



122nd ANNUAL REPORT & ACCOUNTS 2016



CONTENTS

02	President's Statement
04	CEO Statement
06	What We Do?
08	Organisational Services
	Legal and Governance
	Ownership, Control and Purpose
	Shares
	Rule Amendments and Consolidation
	General Advices
	New Co-operatives
	The Law
10	Member Services
	ICOS Dairy Committee
	Milk Quality
	ICOS Climate Change Working Group
	ICOS Marts Committee
	ICOS Rural Business Committee
	ICOS Brussels Office
18	Member Development
	Plunkett Award for Co-operative Endeavour
	Plunkett Institute
	ICOS National Conference
	Irish Foundation for Co-operative Development
	ICOS contribution to the Farming and Rural Life 1916-2016 event
	ICOS Learning & Development
	Pensions
25	ICOS Governance
	Board, Expert Committees and Representation
28	ICOS Accounts
42	Co-operative Statistics



Martin Keane
ICOS President

2016 was a year which, in many ways, the unthinkable became reality, and our assumptions of normality were challenged. We, as farmer owned and controlled co-operatives will have to work hard to make sure our businesses can adapt and stay competitive.

PRESIDENTS STATEMENT

Brexit, the UK's disengagement from the EU, which started out as a remote possibility, became increasingly more real as 2016 progressed, particularly following the UK referendum result in June. Brexit has been characterised as possibly the single greatest economic challenge facing the state since independence, and if the UK leaves the EU Customs Union, as the current narrative suggests, it will have enormous implications for our businesses, and our daily lives.

ICOS is working very hard, domestically, and via our Brussels office, to support the national effort to influence the forthcoming exit negotiations, to mitigate the worst effects of a Hard Brexit. The economy of the Island could be substantially damaged were we to fail to achieve a continuation of the status-quo, whereby over 800 million litres of milk come south to our processors in the Republic, and over 60,000 cattle travel north annually. In addition, the imposition of a hard border would do untold damage to fragile rural economies, and pose an existential threat to the peace. A failure to secure reasonably direct access to the UK market for our current exports of over 120,000 tonnes of cheese, mostly cheddar, almost 40,000 tonnes of butter and 270,000 tonnes of beef would also be enormously damaging.

We also face ongoing challenges of supporting our members in their businesses. The policy environment is particularly challenging right now, as we embark on the creating of a new Common Agricultural Policy, post Brexit. Aside from the challenge of a reduced budget, we must address the pressures to reform the CAP, many of them driven by outside forces, who don't share our concern for farmers, or the rural economy. The Commission is currently in a process of consultation with stakeholders. The results of this consultation, as well as an impact assessment carried out by the Commission, will feed into a non-binding communication, to be released in September. In all ICOS' submissions and communications we have been emphasising the need to maintain a strong EU budget, to promote efficiency, and to support active farmers.

We need to continue to work to develop measures to help farmers to survive the crippling levels of price volatility which we continue to suffer. Last year we committed a huge effort to the development of a taxation measure to help dairy farmers, in the first instance, to manage income volatility. We were disappointed that the measure didn't make it into Budget 2017, due to EU State Aid concerns. However, we will work hard to promote the measure in this autumn's budget, as we believe that, in the absence of



robust EU market management, we must develop such tools at national level. Our member co-operatives have made huge strides in developing fixed milk price schemes, and have committed hundreds of million in supports in recent years, but the State needs to help too.

ICOS are also working hard to influence Ireland's approach to meeting our climate change commitments. ICOS has convened a Climate Change Working Group, comprised of sustainability managers from our milk processors, as well as ICOS Board representatives. The Group has met on seven occasions over the past year, and has met with representatives of the Commission, including Commissioner Hogan, the Department of Agriculture, the EPA, Teagasc, An Bord Bia, and numerous universities and academic institutions. Our aim is to report back to you, and to all the stakeholders, with a set of recommendations as to how we can protect our industry whilst complying with our obligations under the Paris Accord.

Co-operative marts continue to be a focus for ICOS, and we are committed to working with marts to develop their services and secure their futures. The past year has demonstrated the value of co-operative marts to all farmers, as the competition around the sales ring has returned strong prices, particularly when compared to factory prices. Marts have been challenged to enhance their services, particularly to dairy farmers who may feel that they don't have the time to attend on sale days. Experience has shown, however, that the mart is a key cornerstone to prices for calves, cattle, and cull cows, and we must work to make the model work for all types of livestock farmers.

2016 was also a year in which ICOS needed to continue to develop its services to members, against a backdrop of the retirement of senior staff. During the year, Sean Myers from the ICOS Cork office retired after 38 years valued service, and the CEO, Seamus O'Donohoe retired after 36 years. I would

like to take this opportunity to pay tribute to both men, to thank them for a lifetime's commitment to ICOS and the co-operative movement, and to wish them well for the future.

Losing two such experienced and respected leadership figures will always be a challenge to an organisation, particularly a small one, like ICOS, but the ICOS Board has worked hard to ensure that we managed the process and oversaw a seamless leadership transition. To that end, TJ Flanagan was appointed as CEO designate in January 2016, giving him and the organisation a number of months to prepare for the handover. In addition, a number of young, energetic, highly professional new staff have been recruited in the recent past, to replace those that have moved on. We now have a young and extremely capable team, with four of our executive team having less than two years' service.

We as a Board are very gratified with the shape which ICOS is now in. Organisationally, we have a strong team, prepared for the challenges ahead. Financially, we are now on stronger footing than we have been in recent years. The Board, over the past number of years, supported by a committed and loyal staff group, has restructured the organisation to make sure the model and the services are fit for purpose. We look forward to working with you, the members, to supporting your businesses and your co-operative structures.

Martin Keane
President



TJ Flanagan
CEO

My first year as CEO has been a very busy one, with challenges right across the sectors. It has also been a very fulfilling year, and I am thankful to the Board for their faith in me, and to my predecessor, Seamus O'Donohoe, for his work over the past number of years and for leaving the organisation in such a strong position.

CEO STATEMENT

In the very recent past ICOS has lost a number of valued, talented and experienced staff, through a combination of retirements and career progressions. The challenge to an organisation such as ICOS is to continually invest in our staff and in their ability to deliver professional services to our members. I'm conscious that we now operate in a very complex business and organisational environment, and that we need to provide our members with a level of advice and service which is constantly evolving.

To that end, we have recruited two lawyers to the team in the past year, a solicitor, and a barrister, as well as graduates in Agriculture and in Business. We have also invested in staff training, with three executives undertaking post graduate programmes in Corporate Governance. The single most important document underlying any co-operative is its Rulebook, and ICOS is committed to supporting co-operatives and their boards in maintaining rulebooks and associated policies and structures that are relevant and fit for purpose, and in ensuring that they are abided by.

Our co-operatives operate in very complex business environments, and we must support co-operative boards to operate at a high level across the three pillars of co-operative governance:

- Compliance
- Strategy
- Leadership

Co-operatives must compete at a global level and their directors need to balance their responsibilities as directors with the day job as farmers. Indeed, it is in doing the morning milking that they gain a greater appreciation for the importance of making good decisions around the board table.

ICOS, through the Plunkett Institute, continues to support good governance in co-operatives, and in the past winter we have run Director and Leadership Development Programmes in seven co-ops. It is vitally important to promote engagement with the next generation of farmers and future leaders. Indeed, we need to challenge ourselves to make sure that our co-operative structures are as well developed and as well-resourced as the facilities we



operate. Particularly over the past number of years, the businesses that co-operatives own and operate have made substantial developments in scale and operational complexity, and we should be truly proud of those developments. However, we need to ensure that we don't forget what makes those businesses co-operative; the communications and engagement processes we put in place to ensure member participation and loyalty. ICOS is keen to work with co-operatives to help them to put in place such structures. Training and Development is just part of that process.

As part of our work to make co-operatives more competitive, we have also worked to make the co-operative model more competitive. Part of that work is to ensure that the legislative framework that co-operatives operate within is relevant to modern business. Co-operatives in Ireland operate under the Industrial and Provident Societies Acts, 1893 to 2014, and given the fact that companies now operate under a new, clearer, and more comprehensive legislative framework (The Companies Act 2014), the Department of Jobs, Enterprise and Employment have embarked on a review of the IPS

Acts. ICOS has been calling for this review for a number of years, and has been engaging with the Department responsible, to ensure that the new legislation can respect the principles of the co-operative movement, whilst, at the same time, allowing for the needs of fast moving dynamic businesses. We must also ensure that the legislation provides for newer, smaller co-operatives, which we must develop to keep the model alive.

The past year has seen a new challenge to the co-operative model. Recent statements from the Revenue Commissioners put into question the ability of co-operatives to issue patronage shares to members. ICOS is currently working to defend the status of patronage shares, and the position that such shares, if issued, should be subject to capital tax on redemption, not to Income tax on issuing. Patronage shares are a vital tool, and crucial to the health of the co-operative model. Co-operatives must be permitted to issue patronage shares to loyal members, either milk suppliers or traders (or both). The issuing of patronage shares rewards member loyalty, and concentrates the ultimate ownership and control amongst active members, ensuring

that the co-operative is run for the benefit of its active members.

The Irish economy has undergone a remarkable recovery in recent years. That recovery, however, has been almost entirely focussed on large urban centres, with rural Ireland being increasingly left behind. We must work to develop the economies in rural areas, and commercial farming and food production are, and will be vital to that process. We must also work to develop new, innovative and sustainable development in our rural communities. The co-operative model, and exiting co-operatives have a key role to support such developments, but they must be supported to do so.

In conclusion, I wish to pay thanks to our President, Martin Keane, the ICOS Board, our Expert Committees and their Chairmen, Jerry Long, Michael Spellman and James O'Donnell. Their hard work and commitment to the Organisation and to the co-operative movement is appreciated.

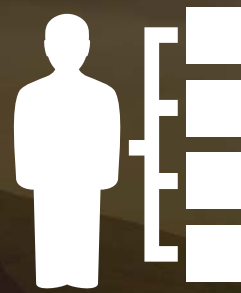
TJ Flanagan
Chief Executive

WHAT WE DO?



PEOPLE

- Plunkett Institute
- ICOS Learning & Development
- Conferences
- Developing Future Leaders



POLICY

- Dairy
- Livestock
- Rural Business
- Environmental



ORGANISATION

- Rules
- Governance
- Legal
- Taxation





James Doyle
Legal & Governance Executive

ORGANISATIONAL SERVICES

LEGAL AND GOVERNANCE

At its most fundamental the co-operative model allows individuals to combine their talents and resources for the purpose of accessing markets; it empowers them either to avail of a critical service or to earn a livelihood. As the umbrella body for that model and the national movement, ICOS is uniquely placed to advise and assist co-operatives on how to organise and secure that co-operation.

