

# Annual Report 2021



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## In 1963 a group of farmers formed the farming co-op that would become Ruralco.

They wanted competitive pricing for their businesses and a sustainable future for tomorrow, and today we're still obsessed with that vision.

We live in the rural communities we serve. We have straight up conversations with the farmers, contractors, service, and support businesses who work together in our local communities. We listen until we understand the needs of the real people who make a living from agriculture. Then we do what we can to make life a little easier.

We do our best on prices. We find answers. We tell the truth. We share experience and knowledge. We connect people with new ideas. We celebrate our heroes and the people that make Ruralco what it is today.

We care about tomorrow. With the deep roots of our co-op structure we give rural businesses the opportunity to source better deals and know that their contributions deliver real value for their local communities, helping to support a sustainable future for New Zealand farming.



# The year at a glance

## GROUP TURNOVER



## EBITDA



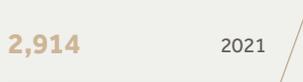
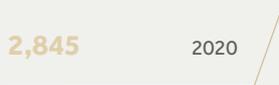
Group Turnover represents the gross dollar value of transactions transacted through Ruralco. This figure differs from the Total Revenue figure shown in the financial statements, as some of these transactions Ruralco acts as an agent to the underlying provider of the goods or services.

This year Ruralco achieved positive results despite challenging trading conditions. We continued to grow our Group Turnover, recording \$245.3 million compared to \$241.3 million last year. Gross Profit slightly increased to \$10.6 million compared to \$10.3 million last year and our EBITDA has remained the same as last year at \$1.2 million.

Group equity at the end of the 2021 financial year was \$16.9 million, up from last year's \$16.7 million.

Ruralco has performed well in a challenging year and is still sitting in a good position looking forward, which means the Board has made the decision to pay our shareholders a bonus rebate again this year.

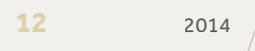
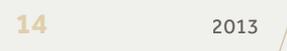
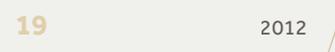
## SHAREHOLDERS



## SHAREHOLDERS EQUITY



## HEALTH & SAFETY TOTAL ANNUAL INJURY/ACCIDENTS PER CALENDAR YEAR\*



## NPAT



## BONUS REBATE PAID



*In the 2020 financial year, Ruralco was able to recognise a one off "tax" benefit from a change to tax policy announced by the Government during the COVID crisis to help support businesses.*



# Chair & Group CEO Review



ROBERT SHARKIE (GROUP CEO) WITH  
JESSIE CHAN (CHAIR)

**TWO THOUSAND AND TWENTY-ONE MAY HAVE BEEN A YEAR OF DISRUPTION, BUT RURALCO IS MORE RESILIENT THAN EVER THANKS TO STRONG RELATIONSHIPS BETWEEN ITS BUSINESSES, SUPPLIERS (BOTH CARD AND RETAIL), ITS SHAREHOLDERS, STAFF, AND BOARD. IT IS A RESILIENT ECO-SYSTEM OF BUSINESSES THAT HAS SERVED THE COMPANY WELL THIS YEAR.**

The uncertainty around Covid and regulatory compliance issues have continued to create challenges for Ruralco and the wider farming community, but in contrast to this, 2021 has also been one of the best years for commodity prices for arable and dairy, with market prices also strong for lamb and beef. Fundamentally it has been a very good year income-wise, but it has been one of the worst in terms of the ability to move forward in a positive and confident manner.

We have had a whole year of uncertainty because of Covid and changing Government policy. It is still with us, but it is not holding us back—we have a proven track-record of agility and knowledge to keep us moving forward. Adversity does not constrain us in doing business and these challenges have not deterred Ruralco from forging ahead with its planned direction and alignment of its business. We recognise we are all in this together and we are one team; we are bold and dare to always do better; we are honest and accountable; and we always go the extra mile. We have worked hard to put measures and plans in place for our shareholders in these difficult times. This is who we are and links back to our values of being progressive, transparent, and driven by integrity.

From a Board perspective we have also had to be adaptable, but it has not slowed us down. This year Ruralco achieved positive results despite uncertain times.

We continued to grow our Group Turnover, recording \$245.3 million compared to \$241.3 million last year. Gross Profit slightly increased to \$10.6 million compared to \$10.3 million last year, and our EBITDA has remained the same as last year at \$1.2 million. Group Equity at the end of the 2021 financial year was \$16.9 million, up from last year's \$16.7 million.

