



Australian Export Grains Innovation Centre



# Strategic Plan

## 2025-2027



Department of  
Primary Industries and  
Regional Development



AEGIC is an initiative of the Western Australian State Government and Grains Australia.





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## Acknowledgement of Country

### Connection to Country

Aboriginal peoples have a deep connection with the land or Country which is foundational to their traditional laws and customs.

AEGIC works within the agricultural sector in Australia, and this is particularly important in the context of us as an organisation taking a leadership role in deepening our culture of respect for Aboriginal peoples and their heritage.

AEGIC will take meaningful actions to advance reconciliation and equality for Aboriginal peoples by committing to ensuring our staff are on an ongoing path of cultural learning.

We will create a deepening culture of respect and inclusion across all parts of our organisation and in the communities in which we operate.

**AEGIC acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.**





# About AEGIC

The Australian Export Grains Innovation Centre (AEGIC) is an independent organisation that delivers industry-good solutions to strengthen the Australian grains industry.

Through its technical expertise and insights, education programs, and tailored solutions, AEGIC addresses key opportunities and challenges across the grains value chain. Its work equips the industry with the tools and knowledge needed to remain competitive, sustainable, and responsive to evolving global demands.

AEGIC delivers measurable value to the grains industry by:

- Developing new market opportunities for Australian grain.
- Building customer loyalty to foster sustained demand for Australian grain.
- Educating on the unique value of Australian grain to secure market access and price premiums in discerning international markets.
- Developing high-value markets and alternative uses for Australian grain.
- Enhancing market diversification to manage risks and capture emerging opportunities.
- Expanding risk management options for growers by supporting markets for diverse grain types, classes, and grades.

By providing insights and education that enhance the industry’s ability to breed, classify, grow, and supply high-quality grain, AEGIC helps position Australian grain as a preferred choice. These efforts support long-term growth and resilience, ensuring the grains industry remains competitive.

## AEGIC’s impact spans the grains value chain



### Australian grain growers

Producers of high-quality grain – the foundation of the value chain.



### Markets

Millers, grain processors and consumers overseas and in Australia that demand quality, reliability and performance.



### Australian grains industry

Works together to breed, classify, grow and supply grain that markets prefer.

# Strategy at a glance



## Our purpose

AEGIC exists to increase value in the Australian grains industry.



## Our vision

Delivering market support, trusted insights, education and solutions that unlock opportunities, drive growth, and create enduring value for the Australian grains industry.

**Working collaboratively across the value chain, AEGIC supports the Australian grains industry in driving long-term growth and resilience by:**

**Understanding** the needs of grain customers.

**Identifying** and developing market opportunities.

**Educating** customers on the benefits of Australian grain.

**Delivering** tailored solutions that create value.

## Our strategic priorities

1.

**Stronger market value through enhanced support services**

By enhancing market support services, AEGIC will bolster the reputation of Australian grains, maximise demand in premium markets, and create greater value across the grains value chain. This will deliver higher returns to growers and ensure a competitive and sustainable future for the Australian grains industry.

## Our strategic initiatives



We will implement market journey mapping.



We will establish a South East Asian Grains Innovation Network.



We will diversify the commodities AEGIC's work supports.



We will expand eLearning programs.



We will highlight the nutritional and sustainability benefits of Australian grains.



We will define and enact our role in sustainability.

These priorities provide a clear focus for AEGIC's activities, ensuring our work delivers measurable benefits and remains aligned with the long-term interests of the Australian grains industry.

2.

**Enhance knowledge sharing across the value chain**

By sharing timely, actionable insights and delivering targeted education, AEGIC will equip the Australian grains industry to meet market demands, evolve customer expectations, and strengthen competitiveness. This will support sustainable growth and long-term success for growers, industry stakeholders, and customers.

These initiatives represent the key actions AEGIC is undertaking to achieve our strategic priorities and deliver tangible outcomes for the Australian grains industry.



We will define our support role to the domestic grains industry.



We will strengthen our digital extension capability.



We will deliver AEGIC-led engagement initiatives.



We will expand and diversify AEGIC's primary data sources.

3.

**Optimise capability to deliver value**

By investing in operational excellence, AEGIC will build a resilient foundation to support its sustainable growth, high performance, and adaptability. This foundation will enable AEGIC to deliver greater value to the Australian grains industry and its international customers, ensuring long-term success and competitiveness.



We will establish a Monitoring and Evaluation framework.



