

30<sup>th</sup> September 2024

Department of Agriculture, Fisheries and Forestry  
GPO Box 858  
Canberra ACT 2601

Email: Via Web

**Re: Submission: Capability Review: Department of Agriculture, Fisheries and Forestry**

Dear Sir/Madam,

Thank you for the opportunity to reply to the call for submissions on the Department of Agriculture, Fisheries and Forestry (DAFF) Capability Review. In Grain Trade Australia's (GTA) view DAFF's current and future level of capability is important for the grain industry's efficiency and growth.

GTA is a member of the DAFF Grain and Plant Products Export Industry Consultative Committee (GPPEICC). GTA is a national association and the focal point for the commercial grain industry within Australia. The role of GTA is to provide a **framework** across Industry to facilitate and promote the trade of grain. GTA facilitates trade and works to provide an efficient, equitable and open trading environment by providing leadership, advocacy, and commercial support services to the Australian grain value chain.

GTA Members are drawn from all sectors of the grain value chain from production to domestic end users and exporters. GTA has over 300 organisations as Members. Their businesses range from regional family businesses to large national and international trading/storage and handling companies who are involved in grain trading activities, grain storage, importation of plant protein meal, processing grain for human consumption and stock feed milling. A list of [GTA Members](#) is attached.

As the exporters of grain from Australia, it is GTA members who pay for the DAFF grain export cost recovery (ECR) program.

## **1. Value of Australian Export Regulations**

The Australian grain industry has a reputation as a reliable supplier of quality grain on the international market. This reputation is supported and enhanced by the export regulations managed by DAFF to ensure grain meets importing country quarantine requirements. GTA and its members fully support those regulations and work collegially with DAFF to achieve our joint objectives.

## **2. DAFF Performance against its Strategy**

### *2.1 Financial Performance / Service*

GTA understands the focus on DAFF's capability as the department's financial difficulties during 2023 were well publicised leading to reported:

- restrictions on non-essential travel and training;
- re-prioritising non-critical projects; and
- a reduction in contracted workforce numbers.

It is noted from a study of the Capability Review whilst heavily focussed on the positives of DAFF performance, it re-confirms and captures multiple issues that GTA and its members were aware of during this past period and up to the current period. A number of these were detailed in prior GTA Submissions provided to DAFF

- [DAFF Funding Review July 2024](#)
- [DAFF CRIS Feedback May 2024](#)

### *2.2 Performance against Budgets*

The **Grain and Plant Products Export Industry Consultative Committee** (GPPEICC) is the principal forum for DAFF to consult with the grain, fodder, nuts, seed and timber industries on export inspection and certification, export market access and other relevant issues.

As noted in prior submissions a focus for the GPPEICC is to review **DAFF performance against budget**. The Capability Review highlighted the issues DAFF has with management reporting relating to its accounting and reporting performance. GTA and its members are well aware of these issues having experienced DAFF's inability to provide adequate financial reports and data as a result of numerous issues including complexity due to the '*machinations of Government*'.

GTA questioned DAFF when basic financial data was not able to be reported to GPPEICC, including how could DAFF managers effectively manage their own resources and budgets without visibility of financial data? It appears from the Capability Review they were experiencing the same or similar frustration with a lack of financial data.

### 2.3 Digital Reforms and Transformative Projects/Asset Management ICT

Government through its recent *Congestion Busting* investment dedicated \$222.2m to upgrade the Information Technology that underpins the government export system. This was seen as a much-needed investment to streamline and simplify DAFF processes and export services and to transform it into a modern and efficient partner for industry.

However, as experienced by the grain industry through the lack of delivery of projects and system upgrades such as *nexdoc* these planned transformative projects do not appear to have delivered against their initial objectives.

As reported in the Capability Review DAFF now has a limited IT annual capital budget of \$10.1m that may not support the department's ability to make progress towards modernisation. This is of concern and a risk for the grain industry moving forward.

As noted previously, GTA welcomes and supports transformative projects that align industry and Government strategy including joint DAFF & GTA projects that are underway. The joint approach to these and other projects will release value and assist in the longer term towards the goal of DAFF being the modern and efficient partner for industry that we all desire.

### 3. Unfunded Activities

Government has allocated \$3.7m over three years to enable the development of an ongoing sustainable export funding model to ensure DAFF remains appropriately resourced to carry out its agricultural trade and export functions into the future.

GTA has commented this review is welcomed on the basis it focusses on **economic efficiency rather than solely a focus on increasing revenue** to plug the reported financial shortfalls of the Department.

It is also important that all industry sectors are charged their appropriate cost. It is noted the Capability Review raised several concerns regarding **unfunded activities** including they pose a risk to DAFF's financial sustainability.

Whilst GTA supports cost recovery as a mechanism to provide key services not covered through Government consolidated revenue, this is based on the **cost being apportioned across all sectors based on their activities** and balanced by the provision of an effective and efficient service.

### 4. DAFF Transformation Action Plan

From its review of the DAFF Transformation Action Plan (the Plan) GTA's concerns and issues with the current DAFF performance and its capability do not lessen.

The Plan appears to be more a statement of wishful intent rather than a concrete Transformation Action Plan. There appears to be no focus on milestones or major steps/actions to effect transformative change. This is especially of concern in the critical areas of financial management and information technology where the Plan's priority actions appear to be aspirational motherhood statements.

#### Priority actions

##### 5.1 Financial management

Redesign our finance operating model to uplift financial literacy and accountability, review our operating model and deliver an enterprise-wide approach that lifts financial maturity and performance across the organisation.