The numbers were in line with the budget and our projected plans. This year there have been good results for many in the agricultural sector and our results reflect this, but we know this could change very quickly. It is a constant challenge as a co-operative to find the right balance to maintain working capital and business sustainability while also fulfilling the co-

operative's core purpose of providing the best prices possible for our shareholders. We are always conscious of getting that balance right while still providing the depth and breadth of high-quality service and products our shareholders deserve and have come to expect.

We are pleased to have successfully come through this year and still be able to pay our shareholders a bonus rebate once again. There is a level of pride and accomplishment that we have been able to do this in some difficult times.

The eco-system of Ruralco's businesses, suppliers (both card and retail), shareholders, its staff, and its Board relies on all contributors respecting and connecting strongly with each other. We all belong to this eco-system, and the key to its success is that we can all speak directly to those we are doing business with. There are not too many layers to the business which allow us to achieve our goals and objectives effectively and efficiently—we all roll our sleeves up and there are no passengers. This has been particularly evident this year when we have all had to recognise and respect the issues each is facing within their own business structure while still working together to help and assist wherever possible for the greater good. One example of this was our revised hybrid Instore Days, which included an increased online presence borne out of the uncertainty created by Covid. Another is the expansion and development of our animal health field team.

Ruralco has continued with its desire to grow beyond its traditional Mid Canterbury region and to engage nationally with more suppliers, shareholders, and cardholders, creating more opportunities for all stakeholders. One of the tools employed to do this was the extended reach of our flagship publication, Real Farmer to a distribution of 30,000 nationwide. This increased presence has resulted in new accounts and the re-engaging of ex-shareholders who have been attracted to the opportunities Ruralco provides as a national player in the agricultural sector. Even in adverse times we are reliable, and we are being noticed in the wider marketplace. To this end, Ruralco has attracted 100 new shareholders over the past 12 months, with account numbers growing by 372 and card suppliers growing by 216.

Ruralco is also attracting diversity in staff from outside of its traditional geographical area and is benefiting from the richness they bring to the team. Our differentiation is always our people—they are our biggest asset, and we are proud of our team's skills and expertise and their willingness to always

go the extra mile. This year has seen a continuation of our focus on our people and their health and wellbeing, with a greater emphasis on interaction with staff engagement. This has been part of a long-term journey benefiting everybody in the eco-system through the increased productivity it generates. Recently Ruralco achieved Bronze Accreditation status through WorkWell, an initiative designed to support happier, healthier and more productive workplaces. In addition to this, Ruralco has also taken proactive steps to support individual staff members looking to further grow and develop academically both personally and for the business.

Ruralco has always had a strong focus on wellbeing and recently this has been developed further to ensure it is not just a strategic plan, but a way of being which is ingrained into the future of the business. The Ruralco Way, our strategic culture initiative, is focused on a continual leadership training programme designed to encourage and consistently support existing and new managers, empowering them to lead with confidence and foster Ruralco's people focused culture. Additionally, greater opportunities to listen to all staff have been created through surveys and meetings, along with the establishment of a meaningful and relevant staff Wellbeing Committee. Building on this history allows staff to succeed on many levels and is creating positive engagement opportunities, and a stronger culture which supports the performance of the whole organisation.

Other accolades this year include scooping two major wins at the Women in Governance Awards—Ruralco's Chair, Jessie Chan was named Inspiring Leader of the Year, and Ruralco won the 2021 Gender Diverse Organisation Award. We have a long history of celebrating diversity within our business at all levels, and we have created an environment which treats everybody fairly and is always about the best person for the job.

Ruralco values its relationships with its rural communities, and while the last 12 months have presented some challenges we have remained committed to connecting and uniting farmers wherever possible, whether it is informally through lending our support to causes important to our farming communities, or through our longstanding sponsorship of events such as the Ruralco Longbeach Coastal Challenge and FAR Arable Ys. More recently we have become a strategic partner of the New Zealand Farm Environment Awards, along with supporting the South Island Dairy Event and Lincoln University through a young academic scholarship.

In total this year we have supported 64 community organisations through donation of products or in-kind contribution.

This year we farewell our retiring Board Director, Gabrielle Thompson who is standing down after nine years on the Board. We would like to wish her well with her future and thank her for her service. Gabrielle will continue with her roles on the Boards of Silver Fern Farms and Lincoln University.

