

ANNUAL MEETING
December 14, 2024

Presentation by Mike Callicrate

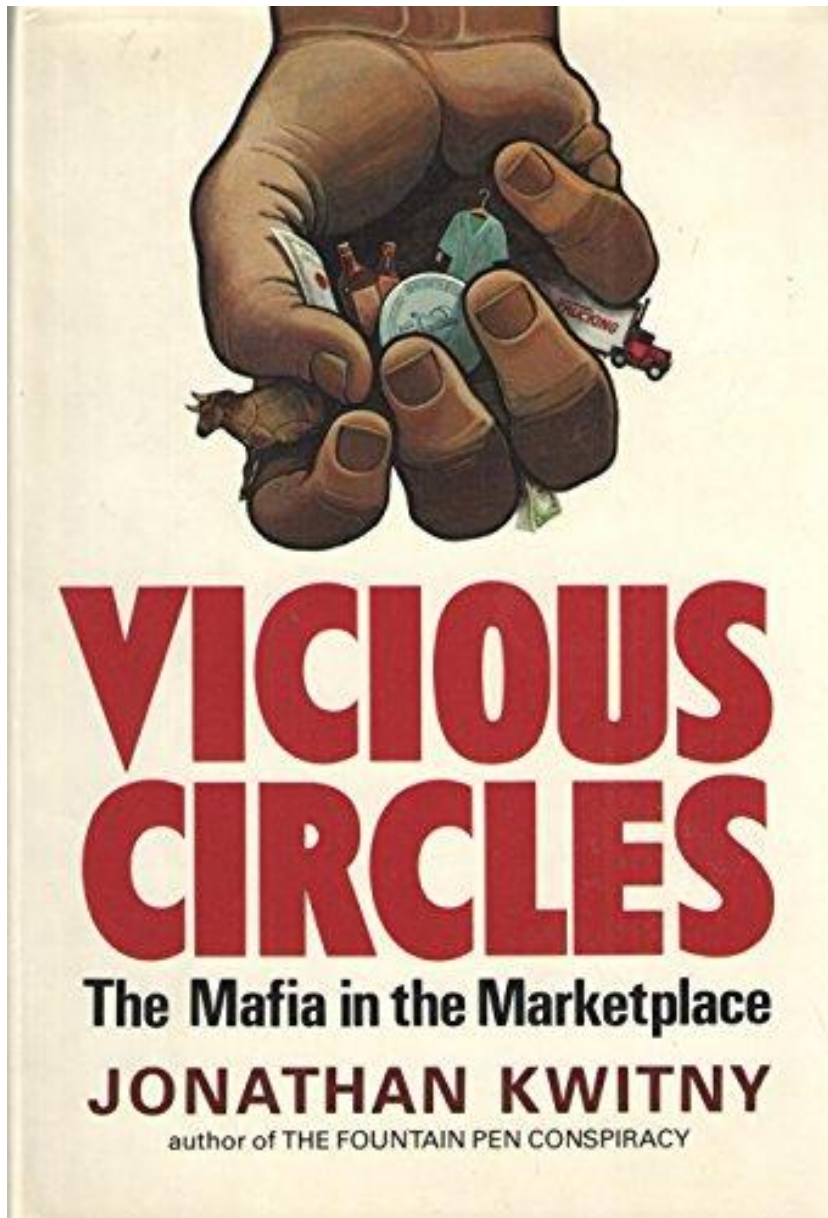
What happened Grandpa?



The U.S. has lost half its ranchers, over 90% of its hog farmers and over 90% of its dairymen in the last 40 years.

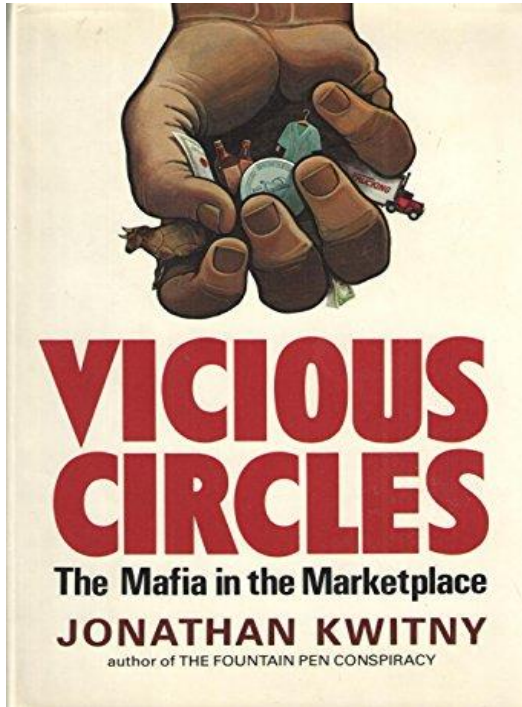
“All societies, from the simplest to the most sophisticated, engage in the production and distribution of new wealth that originates from farms, forests, earth and seas.”

- Charles Walters, The Nature of Wealth

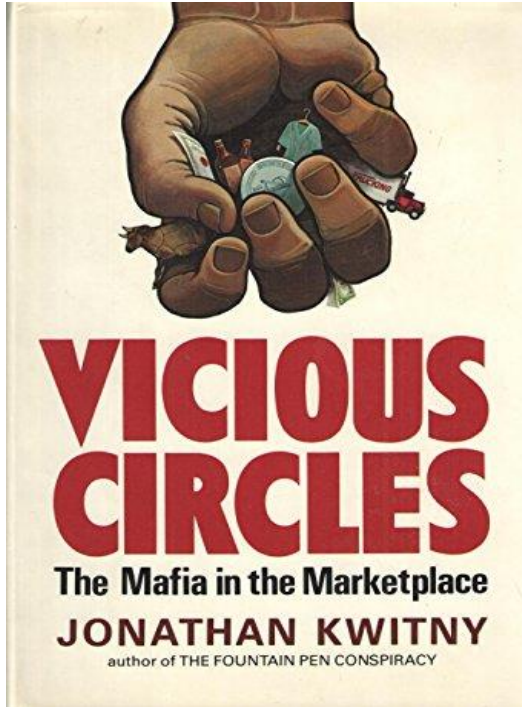


“Think of it as a kind of tax. Every time you buy a pizza, or a hamburger, or new clothes, or use a product that has traveled in a truck, the odds are that you are paying a tribute to one of America’s crime families ...”

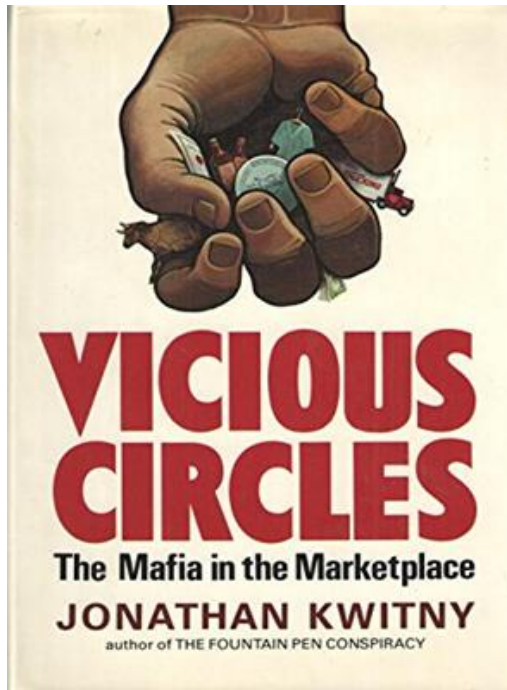
Published in 1979 after IBP established a cartel in the beef and cattle industries.