OWNERSHIP, CONTROL AND PURPOSE

Producer ownership and control is critical to the co-operative model. You could call it the Co-'Operative cornerstone'. The terms of that ownership and control are therefore of the utmost importance: for the members, the board, management and the legal entity itself. This need for clarity is not the sole driver for governance structures; Irish law also stipulates that standards be met and obligations discharged.

In summary, a co-operative must have structures in place to safeguard the collective interests of its members and also to comply with law. ICOS plays a significant role in assisting co-operatives to meet those twin challenges.

In 2016, the ICOS team worked closely with co-operatives to ensure that

processes and decisions were delivered and executed in a manner consistent both with the rules of the co-operative and with law.

Through its executives in both the Dublin and Limerick offices ICOS serviced affiliates on all legal and governance matters in 2016.

SHARES

Dairy and livestock/mart co-operatives were assisted on all share matters including allocation, transfers and redemption. The terms on which producers might be admitted to membership and, equally, the circumstances in which they might cease to be a member, require careful attention, both to the co-operative's rules and the needs of its members. By listening to boards and working through tasks and scenarios ICOS was able to deliver workable solutions.

Certain trends continue to be identified in the dairy co-operatives. These include facilitating milk supplier members who have incorporated their respective farm businesses or entered into partnerships. Another trend is the issuing of bonus shares and adjusting of voting rights so as to ensure that ownership and control of the co-operative remains aligned to the needs of the active membership and consequently the Co-operative purpose.

RULE AMENDMENTS AND CONSOLIDATION

Rule amendments remain a steady part of the ICOS service offering. In 2016, many co-operatives adopted rule amendments – some successfully adopted a complete amendment of their rules. Several amalgamations also occurred during the year. In working with a co-operative on rule amendments, ICOS ensures that any amendment is drafted so as to accurately address the requirements of the co-operative whilst also satisfying the law.

GENERAL ADVICES

Being member-lead enterprises, co-operatives necessarily involve a healthy dose of representative appetite with board seats being keenly contested in many affiliates. Advising boards and Secretaries on the procedures for running meetings and holding elections constituted a considerable part of the ICOS service in 2016. Board meetings, general meetings and other representative forums execute distinct functions within a co-operative. ICOS provides relevant and practical assistance to Boards and Secretaries so that those functions can be discharged in a proper and successful manner.

Other advices included policy-making on matters such as rules revision and membership as well as handling queries



on regulatory matters such as the Grocery Goods Regulations (for affiliates with agri-trading stores). Advising on milk supply agreements and dispute resolution continue to feature.

NEW CO-OPERATIVES

While Dairy and Mart co-operatives continue to constitute the majority of the ICOS affiliate network, other sectors have demonstrated an interest in the co-operative model. ICOS counts breeding societies, group water schemes and farm relief services – to name but a few – amongst its members. These societies received similar services from the legal and governance team, and continue to provide interesting synergies that can then be applied across the co-operative spectrum, irrespective of sector diversification.

THE LAW

The Industrial and Provident Societies Act 1893 (as subsequently amended) remains the primary statute governing co-operatives in Ireland. However, a review of this legislation is underway. This process is being driven by the Department of Enterprise, Jobs and Innovation.

ICOS welcomes the review. It presents an opportunity to consolidate the legislation and also to afford some efficiencies to Co-operatives – efficiencies already afforded to companies and other corporate entities.

That said, the Co-operative model is unique. It serves a unique purpose. One that no other corporate model is designed to support. One that enables producers to pool their resources so as to access markets, and critically to retain ownership and control of that shared enterprise.

In early 2017 ICOS submitted its position on the legislative review. The ICOS approach to the review reflects the unique contribution that the Co-operative model makes both to the livelihoods of producers and to the communities in which they operate. ICOS remains as convinced of the Co-operative's relevance today as did Horace Plunkett many years ago. That conviction will continue to guide our team's efforts in servicing our affiliates.



Eamonn Farrell

ICOS Agri-Food Policy Executive and Secretary to: ICOS Dairy Committee, ICOS Climate Change Working Group and IMQCS

MEMBER SERVICES

ICOS DAIRY COMMITTEE



The ICOS Dairy Committee

The ICOS Dairy Committee met on seven occasions in 2016 with a very busy work programme dealing with a range of policy and economic matters affecting the Irish dairy sector. The Committee was guided by its Chairman, Jerry Long from Drombane Co-op and Eamonn Farrell replaced TJ Flanagan as Secretary following his appointment as CEO.

DAIRY MARKETS

The first full year following the abolition of milk quotas was categorised by volatility in dairy markets and uncertainty arising from the decision of the UK to leave the European Union.

The 'Brexit' decision has caused enormous uncertainty for our co-operative businesses. Major challenges lie ahead as the Article 50 negotiations begin. Ensuring the uninterrupted flow of milk from Northern Ireland into ROI for processing and continued tariff free access into the UK market for dairy products are top of our agenda.

Dairy markets recovered steadily in the second half of 2016, with supply in Oceania and Europe responding to lower prices. However, key market

fundamentals are unchanged as 2017 progresses including a relatively low oil price impacting demand and low feed prices supporting output in high cost regions. The steady growth in US milk production and the large volumes of SMP stocks in public intervention are issues of concern. However, positive consumer sentiment towards dairy fat is a real plus point.

In 2016, the European Commission introduced a voluntary supply management scheme. In Ireland, the measure was facilitated by co-ops on behalf of their members ensuring a smooth implementation.

VOLATILITY

The wide range of factors outside the control of farmers and their co-operatives (from weather events to political decisions) demonstrates the urgent need for a comprehensive suite of measures to manage extreme volatility.

The ICOS Dairy Committee in 2016 strongly advocated for the introduction of a new taxation measure to address volatility. We sought broad support for a new measure whereby up to 5% of income might be deferred in a period of high prices and drawn down in a period of lower prices. We acknowledge the commitment made by the Government to consider the matter further before its possible introduction. We will continue to

engage with the Government and all stakeholders to promote the merits of our proposal.

It is important to acknowledge that many co-ops have introduced a range of fixed price schemes which allows farmers to voluntarily lock in a reasonable price, and perhaps a margin, for a portion of their annual supply. These schemes are being offered more widely. However, we strongly believe that an additional measure such as an income deferral scheme is urgently needed as volatility in the region of plus or minus 20 c/l threatens the viability of our family farm model.

SUSTAINABLE DAIRY ASSURANCE SCHEME

The ICOS Dairy Committee fully recognises the importance of the Bord Bia Sustainable Dairy Assurance Scheme (SDAS) and throughout the year has encouraged all co-ops to move towards full certification. The SDAS is critically important for securing new and maintaining existing markets in an extremely competitive and challengingly global environment.

WATER QUALITY

The ICOS Dairy Committee has supported the setting up of a National Dairy Sustainability Forum to address issues around water quality. We are acutely aware of the need to maintain our existing derogation to the Nitrates Directive, which is under review in 2017 and to support measures to improve nutrient management planning.

ANIMAL HEALTH AND WELFARE

The Committee also engaged with the Department of Agriculture and the EU's Food and Veterinary Office on animal welfare standards on dairy farms, which are amongst the highest internationally. We also made a detailed submission to the Department of Agriculture on the National Farmed Animal Health Strategy and we continue to work closely with Animal Health Ireland on a range of matters including the CellCheck Mastitis Control Programme and Johnes Disease.

LABOUR AVAILABILITY

The shortage of skilled labour on dairy farms is emerging as a critical issue following the abolition of quotas. The ICOS Dairy Committee has identified labour and the promotion of dairying as a positive career choice as a priority. We are working with Teagasc in order to develop a roadmap to address this key area of concern.

ACCESS TO AFFORDABLE FINANCE

The significant level of interest in the Government's backed Agri Cash Flow Scheme has brought to the fore the high cost of finance in Ireland. Individual co-ops have introduced welcome and innovative initiatives to address the cost of finance on behalf of their members. As a Committee we have called on the Government to fully utilise funding from the European Investment Bank in order to provide access to affordable finance for dairy farmers.

MILK QUALITY

The Irish Milk Quality Co-operative Society (IMQCS) continues its work in regard to milk quality programmes. Dairy co-ops are requested to utilise the IMQCS website – www.milkquality.ie to recommend milking machine technicians approved in their region. Technicians registered with the IMQCS are approved for the Bord Bia Sustainable Dairy Assurance Scheme and for the Dairy Equipment Scheme under TAMS II administered by the Department of Agriculture.



ICOS CLIMATE CHANGE WORKING GROUP



The ICOS Climate Change Working Group with Commissioner Phil Hogan

The ICOS Climate Change Working Group was set up in April 2016. The Working Group is Chaired by Martin Keane with Eamonn Farrell as Secretary. ICOS Board members Michael Spellman and Jerry Long, together with senior management representing nine dairy co-ops comprise the membership of the Working Group.

In 2016, the Working Group met on six occasions, hearing from 26 external experts. These included specialists in climate change policy, scientists, academics and industry practitioners.

A delegation on behalf of the Working Group met with EU Commissioner for Agriculture and Rural Development, Phil Hogan on 24th June 2016. The Working Group also spent an extremely informative day at the Teagasc Research Facility in Johnstown Castle, Co. Wexford, which specialises in environmental research into climate change, water quality and biodiversity.

The purpose of the Working Group is to inform and equip the dairy sector with a better understanding of the strategic challenge of climate change through its interaction with external experts. Knowledge transfer is a critical issue. The effective and widespread transfer of “win-win” solutions that generate efficiencies at farm level and benefits to the environment is the biggest challenge.

The Working Group will report with recommendations to the ICOS Dairy Committee and the ICOS Board following the conclusion of its work.



2016 will be remembered by all dairy farmers as being a difficult milk price year and many depended on the good prices achieved for their calf sales in the co-operative livestock marts to enhance overall income. It was a positive year for all store and calf prices even with the decrease in beef prices that slid from €4.15 to €3.70 over the course of the year. Co-operative marts in the south and east of the country in particular saw significant increases in dairy bred livestock of all classes, but especially calves coming through the auction process. The significant decrease in live exports of calves was mainly due to buoyant sales prices being paid by Irish farmers and exporters could not compete. The removal of the requirement for pre movement brucellosis testing in 2015 saw increased trading of all cow types in the marts in 2016.

During 2016, ICOS marts throughput were steady compared to 2015 and nationally the number of cattle traded in the marts was up by 1.5% to over 1.79 Million animals. Most of this increase has been in the dairying strongholds as more cull cows and calves are been sold in co-operative marts.

Exports to Northern Ireland and the UK of store animals continue fall as a result of Northern Irish and UK based meat plants penalising Irish born animals. The number of Irish cattle shipped to both Northern Ireland and Britain dropped by 55.9% (28,962 head) and 26.7% (2,337 head) respectively.

