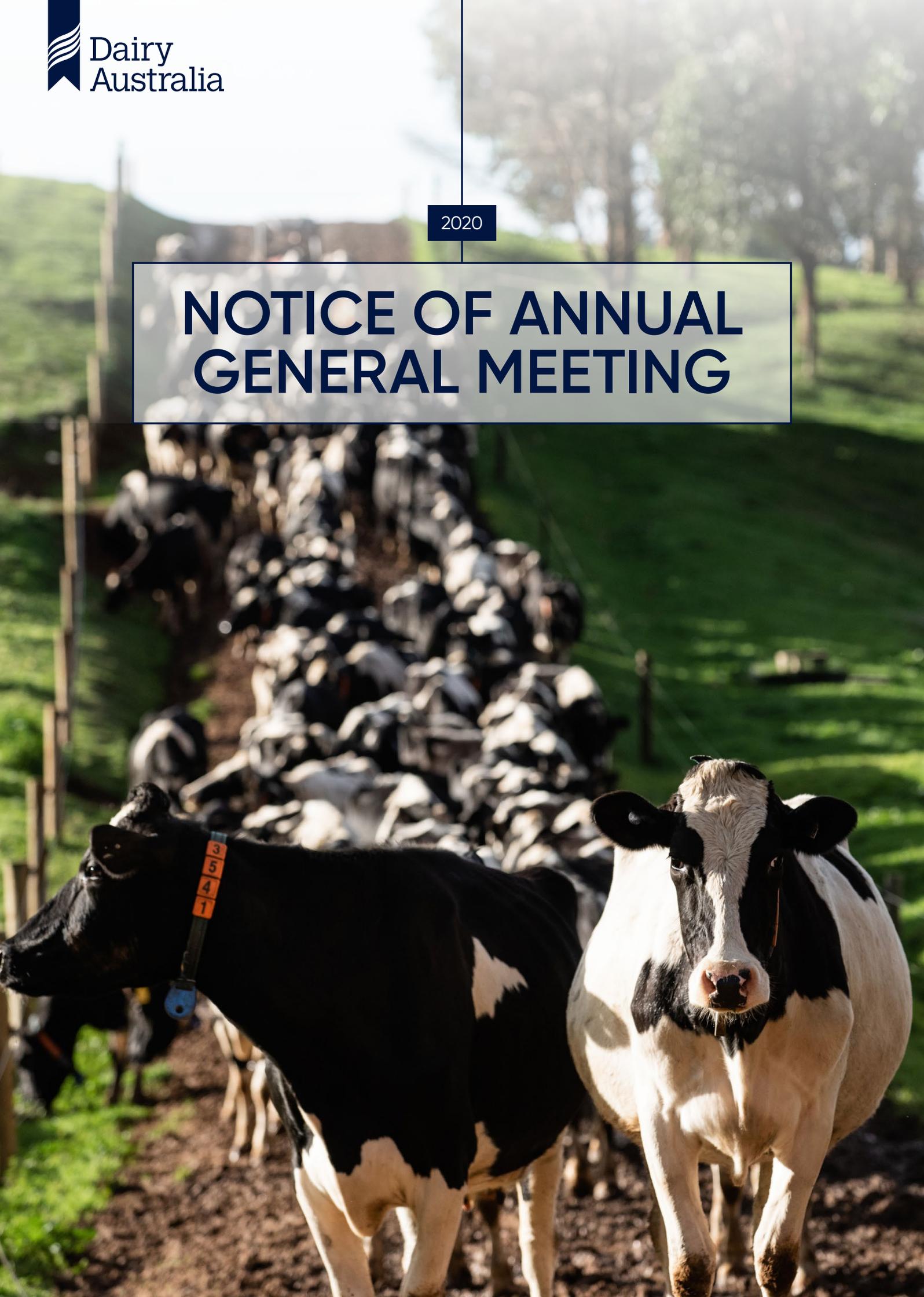


2020

NOTICE OF ANNUAL GENERAL MEETING



The Annual General Meeting of Dairy Australia Limited (ACN 105 227 987) ('Dairy Australia') will be held virtually on Friday, 27 November 2020 at 11.30am Australian Eastern Daylight Time (AEDT).

