



# Eyes on the horizon

Annual Review 2024

**Our farmers and growers are the lifeblood of our nation.  
As a co-operative here to support them, we thank them for all they do.**

We recognise our farmers' dedication to the custodianship and stewardship of the land and the crucial role they play in supporting New Zealand's economic prosperity.

There is a lot to balance. Managing the complexities of compliance alongside productivity; navigating the ongoing challenges of delivering quality, sustainable produce; all while growing profit and efficiency isn't easy.

As our farmers' and growers' co-operative, our commitment to them remains the same as always. Providing a reliable supply of nutrients at the right price, investing in research and development, challenging the science and embracing innovative solutions, we are working hard to deliver on-farm solutions so that they can do more with less.

We appreciate the trust they place in us, and we'll continue to strive to earn it by delivering quality product, value for their investment and providing them with the best advice and support.

Together we are safeguarding the prosperity of the primary sector community and of New Zealand.

We're here for them, and they can count on us.

*Together, creating the best  
soil and food on earth.*



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## About this review

Ballance Agri-Nutrients is proud to present our Annual Review for the financial year ended 31 May 2024. This review includes the our summarised financial statements as well as our non-financial highlights for the year. Our full financial statements in our 2024 Annual Report is publicly available on our website.

We have included our approach to environmental, social and governance (ESG) principles and where we have focused our efforts this year. You will find more on this on Page 8.

This year, we have prepared a separate Greenhouse Gas (GHG) Inventory Report, which discloses the co-operative's GHG emissions and outlines how they are quantified. This report is also publicly available on our website.

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# Building strength and continued relevance

## Chair's report

Reflecting on the past year, my letter to you in last year's annual report mirrors much of the same. Volatility, challenges and continued uncertainty in our operating environment across the primary sector, our economy and the wider global economy. Ballance continues to focus on the key aspects of our business that we can control, whilst ensuring we are ready to respond to positive movements when economic conditions change.

I'm a firm believer that it's how we respond rather than the challenge itself that defines our success. It is my view that we need to start thinking of change as an opportunity to adapt, evolve, and be future fit as we become more comfortable in an increasingly changing world.

This is the mantra I subscribe to and support Ballance in pursuing. Ballance is here to be a key enabler in supporting you all to adapt and evolve. We have spent considerable time reshaping our strategy to ensure we are future fit and able to do this, as your trusted co-operative partner.

There are parts of our sector that are facing significant headwinds, particularly sheep and beef farmers around the country. While beef is showing positive signs of recovery, sheep meat is still proving problematic. We feel your pain and are focused on supporting you to remain productive through a challenging cycle.

### Building resilience

As you will recall, last year we made the decision to write down \$51m of inventory holdings as we were left with higher volumes at a time when global commodity prices were easing. Through FY24 the business has had a strong focus on inventory management to ensure we weren't exposed to the same issues and to ensure that if and when commodity

prices adjusted, we were in a strong position to pass these on to you as customers. As reported, inventory levels for FY24 finished at 281kt, which was 165kt lower than closing at FY23.

This has had a positive effect on working capital, and together with a strong focus on cost control has enabled net debt to be reduced by \$69m year end.

Year-end profit before tax of \$17m from continuing operations has meant the board has made the necessary decision not to pay a rebate for the FY24 financial year.

The board decided to divest Seales Winslow to focus on our core purpose of nutrient delivery with the transaction completed by year end. I want to thank the team at Seales Winslow for their dedication to the business over many years and their focus over the past twelve months as we went through this unsettling process for the team.

Kelvin Wickham joined Ballance as the incoming CEO at the conclusion of last year's AGM. Kelvin has settled in well as the business continues its transition, adapting to a focus on evolving as a future fit cooperative.

### Evolving for our shareholders

I'm a great believer in the co-operative model relying on collective strength to create opportunities through challenges that we could not achieve alone. Collective strength only remains if we maintain relevance to the members we serve, produce sustainable returns and take great care of the capital they have entrusted in us. We must continue to evolve and invest in innovation to solve impacts to the environment, climate change and increasing consumer demands, to ensure our primary sector maximises the opportunity for value in international markets.

It is encouraging to see growing collaboration amongst co-operatives around data sharing to enable our farmers and growers to have a more consolidated view of data on farm, which is an important part of both compliance for regulation and also providing a more enriching experience to aid better decision making on farm. This will be key to enabling productivity growth for the wider sector being driven by the co-operative for its members.

Continued investment into research and innovation is an important strategic pillar for the co-operative to ensure we continue to provide tools and products which allows us and our customers to adapt and evolve as our awareness to and requirements towards sustainability grow.

You will read throughout this review our efforts towards continuous improvement with respect to sustainability through an ESG lens. We are committed to this and want to ensure we are transparent, authentic and provide updates on progress. One of our greatest challenges is the decarbonisation of our Kapuni ammonia urea plant. Whilst our commitment to decarbonisation hasn't wavered, we have pushed pause on this project as we work our way through exploring new technological pathways, funding options and a clearer picture of the regulatory environment.

## Our people

I'm immensely proud of the entire team at Ballance as they have lent into the opportunity to face the challenges throughout the last year. Whether this is procurement, supply chain, manufacture, customer facing or corporate support functions. They have all played their part in meeting our key objectives around health and safety, inventory levels and operating performance. Thank you.

I want to acknowledge the passing of one of our valued employees at our Mount Maunganui site. This tragic incident challenged us all to reflect on the impact of what happened, what we could learn and changes that could be made to our environment and culture to ensure this doesn't happen again. I am proud of how the team at Ballance have and continue to respond to our culture of care and ownership, when it comes to health and safety.

"Collective strength only remains if we maintain relevance to the members we serve, produce sustainable returns and take great care of the capital they have entrusted in us."

Simon Robertson retires as independent director at the conclusion of the AGM after serving seven years on the Ballance board. Simon has also fulfilled the role as chair of the Audit and Risk Committee. Simon has made a significant contribution to the board table bringing strong commercial experience coupled with empathy for who we are and who we serve as a co-operative. On behalf of the board, I would like to thank Simon for his contribution and wish him well as he embarks on some well-earned time away with family.

Olivia Buckley, our associate director, also leaves us at the conclusion of the AGM. Olivia has grown significantly over her time with the board, and I have confidence she will make a significant contribution to the primary sector in whatever roles she commits to.

There is always plenty to do in any business. Our world is fast changing, and we will all be challenged as to how we achieve more with less. What a wonderful opportunity for us all to embrace to ensure we are future fit, and we present a world that will benefit future generations.

Kind Regards



**Duncan Coull**  
Chair



# Leaning in

## CEO's report



In this, my first annual review, I want to start by thanking you for welcoming me into your co-operative and for your support during my first nine months. I am grateful for the trust of our shareholders and the dedication of our team, and I'm encouraged by the strength of the Ballance co-operative as we embrace the challenges and opportunities that lie ahead.

My initial focus has been on performance of our core functions: maintaining a focus on safer operations, offering meaningful support to our customers, building our capability to ensure a strong team to move us forward, and looking forward with optimism to make sure we are future fit.

I joined Ballance Agri-Nutrients in the second half of 2023, when the impacts of the 2022 fertiliser price peak were still in play. We were unable to pay a rebate to shareholders for the first time since 2009, produce prices were down, and we were sitting on overpriced inventory. A cyclone had also devastated farmers and growers in several regions across the country. The co-operative was being squeezed, and we had to make some tough decisions.

In this industry, cycles come and go. For most farmers and growers, this situation is not new – you have seen peaks and troughs before. Some cycles are weather-related, others are driven by offshore politics or economic winds. Some impact the entire sector; others are crop or animal specific. Maybe the rate of change has been higher than previously and there is more regulatory impact, but you know how to adapt and weather a storm.

As a co-operative, Ballance has inherent strength in being here for the long term, for the benefit of our shareholders. We are here to provide consistency and stability through market turmoil.

Over the past 12 months, we endeavoured to provide transparency on pricing to the extent we could stabilise, so our customers would not be exposed to volatile fertiliser costs at a time when other costs were inflated. We refinanced our debt with our syndicate of banks and ground our way through a tough first half of the financial year.

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From an inventory position, the co-op returned to a better state in the second half of the year. Sales volumes for the year were similar to the 2023 financial year though continue to be down on the peaks of 2021/22.

As a result, the co-operative is now in a stronger position than a year ago. However, this combination of debt reduction and maintaining lower prices does mean there will be no rebate for shareholders in this financial year.

### Delivering meaningful support

Support for customers is a cornerstone of our business – encompassing affordability, product mix and technology. We are here to make it easier for you to manage your way through the complexities of modern agriculture.

We know that most sectors are facing increased costs, and this means finding ways to do more with less, often necessitating a rethink of fertiliser plans. We encourage you to maintain your nutrient programme in some form. It is important to not cut back entirely. As always, our nutrient specialists are on hand to help you with these decisions.

During the year we have made significant progress with tools. For example, sharing data with Fonterra to make it easier for our dairy farmers who are also members of that co-op to manage and report their fertiliser use and nitrogen data.

With MyBallance, we have made enhancements to improve ease of use, data integration, and reduce the compliance workload. Our Farm Sustainability Services team is supporting farmers to navigate regulations, including the complexity of N190 caps and freshwater plans. There has been much progress, and we know there is more to do, and this remains a focus.

From a technology perspective, SpreadSmart® is paving the way for the future with precision fertiliser spreading from the air. We believe SpreadSmart® is 'best in class' and is making a real difference to the farmers and land where it is being used.

That said, the market in which Super Air operates in is challenging and this has impacted our bottom line this year. We have improved its market share, but the total market for air-based nutrient delivery has shrunk.

We are thankful and proud of our regional employees and the lengths they go to look after their customers and communities, and care for the environment.