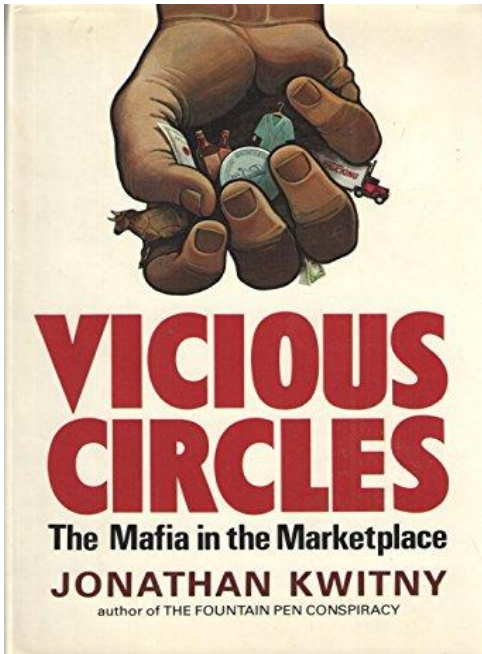
“It was April 25, 1970. The room was dark at the Stanhope Hotel in New York City, hiding the identity of New York’s most powerful labor and meat men, when Currier J. Holman arrived with his hat in hand. Iowa Beef Processors Inc. was in deep financial trouble. Bankers had given Holman notice. Iowa Beef Processors was finished if something big didn’t happen immediately.”



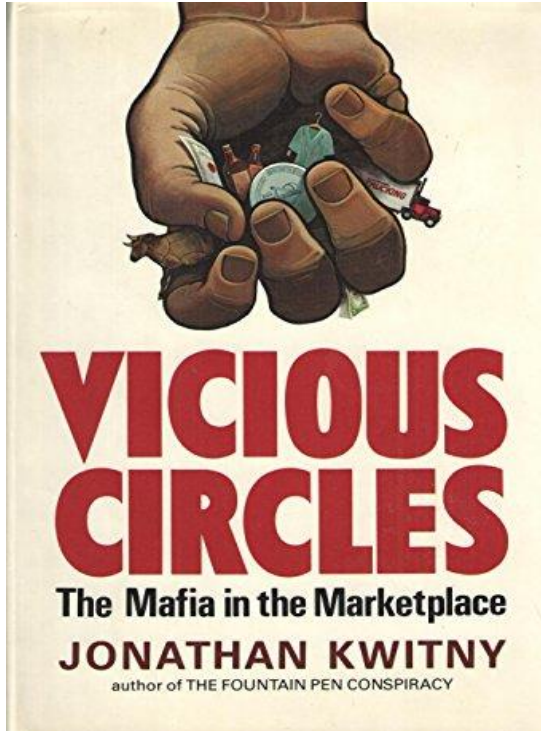
“Iowa Beef, though founded only in 1961, already in 1970 dominated the meat industry the way few other industries are dominated by anyone. It was as if the Mafia had moved into the automobile industry by summoning the executive committee of General Motors ...”



“Moe Steinman and the band of murderers and thugs he represented had effectively kidnapped a giant business. Its leaders were coming to pay him the ransom, a ransom that turned out to be both enormous and enduring.”

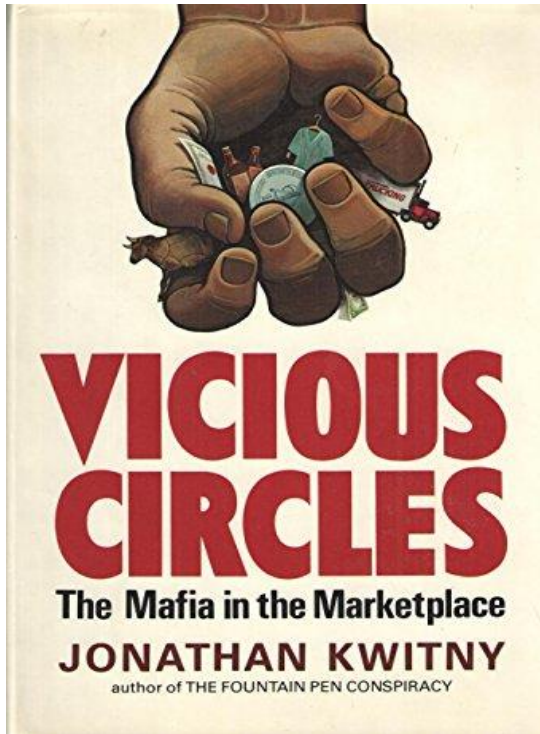


“With Moe Steinman and the New York Mafia providing Iowa Beef preferential and profitable market access to the single biggest market in the world, Iowa Beef could confidently continue to build the most destructive and efficient resource mining machine since the East India Company. Iowa Beef would create a business model capable of extracting every bit of wealth possible from our country’s natural resources, ranchers, farmers, workers, and rural communities.



Published in 1979

“In addition to other tactics, the Mafia, and other business consultants, would teach Iowa Beef that cooperating with your biggest competitors is more profitable than competing with them. Together, Iowa Beef, Cargill and Monfort (ConAgra) would share the market and drive market concentration to a new level of near monopoly control never seen before.



“By aligning themselves with the biggest feedlots and the biggest food retailers, Iowa Beef and the other big meatpackers would share the market, from the purchase of livestock to the sale of meat. At the same time, Iowa Beef would strategically engineer the demise of nearly all the small to midsized meatpackers in the country, **leaving America with a highly concentrated, dangerous, extremely fragile, and vulnerable meat supply chain.**”



Peterson worked for IBP from 1961 to 2003.
IBP sold to Tyson in 2001.

“...there is no stopping it (concentration). This is an evolution that’s going to take place in spite of whoever is in the way.”

Robert Peterson, IBP Chairman and CEO, July 1996
\$20 Billion by 2001 article, in *Meat and Poultry*



Question – Why don't you enforce the Packers and Stockyards Act?

“Well you know Mike, in this modern day of globalization, we need big companies that can do business globally.”

- January 1999

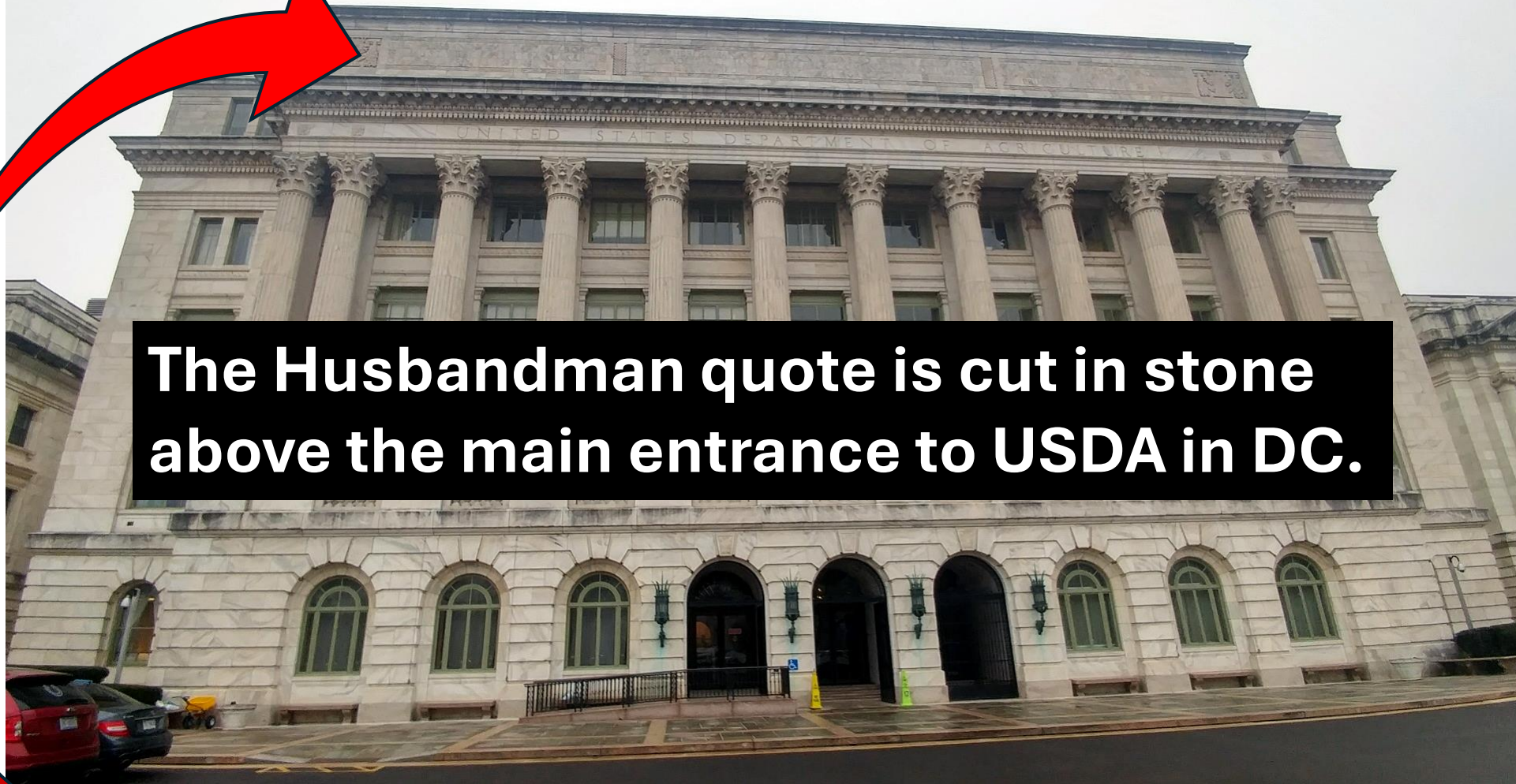
Dan Glickman, Secretary of Agriculture 1995-2001