All Directors are on a three-year rotation, and this year Kate Acland has indicated she will be seeking re-election. This is an exciting time to join Ruralco's highly professional and experienced Board of Directors. The calibre and capability of the Board is extremely high, and rather than being a training ground for those new to Governance, it is a place where experienced directors can thrive and help to shape the strategic direction of a growing business.

Another ongoing project has been Ruralco's 2035 Vision. This long-term strategy is a guiding beacon for the co-operative moving forward and has provided a road map to get there. It will be dependent on Ruralco continuing on its course of achieving a sustainable profit level which allows it to both sustain and move the business forward, while delivering value to co-operative shareholders. The strategy has been designed to ensure the business is mentally prepared to achieve the capital requirement to reinvest for the future of Ruralco and its future shareholders and will remain an ongoing focus for the Board of Directors.

We would like to take this opportunity to thank you all for your support during the 2021 financial year. We are a co-operative, when we work together everyone wins and we are looking forward to another exciting and successful year in 2022.



**Jessie Chan**  
CHAIR

**Robert Sharkie**  
GROUP CHIEF EXECUTIVE/COMPANY SECRETARY





# Directors' Report

**YOUR DIRECTORS TAKE PLEASURE IN SUBMITTING THEIR 58TH ANNUAL REPORT, TOGETHER WITH THE CHAIR AND CHIEF EXECUTIVE'S REPORT AND FINANCIAL STATEMENTS FOR THE SOCIETY FOR THE YEAR ENDED 30 JUNE 2021.**

## PRINCIPAL ACTIVITIES

The principal activities of the Ashburton Trading Society during the year ended 30 June 2021 was to conduct the Shareholders' group buying activity in the areas of Fuel; Fertiliser; Seed; Electricity; Retail; Card, Pro-Active NZ Ltd and ATS Fuel Ltd.

As disclosed by the attached Financial Statements Summary your Directors consider the affairs of the Society to be satisfactory.

## ROLE OF THE BOARD

The role of the Board of Directors is to provide the proper governance, direction, and control of the Society's activities. Directors have the prime responsibility of setting the strategic direction of the Society.

## DIRECTORS

The Board of Directors currently comprises of five Directors who have been elected by the shareholders and two Independent Directors who have been appointed by the Board.

The Directors in office at 30 June 2021 and their special responsibilities include:

All members of the Board of Directors form part of the Health and Safety, and Audit and Risk Sub-Committees.

<b>Jessie Chan</b>	Chair ATS
<b>Kate Acland</b>	
<b>Tony Coltman</b>	Chair Health and Safety Committee
<b>Sue Lindsay</b>	Independent Director
<b>Gabrielle Thompson</b>	
<b>Brent Wheeler</b>	Independent Director, Chair Audit and Risk Committee

## Sir David Carter

The Directors' meeting obligations were fulfilled for the year ended 30 June 2021.

## DIRECTORS REMUNERATION

A Body	\$2,749	(Part year)
J Chan	\$69,595	
K Acland	\$37,039	
A Coltman	\$39,874	
S Lindsay	\$39,039	
G Thompson	\$37,039	
B Wheeler	\$44,709	
D Carter	\$20,203	
<b>Total</b>	<b>\$290,248</b>	

The Director Fees are a combination of \$283,500 approved fees for standard director duties and additional fees for both authorised governance and authorised advisory work undertaken.

## DIRECTORS' INSURANCE

Ashburton Trading Society Ltd has a policy of Directors' and Officers' liability insurance, which ensures Directors and Officers will incur no monetary loss as a result of actions undertaken by them, provided they operate within the law. This policy includes actions carried out by the Directors in their capacity as Directors of Ruralco NZ Ltd, Pro-Active New Zealand Ltd and ATS Fuel Ltd.

## DIRECTORS' BENEFITS

No Director of the Society has, since the end of the previous financial period, received or become entitled to receive a benefit (other than a benefit included in the total emoluments received or due and receivable by Directors shown in this report) other than normal rebates received by them as shareholders as a result of trading with the Society in the same manner as all other shareholders.

## PROCEDURE TO IDENTIFY AND MANAGE RISK

The Directors acknowledge that they are ultimately responsible for the management of risk to the Society. Risk Management forms part of the Board meetings.

## USE OF INFORMATION

There were no notices from Directors of the company requesting to use company information received in their capacity as Directors which would not otherwise have been available to them.

## AUDITORS

Grant Thornton were appointed as auditors for the 2021 Financial Year.