We will strengthen the alignment between Grains Australia and AEGIC.



We will implement a Diversity, Equity, and Inclusion framework.



We will secure permanent, fit-for purpose laboratory and office space.



We will collaborate with GLNC to align market education offerings.



We will implement a robust and trusted data management framework.



We will develop an emerging leadership program.





## Our purpose

AEGIC exists to increase value in the Australian grains industry.



## Our vision

Delivering market support, trusted insights, education and solutions that unlock opportunities, drive growth, and create enduring value for the Australian grains industry.



## Our values

Our values are the foundation of AEGIC's strategy, guiding how we work, make decisions, and approach our strategic priorities and initiatives. They reflect the qualities we value in our people and the culture that drives our success.

By aligning our values with our priorities, we ensure our actions strengthen our purpose, contribute to our vision, and deliver a lasting impact for the Australian grains industry.



### Respect

RESPECT for the individual is at the heart of AEGIC's relationships between staff, clients, stakeholders and the wider community.



### Connect

CONNECTING with our stakeholders and clients for grain grower benefit is the focus of our collaborations.



### Strive

We STRIVE to achieve excellence through continuous improvement, lifelong learning and a curiosity to deliver innovative and commercial solutions to real problems.

## Our Members

AEGIC is an initiative of our Members: the Western Australian State Government, through the Department of Primary Industries and Regional Development (DPIRD), and Grains Australia.

Grains Australia is an initiative of the Grains Research & Development Corporation (GRDC). Grains Australia and AEGIC work together in an integrated way to drive better outcomes for the Australia grains industry. AEGIC is a delivery partner for Grains Australia's market insights and market education services.

AEGIC is overseen by a skills-based Board of Directors. AEGIC's Members Grains Australia and DPIRD each nominate one Director to the AEGIC Board, joined by two independent Directors.



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# Investors, partners and collaborators

AEGIC's work is enhanced by its strong relationships with its investors, partners, and collaborators. These connections enable AEGIC to deliver impactful market support, addressing critical opportunities and challenges across the grains value chain.

## Our investors

AEGIC is supported by its primary investors, Grains Australia and the Western Australian Government, who provide funding and strategic direction that underpin AEGIC's ability to deliver industry-good solutions.

A key part of AEGIC's collaboration with Grains Australia is its engagement with the Grains Australia Commodity Councils. These Councils, made up of industry experts from across the value chain, provide strategic advice on priorities, classification requirements, trade, and market access. By incorporating the Councils' input into

its investment processes, AEGIC ensures alignment with industry needs and sharpens its prioritisation of projects.

While the Commodity Councils serve as a primary mechanism for consultation, AEGIC also values broader stakeholder input. AEGIC's consultation with commodity leads at DPIRD and our positions on various councils under the Grain Industry Association of WA (GIWA) are examples of other key ways in which we consult with industry.

To further strengthen this process, AEGIC will continue to refine its framework for determining focus areas and prioritising investments that align with industry priorities and deliver meaningful impact.

In addition, project investors, including industry organisations and grant providers, play a critical role in funding specific initiatives. These investments drive innovation, research, and targeted solutions that contribute to a stronger and more competitive grains industry.



## Grain exporters and traders

AEGIC works closely with grain exporters and traders to provide market insights, technical analysis, and training on the value of Australian grain. These partnerships strengthen market confidence and ensure Australian grain remains a preferred choice in discerning international markets.

## Customers (millers, maltsters, brewers, bakers, feed millers)

By collaborating with customers, AEGIC delivers tailored solutions and technical expertise while gaining valuable insights into their grain quality requirements. This two-way exchange strengthens relationships, fosters loyalty, and ensures Australian grain continues to meet evolving market demands.

## Grain breeding companies

Through partnerships with grain breeding companies, AEGIC provides market insights on quality requirements, assists with assessing breeding lines, and evaluates the performance of newly released varieties. These efforts ensure Australian grain varieties align with customer needs and market opportunities.

## Government and peak grower bodies

AEGIC works with government agencies and peak grower bodies to align its activities with broader industry strategies, ensuring its work delivers measurable benefits across the grains value chain.

## Educational and scientific organisations

AEGIC represents the grains industry within educational and scientific organisations, fostering knowledge-sharing and advancing research. This engagement strengthens AEGIC's technical expertise and enhances its ability to deliver high-quality market support and education services.