PARTICIPATION

Members participating in the Annual General Meeting (AGM) will be able to register from 10.30am AEDT on 27 November 2020 via www.web.lumiagm.com/323820125.

The Meeting will be webcast via the Lumi online platform. Members will be able to listen to the proceedings, view the presentations and ask questions of the Board.

In regard to voting, members will be able to:

- Vote in real time at the AGM, or
- Appoint a proxy to vote at the AGM on their behalf.

Further details about how to vote in the online AGM are provided on page 5 of this Notice of Meeting.

Dear Dairy Australia member,

On behalf of the Board, I invite you to participate in our virtual 2020 AGM.

With the current COVID-19 related restrictions on indoor gatherings and travel imposed by governments, our AGM will be held online (virtually) rather than at a physical location.

Accordingly, the 2020 Dairy Australia AGM will be held virtually on Friday, 27 November 2020.

Members participating in the AGM will be able to register from 10.30am AEDT on 27 November 2020 via www.web.lumiagm.com/323820125.

Our virtual meeting will provide you with the opportunity to join regardless of your location. You will be able to view presentations from myself and from David Nation, Managing Director, as well as vote and ask questions during the meeting. Regardless of whether you intend to vote, you are welcome to listen in and ask questions in the meeting.

Questions

We welcome your questions. If you are participating in our virtual meeting, you can submit a question via the online platform during the meeting.

Alternatively, you can lodge questions on notice via email. Questions on notice must be submitted by 10.30am AEDT on Tuesday 24 November 2020 via: membership@dairyaustralia.com.au.

David and I will endeavour to address the most frequently asked questions during our AGM presentations.

Items of business

At the 2020 AGM, you will be asked to consider four items of business and vote on items 2, 3 and 4:

Item 1: Financial Statements and Reports

Item 2: Modification of Constitution

Item 3: Directors' aggregate pool

Item 4: Election of Directors

Who can vote?

All dairy levy payers who are members of Dairy Australia are eligible to vote. Voting entitlements have already been mailed to Dairy Australia members. If you have any membership enquiries please call our toll-free Memberline on 1800 004 377 or email membership@dairyaustralia.com.au.

How can I vote?

Information about the Dairy Australia voting process, including appointment of proxies, is included on page 5.

Who is overseeing the vote?

Mr Stephen Roche of Deloitte will be the Returning Officer for all polls conducted at the AGM. If you have questions, please contact Stephen on 0402 229 049 or via stroche@deloitte.com.au.

We hope you can join us at our AGM.

Yours sincerely



James Mann

Chairman of Dairy Australia

19 October 2020

BUSINESS OF THE MEETING

Item 1: Financial Statements and Reports

Item of business

To receive the Financial Report for Dairy Australia for the year ended 30 June 2020, together with the Directors' Report and the Auditor's Report as set out in the Annual Report 2019–20. Members can view our annual report online by going to dairyaustralia.com.au/annualreport

Explanatory note

Under the Corporations Act 2001, the Financial Report, the Directors' Report and the Auditor's Report must be laid before the AGM of the company. There is no requirement that the members approve the Reports. However, there will be an opportunity for members to ask questions of the Directors and the Auditor and to make comments on the Reports.

Item 2: Modification of Constitution

Item of business

To consider and, if thought fit, to pass with or without amendment, as a special resolution the following:

"That, pursuant to and in accordance with section 136 of the Corporations Act and for all other purposes, Dairy Australia's constitution be modified on the terms and conditions in the Explanatory note."

Explanatory note

General

The resolution seeks member approval for the modification of Dairy Australia's constitution (Constitution) in accordance with section 136 of the Corporations Act.

A copy of the modified Constitution will be sent to any member on request. If the resolution is passed, the modified Constitution will be effective from the close of the AGM.

The resolution is a special resolution and therefore requires approval of 75% of the votes cast by members present and eligible to vote (in person, by proxy, by attorney or, in the case of a corporate member, by a corporate representative).