## Focus on our people

We acknowledge the loss this year of one of our team members who we did not send home safely on 27th July 2023. His death was devastating and had a profound impact on his family, our people and the co-operative. We have fully co-operated with WorkSafe during their ensuing investigation, which is ongoing, and we are committed to learning from this tragedy. We have put a number of measures and training programmes in place to ensure an incident like this does not happen again.

We have instigated a critical hazards training initiative and have invested further in new health and safety capability. 140 managers and team leaders have attended new safety workshops, and our company-wide health, safety and wellbeing programme has been updated and refocused.

I want to acknowledge the Ballance team and thank them for their hard work and dedication in FY24. It has been a demanding year which has required commitment and at times, perseverance. Collectively, the team showed a commitment to getting the job done, and that determination sets us in good stead as we enter FY25.

While, during the year, we took steps to reduce our permanent employee numbers, we continued to invest in our people with leadership and development programmes.

Our regional service centres are part of the local community. Our teams know their customers well and have a strong sense of

pride and ownership of their sites. We are thankful and proud of our regional employees and the lengths they go to look after their customers and communities, and care for the environment.

I want to thank the Seales Winslow team for their contribution to the Ballance family over the past 13 years. We wish you well in your future with Farmlands, who will take your capability and broaden it, delivering even more value to New Zealand farmers.

This year, we welcomed Joanne Mahon as General Manager of External Relations. In a newly created role, Jo will oversee our interactions with stakeholders and lead our focus on ESG. Jo has strong experience in the primary sector and expertise operating in a co-operative environment, which we will reap the benefits of.

## Building optimism

The country experienced a relatively good spring with good rainfall and warmth across most of the country in 2023. We continued to support farmers during this period with webinars in collaboration with groups such as the Dairy Women's Network and Metservice.

With more competition in the market, our national distribution network and close relationship with our customers position us well as we make sure affordable nutrients are at farmers' doorsteps when they need them. We continue to manage global supply chain challenges with some built-in resilience from onshore domestic manufacture as well as imports.

Our focus for the coming year is on supporting value growth on-farm, helping customers do more with less and using precision tools to enable more effective use of nutrients.

At the end of the day, our business is about nutrients in, food out. I see this as the cycle of prosperity; we are here to help you, our farmers and growers, and to help the next generation prosper and be stronger.

To achieve this, we need to be adaptive, innovative and use science to support doing more with less, and deliver value on the land for farmers and growers, while ensuring we are your preferred, future-fit nutrient provider.

As a co-operative, with farmer and grower shareholders' interests at the core, we are fronting up to our challenges with a positive mindset, supporting the nutrient cycle and enabling our customers to thrive.

I thank you all for your continued support and wish you well for the year ahead.

**Kelvin Wickham**  
Chief Executive Officer

# Our business

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37%

DECREASE  
IN INVENTORY LEVELS  
FROM FY23

140

OF OUR PEOPLE TRAINED ON IDENTIFYING  
OUR CRITICAL HAZARDOUS ACTIVITIES

\$69m

REDUCTION IN NET  
DEBT AND LOWER  
WORKING CAPITAL

Over 10,000 tonnes

DISPATCHED THROUGH OUR SELF-SERVE  
SILOS IN A YEAR FOR THE FIRST TIME

# Our highlights

Key measures of our  
performance for the 2024  
financial year.

\$17m Profit before tax

FROM  
CONTINUING  
OPERATIONS

GROUP SALES OF  
1.23m  
tonnes

CONTINUED  
REINVESTMENT WITH  
\$69m

OF CAPITAL  
EXPENDITURE

\$9.6m

INVESTMENT IN  
RESEARCH AND  
DEVELOPMENT

Revenue of \$929m

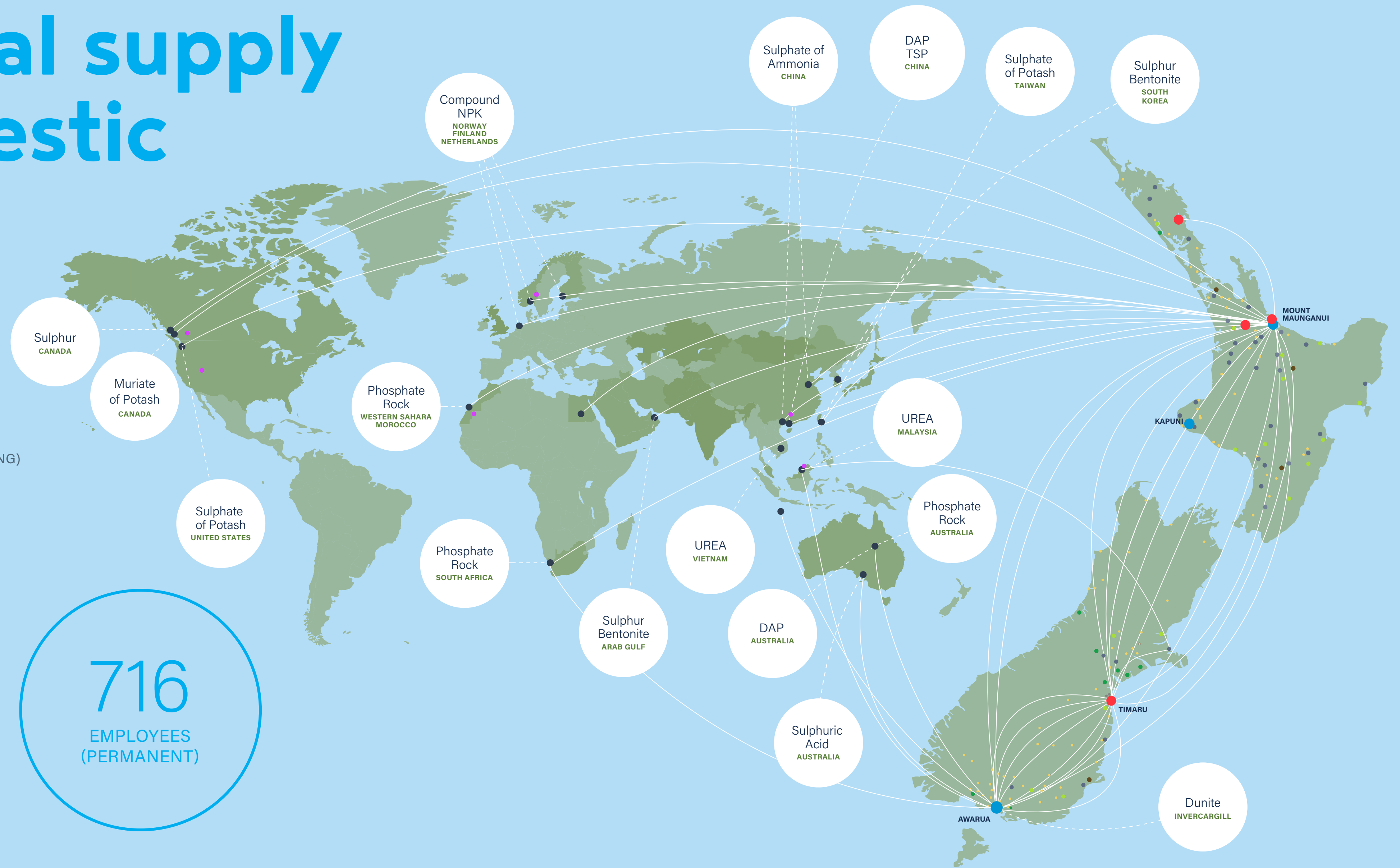
FROM  
CONTINUING  
OPERATIONS

# Our global supply and domestic network

- GLOBAL PARTNERS
- NATIONAL PARTNERS
- HUB STORES
- SERVICE CENTRES
- FERTILISER MANUFACTURING
- SUPER AIR (AERIAL TOPDRESSING)
- CONSIGNMENT STORES
- SELF SERVE SILOS

16,387  
SHAREHOLDERS

716  
EMPLOYEES  
(PERMANENT)



# Sustainability at Ballance

## Our approach

Guided by our purpose, *"Together, creating the best soil and food on earth"*, Ballance embraces a broad ESG lens around sustainability. Our focus areas are where we seek to collaboratively create value now and for future generations.



You will see these icons applied throughout the following chapters, to demonstrate our focus areas during the year.



### ENVIRONMENTAL SUSTAINABILITY

Guided by our purpose, values, customer needs and science, we take stock of our environmental footprint and work closely with farmers and growers to help manage and mitigate their impact on the land, air and waterways of New Zealand.



### SOCIAL SUSTAINABILITY

Our commitment to social sustainability runs through our team, shareholders and the wider community. Our focus on the wellbeing of our people and the communities we serve is paramount to our long-term goal of intergenerational prosperity.



### GOVERNANCE SUSTAINABILITY

Strong governance is critical to the overall performance of our co-operative and producing positive outcomes for shareholders, employees and the wider community. We strive to establish and maintain appropriate governance to create value for our shareholders, help them farm and grow productively and sustainably, and be a good employer and corporate citizen.