##### 5.2 10-year digital sustainment investment roadmap

Deliver a roadmap that will address key risks (including the ICT technical debt), modernise systems and establish an ongoing sustainment, robust and secure digital landscape.

##### 5.3 Information and data maturity roadmap

Strengthen our data analytics capability to underpin effective performance monitoring, risk management, operational and strategic policy settings, regulation, and service delivery operations.

The industry requires transparency and access to what is actually being attempted to improve the capability of DAFF. This Plan does not appear adequate in several areas. It does not seek to engage with DAFF clients or to promote visibility of what is being done or attempted and has little focus on understanding industry requirements and service levels.

## 5. GTA Feedback/Position

GTA and its members as clients of DAFF wish to be involved in the transformative change of DAFF and ask DAFF management to provide the necessary visibility and mechanism to assist in the transformative process.

GTA promote and recommend greater DAFF senior management engagement with key exporter associations such as GTA to work collegiately on this reform process. This may be achieved through a forum of larger client association that can assist and be part of the transformative journey.

GTA support DAFF completing and implementing the work underway in the DAFF cost recovery model as the department cannot operate unless it is properly funded. The past few years have demonstrated the impact a lack of funding and poor financial and IT project governance can have on DAFF's capability and the agricultural industry's efficiency.

DAFF management must also focus on getting the department to a suitable level of efficiency to ensure a stable platform to then focus on the improvements that are necessary.

## 6. In Summery

An efficient and effective DAFF is critical to the grain industry. DAFF management must lead the department on its journey to real transformative change to support grain and other agricultural sectors.

GTA consider DAFF capability a risk for grain industry growth and request greater transparency and a higher level of access to DAFF management through a suitable forum to be able to engage and assist DAFF in its transformative journey.

Thank you for this opportunity to comment.

Please do not hesitate to contact GTA at any stage to discuss further.

