

Strategic Plan

2030

Delivering
for Dairy



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Acknowledgement of Country

Dairy Australia acknowledges the role of First Nations peoples and recognises their continuing connection to lands, waters and communities.

Disclaimer

The content of this publication is provided for general information only and has not been prepared to address your specific circumstances. We do not guarantee the completeness, accuracy or timeliness of the information.

Acknowledgement

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From the Chair

I am delighted to share the Dairy Australia Strategic Plan 2030.

The Australian dairy industry is a major contributor to the national economy. As the country's third largest rural industry with a farmgate value of nearly A\$6 billion, we play a significant role in agriculture and regional communities. Australia ranks fifth in global dairy trade, and our domestic consumption is among the highest per capita in the developed world.

Dairy Australia's strategy focuses on shaping a profitable, sustainable industry, with farm profitability at the centre of our investment – aiming to ensure that farm businesses and our broader industry can capitalise on the opportunities generated by dairy.

It sets three priorities that guide where we will focus our effort and investment – supporting farm businesses to deliver results today, prepare for future success, and sustain our industry for the long term.

Working together with industry, we've identified an overarching goal to ensure that dairy farms achieve competitive returns on total assets of five to six per cent, supported by four shared goals that aim to lift performance and deliver real impact on farm: increasing profitability, increasing feed productivity, increasing herd productivity, and remaining focussed on sustainable practices.

Around 80% of our investment will support farm profitability, while the remaining 20% will support market competitiveness and drive community trust. Our Strategic Performance Scorecard will reflect these allocations, with adjustments made if investment needs change.

The goals detailed in this strategy are deliberately aspirational.

However, I believe that setting a high target will push us to be better, and when we realise these goals, the opportunities for Australian dairy are enormous.

Co-created after 18 months of engagement and consultation with farmers and industry stakeholders, the plan will be delivered in collaboration with Australian Dairy Farmers, the Australian Dairy Products Federation, research partners, farmers, and government.

Together, we will support the success of Australian dairy farmers and help shape a profitable, sustainable future for our industry.



A handwritten signature in black ink, appearing to read 'PR', located to the right of the portrait.

Paul Roderick
Chair of Dairy Australia Board

From the CEO

Australian dairy farmers sit at the heart of a remarkable industry. You are food producers, business owners, animal welfare stewards, land managers, and innovators. Your professionalism, expertise and adaptability form the foundation of our industry's strength, and your work has and continues to earn the trust of Australian consumers and international markets alike.

Today's dairy businesses are sophisticated, multimillion dollar operations that must respond to diverse regional conditions, volatile markets and a fast-moving global landscape. As I've spoken with you at industry events and around your kitchen tables, those conversations have helped reinforce my commitment to work with – and for – you to ensure your farm businesses are well-placed to navigate this landscape.

The Dairy Australia Strategic Plan 2030 aims to ensure we continue to be a partner that understands and supports the realities of modern dairy farming.

It sharpens our focus on lifting farm business performance by accelerating innovation in feed, genetics and herd health, and supporting informed decision making through practical, regionally relevant research and tools.

The strategy provides a framework to guide our investment decisions and shape the services we deliver. These services create value across every farming system and business profile – small or large, grazed or TMR, family-owned or corporate, and everything in between. It also outlines Dairy Australia's priorities and the industry goals that will make a meaningful difference to farm businesses and to the broader industry.

The strategy also addresses areas where benefits aren't always immediately visible to farmers – areas where we need to lead.

This includes promoting the industry and building community trust by highlighting the work you do every day with your animals and farms, helping to strengthen relationships with our overseas markets so we retain access to our important trading partners.

It is grounded in the voices of farmers and industry partners. It reflects our shared ambitions and charts a clear path toward a profitable, sustainable and globally competitive future – and there is a great future for dairy in Australia.

I'm excited by the possibilities, inspired by the opportunities and incredibly proud of the many successes of our farmers, our research partners and our industry.

I look forward to working with all parts of the industry as we bring this plan to life and continue building an Australian dairy industry in which every farmer can share in the success.



A handwritten signature in black ink, reading "Matthew Shaffer". The signature is fluid and cursive, written over a thin horizontal line.

Dr Matthew Shaffer
Chief Executive Officer

Who we are and what we do

Dairy Australia makes every dollar count for dairy farmers by delivering research outcomes, extension services and practical tools and data that support improved farm performance, strengthening productivity and profitability and delivering greater value on-farm.