# Creating value

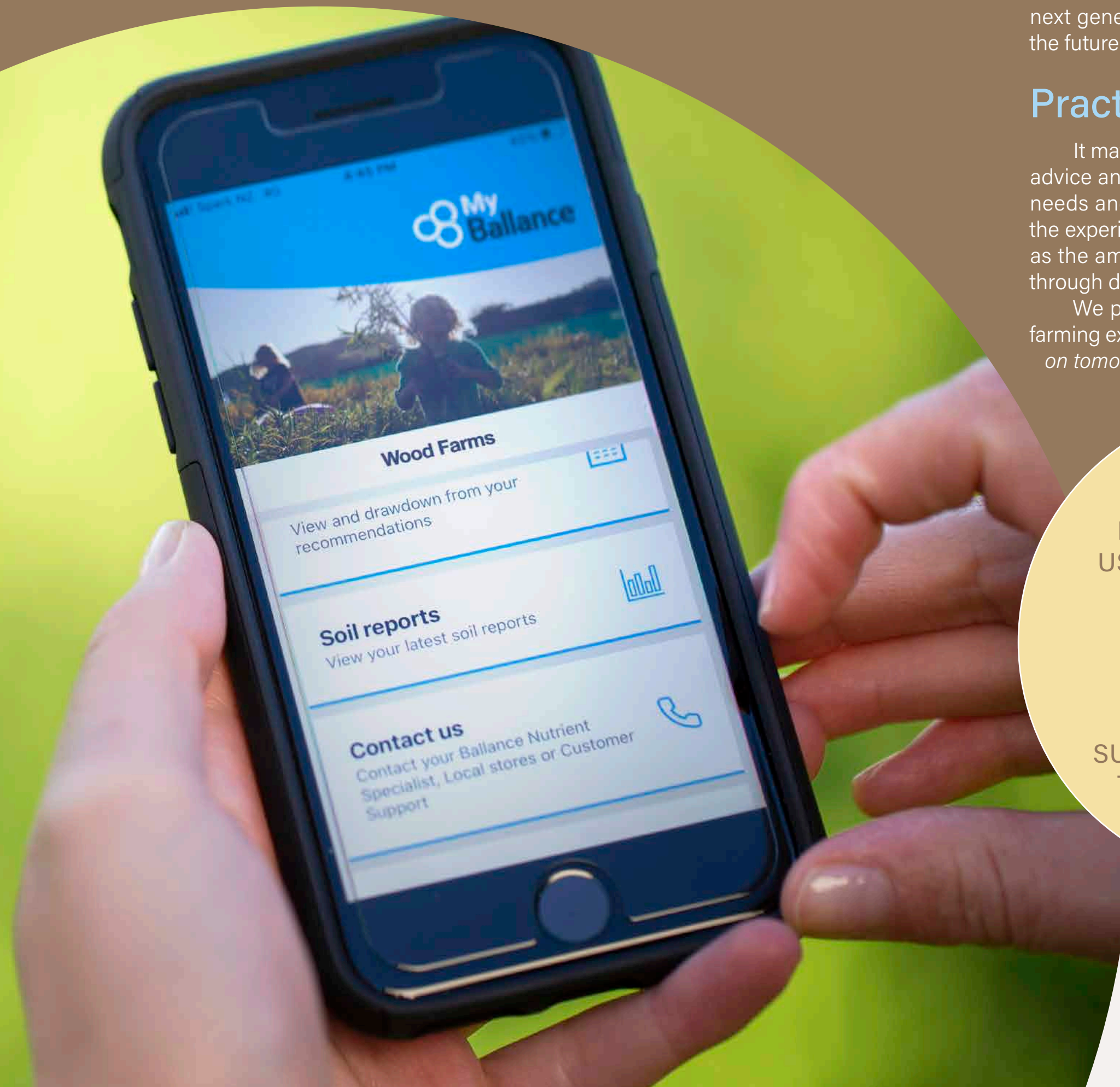
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# 1. Support today for tomorrow's success



New Zealand farmers and growers are at the centre of our co-operative. Helping them achieve a balance of being productive while sustainable is at the heart of everything we do. Our approach is to do all we can to help our shareholders achieve this balance now, while also helping set them up for the future.

This year, we continued our focus on providing value through our services and tailored advice to help improve efficiencies and environmental outcomes. In the long term, innovation and sustainability are key to achieving positive outcomes, so we're exploring controls like effluent management systems, carbon capture and next generation inhibitors, to help set farmers and growers up for the future.

## Practical advice

It matters to us that our customers receive meaningful, tailored advice and solutions from people who genuinely understand their needs and challenges. This year, we have focused on increasing the experience and competence of our Nutrient Specialists as well as the amount of customer service activity carried out, including through digital communications channels.

We produced webinars and podcasts from our science and farming experts to help with a specific set of challenges. See *Advice on tomorrow, accessible today* case study on page 12.

MYBALLANCE IS THE MOST UTILISED TOOL USED FOR N REPORTING WITH NEARLY

3,000

SUBMISSIONS MADE FOR THE 2022/23 SEASON

## MyBallance – technology that works for our customers

In the pursuit of delivering value to our customers, this year we have further evolved our technology to help farmers and growers be successful now and into the future. Central to our digital evolution was a profound shift this year towards delivering more for our customers, based on their evolving expectations.

To achieve this, we established a dedicated Customer Advisory Group within MyBallance, which was made up of over 150 farmers and growers who helped us understand how to make MyBallance better and shape the platform's future. The insights gained will serve as the cornerstone of our development, ensuring that MyBallance remains tailored to meet the evolving needs of our customers.

We are encouraged to see that these improvements are working, as the number of customers placing orders on MyBallance has grown this year by 57%. This includes an increase in the number of customers using the whole platform - mapping, ordering, request spreading, proof of application and nitrogen reporting.

We continue to simplify data usage for farmers and growers to further refine our digital tools, particularly MyBallance. New digital measurement tools help farmers with farm management and environmental compliance, such as making it simple to meet the 190N Nitrogen Cap reporting. Most farmers are using the MyBallance tool to send their nutrient reports to the council at the push of a button.

We know farm mapping is essential for effective nutrient management and regulatory compliance, so we invested in a user-friendly mapping development platform to improve and revamp our mapping experience. Farmers and growers can now effortlessly create and edit their farm maps, including exclusion zones, directly within MyBallance.

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# A word with David Healy

CHIEF DIGITAL OFFICER

I would describe the work we have underway as 'science with a purpose' to drive productivity for farmers and growers. Because our digital work is driven by this purpose to do right by our farmers and growers, we are taking care to listen closely to what they are saying and understanding their needs. This is part of our work to become a more customer-centric organisation, using digital tools to get there.

MyBallance has been available for over five years. Taking customers' experience of the programme into account, we are looking at how can we make it useful for them, not just for Ballance. It has proved effective for us, and we are now looking at how we can add more customer-focused efficiency tools.

Customers have been asking us about data tracking application, so it is important to note that MyBallance is integrated with Tabular, Precision and Terratec.

Historically a big pain point for farmers and growers is having to put the same data into different platforms to meet compliance requirements. Sharing data with other platforms and integration of data and platforms is all about making it easier and quicker for farmers and growers to track, manage, and share their data.



## Partnering to simplify reporting

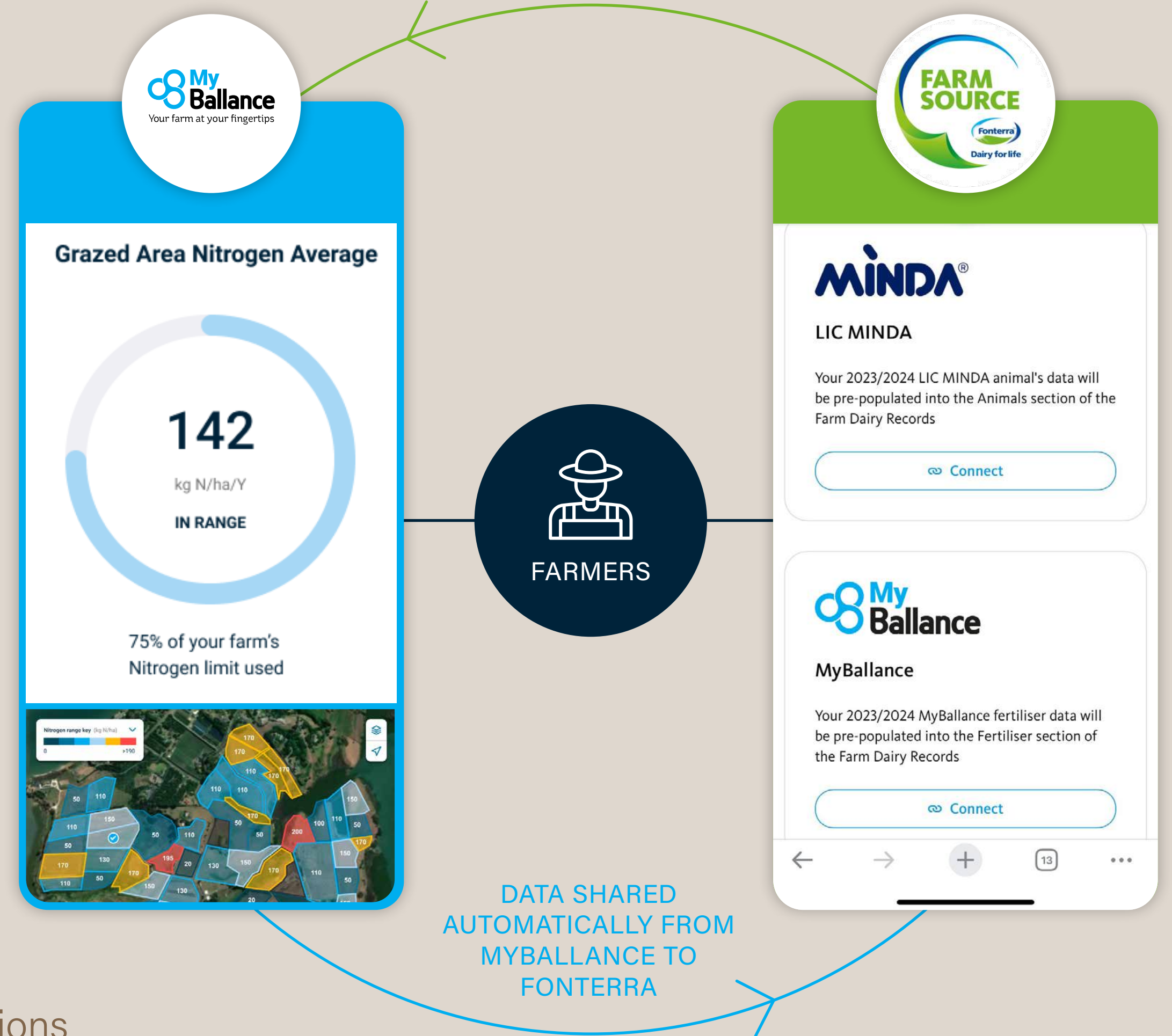
MyBallance was the most utilised tool used for Nitrogen reporting in the 2022/23 season, with nearly 3,000 submissions made using this platform. But we want to make using MyBallance even easier.