Yours faithfully,



Pat O'Shannassy  
CEO, Grain Trade Australia



# GRAIN TRADE AUSTRALIA

Membership List as of 25 September 2024

Member Type	Member Level	Account Name	Primary Contact	Website	
Ordinary Member	A1	CBH Group	Ben Macnamara	<a href="http://www.cbh.com.au">www.cbh.com.au</a>	
		GrainCorp Australia	Robert Spurway	<a href="http://www.graincorp.com.au">www.graincorp.com.au</a>	
		Viterra Australia	Philip Hughes	<a href="http://www.viterra.com.au">www.viterra.com.au</a>	
		3			
	A3	Cargill Australia	Zsolt Kocza	<a href="http://www.cargill.com.au">www.cargill.com.au</a>	
		1			
	A4	ADM Trading Australia	Darryl Borlase	<a href="http://www.adm.com">www.adm.com</a>	
		Arrow Commodities	Dominic Vanzella	<a href="http://www.arrowcom.com.au">www.arrowcom.com.au</a>	
		Australian Grain Export Pty Ltd	Tim Martin	<a href="http://www.australiangrainexport.com.au">www.australiangrainexport.com.au</a>	
		Bunge Agribusiness Australia	Stephen Bennett	<a href="http://www.bunge.com">www.bunge.com</a>	
		Louis Dreyfus Company Emerald Australia	David Johnson	<a href="http://www ldc.com">www ldc.com</a>	
		5			
	B1	CHS Broadbent	Steve Broadbent	<a href="http://www.broadbentgrain.com.au">www.broadbentgrain.com.au</a>	
		George Weston Foods	Michael Schmidt	<a href="http://www.gwf.com.au">www.gwf.com.au</a>	
		Manildra Group	Peter Sloan	<a href="http://www.manildra.com.au">www.manildra.com.au</a>	
		Riordan Grain Services	Jim Riordan	<a href="http://www.riordangrains.com.au">www.riordangrains.com.au</a>	
		4			
	B2	Centre State Exports	Jeff Voigt	<a href="http://www.centrestateexports.com.au">www.centrestateexports.com.au</a>	
		ETG Commodities	Peter McMeekin	<a href="http://www.etgworld.com">www.etgworld.com</a>	
		Inghams Enterprise Pty Ltd	Matt Clarke	<a href="http://www.inghams.com.au">www.inghams.com.au</a>	
		J K International Pty Ltd	Sandeep Mohan	<a href="http://www.jki.com.au">www.jki.com.au</a>	
		Ridley Agriproducts	Reagan Stroud	<a href="http://www.agriproducts.com.au">www.agriproducts.com.au</a>	
		Riverina (Australia)	Jon Mulally	<a href="http://www.riverina.com.au">www.riverina.com.au</a>	
		Wilmar Trading (Australia) Pty Ltd	Matt Albion	<a href="http://www.wilmargrains.com">www.wilmargrains.com</a>	
		7			
	B3	Allied Pinnacle	Brett Duczmal	<a href="http://www.alliedmills.com.au">www.alliedmills.com.au</a>	
		Brahman Commodities	Michael Aikman	<a href="http://www.brahmancommodities.com.au">www.brahmancommodities.com.au</a>	
		Cofco International Australia	Sarah Pan	<a href="http://www.cofcointernational.com">www.cofcointernational.com</a>	
		Demeter Grains	Barry Mansfield	<a href="http://www.demetergrains.com.au">www.demetergrains.com.au</a>	
		K M & W M Kelly & Sons	Matt Kelly	<a href="http://www.kellygrains.com.au">www.kellygrains.com.au</a>	
		Quadra Commodities	Robin Cassar	<a href="http://www.quadra.com">www.quadra.com</a>	
		Qube Logistics (SB) Pty Ltd (T/A Qube Agri)	Jeremy Brown	<a href="http://www.qube.com.au">www.qube.com.au</a>	
		Robinson Grain Trading	Adam Robinson	<a href="http://www.robinsongrain.com.au">www.robinsongrain.com.au</a>	
		8			
	C1	Agracom	Joe Hallman	<a href="http://www.agracom.com.au">www.agracom.com.au</a>	
		Agrisk (Market Check)	Brett Stevenson	<a href="http://www.marketcheck.com.au">www.marketcheck.com.au</a>	
		AGT Foods Australia	Michael Brittain	<a href="http://www.agtfoods.com/australia">www.agtfoods.com/australia</a>	
		Associated Grain t/a Agrocrop Processing Australia	Russell Darbey	<a href="http://www.agrocorp.com.au">www.agrocorp.com.au</a>	
		Australian Food & Fibre Processing	Peter Webb	<a href="http://www.australianfoodandfibre.com.au">www.australianfoodandfibre.com.au</a>	
		Australian Fresh Milk Holdings (AFMH)	Jill Smith	<a href="http://www.afmh.com.au">www.afmh.com.au</a>	
		BFB Pty Ltd	Shane Bird	<a href="http://www.bfb.com.au">www.bfb.com.au</a>	
		Blairs Produce Company	Sean Blair	<a href="http://www.crt.com.au/store/blairs-produce-company/">www.crt.com.au/store/blairs-produce-company/</a>	
		Boolah Farms Pty Ltd	Stuart Tighe	<a href="http://www.boolah.com.au">www.boolah.com.au</a>	
		Castlegate James Australasia Pty Ltd	Kevin O'Brien	<a href="http://www.castlegatejames.com.au">www.castlegatejames.com.au</a>	
		COPRICE	Hugo Steinfort	<a href="http://www.coprice.com.au">www.coprice.com.au</a>	
