costs could be worth in excess of 4ppl.

Investment in cow tracks, field drainage and water supplies as well as improved feeding in housing areas, loafing yards and parlours should all be considered.

See full article in this publication for more details.

Increased output doesn't always mean more cows

John Allen of Kite Consulting says that the key to future profitability is realising the full value of your output and maximising the return from essential input costs.

Poor prices in the past have meant that many producers have been unable to reinvest in their businesses. But with the sector showing signs of improved buoyancy, a relatively modest investment programme could offer long-term benefits.

Investing in new or upgraded housing facilities should be viewed in terms of the increased returns it might bring, and not simply viewed in terms of cost.

High-welfare, high-health housing can increase output by 2 to 4 litres a cow and add the equivalent of at least 2ppl.

Good housing must also incorporate a fit for purpose feeding system. With current feed costs roughly equivalent to 10ppl, improving feeding efficiency will have a massive effect on profitability.

See full article in this publication for more details.

AMC loans are flexible, at competitive rates

AMC loans have been developed specifically to meet the needs of farms and rural businesses. They include a short-term loan that features built-in flexibility, and a long-term loan that can run for a period from five to 40 years.

Key benefits of AMC loans

- No annual renewal fees or reviews on a standard loan providing your obligations to AMC are met.
- Loans available for any rural business offering property or land as security.
- You can ask AMC to consider an extension at any time.
- Our loans cannot be 'called-in' (even on death) so they can pass to the next generation for business continuity.
- Fast loan approval process gives you a decision in principle before you make a sealed bid or go to auction.

High welfare housing can increase milk output by 2 to 4 litres a cow according to Kite Consulting's John Allen

Increased output doesn't always mean more cows

John Allen of Kite Consulting

With the cost of borrowing £250,000 equivalent to as little as 1.5ppl, dairy producers should consider the return of an investment and not just its cost.

The key to future profitability is realising the full value of your output and getting the greatest return from essential costs according to John Allen of Kite Consulting. Achieving this may mean improving existing facilities or developing new ones that are capable of delivering improved technical performance over the long term.

Well-designed sheds are easier to muck out, clean down and bed up, meaning that these essential operations are carried out more often and more effectively

Poor prices in the past have meant that many producers have not been able to invest as they wish, but with confidence growing, a relatively modest investment programme could offer longer-term benefits.

"Investing £250,000 could transform many dairy units and help to reduce overall running costs and improve output by at least 4ppl," Mr Allen said. "For a producer with a 150 cow herd averaging 7,800 litres a cow a year, £250,000 could be borrowed for the equivalent cost of 1.5ppl," he says and urges producers to look at an investment, not just in cost terms, but in the return it might deliver.

Housing dividends

At the top of Mr Allen's list of effective investments is housing. "High-welfare, high-health housing can have a major impact on productivity increasing output by two to four litres a cow," he said. "That could add between £160 and £300 of income per cow a year – the equivalent of at least 2ppl of milk income.

"A lot of cow housing was designed 40 years ago for smaller cows when bedding up and feeding was a lot more labour intensive. Today's cows need more room and will be stressed, will not feed as efficiently and will be more prone to injury and disease if they are fighting for space. All these elements damage productivity, increase the labour requirement and affect longevity."

For many farms, upgrading existing housing will be the best option. Meanwhile, a new 150-cow cubicle housing system will cost in the region of £200,000 to build, so Mr Allen urges producers to plan its construction carefully.

"Too often sheds are not planned and do not significantly improve production," Mr Allen explained. "It is worth investing in a specialist designer and builder who understands the needs of the modern cow and who can design a building that will deliver production benefits."

Buildings should allow cows to move smoothly and efficiently to and from the housing and feeding areas or the parlour. Access for tractors, feeder wagons and telehandlers also needs to be factored in.

Milking quality

Maximising the value of milk is essential for all producers, argues Mr Allen, both in terms of increasing long-term milk yields and ensuring that the milk produced is of a high quality. "Milk contracts are becoming more demanding, with those farms producing the best quality milk gaining the greatest rewards," he added.

As an example, typical milk cleanliness bonuses are in the region of 1ppl or £90 per cow. "Many of the problems seen in the parlour or bulk tank start life where the cows are housed," Mr Allen reckons. "Well-designed sheds are easier to muck out, clean down and bed up, meaning that these essential operations are carried out more often and more effectively."

