

STRATEGIC PLAN 2025-2030



FOR OUR MEMBERS, FOR THE INDUSTRY



Dear Members

Throughout 2024, the Australian Wagyu Association Board has worked to deliver a new **2025-2030 Strategic Plan** that will enable the continued evolution of the AWA by delivering even more value return from the investments made by our members.

This strategic plan builds on the AWA 2020-2025 Strategic Plan key principles to Support, Promote and Advance the Production of Wagyu. It also captures the vision of the AWA 10-year Road Map, for AWA to be the World Leader in Innovation and Delivery for the Wagyu Sector.

Delivering on the strategic intent of these prior corporate plans has enabled very significant and rapid progress by the AWA for the benefit of all members. Today, we stand as the envy of the world as a collective of Wagyu breeders and supply chain stakeholders.

The **2025-2030 Strategic Plan** crystalises our corporate purpose to: “For our Members, For the Industry”. It recognises that the key principles of “Support, Promote and Advance” and being the “World Leader in Innovation and Delivery for the Wagyu Sector”, is all driven by our fundamental purpose of delivering value for our members and the whole Wagyu Sector.

Over the last decade, we have established the largest and most diverse database of animals, performance data and genotypes from members all around the world. We have achieved this by working together as members of the AWA for the betterment of the whole industry.

With a limited gene pool that is now shared globally, our future relies on understanding genetic variation and diversity completely, along with trait performance across the total available Wagyu population. We will deliver this through our culture of inclusiveness and

integrity, to ensure all members’ contributions are respected and valued to improve our tools and services.

As a public company constituted with member stakeholders instead of shareholders, we seek to provide value to all members large and small, breeders and supply chain participants. All members of the AWA are equal in the eyes of the AWA Constitution.

Our 2025-2030 Strategic Planning has developed six corporate goals that will be pillars of our future:



PEOPLE

Our staff and members are the priority of our organisation



DATA MANAGEMENT AND INTEGRITY

Leverage data collection and analysis to increase value, efficiency and underpin integrity



TECHNOLOGY AND INNOVATION

Invest in research & development to continually improve efficiency and quality of Wagyu



SOCIAL RESPONSIBILITY

Operate with integrity to deliver social, sustainable and ethical outcomes



DELIVERY OF SERVICES

Drive continuous improvement in quality and efficiency of core services



BRAND AWARENESS & LEADERSHIP

Research, improve and communicate unique attributes to build consumer awareness

These six corporate goals build on our prior strategies and targets and will be the key building blocks of our 2025-2030 business plan. Your CEO and staff will be focused on annual deliverables that will build year on year so that our 2030 objectives will be achieved.

Finally, the AWA core values of Integrity, Inclusiveness, Professionalism and Innovation will continue to underpin the behaviour of our Board, members, executive team and our office staff. These values describe the way we do our work, our accountability and the culture of the AWA. These core values have underpinned our success to date, and they provide the platform for our future.

I commend the AWA 2025-2030 Strategic Plan to you and look forward to working with you as a Board Director and as one of our global membership in delivery of the next phase of growth for the Australian Wagyu Association. We achieve more when we all work together. This plan sets the guidelines for our next five years of progress as an industry.

Laird Morgan
President,
Australian Wagyu Association

OUR CORPORATE GOALS



PEOPLE

Our staff and members are the priority of our organisation

STRATEGIES

- Educate and communicate through workshops and digital platforms
- Support the next generation of Wagyu members through growth programs
- Attract and retain skilled professionals in the AWA Board and staff
- Grow AWA's global network
- Leverage corporate partnerships to deliver allied technologies
- AWA provides the best value service delivery for our global membership

DATA MANAGEMENT AND INTEGRITY

Leverage data collection and analysis to increase value, efficiency and underpin integrity

STRATEGIES

- Secure AWA's databases and genetic analyses
- Define and refine critical traits and data recording to optimise genetic analyses
- Improve data capture and reporting across the Wagyu Sector
- Influence change to industry systems for Wagyu
- Deliver increased knowledge through data insights
- Integrated transaction processing minimises inaccuracy and risk exposure

TECHNOLOGY AND INNOVATION

Invest in research & development to continually improve efficiency and quality of Wagyu

STRATEGIES

- Continue to refine breed standards and \$Indexes
- Value add member data through analysis and results
- Build Wagyu description for quality and yield
- Partner with leading organisations to deliver high impact R&D
- Optimise technology applications for Wagyu
- Implement globally linked systems to accommodate timely processing of member transactions