		Darwalla Milling Co Pty Ltd	Gary Heidenreich	<a href="http://www.darwalla.com.au">www.darwalla.com.au</a>	
		DDT Holdings	Rajeev Saraff	<a href="http://www.dtholdings.com.au">www.dtholdings.com.au</a>	
Deckert Group Pty Ltd		Chris Deckert	<a href="http://www.deckerts.com.au">www.deckerts.com.au</a>		
Esperance Quality Grains Pty Ltd		Neil Wandel	<a href="http://www.esperancequalitygrains.com">www.esperancequalitygrains.com</a>		
Fletcher International Exports		Joe Masters	<a href="http://www.fletchint.com.au">www.fletchint.com.au</a>		
Fodder Link Pty Ltd		Cameron Angel	<a href="http://www.fodderlink.com.au">www.fodderlink.com.au</a>		
Hanlon Enterprises		Chris Coates	<a href="http://www.hanlonenterprises.com.au">www.hanlonenterprises.com.au</a>		
Hazeldenes Chicken Farm		Marcus Dingle	<a href="http://www.hazeldenes.com.au">www.hazeldenes.com.au</a>		
IGH Commodities		Brad Bryant	<a href="http://www.igh.net.au">www.igh.net.au</a>		
Inari Australia		Karan Singh	<a href="http://www.inariaustralia.com.au">www.inariaustralia.com.au</a>		
Irwin Stockfeeds		Bryan Irwin	<a href="http://www.irwinstockfeeds.com.au">www.irwinstockfeeds.com.au</a>		
Itochu Australia Ltd		Ayush Rajvanshi	<a href="http://www.itochu.com.au">www.itochu.com.au</a>		
Jerilderie Grain Storage & Handling		David Barlow	<a href="http://www.jgsh.com.au">www.jgsh.com.au</a>		
Laucke Flour Mills Pty Ltd		Roger Laubsch	<a href="http://www.laucke.com.au">www.laucke.com.au</a>		
Lawson Grains		John Marshall	<a href="http://www.lawsongrains.com">www.lawsongrains.com</a>		
LPC Trading Pty Ltd		Simon Langfield	<a href="http://www.lpc trading.com.au">www.lpc trading.com.au</a>		
Malteurop Australia Pty Ltd		Eric Fisher	<a href="http://www.malteurop.com/en/australia">www.malteurop.com/en/australia</a>		
MC Croker		Jason McPherson	<a href="http://www.crockergrain.com.au">www.crockergrain.com.au</a>		
MSM Milling Pty Ltd		Peter MacSmith	<a href="http://www.msmmilling.com.au">www.msmmilling.com.au</a>		
Namoi Cotton Ltd		Nathan Hunter	<a href="http://www.namoi cotton.com.au">www.namoi cotton.com.au</a>		
Pentarch Agricultural Pty Ltd		James Whiteside	<a href="http://www.pentarch.com.au">www.pentarch.com.au</a>		
Premium Grain Handlers P/L		John Orr	<a href="http://www.pgh.com.au">www.pgh.com.au</a>		
Queensland Cotton Corporation		Ashish Govil	<a href="http://www.qcotton.com.au">www.qcotton.com.au</a>		
Reid Stockfeeds Pty Ltd		Ian Reid	<a href="http://www.reidstockfeeds.com.au">www.reidstockfeeds.com.au</a>		
Rex James Stockfeed		Natasha Davies	<a href="http://www.jamesstockfeed.com.au">www.jamesstockfeed.com.au</a>		
Rivalea (Australia) Pty Ltd - Animal Nutrition		Andrew Philpotts	<a href="http://www.rivalea.com.au">www.rivalea.com.au</a>		
Riverina Oils & Bioenergy		Krissy Campbell	<a href="http://www.riverinaoils.com">www.riverinaoils.com</a>		
SunPork Farms Feed Mills		Mark Young	<a href="http://www.sunporkgroup.com.au">www.sunporkgroup.com.au</a>		
ThriveAgri Pty Ltd		Charlie Brown	<a href="http://www.thriveagri.com">www.thriveagri.com</a>		
TSS Grain (Tasmanian Stockfeed Services)		Trevor Macleod	<a href="http://www.tasstockfeed.com.au">www.tasstockfeed.com.au</a>		
Unigrain Pty Ltd		Ervin Leong	<a href="http://www.unigrain.com.au">www.unigrain.com.au</a>		
Viridis Ag		Chris Reeves	<a href="http://www.viridisag.com">www.viridisag.com</a>		
W B Hunter Pty Ltd		Stewart Coombes	<a href="http://www.wbhunter.com.au">www.wbhunter.com.au</a>		
Wilken Grain		Richard Wilken	<a href="http://www.wilken.com.au">www.wilken.com.au</a>		
Woods Grain Pty Ltd		Bruce Woods	<a href="http://www.woodsgrain.com.au">www.woodsgrain.com.au</a>		
XLD Commodities		John Tuskin	<a href="http://www.xldgrain.com.au">www.xldgrain.com.au</a>		
	47				
C2	Access Grain Pty Ltd	Wade Humphries	<a href="http://www.accessgrain.com.au">www.accessgrain.com.au</a>		
	Adams Australia Pty Ltd	Ian Mack	<a href="http://www.adamsaustralia.com.au">www.adamsaustralia.com.au</a>		
	Aditi UVG	Harshad Kale	<a href="http://www.aditivg.com">www.aditivg.com</a>		
	Aditya Birla Global Trading ( Australia)	Surya Jain	<a href="http://www.abgtrading.com">www.abgtrading.com</a>		
	Advantage Grain Pty Ltd	Chris Nikolaou	<a href="http://www.advantagegrain.com.au">www.advantagegrain.com.au</a>		
Agmark Commodities	Richard Alcorn	<a href="http://www.agmark.com.au">www.agmark.com.au</a>			