New housing systems must also incorporate a good feeding system, said Mr Allen, adding that current purchased feed costs can be equivalent to 10ppl and account for a third of total costs. "Reducing that figure on a pence per litre basis will have a massive effect on profitability," he said.

"Designing a system that provides the cow with the right nutrition as efficiently as possible is very important. Cows need to have easy access to feeders and enough room to feed comfortably as well as being discouraged from overfeeding.

"The right investment will soon pay for itself in terms of reduced feeding costs, higher output and better-quality investment. But it needs to be planned, particularly if it is part of a longer-term expansion plan," Mr Allen concluded.

Good housing systems allow cows easy access to the correct ration without the threat of bullying

Find the right finance

Getting the right finance for a significant dairy investment is important, and Keith Thomas, Regional Agricultural Manager at The Agricultural Mortgage Corporation in Cheshire and the North Midlands suggests that a loan can often be more affordable than a lot of producers initially think.

"Borrowing £250,000 is a big commitment, but it could work out at just 1.5ppl when taken out as a 20-year loan based on a herd of 150 cows producing an average of 7,800 litres a year," Keith said. Invested in the right areas it could make a significant impact on the on-going efficiency of the herd. Whilst we appreciate that for some producers short-term profit is under challenge, sensibly planned and properly costed investments often make sense when taken over the long term.

Choosing the right finance is like choosing the right grazing system, said Keith, who suggests that producers seek advice from their lender and independent advisers.

- Be clear about what you want to invest in and why.
- Be sure that it will deliver the benefits that will make the difference in terms of overall technical efficiency as well as fit into your personal and business objectives for the future.
- Be clear about what you want finance for, how much you need to borrow, over how many years and on what terms.

He adds that the current low Bank of England bank rate means that variable rates can be very attractive in the short to medium term, but it also means that fixing a rate for up to 20 years might prove to be very cost effective over time.

"Many farmers like the flexibility to swap from a variable to a fixed interest rate during the term of the loan. At AMC we are very happy to facilitate this for customers to best suit their on-going business needs," Keith continued. "Providing the borrower does not swap rates during the loan, we will not alter our terms so that the borrower can plan ahead and budget more effectively."

Keith Thomas of AMC

Henry Lewis (right) and Martin Waite inspect the new parlour at Tack Farm, Herefordshire

More cows and a higher milk output mean dairy investment is paying off

Investing in a new parlour and cow housing has transformed one Herefordshire farm into a first-class dairy unit that offers a long-term future in milk production.

Just over two years ago Henry Lewis was in the situation that many dairy farmers face: the ageing facilities on his Herefordshire unit could not cope with the demands of his growing herd. His parlour was installed in the 1980s and was originally designed for just 100 cows. But piecemeal expansion meant that the 22/22 herringbone system had to cope with 400 cows being milked three times a day – something that took staff more than 16 hours a day to do.

"We were doing our best to work as efficiently as possible, but we had simply outgrown the farm's existing facilities," said Henry. "Cow health and welfare is always a priority, but we found a growing incidence of lameness from cows standing in collecting yards too long. We knew we had to act."

After taking advice from John Allen at Kite Consulting, as well as speaking to his vet and nutritionist, Henry decided that what was needed was a 50-point rotary parlour housed in a new building alongside a collecting yard. A new 170-cow cubicle shed was also planned. Construction began in April 2010 and the unit was up and ready by the end of November.

Now the flying herd of 525 pedigree Holsteins spend a total of just over six hours a day in the bright, clean and airy parlour. There has been no yield penalty from increasing the cow numbers – in fact average output is predicted to increase from 10,000 litres to 11,000 litres per cow per year on a 305-day lactation.

There have been other marked improvements as a result of the investment, as Henry explained. "The problems with lameness have gone and the cows are healthier and more productive because they are more contented. Cell counts have also fallen dramatically."

The old system was also taking its toll on the staff, so Henry has incorporated a kitchen, washing facilities and a locker room into the new building to improve working conditions for his seven staff. The parlour is also more spacious and a nicer place to work.

The expansion was financed with a long-term loan from AMC, which was put together by South Wales and South Midlands AMC Regional Agricultural Manager, Martin Waite.