UNITED STATES DEPARTMENT OF AGRICULTURE



“THE HUSBANDMAN THAT LABORETH MUST BE THE FIRST PARTAKER OF THE FRUITS.” – St. Paul

UNITED STATES DEPARTMENT OF AGRICULTURE

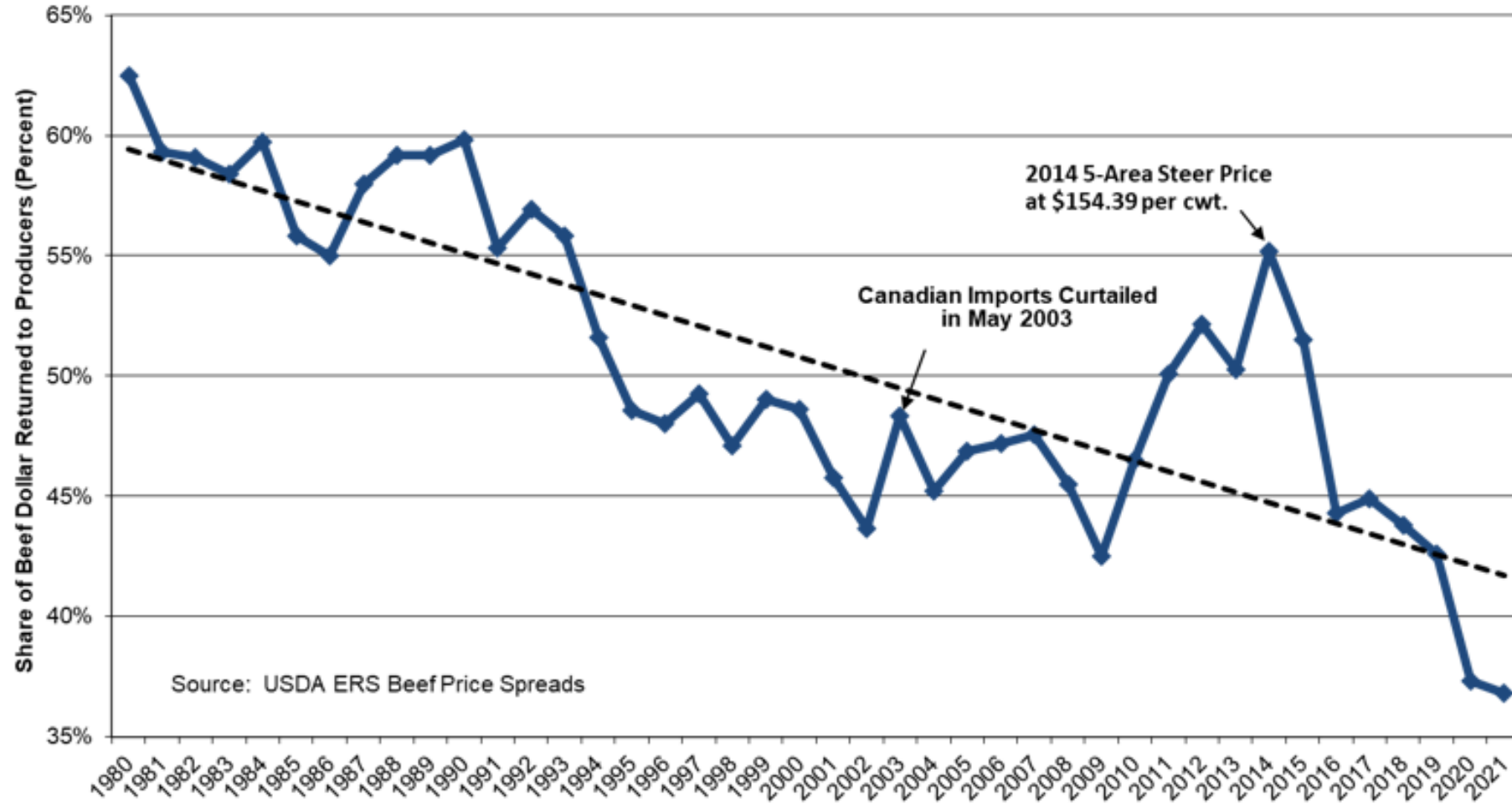


The Husbandman quote is cut in stone above the main entrance to USDA in DC.

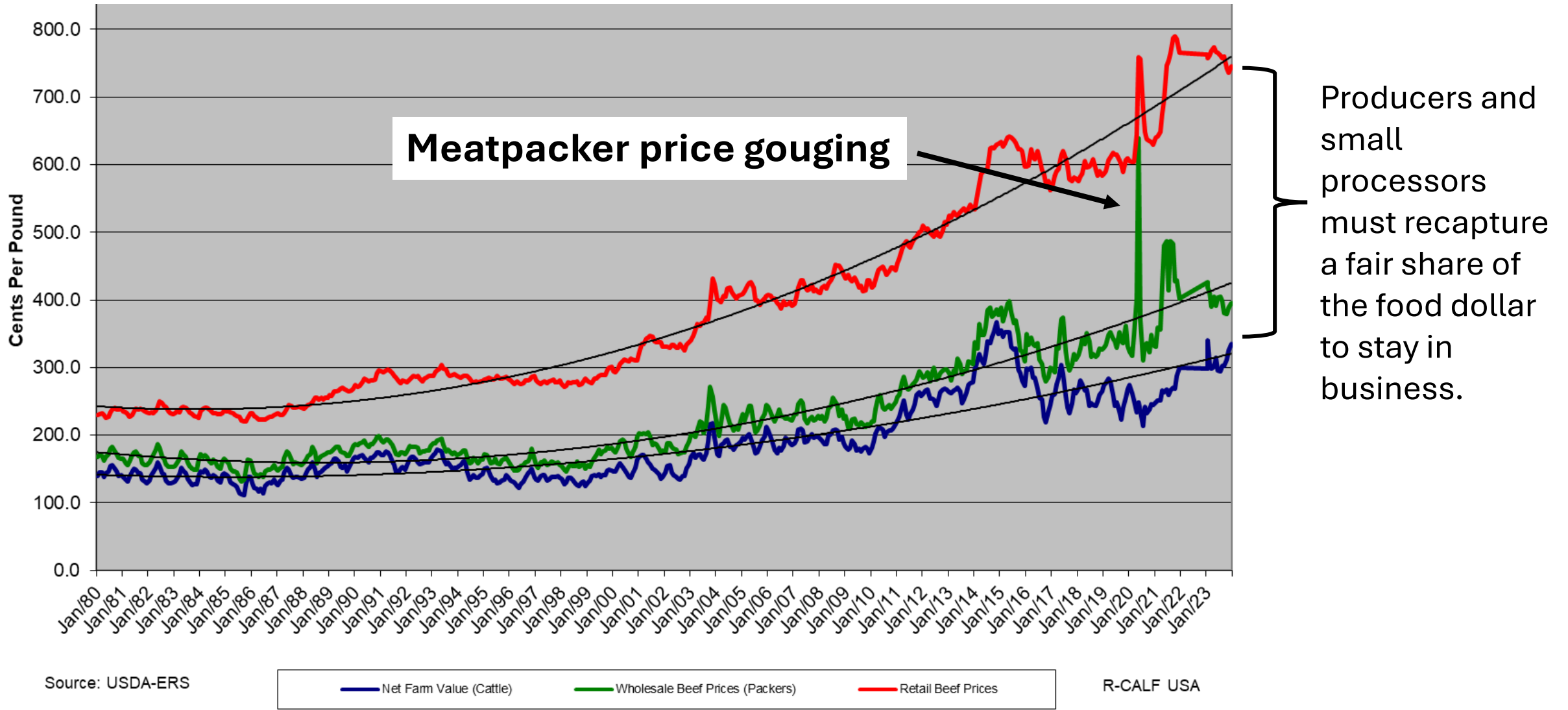
“THE HUSBANDMAN THAT LABORETH MUST BE THE FIRST PARTAKER OF THE FRUITS.” – St. Paul

