

New Horizons

GRAIN GROWERS ASSOCIATION
STRATEGIC PLAN 2009–2013



Grain Growers Association's role in the Australian Grains Industry



What is our role?

"The objects of Grain Growers Association are to promote the development of Australian agricultural resources, including by promoting and fostering a sustainable, viable and efficient grains industry in Australia... (and) to generally promote the interests of grain producers including those that are members".

NEW HORIZONS is Grain Growers Association's (GGA) strategic response to seismic change in the Australian and global grains industry.

Export wheat marketing arrangements have changed. Some of the industry services we take for granted may not be provided in the future or will radically change. GGA's relationship with GrainCorp has changed.

As an independent company GGA now has the freedom to do new things for the good of the industry, and ultimately, for our members.

We have a mandate to effect positive change across the grains industry.

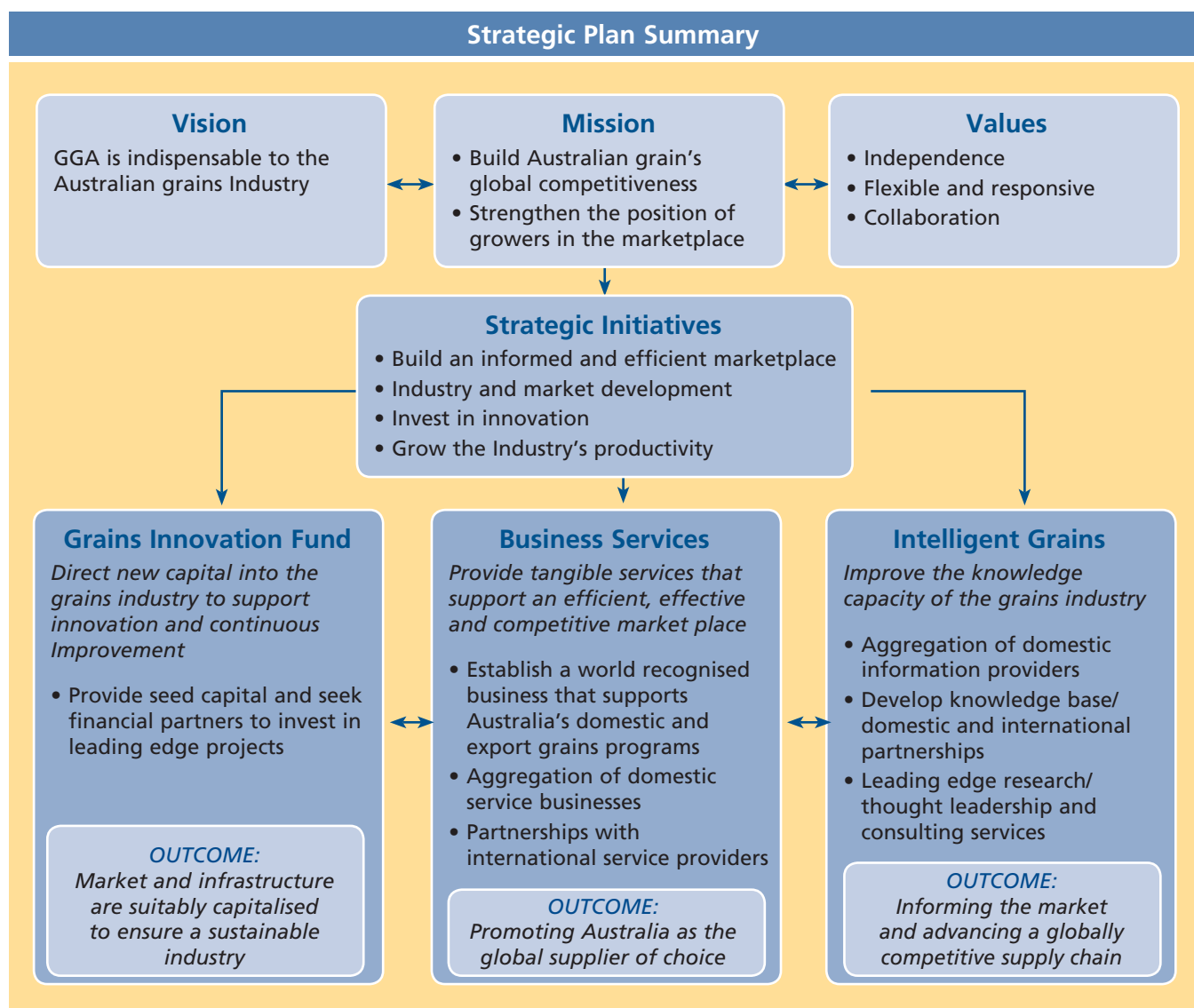
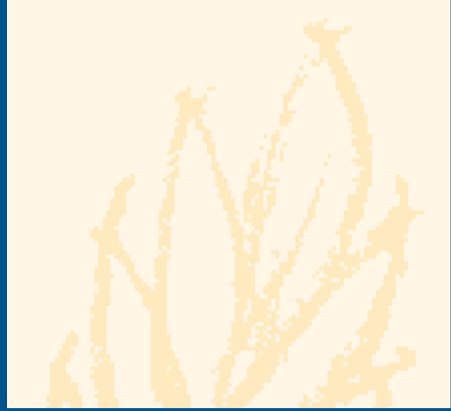
New Horizons 2009–2013 Strategic Plan

NEW HORIZONS is a plan for how GGA can thrive and deliver value in this new environment. The Board has named our 2009-2013 Strategic Plan New Horizons because GGA will be expanding its view across the industry.