"We know Henry's business well," Martin explained. "It is well managed and he was able to provide us with plenty of information that enabled us to provide him with the capital he needed to undertake the investment. It is great to see that the investment is already paying off in terms of extra output and increased profits."

As well as the loan, Henry Lewis also has a Flexible Facility with AMC which is used to pay for inputs and to purchase new cows when they are needed. "The facility allows Henry to borrow money up to a pre-agreed level and interest rate over a five year period without having to get approval from us," Martin explained. "This gives him more flexibility than a normal overdraft."

"We worked closely with AMC to make sure we got the right finance that would allow us to make all the investments we needed while giving us an affordable repayment plan," said Henry, who has designed the farm's new facilities to serve the needs of his business for the next 30 years.

"We have built in some additional capacity so that cow numbers can expand further," he outlined. "What is most important is the difference the investment has made to the health and welfare of the cows. Having well-looked-after cows is not just important for productivity, it is also vital from a public welfare point of view. The new unit has renewed our enthusiasm for dairying and I hope will enable us to make the most of any future milk price rises."

The new facilities have resulted in increased milk output and improved working conditions

Cow comfort is a priority at Tack Farm for welfare and productivity purposes

Better milk prices and low bank rates have seen more producers expanding their herds

A cost-effective approach to herd expansion

Paul Henman of Promar

Expanding a dairy herd is a big step, but the right finance solution can make investment more affordable than you think and could deliver significant financial benefits to your farm business.

"Better milk prices and low bank borrowing rates are persuading more producers to consider expanding their herds," said Paul Henman, senior dairy adviser at Promar. "By giving careful consideration to what it might cost to expand the herd, and by selecting appropriate finance terms, investing in expansion can result in significant business growth in terms of improved profitability, cash-flow and net worth gain."

Mr Henman calculates that a 120-cow herd could be increased to 180 cows by taking out a loan of £300,000 over a 25-year term, and that the loan will cost the equivalent of 1.3 pence per litre to service – based on the extended herd producing 8,000 litres/cow/year (see figures below for more details).

"This example shows that investing in herd expansion can have significant benefits for the business: expanding the herd gives a 9.5% increase in profit and a 3.6% increase in cash-flow as well as a 7.6% gain in net worth. It therefore makes sense for the investment to go ahead," said Mr Henman.

Mr Henman's colleague, Tim Archer, adds that farm expansion can also be beneficial in terms of improving the work and time balance, resulting in less physical work and more time for management and attention to detail. "It can also provide a clearer route to achieving the strategic objectives of those involved in the

Rate of return on investment:

The following figures are based on a 120-cow herd expanding to 180 cows.

It is assumed that annual milk production will increase from 960,000 to 1.44 million litres. The herd expansion is funded by a £300,000 fixed rate loan taken over 25 years:

- loan used to purchase 60 extra cows plus fully prioritised capital items
- annual loan cost calculated at £19,200/year (equivalent to 1.3ppl).

Benefits from the expansion

	Profit	Cash-flow	Net worth gain
Current 120-cow herd	£32,000	-£7,800	-£7,800
Expanded 180-cow herd	£60,600	+£2,900	+£14,900
Benefit of expansion	**+£28,000**	**+£10,700**	**+£22,700**
Rate of return on investment	**9.5%**	**3.6%**	**7.6%**

Notes:
- The differential between profit growth and cash-flow is due to loan repayments plus an increase in income tax on higher profits.
- The differential between profit growth and net worth gain is due to an increase in income tax on higher profits.

Tim Archer of Promar

business – for example allowing the next generation to take over the business so that the older generation can retire."

The benefits of an expansion project will be unique to each individual business, Mr Henman explains, but all plans should be designed to deliver the type of production unit that will be required in 10 to 15 years' time, with room for future additional expansion if necessary.

"To achieve this, the planning phase needs to take account of what future legislation requirements might be and to build in flexibility. For instance, can cubicles be converted to straw yards and vice versa?"

There are other more immediate issues that also need to be factored in. For example, all but the simplest expansion will probably need planning permission, and the more complex the project, the longer that process could take. Proximity to neighbours – particularly residential properties – could also extend the planning permission process.

The logistics of continuing to milk while expanding are also important. "You cannot build a new parlour on the site of an existing silage pit, and you cannot build a new silage pit over your old parlour while you are still milking," Mr Henman pointed out.