We also promote Australian dairy, expand market opportunities and drive community trust so the sector remains sustainable, competitive and valued – an industry we can all be proud of.

Our vision

To deliver world leading outcomes for dairy farmers that drive sustainable profitability through productivity.

Our purpose

To collectively invest in the ongoing success of dairy farmers and the industry.

Our members

Dairy Australia is a company limited by guarantee with two membership categories.

- Group A members are levy payers.
- Group B members are Australian Dairy Farmers Ltd and Australian Dairy Products Federation Inc.

An overview of corporate governance is available on the Dairy Australia website.

Who we work with

Dairy Australia works with trusted partners so that our research and innovation is practical, relevant and delivers results for farmers. We focus on the issues that matter most to dairy farmers, then bring together the organisations with the skills and experience to help solve them. By tapping into the best expertise across Australia and overseas, we make sure funding goes further, is grounded by real farm challenges and turns into tools, insights and practices farmers can use.

Because dairy is a global industry, we stay closely connected with leading international dairy organisations. This helps bring global knowledge home, keeps Australian dairy aligned with emerging trends and ensures our farmers benefit from the best thinking and innovation happening around the world.

Key partnerships include:

- **Australian research institutions** – Working with Australian universities and research organisations that understand local dairy systems, conditions and pressures, so research reflects real farm environments and turns into practical outcomes farmers can apply with confidence.
- **International research organisations** – Linking with global dairy research leaders to compare performance, share lessons and co-invest in solutions that tackle common challenges, while making sure the results suit Australian farming conditions.
- **Government and crosssector partnerships** – Collaborating with governments and other agricultural industries to tackle shared issues, avoid duplication and pool investment, so more funding ends up delivering useful outcomes for farmers.
- **Regional Development Programs** – Partnering with regional groups who know their local dairy communities to tailor support, improve delivery on the ground and strengthen connections with local agencies and services.
- **Innovation partners** – Keeping a close watch on emerging agtech and new ideas from around the world, then connecting the most promising technologies with Australian dairy needs, so new tools and approaches are practical, proven and relevant on-farm.



How we developed this strategy

This Strategic Plan is built on a clear understanding of where the dairy industry stands today and where it can head next. Dairy Australia looked closely at industry performance, global and domestic trends, and the different conditions across all eight dairy regions. We combined this with extensive input from farmers and industry to ensure the strategy responds to the challenges and opportunities that matter most to dairy farmers and the industry.



Our industry landscape

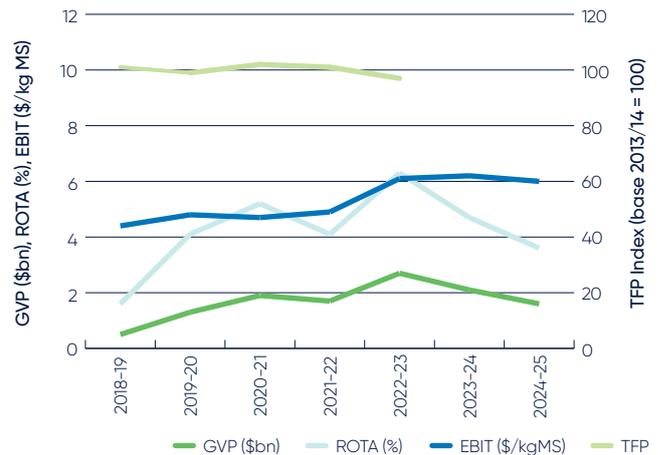
The Australian dairy industry is the nation's third largest rural sector. It had a farmgate production value of just under A\$6.0 billion in 2024-25, an increase of 25% in the past five years. The industry is critical to regional prosperity and directly employs 30,400 people across farming, dairy companies and supporting service sectors such as transport, distribution and research.

The structure of the industry continues to change

The number of dairy farms fell to 3,772 in 2024-25, a 25% reduction over five years. This has been largely balanced by a 24% increase in average herd size to 345 cows, and a two per cent increase in milk production per cow. Total milk production was 8.3 billion litres in 2024-25, down five per cent across the period. FY26 milk production volumes are forecasted to be two per cent below FY25 production, and then production is expected to remain broadly stable over the next five years. Our strategy is designed for a smaller number of larger, more productive farms, focusing investment on tools, research and services that deliver efficiency, resilience and profitability at greater scale.