# Strategic plan delivery

The AEGIC Strategic plan provides a clear roadmap to achieve meaningful outcomes for the Australian grains industry. Shaped by market conditions, stakeholder needs, and the visions of Grains Australia and the WA Government, it focuses on AEGIC's core priorities to maximise efficiencies and improve outcomes across the grains value chain.

The plan operates within a three-tiered framework:



Together, these documents ensure the strategy is actionable and adaptable to changing industry needs.

At its core, the plan focuses on AEGIC's primary activities: delivering industry-good solutions through market support.

These core activities are underpinned by technical expertise, providing actionable education and solutions development.

Investment priorities are guided by impact, ensuring projects address critical challenges and opportunities in the grains sector.

Working together is critical to achieving maximum efficiency, effectiveness, and minimising duplication. By fostering collaboration across the industry, efforts can be streamlined, priorities aligned, and meaningful value and tangible benefits realised.

To deliver the plan, AEGIC is committed to maintaining the right capabilities, partnerships, operating model, and culture to meet expectations. By uniting industry-good functions under a shared vision, we will achieve greater efficiencies and improved outcomes for the Australian grains industry.

This plan reinforces AEGIC's dedication to excellence and collaboration, ensuring the industry remains competitive in a global market.

# Our operating environment

Australia is one of the world's leading grain producers and exporters. Its diverse landscape and advanced farming practices position it as a key player in meeting rising global grain demand. This demand is driven by population growth and increasing wealth both domestically and in nearby markets such as South East Asia and South Asia.

Australian grain is internationally recognised for being high-quality, clean, and dry, with superior performance characteristics that have historically achieved price premiums in competitive global markets.

Despite operating in a highly competitive and volatile environment, the Australia's grain industry continues to lift its production and maintain strong profitability.

Representing approximately 15% of the global market, the sector's resilience and adaptability ensure it remains globally competitive, overcoming challenges to drive sustained growth.

These include:

- Adapting to shifting consumer demands for sustainability, value, and functionality.
- Managing the impacts of climate variability, including droughts, floods, and global warming.
- Ensuring traceability, food safety, and robust biosecurity measures.
- Navigating political instability, trade volatility.
- Considering rising energy, transport, and production input costs, coupled with output price volatility.
- Leveraging and safeguarding data ownership in a digitalising industry.

In addition to these challenges, the concept of a 'social licence to operate' is gaining prominence, reflecting public expectations around environmental stewardship, contributions to regional communities, and the adoption of sustainable technologies. These societal pressures highlight the importance of fostering community trust and demonstrating the industry's commitment to responsible practices.

Amid these difficulties lie opportunities. The Australian grains industry is well-placed to capitalise on innovations in agricultural technology, climate adaptation, and sustainability initiatives.

Leveraging its reputation for food security, quality, and clean practices, the industry can access high-value markets and create value from agricultural by-products.

## AEGIC's role

AEGIC plays a vital role in addressing these challenges and seizing opportunities. By providing in-depth analyses of economic and consumer demand trends, delivering actionable insights, and educating domestic and export markets on the functionality and value of Australian grain, AEGIC strengthens the industry's global competitiveness.

Through its market support and education initiatives, AEGIC helps position Australian grain as a preferred choice while also driving long-term growth and sustainability for the industry.







# Snapshot of the Australian grains industry

 **Australia's #1**  
agricultural export

  
Export value  
**\$19.2 billion**

**23 million hectares**  
of crop area 

  
**53.4 million**  
metric tonnes grown

 **60-65%**  
of Australian  
grain is exported

## Major markets

				
China <b>\$2.8b</b>	Indonesia <b>\$1.5b</b>	Japan <b>\$1.5b</b>	Vietnam <b>\$1.3b</b>	Philippines <b>\$1b</b>

Sources: ABARES, ABS. 5-year averages. Winter grain crops include barley, canola, chickpeas, faba beans, field peas, lentils, linseed, lupins, oats, safflower, triticale and wheat.