Producers' Share of Consumer Beef Dollar

Prepared by R-CALF USA



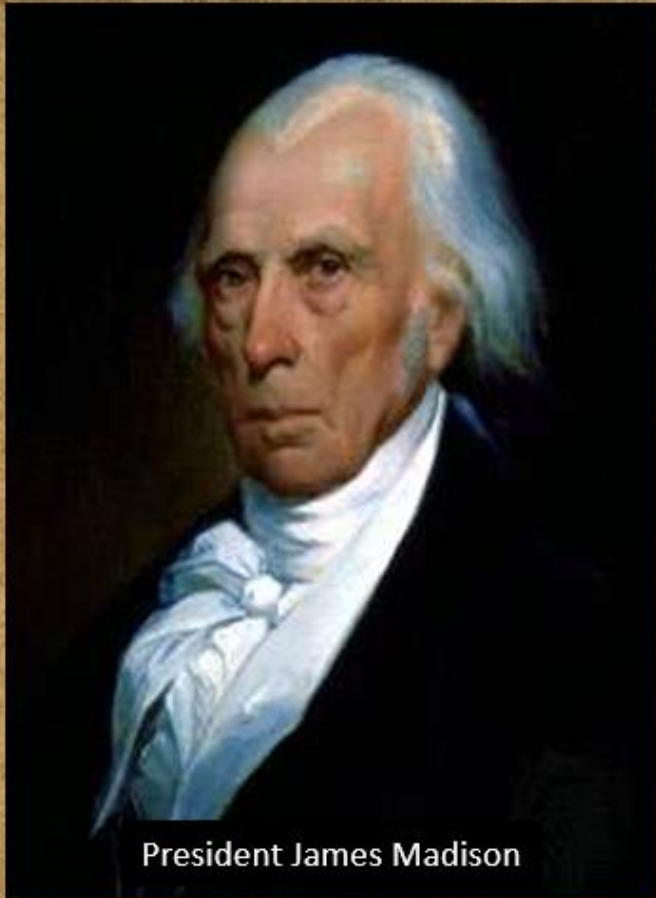
Middlemen have stolen the producer and worker share of the food dollar while overcharging consumers.



Retail Beef Prices vs Wholesale Prices vs Net farm value Jan 1980 – May 2022

“There’s an economic term to describe this phenomenon: It’s called stealing.”

In 1998, Agricultural Economist, Dr. John Helmuth described what the big meatpackers were doing to cattle producers.



President James Madison

“Concentrated wealth will destroy our nation, unless the laws change.”

President James Madison 1809-1817

“The day will come when our Republic will be an impossibility because wealth will be concentrated in the hands of a few. When that day comes, we must rely upon the wisdom of the best elements in the country to readjust the laws of the nation.”

Emptiness: A picture of big meat packer retaliation – Why cattle feeders won't speak out against meat packer abuses...



Callicrate feed yard closed in 1999 when the meat packers refused to buy the cattle.

**Opening day of Tyson/IBP trial, January 2004
Federal Courthouse, Montgomery, Alabama**



A photograph of the Federal Courthouse in Montgomery, Alabama, featuring a man in a suit and hat walking in the foreground. The building is a large, classical-style structure with many windows and a central entrance. The scene is set outdoors on a paved area.

**Opening day of Tyson/IBP trial, January 2004
Federal Courthouse, Montgomery, Alabama**

“These guys are nothing but old-time gangsters, thugs, and thieves. They beat your brains in with their market power and take your money.” – Mike Callicrate

A Failure of Justice

Judge Strom reversed the \$1.28 billion jury verdict in Pickett vs Tyson/IBP, setting bad precedent and giving the green light to the big meatpackers to continue their pillage and plunder of the cattle industry. The Supreme Court refused to hear the case.



Reagan appointee - Lyle E. Strom
District of Nebraska - United States District Court

When elephants fight, it's the grass that suffers.

- Ancient proverb of the Kikuyu people

1979 - “In addition to other tactics, the Mafia, and other business consultants, would teach Iowa Beef that cooperating with your biggest competitors is more profitable than competing with them. Together, Iowa Beef, Cargill and Monfort (JBS) would share the market and drive market concentration to a new level of near monopoly control never seen before.”

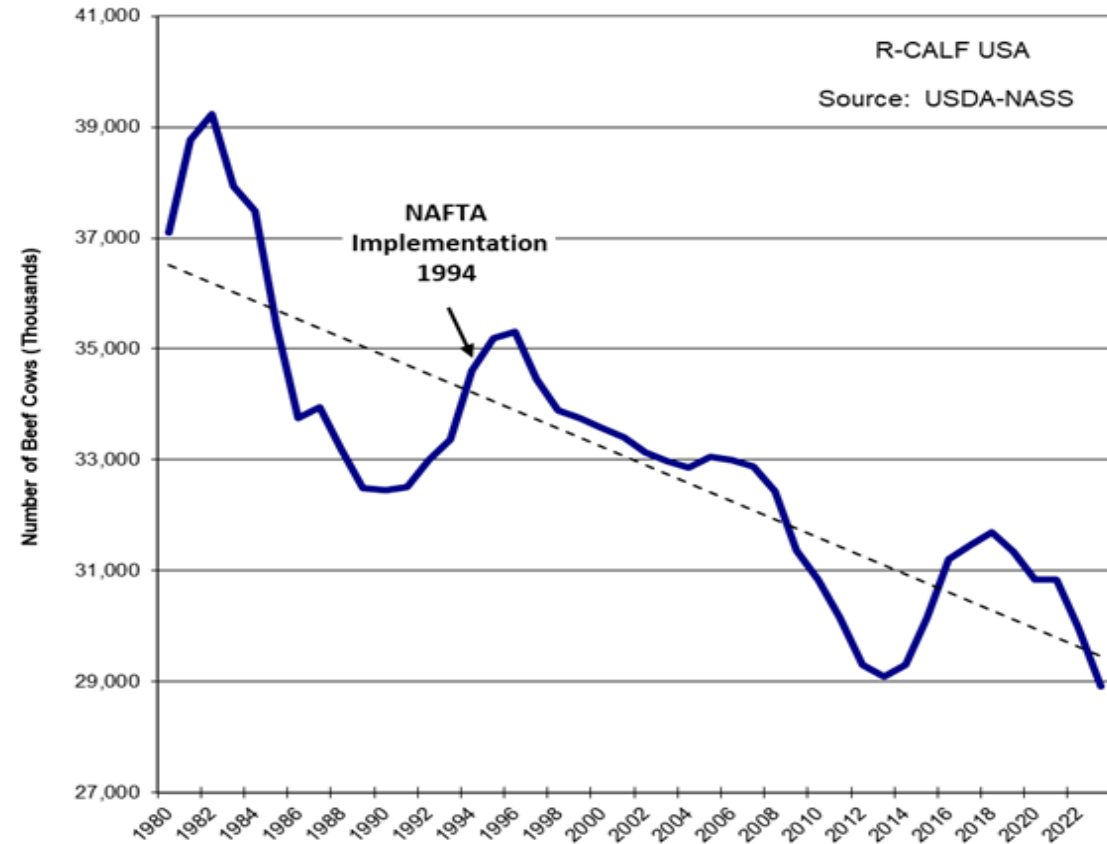
October 2024 - “By collusively underpaying suppliers for fed cattle, and over time reducing beef output, Defendants have been able to increase their margins and profits, confident that none of them would take volume from each other,” McDonald’s said in the lawsuit.