Agri Om Australia Pty Ltd	Kishore Bulchandani	<a href="http://www.agriom.com.au">www.agriom.com.au</a>
Agri-Oz Exports (Aust) Pty Ltd	Francois Darcas	<a href="https://www.linkedin.com/in/francois-darcas-4a440577">linkedin.com/in/francois-darcas-4a440577</a>
Agromin Australia Pty Ltd	Rajni Patel	<a href="http://www.agromin.com.au">www.agromin.com.au</a>
Alliance Grains	Luke Walker	<a href="http://www.alliancegrains.com.au">www.alliancegrains.com.au</a>
Arya Pulses Australia Pty Ltd	Aravindhan Ravindraraj	<a href="http://www.aryapulses.com.au">www.aryapulses.com.au</a>
A T Waterfield & Son Pty Ltd	Brad Waterfield	<a href="https://www.linkedin.com/in/brad-waterfield-8767869b">linkedin.com/in/brad-waterfield-8767869b</a>
Australian - Asian Agricultural Exports (AAAX)	Mick Connolly	<a href="http://www.aaax.ws">www.aaax.ws</a>
Australian Choice Exports Pty Ltd	James Hunt	<a href="http://www.australianchoiceexports.com.au">www.australianchoiceexports.com.au</a>
Australian Grain Storage	Matt Bailey	<a href="http://www.sunrice.com.au">www.sunrice.com.au</a>
Australian Growers Direct Pty Ltd	Tyrone Stowers	<a href="http://www.ausgrowersdirect.com.au">www.ausgrowersdirect.com.au</a>
Australian Mungbean Company Pty Ltd	Damien White	<a href="http://www.australianmungbean.com.au">www.australianmungbean.com.au</a>
A W Vater & Co	Kim Vater	<a href="http://www.vater.com.au">www.vater.com.au</a>
Baker Grain	Richard Baker	<a href="http://www.bakergrain.com.au">www.bakergrain.com.au</a>
Boort Grain Co-Operative	Jon Bucknall	<a href="http://www.boortco-op.com.au">www.boortco-op.com.au</a>
Broun & Co Pty Ltd	Charles Coventry	<a href="http://www.brounandco.com.au">www.brounandco.com.au</a>
C & S Trading Pty Ltd	Craig Scholz	<a href="http://www.scholzb.com.au">www.scholzb.com.au</a>
Carpendale Agri Pty Ltd	Andrew Kluck	<a href="http://www.carpendale.com.au">www.carpendale.com.au</a>
Carson Stockfeed Pty Ltd	John Carson	03 6634 7376
Chester Commodities	Richard Black	<a href="http://www.chestercommodities.com.au">www.chestercommodities.com.au</a>
C K Tremlett Pty Ltd	Andrew Tremlett	<a href="https://www.linkedin.com/in/andrew-tremlett-36a06385">linkedin.com/in/andrew-tremlett-36a06385</a>
CL Commodities	Robert Lean	<a href="http://www.clcommodities.com.au">www.clcommodities.com.au</a>
Coorow Seeds	Brian Pover	<a href="http://www.coorowseeds.com.au">www.coorowseeds.com.au</a>
Cory Johnston (Aust) Pty Ltd	Alicia Dolan	<a href="http://www.coryjohnston.com.au">www.coryjohnston.com.au</a>
Craig Tyack Grain Trading	Craig Tyack	<a href="mailto:craig.tyack@bigpond.com">craig.tyack@bigpond.com</a>
Defiance Maize Products Pty Ltd	Rodney Walker	<a href="http://www.corson.co.nz">www.corson.co.nz</a>
Direct Commodities	Hamish Robertson	<a href="http://www.directcommodities.com.au">www.directcommodities.com.au</a>
East Coast Stockfeeds	Stuart Dolden	<a href="http://www.ecsf.com.au">www.ecsf.com.au</a>
Ellerslie Free Range Farms Pty Ltd	Maria Sue-Tin	<a href="http://www.dahal.com.au">www.dahal.com.au</a>
ETG Processing Pty Ltd T/A Wimpak	Brock Tait	<a href="http://www.wimpak.com.au">www.wimpak.com.au</a>
Excel Farms	Nicholas Paterson	<a href="http://www.excellfarms.com.au">excellfarms.com.au</a>
Export Import Australia	Dhanesh Kumar	<a href="http://www.exportimportaustralia.com.au">www.exportimportaustralia.com.au</a>
Export Trading Group Australia Pty Ltd	Shayne Clark	<a href="http://www.etgworld.com">www.etgworld.com</a>
Fanmac Logistics Pty Ltd	Chris Fanning	<a href="http://www.fanmacag.com.au">www.fanmacag.com.au</a>
Feed Central Pty Ltd	Tim Ford	<a href="http://www.feedcentral.com.au">www.feedcentral.com.au</a>
Findlays Barellan	Neil Findlay	<a href="http://www.findlay.world/about-us">www.findlay.world/about-us</a>
Gold Star International Pty Ltd	Abhishek Kotkar	<a href="http://www.goldstarinternational.com.au">www.goldstarinternational.com.au</a>
GO Resources Pty Ltd	Murray Gannon	<a href="http://www.go-resources.com.au">www.go-resources.com.au</a>
Grainforce Pty Ltd	Stella Larnach	<a href="http://www.grainforce.com">www.grainforce.com</a>
Grain Link WA Pty Ltd	Andrew Goyder	<a href="http://www.grainlink.com.au">www.grainlink.com.au</a>
GrainTrend Pty Ltd	Sanjiv Dubey	<a href="http://www.graintrend.com">www.graintrend.com</a>
Grenfell Commodities Pty Ltd	Glenn Beasley	<a href="http://www.grenfellcomm.com.au">www.grenfellcomm.com.au</a>
GV Grain & Fodder	Joanne Harry	<a href="https://www.linkedin.com/in/joanne-harry-707119116">linkedin.com/in/joanne-harry-707119116</a>
Hartree Partners (Australia) Pty Ltd	Daniel Miller	<a href="http://www.hartreepartners.com">www.hartreepartners.com</a>
Harwood Grains & Stockfeeds	Paul Harwood	<a href="http://www.harwoodgrains.com.au">www.harwoodgrains.com.au</a>
Horizon Commodities Pty Ltd	Aaron Jones	<a href="http://www.horizoncommodities.com.au">www.horizoncommodities.com.au</a>
HX Food Group (Aus) Pty Ltd	Dong Zhao	<a href="http://www.hxfoodgroup.com.au">www.hxfoodgroup.com.au</a>
Jatlee Australia	Sunil Kumar	<a href="http://www.jatleecorp.com">www.jatleecorp.com</a>
JH Grain Pty Ltd	Geoff Zhou	<a href="http://www.jhgrain.com.au">www.jhgrain.com.au</a>
J W Koek & Company	Brian Algate	07 3341 4548