ICOS MARTS COMMITTEE

Ray Doyle
Livestock Services Executive
Secretary, ICOS Marts Committee

This effective ban by meat plants in Northern Ireland on killing cattle from the Republic in Northern meat plants is anti-competitive and in contravention of free trade principles within the EU and one which the marts committee has voiced at all the beef roundtable meetings during 2016. Looking at the total exports to Continental Europe, the number of cattle exported declined by 15.4% or 16,471 head, with countries like Italy and the Netherlands posting the biggest falls in shipments.

On a positive note we saw a marked increase in live exports to third countries, in particular the Turkish and Libyan trades in live cattle. Both countries took almost 15,000 head by year end of 2016 and put a valuable floor on weanling prices.

GRANT AID FOR NEW MART DISPLAY BOARDS

ICOS marts received almost €200,000 of direct grant aid for the installation of new mart display boards from the Department of Agriculture after lengthy discussions during 2016 with the Minister and his officials. All marts were displaying the new beef data genomics programme data by the end of 2016 and this extra information is an invaluable tool to any farmer purchasing breeding stock. In future years we expect more data to be displayed to aid beef producers and finishers in their purchasing decisions.

PROPERTY SERVICES REGULATORY AUTHORITY (PSRA)

The ICOS Marts Committee met with the CEO of the PSRA and successfully negotiated a change in the accreditation system for new livestock auctioneers. All new entrants that possess a Level 6 Green Certificate and a 30 credit online course based in Tallaght IT can now be legally licenced as livestock only auctioneers. This will greatly aid co-operative livestock marts in securing new livestock auctioneers as the age profile of existing auctioneers is 50+ in most marts and 60+ in parts of the west of Ireland.

BEEF ROUNDTABLE

The Beef Roundtable Forum, which was initiated by Minister Coveney, continued under the new Minister, Michael Creed and again the issues of low producer returns and limited activity in creating live export markets were the focus of the ICOS Marts Committee during 2016.

At the various meetings of the forum, the ICOS Marts Committee continued to emphasise to the Minister the urgency of finding practical solutions to unjustified obstructions being imposed on the traditional trade between Northern Ireland customers and livestock marts in the Republic of Ireland. There is an effective ban by Irish owned meat plants in Northern Ireland on killing live cattle from the Republic of Ireland. The issue of the non-payment of the QPS bonus on

cattle that have been traded more than 4 times or sold through a mart in the last 70 days has and continues to be the focus of the ICOS Marts Committee within the beef forum.

SHEEP

The sheep numbers grew during 2016 by a modest 1% but prices increased by 4%. Sales of factory finished lambs continue to fall in most marts but breeding stock and store lambs increased slightly in many marts.

Live sheep exports increased by almost 50% during 2016 to their highest level in 3 years at 48,000 due to increased demand from the Muslim festivals of EID and Ramadan.

PHONE BIDDING APP DEVELOPMENT

The ICOS Marts Committee, in conjunction with the Irish Farmers Journal, initiated the development of phone bidding for livestock in marts. The project was started in late 2016 and we are anticipating a mid/late 2017 launch of this development in many co-operative livestock marts. The app, when fully operational, will allow farmers to bid on livestock remotely and anonymously within the mart premises as some potential buyers of cattle and sheep prefer to conduct their business privately within the auction process. The ICOS Marts Committee identified that such a development could encourage a new cohort of buyers into the sales rings.



ICOS RURAL BUSINESS COMMITTEE

Donal Parsons (*Replaced Siobhan Mehingan in January 2017*)
Legal & Development Executive
Secretary, ICOS Rural Business Committee

The ICOS Rural Business Committee is made up of 12 members drawn from across the wide variety of co-operatives that make up our membership. It is a forum for the development of co-operative rural business policy and seeks to promote a stronger and more vibrant co-operative rural enterprise sector in Ireland.

The Rural Business Committee, has been given the mandate, under ICOS Rules, to develop and pursue policies under a number of broad headings; to promote the co-operative model as an appropriate structure for emerging enterprises in rural Ireland, to use the model to promote and support enterprises to develop the economy of rural Ireland, and to support existing co-operatives across a wide range of areas of common interest including Taxation, Co-operative Law and EU or national supports. As such, the Committee is made up of representatives of the dairy and marts committees and by representative of "other" societies. Committee members represent ICOS on various local,

national and European structures in sectors with co-operative potential or affecting co-operative interests, such as membership of the Post Office Working Group, to advise on utilising the post office network as community co-operatives and social enterprises.

The Committee made submissions to the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs on an Action Plan for Rural Development and to the Department of Agriculture, Food and Marine on the provision for Financial Instruments from the European Investment Bank (EIB). In addition, work was commenced on submissions regarding a review of the Industrial and Provident Societies Act currently being undertaken by the Department of Jobs, Enterprise and Innovation. The Rural Business Committee also focused on promoting the co-operative model to communities, agencies and local authorities and providing support and advice for rural communities looking to cooperate.

In the past year, the Committee has identified the generational and gender imbalance is substantial impediments

to the development of co-operatives. The failure of co-operatives to attract farming women onto their boards or representative structures, with a few very honourable exceptions, has been very disappointing, and suggests that not enough is being done to make the structures attractive or welcoming to these valued farm business-people. In addition, and perhaps more fundamentally, the inability of co-ops to attract young members or suppliers, into the co-op structure reflects both a shortage of younger farmers on the ground, and that substantially more work needs to be done to attract those younger farmers that do exist, into the co-op structure. The Committee has committed to supporting co-operatives to address these challenges.

Thanks to the efforts of the committee and the continued success of our affiliates the co-operative model is widely recognised as being the optimum structure for community led enterprise initiatives and ICOS registered 17 new co-operative societies in 2016 in a variety of sectors, the most common type being group water schemes.



Alison Graham
European Affairs Executive
Twitter - @ICOS_BXL

ICOS BRUSSELS OFFICE

BREXIT

The UK's decision to leave the EU and the implications of this for Irish co-operatives has been a chief priority for the Brussels office over the last year. We have been heavily engaged in raising the concerns of our members on an EU level and emphasising the necessity of maintaining unrestricted trade with the UK.

ICOS presented these concerns at a high level meeting with the Commission's Brexit negotiating team, including those responsible for agricultural and Irish affairs within the upcoming talks. We outlined that our priority within the negotiations is to ensure that the deep trading ties between Ireland and the UK and the integrated all-island agricultural economy are recognised and facilitated in the outcome of the discussions.

We continue to actively engage with our MEPs, the Commission, farm and co-operative representative bodies and all other relevant stakeholders from across the EU, to work towards this goal. Over the months and years to come, the ICOS Brussels Office will be keeping members up to date on the latest news from the negotiations and our activities working towards this outcome, through the "Brexit Briefings" newsletter.

DAIRY VOLATILITY

ICOS was strongly involved in discussions on an EU level on addressing the dairy price crisis



Martin Keane, TJ Flanagan and European Commissioner for Agriculture & Rural Development, Phil Hogan

and increased volatility in the sector. Together with like-minded organisations within Copa Cogeca, we lobbied for workable solutions for Irish co-operatives and against supply management measures.

Together with this, ICOS Agri-Food Executive, Eamonn Farrell, participated in several meetings of the European Milk Market Observatory Economic Board in 2016, which provides information on dairy market developments and future projections and is a useful tool to provide market transparency to combat this volatility.

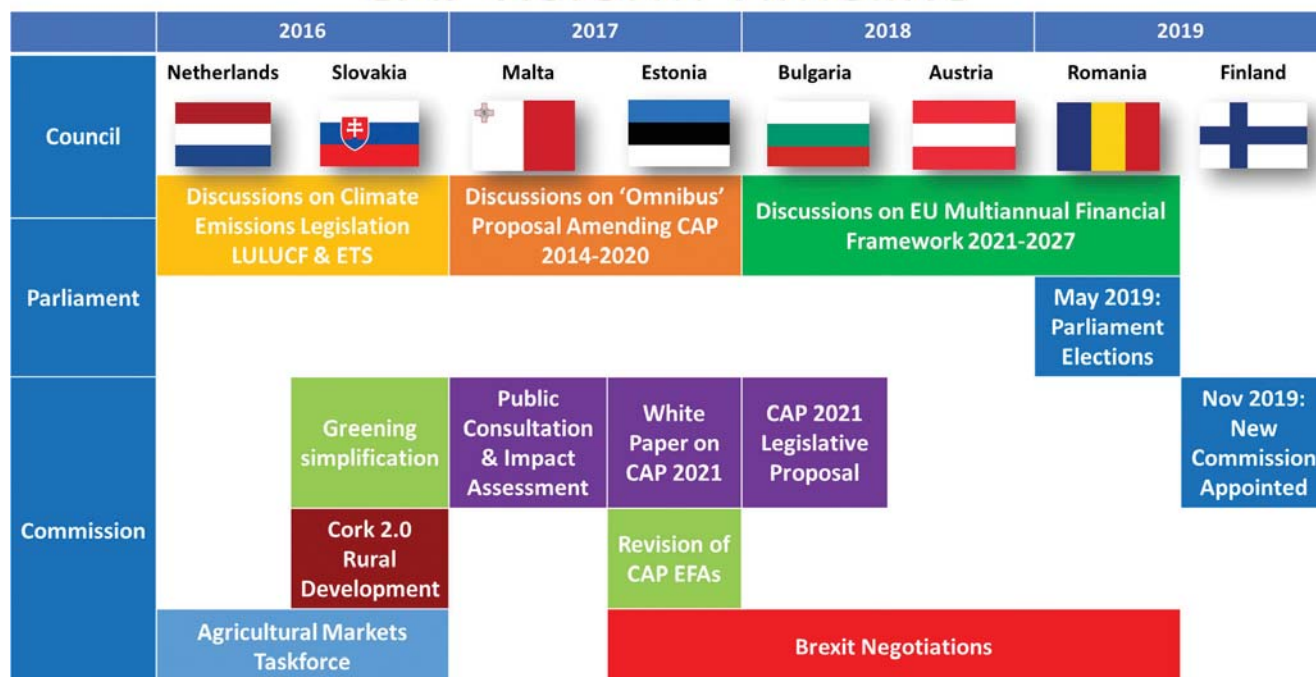
CAP REFORM

With amendments to the Common Agriculture Policy introduced by the

Commission through simplification measures, budgetary review and soon through another reform process for the CAP post-2020, ICOS continues to highlight the role and interests of Irish co-operatives, in particular on the following topics:

- Market Support Tools: Ensuring a range of flexible market safety net measures and defending against the re-introduction of supply management.
- Direct Payments: Maintaining the current balance of direct payments between the sectors, to ensure the necessary supports for dairy farms, as a key insulation against growing volatility.