The proposed modification

The resolution seeks the approval of members for Dairy Australia to replace the Rule 5.1 of the Constitution. For ease of review, below we provide the current Rule 5.1 of the Constitution with the proposed amendments identified in mark-up:

5.1 Objects

The objects of the company are:

- (a) to promote the development of Australian dairy resources; and
- (b) to contribute to the promotion and development of **the a profitable** Australian dairy industry and **the promotion and development of** Australian dairy produce by:
 - i. carrying out research, development and extension activities for the benefit of the Australian dairy industry and the Australian community generally; and
 - ii. carrying out activities to develop the Australian national market for, and international trade in, Australian dairy produce; and
 - iii. providing information and other services; and
 - iv. carrying out other activities for the benefit of the Australian dairy industry; and
- (c) to act as industry services body for the purposes of the Dairy Produce Act.

Reasons for modification

The proposed amendment to the Constitution of Dairy Australia is to add a reference to 'profitability' so that the development of a profitable dairy industry is one of the objects of Dairy Australia.

Dairy Australia already references the object or goal of improving profitability within its strategy and purpose. The inclusion of a reference to 'profitability' within the Constitution of Dairy Australia is recommended to address the present omission of any reference within the objects of the company.

Item of business 3: Directors' aggregate pool

Item of business

To fix by ordinary resolution pursuant to rule 32.2(a) of the Company's Constitution the aggregate remuneration of the directors (other than the Managing Director) at \$490,000 per annum.

Explanatory note

The directors' aggregate pool sets an upper limit on remuneration of non-executive directors. The last increase in the pool was agreed in 2013 at \$430,000 per year. Incremental increases between 2013 and 2020 mean that the upper limit of the aggregate pool will shortly be reached. An increase in the directors' aggregate pool is sought to provide for increases in director remuneration in future years.

The Board consider market benchmarking when setting director remuneration each year and have demonstrated a capacity to respond to the market environment by not increasing remuneration of non-executive directors for the past two years.

Under rule 32.2(a) of Dairy Australia's Constitution, the Directors (other than the Managing Director) are entitled to be paid out of the funds of the Company an amount not exceeding in aggregate the amount last fixed by ordinary resolution. This amount is an aggregated amount allocated between all the Directors (other than the Managing Director), (the 'aggregate pool').

In accordance with the ASX Corporate Governance Principles and Recommendations, 4th edition, non-executive directors should receive fixed remuneration and this "should reflect the time commitment and responsibilities of the role".

The time commitment and responsibilities of Dairy Australia's non-executive directors have increased and it is intended to resume incremental increases in director remuneration in future years to recognise the importance of governance for complex innovation investments, ensuring delivery of services across all Australian regions, implementation of reforms to organisational structures and implementation of government priorities for Rural Research and Development Corporations.

The Board recommends to the Group A members that the aggregate amount of Directors' remuneration, the aggregate pool, be increased to \$490,000 per year to ensure that Dairy Australia has the ability to continue to source and retain Directors with the specific skills needed to deliver Dairy Australia's strategic objectives.

Item of business 4: Election of Directors

Item of business

To conduct an election of directors to fill three vacancies on the Dairy Australia board that arise due to retirement by rotation of three existing directors in accordance with the company's Constitution.

Explanatory note

Under Dairy Australia's Constitution, at this year's AGM three directors must retire from office: Ms Tania Luckin, Ms Roseanne Healy and Mr Graeme Nicoll.

These retirements by rotation create vacancies for directors with the following skillsets in accordance with the Dairy Australia's Board skills matrix:

- Milk Producer skills
- Agribusiness, Innovation and Change Management

Ms Tania Luckin, Ms Roseanne Healy and Mr Graeme Nicoll are all eligible for re-appointment under Rule 31.6(a) of the Constitution. Ms Luckin and Ms Healy will be standing for re-election however Mr Nicoll will not be standing for re-election, having indicated he wishes to retire from the Board.

Under the Constitution, candidates for election as Directors can be nominated by:

- The Board, following interviews of candidates and recommendation by the Board Selection Committee (Pathway 1, described on page 7); or
- 100 or more Group A members (Pathway 2, described on page 8).

There are six candidates offering themselves for election at the 2020 AGM.

The three candidates offering themselves for election through Pathway 1 (interview and Board nomination) are:

- Ms Tania Luckin
- Mr Paul Roderick
- Ms Roseanne Healy

The 100 Group A member nominated candidates offering themselves for election through Pathway 2 (direct nomination of at least 100 members) are:

- Ms Carlie Barry
- Mr Phil Ryan
- Mr David Beca

HOW CAN I VOTE?