**Jessie Chan**  
CHAIR



JESSIE CHAN



KATE ACLAND



SIR DAVID CARTER



TONY COLTMAN



SUE LINDSAY



GABRIELLE THOMPSON



BRENT WHEELER

# Summary Consolidated Financial Statements

## SUMMARY CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2021

	NOTES	GROUP 30 JUN 2021 (\$000)	GROUP 30 JUN 2020 (\$000)
<b>REVENUE—SALES</b>	1	<b>45,210</b>	<b>44,490</b>
Cost of Sales		(34,582)	(34,164)
<b>GROSS PROFIT</b>		<b>10,628</b>	<b>10,326</b>
Other Income		892	881
Other Operating Expense		(4,045)	(3,849)
Salaries and Wages		(5,897)	(5,838)
Audit Fees	2	(54)	(64)
Directors' Fees		(290)	(294)
Depreciation—Property, Plant and Equipment		(263)	(260)
Depreciation—Right-of-Use Asset		(206)	(177)
Amortisation of Intangibles		(200)	(141)
Finance Cost—Interest		(55)	(85)
<b>OPERATING SURPLUS BEFORE REBATE</b>		<b>510</b>	<b>499</b>
Less Rebates to Members		(248)	(250)
<b>NET SURPLUS BEFORE TAXATION</b>		<b>262</b>	<b>249</b>
Tax Credit/(Expense)		(79)	805
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD, NET OF TAX</b>		<b>183</b>	<b>1,054</b>

*In the 2020 financial year, Ruralco was able to recognise a one off "tax" benefit from a change to tax policy announced by the Government during the COVID crisis to help support businesses.*

## SUMMARY CONSOLIDATED STATEMENT OF CHANGES IN EQUITY AND MEMBERS' INTERESTS

FOR THE YEAR ENDED 30 JUNE 2021

	NOTES	GROUP 30 JUN 2021 (\$000)	GROUP 30 JUN 2020 (\$000)
<b>BALANCE AT START OF THE YEAR</b>		<b>16,738</b>	<b>15,680</b>
Adjustment on adoption of IFRS 16 (net of tax)		—	(3)
Total Comprehensive Income for the period, net of Tax		183	1,054
		16,921	16,731
Contributions from Owners:			
Movement in Ordinary Shares		34	18
Movement in Deferred Shares		(85)	(11)
<b>BALANCE AT END OF THE YEAR</b>		<b>16,871</b>	<b>16,738</b>

## SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2021

	GROUP 30 JUN 2021 (\$000)	GROUP 30 JUN 2020 (\$000)
NOTES		
Current Assets	24,965	23,654
Non Current Assets	9,820	9,282
<b>TOTAL ASSETS</b>	<b>34,786</b>	<b>32,936</b>
Current Liabilities	17,618	16,016
Non Current Liabilities	297	182
<b>TOTAL LIABILITIES</b>	<b>17,915</b>	<b>16,198</b>
<b>TOTAL EQUITY AND MEMBERS' INTERESTS</b>	<b>16,871</b>	<b>16,738</b>

## SUMMARY STATEMENT OF CONSOLIDATED CASHFLOWS

FOR THE YEAR ENDED 30 JUNE 2021

	GROUP 30 JUN 2021 (\$000)	GROUP 30 JUN 2020 (\$000)
NOTES		
Net Flow from Operating	2,661	(876)
Net Flow from Investing Activities	(816)	(421)
Net Flow from Financing Activities	(1,298)	376
<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>546</b>	<b>(922)</b>
<b>ADD OPENING CASH BROUGHT FORWARD</b>	<b>199</b>	<b>1,120</b>
<b>ENDING CASH CARRIED FORWARD</b>	<b>745</b>	<b>199</b>

## REPORTING ENTITY

The Ashburton Trading Society Limited is a Society incorporated in New Zealand under the Industrial and Provident Societies Act 1908. The registered office is 97 Burnett St, Ashburton.

Ashburton Trading Society Limited is a reporting entity under the rules of Ashburton Trading Society Limited.

Ashburton Trading Society Limited (ATS) is a farming co-operative, based in Mid Canterbury, formed in 1963. ATS facilitates trade between its members and approved suppliers. ATS also has three farm merchandise stores located in Ashburton, Methven and Rakaia.

The group consists of Ashburton Trading Society Limited, Pro-Active NZ Limited, ATS Fuel Limited and Ruralco NZ Limited.

These financial statements were authorised for issue by the Board of Directors on 20 September 2021.

The full set of financial statements have been prepared in accordance with the requirements of the Industrial and Provident Societies Act 1908 and the Financial Market Conducts Act 2013.