CAP Reform Timeline



- **Rural Development Funding:** Improving access for cooperative business to funding for training and investment in innovation. A key priority for ICOS has also been the delivery of EIB backed agricultural loans and guarantees for farmers and cooperatives in response to the ongoing issue of restricted access to credit. Ireland is now introducing these financial instruments into its rural development programme.
- **Young Farmers:** Using CAP funding to supporting young farmers as they get started and promote their engagement with co-operatives.

ANIMAL HEALTH

ICOS has been active in ensuring that Irish co-operative interests are defended within the ongoing reform of the EU veterinary medicines regulation. In particular, we have highlighted that in their role as Licensed Merchants, co-operatives provide an essential route of supply for key animal remedies and have pushed for recognition and flexibility for the implementation of the highly successful co-operative run

mastitis control programmes within the regulation.

Our work on animal health and welfare will be augmented going forward with the appointment of Ray Doyle, ICOS Livestock and Environmental Services Executive to the EU Animal Welfare Stakeholders' Platform.

RURAL DEVELOPMENT

Innovation is essential for Irish co-operative businesses in order to

maintain competitiveness, while meeting the challenges of lowering greenhouse gas emissions, improving environmental protection and reducing food waste. In order to enable improved access by co-operatives to rural development funding to achieve this and to ensure LEADER innovation activities better address local needs, James O'Donnell, Chairman of the ICOS Rural Business Committee, was appointed to the EU LEADER Steering Group.



James O'Donnell, ICOS Rural Business Chairman representing Copa Cogeca on the European Network for Rural Development Panel Discussion on LEADER Innovation

In this role, O'Donnell represents co-operative interests in discussions on the design and delivery of local, community led rural development programmes. His activities have included participation in a panel discussion, on how to strengthen and improve innovation in local rural businesses, where he outlined the many examples from within the Irish co-operative sector.

REGULATION

The ICOS Brussels office continues to monitor developments within the EU on nutrient and origin labelling, agricultural product promotion, food quality, climate change, food chain and crop protection issues, amongst others.



Alison Graham and Agriculture Committee MEP and Vice President of the European Parliament, Mairead McGuinness c)EPPGroup-Photo: MLahousse

ICOS REPRESENTATION ON BRUSSELS BASED COMMITTEES

Representation Topic	COGECA	EU Standing Committee
Cogeca Presidium	Martin Keane & TJ Flanagan	-
CAP	Alison Graham	
Milk & Dairy Products	Jerry Long & Eamonn Farrell	Jerry Long
European Milk Market Observatory	-	Eamonn Farrell
Beef	Alison Graham & Ray Doyle	
European Association of Livestock Marts	Michael Spellman & Ray Doyle	-
Environment	Alison Graham	
Animal Health & Welfare	Alison Graham & Ray Doyle	Ray Doyle
Food Chain	Alison Graham	
Tax & Legal Questions	Alison Graham	
Co-operative Co-ordination Committee & Policy Co-ordination Committee	Alison Graham	-
Quality & Health	Alison Graham	
Promotion of Agricultural Products	Alison Graham	
Rural Development	Alison Graham	James O'Donnell
Research & Innovation	Alison Graham	
Commission Civil Society Stakeholder Group on Trade	-	Alison Graham

MEMBER DEVELOPMENT

PLUNKETT AWARD FOR CO-OPERATIVE ENDEAVOUR

The outstanding contribution to the Irish co-operative movement by the former CEO of the Irish Farm Accounts Co-operative Society (IFAC), Peadar Murphy, has been recognised nationally by the industry's highest honour – The Plunkett Award for Co-operative Endeavour.



Peadar Murphy has made an exceptional contribution to the co-operative movement throughout his career and notably as CEO of the Irish Farm Accounts Committee from 1978 to 2004 and thereafter as a voluntary Trustee of the IFAC Pension Scheme.

IFAC is a co-operative organisation providing high quality professional accountancy and advisory services on a cost effective basis to farmers nationwide.

Prior to his role at IFAC, Peadar also served with distinction as General Secretary of Macra na Feirme from 1970 to 1977 where, under his management, Macra grew to be not only an organisation concerned with young farmers locally but into an important national body which concerns itself with all social and economic issues affecting farming families and developments in

farming. Peadar also participated in the establishment of the Farm Relief Service.

Throughout his career, Peadar Murphy has also been a very active member of the Agricultural Science Association, serving on National Council for 6 years and as Treasurer for 3 years.

PLUNKETT INSTITUTE



The Plunkett Institute, the professional Institute for co-operative directors in Ireland, was very active in 2016, delivering various programmes on co-operative governance to the boards and representative structures of eight difference societies.

The programmes delivered to date consisted of up to five days training, covering areas such as: Finance, Financial Reporting, Co-operatives and the Law, Co-operative Rules and Governance, Agricultural Policy, Marketing, Dairy Processing, and Agricultural Policy. ICOS and affiliate co-ops work closely, through the structure of the Plunkett Institute, to develop and deliver bespoke programmes, which are appropriate to be delivered at various levels throughout the organisation; to interested members, aspiring leaders, members of representative structures, or to the board.

Each autumn, the Institute will also offer Continuing Professional Development (CPD) programmes, including day-long seminars on topics related to the role of a director.



ICOS NATIONAL CONFERENCE

The three pillars of Co-operative Governance; Compliance, Strategy and Representation were addressed at the 2016 ICOS National Conference, which was held on November 8th in the Convention Centre, Dublin. The keynote speaker was Kevin Vickers, the Canadian Ambassador to Ireland. Mr Vickers, as well as being a distinguished Diplomat and former senior policeman, has also has a very strong dairy co-op pedigree, as his father was the manager of a local dairy co-op in his home town. He spoke very passionately about the strengths of the co-operative movement and the necessity to invest in your co-op to keep it strong and relevant. The three conference topics were then addressed separately through workshops facilitated by a journalists; Derbhal McDonald, Vincent Wall and Gerard Howlin, and featuring expert speakers from academia, industry, farming, SME's and regulators.

The conference speakers recognised that farmer directors can't be expected to be experts across the regulatory framework on the day they are elected or assume the role, but they do become responsible, so we need to ensure they are familiar with and can discharge those responsibilities. Equipped with the right skills, co-operative boards need to ask themselves whether they are spending enough time and effort assessing the organisation's long term strategy. That is because the strategic challenges facing our co-operatives are substantial and growing. Representation, is an essential factor for co-op boards where the long term interests of members, perhaps numbering in the thousands, must be promoted and protected, even if that means unpopular decisions to ensure the ultimate sustainability of the business. It is also essential for boards to remain engaged with the wider co-op and its representative structures.



Canadian Ambassador Kevin Vickers with T.J. Flanagan, CEO (left); Martin Keane, President, and Ian Drennan, Director of Corporate Enforcement, in the Convention Centre Dublin for the 40th ICOS National Conference 'Better Governance for Better Co-operatives'



Irish Foundation for Co-operative Development



Tom Millane
Overseas Co-operative
Development Executive

In 2016, the Irish Foundation for Co-operative Development (IFCD) was given a grant of €30,000 from Irish Aid. This is quite an achievement for a small organisation. It means that some of the funding already committed by Irish co-operatives is matched and so has more effect in Africa. The IFCD has now a working relationship with the Irish Embassy in Kenya. The Ambassador, Dr. Vincent O' Neill, has visited IFCD projects with his team in the Embassy. It is expected that this relationship will develop and flourish into the future.

The IFCD are now full members of Dochas. This is the body that oversees International Development Agencies.



Tom Millane and Dr. O'Neill chat about projects

The criteria needed to join Dochas is quite extensive and to fulfil it is a credit ICOS support from Seamus O' Donohoe, Sinead Farrell and TJ Flanagan.

The IFCD works with the poorest people in the world. We have assisted seven co-operatives in areas such as honey production and marketing, eco tourism, mango farming, irrigation, dairy and herbal tea production.

The IFCD are seen as the contact organisation for trade development between Ireland and emerging economies. Kenya imports €500,000,000 of dairy products. The IFCD are developing relationships with

many countries and in 2016 hosted visiting food businesses from Africa.

This visit was co-hosted by U.C.D. Food Science Department.

Seamus O' Brien (above on left) receiving a token piece of art from Seamus O' Donohoe at his last meeting as Chairman of the Board of IFCD. This was a very small acknowledgement by the Board for his immense contribution to people living in poverty in developing countries.

IFCD finish projects to a high ecological and practical standard.



Sinead Farrell takes time out with the president Micheal D. Higgins.



Alo Duffy meets entrepreneurial marketing specialists



Seamus O' Brien receiving a token piece of art from Seamus O' Donohoe



Alo Duffy and Seamus O' Donohoe accompany the visitors through food processing departments in UCD.



A work man puts the final touches to the exterior wall of the water bottling plant at Salgaa which was funded by IFCD



Rongai Dairy's solar panels

ICOS CONTRIBUTION TO THE FARMING AND RURAL LIFE 1916-2016 EVENT



Horace Plunkett



Arriving to the creamery



Cheese making in early coop



Workers arriving to mitchelstown



George Russell



Some activities were held in Athenry to celebrate our co-operative heritage. Butter making demonstration from Breda McDonald from the An Grianán ICA with a little help from our Board members and a play telling the story of our founder Horace Plunkett!



ICOS LEARNING

2016 IN REVIEW

Yet another successful year in representing and acting



LAUNCH OF ICOS L&D STRATEGY

Launched the ICOS L&D Strategy 2016-2019 to focus on New & Innovative Trends in L&D and Diversify Funding



MICRO & MOBILE LEARNING INITIATIVES

Development & launch of the Irish Co-operative Learning Academy "YouTube" Channel



JOBS EVENTS

ICOS ran & attended a number of jobs events to support job creation as part of our CSR and to assist our members with suitable recruitment opportunities



FARMER / MEMBER SUPPORT EVENTS

Free Training to over 300 Farmer members in relation to "Preparing for the Bord Bia Audit"



MANAGEMENT DEVELOPMENT

We developed an industry specific Management Development Programme, which saw 16 people from varying co-operatives attending.