If you are entitled to vote at the meeting you can exercise your vote in the following ways. Please note that your Dairy Enterprise Number (which you will need to cast your vote) can be found on your Levy Entitlement Letter.

Option	Details	Instructions
Vote online during the AGM	Members and proxyholders will be able to participate and vote at the AGM online in real-time using a computer, mobile phone or iPad/tablet device with internet access.	<p>Members and proxyholders will be able to participate and vote at the AGM by accessing the Lumi online platform via www.web.lumiagm.com/323820125.</p> <p>Members will be able to register from 10.30am AEDT on 27 November 2020.</p> <p>To log in you will need your Dairy Enterprise Number and your registered postcode. Detailed instructions for members and proxyholders about how to login to the meeting, view the webcast, ask questions and vote can be found in the Online Meeting Guide available at dairyaustralia.com.au/agm.</p> <p>There is also a phone number provided at the end of the guide which members can call if they are having difficulties logging in on the day. This goes to a Call Centre where an agent will be able to assist.</p>
Appoint a Proxy before the AGM	<p>Members can appoint a proxy (another person) to vote at the AGM on their behalf.</p> <p>The person you appoint does not need to be a member of Dairy Australia.</p> <p>If you wish, you can appoint the Chairman of Dairy Australia as your proxy to distribute your vote.</p>	<p>To appoint your proxy, complete the enclosed Proxy Form and return it to Computershare Investor Services by:</p> <ul style="list-style-type: none">• Post: GPO Box 2062 Melbourne VIC 3001• Fax: 03 9473 2145• Email: votingservices@computershare.com.au <p>Proxy Forms must be received by 11.30am AEDT on Wednesday, 25 November 2020 at Computershare Investor Services.</p> <p>If you are using the post, please post your Proxy Form as early as possible to allow for COVID-19 related delays.</p> <p>Questions?</p> <p>If you have questions about voting by proxy, please contact Faith Sullivan at Computershare on 0437 199 611 or via votingservices@computershare.com.au</p>

We also allow split votes

Many dairy businesses involve more than one person, and under our Constitution two or more people involved in a business can be joint members of Dairy Australia. Where a dairy business has joint members, the voting entitlement is allocated to the 'nominated member' being the member previously nominated by that dairy business to be the representative of the dairy business.

However, if requested we also allow votes to be split amongst members of a joint holding. If you wish to do this, please contact Dairy Australia on membership@dairyaustralia.com.au.

Requests for separate voting papers must be made no later than 12 noon, Wednesday, 11 November 2020.

Appointing a Power of Attorney

Attorneys participating and voting at the AGM on behalf of a member must provide a scanned copy of an original Power of Attorney or certified copy of the Power of Attorney for the member it relates to.

To appoint a Power of Attorney, please provide the original Power of Attorney or certified copy of the Power of Attorney to Computershare Investor Services by:

- **Post:** GPO Box 2062 Melbourne VIC 3001
- **Fax:** 03 9473 2145
- **Email:** votingservices@computershare.com.au

Your original Power of Attorney or certified copy of the Power of Attorney must be received by 11.30am AEDT on Wednesday, 25 November 2020 at Computershare Investor Services.

If you are using the post, please post your original Power of Attorney or certified copy of the Power of Attorney as early as possible to allow for COVID-19 related delays.

Companies which are members of Dairy Australia

A company that is a member of Dairy Australia may appoint an individual to act as its corporate representative and vote at the meeting. The appointment must be made in accordance with section 250D of the Corporations Act 2001. The form for the appointment of a corporate representative can be obtained from Dairy Australia by contacting our toll-free Memberline on 1800 004 377 or email membership@dairyaustralia.com.au.

To appoint an individual to act as a corporate representative of your company and vote at the meeting, please provide your appointment form to Computershare Investor Services by:

- **Post:** GPO Box 2062 Melbourne VIC 3001
- **Fax:** 03 9473 2145
- **Email:** votingservices@computershare.com.au

Your appointment form must be received by 11.30am AEDT on Wednesday, 25 November 2020 at Computershare Investor Services.

If you are using the post, please post your appointment form as early as possible to allow for COVID-19 related delays.