Farmland values remain high

Median prices across dairy regions ranged from A\$10,634 to A\$20,881 per hectare in 2023-24¹, despite land sales falling for three consecutive years. These high values support wealth creation but increase barriers to entry and are influencing decisions to exit the industry. Our strategy recognises that high land values both build equity and raise entry and exit pressures, and therefore initiatives are prioritised that improve cashflow, productivity and business resilience to ensure competitive returns for existing farmers while supporting pathways for new entrants and succession.



EBIT and ROTA are annual, un-weighted averages. GVP is a 5-year rolling average.

Farm financial performance has strengthened

In 2024-25, the five-year rolling weighted average earnings before interest and taxes (EBIT) was A\$2.27/kg MS. Rising milk prices also lifted return on total assets and increased gross value of production by 29% over five years. Our strategy must build on improved profitability by helping more farms consistently and repeatedly achieve top-tier EBIT results and reduce the wide variation between regions and businesses.

Lifting productivity from a stable base

Productivity gains have been offset by prevailing market dynamics – particularly favourable terms of trade – meaning that total factor productivity has not improved across the period, consistent with trends in similar dairy production systems overseas. Sustained investment in research, innovation and farm practice change is needed to lift productivity and support long-term profitability and international competitiveness. Our strategy prioritises research, innovation and farm practice change that lift total factor productivity, helping farmers navigate cost and system headwinds and remain profitable and internationally competitive over the long term.

¹ Dairy Farmland Values Report, commissioned by Dairy Australia

Milk production volume, farmgate milk price and cost of production by region



*5-year average from 2023-24

There are significant cost differences between regions

The five-year average cost of production range varies by up to A\$4.22/kg/MS, reflecting the diversity of Australia's eight dairy regions, their climate conditions and access to natural resources. Gross value of production varies less, by A\$2.43/kg/MS. This creates profitability pressures in regions where higher farmgate prices only just offset higher costs. Our strategy targets region-specific solutions that help farmers manage input costs, improve system efficiency and protect profitability where margins are most under pressure.

Demand for Australian dairy is strong globally and domestically

Australians consumed an average of 291 litres of dairy in 2024-25 (milk equivalent), with Australian-made dairy accounting for 75% of this consumption. Internationally, Australia is the fifth largest dairy exporter, holding a four per cent share of global dairy trade. In 2024-25, Australia exported 36% of milk produced, valued at A\$3.8 billion.

Community trust in the dairy industry is also strong, with 84% of surveyed Australians expressing confidence in the industry. This high level of trust supports social licence, reinforces demand and strengthens Australia's competitive position in domestic and export markets.

Maintaining trust and demonstrating the quality and integrity of Australian dairy will remain important as market expectations evolve. Our strategy must continue to demonstrate the good work that farmers do every day to maintain sustainable practices, strengthening Australia's position in export markets.

Supporting metrics information

The conversion formula of EBIT per kgMS into EBIT per litre is [divide EBIT per kgMS value by 13.2].

An EBIT of \$1.50 per kgMS equates to approximately 5% ROTA excluding capital appreciation.

Industry at a glance

A\$6 billion

Farmgate value of the Australian dairy industry in 2024-25, up 25% in five years.

30,400 people

Direct jobs supported across farms, dairy companies and service sectors.

3,772 farms

A 25% reduction over five years, balanced by larger herds and higher production per cow.

345 cows

Average herd size.

\$2.27

The five year rolling average EBIT in 2024-25 up from \$1.50/kg MS in 2021-22.