Kangaroo Island Pure Grain	Emma Tonkin	<a href="http://www.kipuregrain.com">www.kipuregrain.com</a>
KB Agri Services Pty Ltd	Karl Bliss	<a href="https://www.linkedin.com/in/karl-bliss-916bb679">linkedin.com/in/karl-bliss-916bb679</a>
Kennett Rural Services Pty Ltd	Andrew Kennett	<a href="http://www.kennett Rural.com.au">www.kennett Rural.com.au</a>
Lachlan Commodities Pty Ltd	Tony Cogswell	<a href="http://www.lachlancommodities.com">www.lachlancommodities.com</a>
Lane Grain Pty Ltd	Garry Lane	<a href="https://www.linkedin.com/in/gary-lane-82635b88">linkedin.com/in/gary-lane-82635b88</a>
Laragon Almond Processors Pty Ltd	Mark Webber	<a href="http://www.laragon.com.au">www.laragon.com.au</a>
Mallon AgCommodities	Blake Mallon	<a href="http://www.mallonag.com.au">mallonag.com.au</a>
Mandala Trading	Jay Saraff	<a href="http://www.mandalatrading.com.au">www.mandalatrading.com.au</a>
Marina Commodities (Australia)	Palwinder Singh	<a href="http://www.marinacommodities.com">www.marinacommodities.com</a>
Matthews Transport and Grain Traders	Neville Matthews	<a href="https://www.linkedin.com/in/neville-matthews-aa592191">linkedin.com/in/neville-matthews-aa592191</a>
Max Grains Pty Ltd	Jack Fahy	<a href="http://www.maxgrains.com.au">www.maxgrains.com.au</a>
Mckenzie Ag Services	Lachlan Mckenzie	<a href="http://www.mckenzieag.com.au">www.mckenzieag.com.au</a>
McNaughts Grain & Fertilizer Pty Ltd	Daniel Mcnaught	<a href="http://www.mcnaughts.com">www.mcnaughts.com</a>
Melaluka Trading Pty Ltd	Simon Pritchard	<a href="http://www.melalukatradng.com.au">www.melalukatradng.com.au</a>
Melco Pty Ltd	Steve Mellington	<a href="http://www.melco.com.au">www.melco.com.au</a>
Nandaly Grain Co-Operative	Jon Bucknall	<a href="http://www.nandalyco-op.com.au">www.nandalyco-op.com.au</a>
Network Grains Pty Ltd	Craig Dennis	<a href="http://www.networkgrains.com.au">www.networkgrains.com.au</a>
Norco	Jaco Van der Merwe	<a href="https://www.norco.com.au/agrisolutions/grain-team.php">https://www.norco.com.au/agrisolutions/grain-team.php</a>
Northbound Trading Pty Ltd t/a WA Lupins	Daniel Marshall	<a href="http://www.walupins.com.au">www.walupins.com.au</a>
Origin Grain Pty Ltd	Marcus Currie	<a href="http://www.origingrain.com">www.origingrain.com</a>
Outlook Commodities	Dominic Hogan	<a href="https://facebook.com/Outlookcommodities">https://facebook.com/Outlookcommodities</a>
Pacific Global Sprouts Pty Ltd	Prashant Kewlani	<a href="http://www.pacificglobalsprouts.com">www.pacificglobalsprouts.com</a>
Parkinson Bros	Rohan Parkinson	<a href="https://www.linkedin.com/in/rohan-parkinson-a76a761b4">linkedin.com/in/rohan-parkinson-a76a761b4</a>
PB Seeds	Peter Blair	<a href="http://www.pbseeds.com.au">www.pbseeds.com.au</a>
Pearson's Grain	Darren Pearson	<a href="http://www.pearsonsgroup.com.au">www.pearsonsgroup.com.au</a>
Peters Commodities	Michael Oxley	<a href="http://www.petcom.com.au">www.petcom.com.au</a>
Pinnacle Grains Pty Ltd	Sonal Vij	<a href="http://www.pinnaclegrains.com.au">www.pinnaclegrains.com.au</a>
Plum Grove	Rikki Foss	<a href="http://www.plumgrove.com.au">www.plumgrove.com.au</a>
Pure Foods Eggs Pty Ltd	Tim Castle	<a href="http://www.purefoods.com.au">www.purefoods.com.au</a>
QS Commodities Pty Ltd	Nick Slipper	<a href="http://www.qscommodities.com">www.qscommodities.com</a>
Quirindi Grain & Produce	John Webster	<a href="mailto:john.webster@quirindigrain.com.au">john.webster@quirindigrain.com.au</a>
RP Grain Pty Ltd	Gordon Pulham	<a href="http://www.randpcarriers.com.au/r-p-grains">randpcarriers.com.au/r-p-grains</a>
Rural Logic (Aust) Pty Ltd	Michael Wood	<a href="http://www.rurallogic.com.au">www.rurallogic.com.au</a>
Shannon Bros Bulk Storage Pty Ltd	Clayton Shannon	<a href="http://www.shannonbros.com.au">www.shannonbros.com.au</a>
Silo Bag Grain (NSW QLD) Pty Ltd	Lesley Kilby	<a href="http://www.silobaggrain.com.au">www.silobaggrain.com.au</a>
Societa Cofica	Dia Ram Sharma	<a href="http://www.societacofica.com.au">www.societacofica.com.au</a>
Southern Grain Pty Ltd	Tim Gross	<a href="http://www.southernstockfeeds.com.au">www.southernstockfeeds.com.au</a>
Southern Grain Storage Pty Ltd	Campbell Brumby	<a href="http://www.southerngrains.com.au">www.southerngrains.com.au</a>
Spagicon Australia	Jiger Kotecha	<a href="http://www.spagicon.com.au">www.spagicon.com.au</a>
Standard Commodities Australia Pty Ltd	Elizabeth Bozinaska	<a href="http://www.stancom.com.au">www.stancom.com.au</a>
Sudima Australia	James Garvey	<a href="http://www.sudima.com">www.sudima.com</a>
Sun Euro Australia	Tarun Saxena	<a href="http://www.suneuro.com.au">www.suneuro.com.au</a>
Tamma Grains Australia Pty Ltd	Kim Packer	<a href="http://www.tammagrains.com.au">www.tammagrains.com.au</a>
Tiller Commodities Pty Ltd	Brett Cooper	<a href="http://www.tillercommodities.com">www.tillercommodities.com</a>
TRC International	Yohan Goonetilleke	<a href="http://www.trcglobal.com.my">www.trcglobal.com.my</a>
Trentham Grazing Pty Ltd (t/a Godde's Grain & Fertiliser Pty Ltd)	Barry Fisher	<a href="http://www.goddesgrainandfertiliser.com.au">www.goddesgrainandfertiliser.com.au</a>
Ulusoy Asia Pacific	Muhammet Genc	<a href="http://www.ulusoyflour.com">www.ulusoyflour.com</a>