REPORT OF THE BOARD SELECTION COMMITTEE: DAIRY AUSTRALIA DIRECTOR NOMINATION PROCESS 2019

The Board of Dairy Australia, via the Board Selection Committee, has completed the process of selecting nominees for election to the Board at Dairy Australia's 2020 AGM. This process is governed by Dairy Australia's Constitution with consideration to vacant skills from the Dairy Australia Board Skills matrix.

There are two paths to election as a Director, both of which are set out in detail in Dairy Australia's Constitution. The first is as a person nominated by the Board Selection Committee through its own selection process, and the second is as a person nominated by at least 100 Group A members. The process relating to both of these pathways is detailed below.

Pathway 1: Board Nominated Candidates

The search for candidates is undertaken by the Board Selection Committee. The Board Selection Committee is appointed for a 12-month period.

The Board Selection Committee represents the Australian dairy industry and has five members:

- Two members nominated by Australian Dairy Farmers (Ms Victoria Taylor and Mr John Verstedden)
- Two members nominated by Australian Dairy Products Federation (Ms Corrie Goodwin and Mr Steve Oldridge)
- With the Chair being an existing Dairy Australia Director (Professor Paul Wood).

The Board Selection Committee's role is to identify and nominate to the Dairy Australia Board, persons whom it considers will best ensure that the Board collectively has an appropriate balance of skills and experience having regard to the nature of the business and affairs of Dairy Australia. These persons then stand for election at the AGM as Board-nominated candidates.

The skills and experiences that the Board believes are required for the Board as a whole were determined and agreed (set out in the Board skills matrix), in addition to an assessment of the skills needs and gaps created by the retiring Directors. Based on these considerations, the Board Selection Committee determined that the following vacancies for skillsets exist on the Board:

- Two Directors with Milk Producer skills
- One Director with Agribusiness, Innovation and Change Management skills.

The Dairy Australia Board ratified this assessment. Preferred skill sets for these positions were drafted and used to guide selection.

Following extensive advertisement and search for candidates, a large number of applications were reviewed.

Fourteen milk producers applied for the two vacant Milk Producer positions. Due to the number of applications, a Pre-Selection Committee was formed which shortlisted potential candidates. The Pre-Selection Committee was chaired by John Verstedden (ADF Director) and also comprised Michael Partridge (WA dairy committee chair, ADF National councillor), Victoria Taylor (ADF Director), John Hunt (SADA President, ADF National Councillor). This ensured that milk producer applications were assessed by people with a strong understanding of the skills and experience required for the role.

Eight interviews were then held by the Board Selection Committee and unanimously recommended two applicants for the role: Tania Luckin (a current director who re-applied for the role) and Paul Roderick (a new applicant).

Seventy-four applications were received for the vacant position for a Director with Agribusiness, Innovation and Change Management skills. An independent executive search consultant - Rimfire Resources - was enlisted to assist in the recruitment and selection process and the Board Selection Committee interviewed a short list of six candidates. Roseanne Healy was unanimously recommended for the vacant position (Roseanne is a current director who re-applied for the role).

The shortlisting and subsequent selection of candidates was based on a Board Skills Matrix which is regularly reviewed by the Board to ensure that Directors meet the future needs of Dairy Australia and delivers on its strategic priorities in support of dairy farming. The skills identified as required by this year's candidates were circulated in a letter sent to all levy payers at the end of May, which announced the opening of the nomination process.

It was the view of the Board Selection Committee that Ms Tania Luckin, Mr Paul Roderick and Ms Roseanne Healy best met the skills needs for nomination to the Board, and this view was endorsed by the Board. Those directors standing for re-election were not in the room when the discussion took place and took no part in this decision.

Pathway 2: Standing for election as a person nominated by at least 100 Group A members

The person must be nominated, in writing, by at least 100 Group A members (i.e. registered members who are levy-paying milk producers). The nomination must specify the skills and experience that the person is said to have as relevant to the business and affairs of Dairy Australia. This person may then stand for election at the AGM.

Nominations supported by at least 100 Group A members have been received from Ms Carlie Barry, Mr Phil Ryan and Mr David Beca.

Which candidates are standing against each other?