Land without stewardship ...



Without cows the natural wealth of America is literally going up in flames

The U.S. Beef Cow Herd Is Shrinking Fast
Hitting a 70-year Low in 2014 and Lower in 2023

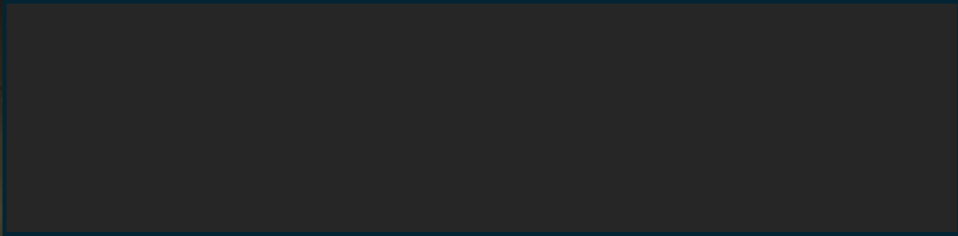


Grass +  = Food

Cows can restore producer income, soil health, and community well-being



Mike Callicrate tried to warn the world...



WYOMING

Recharge water from the South Platte and Arkansas Rivers is being diverted to Front Range development.

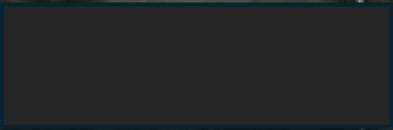


NEBRASKA

OGALLALA
AQUIFER



COLORADO



Meathooked & End of Water – VICE ON HBO

NCBA's Long Range Plan finally comes together ...



Making beef more “sustainable” like poultry and pork!

Greenwashing: According to the Environmental Working Group lawsuit, Tyson's net-zero and "climate-smart" beef claims are false or misleading. There is no credible evidence that Tyson intends to make any significant changes to its current activities.

IOWA STATE COLLEGE

AMES

ANIMAL HUSBANDRY DEPARTMENT
HORSE BARN

Animal Husbandry has been replaced with Animal Science, Ag Business, and the worship of technology

NO PARKING
EXCEPT WITH
SPECIAL PERMIT
NO VENDOR/DEPT
→

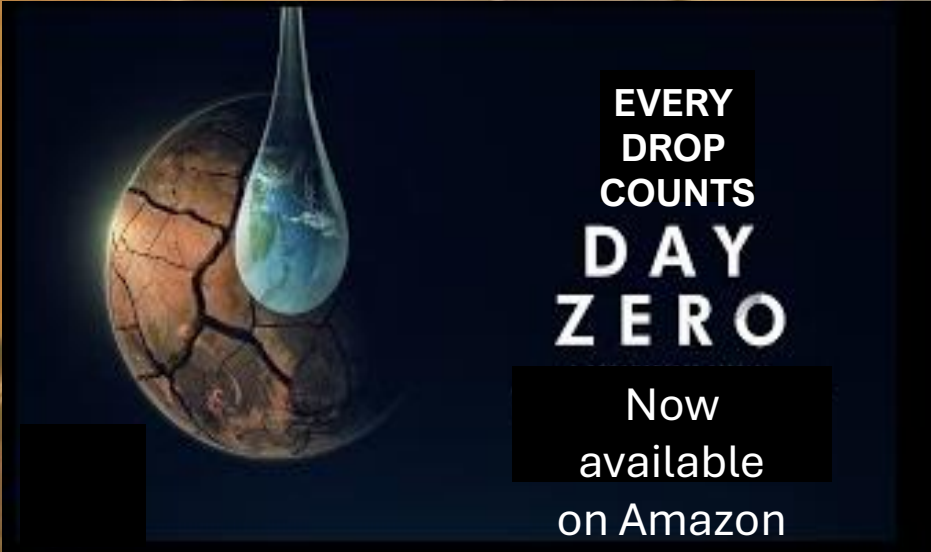
Cattlemen who have always prided themselves on their fierce independence are looking to exit the industry or join poultry and hog producers in vertical supply arrangements.



Cattle Industry Goes Hyper-Industrial Beef on Dairy on Concrete

Sept. 3, 2024 - LINCOLN — Construction workers are hurrying to put the final touches on what is planned to be the state's largest feedlot for feeding cattle – 150,000 head

Blackshirt Feeders feedlot operation near Haigler, Nebraska. (Courtesy of Settje Agri-Services & Engineering)



EVERY
DROP
COUNTS
**DAY
ZERO**

Now
available
on Amazon

JBS Caught Exporting Rotten Beef Worldwide, 2017

- Tried to cover up the stench using chemical products
- Paid federal inspectors to ignore adulteration
- Falsified sanitary permits
- Channeled bribes to Brazilian politicians

Illusion of Choice Exposed by Recent Beef Recall, Oct. 2018

- **7 million pounds recalled by JBS**
 - World's and U.S.'s largest meat company owned by Brazilians
 - 57 people in 16 states were sickened by Salmonella poisoning
- **Illusion of Choice – 13 brands in recall**
 - La Herencia, Four Star, 5-Star Beef, **Kroger**, Cedar River Farms, Cedar River Farms Natural, Comnor Perfect Choice, Gourmet Burger, Grass Run Farms natural, JBS Generic, Showcase, Thinkpure, **Walmart**
- Several JBS executives arrested for corruption, 2017-18

JBS hires former USDA food safety chief



JBS's Wesley and Joesley Batista – a Brazilian crime family



After allowing rotten meat into the U.S., Almanza goes to work for JBS.

Federal government won't stop buying food from meatpacker tied to bribery case

Agriculture Secretary Tom Vilsack said barring JBS from government contracts could hurt taxpayers because the company has so few competitors.



Tom Vilsack's letter illustrates how the government's options have become painfully limited in an agriculture sector heavily concentrated on everything from poultry to cereal. | Kevin Dietsch/Getty Images

In 2019, as Brazilian meatpacker JBS was proving itself as a leading global criminal, instead of protecting American citizens by revoking JBS corporate charters and grants of inspection for its many criminal violations, our federal government funded JBS with lucrative preferential meat purchasing contracts – JBS a big winner in USDA trade war relief contracts.

The 1970 decentralized and competitive marketplace served producers, workers, and consumers far better than today's extractive food cartel.