36% of milk exported

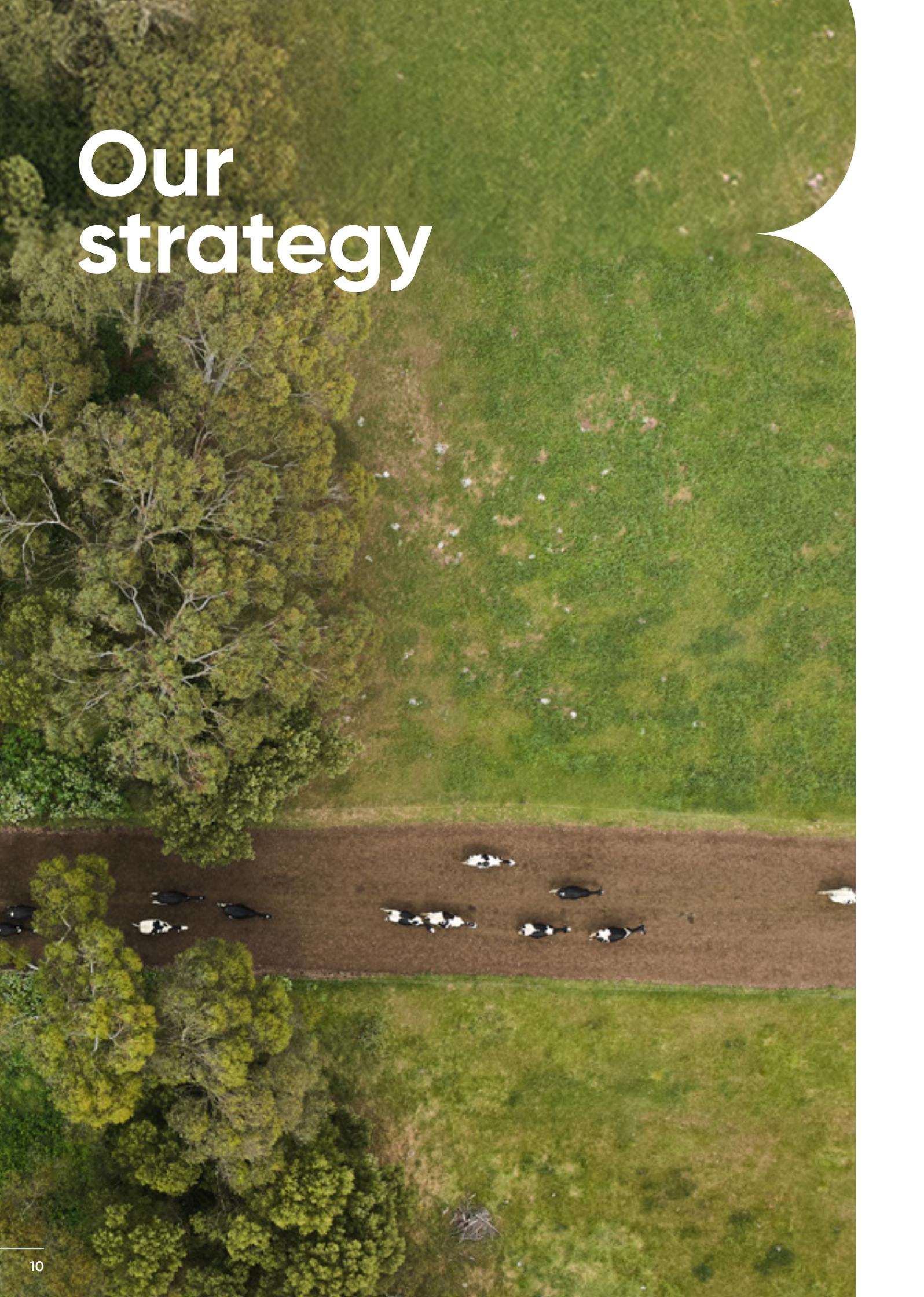
Valued at A\$3.8 billion in 2024-25, reinforcing Australia's position as the fifth largest dairy exporter.

What we heard

Dairy Australia spoke directly with farmers, dairy companies, service providers, industry bodies and government across all eight dairy regions through workshops, online forums and surveys. We also considered community expectations and the key trends shaping dairy here and overseas. From these conversations, four clear and consistent themes emerged.