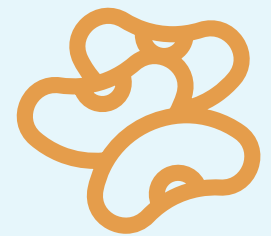
## Major crops

 **Wheat**  
**30mmt**

**Pulses**  
**3.3mmt**

**Barley**  
**12.8mmt** 

**Canola**  
**5.7mmt** 



  
**Oats** **1.5mmt**

## Australian grains are in demand

  
**Beer**

 **Asian noodles**

**Baked products** 

 **Dumplings**

**Sustainable aviation fuel** 

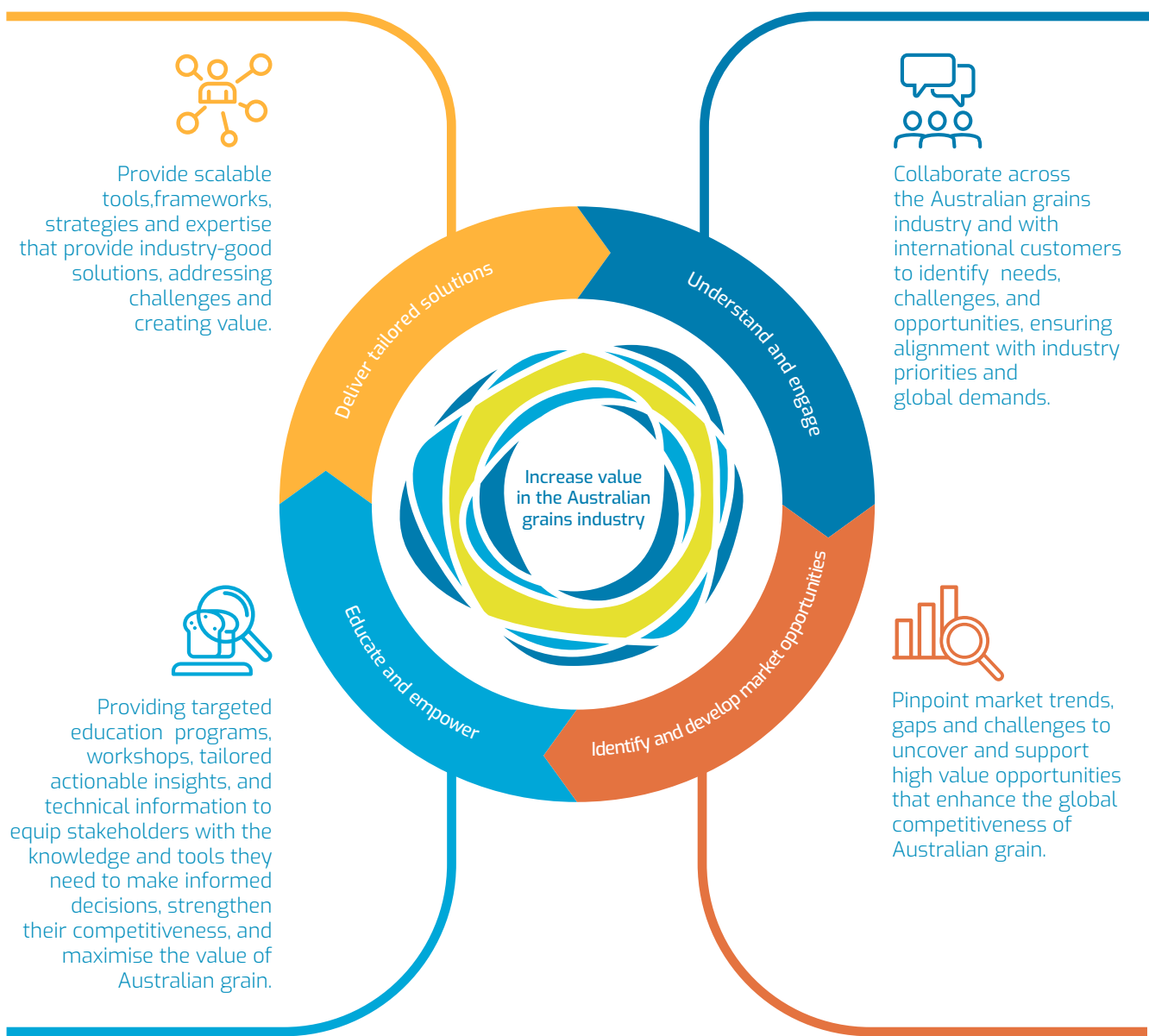
 **Healthy whole grain products**

 **Animal feed**



# AEGIC's value delivery model

AEGIC's value delivery model demonstrates how we transform insights into actionable solutions, creating measurable value for the Australian grains industry. At its core, this model reflects AEGIC's primary activities: understanding markets, identifying opportunities, educating stakeholders, and delivering impactful solutions. These interconnected activities underpin AEGIC's ability to support the grains industry and drive long-term success.