## NOTES TO SUMMARY FINANCIAL STATEMENTS

The specific disclosures included in this summary financial report have been extracted from the full financial statements, which was authorised for issued on 20 September 2021. The full financial statements have been prepared in accordance with full NZ GAAP as a profit oriented entity and the Group has made an explicit and unreserved statement of compliance with IFRS in the full financial statements. The full financial statements have been audited and an unmodified audit opinion has been issued. These summary financial statements comply with FRS 43. Figures are in New Zealand Dollars.

The summary financial report cannot be expected to provide as complete an understanding as provided by the full financial report of the Group.

A copy of the full annual accounts for Ashburton Trading Society Limited can be collected from 98 Burnett St, Ashburton during business hours.

The Summary Statements presented are those for Ashburton Trading Society Limited (ATS) and its subsidiaries for the year ended to 30 June 2021.

## Reclassification of Prior Year Disclosures

Other Income has been reclassified to more clearly reflect the nature of the balance. This has resulted in \$818k been recognised as Other Income that had previously been netted off against Cost of Sales for the year end 30 June 2020.

## 1. Revenue Recognition

The Group generates its revenue from retail sales and facilitating the sale of goods and services to its members. All revenue is recognised at a point in time as the control over the retail goods pass to the customers or as the Group completes the facilitation of the sales transaction to the members.

The Group's revenue from contracts with customers are generated from:

	GROUP 2021 (\$000)	GROUP 2020 (\$000)
Retail sales	40,844	40,384
Card Revenue	2,373	1,942
Commissions and levies	1,993	2,164
<b>TOTAL</b>	<b>45,210</b>	<b>44,490</b>

Where the Group is considered to have primary obligation to fulfil the customer order, the Group has recognised revenue gross as principal to the transactions. These are classified as Retail sales revenue. For all sales where the Group is only considered to be an agent, the Group has recognised the net margin of the transaction as commissions and levies

## 2. Audit Fees

	GROUP 30 JUN 2021 (\$000)	GROUP 30 JUN 2020 (\$000)
Fees paid to the Auditor:		
Financial Statement Audit	52	49
Holiday Pay Audit	0	13
Registry Audit	2	2
<b>TOTAL</b>	<b>54</b>	<b>64</b>

J Chan  
CHAIR

B Wheeler  
INDEPENDENT DIRECTOR

Date  
20 SEPTEMBER 2021

# PETER MAY

...O TR M. CANVAS & SHADE



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# Report of the Independent Auditor on the summary consolidated financial statements

Grant Thornton New Zealand Audit Limited  
L3, Grant Thornton House  
134 Oxford Terrace  
PO Box 2099  
Christchurch 8140  
T +64 3 379 9580  
www.grantthornton.co.nz

## To the Members of Ashburton Trading Society Limited

### Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at 30 June 2021, the summary consolidated statement of comprehensive income, summary consolidated statement of changes in equity and members' interests and summary statement of consolidated cash flows for the year ended, and related notes, are derived from the audited consolidated financial statements of Ashburton Trading Society Limited for the year ended 30 June 2021. In our opinion, the accompanying summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements.

### Summary consolidated financial statements

The summary consolidated financial statements do not contain all the disclosures required by NZ IFRS. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon.

### The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 20 September 2021.

### Other Information than the Summary Consolidated Financial Statements and Auditor's Report Thereon

The Directors are responsible for the other information. The other information comprises the annual report. Our opinion on the summary consolidated financial statements does not cover the other information and we do not and will not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the summary consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to report that fact. We have nothing to report in this regard.

### Directors' Responsibility for the Summary Consolidated Financial Statements

The Directors are responsible for the preparation of a summary of the audited consolidated financial statements of Ashburton Trading Society Limited in accordance with FRS-43: *Summary Financial Statements*.

### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), *Engagements to Report on Summary Financial Statements*. Our firm carries out other assignments for Ashburton Trading Society Limited in the area of review of tax compliance and share register audit. The firm has no other interest in the Society.

### Restricted Use

This report is made solely to the Society's members, as a body. Our audit work has been undertaken so that we might state to the Society's members, as a body, those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members, as a body, for our audit work, for this report or for the opinion we have formed.