To further simplify this process, we have partnered with industry bodies to alleviate the burden of repetitive data entry when submitting reports. By sharing data seamlessly between platforms, we ensure our customers can access critical insights and meet regulatory compliance requirements without unnecessary duplication of effort.

Our partnership with Fonterra, which commenced in October last year, will allow dairy farmers to have their data shared between both co-operatives, minimising data entry duplication between digital tools used by shared Ballance and Fonterra farmers. Integrating both systems means that we can provide our farmers and growers with better data-driven recommendations and the compliance process for Nitrogen can be completed more efficiently.

Following on from this successful partnership, we recently entered into a similar agreement with Open Country Dairy, which saves customers entering their data twice for year-end reporting. Like all our data agreements, these initiatives will only apply to those customers who consent to share their data, so it is very much farmer-permissioned and in their control.

MyBallance was the most utilised tool used for Nitrogen reporting... with nearly 3,000 submissions made using this platform.






REDUCES A FARM'S SPREADABLE AREA BY AN AVERAGE OF

**17%**

OFFERING SIGNIFICANT SAVINGS

# Advice for tomorrow, accessible today



 We have established that webinars and podcasts are a great way to provide information as they are easily consumed, and people can tune in from anywhere, even on-farm.

Leveraging our partnerships has allowed us to deliver tailored advice to help farmers and growers be better prepared for the seasonal variability.

In September, we teamed up with Dairy Women's Network to deliver a free one-hour wellbeing webinar where award-winning journalist Jehan Casinader shared the practical tips he used to help him overcome and deal with his own personal mental health challenges.

In October, our science experts partnered once again with Dairy Women's Network as well as Metservice to host a webinar entitled *Climate Variability and Constrained Cashflow* that provided insights on preparing for the forecast El Nino weather surge.


The webinar provided practical advice for the summer and autumn seasons ahead and the importance and timing of nitrogen applications.

Off the back of this, we produced an updated weather report for autumn, creating a short video in collaboration with MetService to summarise key insights from the report, including an update on El Niño.

In November, we provided a free webinar on Freshwater Farm Plans, which was delivered by our Farm Sustainability Services team and focused on how the plans fit with wider regulation, what the process will involve, and how to get started.

We continue to support the In Focus podcast series with Farmers Weekly, to look at the big issues in the food and fibre sector. We will continue to use webinar and podcast platforms as long as we know we are delivering value by helping our customers best prepare for what lies ahead.

## Applying the right solutions

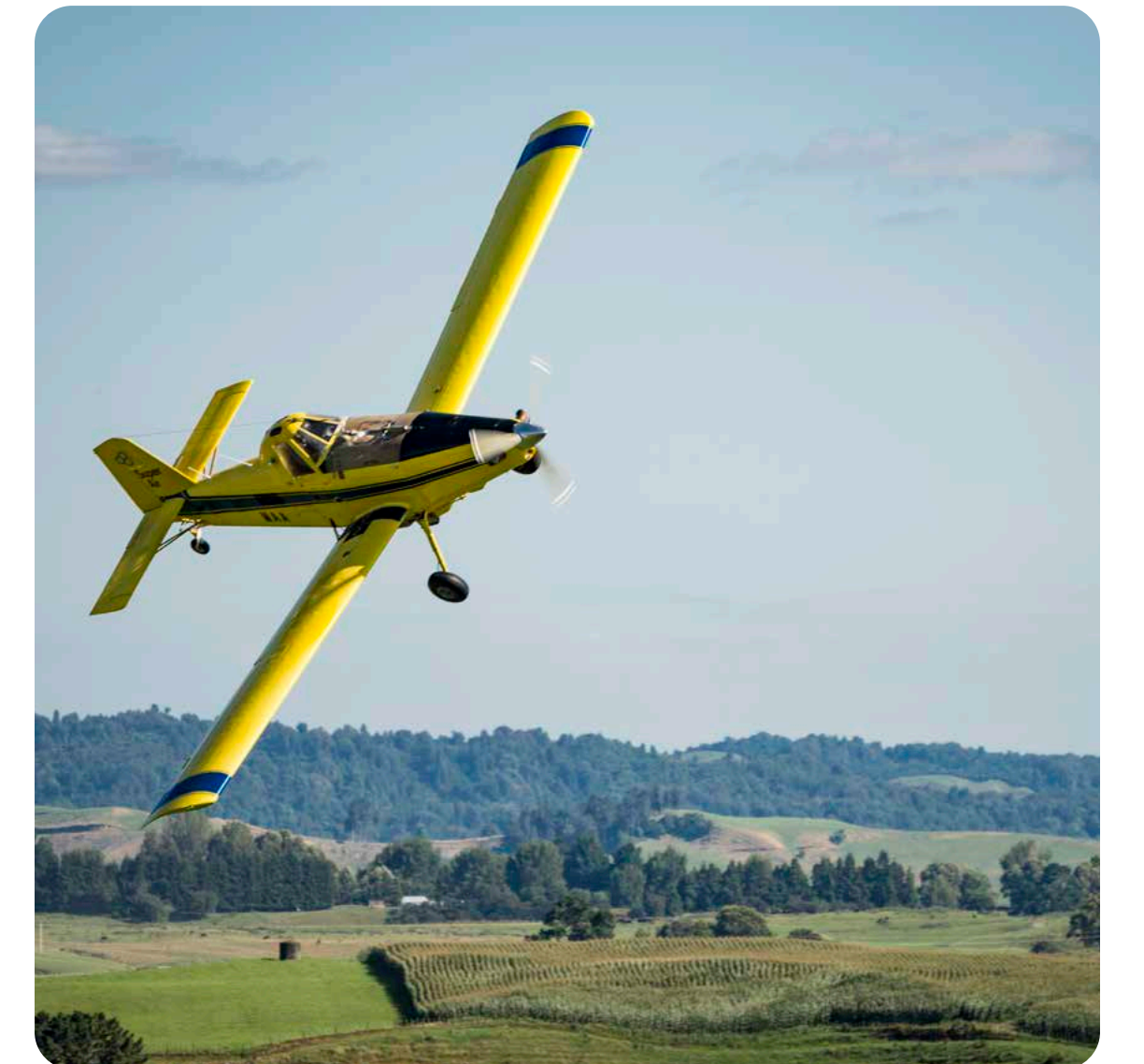
 Super Air, our aerial topdressing business, continues to use the latest in AI and geospatial technology to improve its service to farmers and achieve sector-leading safety outcomes. This technology empowers farmers to make application decisions that provide bankable benefits.

Our SpreadSmart® technology harnesses geospatial mapping and AI-driven insights, enabling precise fertiliser application, minimising waste, and maximising productivity.

In simple terms, the use of AI in SpreadSmart® reduces the spreadable area of a farm by on average 17%, while helping identify and exclude stock camps from the spread zone. We have found that stock camps can account for as much as 20% of a farm and, in one East Coast case, excluding the stock camp saved around \$123,000 in fertiliser costs.

For no capital outlay, farmers can access a variable rate application, ensuring fertiliser is put in the right place, at the right time, in the right amount with a bankable benefit of up to \$89/ha.

The Super Air team have also worked with NIWA to develop a weather app for pilots that provides an accurate weather forecasting tool specifically for topdressing, enabling better safety and commercial outcomes. Additional safety improvements have also been made, allowing better digital monitoring of where our pilots and loader drivers at all times.



## Innovating for the future

Innovation is something we've proudly hung our hats on over the years and we continue to make good progress. Our Sustain product was developed over 20 years ago to mitigate losses and now accounts for over 50% of all our nitrogen products sold. We're continuing to investigate alternatives to this, to reduce nitric oxide emissions, helping farmers and growers to further improve their environmental footprint. Around 20% of farmers are using our proprietary SurePhos® product to minimise phosphate loss to waterways.

We have made good progress in our Future Ready Farms programme, in partnership with the Ministry for Primary Industries. The programme features 13 projects to develop products, tools, and technologies that will help farmers and growers to continue to build on their sustainable agricultural practices.

One of our projects, aimed at helping farmers manage dairy effluent challenges, has just received consent from Environment Canterbury, which will allow us to discharge the treated effluent back onto farm.


This is a key step to proving the technology as a viable commercial offering that we can take to market with our project partners, Southwater and Plucks Engineering.



13  
ONGOING PROJECTS  
FOCUSSED ON  
ENABLING  
SUSTAINABLE  
AGRICULTURE







"Soil is a renewable resource, but it doesn't renew automatically, so we must apply those nutrients."



## A word from Jason Minkhorst

GENERAL MANAGER, CUSTOMER

We have increased customer servicing this year, creating more connection time where our Nutrients Specialists can listen to the needs of our farmers and growers and provide them with options to meet reduced budgets.

The current financial cycle is making life tough for the agricultural sector, so we ran a series of webinars and podcasts with prominent farmers and growers sharing how they are adjusting to these trying times. In spring we launched a series of farmer-to-farmer testimonials to help dairy farmers by exploring methods of driving clover performance through good fertiliser and grazing management.

It was another winning year for our Customer Services team at last year's CRM/CCNNZ Contact Centre Awards, taking out four major awards including the Supreme Gold Award (for a contact centre under 50 seats). We are proud of this achievement as we strive to provide the best support and services to our customers.

Right now, many farmers and growers are cutting budgets and understandably some are resisting applying fertiliser. Our advice is to cut back, but don't cut out.

Soil is a renewable resource, but it doesn't renew automatically, so we must apply those nutrients. Farmers and growers are concerned about long run productivity and profitability and not applying fertiliser is a big risk. We are committed to help by providing nutrients that are affordable, reliable, and sustainable.