1970 producer share was 82%

2023 share was 39 to 48%

STORY OF THE STEER











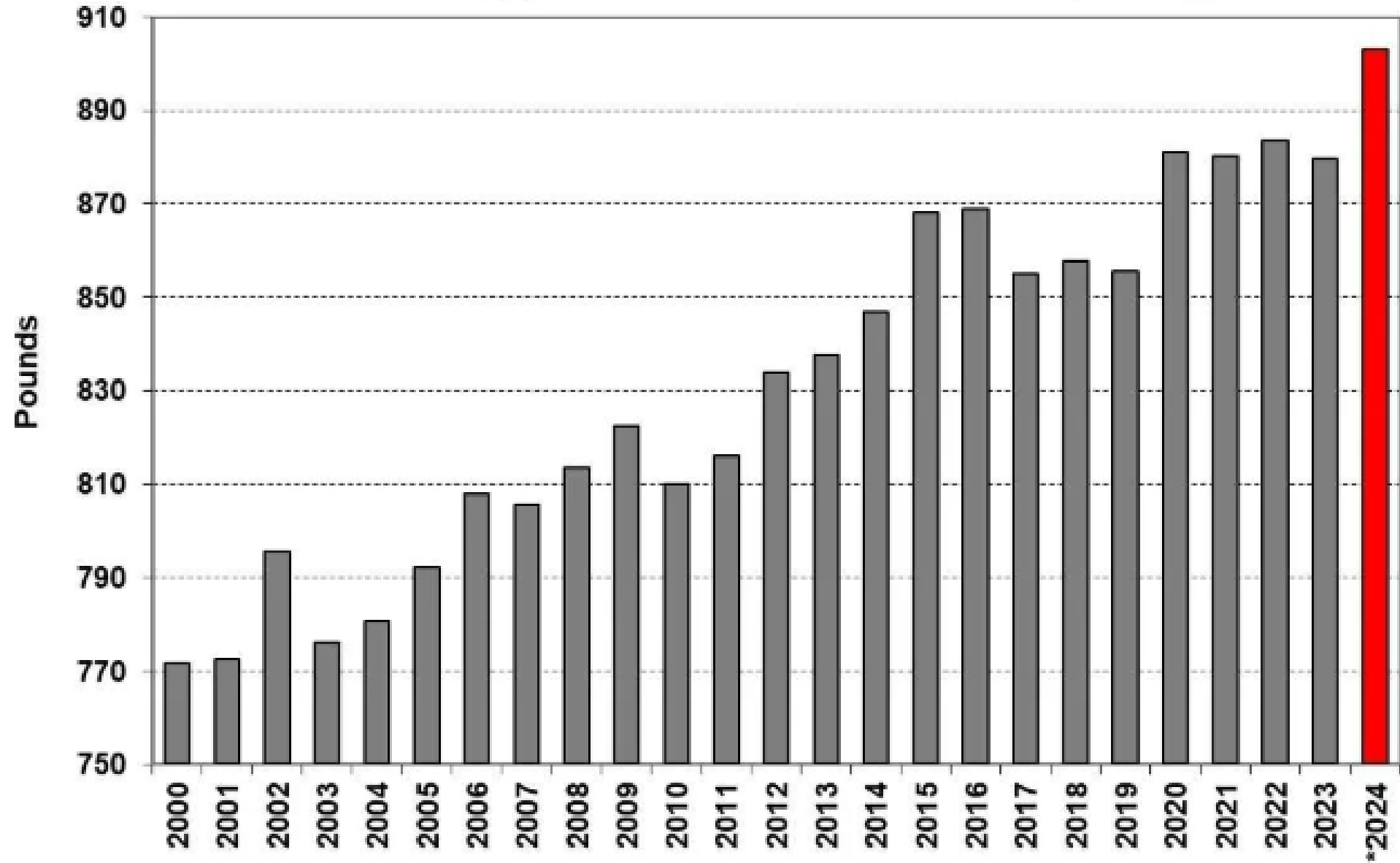
<i>Cattle are not all beef</i>		<i>Beef is not all steak</i>		
1000 lbs. STEER	590 lbs. BEEF	465 lbs. RETAIL CUTS		
		Porterhouse, T-Bone & Club steak 	Lbs. Price	Total
at 29½¢ per lb. ...	at 45¢ per lb. ...		35 \$1.12	\$41.65
Packer pays \$295	Retailer pays \$265	Sirloin steak 	40 1.02	40.80
Value of by-products, such as hides, fats, hair, animal feeds, fertilizer, etc., in part offsets packers' dressing, handling and selling expenses, so that the beef from a steer generally sells at wholesale for less than the live animal cost.		Round steak 	65 .89	57.85
		Rib roast 	45 .79	35.55
Retailer mark-up must cover such costs as rent, labor, depreciation on equipment and fixtures, etc., as well as trimming loss and natural shrinkage in weight of beef carcass when converted into retail cuts.		Boneless rump roast 	25 .99	24.75
		Chuck roast 	100 .59	59.00
		Hamburger 	45 .55	24.75
		Stew meat & misc. cuts 	110 .65	71.50
		Bones, Fat, Waste & Shrink	125	1.50
		Consumer pays \$360		

Fig. 12-3. Cattle are not all beef, and beef is not all steak! This shows the approximate (1) percentage yield of chilled carcass in relation to the weight of the animal on foot, and (2) yield of different retail cuts. (Courtesy, American Meat Institute)

Annual Avg Dressed Steer & Heifer Weight



In 1979, Jonathan Kwitny warned us.



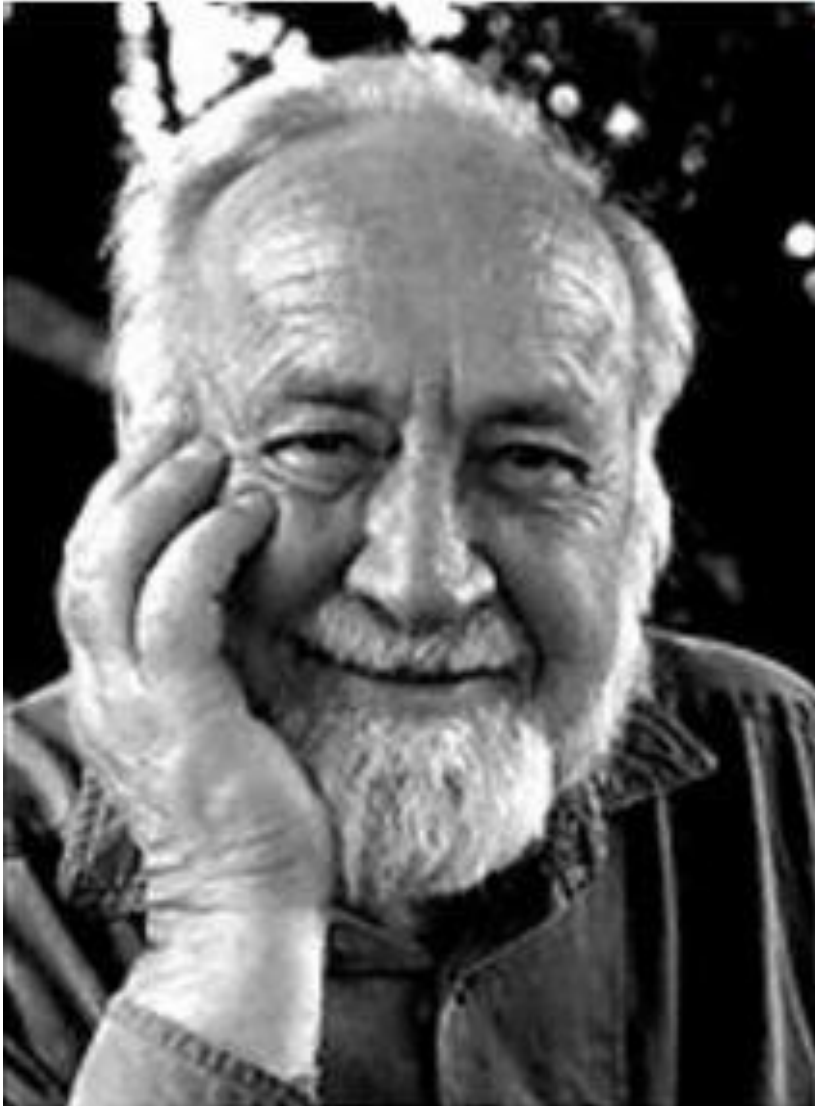
The pandemic exposed the frailty and vulnerability of our industrial corporate-controlled food system.

Jonathan Kwitny warned us.



“... Iowa Beef would strategically engineer the demise of nearly all the small to midsized meatpackers in the country, leaving America with a highly concentrated, dangerous, extremely fragile, and vulnerable meat supply chain.”