Key theme	What farmers told us	How we used this feedback
Profitability	<ul style="list-style-type: none"> • Farm business profitability is the gateway to enabling investment in people, practice change and scale. • Data-driven decision-making will play an increasingly important role in mitigating cost, climate and market risks. • Insights into the drivers of profitability and the characteristics of successful dairy businesses need to be tailored to regional conditions and farm system differences. • Dairy farm investment returns need to be equal to or better than other agricultural sectors to ensure long-term domestic milk supply. 	<p>We've put profitability front and center in the strategy, as we focus on improving feed and herd productivity, improving operational performance, and using data-led insights that reflect different regions and farm systems.</p> <p>This is reflected across all our Strategic Priorities, particularly Strategic Priority 1 and 2.</p>
People	<ul style="list-style-type: none"> • The dairy industry needs to be repositioned to highlight career and wealth creation opportunities, particularly when targeting new entrants and school leavers. • The skills required to manage a dairy farm are becoming increasingly complex, partly driven by advances in technology. Current training programs do not cater for this. • Developing succession plans can be overwhelming and creating new employee wealth-sharing incentive structures can be complicated. 	<p>In the strategy, we focus on strengthening dairy's positioning to attract and retain great people, modernising our approach to developing capability, and ensuring greater awareness of industry entry and succession options, so that skill development and wealth-sharing pathways are simpler to navigate and implement.</p> <p>This is primarily reflected in Strategic Priority 1.</p>
Productivity	<ul style="list-style-type: none"> • Although productivity has improved in many areas, these gains have been largely offset by rising costs and other headwinds. Addressing this gap is essential to secure long-term profitability. • With feed being a significant cost component of a dairy farm business, impactful research outcomes are required to improve productivity. • Farmers need support to efficiently prepare for and manage changes in climate to keep their businesses viable and profitable into the future. • Implementing and integrating emerging technology and supporting systems is complex and risky, however, getting it wrong can be extremely costly. 	<p>Our strategy prioritises feed and animal productivity, through practical support to drive regional adaptation and longer-term research programs.</p> <p>This is primarily reflected in Strategic Priority 2.</p>
Sustainability	<ul style="list-style-type: none"> • Australian dairy farmers need more recognition for their existing commitment to animal welfare, land management and reducing emissions intensity. • There is a need to get the balance right in terms of focusing on emissions intensity without impacting the profitability of dairy farmers. • Additional compliance will increase the cost and complexity of dairy farming, potentially resulting in more farmers leaving the industry. • Maintaining demand for Australian dairy products locally and in export markets is critical. • Dairy farmers need secure access to affordable water, given its impact on soil nutrition, effluent management and pasture productivity. 	<p>Our strategy is focused on evidence-based links between productivity, sustainable practices and emissions intensity, maintaining competitiveness across the value chain, and stronger disaster and emergency preparedness.</p> <p>This is reflected across all our Strategic Priorities, particularly Strategic Priority 2 and 3.</p>

Our strategy



Industry goals

Working closely with industry, Dairy Australia has identified an overarching goal to ensure that dairy farms achieve competitive returns on total assets of five to six per cent², supported by four shared goals that describe the outcomes we're aiming to achieve for Australian dairy.

These goals are deliberately ambitious and will require focus, coordination and investment right across the sector.

Lifting profitability means working across the full cost base, but the biggest step-up will come from feed and herd productivity.

Setting this level of ambition is about lifting performance and delivering real impact for farmers. These goals sit at the heart of our Strategic Plan and guide where effort and investment are directed.

Through to 2030, achieve average return on total assets (ROTA) in the range of 5-6%², ensuring dairy farms continue to generate competitive returns.



Increase profitability

By 2030, the majority of dairy farms increase earnings before interest and taxes (EBIT) by 30 cents per kilogram of milk solids – delivering up to A\$190 million in additional total annual profit for dairy farmers.



Increase feed productivity

By 2030, the majority of dairy farms increase homegrown feed utilisation by one tonne per milking hectare – delivering up to A\$230 million in total annual gross benefits for dairy farmers.³



Increase herd productivity

By 2030, the majority of dairy farms increase genetic gain by A\$90 per cow entering the herd – delivering up to A\$78 million in total annual gross benefits for dairy farmers.



While remaining focused on sustainable practices

By 2030, the majority of dairy farms increase the number of heifers reaching third lactation and beyond by 12% – delivering up to A\$90 million in total annual gross benefits for dairy farmers.

Deliver a proud and successful industry that celebrates dairy, attracts great people and strengthens communities.