In this model, working collaboratively across the value chain ensures efficiency and effectiveness. Collaboration between growers, breeders, exporters, processors, and customers ensures streamlined operations, aligned priorities, and greater value for the industry.

# Our strategic priorities

AEGIC's strategic priorities guide our efforts to deliver meaningful value and address the evolving needs of both the Australian grains industry and its customers. These priorities focus on tackling key challenges while enabling opportunities that enhance the industry's resilience, competitiveness, and ability to meet market demands.

Our three strategic priorities are:

1.

**Stronger market value through enhanced support services**

Providing actionable insights, technical expertise, and tailored solutions to meet market demands and build value across the grains value chain.

2.

**Enhance knowledge sharing across the value chain**

Expanding the flow of information and expertise to empower stakeholders, support informed decision-making, and drive progress across the grains industry.

3.

**Optimise capability to deliver value**

Enhancing AEGIC's efficiency and capacity to deliver industry-good solutions that support strategic priorities and deliver measurable outcomes.

These priorities provide a clear focus for AEGIC's activities, ensuring our work delivers measurable benefits and remains aligned with the long-term interests of the Australian grains industry.



# Strategic priority area 1.

## Stronger market value through enhanced support services

### Statement of impact

By enhancing market support services, AEGIC will bolster the reputation of Australian grains, maximise demand in premium markets, and create greater value across the grains value chain. This will deliver higher returns to growers and ensure a competitive and sustainable future for the Australian grains industry.

### Intent statement

We will deliver targeted support, tailored solutions, and actionable insights to maximise demand in premium markets. By empowering customers and the Australian grains industry, we will help to meet evolving market needs, access high-value opportunities, adapt to industry challenges, and drive sustainable growth.



# Strategic initiatives 1.



**We will implement market journey mapping** to identify growth potential and specific market requirements, aligning projects and providing targeted advice to the industry. Progress will be measured by meeting engagement thresholds, sharing knowledge, and gaining actionable insights from the identified markets.



**We will establish a South East Asian Grains Innovation Network** to strengthen in-market representation and enhance the on-ground training provided to stakeholders in the SEA region. Success will be measured by the transfer of knowledge, its application by stakeholders, and feedback on the improved understanding of the value of Australian grains.



**We will diversify the commodities AEGIC's work supports**, broadening our projects to identify new opportunities and deliver greater value for Australian growers by supporting access to higher-value markets. Progress will be demonstrated through the delivery of targeted market insights, technical workshops, and research outputs aligned with the needs of these markets.



**We will expand eLearning programs to deliver accessible technical education** and insights that enable customers to extract greater value from Australian grain. Progress will be tracked through participation levels and program completion rates.

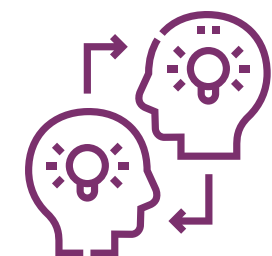


**We will highlight the nutritional and sustainability benefits of Australian grains** to strengthen customer confidence and preference by aligning with global health and sustainability demand trends. Progress will be demonstrated through increased customer awareness, appreciation of these benefits, and alignment with market expectations.



**We will define and enact our role in sustainability** and develop a clear framework that integrates sustainability into our market support services and activities. Progress will be reflected in the implementation of initial sustainability initiatives and projects aligned with our defined role.

# Strategic priority area 2.



## Strategic initiatives 2.

### Enhance knowledge sharing across the value chain

#### Statement of impact

By sharing timely, actionable insights and delivering targeted education, AEGIC will equip the Australian grains industry to meet market demands, evolving customer expectations, and strengthen competitiveness. This will support sustainable growth and long-term success for growers, industry stakeholders, and customers.

#### Intent statement

We will extend our expertise to strengthen the grains value chain by providing actionable insights, practical tools, and tailored knowledge. Through effective education and communication, we will equip the industry to address market needs, adapt to evolving challenges, and seize high-value opportunities that drive sustainable growth and competitiveness.



**We will define our support role to the domestic grains industry** by effectively sharing insights and knowledge from

AEGIC's market support services. This will be demonstrated through a clear framework, targeted knowledge-sharing initiatives, and feedback on the value delivered.