### Grant Thornton New Zealand Audit Limited



M D Stewart  
Christchurch

14 October 2021



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Rural  
Co. Ltd

# Ruralco Board of Directors



**Jessie Chan**  
**CHAIR**

Jessie Chan was elected to the ATS Board of Directors in 2013. Jessie is part of a farming business leasing 420ha at Dorie, milking 850 cows. She has an Honours Degree in Animal Science and has worked in a range of rural professional positions over a fifteen-year period. Jessie has completed the Fonterra Governance Development Programme, the Food and Agribusiness Marketing Experience and the Kellogg Rural Leaders Programme. She is currently on the Board of Ngai Tahu Farming Ltd, Alpine Energy Ltd and Bio-Protection Aotearoa and is a Trustee of Meat the Need. Jessie has previously served on the Board of Connetics Ltd, DairyNZ Ltd (as an Associate Director), Business Mid Canterbury and Federated Farmers Mid Canterbury. Jessie is a member of the NZ Institute of Directors and New Zealand Asian Leaders. Jessie has an eight-year-old son, Adam and a three-year-old son, Noah.



**Kate Acland**  
**DIRECTOR**

Kate Acland and her husband David own and operate Mt Somers Station, a large and highly diversified farming operation running sheep, cattle, deer, dairy and a stand-alone honey operation in the Mid Canterbury foothills. Kate joined the Board in 2018. Prior to moving to Mid Canterbury in 2010, Kate established a winery and vineyard operation in Marlborough with 26ha of vineyard, a winery and significant export markets. Kate and David also own the Mt Somers and Staveley Stores and have several other small locally based businesses. In addition to governance experience in her own businesses, Kate currently holds several outside governance roles; sitting on the Board of WRONZ and Beef and Lamb NZ. Kate and David have three children and in their spare time enjoy skiing and getting into the hills.



**Sir David Carter**  
**DIRECTOR**

Though city born and bred, David's passion was always to be a farmer. Armed with a B.Agr.Sc from Lincoln, he started farming at West Melton in 1972. David established New Zealand's first commercial embryo transplant company to help introduce the new "exotic" cattle breeds to Australia and New Zealand.

Politics was his other passion. David was elected to Parliament in 1994, and on the pathway to achieve his ambition—Minister of Agriculture. This was interrupted when Parliament elected him to be Speaker, a privileged position that he held for five years. On 31 December 2020, David was awarded a Knighthood recognising his 26 years of public service.

As a sole trading farming enterprise, he has purchased, developed, farmed and sold a number of farm properties over a 48-year farming career. David currently farms a 10,000 stock unit sheep and beef breeding and fattening operation, spread over 3 properties on Banks Peninsula and North Canterbury.



### Tony Coltman

**DIRECTOR**

Tony Coltman has over 25 years' experience in corporate leadership and advisory roles, both in New Zealand and abroad. He was elected to the Board in 2016 and is the Chairman of the Health & Safety Committee. He graduated from Lincoln University with a BCom in Agriculture and a Diploma in Farm Management (with Distinction) and completed the Fonterra Governance Development Programme in 2016 and is a member of the NZ Institute of Directors. Tony is Manager & Director of a 3400-cow equity partnership near Dunsandel. In April this year Tony was elected to the Central Plains Water Ltd board. Tony has a passion for rural business and is dedicated to the sustainability of dairy farming, where his efforts were awarded when he received the Regional Supreme Award in the Ballance Farm Environment Awards. He is an active leader in the highly successful Forages for Reduced Nitrogen Leaching Programme along with other environmental initiatives. Tony and his wife, Dana, have four children and when time allows, he enjoys adventure bike riding.



### Sue Lindsay

**INDEPENDENT DIRECTOR**

Sue Lindsay is an acknowledged business leader and an internationally award-winning executive. Her career took her from running the family sheep and cropping farm in Southland into the leadership of CRT Southland, where she was directly credited with master-minding growth strategies that increased revenues by over 200% in less than five years. Retained as a strategist and mentor by business leaders Sue has contributed to two global leadership projects and worked alongside revered business leaders such as Tom Peters and Dr Lance Secretan. She has diverse governance experience including the Board of SOE Genesis Power, and the Dairy Women's Network, she is currently on the Board of VetPlus. Sue is the Founding President of the International Women's Forum in New Zealand and serves on IWF Presidents Global Council. Sue is also the co-founder and CEO of Real Insight Now, a strategy and insights consultancy that serves clients on both sides of the Tasman.