Prioritise areas of investment

Mr Archer urges producers to generate a 'capital shopping list' to prioritise investments in order of importance and effectiveness. "Promar data shows there isn't a huge difference in the depreciation or reinvestment levels of the top 25% by profit compared to businesses making smaller profits. The difference is in the 'how' the capital has been spent, with the top quarter investing in 'must-have' facilities rather than the 'nice-to-haves'."

Besides the purchase of extra cows, Mr Henman breaks a herd expansion project down into three key areas:

Accommodation

The average cubicle cost is £1,000 a cow. Straw yard accommodation will be cheaper, but there are lots of associated costs that need to be considered. For example, the building's floor area will be bigger, ongoing bedding costs will be higher and extra straw storage will be needed.

Investing in new parlour equipment requires careful financial planning

Feed storage

More cows means more silage. An intensive summer-based system may require 8 tonnes of silage per cow per year, while a long winter feeding and extended buffer feeding system may need 12t/cow/year. Building costs are likely to be in the region of £30 to £35/tonne for an unroofed pit and £40 to £45/tonne for a roofed pit.

Parlours

There is a huge variation in parlour costs depending on the type of system installed. Producers need to keep one equation in mind when investing in a parlour: cows milked per man hour and not cows milked per hour. So a parlour that had a throughput of 75 cows/hour with one man could increase its throughput to 100 cows/hour with a second man. But the throughput will have actually fallen to 50 cows/man/hour.

The needs of the cow should also be at the heart of any investment, Mr Henman argues. "The better the environment and the more comfortable the cow, the more productive and healthy she will be. A good environment will also make it a more satisfying place for staff to work.

"There are some basic rules: cows move best in circles, slurry flows in straight lines and feed storage needs to be in one area out of the way of cows and other operations. If you can move a cow from anywhere in the unit to anywhere else by yourself while milking, muck-carting and feeding are going on at the same time, your unit is working well."

Investing in herd expansion can cost as little as 1.3ppl and deliver significant benefits

As well as carefully planning what you are investing in, you also need to plan how you are going to finance that investment, suggests Keith Thomas, AMC's Regional Agricultural Manager for Cheshire and the North Midlands.

"As Tim and Paul have said, an investment in dairy expansion needs a lot of careful thought before the first penny is spent. Finding an effective funding solution is a critical part of the planning process," he said.

"AMC loans are ideal for expanding businesses as they can be taken out over terms of up to 30 years and handed from one generation to the next. Once the terms have been agreed AMC will not revisit them for the length of the loan. However, the borrower can alter their repayments during the loan. So they might want to start off with a variable rate when costs are at their greatest and then switch to a fixed rate later on to give them long-term security."

Investing in grazing benefits the bottom line

In an era of rising milk and feed prices, investing in extended grazing systems and improved feeding efficiency can put thousands on the bottom line of many dairy units, according to Duncan Forbes, managing director of Kingshay.

"Maximising feed conversion efficiency is the essential ingredient to successful dairy production, and getting as much value out of grass, forage and bought-in feed can make the difference between profit and loss," said Duncan Forbes.

"Improving feed usage might require investment in paddocks, feeding systems or cow housing, but however money is invested there should be an immediate return in terms of lower feed costs, increased output and better-quality milk."

Current low interest rates mean that borrowing £250,000 over a 20-year period from AMC could cost as little as 1.5ppl. "That sort of money would transform the grazing and feeding systems of most units as well as allowing investment in upgraded housing and other projects, leading to considerable cost savings and output benefits," said Mr Forbes.

He urges producers to consider what their feed costs are in pence per litre terms. Kingshay calculates that grazed grass costs around 3.0ppl compared to 6.0ppl for silage and 7.5ppl for purchased feed. "A two-month extension to the grazing season and improved grazing utilisation could therefore add £45 a cow to your profit," Mr Forbes added.

Meanwhile, upgrading or installing new feeding systems can add even more to your bottom line, with increased output and lower cost benefits in excess of 4ppl easily achievable (see panel - far right).

Producers should consider cow tracks in terms of A, B and C roads

Duncan Forbes of Kingshay urges farmers to give careful consideration to pasture and feed management

Invest in time and thought

All projects, however, will need some investment in time and thought to reap the best results, Mr Forbes argues. "Ask yourself what you are trying to achieve with an investment. Is it to increase milk production, increase profit per litre, reduce labour requirements, or all three?"