# 2. Safer, cleaner, smarter

Supply excellence is something that drives us at Ballance, but it is about more than simply providing a reliable supply of quality nutrients, always core to our strategy. The service we provide must meet the high standards that our customers expect from us.

This year we introduced our Service Promise to improve our service throughout our network and continue to develop, ensuring we meet and exceed our customers' needs. Our Service Promise ensures the right product is available to our customers, at the right time, accurately, with good quality, and with great customer service. We regularly measure our performance under our service promise to ensure continuous improvement.

We continue to invest in our network to ensure good service, quality and environmental outcomes are met, with flexible staffing around the network and programmed maintenance of our plant. We will continue to evolve and improve our service until we're happy that our customers' expectations are being met.

The implementation of digital tools is also helping to optimise our supply chain operations, enabling us to deliver on our Service Promise. We've continued to roll out MyStore, which is the digitisation of our distribution channel to provide full visibility of stock in the network to ensure we have the right stock in the right place and anticipate demand.

Further development of Market2X (M2X), cloud-based transport management system, enables us to improve efficiency with our product movements, allowing our transport suppliers to be more efficient, use less fuel and provide timely replenishment of the network.

WE REGULARLY MEASURE OUR PERFORMANCE UNDER OUR SERVICE PROMISE TO ENSURE CONTINUOUS IMPROVEMENT

## Delivering Excellent Customer Service

### Our Service Promise

We will never compromise safety to meet our service promise



#### Bagged Product

Core product is available now. Sourced product is available within 5 working days.



#### Bulk Product

Core product is available now. Sourced product is available within 2 working days.



#### Reliable Store Hours

Service Centre hours can be found on the store gate and website.



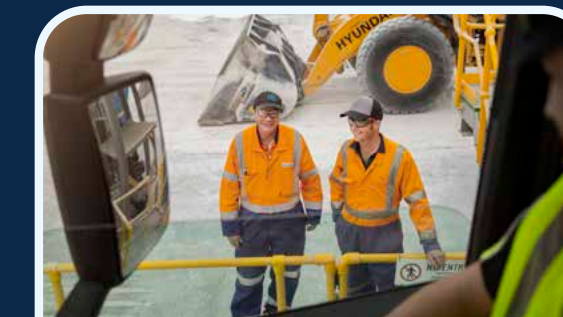
#### Consistent Product Quality

Quality products fit for purpose.



#### Accurate Despatches

All orders despatched contain the correct product and volume, to within 1% of the order.



#### Excellent Customer Service

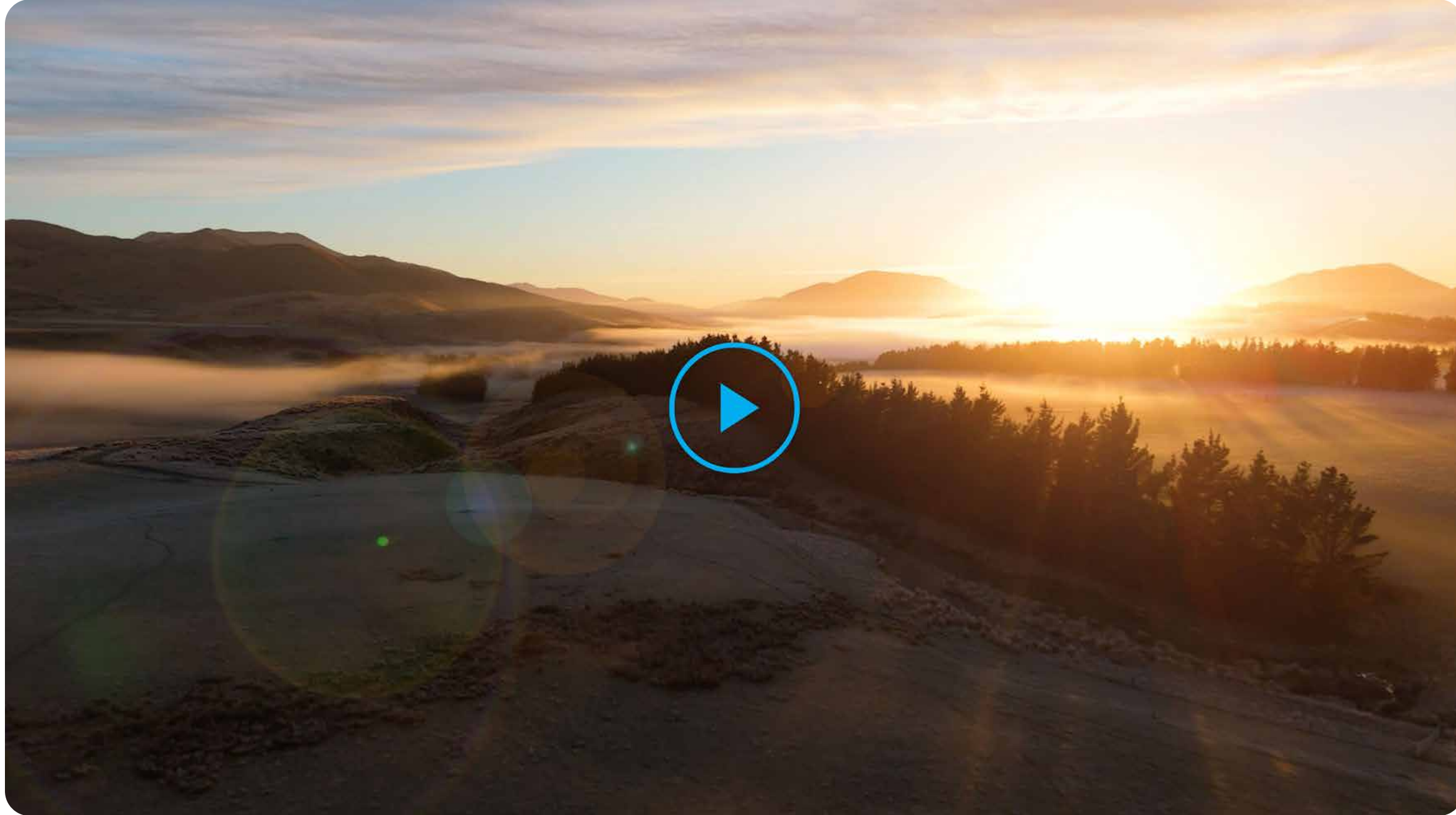
A positive customer experience every time you visit.



We're aiming to do more than just meet our service promise. We'll monitor our performance and, share how we're doing with you, and take every chance to learn, improve, and be even better tomorrow.

For more information visit [ballance.co.nz/service-promise](https://ballance.co.nz/service-promise) or talk to your local Service Centre.

We welcome your feedback, please talk to your Service Centre Manager, Nutrient Specialist, or visit [ballance.co.nz](https://ballance.co.nz).



## Understanding the importance of quality

Today, when consumers have more options available to them, the consistent quality of our products is more important than ever before. Our quality measures aren't just an aspiration but are part of everyday operational targets.

Our Quality Management System helps ensure quality all the way from the port to the farm. They are tracked through our daily greenroom process to make sure it's right first time and fit for purpose, helping us deliver on our Service Promise.

Scan this QR code to watch a video on our quality focus.



## Nutrients 24/7



This year, we added another self-service silo to our network, in Methven, bringing the number of silos nationwide to 12. This innovation enables a 24/7 right place, right time, no waste product distribution and is valued by customers who often access the silos outside of normal business hours, which reflects up to 21% of silo use.

Distribution to the silos is digitally managed through our IT system and this year, for the first time, more than 10,000 tonnes of product was dispatched from our silos.

10,000+

TONNES OF NUTRIENTS  
DISPATCHED FROM OUR  
SELF-SERVE SILOS



## Ethical supply



In the past year, we have focused on improving the resilience of our global supply chain by diversifying our offshore supply network and investigating alternative sources of phosphate rock closer to home. This is the first full year that we have used phosphate rock from Centrex's Ardmore mine in north west Queensland in our products, increasing the number of our phosphate suppliers. As well as improving resilience, this diversification reduces shipping costs and carbon emissions.

We seek to understand the environmental, social and governance (ESG) practices of our new and existing suppliers, to ensure they align with our values and expectations. Our Supplier Code of Conduct, which was introduced in 2021, ensures activities such as self-declaration, independent audits and site visits from our management and procurement team take place, to support our due diligence process.

Last year Ballance contracted Tuhana Business and Human Rights Limited, to carry out due diligence on our current and potential sources of phosphate rock from a human rights perspective.

This has provided us with a deeper understanding of our sources from a human rights perspective and given us a level of comfort that our current sources are meeting our policy standards.

Our Supplier Code of Conduct, which was introduced in 2021, ensures activities such as self-declaration, independent audits and site visits from our management and procurement team take place, to support our due diligence process.





*We have been working with AgRecovery to reduce packaging waste across New Zealand agriculture. Through the AgRecovery programme, our customers can drop their 20kg bags to any Farmlands site to be recycled, while our used one tonne and half tonne bulk bags can be returned to any Ballance service centre for recycling.*

## Managing our impacts

Our Kapuni urea plant is an asset to New Zealand's primary industry, producing nitrogen fertiliser locally for our primary sector. The urea from Kapuni has one of the lowest life cycle carbon footprints compared with imported urea and alternative nitrogen fertilisers. Ballance recognises the importance of working to manage the emissions impact associated with manufacturing, as this makes up a significant proportion of our Scope 1 emissions, which are disclosed in [our inaugural GHG Inventory Report](#).

International shipping is estimated to be our next largest contributor to greenhouse gas emissions associated with our operations. In FY23, we established an internal baseline for our international shipping carbon emissions. In FY24 we have been monitoring each shipment and assessing emissions data from the companies that own or charter those vessels, seeking to build data quality and scope to better inform our business decisions.