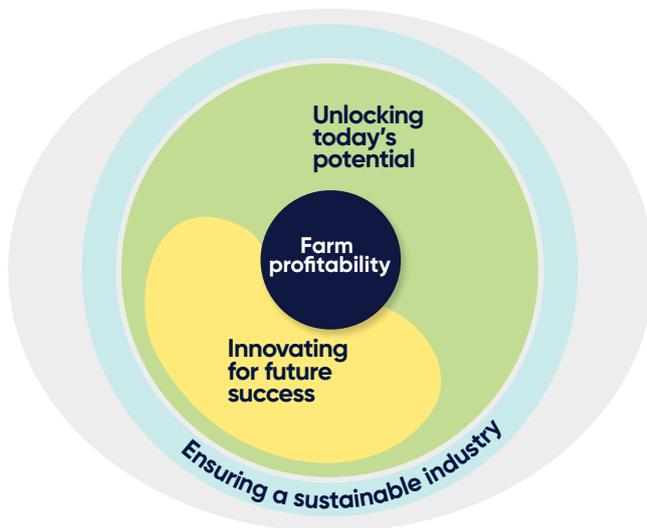
² Excludes capital growth

³ Total Mixed Ration (TMR) or contained housing farms may choose to increase one tonne of homegrown feed on useable hectares

Our priorities

This Strategic Plan is focused on three priorities, all aimed at strengthening farm profitability.

Together, these priorities guide where Dairy Australia will focus its effort and investment – supporting farm businesses to deliver results today, prepare for future success and sustain the industry for the long term. They recognise the strong interdependence between productivity, profitability and sustainability, and provide a clear framework for action over the life of the plan.



1 Unlocking today's potential

Strengthening farm business performance by supporting informed decision-making, farm practice change, and people.

2 Innovating for future success

Driving research and innovation that delivers productivity benefits via incremental gains and disruptive technology.

3 Ensuring a sustainable industry

Uniting the dairy industry to shape and deliver dairy's commitment to sustainability, strengthen global and domestic competitiveness, and drive community trust and support.

Dairy Australia has developed three strategic priorities, each of which has three supporting sub-priorities identifying key areas of investment.

Farm profitability	PRIORITY 1	PRIORITY 2	PRIORITY 3
			
	Unlocking today's potential	Innovating for future success	Ensuring a sustainable industry
	1.1	2.1	3.1
	Uplifting farm business performance	Building feedbase productivity	Advancing industry sustainability
	1.2	2.2	3.2
	Enhancing farm operations	Building herd productivity	Remaining locally and globally competitive
	1.3	2.3	3.3
	Creating pathways for people	Adapting to a changing operating environment	Driving community trust and support

Enablers	Communications & Engagement	Data & Insights	People & Expertise	Strategic Partnerships
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PRIORITY 1



Unlocking today's potential

Purpose	Strengthening farm business performance by supporting informed decision-making, farm practice change, and people.	
Industry aspiration	The profitability of Australian dairy farm businesses improves year on year, enabled by data driven decision making, regionally relevant services and capable people.	
Sub-priorities	Outcome statement	Scope
1.1 Uplifting farm business performance	Dairy farm businesses perform better on cashflow, profit and wealth and will be more adaptable and profitable.	<ul style="list-style-type: none"> • Practical tools and guidance to help with business planning, managing risk and setting up for smooth succession. • Better ways to use farm data to back up day-to-day and long-term decisions. • Clear benchmarking and analysis to see where farm businesses sit and where they can improve. • Real examples and lessons from top-performing farms that can be applied in other systems.
1.2 Enhancing farm operations	Dairy farmers are equipped to make on-farm improvements that impact profitability, productivity and sustainability.	<ul style="list-style-type: none"> • Practical support and learning opportunities to help put proven practice changes into action on farm. • Better connections to the services and people who can help farmers achieve their goals. • Help to prepare for, and work through, tough seasons and critical events with more confidence.
1.3 Creating pathways for people	Dairy farmers are employing, managing and building skilled teams, while creating career pathways in a valued and rewarding industry.	<ul style="list-style-type: none"> • Improve the attractiveness of dairy farming as an industry of choice. • Raise awareness of dairy farming career paths and wealth building opportunities. • Provide support in employing and managing people. • Support skills development for successful careers today and into the future. • Improve farm safety awareness and practices.