- Vicious Circles, 1979

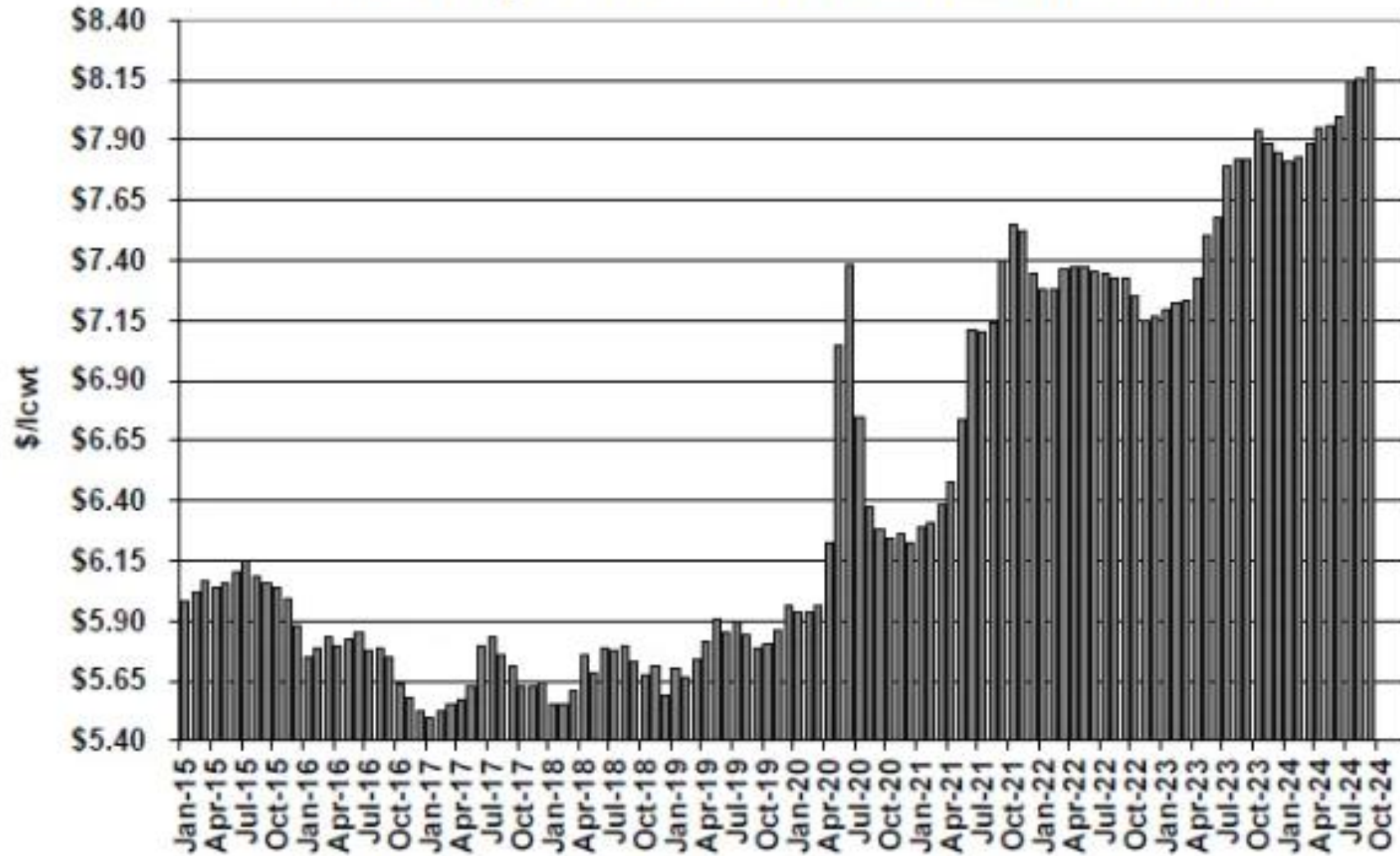


Though the problems of the world are increasingly complex, the solutions remain embarrassingly simple. – Bill Mollison

Developed theory and practice of permaculture

What if ranchers could sell meat instead of cattle?

Monthly All Fresh Beef Retail Value



Data Source: USDA ERS Meat Price Spreads

If cattle producers sold direct to the consumer...

1,500 lb. finished animal (Ave. slaughter wt. Sept. 2, 2024)
yields **42%*** retail, or 630 pounds of packaged beef.

630 lbs. x \$8.51/lb. (USDA's Sept 11th average retail scanner price)

= **\$5,361** per head

- \$1,150 processing

= \$4,211 net return per animal

= **\$2.81/lb. live weight**

(Producer share is 78%)

5 Area Weekly Weighted Average Price for Sept 2, 2024 was **\$184.03/lb.**

*42% retail yield represents boneless as reported by USDA monthly.



Dr. William D. Heffernan
Former Professor of Rural Sociology, UMC

“Let’s start talking about an alternative food system, an alternative to this large global, mass food production.”

See: https://www.youtube.com/shorts/2UQsw_qdy8s

South Dakota Governor's Conference - 1996



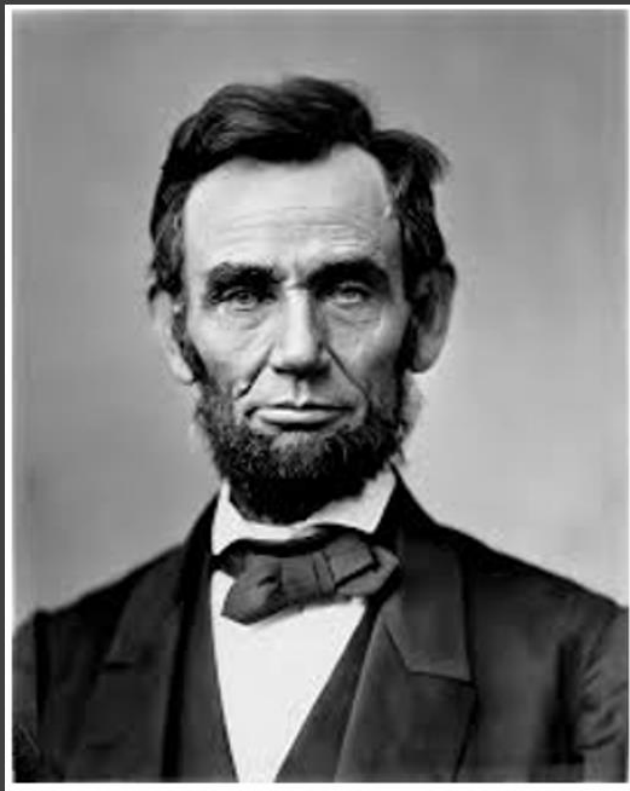
In being the first to speak out, Bill faced retaliation from the growing number of academics supporting industrial agriculture.

In my mind, he was the grandfather of all anti-monopoly work to come.

– Joe Maxwell, Cofounder of Farm Action

For regenerative agriculture to exist, we must see a return of family farmers, stewardship, and husbandry, along with a fair share of the consumer dollar to the farm and ranch gate. **Market access is the most difficult step.**

More direct connections to eaters must be developed.



The Lincoln administration established the United States Department of Agriculture along with Land-Grant Colleges to develop agriculture and assure our ability to feed ourselves.

“... we must adopt the measures needed for bringing together the producers and consumers of food and wool, and thus augmenting their power to have commerce among themselves.”