Mr Forbes believes that in many cases the thought process needs to start with grazing. "Sward productivity can be instantly gauged using a plate meter that costs no more than £400. Even with increasing reseeding costs the payback in improved sward quality and yield is clear."

Whatever the quality of paddocks, developing a system that allows them to be grazed easily and fully is important. This involves planning their layout and access to and from them. Mr Forbes therefore urges producers to consider cow tracks in terms of A, B and C roads.

"You're A roads are likely to be around buildings and made of concrete to take regular cow traffic and vehicular traffic," he advised. "B-road tracks are those that take cows to the nearest paddocks and could be made of laid material or even railway sleepers. The C-road tracks will be to outlying paddocks so are not used as often and could be made of just consolidated earth."

Track costs range from only a few pounds a metre for the most basic, to £30/m for a 2.4 metre wide sleeper track and £60/m for a 3.0 metre concrete track.

As well as access to grass, good access to water is also essential because without adequate supply, milk yields will suffer. "The easier you make it for cows to drink, the more water is consumed. A cow may consume up to 160 litres in 24 hours," Mr Forbes explained. He also stresses the importance of good drainage and plenty of space around water troughs.

Feeding your profits

Although improving grazing and access to grass will pay immediate dividends, Mr Forbes urges producers not to ignore gains that can be made from improving feeding in housing, the yard and the parlour. "Silage plays an important part in cow nutrition, but poor clamp and feeding management can mean as much as a fifth of silage is wasted before it ever gets to the cow."

Investing in a new clamp is likely to cost £200/square metre, while expenditure on a decent shear grab that minimises spoilage at the clamp face will also make a difference.

Some producers will want to invest in a mixer wagon, and while Mr Forbes believes they have an important role to play, he urges producers to consider such an investment carefully. "A mixer wagon might be right for many herds, but for others they will only bring rewards once the current feeding regime has been adapted," he said.

"For many businesses, other areas should be reviewed first. For example, there may be a need for investment in improving the feed barrier. Too many feed barriers are set up where the barrier damages the cow every time she goes to feed – not exactly conducive to achieving high performance. Feed presentation is important too – there should be at least 75cm of feeding space per cow, and feeding surfaces need to be 100mm above the standing surface.

"Attention to detail is the key in all aspects of pasture and feed management. Investing in the right improvements can have a major and immediate impact on profitability and, rather than being seen as an additional cost to the business, should be viewed as a fundamental element of ongoing business sustainability," Mr Forbes concluded.

Underpasses are a big investment but can give access to grazing that would otherwise be cut off by public roads

The dividend benefit of investment:

- Benefit of increasing daily yield by 1.5 litres/cow on a 150-cow herd with a milk price of 26ppl: as much as £1,755/month.
- Improving butterfat from 3.70% to 3.89%: approximately 0.9ppl depending on milk contract.
- Increasing protein from 2.70% to 3.00%: approximately 1.2ppl depending on milk contract.
- Reducing somatic cell counts (SCC) from 300 to 250: approximately 1.5ppl depending on milk contract.
- 30-day improvement in calving interval: £135/cow.
- Extending grazing season by two months: £45/cow profit.

Photos courtesy of Duncan Forbes, Kingshay.

How to get in touch with us

1. To establish whether AMC can help fund your project, you can speak to one of our specialist New Business Managers in our Andover head office on **01264 334747**. They will be pleased to discuss your plans.