PRIORITY 2



Innovating for future success

Purpose	Driving research and innovation that delivers productivity benefits via incremental gains and disruptive technology.	
Industry aspiration	The profitability of Australian dairy farm businesses improves by maximising feedbase and herd productivity for their chosen dairy production systems while adapting to and mitigating impact on climate and environment.	
Sub-priorities	Outcome statement	Scope
2.1 Building feedbase productivity	Sustainable production of forages with high nutritive value for grazing or conservation from high functioning soils.	<ul style="list-style-type: none"> • Achieve more home-grown feed from pastures and forage crops. • Lift the quality of forage crops and pasture. • Make better use of water and nutrients to reduce waste and input costs. • Build and maintain healthy, high-functioning soils that support reliable, high-nutritive feed year after year.
2.2 Building herd productivity	Cow longevity and herd productivity is optimised.	<ul style="list-style-type: none"> • Healthier cows with fewer disease issues. • Better reproduction and genetic gain to lift herd performance over time. • Nutrition that matches cow needs so more feed is turned into milk efficiently. • Higher milk income through consistent, premium-quality milk from a productive, long-lasting herd.
2.3 Adapting to a changing operating environment	Profitable dairy businesses that are based on optimal production systems while mitigating impact on climate and the natural environment.	<ul style="list-style-type: none"> • Bring farm data together to spot opportunities, make better decisions and lift productivity. • Practical actions that help reduce emissions while keeping the business profitable. • Smarter effluent management that protects soil, water and pasture performance. • Tools and support to adapt systems to a changing climate with less disruption. • Simple ways to improve biodiversity on farm that also strengthen the resilience of production systems.

PRIORITY 3



Ensuring a sustainable industry

Purpose	Working with farmers and the wider dairy industry to advance sustainability, strengthen global and domestic competitiveness, and drive community trust and support.	
Industry aspiration	The Australian dairy industry is known for its leading sustainable practices and is trusted and valued by the community. Opportunities to lift competitiveness across the value chain are well understood.	
Sub-priorities	Outcome statement	Scope
3.1 Advancing industry sustainability	The Australian dairy industry is seen as credible and transparent, underpinned by farmers' strong sustainable, profitable practices and commitment to ongoing improvement.	<ul style="list-style-type: none"> Working together through the Australian Dairy Sustainability Framework so industry efforts are recognised and valued. Policy settings that reflect real on farm and industry conditions. Early, coordinated action to manage emerging issues and risks before they escalate.
3.2 Remaining locally and globally competitive	The Australian dairy industry leverages its strengths to compete domestically and internationally.	<ul style="list-style-type: none"> Information and insights to help make decisions that keep farms profitable and competitive by world standards. Strong international relationships that help keep demand for our products high. Policy settings that support export trade and fair market conditions. Improve market access opportunities.
3.3 Driving community trust and support	The community has strong levels of trust and support for Australian dairy.	<ul style="list-style-type: none"> Share the stories of the sustainable practices already being used on farm and across the industry. Promote Australian dairy so more people choose it with confidence. Reinforce the role of dairy as part of a healthy, sustainable diet that the community values and trusts.

How we will deliver

Four strategic enablers have been identified as the core capabilities required to deliver all three of the strategic priorities. The scope of the strategic enablers will continue to evolve, and a continuous improvement approach will be taken to ensure they adequately support delivery of the strategic priorities over the next five years.

Communications & Engagement

Outcome

Dairy Australia delivers increased value through more relevant communications and tailored engagement activities based on farmer needs, which enables the achievement of our strategic goals.

Scope

Seamless, engaging and value-driven farmer engagement. Relevant, quality, actionable insights and services delivered through communications and engagement.

Data & Insights

Outcome

Dairy Australia is the trusted and authoritative source of dairy industry data, information and insights, enabling evidence-based decision-making across the sector.

Scope

Comprehensive industry datasets, reports and insights that create value for internal and external stakeholders. Industry research, including surveys that provide valuable qualitative and quantitative results. Ongoing improvements to how data is managed and connected, so information is accurate, secure and easier to use.

People & Expertise

Outcome

Dairy Australia is regarded as a preferred employer, with a culture that empowers people to grow and create value for the organisation and farmers.

Scope

Demonstrate industry leadership by promoting a culture of innovation and continuous improvement while attracting, retaining and engaging high performing employees.

Strategic Partnerships

Outcome

A comprehensive, clear and structured approach to partnership and its impact on executing the strategy and maximise returns on levy funds.

Scope

Emphasise our value proposition and clearly communicate why organisations should prioritise investing and collaborating with Dairy Australia. Monitor partnerships and the value they deliver for dairy farmers whilst also mapping their progress and impact on the delivery of strategic priorities through an appropriate governance framework.

Financial forecasts

Dairy Australia's resources will be allocated to help drive our outcomes within each strategic priority.