To further manage the impact of our shipping requirements, we use the services of RightShip, a world leading ESG focused digital maritime platform that assigns ratings for vessels based on their energy efficiency. We use their expertise in global safety, sustainability and social responsibility practices when evaluating the types of vessels we charter.

## Decarbonisation: a challenge to be resolved

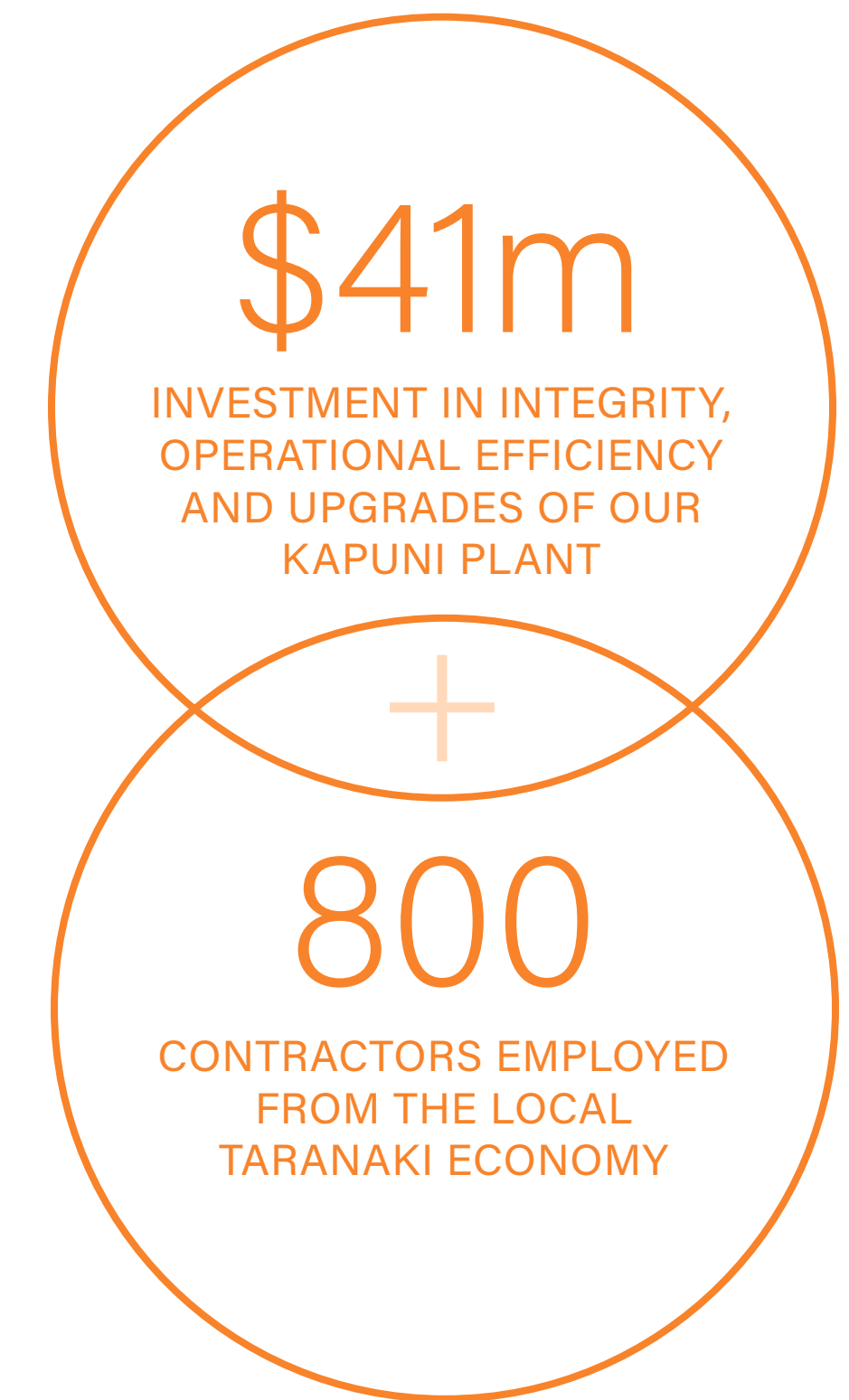
After a thorough review, we decided to pause our Te Ata decarbonisation project for the large-scale decarbonisation of our Kapuni plant. Our decision is based on the need for more certainty of the regulatory environment and the financial feasibility of implementing the plan in the current economic climate. In December last year, the Court of Appeal dismissed action opposing the consent of our joint venture with Hiringa Energy, which will use renewable energy to produce greener hydrogen for use in our Kapuni plant and the heavy transport sector. The delay of this court action has meant that we have had to reassess the commercial viability of this project, as many factors have changed. At the same time, from a broader regulatory level, other options, including carbon capture and storage have emerged as potentially more viable options into the future.

We remain committed to reducing emissions across our operations, which includes exploring and implementing alternative decarbonisation and mitigation options until we resume the Te Ata and green hydrogen workstreams when the conditions are more certain.

Our principal focus is to ensure the continued safety, integrity, reliability, and efficiency of the Kapuni asset as we progress through the energy transition. This will enable us to remain in a strong position to take advantage of the energy transition opportunities, enabling continued supply of affordable, locally manufactured, low-carbon nitrogen nutrients.



Last year, our Kapuni plant was given its statutory turnaround under our Risk Based Inspection (RBI) programme – ensuring asset integrity, operational safety and compliance, while performing maintenance. This is a \$24 million exercise for which the plant is closed, pulled apart, inspected and any worn parts replaced, and put back together. An additional \$17 million of capital was invested to enhance and maintain the integrity of the plant for ongoing operation. The turnaround provides a significant boost for the local Taranaki economy with up to 800 contractors employed on-site. This year's turnaround was carried out within the timeframe and budget expectation, and with a strong safety performance.



## Above and beyond compliance

Our manufacturing sites, hubs and service centres operate under resource consents, which identify the minimum standards we must comply with. For manufacturing sites, emissions to air and discharges of storm water and wastewater are monitored, while our service centres operate with stormwater discharge consents. Data from our manufacturing sites is available on our website.

We are committed to reducing the environmental footprint of our manufacturing and distribution sites through continuous improvement schemes and initiatives. All our sites have environmental management and site enhancement plans to ensure we are protecting the environments in which we operate. Site enhancement plans involve improvements to our sites which can include tree planting, improvements to stormwater treatment systems, and reuse of waste. Environmental site management plans are also in place to protect and enhance the environment and communities we live in.

At our Mount Operations manufacturing plant, we have voluntarily reduced the consent limit by half for sulphur dioxide discharges from our acid plant. We continue to operate the plant well below our limits but continue to investigate options to further reduce emissions.



## Prioritising air quality

We are continuing our ongoing dust management programme of work to improve air quality around our sites. We installed a new hopper with baffles at our Te Kuiti service centre, the same as was previously installed at our Mount Operations site, to reduce dust, and installation of further dust capture equipment is planned for our Maru St site.

Dust management plans are a prioritised focus at our Mount Operations sites. This is reflected in a dust source heat map which helps identify where dust occurs. Each year we target a new area on that heat map to further improve. For example, at Maru Street, we have employed a permanent sweeping machine and have installed dust removal systems from dispatch points at both the Mount and Maru St sites.

# A word with Shane Dufaur

GENERAL MANAGER, OPERATIONS & SUPPLY CHAIN



We are committed to ensuring we learn from the tragic death of one of our team members at our Mt Operations site last July. As part of our ongoing commitment to our health and safety processes and procedures, we have strengthened our strategic focus on controls around critically hazardous activities and have rolled out company-wide safety systems to ensure the safety of our people remains top of mind throughout our operations.

Our Service Promise is something we are proud to have implemented this year and see value in the way we can regularly measure our performance. It ensures we are delivering on our promise to customers and take full ownership of the effectiveness of our offering.

Our new Whangarei hub has had its first full year's operation on a new site, part of a \$55 million commitment to the Northland region over the last seven years. The hub is a repurposed building on an enclosed site with world-class blending equipment and new staff amenities, rain gardens, and run-off systems. The Whangarei hub replaces the old Whangarei site, which has been demolished.


We continue to invest in environmental enhancements through our site management plans to help protect the environment around our operations.



# 3. Driven by our people



At Ballance, we are committed to fostering a culture of safety, resilience, and continuous improvement, anchored by initiatives such as our award-winning COWS (Care, Ownership, Wellbeing, and Safety) programme, targeted safety training programmes and our ongoing commitment to building employee capability. The investment in these programmes provides the foundation for responding to challenges, enhancing our focus on our customers and being agile and future-ready amidst constant change.

 The past year has been a pivotal time for Ballance as we've intensified our focus on enhancing our organisational capabilities while fostering a culture of safety, resilience, and people development.

Following a comprehensive review of our critical hazards, we held a series of workshops to assess risks, placing the wellbeing of every individual as a top priority. 140 of our leaders undertook this new Critically Hazardous Activity (CHAs) training, which focuses on mitigating risks and instilling a mindset of vigilance and preparedness, ensuring our teams are equipped to handle dynamic risk in the workplace.

Creating safer workplaces goes well beyond compliance or regulations; it's about fostering a culture of care and respect and inclusivity through open dialogue. We will be initiating a health and safety survey for all employees, so we can hear from our people around what we can be doing better.

By investing in programmes like CHAs and listening to our people, we are safeguarding our business, and nurturing a workplace where everyone feels valued and protected.

140  
OF OUR PEOPLE TRAINED  
ON CRITICAL HAZARDOUS  
ACTIVITIES TO FURTHER  
IDENTIFY RISKS AND KEEP  
OUR PEOPLE SAFE

Central to our efforts in building capabilities is the COWS programme. This award-winning initiative is a cornerstone in our culture, driving continuous improvement in health and safety practices and encouraging our people to put their wellbeing, and that of their workmates, as a priority in the workplace.