The Constitution required the Board Selection Committee to meet, consider the skills and experience of the nominees supported by at least 100 Group A members and decide which of these candidates should stand against which Board nominated candidate. The Board Selection Committee has determined that, based on their skills and experience, the following candidates will stand against each other:

- Tania Luckin will stand against Carlie Barry for a Milk Producer Director vacancy
- Paul Roderick will stand against Phil Ryan for a Milk Producer Director vacancy
- Roseanne Healy will stand against David Beca for the Agribusiness, Innovation and Change Management Director vacancy.

The successful candidate for each vacancy will be the candidate who receives more first preference votes.

Directors elected at this AGM are elected for a three-year term. Please refer to the next section for more information on each candidate and the basis in which they offer themselves for election.



CANDIDATE PROFILES OF DIRECTORS STANDING FOR DIRECTOR ELECTION



Tania Luckin

**BOARD NOMINATED CANDIDATE
– MILK PRODUCER SKILLS**

Bio

Tania Luckin has operated dairy and commercial enterprises for the past 23 years in both Victoria and South Australia and is currently in a family partnership dairy farm at Heywood, South West Victoria. Her off-farm contribution to supporting dairy has included serving as a Bonlac Supply Company Director, Board Member of the WestVic Dairy Regional Development Program and a member of the Dairy Industry Advocacy Review Team. Tania further participated in the Fonterra NZ Director Governance Development Program in 2015. She is standing for election for a second term following her appointment as a Director of Dairy Australia in 2017.

Candidate Statement

It is a privilege to be nominated by industry to continue to serve my fellow farmers on the Dairy Australia Board.

Over the past 23 years I have operated dairy enterprises ranging in size from 180 to 1,500 cows in Victoria and South Australia including dryland, irrigation, pasture-based and TMR systems.

I understand regional differences, systems differences and I know that what is important to the small dairy herds is often very different to the larger operations. I have sipped from both cups.

Dairy Australia is an organisation that is there for all dairy farmers. It is not easy to govern with so many differences in priorities according to region, environment and herd size.

But I'm not looking for easy.

I have extensive governance skills and a strong national network thanks to 19 years of involvement in the dairy industry.

During my first term as a Dairy Australia director I have actively supported initiatives that drive industry innovation and profitable farming and have relevance to all regions and business sizes.

If re-elected, it is my intention to ensure we deliver on your Company's strategic commitments and our responsibilities under the Australian Dairy Plan. This will likely include significant structural reform – a process that requires brave leadership from persons not afraid to embrace change.

Being a director of Dairy Australia is a significant responsibility and time impost. I am in the position to devote the time, energy and acumen this challenging position demands, should you provide the support for me to do so.



Paul Roderick

**BOARD NOMINATED CANDIDATE
– MILK PRODUCER SKILLS**

Bio

Paul Roderick has operated his family dairy farm at Harrisville, South East Queensland for the last 27 years.

Paul has been involved in all facets of dairy off-farm with roles in advocacy, research, development and extension. He is currently Chair of Subtropical Dairy, Dairy Australia's Regional Development Program, had a role in setting up the Young Dairy Network (YDN) Queensland as the young farmer delegate on the Inaugural Strategic Steering Committee, then progressing to Chair for two years. He was a Director on Premium Milk Ltd (negotiating group with Lactalis) for 11 years and is a member of the Australian Dairy Conference Board.

He is an active member of both the local and dairy communities which include roles in the Fassifern Rugby League Football Club for over 25 years (current President), Hayes Oval Inc President, the local ANZAC Committee, and a current Queensland Dairyfarmers' Organisation District Councillor.

Candidate Statement

As a co-owner of a dairy farm, I know there are many challenges for our businesses to grow, invest and be profitable. Dairy Australia, through our levy investment is a key partner in all our businesses and like our businesses, it needs to continually review, innovate and be world class if our industry is to be competitive, domestically or internationally.

Integrating key innovations has kept our farm in business today. We continually analyse what is a good investment and what is not, and manage risk. While it is Dairy Australia's charter to push the boundaries of science, it is now more important than ever that we integrate onto our farms, the innovation and knowledge that has been tailored to meet the needs of the many diverse regions and farm systems across the Australian dairy industry.

As a younger farmer, I will focus on the pathways for new entrants and investors, and models to build a dairy career.