**We will strengthen our digital extension capability**

by encouraging the use of new technologies and approaches to deliver effective support. This initiative will build capability, embrace digital transformation, and support sustainable growth. Progress will be demonstrated through innovative digital solutions, improved customer outcomes, and enhanced organisational digital capacity.



**We will deliver AEGIC-led engagement initiatives** to share key market insights, project updates, and emerging trends

with the Australian grains industry. These activities will keep stakeholders informed of strategic opportunities and foster industry-wide collaboration. Progress will be demonstrated through increased participation, actionable feedback, and the effective application of shared insights.



**We will expand and diversify AEGIC's primary data sources**

by developing new datasets to strengthen the Australian grains industry. Through targeted research and improved knowledge sharing, we will generate actionable insights that support informed decision making. Success will be measured by database growth, increased data utilisation, and positive stakeholder feedback on shared insights. Enhance knowledge sharing across the value chain.



# Strategic priority area 3.



## Strategic initiatives 3.

### Optimise capability to deliver value

#### Statement of impact

By investing in operational excellence, AEGIC will build a resilient foundation to support its sustainable growth, high performance, and adaptability. This foundation will enable AEGIC to deliver greater value to the Australian grains industry and its international customers, ensuring long-term success and competitiveness.

#### Intent statement

We will optimise our operations and refine our expertise to strengthen AEGIC's ability to serve the Australian grains industry and its international customers. By aligning our capabilities with industry and customer needs, we will ensure AEGIC remains adaptable and positioned to deliver meaningful outcomes for the grains value chain.



#### We will establish a Monitoring and Evaluation (M&E) framework

to improve our project prioritisation process. Ensuring projects have clear objectives and measurable outcomes aligned with AEGIC's strategic goals. Progress will be demonstrated through regular evaluations, timely identification of improvement areas, and measurable improvements in project outcomes that support organisational priorities.



#### We will strengthen the alignment between Grains Australia and AEGIC

to ensure the continued delivery of 'industry good' solutions and maximise value for Australian grain growers. Progress will be demonstrated through enhanced service delivery and measurable increases in efficiency and impact.



#### We will implement a Diversity, Equity, and Inclusion (DE&I) framework

to enhance our workplace for our people. Progress will be reflected in the framework's adoption, increased staff engagement, and measurable advancements in DE&I practices at AEGIC.



#### We will secure permanent, fit-for purpose laboratory and office space

to meet operational and organisational needs. This will improve efficiency and enhance satisfaction among staff and collaborators.



#### We will collaborate with GLNC to align market education offerings

on the health and nutrition provided by Australian grains. This will be demonstrated through coordinated activities and tangible benefits delivered to the Australian grains industry.



#### We will implement a robust and trusted data management framework

to ensure the collection of high-quality, impactful data that supports AEGIC's strategic goals. This framework will prioritise the secure handling, protection, and ethical management of all data. Progress will be demonstrated through compliance with data management standards and the consistent accuracy and reliability of data.



#### We will develop an emerging leadership program

to cultivate future leaders within AEGIC and the Australian grains industry. This will be evidenced by the program's successful launch, participant completion rates, and measurable growth in leadership capabilities.



# How we will measure success

AEGIC's success is measured by the value we deliver to the Australian grains industry and the positive impact we create across the grains value chain. By aligning our activities with our strategic priorities, we ensure that our outcomes are relevant, measurable, and contribute to the long-term growth and competitiveness of the grains industry.

We will measure impact in the following ways:



## Feedback from the grains industry and customers

Insights gathered from industry participants, including growers and international customers, provide critical input on the relevance, effectiveness, and value of AEGIC's work.



## Stakeholder survey

Regular surveys assess satisfaction, identify opportunities for improvement, and gauge the impact of our initiatives across the grains value chain.



## Industry impact

Success is reflected in tangible benefits, such as enhanced market opportunities, improved competitiveness, and sustained demand for Australian grain.



## Monitoring and Evaluation (M&E) Framework

A structured framework is used to assess project performance and outcomes. It includes setting clear objectives, tracking progress against milestones, evaluating impact, and fostering continuous improvement.



## Performance metrics

Participation rates in education programs, adoption of technical recommendations, and engagement with key initiatives are tracked to evaluate effectiveness.



## Strategic alignment

Regular reviews ensure that our projects and activities align with AEGIC's strategic priorities and deliver measurable outcomes.

Success is reflected in tangible benefits, such as enhanced market opportunities, improved competitiveness, and sustained demand for Australian grain.







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