SOCIAL RESPONSIBILITY

Operate with integrity to deliver social, sustainable and ethical outcomes

STRATEGIES

- Value genetic diversity
- Advocate for and represent the Wagyu Sector
- Benchmark Wagyu whole-of-system efficiency and dynamics
- Develop new technologies to improve welfare and husbandry in Wagyu
- Deliver health and welfare training and standards system for Wagyu
- AWA's financial position is secure and improved year on year

DELIVERY OF SERVICES

Drive continuous improvement in quality and efficiency of core services

STRATEGIES

- Deliver timely and accurate services
- Serve a global membership
- Implement in-house systems to deliver internal efficiencies
- Optimise core service delivery through fit-for-purpose custom systems
- Increase adoption rates in AWA initiatives
- Minimise overheads and maximise value for money delivered to members

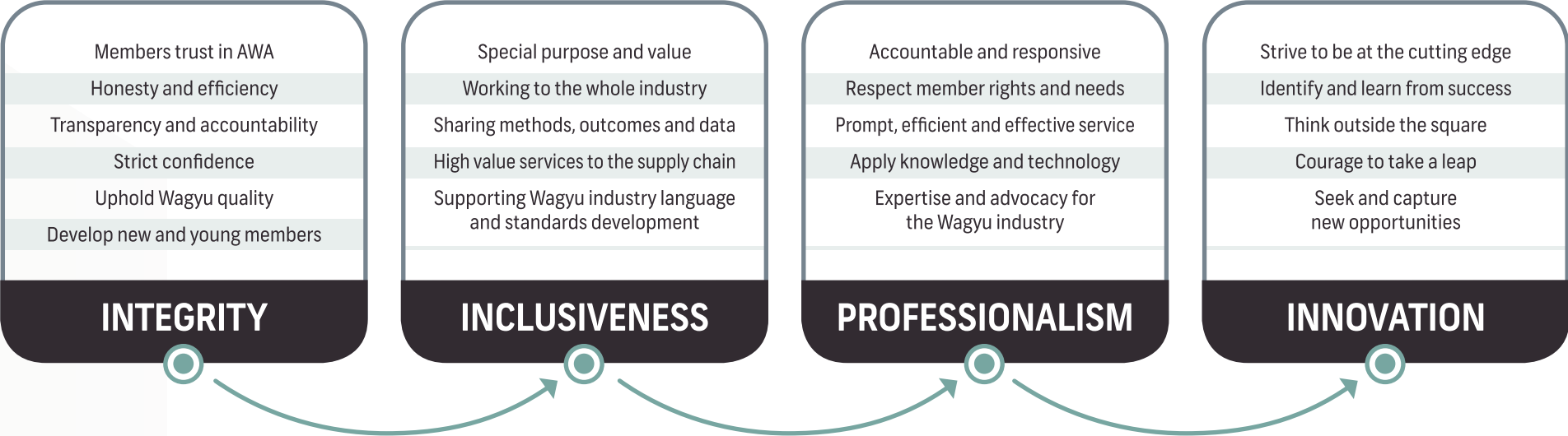
BRAND AWARENESS AND INTEGRITY

Research, improve and communicate unique attributes to build consumer awareness

STRATEGIES

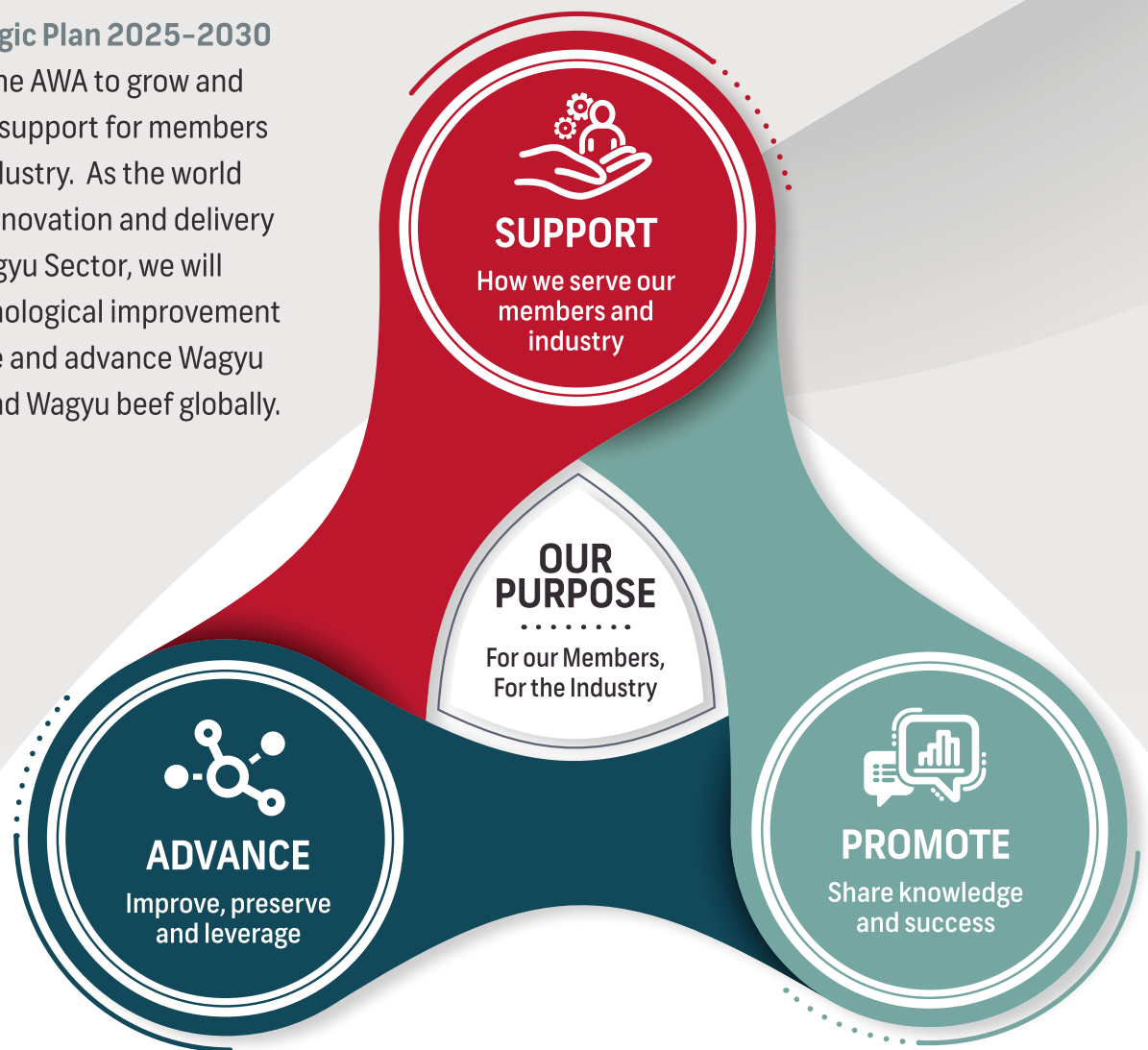
- Measure quality, consumer and nutritional attributes of Wagyu
- Communicate the dietary benefits of Wagyu to consumers
- Develop the Australian consumers understanding of Wagyu
- Enable product information to support transparency and brands
- AWA systems underpin brand claims with trusted information
- AWA is a secure and trusted investment partner for AWA member funds

OUR VALUES



OUR OBJECTIVES

Our **Strategic Plan 2025-2030** will allow the AWA to grow and evolve our support for members and the industry. As the world leader in innovation and delivery for the Wagyu Sector, we will drive technological improvement to promote and advance Wagyu genetics and Wagyu beef globally.



OUR PURPOSE FOR OUR **MEMBERS**, FOR THE **INDUSTRY**

Our mission is to underpin the success of our Members and the Wagyu Industry

We work together with our Members and the Industry to value add on the combined resources of all, providing the critical support and delivery of innovations that will continue to lift the Wagyu Sector globally.

We strive to be the global source of truth in Wagyu, utilising data from around the world to underpin the largest and most accurate database and genetic tools with education and support to deliver more value to our members.



SUPPORT

How we serve our members and industry



PROMOTE

Share knowledge and success



ADVANCE




Improve, preserve and leverage

The transformation of the Australian Wagyu Association into the global leader of innovation and delivery for members and the Wagyu Sector is a success story of the modern cattle industry. This strategic plan will enable the continued evolution of the AWA to maximise value capture and delivery for members and the entire Wagyu Sector.

Laird Morgan President, Australian Wagyu Association



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