Our first COWS programme, COWS 1.0, was rolled out to all our employees from 2018 to drive safety outcomes through care. In 2021 we launched COWS 2.0 which brought a focus of wellbeing and ownership for safety. With the rollout of COWS 3.0 plus ongoing leadership development programmes, we are equipping our employees with the skills and mindset needed to deal with change. These programmes are rolled out to all employees, and all new employees attend a two-day programme in their first six months.



## Enabling our people to thrive



To ensure we are attracting and retaining a diverse and inclusive workforce, in June 2023 we launched our parental leave policy for all employees, which extends a range of benefits beyond the legal minimum. Their additions have been very well received.

During the year we ran a Diversity Demographic survey covering ethnicity, gender, age, sexuality, caring responsibilities, mental health, neurodiversity and physical disability. We gained valuable insight into our current diversity and feedback from our employees around Diversity, Equity and Inclusion (DE&I).

The survey results have enabled us to tailor our initiatives to better serve the needs of all employees. From enhancing communication materials, encouraging collaborative and cross functional work practices and introducing improved paternity benefits, we're striving to create an environment where our people feel valued and respected.

In parallel, our focus on strategic competency development ensures our workforce remains agile and adaptable in the face of evolving challenges. By embedding key leadership behaviours into our performance management approach, we're preparing the organisation for the future, aligning individual development with organisational strategy, which paves the way for future success.



# 6000+

HOURS INVESTED IN  
DEVELOPING OUR  
PEOPLE WITH A FOCUS  
ON PERFORMANCE  
AND PERSONAL  
DEVELOPMENT



By embedding key leadership behaviours into our performance management approach, we're preparing the organisation for the future, aligning individual development with organisational strategy, which paves the way for future success.





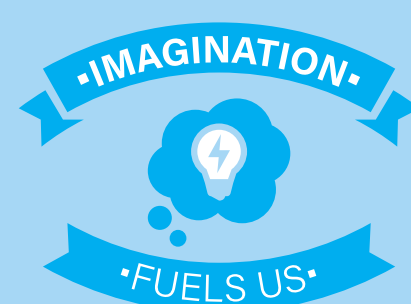
# A word from Jackie Rich

GENERAL MANAGER, PEOPLE & CAPABILITY

Alongside our safety and wellbeing focus, we have been purposeful in identifying, and growing our culture at Ballance. The feedback and insights our people give provide a clear direction on how to improve our culture and create an environment where our people feel safe and heard.

Our focus is on creating a great place to work, where our people feel they can openly contribute and work together to achieve better outcomes for the organisation. We are a proud co-operative where our people are strongly driven by co-operative principles and are focused on collaboration and connection to our communities.

While the past year presented its share of challenges, it also served as a testament to the resilience and adaptability of our people. Through a concerted effort to invest in our people and strengthen our capabilities, we're well-positioned to embrace the opportunities that lie ahead and continue delivering value to our shareholders.



Ballance Nutrient Specialist Alice with her children, Ollie and Ella.

“Ballance’s new parental leave policy was completely life changing for us. We were able to prioritise time with our growing family without the financial stress and worries that come with being away from work. We are forever grateful for that special year we got with our little girl and the transition back into work was great with increased flexibility and support while adjusting to our new norm.”

Liz, Ballance employee

# 4. Growing our communities



\$100k

DONATED TO LOCAL  
COMMUNITY GROUPS  
THROUGH OUR SAFETY  
CROSS INITIATIVE

We are privileged to be a part of the vibrant rural and provincial communities in which we operate and serve. Community means a lot to us - from our people and their families, to the neighbourhoods and towns surrounding our sites, to the agricultural industry at large - we're proud to play a part in New Zealand communities all over the country. As a large industry player, we know we have a role to play in protecting the community and the environment surrounding our operations. To us, it's important that we foster positive relationships within these communities, build close connections, and give back in meaningful ways, which help see those communities flourish and grow.

Each of our sites, support offices and service centres across the country play a part in the fabric of their local communities.



Our partnership approach also extends to sector specific sponsorships and community projects where our team can personally and collectively add value. This ranges from individual connections at our manufacturing sites and service centres, to national partnerships and sponsorships of rural-based organisations.

Ballance benefits from partnering with a variety of regional activities and events such as industry conferences and we continue to grow our understanding of Māori agribusiness and manaakitanga to better serve our customers in this sector. The Ahuwhenua Trophy competition recognises excellence in Māori farming and horticulture and we were privileged to support this again in 2024.

We have been a proud partner of Meat the Need for the past four years and it was our privilege to take part in the *The Big Feed* initiative last Christmas for the first time ever. Meat the Need provides essential farm produce, like milk and meat, to Kiwi foodbanks, which are especially needed over the Christmas season. The past couple of years have been tough for rural and urban New Zealand alike so we believe it's more important now than ever that we all do our bit for the team of five million.

Each of our sites, support offices and service centres across the country play a part in the fabric of their local communities. This year, we donated nearly \$100,000 to New Zealand communities through our Safety Cross initiative. This system rewards our teams for achieving a set of site-specific safety KPIs each month, with funds awarded being donated to local community groups.



**Ballance Farm Environment Awards®**  
Promoting Sustainable Farming and Growing

## The best in sustainable farming and growing



This year, we were once again proud to support the New Zealand Farm Environment Trust through the Ballance Farm Environment Awards (BFEA). The awards, which started in 1993, recognise and showcase the inspirational work and commitment of farmers and growers who farm with a holistic approach to sustainability – environmental, social and governance.

Ballance has had the privilege of being the naming rights sponsor of BFEA since 2002, with many of our employees involved in the awards process. Each year, finalists for the awards span a range of sectors, regions and generations, all with a different range of priorities and focus areas, but all with sustainability firmly front of mind. From succession planning, the wellbeing of workers, and contribution to their community, the farmers and growers that enter BFEA are inspirational kaitiaki, who are committed to leaving their land in a better condition for the next generation.

More on this year's regional supreme winners, as well as this year's National Sustainability Ambassadors, Hamish and Simon Guild of High Peak Station in Canterbury, can be read [here](#).



## Telling the story behind our food

The BFEA provide another channel that allows us to connect with New Zealand's farming and growing communities. The awards help promote and share their inspirational stories and this year BFEA was once again show sponsor of *A New Zealand Food Story*.

Ballance believes these exceptional farmers and growers, and their work to be productive while protecting their land, should be

celebrated and showcased to all of New Zealand. This is what award-winning chef Ben Bayly captured in his travels around the country for *A New Zealand Food Story*, a story of food from the farm to the plate, which attracted 1.3 million television viewers every Saturday night.





OVER  
**100**  
 APPLICATIONS EACH YEAR  
 RECEIVED EACH YEAR FOR  
 THE BALLANCE INTERNSHIP  
 PROGRAMME

### Investing in internships



To enable a bright future for New Zealand's primary industry, we help young people with a passion for agriculture get their foot in the door.

The Ballance Internship Programme is run with the goal being the best agri-business intern programme in New Zealand. It is highly regarded, attracting around 100 high calibre applicants each year for six places. Our annual selection process assesses the applicants for alignment with Ballance's future fit work programme and the successful interns are welcomed into the Ballance family as Nutrient Specialists at the end of the course. Many of these people have developed into leadership roles within Ballance or taken up key positions within the industry.

## Unlocking opportunities for the future



Earlier this year, we signed a Memorandum of Understanding (MoU) with Lincoln University to help drive innovation and positive change for New Zealand's agriculture sector. This will provide Ballance with greater access to valuable expertise and resources, through Lincoln University's strong research and development capability and the Lincoln Hub, with Crown Research Institutes such as AgResearch, Plant and Food Research and Manaaki Whenua-Landcare Research.

Ballance and Lincoln University share a common vision for a prosperous, sustainable, and innovative future for New Zealand's primary industries, with a shared focus on advancing new and better farming and growing practices in New Zealand. Together, they aim to help farmers and growers be profitable and sustainable while meeting the increasing expectations of consumers.

Working together will provide opportunities for improving planning and co-ordination, conducting research and demonstrations on Lincoln University Farms, and enhancing environmental stewardship.



## Supporting Kiwi women dairy farmers for 25 years

While the Dairy Women's Network (DWN) has evolved considerably since its establishment in 1998, the network's steadfast purpose has remained the same; *to stand beside Kiwi women dairy farmers every step of the way.*

Dairy Women's Network, comprising 11,000 members from the top of the North Island to the bottom of the South, has been empowering women to do great things in the sector for the last 25 years.

The organisation provides extraordinary professional and personal development opportunities for its members, which range from those who work on, manage and own dairy farms, through to those who work at a governance level in the dairy industry. And importantly provides a network of connections for the critical role women play in the dairy sector.

Ballance has been a partner of DWN for 16 years and we were proud to have our CEO, Kelvin Wickham and Chair, Duncan Coull, attend its 25th anniversary event in December.

"We are all about connecting women and building rural communities. It can at times be quite lonely in the sector and our role is to help women on their learning and leadership journey" Dairy Women's Network CEO Jules Benton says.

Dairy Women's Network holds three values dear; to be inclusive, build connection and seize opportunities. Its 2024 Annual Conference played to the three Es; Enhance, Evolve and Elevate.

"Women on dairy farms are often the CEO and their partners, or husbands, the Chief Operating Officer. Women in dairy are also the HR manager, looking after their families and serve on trust boards and sporting bodies," she says.

DWN has come a long way since it started out as an e-newsletter in 1998 and technology has been an important driver. In the late 1990s, computers and the internet were new methods of communicating and now webinars have become the norm.

"It's not achievable for everyone to get off farm to network and meet in person, so our webinars are great because the whole farming team can join, watch live or view the recording later.



"It's a really popular way to transfer knowledge about a range of topics, from relationship property to accounting and environmental issues. Our recent webinar on freshwater farm planning attracted nearly 840 registrations," she said.

"Much of what we do would not be possible without the support of partners like Ballance, who have been with us for over a decade," says Jules. "They have an incredible team who are fun, understanding of our cause and are a real pleasure to work with."