UCC GRADUATION 2016

Board members of several co-operatives throughout Ireland were awarded Diplomas in Corporate Direction (Food Business) following their successful completion of the innovative course designed by ICOS Skillnet and University College Cork

G & DEVELOPMENT

on behalf of our co-operative members



SPECIAL PROJECTS – ERASMUS

We participated in the ToTCOOP+i project, developing an EU Programme for Co-operative Directors and Trainers



EMPLOYABILITY SKILLS

2016 saw 14 unemployed persons successfully complete a retail development programme and find employment

KEY PERFORMANCE INDICATOR

Category	Target	Actual	Percentage Achieved
Trainees	1336	1441	108%
Training Days	6,196	7187	116%
Non-Formal Events	5	20	400%
Different programme	33	58	176%
number of training events	99	147	148%
Total Expenditure	€477,875	€549,931	115%
Total Matching	€234,999	€525,716	224%

2016 PERFORMANCE REVIEW

The ICOS Skillnet has continued to achieve very significant impact throughout 2016 in terms of its design and delivery of business focused training for Network members and their employees



EXPERT GROUPS FOR FUTURE SKILLS NEEDS

Participation on the Expert Group for Future Skills Needs at a national Level



ONLINE LEARNING PLATFORMS

FREE Online Training Courses to all our Members Co-operatives staff, their members and families



IITD NATIONAL TRAINING AWARDS

2016 saw ICOS Skillnet achieve an award in recognition of the good quality work we are doing with industry. The awards were held in March and the awards was in the category "Best Learning and Development Organisation - Networks and Groups"

PENSIONS

ICOS Ltd is the registered administrator for two group industry-wide pension schemes – the Irish Co-operative Societies' Pension Scheme and the Dairy Executives' Pension Fund, covering 31 contributing co-operatives. Combined statistics from the most recent year-end annual reports include:

- Aggregate membership of the two schemes comprises around 700 current employees in membership, over one thousand former employees, and in excess of 1,200 pensioners and dependents in receipt of pensions
- Regular contributions paid in by employees was €1.2 million
- Regular employer contributions came to €2.3 million
- Assets under professional management amounted to €180 million (invested in global equities, international government and corporate bonds, commercial property and cash)

- Annual pension payroll for co-op retirees and spouses/dependants of deceased co-op employees came to approx. €5.2 million
- Lump sums paid to new pensioners and dependants of deceased members totalled just over €1 million

ICOS pension personnel are Gerry Armstrong, who primarily handles the running of the active membership and trustee responsibilities of the schemes, and Brian O'Dowd, whose duties include payment of the monthly pension payrolls, and administrative functions in the governance/financial control areas.

Dedicated in-house computer systems are utilised in the management of the numerous tasks that arise, ranging from basic member enquiries to full trustee annual reports incorporating audited financial statements & accounts, and statutory disclosures. Additional executive support in the operation of the schemes is provided from managerial, financial and secretarial resources within

ICOS. Non-executive resources towards trustee committees are drawn from co-op boards, executive staff and scheme memberships.

In year-to-date: ICOS pensions department handled in excess of 2,000 phone calls; administers approximately 100 new retirement/deaths; answers enquiries from several hundred former members; and responds to third party enquiries such as pension brokers and solicitors. ICOS also provides contribution and year-end reports for participating co-ops and manages the other professional inputs into the schemes from actuaries, investment firms, insurers, legal advisors and audit services.

Despite continuing difficult economic conditions for defined benefit pension schemes, both schemes met the statutory funding standard requirements at their most recent respective year-end annual reports.



ICOS REPRESENTATION ON OTHER BODIES

Plunkett Institute

Martin Keane	President, ICOS Ltd
Michael Spellman	Vice President, ICOS Ltd
TJ Flanagan	CEO, ICOS Ltd
Alo Duffy	Board Member, ICOS Ltd
Eamonn Looney	Dairygold Co-operative Society Ltd
Mary McCarthy Buckley	University College Cork (UCC)

Dairy Forum

Martin Keane, Jerry Long, TJ Flanagan

Tillage Forum

Martin Keane, TJ Flanagan

Beef Forum

Martin Keane, Michael Spellman, Ray Doyle

Irish Foundation for Co-operative Development Ltd

TJ Flanagan	CEO, ICOS Ltd
James O'Donnell	IFAC Ltd
Michael O'Connor	Kerry Co-operative Creameries Ltd
Alo Duffy	Lakeland Dairies Co-operative Society Ltd
Jim Russell	Centenary Thurles Co-operative Society Ltd

Golden Jubilee Trust Limited

Martin Keane	ICOS Ltd	Sean Brady	Consultant
Michael Spellman	ICOS Ltd	Noel Cawley	Chairman, Teagasc
Liam Williams	ICOS Ltd	Siobhán Collier	Partner, PWC

Irish Co-operative Society Pension Scheme

Padraig Gibbons, Richard Donovan, Sean Monahan, TJ Flanagan

Dairy Executives Pension Scheme

Peter Fleming, Ben Cottrell, Brian O'Dowd

Dairy Research Trust Board

Padraig Gibbons, Jerry Long, TJ Flanagan

Ornua Co-operative Society Ltd

Jim Russell

Teagasc

Padraig Gibbons

Irish Farm Accounts Co-operative Society Ltd (IFAC)

Alo Duffy

National Dairy Council

Padraig Gibbons

National Milk Agency

TJ Flanagan

National Economic & Social Council (NESC)

TJ Flanagan

Farmers Charter

James O'Donnell

FoodWise 2025

Martin Keane



ICOS Board members

ICOS BOARD

Martin Keane (President)	Glanbia Co-operative Society Ltd
Michael Spellman (Vice President)	Roscommon Co-operative Livestock Mart Ltd
Sean Monahan	Arrabawn Co-operative Society Ltd
Padraig Gibbons	Aurivo Co-operative Society Ltd
Jim Russell	Centenary Thurles Co-operative Society Ltd
Liam Williams	Clare Marts Ltd
James Lynch	Dairygold Co-operative Society Ltd
Jerry Long	Drombane Co-operative Society Ltd
Michael O'Connor	Kerry Co-operative Creameries Ltd
Alo Duffy	Lakeland Dairies Ltd
<i>James O'Donnell (replaced Seumas O'Brien)</i>	NCFRS Ltd (National Co-operative Farm Relief Services Ltd)
Dermot O'Leary	Ornua Co-operative Society Ltd
<i>Willie Meagher (replaced Richard Donovan)</i>	Tippeary Co-operative Creamery

ICOS DAIRY COMMITTEE

Jerry Long (Chairman)	Drombane Co-operative Society Ltd
Sean Monahan	Arrabawn Co-operative Society Ltd
Padraig Gibbons	Aurivo Co-operative Society Ltd
Michael Coleman	Barryroe Co-operative Ltd
Dominic Cronin	Boherbue CA & DS Ltd
Jim Russell	Centenary Thurles Co-operative Society Ltd
James Lynch	Dairygold Co-operative Society Ltd
Martin Keane	Glanbia Co-operative Society Ltd
Michael O'Connor	Kerry Co-operative Creameries Ltd
Andrew McConkey	LacPactrick Co-operative Society Ltd
Alo Duffy	Lakeland Dairies Co-operative Society Ltd
<i>Tommy O'Riordan (replaced Robert Shannon)</i>	Lisavaird Co-operative Creamery Ltd
Martin O'Keeffe	North Cork Co-operative Creameries Ltd
Dermot O'Leary	Ornua Co-operative Society Ltd
<i>William Meagher (replaced Richard Donovan)</i>	Tipperary Co-op Creamery Ltd

ICOS MARTS COMMITTEE

Michael Spellman (Chairman)	Roscommon Co-operative Livestock Mart Ltd
Pat Duffy	Aurivo Co-operative Society Ltd
Jimmy Roche	Castleisland Co-operative Society Ltd
Ray Dempsey	Central Auctions Services Co-operative Society Ltd
Liam Williams	Clare Marts Ltd
Gus Murphy	Cork Co-operative Marts Ltd
Charlie Doherty	Inishowen Co-operative Society Ltd
John Cott	Kanturk Co-operative Mart Ltd
Michael Parsons	Kilkenny Co-operative Livestock Mart Ltd
Francis Burke	Mid-Tipperary Co-operative Livestock Mart
Gerry Hoade	Tuam Co-operative Livestock Mart Ltd
Tom Doyle	Wexford Farmers Co-operative Society Ltd

ICOS RURAL BUSINESS COMMITTEE

James O'Donnell (Chairman)	NCFRS Ltd (National Co-operative Farm Relief Services Ltd)
Michael Coleman	Barryroe Co-operative Society Ltd
<i>Dominic Cronin (replaced Jerry Long)</i>	Boherbue Co-operative Agricultural & Dairy Society Ltd
Liam Williams	Clare Marts Ltd
Gerry Reilly	Commercial Mushroom Producers Ltd
Teddy Cashman	IFAC Ltd (Irish Farm Accounts Co-operative Society Limited)
James Kane	IFAC Ltd (Irish Farm Accounts Co-operative Society Limited)
Sean Finan	Macra na Feirme
<i>Aidan McNabola (replaced Paddy Ward)</i>	National Federation of Group Water Schemes Society Ltd
Michael Spellman	Roscommon Livestock Mart Ltd
<i>Andrew Boylan (replaced Seumas O'Brien)</i>	Sicin Co-operative Society Ltd
<i>William Meagher (replaced Richard Donovan)</i>	Tipperary Co-op Creamery Ltd
<i>Vacant due to the retirement of Jimmy Roche, Castleisland Co-operative Society Ltd</i>	

ICOS CLIMATE CHANGE WORKING GROUP

Martin Keane (Chairman)	ICOS Ltd
Michael Spellman (Vice Chairman)	ICOS Ltd
Jerry Long	ICOS Ltd
Jerry Ryan	Arrabawn Co-operative Society Ltd
Anthony Walsh	Aurivo Co-operative Society Ltd
Enda Buckley	Carbery Ltd
Dave Fitzgerald	Dairygold Co-operative Society Ltd
Audrey O'Shea	Glanbia Ingredients Ireland
Sean McCarthy	Kerry Agribusiness
Paul Crossan	LacPactrick Co-operative Society Ltd
Rory Farrell	Lakeland Dairies Co-operative Society Ltd
Jeanne Kelly	Ornua Co-operative Society Ltd
Kieran Maguire	Tipperary Co-op Creamery Ltd

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

STATEMENT OF THE SOCIETY'S AND THE BOARD'S RESPONSIBILITIES

The Board is responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

The Industrial and Provident Societies Acts 1893 to 2014 require the directors to prepare financial statements for each financial year. Under that legislation, the Board has elected to prepare the Society's financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

The Society's financial statements are required by law to give a true and fair view of the estate of affairs of the Society and of its profit or loss for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Board is responsible for keeping adequate accounting records enable them to ensure that the financial statements of the Society are prepared in accordance with the requirements of the Industrial and Provident Societies Act 1893 to 2014. The members of the Board are also responsible for taking such steps as are reasonably open to them to safeguard the assets of the Society and to prevent and detect fraud and other irregularities.

The Board is also responsible for preparing the Annual Report and ensuring that it complies with the requirements of the Industrial and Provident Societies Acts 1893 to 2014.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board

President: Martin Keane



Vice President: Michael Spellman



Secretary: T. J. Flanagan





INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

We have audited the financial statements of Irish Co-operative Organisation Society Limited ('the Society') for the year ended 31 December 2016 which comprise the statement of profit and loss account and other comprehensive income, the balance sheet, the statement of changes in equity, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*. Our audit was conducted in accordance with International Standards on Auditing (ISAs) (UK & Ireland).