	FY26 Budget (\$'000)	FY27 Forecast (\$'000)	FY28 Forecast (\$'000)	FY29 Forecast (\$'000)	FY30 Forecast (\$'000)
Levies	29,973	29,629	29,529	29,529	29,529
Commonwealth matching	27,976	26,427	26,027	26,213	26,255
Other Income	6,724	6,140	6,193	6,448	6,506
Total Income	64,673	62,196	61,749	62,190	62,290
Total Expense	65,673	62,696	61,749	62,190	62,290
Net Surplus/(Deficit)	(1,000)	(500)	-	-	-

Commentary

Total income includes assumptions relating to levy income, government matching payments, external contributions, voluntary processor contributions, and other investment income.

Milk production volumes are forecasted to be two per cent below FY25 production and remain broadly steady thereafter.

The impact of inflation and the correlating decline in purchasing power of constant year-on-year income will be considered when making strategic long-term investment decisions. The strategic plan assumption is to achieve a zero deficit by FY28, any potential variations will be managed via the annual budget process.



Investments, planning and performance

Dairy Australia has a rigorous investment planning and performance reporting cycle.

How we invest

The current investment across the strategic priorities aims to direct approximately 80% of investment towards supporting the industry aspiration for every dairy farm to increase EBIT by 30 cents per kilogram of milk solids.

Annual plans

The goals, priorities and targets in this Strategic Plan shape how we develop our Annual Investment Plan. Regional operating plans then support delivery of these priorities, taking into account the different needs and challenges across regions.

Our Annual Investment Plan is published on our website.

Tracking our progress and performance

Dairy Australia has developed a Strategic Performance Scorecard to measure the impact of its investments in each strategic priority.

We report progress on the Scorecard twice per year.

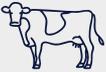
Our Annual Performance Report provides a publicly available, full-year update on the Scorecard and the outcomes of key projects.



Strategic Performance Scorecard

Industry goals

Through to 2030, achieve average ROTA in the range of 5–6%⁴, ensuring dairy farms continue to generate competitive returns.

Goal	Measurement	Baseline	2030 target
 The majority of dairy farms improve EBIT by 30c per kg MS	Five-year rolling weighted average EBIT/kgMS	A\$2.27	A\$2.57
 The majority of dairy farms increase homegrown feed utilisation per milking hectare by 1 tonne ⁵	Five-year rolling weighted average tDM/ha	7.34	8.34
 The majority of dairy farms increase genetic gain by A\$90 per cow entering the herd	National average Balanced Performance Index (BPI) \$ per cow	A\$197	A\$287
 Every farmer increases the proportion of first calving heifers reaching their third lactation and beyond by 12%	National average percentage of heifers reaching third lactation and beyond	64%	72%

Dairy Australia goals

Farm profitability, productivity and sustainability can be measured in many ways. For this Strategic Plan, Dairy Australia will measure and report progress against our focus areas using the nine goals outlined in the table below.

Sub-priority	Goal	Baseline August 2025	2030 target	
Unlocking today's potential				
	1.1 Uplifting farm business performance	Increase in farmers knowing their cash, profit and wealth	70%	75%
	1.2 Enhancing farm operations	Increase in farmers making better decisions as a result of Dairy Australia extension services	73%	80%
	1.3 Creating pathways for people	Increase in farmers actively retaining and developing employees	82%	90%
Innovating for future success				
	2.1 Building feedbase productivity	Increase in farms achieving five years or more of production from perennial pastures before resowing	50%	60%
	2.2 Building herd productivity	Increase in farms whose heifers are meeting 85% of mature cow production	27%	50%
	2.3 Adapting to a changing operating environment	Increase in farmers productively reducing emissions intensity	59%	75%
Ensuring a sustainable industry				
	3.1 Advancing industry sustainability	Increase in dairy farmers improving performance against the Australian Dairy Sustainability Framework targets	82%	85%
	3.2 Remaining locally and globally competitive	Increase in Australia as a trusted source of high-quality and sustainable dairy products	86%	90%
	3.3 Driving community trust and support	Increase in community trust in the Australian dairy industry	73%	80%

⁴ ROTA is calculated as EBIT divided by the total farm assets under management, including both owned and leased assets. It shows how effectively the farm business uses these assets to generate profit. ROTA excludes capital appreciation, such as increases in land or water value, so it reflects operating performance without the influence of capital changes.

⁵ Total Mixed Ration (TMR) or contained housing farms may choose to increase one tonne of homegrown feed on useable hectares.



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