### Gabrielle Thompson

**DIRECTOR**

Elected to the Board in 2012, Gabrielle Thompson graduated from Massey University with a Veterinary Degree in 2000. Initially working for Riverside Vets, she opened her own companion animal clinic in 2004, growing to five clinics around the lower South Island over a 10-year period before selling these clinics to a nationwide company. Gabrielle is also on the Board of Silver Fern Farms Co-op and Lincoln University. She and her husband, along with their family, own and operate a 530ha arable and store lamb farm at Dorie, Mid Canterbury. In her free time, Gabrielle spends time with family, including her daughter Frances. She likes to go to the gym, spend time with friends, travel, ski and be outdoors.



### Brent Wheeler

**INDEPENDENT DIRECTOR**

Brent Wheeler has a Bachelor of Arts, PG Dip Arts (1st) and Ph.D. in Economic Geography from the University of Otago. He is the Principal at Brent Wheeler Group Ltd, an economics, investment and governance advisory firm and brings 30 years of experience in economics to the Board. While qualified as an economist and formerly with the NZ Treasury, Brent has spent the past 20 years in directorship and advisory roles to commercial businesses ranging from insurance to electricity and agricultural companies. Brent brings a wide level of corporate and co-operative experience to the role, with the ability to relate to all levels of a business like Ruralco that now encompasses multi-faceted aspects of the rural service industry.

# Ruralco Executive Team



**Robert Sharkie**

**GROUP CEO**

Robert Sharkie brings almost 40 years of agricultural experience to his role as CEO. After commencing his career in a Rural Supplies store in 1980, he went on the road servicing all farm and agricultural clients throughout his area. His knack for dealing with people resulted in a role managing staff in Rural Supplies, Livestock, Real Estate, Finance, and Insurance. Robert came to ATS/Ruralco in May 2015 and saw the role as an opportunity to give back to an industry that has been very good to him and provided a career pathway from a young age. Philosophy, vision, staying relevant in an ever-changing market and staff development are all focuses for Robert. He is a different kind of leader, always one to pitch in and lead his team by example, as well as attending front-line events to maintain his strong relationships with his customers in the agricultural community.



**Glenn Coward**

**GROUP CFO & GENERAL MANAGER RURALCO CARD**

Glenn Coward graduated with a Bachelor of Business Studies from Unitec in 1999. He has worked in a number of companies within a variety of industries including The West Auckland Licensing Trust, Dress for Less, small accounting firms and Tetrapak. Glenn qualified as a Chartered Accountant in 2006 whilst working at ASB Bank. Following eight years with ASB he worked at AA Insurance, Diners Club New Zealand, and The Warehouse Group Financial Services. Working in financial roles mainly within cards and financial services environments, an opportunity to work within heartland New Zealand at Ruralco came in 2019 and allows Glenn to utilise his skillset while using his transferrable skills to learn a new environment.



**Izania Downie**

**GROUP MANAGER MARKETING & COMMUNICATIONS**

Izania graduated from Auckland University in 2001 with a Bachelor of Commerce, double major in Marketing and Management. She has since completed Post Graduate studies in Strategy Development and Leadership through Harvard Business School. Following over a decade working at multinational corporates in the UK leading sales, marketing and product teams, Izania returned home to NZ in 2014. She is adept at developing strategic plans that deliver a strong return on investment. Her background includes CEO of the European Events Industry Association, multiple Board Directorships within the Global Tourism industry and the NZ Software Association, and leading industry strategy within the US Digital Technologies industry (software as a service). A dedicated learner, she updated her skills in digital transformation through Unitec's applied Digital Technologies programme. Izania is passionate about sustainability and gained a distinction in the Certificate of Sustainable Marketing in 2017. Izania joined Ruralco in 2018 with a passion for driving brand and digital transformation and has since been collaborating with the Board and Executive team to achieve Ruralco's vision to become the partner of choice for rural NZ. In July 2021 she gained the Certificate in Company Direction from the Institute of Directors.



**Sarah Green**

**GROUP MANAGER PEOPLE & CAPABILITY**

Sarah Green is a dedicated and passionate HR professional. Before joining the Ruralco Executive team she had a strategic business background with experience in the security, intelligence, and investigations industry in London. As a qualified Executive Coach, Sarah ensures a business partnership approach to her role, working directly with the other senior level Executives and Board members to develop and deliver key HR strategies to meet organisational needs. Sarah is a chartered member of the Human Resource Institute of New Zealand & CIPD in the UK. She is passionate about developing people and driving an inclusive approach to the organisations culture.