		Universal Commodity Management	Tim Dean	<a href="http://www.commoditymanagement.com.au">www.commoditymanagement.com.au</a>
		Ward McKenzie	Greg Howe	<a href="http://www.mckenziefoods.com.au">www.mckenziefoods.com.au</a>
		Waterfall Australia	Ian Mallon	<a href="http://ian@waterfallaustralia.com.au">ian@waterfallaustralia.com.au</a>
		Watsons Bulk	Joel Watson	<a href="http://www.wbl.net.au">www.wbl.net.au</a>
		WHG Oceania Pty Ltd	Gesheng Shen	<a href="mailto:shen@tqai.cn">shen@tqai.cn</a>
		Wirrinourt Transport & Trading	Karl Hendy	<a href="http://www.wirrinourttransport.com.au">www.wirrinourttransport.com.au</a>
		WW Agri Pty Ltd	Steve Sloss	<a href="http://wwagri.com.au">wwagri.com.au</a>
		ZTC Australia	Timothy Byass	<a href="http://www.ztcaus.com">www.ztcaus.com</a>
			110	
Transport Operator		Crawfords Freightlines Pty Ltd	Phillip Davis	<a href="http://www.crawfordsfreightlines.com.au">www.crawfordsfreightlines.com.au</a>
		Gehrke Grains & Transport Pty Ltd	Julian Gehrke	<a href="http://www.gehrke.com.au">www.gehrke.com.au</a>
		Hamilton Contracting (NSW) Pty Ltd	Jodie Hamilton	<a href="http://www.hamiltoncontracting.com.au">www.hamiltoncontracting.com.au</a>
		Horne Ag Logistics Pty Ltd	Jeremy Horne	<a href="http://www.horneaglogistics.com.au">www.horneaglogistics.com.au</a>
		Pacific National (NSW) Pty Ltd	Paul Scurrah	<a href="http://www.pacificnational.com.au">www.pacificnational.com.au</a>
		SEAWAY Intermodal Pty Ltd	Bikash Ram	<a href="http://www.seawayintermodal.com.au">www.seawayintermodal.com.au</a>
			6	
Broker	Medium	Fox Commodities Pty Ltd	Paul Cochrane	<a href="http://www.foxcommodities.com.au">www.foxcommodities.com.au</a>
		Grain Brokers Australia	Jeff Winspear	<a href="http://www.grainbrokers.com.au">www.grainbrokers.com.au</a>
		Horizon Grain Brokers Pty Ltd	Ash Munro	<a href="http://www.horizongb.com.au">www.horizongb.com.au</a>
		Pure Grain Network Pty Ltd	Stuart Tighe	<a href="http://www.puregrain.com.au">www.puregrain.com.au</a>
		Quest Commodities	Jayne Barker	<a href="http://www.questcommodities.com.au">www.questcommodities.com.au</a>
		Rain Agribusiness	Ian Grellman	<a href="http://www.rainag.com.au">www.rainag.com.au</a>
		StoneX Financial	Stefan Meyer	<a href="http://www.intlfcstone.com">www.intlfcstone.com</a>
		Teague Australia Pty Ltd	Tim Teague	<a href="http://www.teague.com.au">www.teague.com.au</a>
			8	
	Sole Operator	A C Grain	Adam Clarke	<a href="http://www.acgrain.com">www.acgrain.com</a>
		Allied Grain Pty Ltd	Angus Wettenhall	<a href="http://www.alliedgrain.com.au">www.alliedgrain.com.au</a>
		Cogeser (Australia) Pty Ltd	Robert Luetolf	<a href="http://www.cogeser.com.au">www.cogeser.com.au</a>
		Farm Tender	Matt Henke	<a href="http://www.farmtender.com.au">www.farmtender.com.au</a>
		Lotema Pty Ltd	Todd Lees	<a href="http://www.lotema.com.au">www.lotema.com.au</a>
		Mallon Commodity Brokering	Ian Mallon	<a href="http://www.mcbrokering.com">www.mcbrokering.com</a>
		McDonald Pelz Australia	Stuart Richardson	<a href="http://www.mcdonaldpelz.com">www.mcdonaldpelz.com</a>
		Perkins Commodity Brokers	Craig Perkins	<a href="https://www.linkedin.com/in/craig-perkins-9a27211a">linkedin.com/in/craig-perkins-9a27211a</a>
		Sunrise Commodities	Scott Merson	<a href="http://www.sunrisecommodities.com.au">www.sunrisecommodities.com.au</a>
		Wardi Broking	Sam Ward	<a href="http://www.wardi.com.au">www.wardi.com.au</a>
		Woodside Commodities Pty Ltd	Hamish Steele-Park	<a href="http://www.woodcomm.com.au">www.woodcomm.com.au</a>
			11	
Corporate	Large	ASX	Ian Waddell	<a href="http://www.asx.com.au/grainfutures">www.asx.com.au/grainfutures</a>
		Australian Grain Technologies	Tristan Coram	<a href="http://www.agtbreeding.com.au">www.agtbreeding.com.au</a>
		Barrett Burston Malting Co.	Dean Ganino	<a href="http://www.bbmalt.com.au">www.bbmalt.com.au</a>
		BoortMalt Asia Pacific Pty Ltd	Simon Robertson	<a href="http://www.boortmalt.com">www.boortmalt.com</a>
		CIS Control Union Australia	Ashok Rana	<a href="http://cis-controlunion.com">cis-controlunion.com</a>
		Commonwealth Bank of Australia	Tom Morgan	<a href="http://www.commbank.com.au">www.commbank.com.au</a>
		NSW Ports	Campbell Mason	<a href="http://www.nswports.com.au">www.nswports.com.au</a>
		Sanitarium Health Food Company	Nathan Bullock	<a href="http://www.sanitarium.com.au">www.sanitarium.com.au</a>
		Symbio Laboratories	Kristian Just	<a href="http://www.symbiolabs.com.au">www.symbiolabs.com.au</a>
			9	
	Medium	AgriFood Technology	Doreen Fernandez	<a href="http://www.agrifood.com.au">www.agrifood.com.au</a>
		Amspec Australia	Lee Shilvock	<a href="http://www.amspecgroup.com.au">www.amspecgroup.com.au</a>