OPINIONS AND CONCLUSIONS ARISING FROM OUR AUDIT

1 Our opinion on the financial statements is unmodified

In our opinion, the financial statements:

- give a true and fair view of the state of affairs of the Society as at 31 December 2016 and of its surplus for the year then ended; and
- have been properly prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

2 Our conclusions on the other matter on which we are required to report by the Industrial and Provident Societies Act 1893 is set out below

As required by section 13(2) of the Industrial and Provident Societies Act 1893, we examined the balance sheets showing the receipts and expenditure, fund and effects of the society, and verified the same with the books, deeds, documents, accounts and vouchers relating thereto, and found them to be correct, duly vouched, and in accordance with law.

3 We have nothing to report in respect of matters on which we are required to report by exception

ISAs (UK & Ireland) require that we report to you if, based on the knowledge we acquired during our audit, we have identified information in the annual report that contains a material inconsistency with either that knowledge or the financial statements, a material misstatement of fact, or that is otherwise misleading.

BASIS OF OUR REPORT, RESPONSIBILITIES AND RESTRICTIONS ON USE

As explained more fully in the Statement of Society's and the Board's Responsibilities set out on page 1, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK & Ireland). Those standards require us to comply with the Financial Reporting Council's Ethical Standards for Auditors.

An audit undertaken in accordance with ISAs (UK & Ireland) involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Society's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED - CONTINUED

In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Whilst an audit conducted in accordance with ISAs (UK & Ireland) is designed to provide reasonable assurance of identifying material misstatements or omissions it is not guaranteed to do so. Rather the auditor plans the audit to determine the extent of testing needed to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements does not exceed materiality for the financial statements as a whole. This testing requires us to conduct significant audit work on a broad range of assets, liabilities, income and expense as well as devoting significant time of the most experienced members of the audit team, in particular the engagement partner responsible for the audit, to subjective areas of the accounting and reporting.

Our 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 those matters 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 opinions we have formed.

A handwritten signature in blue ink, appearing to read 'Colm O'Sé'.

Colm O'Sé
for and on behalf of
KPMG

Chartered Accountants, Statutory Audit Firm
1 Stokes Place
St. Stephen's Green
Dublin 2
Ireland

28 April 2017

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

STATEMENT OF PROFIT AND LOSS ACCOUNT AND OTHER COMPREHENSIVE INCOME**FOR THE YEAR ENDED 31 DECEMBER 2016**

	Note	2016 €	2015 €
Turnover	2	1,885,464	1,886,997
Payroll costs	3	(874,752)	(923,412)
Travel and services	3	(309,074)	(326,953)
Other overheads	3	(432,168)	(387,256)
Finance costs	3	(1,493)	(14,699)
		<hr/>	<hr/>
Surplus for the year before state grant and taxation		267,977	234,677
State grant		12,000	12,000
		<hr/>	<hr/>
Surplus on ordinary activities before taxation		279,977	246,677
Taxation	4	(21,071)	(31,369)
		<hr/>	<hr/>
Surplus for the year		258,906	215,308
		<hr/> <hr/>	<hr/> <hr/>

All income and expenditure arises solely from continuing operations. No gains or losses were recognised in the current or prior years other than those recognised in the Statement of profit and loss account.

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED
BALANCE SHEET
FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	2016 €	2015 €
Fixed assets	5	69,672	74,884
Current assets			
Bank balances and cash		809,258	1,100,583
Debtors	6	103,207	199,571
		912,465	1,300,154
Creditors due within one year	7	(271,441)	(923,248)
Net current assets		641,024	376,906
Net assets		710,696	451,790
Capital employed			
Share capital	9	134	134
General revenue account surplus		710,562	451,656
Members' funds		710,696	451,790

On behalf of the Board:

President: Martin Keane



Vice President: Michael Spellman



Secretary: T. J. Flanagan



IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2016

	Called up share capital	General revenue account	Total
	€	€	€
Balance at 1 January 2015	134	236,348	236,482
Total comprehensive income for the year			
Surplus for the year	-	215,308	215,308
	<hr/>	<hr/>	<hr/>
Total comprehensive income for the year	-	215,308	215,308
	<hr/>	<hr/>	<hr/>
Balance at 31 December 2015	134	451,656	451,790
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Balance at 1 January 2016	134	451,656	451,790
Total comprehensive income for the year			
Surplus for the year	-	258,906	258,906
	<hr/>	<hr/>	<hr/>
Total comprehensive income for the year	-	258,906	258,906
	<hr/>	<hr/>	<hr/>
Balance at 31 December 2016	134	710,562	710,696
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	2016 €	2015 €
Cash flows from operating activities			
Profit for the year		258,906	215,308
<i>Adjustments for:</i>			
Depreciation and amortisation		15,030	13,929
Loss on disposal of fixed assets		-	788
Interest payable and similar charges		1,493	1,471
Taxation		21,071	31,369
		<hr/>	<hr/>
		296,500	262,865
Decrease/(increase) in trade and other debtors		106,444	36,017
(Decrease)/increase in trade and other creditors		(370,978)	34,725
		<hr/>	<hr/>
		31,966	333,607
Tax paid		(61,980)	260
		<hr/>	<hr/>
Net cash from operating activities		(30,014)	333,867
		<hr/>	<hr/>
Cash flows from investing activities			
Acquisition of tangible fixed assets		(9,818)	(13,547)
		<hr/>	<hr/>
Net cash from investing activities		(9,818)	(13,547)
		<hr/>	<hr/>
Cash flows from financing activities			
Interest paid		(1,493)	(1,471)
Repayment of Golden Jubilee Trust loan		(250,000)	(259,570)
Repayment of bank loan		-	(20,477)
		<hr/>	<hr/>
Net cash from financing activities		(251,493)	(281,518)
		<hr/>	<hr/>
Net increase in cash and cash equivalents		(291,325)	38,802
Cash and cash equivalents at 1 January		1,100,583	1,061,781
		<hr/>	<hr/>
Cash and cash equivalents at 31 December 2016		809,258	1,100,583
		<hr/>	<hr/>

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

NOTES

FORMING PART OF THE FINANCIAL STATEMENTS

1 Accounting policies

1.1 Basis of preparation and measurement convention

The financial statements have been prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*, as issued in August 2014, and Irish statute comprising the Industrial Provident Societies Acts, 1893 to 2014 under the historical cost convention.

1.2 Going concern

The financial statements have been prepared on a going concern basis which assumes the Society will have sufficient funding and cash resources to continue its operation, without material curtailment, for the foreseeable future.

The Board has prepared and approved financial and cash flow projections for the Society for the period up to 31 December 2019. On that basis, the Board considers that the Society will generate sufficient cash so as to allow the Society to continue in operational existence for the foreseeable future and has prepared the financial statements on a going concern basis.

1.3 Societies' contributions

Contributions from societies are recognised in profit or loss in the year in which such contributions are received and arrears are not included at the year end.

1.4 Other income

Income, other than Societies' contributions, represents the value of services supplied to external customers. Such income is recognised in profit or loss when the relevant services are provided.

1.5 Fixed assets

Fixed assets are stated at cost or deemed cost less accumulated depreciation.

Depreciation is calculated in order to write off the cost of the fixed assets over their estimated useful lives by equal annual instalments. The estimated useful lives of fixed assets by reference to which depreciation is calculated are as follows:

Furniture, fittings and equipment	10 years
Computer equipment	3 years
Motor vehicles	5 years
Artwork	-

1.6 Retirement benefits

The defined contribution pension charge to operating profit comprises the contribution payable to the scheme for the year.

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

NOTES (CONTINUED)

1 Accounting policies (continued)

1.7 Taxation

Tax on the surplus or deficit for the year comprises current and deferred tax. Tax is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on timing differences which arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements. Deferred tax is not recognised on permanent differences arising because certain types of income or expense are non-taxable or are disallowable for tax because certain tax charges or allowances are greater or smaller than the corresponding income or expense.

Deferred tax is measured at the tax rate that is expected to apply to the reversal of the related difference, using tax rates enacted or substantively enacted at the balance sheet date. Deferred tax balances are not discounted.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

2 Turnover

	2016	2015
	€	€
Societies' contributions received	1,265,937	1,254,208
Other income and management recharges	93,955	113,454
Seminars, training and education	475,572	469,335
Grants and management recharges received from The Golden Jubilee Trust Fund	50,000	50,000
	<hr/>	<hr/>
	1,885,464	1,886,997
	<hr/>	<hr/>

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

NOTES (CONTINUED)

3 Expenditure

	2016	2015
	€	€
Payroll		
Salaries and state insurance	808,317	824,970
Pension cost	66,435	98,442
	<u>874,752</u>	<u>923,412</u>
Travel and services		
Travel expenses	188,487	204,288
Public relations, education and training	85,241	92,642
Postage and telecommunications	24,519	19,764
Printing and stationery	10,827	10,259
	<u>309,074</u>	<u>326,953</u>
Overheads		
Rent, rates, light, insurance and household expenses	126,945	134,410
Subscriptions	44,225	43,548
Professional fees	132,263	70,185
Maintenance and repairs	28,309	29,989
Depreciation of fixed assets	15,029	13,929
Plunkett Institute	5,118	4,863
Miscellaneous expenses	80,279	90,332
	<u>432,168</u>	<u>387,256</u>
Finance costs		
Finance expense - pension	-	13,228
Interest and charges	1,493	1,471
	<u>1,493</u>	<u>14,699</u>

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

NOTES (CONTINUED)

4 Taxation

	2016	2015
	€	€
Current tax		
Irish corporation tax charge on surplus for the year	21,071	31,369
	<hr/>	<hr/>
Total tax charge for the year	21,071	31,369
	<hr/>	<hr/>

The current tax charge for the year is different from the credit/(charge) that would result from applying the standard rate of Irish corporation tax to the surplus for the year. The differences are explained below:

	2016	2015
	€	€
Surplus for the year	258,906	215,308
	<hr/>	<hr/>
Total tax charge	21,071	31,369
	<hr/>	<hr/>
Surplus excluding tax	279,977	246,677
	<hr/>	<hr/>
Surplus for year multiplied by the average rate of Irish corporation tax for the year of 12.5%	34,997	30,835
<i>Effect of:</i>		
Non-taxable grant income	(1,500)	(1,500)
Income taxed at higher rate	69	162
Expenses not deductible for tax purposes	12	-
Movement on unrecognised deferred tax	(12,507)	1,872
	<hr/>	<hr/>
Total tax expense for the year	21,071	31,369
	<hr/>	<hr/>

All current tax is recorded in the income and expenditure account.

Deferred tax assets of €22,520 (2015: €24,028) have not been recognised.