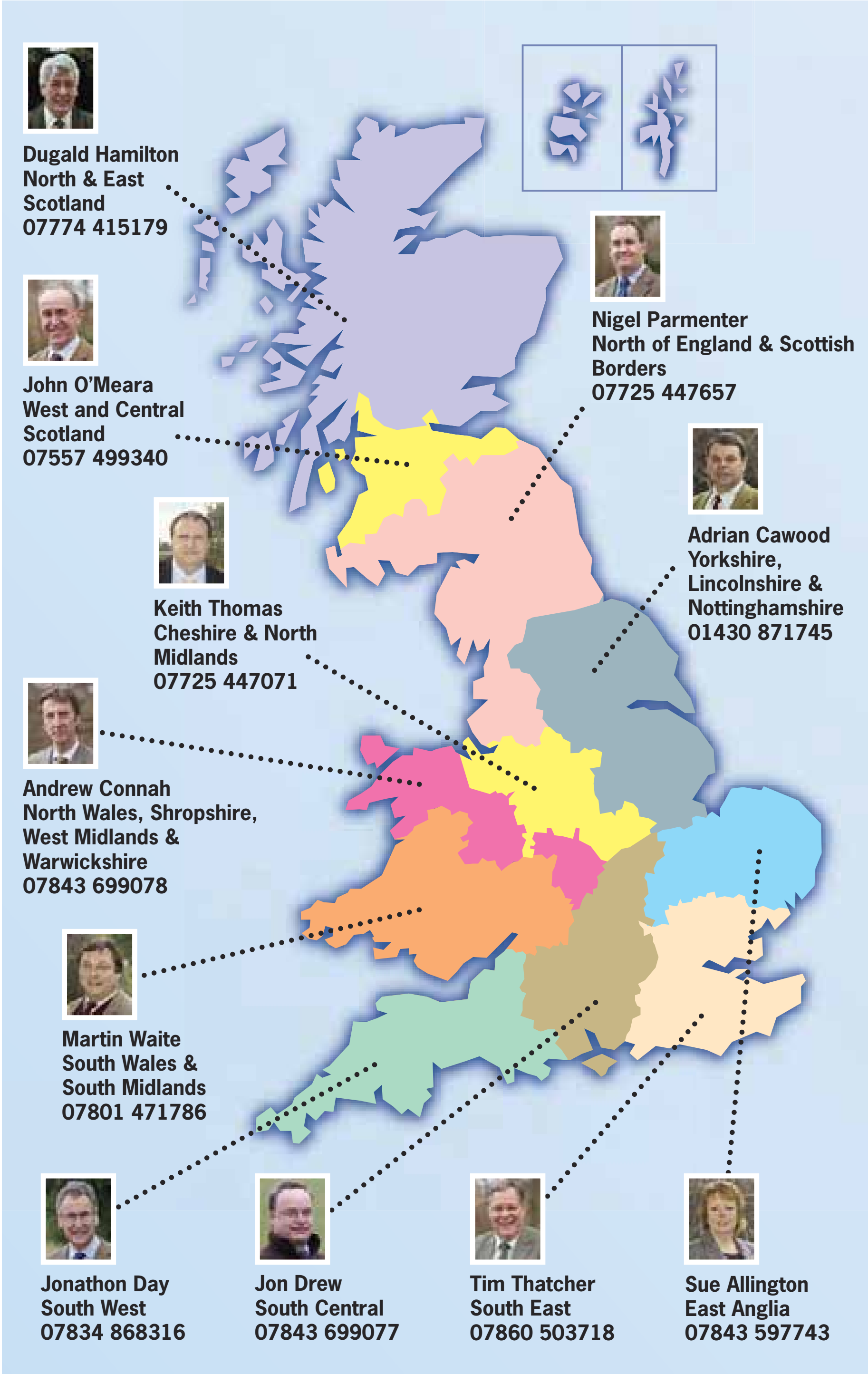
2. To discuss a proposal with your local AMC Agent, call us on **01264 334747** and we can put you in touch with them. You can also find your local AMC Agent on the AMC website (www.amconline.co.uk) under 'Contact us' and 'Contact your local AMC Agent'. Our Agents are all Rural Chartered Surveyors who may also be able to help with planning permission and project management.

3. If you have an existing relationship with one of our locally based Agricultural Managers then you can call them direct on the numbers opposite.

4. Alternatively, why not visit the AMC website by logging on to **www.amconline.co.uk**

Can we help you?

Visit **www.amconline.co.uk** for further information about Dairy including planning tools and useful links as well as funding options available from AMC.



Secured loans available for business purposes only. Minimum AMC standard loan £25,001. Minimum Flexible Facility £30,000. To meet customer requirements, lending criteria will vary.

Before taking out a mortgage you should take financial advice from a professional adviser or accountant.

Please contact us if you'd like this magazine in Braille, large print or audio tape.

Our service promise: We aim to provide the highest level of customer service possible. However, if you experience a problem we will always seek to resolve this as quickly and efficiently as possible. You can request a copy of our 'How to voice your concerns' leaflet by calling 01264 334747.

We accept calls made through RNID Typetalk.

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