While the Australian Dairy Plan will provide a strong strategic platform for many initiatives going forward, new collaboration is a great opportunity. We need to use this new synergy to drive improved market access and conditions, and further partnering with other Research Development Corporations.

My obligation to this directorship is to build greater trust and transparency of Dairy Australia and to return improved value to the Australian dairy farm sector that truly reflects its contribution that it makes today.



Roseanne Healy

BOARD NOMINATED CANDIDATE - AGRIBUSINESS, INNOVATION AND CHANGE MANAGEMENT SKILLS

Bio

Roseanne Healy has been nominated to fill the Agribusiness, Innovation and Change Management Director vacancy. She is standing for election for a second term after her appointment as a Director in 2018. An experienced corporate advisor with over 20 years in agricultural investment management, Roseanne has long term non-executive experience in not-for-profit, ASX-listed companies and statutory corporations in the agribusiness and innovation sectors bringing a breadth of experience and insight on strategy, impact and change management. Roseanne is currently Deputy Chair of Grains Research and Development Corporation, Chair of Dairysafe, Director of Food Manufacturing and Services, Member; National Water Grid Authority Advisory Body and former Director of AgriFutures Australia.

Candidate Statement

I am honoured to have been renominated to serve on the Board of Dairy Australia. My extensive corporate, strategic and governance background is outlined in my Bio.

My experience in the performance management of large research and development investment portfolios draws on my investment banking background, my deep understanding of agricultural investment, our research and innovation system and director roles across Australia's R&D Corporation Boards.

Dairy farms are complex systems suited to adoption of farmer-led innovation. As an advisor to investors and boards in agtech and foodtech; enabling new ventures, revenue streams or markets, I bring experience in innovation, commercialisation and path to farmer uptake models delivering impact and farmer profitability.

I have welcomed the opportunity to contribute to the governance working group for the Australian Dairy Plan and deepening collaboration across the 15 R&D Corporations ensuring dairy plays a leadership role in cross-sector investment attractive to business and non-traditional investors, growing dairy's research wallet and accelerating profitability gains across the farming system. Dairy Australia's Dairy Feedbase investment is an example of the type of program that will place smart farm technology in the hands of dairy farmers sooner, mitigating risk and maximising margins. With formal qualifications in law, economics, commerce and business, I bring a well-rounded set of skills to the Board and the industry broadly.

With a background in facilitation of entrepreneurship, adaptive change and strategy, I believe my experience and skills support the 2020-2025 Strategic Plan while offering continuity during a period of industry transformation.



Carlie Barry

**GROUP A MEMBER NOMINATED CANDIDATE
– MILK PRODUCER SKILLS**

Bio

Carlie Barry is a dairy farmer from South West Victoria. Over the last 10 years, Carlie and her husband Owen have built their business from the ground up, from lower order sharefarming 200 cows to 50:50 sharefarming, to leasing and farm ownership. She has leased a second dairy farm since 2016 and at peak milks 600 cows, with one farm in conventional production and the other in organic conversion. Carlie developed a deep understanding of the many variations in dairy businesses within the industry when employed by Fonterra, where she looked after 130 farms. She also provided HR support for the entire South West region of Victoria utilising her degree in human resources (specialising in dairy). Carlie was the State President of the Victorian Young Farmers, a member of the Warrnambool Cheese and Butter Supplier Advisory Forum and is a graduate of the Marcus Oldham Rural Leadership Program.

Candidate Statement

I am offering myself for election because I believe it is essential that people with new ideas and perspectives are party to the decisions being considered in industry structure as well as on how Dairy Australia can have a much larger impact on improving farmer profitability. This is especially important currently with the dairy industry suffering from long-term reductions in profitability and production in almost all states. I am also driven by the desire to help positively change the perception of the industry as well as developing more successful pathways for young people to move from their first job to farm ownership. I would be a voice for all farmers, though especially for the 'grass roots' farmers and younger farmers starting out in the industry who in my view have not had a strong enough advocate for them in the past.

My role as an Area Manager with Fonterra allowed me to build strong relationships with a large group of farmers with a wide range of production systems and a diverse range of personal aspirations. I found it rewarding to advocate on their behalf with Fonterra and it would be an honour to have the opportunity to do this on behalf of all farmers on the Dairy Australia Board. I am passionate about the need to develop a profitable and sustainable dairy industry, and I believe my own experience with progression in the industry and my background in HR would ensure I could significantly contribute to the Dairy Australia board.