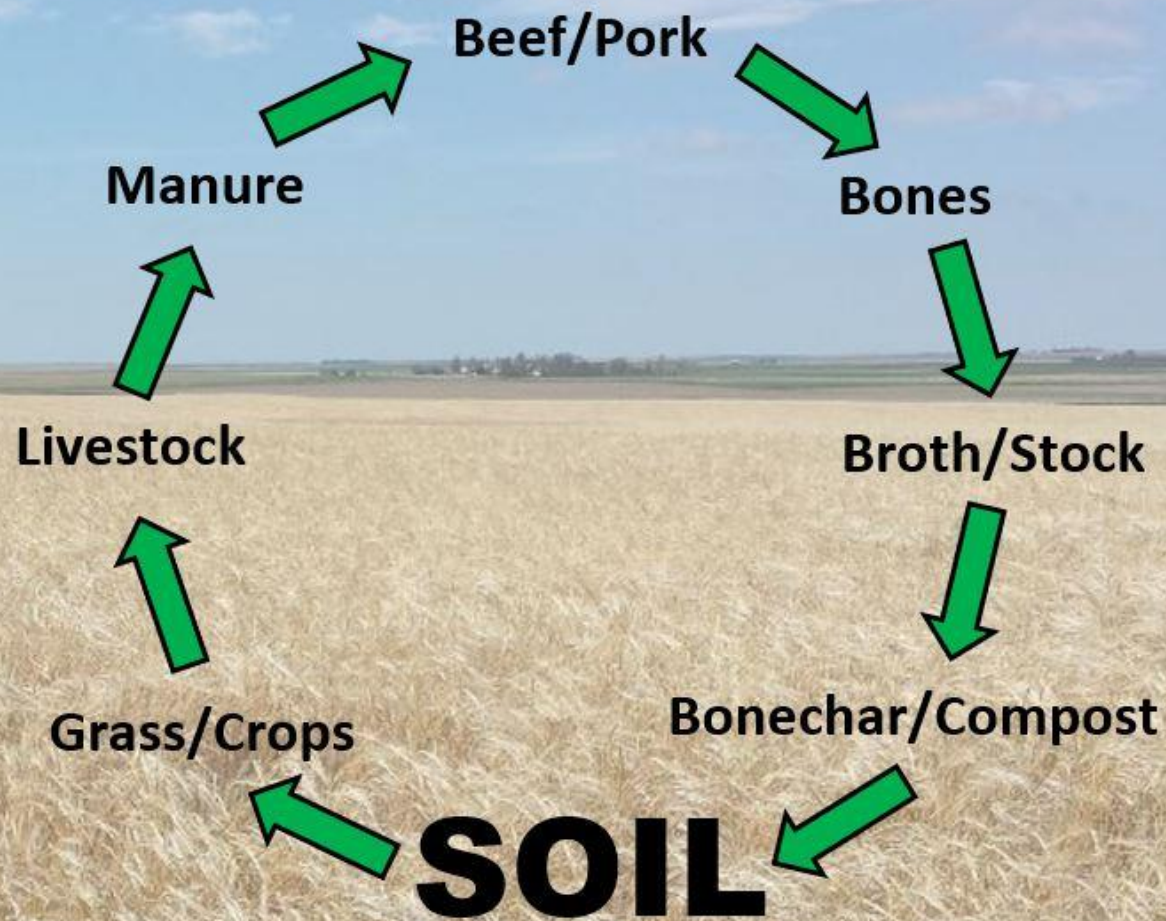
– Henry C. Carey 1853, advisor to President Lincoln

We believe the ideal farm is family owned and operated, diversified and livestock-centered, responsibly grazing and feeding the farm's production, with animal manure going back to the land.

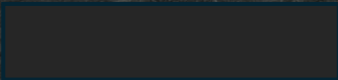
CALLICRATE
CATTLE CO.



Regenerative Farming and Ranching Callicrate Cattle Co.



Healthy Soils – Healthy People - Healthy Communities!



CALLICRATE
CATTLE CO



Carcasses are trucked from slaughter facility for further processing.



The Colorado Springs food hub provides space for meat processing, local fruit and vegetable distribution and value-added food production.



Connecting consumers with local/regional food producers since 2000





Eat more meat, but make it good meat from family farmers and ranchers



**The world needs fewer MBAs
and more Master Butchers**

Jared, Roger, Nate, John and Joanna (JoJo) in the cut room.

... and more beef should be cut directly from hanging carcasses.

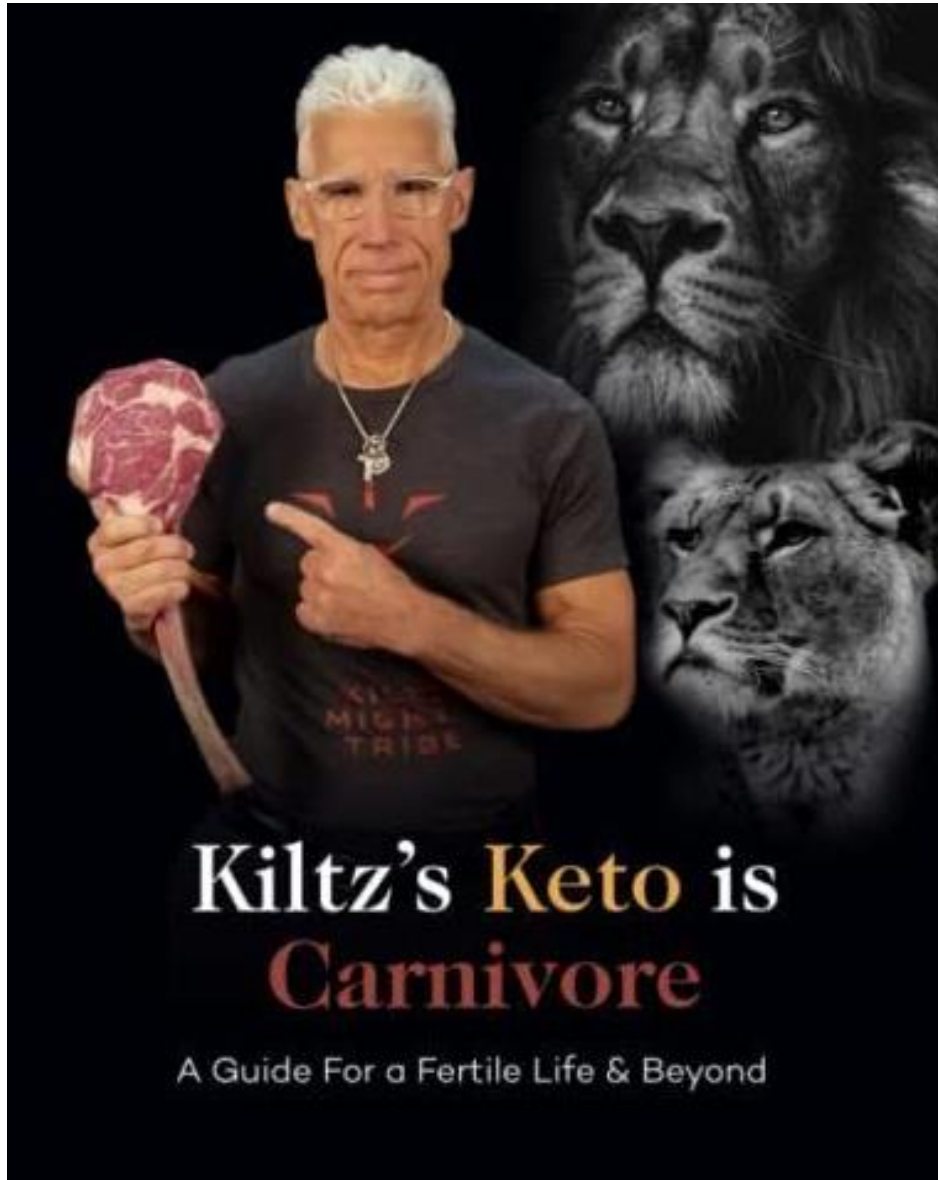
The industrialization and deskilling of the beef industry has left us with precious few butchers that know how to break down a carcass into retail cuts. Oldtimers Roger Wichman and John Nicocia have trained their replacements at Ranch Foods Direct.

THE CARNIVORE DIET



SHAWN BAKER, MD

Meat dense diets are growing in popularity, healing the costly degenerative and chronic diseases highly-processed manufactured fake foods have caused.



Fertility Doctor, Robert Kiltz, MD

“Incidence of infertility is growing with plant-based diets.”

“We’re eating excessive plants and not enough animal fat.”

“Plant sugars are the cause of most of our disease.”

[How The Carnivore Diet Affects Your Hormones](#)

Maker-owned marketplaces could provide a profitable and healthy alternative for producers and consumers to connect around good food. Through collective ownership, farmers and ranchers, along with artisan food makers, such as butchers, bakers, coffee roasters, and cheese-makers, would be insulated from market forces and exorbitant rents, thereby freed up to create wealth and resiliency within their local communities.



Building Thriving Communities Around Locally Owned Marketplaces

Maker-owned marketplaces and food hubs provide healthy affordable local food, vibrant community centers, and profitable and dependable market access for family farmers and ranchers.