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

NOTES (CONTINUED)

5 Fixed assets	Furniture, fittings and equipment	Computer equipment	Art work	Total
	€	€	€	€
Cost/valuation				
At 31 December 2015	37,536	99,563	47,500	184,599
Additions	-	9,818	-	9,818
At 31 December 2016	37,536	109,381	47,500	194,417
Accumulated depreciation				
At 31 December 2015	34,165	75,550	-	109,715
Charge for year	1,453	13,577	-	15,030
At 31 December 2016	35,618	89,127	-	124,745
Net book amounts				
At 31 December 2016	1,918	20,254	47,500	69,672
At 31 December 2015	3,371	24,013	47,500	74,884

6 Debtors	2016	2015
	€	€
Trade debtors	8,107	9,691
Prepayments and other debtors	34,197	62,929
Corporation tax	10,079	-
Amounts due from related parties:		
ICOS Skillnet project	-	35,087
Golden Jubilee Trust Fund	7,925	12,586
Irish Co-operative Societies Pension Scheme	42,899	70,710
Dairy Executives Pension Scheme	-	8,568
	103,207	199,571

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED

NOTES (CONTINUED)

7 Creditors: amounts falling due within one year	2016	2015
	€	€
Creditors and accruals	230,841	587,591
PAYE and VHI	29,504	29,526
VAT	11,096	24,502
Corporation tax	-	31,629
Amounts due to related parties:		
<i>Golden Jubilee Trust Fund</i>	-	250,000
	<hr/>	<hr/>
	271,441	923,248
	<hr/>	<hr/>

8 Retirement benefits

The Society's contributions to PRSA's are charged to the income and expenditure accounts as incurred and amounted to €66,435 (2015: €111,670) in the year.

9 Share capital	Number	€
At 31 December 2016	134	134
	<hr/>	<hr/>
There was no change in the number of affiliates at year end.		

IRISH CO-OPERATIVE ORGANISATION SOCIETY LIMITED**NOTES (CONTINUED)****10 Related parties***Transactions with key management personnel*

Total compensation of key management personnel (including the directors) in the year amounted to €224,218 (2015: €208,225).

11 Accounting estimates and judgements*Key sources of estimation uncertainty*

The preparation of financial statements in conformity with FRS 102 requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

In the opinion of the directors there are no sources of estimation uncertainty which may cause material adjustment to the financial statements going forward.

12 Approval of financial statements

The Board approved the financial statements on 28 April 2017.

CO-OPERATIVE STATISTICS: DAIRY CO-OPERATIVE STATISTICS

Dairy Co-operative Societies & Associated Trading Entities 2015										Balance sheet €'000				
Society			Trading performance €'000			Net profit / (loss) as a % sales	Assets employed		Financed by			Debt / equity ratio		
			Members	Employees (inc part / time)	Total sales		EBITDA	Net profit / (loss) before tax	Tangible fixed assets	Total assets less current liabilities	Shareholders / Members Funds		Bank overdraft / loans & finance leases	Other
1	Arrabawn Co-operative Society Ltd		3,740	354	205,148	6,243	1,414	0.69%	38,455	49,217	44,282	1,712	3,223	3.87%
2	Bandon CA&DS Ltd		690	285	125,120	8,937	6,733	5.38%	13,555	79,230	74,546	2,738	1,946	3.67%
3	Barryroe Co-operative Ltd		600	275	116,345	7,711	5,952	5.12%	13,988	103,845	90,620	7,245	5,980	7.99%
4	Boherbue CA&DS Ltd		180	45	19,465	-158	-305	-1.57%	2,956	11,096	9,955	0	1,141	0.00%
5	Callan CA&DS Ltd		170	33	16,608	760	501	3.02%	2,076	14,816	12,483	0	2,333	0.00%
6	Centenary Thurles Co-operative Society Ltd		1,262	121	79,535	2,443	1,375	1.73%	15,027	62,860	54,811	0	8,049	0.00%
7	Aurivo Co-operative Society Ltd		14,000	684	419,902	4,858	-2,629	-0.63%	27,528	90,199	49,725	9,179	31,295	18.46%
8	Dairygold Co-operative Society Ltd		7,150	1,190	784,869	45,338	18,985	2.42%	263,485	433,245	315,525	88,660	29,060	28.10%
9	Drinagh Co-operative Ltd		2,300	185	109,008	8,725	6,940	6.37%	23,919	131,740	118,234	12,180	1,326	10.30%
10	Drombane CA&DS Ltd		200	9	7,067	-1,568	-1,614	-22.84%	507	8,278	6,415	0	1,863	0.00%
11	Fealesbridge & Headleysbridge Co-op Dairy Society Ltd		* 343	9	8,642	-2	-21	-0.24%	326	2,807	2,807	0	0	0.00%
12	Glanbia Co-operative Society Ltd		17,837	6,015	2,774,326	244,661	218,696	7.88%	586,190	2,126,788	1,063,073	584,243	479,472	54.96%
13	Ornua Co-operative Ltd		38	3,642	2,543,413	86,091	72,491	2.85%	156,095	756,893	526,398	8,406	222,089	1.60%
14	Kerry Co-operative Creameries Ltd		13,000	23,000	6,104,900	698,700	593,400	9.72%	1,431,500	5,535,200	2,790,100	2,011,500	733,600	72.09%
15	Lakeland Dairies Co-operative Society Ltd		4,658	696	588,499	29,569	12,795	2.17%	114,111	167,484	109,042	42,797	15,645	39.25%
16	Lee Strand Co-operative Creamery Ltd		248	90	18,446	242	-702	-3.81%	8,252	13,785	11,871	744	1,170	6.27%
17	Lisavaird Co-operative Creamery Ltd		1,162	145	71,359	6,738	5,064	7.10%	12,140	78,885	73,733	3,378	1,774	4.58%
18	Maudabawn Co-op & Dairy Society Ltd		190	8	9,447	120	82	0.87%	0	0	0	0	0	0.00%
19	Mullinahone Co-operative Dairy Society Ltd		* 51	76	27,402	1,032	590	2.15%	2,851	7,144	7,036	0	108	0.00%
20	Newtownsandes Co-operative Dairy Society Ltd		281	11	11,564	-86	-116	-1.00%	65	4,550	5,257	0	-707	0.00%
21	North Cork Co-opoative Creameries Ltd		345	69	60,704	222	-1,298	-2.14%	8,445	17,984	16,718	0	1,266	0.00%
22	Tipperary Co-operative Creamery Ltd		1,849	205	175,674	4,308	1,232	0.70%	22,340	38,058	32,052	14,020	-8,014	43.74%
23	LacPatrick Co-operative Ltd		586	304	80,456	2,348	678	0.84%	60,543	89,998	80,452	0	9,546	0.00%
Total			70,880	37,451	14,357,899	1,157,232	940,243	6.55%	2,804,354	9,824,102	5,495,135	2,786,802	1,542,165	50.71%

CO-OPERATIVE STATISTICS: MART CO-OPERATIVE STATISTICS

Mart Co-operative Societies 2015										Balance sheet €'000					
Trading performance €'000				Assets employed						Financed by					
Society	Members	Employees (inc part / time)	Total sales	EBITDA	Net profit / (loss) before tax	Net profit / (loss) as a % sales	Tangible fixed assets	Total assets less current liabilities	Shareholders / Members Funds	Bank overdraft / loans & finance leases	Other	Debt / equity ratio			
1 Athenry Co-operative Mart Ltd	1,600	25	861	184	93	10.80%	1,307	3,837	3,828	9	0	0.24%			
2 Ballyjamesduff Co-operative Livestock Mart Ltd	464	49	25,880	106	41	0.16%	1,037	3,667	3,660	7	0	0.19%			
3 Castleisland Co-operative Mart Ltd	310	19	29,353	130	64	0.22%	2,164	3,173	3,120	0	53	0.00%			
4 Castlereagh Co-operative Livestock Mart Ltd	730	35	1,095	278	240	21.92%	1,130	2,317	2,317	0	0	0.00%			
5 Central Auctions Services Co-operative Society Ltd	1,490	31	1,471	389	270	18.35%	2,466	5,136	4,980	0	156	0.00%			
6 Clare Marts Ltd	2,397	41	2,003	541	402	20.07%	3,226	7,603	6,757	0	846	0.00%			
7 Cork Co-operative Marts Ltd	9,915	90	13,282	2,134	1,513	11.39%	34,910	33,824	19,710	12,519	1,595	63.52%			
8 East Donegal Co-operative Livestock Mart Ltd	*	22	491	70	46	9.37%	465	1,260	1,258	2	0	0.16%			
9 Marglann an Daingean Teo (Dingle Mart)	398	16	266	68	25	9.40%	516	500	-293	793	0	-270.65%			
10 Golden Vale Co-operative Mart Ltd	5,023	107	7,370	3,638	2,205	29.92%	4,756	43,663	22,803	19,020	1,840	83.41%			
11 Iveragh Co-operative Farmer Mart Society Ltd	*	7	225	39	15	6.67%	315	367	240	35	92	14.58%			
12 Kanturk Co-operative Mart Ltd	170	20	545	131	72	13.21%	1,600	1,923	1,230	374	319	30.41%			
13 Kenmare Livestock Mart Co-op Society Ltd	380	17	482	98	82	17.01%	481	1,144	1,142	0	2	0.00%			
14 Kilkenny Co-operative Livestock Ltd	1,695	34	2,235	1,004	433	19.37%	11,010	10,039	3,551	6,406	82	180.40%			
15 Kingdom Co-operative Livestock Mart Ltd	727	10	372	150	83	22.31%	1,062	2,256	1,365	891	0	65.27%			
16 Leinster Co-operative Marts Ltd	950	18	653	87	38	5.82%	2,179	1,977	1,482	0	495	0.00%			
17 Mayo Sligo Co-operative Mart Ltd	*	28	731	218	166	22.71%	1,023	4,020	4,020	0	0	0.00%			
18 Mid Kerry Co-operative Mart Ltd	*	10	319	87	64	20.06%	493	663	663	0	0	0.00%			
19 Mid Tipperary Co-operative Livestock Society Ltd	830	26	828	180	76	9.18%	871	1,736	1,795		-59	0.00%			
20 Roscommon Co-operative Livestock Mart Ltd	524	26	921	174	151	16.40%	2,756	3,166	2,490	676	0	27.15%			
21 Templemore Co-operative Livestock Mart Ltd	800	0	8,978	20	9	0.10%	192	591	590	0	1	0.00%			
22 Tuam Co-operative Livestock Mart Ltd	*	20	3,846	311	240	6.24%	843	2,160	2,160	0	0	0.00%			
23 Waterford Ross Co-operative Mart Ltd	*	24	201	236	215	106.97%	666	1,117	1,049	68	0	6.48%			
24 Wexford Farmers Co-operative Society Ltd	4,000	48	24,017	-3,061	-3,241	-13.49%	8,798	6,783	4,360	2,850	-427	65.37%			
25 Elphin Co-operative Livestock Mart Ltd	679	23	569	118	92	16.17%	776	1,179	1,066	90	23	8.44%			
26 Inishowen Co-operative Society Limited	2,007	64	16,792	1,610	1,344	8.00%	4029	13,389	13,362	0	0	0.00%			
Total	39,536	810	143,786	8,940	4,738	3.30%	89,071	157,490	108,705	43,740	5,018	40.24%			