Phil Ryan

**GROUP A MEMBER NOMINATED CANDIDATE
– MILK PRODUCER SKILLS**

Bio

Phil Ryan is a dairy farmer in the Bega valley, NSW. He is the Deputy Chair of the NSW Farmers' Association Dairy Committee, and a member of the NSW Dairy Industry Advisory Panel. Phil represented local farmers through the Australian Dairy Plan and Mandatory Code of Conduct meetings, and at State and Federal Government Inquiries. He has strong contacts with dairy farmers, nationally and internationally, through social media. Phil had over 10 years experience in IT business analysis and project management, primarily with major banks. This experience developed skills in analysis, solution design, change management, communication and issue and risk management which Phil will apply on behalf of the dairy industry through Dairy Australia. He is a member of the Australian Institute of Company Directors.

Candidate Statement

I am seeking election as a director to offer an option for greater change in our industry, which I believe farmers have been calling for through the Australian Dairy Plan, and through traditional and social media. I know I can help improve the engagement between Dairy Australia and farmers. With improved communication, I would hope to be able to also demonstrate greater accountability to farmers.

As a dairy farmer in NSW supplying a cheese processor, I am well placed between the traditional fresh milk markets of NSW and Queensland, and the traditional manufacturing milk states of Victoria, Tasmania and South Australia. I understand the differences, and the common features, of the farming systems and the drivers of profit of our different milk producing regions.

I will promote projects and activities at regional and State level to support the growth of confidence and profitability for the National industry.

I am passionate about dairy farming, and the Australian dairy industry. I would like to be able to apply that passion, with my skills and experience, on behalf of the industry to deliver necessary changes to reverse recent falls in production and farm numbers.



David Beca

**GROUP A MEMBER NOMINATED CANDIDATE –
AGRIBUSINESS, INNOVATION AND CHANGE
MANAGEMENT SKILLS**

Bio

David Beca's experience covers small, medium and large businesses across private, public listed and unlisted, and cooperative ownership. He has specialised in the dairy industry, though he has experience across a wide range of agricultural enterprises and a continuing involvement with software. This experience includes owning and operating farms with external investors, as an asset manager overseeing agricultural businesses across five countries, as CEO of one of Australia's largest dairy farming enterprises, as Managing Director of Uruguay's largest dairy farming enterprise (publicly listed NZ company), as a non-executive director of a NZ-based cooperative dairy company, as COO of a vertically integrated beef business, as Managing Director of a farm performance and benchmarking software company (Red Sky), and as a senior partner/director of an agricultural consultancy and feed company. David also has significant experience with agricultural research and extension projects, and has published papers and presented widely on dairy business performance.

Candidate Statement

I offer myself for election as a director because I would like to help change the direction of the Australian dairy industry and contribute my knowledge and skills to reversing the ongoing reductions in profitability and national milk production. These trends have been evident for 20 years and appear to be primarily linked to increases in cost of production across all states in Australia, with these costs increasing at a faster rate than most of our international competitors. I believe Dairy Australia has not been effectively developing relevant projects that address these negative trends. I would like to help develop a more inclusive culture that welcomes new and different ideas, as well as listens to, and is more responsive to, the needs of farmers in all regions of the country. I would also endeavour to make Dairy Australia more accountable to dairy farmers, and more open and transparent with how it operates. I wish to utilise my 40 years of agricultural knowledge and experience, and 30 years of directorial experience, to drive significant changes in both strategy and performance at Dairy Australia so that the industry might regain its lost profitability and again compete equally with dairy industries in other countries, with this providing a pathway back to consistent growth in national milk production. I have extensive experience in leading performance and cultural change in organisations of all sizes, and I would welcome the opportunity to bring my knowledge and skills to bear on behalf of all levy payers.



Dairy Australia Limited ABN 60 105 227 987
Level 3, HWT Tower
40 City Road, Southbank Vic 3006 Australia
T +61 3 9694 3777 F +61 3 9694 3733
E enquiries@dairyaustralia.com.au
dairyaustralia.com.au