"We are all about connecting women and building rural communities. It can at times be quite lonely in the sector and our role is to help women on their learning and leadership journey..."

Jules Benton, Dairy Women's Network CEO

### Getting behind mental health



We recognise the importance of resilience in our rural communities and have made mental health a key focus of our support, through purposeful activities and partnerships across New Zealand.

With mental health and community resilience being a key focus for Ballance, we've led an initiative called "Rural Riders", which gives farmers and growers the opportunity to get off farm and onto the mountain bike trails, to help relieve stress and address mental health engaging with like-minded people. Surfing for Farmers is a similar initiative, which was started by Stephen Thompson of Bayleys in 2018 and sees hundreds of farmers step away from their business and into the ocean each summer to look after their mental health. Our connection with like-minded organisations who contribute to the delivery of these initiatives is key to their success.

# Governance & leadership

**Duncan Coull**

CHAIR, DIRECTOR,  
NORTH ISLAND



**Kelvin Wickham**

CHIEF EXECUTIVE  
OFFICER



**Sarah von Dadelszen**

DIRECTOR,  
NORTH ISLAND



**Jared Collie**

DIRECTOR,  
SOUTH ISLAND



**Dani Darke**

DIRECTOR,  
NORTH ISLAND



**Matt Skilton**

CHIEF FINANCIAL  
OFFICER



**David Healy**

CHIEF DIGITAL  
OFFICER



**Cameron Henderson**

DIRECTOR,  
SOUTH ISLAND



**Michelle Kernahan**

APPOINTED  
DIRECTOR



**Jason Minkhorst**

GENERAL MANAGER,  
CUSTOMER



**Joanne Mahon**

GENERAL MANAGER,  
EXTERNAL RELATIONS



**Simon Robertson**

APPOINTED  
DIRECTOR



**Albert Brantley**

APPOINTED  
DIRECTOR



**Jackie Rich**

GENERAL MANAGER,  
PEOPLE & CAPABILITY



**Shane Dufaur**

GENERAL MANAGER,  
OPERATIONS &  
SUPPLY CHAIN



**Dacey Balle**

DIRECTOR,  
NORTH ISLAND



# Financial summary

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## Summarised Consolidated Income Statement

FOR THE YEAR ENDED 31 MAY 2024, BALLANCE AGRI-NUTRIENTS AND SUBSIDIARY COMPANIES\*

	2024 \$000	2023 \$000
Revenue	928,566	1,140,853
Cost of sales	(741,359)	(911,908)
<b>Gross profit</b>	<b>187,207</b>	228,945
Net operating income and expenses	(146,426)	(166,092)
Net financing costs	(23,916)	(20,040)
<b>Profit before tax and equity accounted income</b>	<b>16,865</b>	42,813
Share of profit from equity accounted investments	375	(88)
<b>Profit before tax</b>	<b>17,240</b>	42,725
Income tax expense	(5,971)	(11,064)
<b>Profit for the year from continuing operations</b>	<b>11,269</b>	31,661
Profit / (loss) for the year from discontinued operations	(10,959)	3,234
<b>Profit for the year</b>	<b>310</b>	34,895

\* The Group sold its subsidiary, Seales Winslow Limited, on 31 May 2024. NZ IFRS 5 Non-Current Assets Held for Sale and Discontinued Operations, requires that discontinued operations be disclosed separately. As per NZ IFRS 5, the comparative period has been re-presented to split continuing and discontinued operations, with no net impact on profit.

## Summarised Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 31 MAY 2024, BALLANCE AGRI-NUTRIENTS AND SUBSIDIARY COMPANIES

	2024 \$000	2023 \$000
Cash flow from continued operating activities	144,448	67,766
Cash flow from operating activities of discontinued operations	882	329
<b>Net cash flow from operating activities</b>	<b>145,330</b>	68,095
Cash flow from continued investing activities	(48,521)	(71,556)
Cash flow from operating activities of discontinued operations	(694)	(1,356)
<b>Net cash flow from investing activities</b>	<b>(49,215)</b>	(72,912)
Cash flow from continued financing activities	(96,100)	2,200
Cash flow from operating activities of discontinued operations	(397)	(2,114)
<b>Net cash flow from financing activities</b>	<b>(96,497)</b>	86
<b>Net movement in cash and cash equivalents</b>	<b>(382)</b>	(4,731)
Add back cash and cash equivalents from discontinued operations at 1 June	209	-
Cash and cash equivalents continued operations at 1 June	2,740	7,471
<b>Cash and cash equivalents at 31 May</b>	<b>2,567</b>	2,740



# Summarised Consolidated Balance Sheet

AS AT 31 MAY 2024, BALLANCE AGRI-NUTRIENTS AND SUBSIDIARY COMPANIES

	2024 \$000	2023 \$000
<b>Current assets</b>		
Cash and cash equivalents	2,567	2,740
Trade and other receivables	85,890	83,803
Prepayments	14,848	17,571
Inventories	201,047	349,717
Derivative assets	2,229	13,032
Income tax receivable	1,753	-
Intangible assets	24,420	14,249
Assets held for sale	-	32,810
<b>Total current assets</b>	<b>332,754</b>	<b>513,922</b>
<b>Non-current assets</b>		
Equity accounted investments and debt securities	776	401
Deferred tax assets	12,574	15,720
Property, plant and equipment	426,203	401,620
Lease assets	28,610	30,555
Intangible assets	59,936	55,543
Prepayments	3,748	5,670
<b>Total non-current assets</b>	<b>531,847</b>	<b>509,509</b>
<b>Total assets</b>	<b>864,601</b>	<b>1,023,431</b>

	2024 \$000	2023 \$000
<b>Current liabilities</b>		
Trade and other payables	97,985	134,124
Loans and borrowings	178,500	248,000
Derivative liabilities	1,154	374
Provisions	4,563	688
Lease liabilities	7,865	8,944
Income tax payable	-	29,651
<b>Total current liabilities</b>	<b>290,067</b>	<b>421,781</b>
<b>Non-current liabilities</b>		
Provisions	2,932	10,203
Lease liabilities	22,625	23,189
<b>Total non-current liabilities</b>	<b>25,557</b>	<b>33,392</b>
<b>Total equity</b>	<b>548,977</b>	<b>568,258</b>
<b>Total liabilities and equity</b>	<b>864,601</b>	<b>1,023,431</b>

For and on behalf of the Directors:



**DJ Coull**  
Chairman of Directors  
31 July 2024



**SD Robertson**  
Director  
31 July 2024

The Board of Directors of Ballance Agri-Nutrients Limited authorised this Financial Highlights review on 31 July 2024.

## Trend Statement

FOR THE YEAR-ENDED AND AS AT 31 MAY 2024, BALLANCE AGRI-NUTRIENTS AND SUBSIDIARY COMPANIES\*

		2024 \$000	2023 \$000
Group sales volumes	Tonnes	<b>1,227,000</b>	1,260,000
Revenue per tonne	\$/tonne	<b>811</b>	970
Adjusted profit before rebate and tax	\$000	<b>12,738</b>	46,449
Adjusted profit before rebate and tax per tonne	\$/tonne	<b>10.38</b>	36.86
Group equity ratio		<b>63.5%</b>	55.5%
Stock turn		<b>2.7</b>	2.7
Capital and investment expenditure - net	\$000	<b>49,215</b>	72,912
Number of shareholders		<b>16,387</b>	16,804
Shares on issue	000	<b>43,817</b>	45,276
Nominal value per share		<b>\$9.00</b>	\$8.10
Share quota per tonne		<b>30</b>	30
Investment per quota tonne	\$/tonne	<b>270</b>	243
Net asset backing per share		<b>\$12.53</b>	\$12.55

The summary financial information has been derived from, and should be read in conjunction with, the Ballance Agri-Nutrients Limited annual financial statements (the "full financial statements"). The full financial statements, approved by the Board of Directors on 31 July 2024, are available at [www.ballance.co.nz](http://www.ballance.co.nz). The accounting policies used in these financial statements are included in the notes to the full financial statements.

The full financial statements have been prepared in accordance with and comply with international Financial Reporting Standards, as appropriate for profit-orientated entities. The full financial statements have been audited by KPMG and an unqualified opinion given. The summary financial information cannot be expected to provide as complete understanding as provided in the full financial statements.

\* These metrics include the results of Seales Winslow Limited which has been classified as a discontinued operation in the accounts having been sold on 31 May 2024. This trend statement should be read in conjunction with the summarised financial information, and the full Financial Statements and accompanying notes available at [www.ballance.co.nz](http://www.ballance.co.nz).

# Directory

## BOARD OF DIRECTORS

**Duncan Coull** – Chair and Director (North Island)

**Dacey Balle** – Director (North Island)

**Albert Brantley** - Appointed Director

**Olivia Buckley** – Associate Director

**Jared Collie** - Director (South Island)

**Dani Darke** - Director (North Island)

**Cameron Henderson** - Director (South Island)

**Michele Kernahan** – Appointed Director

**Simon Robertson** – Appointed Director

**Sarah von Dadelszen** - Director (North Island)

## REGISTERED OFFICE

161 Hewletts Road, Mount Maunganui

## SOLICITORS

Russell McVeagh

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Bank of China (New Zealand) Limited

Commonwealth Bank of Australia

Hong Kong and Shanghai Banking Corporation Limited

Industrial and Commercial Bank of China Limited

Rabobank New Zealand

Westpac New Zealand Limited

## AUDITORS

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## EXECUTIVE LEADERSHIP TEAM

**Kelvin Wickham** - Chief Executive Officer

**Shane Dufaur** - GM Operations & Supply Chain

**David Healy** – Chief Digital Officer

**Joanne Mahon** – GM External Relations

**Jason Minkhorst** - GM Customer

**Jacqueline Rich** – GM People & Capability

**Matt Skilton** - Chief Financial Officer

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