### Jono Pavey

#### GROUP MANAGER FARM SUPPLIES

Jono Pavey began his 25 years of agricultural industry experience straight out of school before completing a degree at Lincoln University. From university it was back into the Rural Supplies industry with various store roles from Greymouth to Taupo before taking on national product management positions. This was followed by six years as a Commercial Manager for a multi-national agricultural chemical company. An opportunity for Jono to move back to the Rural Supplies industry with ATS/Ruralco came about in late 2010 through operations and procurement positions. Jono is an advocate for operational excellence and has a sharp commercial acumen. His leadership responsibilities encompass the entire Farm Supplies retail operation including all stores, inwards goods, customer service centre, product and procurement. Additionally he manages the ProActive business and the relationship with Ballance. Jono is dedicated to leading high performance across his team, demonstrating technical aptitude and using coaching and empowerment techniques to bring his entire team on the journey towards being the partner of choice for rural NZ.



### Craig Rodgers

#### GROUP MANAGER ON FARM SALES

Craig Rodgers started his career as an on-farm representative in the grain and seed industry 30 years ago. He then moved into management within the rural retail area (specialising in dairy) and was involved in setting up a new co-operative in the South Island. Fifteen years ago, Craig moved into Operational Management looking after a team of 70 across a retail store network throughout the South Island. The opportunity to join Ruralco came about in 2016, when Craig joined the team as a Sales Manager and has now moved into the role of Group Manager On-Farm Sales. Craig is an avid planner who advocates for organisation across his entire team and the wider Ruralco business, seeing this as a tool to support customers with their farming operations. This also reflects his passion for improving processes and leading the operational excellence programme within Ruralco, using these as development tools to support the team.

## Notice of Annual General Meeting

**NOTICE IS HEREBY GIVEN THAT THE 58TH ANNUAL GENERAL MEETING OF SHAREHOLDERS OF THE ASHBURTON TRADING SOCIETY LIMITED WILL BE HELD IN THE AUDITORIUM AT THE ASHBURTON TRUST EVENT CENTRE, 211 WILLS STREET, ASHBURTON ON WEDNESDAY 17TH NOVEMBER 2021 AT 7.00PM .**

### BUSINESS

1. To approve the Minutes of the 57th Annual General Meeting held on Wednesday 18th November 2020.
2. To receive and adopt the Chair and Group Chief Executive's Review and summary Financial Statements for the year ended 30 June 2021.
3. To elect Directors—Mrs Gabrielle Thompson and Mrs Kate Acland retire by rotation in accordance with Rule 6(c). Mrs Gabrielle Thompson does not seek re-election. Mrs Kate Acland is available for re-election.
4. To appoint the Auditors.
5. Appoint Electionz as the scrutineers per online voting process.

6. To receive the report of the Independent Board Remuneration Sub Committee and to approve their recommendation.
7. To elect an Independent Board Remuneration Sub Committee member—Mr Richard Johnson is retiring and does not seek re-election.

To transact any other business that may be properly brought before the meeting

### PROXIES

Under the present rules of the Society, there is provision for voting by proxy.

**Robert Sharkie**  
GROUP CHIEF EXECUTIVE/COMPANY SECRETARY

## Our vision

PARTNER OF CHOICE FOR RURAL NZ

## Our purpose

SUPPORTING THE SUCCESS OF RURAL NZ

## Our promise

THE RIGHT PRODUCT OR SERVICE  
WHEN YOU NEED IT



## Our values

WE MAKE YOUR FARMING LIFE EASIER WITH  
COMPETITIVE PRICING AND REAL VALUE.

SUPPORTING A SUSTAINABLE FUTURE FOR  
NEW ZEALAND FARMING.



We are innovators, we think differently, we do things differently and we have fun while we're doing it. We're committed to delivering an exceptional experience every time.



We're in this industry together. We're committed to uniting rural communities. When we work together everyone wins.



No hidden agendas, what you see is what you get. We use clear and simple communication. We're clear on our purpose and our price.



We're proud of our heritage, our people and what we do. We are positive about our potential and optimistic about our future.



We are committed to strong ethics in everything we do and how we deliver. We are honest and real, you can rely on us.



We're passionate about sharing knowledge. We use insight wisely. We help you stay ahead of market trends.

0800 787 256  
RURALCO.CO.NZ

### AUDITORS

Grant Thornton  
134 Oxford Terrace  
Christchurch

### SOLICITORS

Tavendale and Partners  
Tancred Street, Ashburton

### BANKERS

Bank of New Zealand  
East Street, Ashburton

### REGISTERED OFFICE

97 Burnett Street  
Ashburton 7700