We have revisited our vision, mission and values to reflect the new grains world.

GGA has identified four strategic priorities to add value to the industry.

- 1. Establish an informed and efficient marketplace,** so growers have reliable market intelligence, access to transparent grains pricing and payments to growers are efficient and reliable.
- 2. Provide industry promotion and market development,** both in Australia and globally.
- 3. Generate innovation** by making R&D reflect industry needs, ensuring growers get access to technology and improved industry processes.
- 4. Improve grains industry productivity** by investing and pushing for a more efficient grain production and supply chain.



Strategy in Action

To address these priorities GGA will establish three core business streams to provide information, tangible business services and capital investment in grains industry innovation.

Core GGA activities will be separated from the new business streams of Grains Innovation Fund and Business Services.

We will do this by keeping GGA's existing activities and services under the current GGA structure and by establishing

subsidiary companies, with separate boards, that will operate our Grains Innovation Fund and manage service businesses we acquire or develop.

Over the page is an explanation of what the GGA structure will look like when we have established the Grains Innovation Fund and Business Services companies.

Grain Growers Association's New Horizons Business Model



Grains Innovation Fund

Grains Innovation Fund will operate like a pro-industry investment fund targeted specifically at the grains industry, leveraging a portion of GGA's capital to attract other investors from the private sector and government to invest in leading-edge projects such as carbon farming, infrastructure and grains industry technology.

Projects that cause ripples of positive change and higher returns along the supply chain are priorities.

Business Services

Business Services will seek to establish a world-recognised business that supports Australia's domestic and export grains program, making sure that information and technical services the grains industry needs are readily available and are well capitalised. Business Services could be built on acquisitions of current industry service providers who need an injection of capital or to be merged with others to ensure sufficient scale to compete globally.

Intelligent Grains

GGA will revamp and re-badge some of its core services as 'Intelligent Grains' to help our members, the Australian grains industry and the world understand what we are seeking to do: informing the market and advancing a globally-competitive supply chain.

Core GGA activities will be separate from the new business streams of Grains Innovation Fund and Business Services.

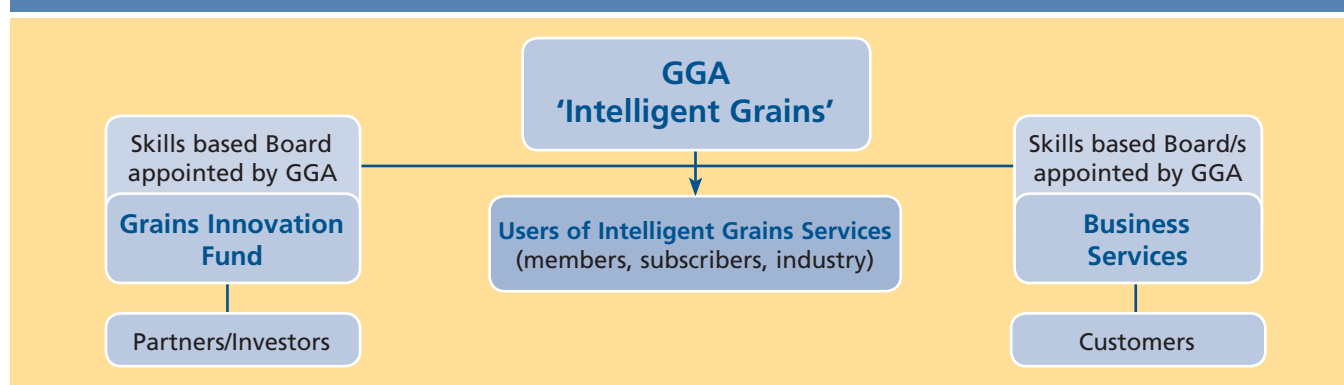
We will do this by keeping GGA's existing activities and services under the current GGA structure and by establishing subsidiary companies, with separate boards, that will operate our Grains Innovation Fund and manage service businesses we acquire or develop.

Priority Programs

GGA is now operating in line with the New Horizons strategy. The priorities are to establish the services business to plug some potential gaps in industry service provision.

GGA is also developing an enhanced information platform under the Intelligent Grains banner. Other initiatives will roll out progressively.

GGA New Horizons Business Model



If you want to find out more about New Horizons
and GGA's role in the Australian Grains Industry, please call our membership services staff:

Georgie Aley
Membership Liaison Officer
(02) 9886 2200
georgie@graingrowers.com.au

Heidi Cheney
Membership Liaison Officer
(02) 9886 2200
heidi@graingrowers.com.au