CO-OPERATIVE STATISTICS: OTHER CO-OPERATIVE STATISTICS

Other Co-operative Societies 2015										Balance sheet €'000							
										Assets employed			Financed by				
Society		Members	Employees (Inc part / time)	Total sales	EBITDA	Net profit / (loss) before tax	Net profit / (loss) as a % sales	Tangible fixed assets	Total assets less current liabilities	Shareholders / Members Funds	Bank overdraft / loans & finance leases	Other	Debt / equity ratio				
CATTLE BREEDING SOCIETIES																	
1	South Eastern Cattle Breeding Society Ltd	8	41	6,165	738	586	9.51%	7,225	9,543	8,850	538	155	6.08%				
STORE SOCIETIES																	
2	Templecraone Co-operative Agricultural Society Ltd	*	1,407	13,340	359	-93	-0.70%	8,716	648	9,676	644	-9,672	6.66%				
3	Corcaghan CA&DS Ltd	*	299	2,342	150	63	2.69%	75	2,643	2,643	0	0	0.00%				
4	Mayo Abbey Co-operative Argricultural & Dairy Society	*	0	1,017	9	8	0.79%	4	306	306	0	0	0.00%				
5	Clonleigh Co-operative Agricultural Society Ltd	*		23,228	514	392	1.69%	1,340	4,809	4,809	0	0	0.00%				
SPECIALIST BREEDING SOCIETIES																	
6	Irish Angus Cattle Society Ltd		1,582	2	314	27	8.60%	152	765	765	0	0	0.00%				
7	Irish Charolais Cattle Society Ltd	*	6,141	5	726	-81	-12.67%	27	1,659	1,659	0	0	0.00%				
8	Irish Limousin Cattle Society Ltd		2,474	5	572	25	3.15%	262	1,103	1,102	0	1	0.00%				
9	Irish Charolais Sheep Society Ltd	*	262	0	101	25	21.78%	1	58	58	0	0	0.00%				
RURAL DEVELOPMENT & MISCELLANEOUS SOCIETIES																	
10	National Federation of Group Water Schemes Ltd	*	391	10	392	-337	-85.71%	17	736	736	0	0	0.00%				
11	Bulgaden Group Water Scheme Co-op Society Ltd	*	130	0	49	11	8.16%	79	115	53	0	62	0.00%				
12	Kilmovee/Urlaur GWS Co-op Society Ltd	*	703	1	187	-9	-4.81%	0	162	162	0	0	0.00%				
13	Newtowndaly Group Water Scheme Co-operative Society Ltd	*	94	0	11	1	81.82%	1	40	56	0	-16	0.00%				
14	Country Markets Ltd	*	2,135	1	1,863	-21	-1.23%	12	200	200		0	0.00%				
15	Commercial Mushroom Producers Co-op Society Ltd		45	23	215,678	1,128	-0.07%	6,040	6,925	928	5,577	420	600.97%				
16	Irish Farm Accounts Co-operative Society Ltd (IFAC)	*	17,116	140	14,070	1,247	5.66%	4,550	14,572	14,572	0	0	0.00%				
17	Irish Horse Board Co-operative Ltd	*	26,921	0	189	4	2.12%	0	213	213	0	0	0.00%				
18	Farm Development Co-operative Ltd		479	0	303	258	61.39%	3,176	3,365	2,895	442	28	15.27%				
19	National Co-operative Farm Relief Services Ltd		8	83	11,160	921	7.93%	241	3,026	3,026	0	0	0.00%				
20	Narin Portnoo Rosbeg Community Co-op Society Ltd	*	327	0	12	36	1	784	819	323	0	496	0.00%				
21	Caravan, Camping and Mobile Home Society Ltd	*	124	0	140		0.00%	0	194	194	0	0	0.00%				
22	The Kerry Bog Pony Co-op Society Ltd	*	214	0	4	-22	-650.00%	0	7	7	0	0	0.00%				
23	Blackstairs Group Water Scheme Society Ltd	*	189	2	196	64	32.14%	288	509	509	0	0	0.00%				
24	Sicin Co-operative Society Ltd		62	2	116,163	8	0.00%	0	-6	-6	0	0	0.00%				
25	Unity Co-operative Society Ltd	*	7	2	218	37	11.47%	2	33	33	0	0	0.00%				
26	Peterswell - Castledaly GWS Co-op Society Ltd	*	358	0	110	-9	-8.18%	144	267	267	0	0	0.00%				
27	Inishowen Tourism Society Ltd	*		128	9	8	6.25%	1	27	27	0	0	0.00%				
28	CBC Group Water Scheme Society Ltd	*	1	305	50	3	0.98%	717	1,083	1,083	0	0	0.00%				
29	Co Clare Agricultural Show Society Ltd		0	86	18	7	8.14%	234	190	190	0	0	0.00%				
30	Comharchumann Chleire Teoranta	*		26	616	63	-17	1,197	1,248	673	54	521	8.02%				
31	Corduff Corraharra Group Water Scheme Society Ltd		642	2	262	53	20.23%	157	531	531	0	0	0.00%				
32	Galway Taxi Co-operative Society Ltd		87	9	456	37	6.58%	52,356	88,787	88,787	0	0	0.00%				
33	Sraheen Group Water Scheme co-operative Society Ltd		236	0	106	81	7.55%	434	89	89	0	0	0.00%				
34	Milltown Community GWS Co-op Society Ltd	**	447	3	0	0	0.00%	0	0	0	0	0	0.00%				
35	Kilcoran New Burgess Group Water Scheme Co-op Ltd		108	0	29,202	27	8	122	188	78	0	110	0.00%				
36	Irish Milk Quality Co-operative Society Ltd (IMQCS)		230	0	35	3	8.57%	0	43	43	0	0	0.00%				
37	Co-op Animal Health Ltd		69	31,489	-264	-509	-1.62%	2,118	6,120	5,150	123	847	2.39%				
38	Oldcastle Co-operative Creamery Ltd		587	8	2,703	90	2.26%	882	1,393	1,135	249	9	21.94%				
Total			63,813	557	473,938	5,249	0.42%	91,354	152,410	151,822	7,627	-7,039	5.02%				

CO-OPERATIVE STATISTICS: FISHING AND SUMMARY CO-OPERATIVE STATISTICS

Fishing Co-operative Societies 2015										Balance sheet €'000			
										Financed by			
Society	Members	Employees (inc part / time)	Total sales	EBITDA	Net profit / (loss) before tax	Net profit / (loss) as a % sales	Tangible fixed assets	Total assets less current liabilities	Shareholders / Members Funds	Bank overdraft / loans & finance leases	Other	Debt / equity ratio	
1 Clogherhead Fishermen's Co-op Ltd		8	13,979	279	250	1.79%	27	606	606	0	0	0.00%	
Total	0	8	13,979	279	250	1.79%	27	606	606	0	0	0.00%	

Summary Co-operative Statistics 2015					
	Total	Dairies	Marts	Fishing	Others
Number of Societies Statistics Presented	88	23	26	1	38
Members	174,229	70,880	39,536	0	63,813
Employees	38,826	37,451	810	8	557
Trading Performance (€'000)					
Total Sales	14,989,602	14,357,899	143,786	13,979	473,938
Net profit / (loss) before tax	947,239	940,243	4,738	250	2,008
Net Profit / (Loss) as a % of Sales	6.32%	6.55%	3.30%	1.79%	0.42%
Balance Sheet (€'000)					
Tangible fixed assets	2,984,806	2,804,354	89,071	27	91,354
Total assets less current liabilities	10,134,608	9,824,102	157,490	606	152,410
Shareholders / Members Funds	5,756,268	5,495,135	108,705	606	151,822
Bank overdraft / loans & finance leases	2,838,169	2,786,802	43,740	0	7,627
Other	1,540,144	1,542,165	5,018	0	-7,039
Debt / equity ratio	49.31%	50.71%	40.24%	0.00%	5.02%

* 2014 information, ** Not all information received

Other Societies Not Listed: Wexford Milk Producers Co-operative Society Ltd, Societies Not Listed, Foyle Fishermen's Co-operative Ltd, Donegal Co-operative Fisheries Ltd, Iveragh Fishermen's Co-operative Society Ltd, Castletownbere Fishermen's Co-operative Ltd, Burtonport Fishermen's Co-operative Society Ltd, Kilally Ballinrush Group Water Scheme Society Ltd, Lino Leader Co-operative Society Limited, Kilbarron GWS Society Ltd, Comharumann Shailarna Teoranta, Kilgalligan GWS Co-op Society Ltd, Comharumann Naomh Fhionain Teoranta, Killarney Water Co-op Society Ltd, Claran Group Water Scheme Society Ltd, Kinalack & District Community Co-op Society Ltd, Cloonsaran Group Water Scheme Co-operative Society Ltd, Kylemore-Abbey GWS Co-op Society Ltd, Comhar Conradh Na Boirne Teoranta, Loughmore Community Co-operative Society Ltd, Glencar GWS Co-op Society Ltd, Milzen Tourism Co-operative Society Ltd, Corohan Group Water Scheme Co-operative Society Ltd, Mount Jubilee Group Water Scheme Co-operative Society Ltd, Derrycorrib/Dooihoma Group Water Scheme Co-op Ltd, Roughly Valley Co-operative Society Ltd, Droimeann Cattle Society Ltd, Sheepgrange Group Water Scheme Co-operative Society Ltd, Tipperary Community Radio Co-operative Society Ltd, Ballinabanaba Group Water Scheme Co-operative Society Ltd, Ballymachugh Co-operative Society Ltd, Doapey CA & DS Ltd, Progressive Genetics Co-operative Society Ltd,

Breed Societies Not Listed:

Irish Texel Sheep Society Ltd, Montbelliarde Cattle Society of Ireland Ltd, Irish Pedigree Cattle Breeders Society, Irish Simmental Cattle Society Ltd

**Head Office**

The Plunkett House
84 Merrion Square
Dublin 2
Tel: +353 1 676 4783
Email: info@icos.ie

ICOS Southern Office

Unit 15, Innovation Works
National Technology Park
Limerick
Tel: +353 61 503066
Email: james.doyle@icos.ie

Brussels Office

Rue de Trèves 61
1040 Brussels
Belgium
Tel: +32 2 231 0685
Email: alison.graham@icos.ie

www.icos.ie



Irish Co-operative Organisation Society



ICOS



ICOSDUBLIN