		Australian Superintendence Company (ASC)	Andrew Parry	<a href="http://www.austsupco.com.au">www.austsupco.com.au</a>
		Clear Grain Exchange	Nathan Cattle	<a href="http://www.cleargrain.com.au">www.cleargrain.com.au</a>
		Foss Pacific	Karl Hansal	<a href="http://www.foss.com.au">www.foss.com.au</a>
		HFW Australia	Stephen Thompson	<a href="http://www.hfw.com">www.hfw.com</a>
		Holding Redlich	Geoff Farnsworth	<a href="http://www.holdingredlich.com">www.holdingredlich.com</a>
		Intertek	Debrah Millard	<a href="http://www.intertek.com">www.intertek.com</a>
		Mars Petcare Australia (t/a Mars Birdcare)	Kurt Sosinski	<a href="http://www.mars.com.au">www.mars.com.au</a>
		Oldendorff Carriers Melbourne	Allen Dewhirst	<a href="http://www.oldendorff.com">www.oldendorff.com</a>
		PSC Griffith Goodall Insurance Brokers	Mandy Gladman	<a href="http://www.pscgib.com.au">www.pscgib.com.au</a>
		SBA Law	Jeremy Rosenthal	<a href="http://www.sbalaw.com">www.sbalaw.com</a>
		SGS Australia	Trent Charlton-Maughan	<a href="http://www.au.sgs.com">www.au.sgs.com</a>
		T-Ports	Nathan Kent	<a href="http://www.tports.com">www.tports.com</a>
			14	
	Small	Advance Trading Australasia	Andrew Woodhouse	<a href="http://www.advance-trading.com.au">www.advance-trading.com.au</a>
		AgriDigital	Emma Weston	<a href="http://www.agridigital.io">www.agridigital.io</a>
		Ag Scientia	Lloyd George	<a href="http://www.agscientia.com.au">www.agscientia.com.au</a>
		AgVise (WA) Pty Ltd	Shane Sander	<a href="http://www.agvise.com.au">www.agvise.com.au</a>
		Aperture Ag Pty Ltd	Alex Campbell	<a href="http://www.apertureag.com.au">www.apertureag.com.au</a>
		Basis Commodities	Chris Whitwell	<a href="http://www.basiscommodities.com">www.basiscommodities.com</a>
		BSM Global	Jason Flemming	<a href="http://www.buysellmove.com">www.buysellmove.com</a>
		Cloudbreak Grain Marketing	Ed Scamps	<a href="http://www.cloudbreak.com.au">www.cloudbreak.com.au</a>
		Cropify	Anna Falkiner	<a href="http://www.cropify.io">www.cropify.io</a>
		Delta Agribusiness	Michael Parry	<a href="http://www.deltaag.com.au">www.deltaag.com.au</a>
		E P Integrated Commodities	Tracey Lehmann	<a href="http://epicbrokers.biz">epicbrokers.biz</a>
		Farmanco Marketing Pty Ltd	Donald McTaggart	<a href="http://www.farmanco.com.au">www.farmanco.com.au</a>
		FARMARCO Australia Pty Ltd	Rob Imray	<a href="http://www.farmarco.com.au">www.farmarco.com.au</a>
		Finesse Solutions	Malcolm Finlayson	<a href="mailto:malcolm@finessesolutions.com.au">malcolm@finessesolutions.com.au</a>
		Flexi Grain Pty Ltd	Jarrod Tonkin	<a href="http://www.flexigrain.com.au">www.flexigrain.com.au</a>
		Futari Grain Technology Services	Leah Petrie	<a href="http://www.futari.com.au">www.futari.com.au</a>
		Goldstar Commodities	Geoff Webb	<a href="http://www.goldstarcommodities.com.au">www.goldstarcommodities.com.au</a>
		Graintec Scientific	Lucas Anstiss	<a href="http://www.graintec.com.au">www.graintec.com.au</a>
		Grainx	Judi Morgan	<a href="http://www.grainx.com.au">www.grainx.com.au</a>
		Greenoaks Agriculture Pty Ltd	Richard Perkins	<a href="https://www.linkedin.com/in/richard-perkins-39090a3b/">https://www.linkedin.com/in/richard-perkins-39090a3b/</a>
		Harvestcheck Pty Ltd	Stephen Schumacher	<a href="http://www.harvestcheck.com.au">www.harvestcheck.com.au</a>
		Hay Plains Grain Storage Pty Ltd	Ron Harris	<a href="http://www.fellowsbulk.com.au/grainstorage">www.fellowsbulk.com.au/grainstorage</a>
		IKON Commodities	Ole Houe	<a href="http://www.ikoncommodities.com.au">www.ikoncommodities.com.au</a>
		Indyn	Rob Martin	<a href="http://www.indyn.net">www.indyn.net</a>
		Lachstock Consulting	Nick Carracher	<a href="http://www.lachstockconsulting.com.au">www.lachstockconsulting.com.au</a>
		Longbridge Commodities	Ben Langford	<a href="http://www.longbridge.com">www.longbridge.com</a>
		MarketAg Pty Ltd	Mark Martin	<a href="http://www.marketag.com.au">www.marketag.com.au</a>
		McMullen Consulting	Gerard McMullen	<a href="http://www.mcmullengrainagricultural.com">www.mcmullengrainagricultural.com</a>
		Mercari Pty Ltd	Daniel Marsh	<a href="http://www.mercari.com.au">www.mercari.com.au</a>
		Mirfak P/L	Josh Whelan	<a href="http://www.mirfak.com.au">www.mirfak.com.au</a>
		National Grower Register	Debbie Newmarch	<a href="http://www.ngr.com.au">www.ngr.com.au</a>
		OMIC Australia Pty Ltd	Koji Nakashima	<a href="http://www.omicaustralia.com.au">www.omicaustralia.com.au</a>
		Perten Instruments	Raul Ovelar	<a href="http://www.perten.com">www.perten.com</a>
		Pinion Advisory	Chris Heinjus	<a href="http://www.pinionadvisory.com">www.pinionadvisory.com</a>

	Planfarm Marketing Pty Ltd	Jerome Critch	<a href="http://www.planfarm.com.au">www.planfarm.com.au</a>
	Priag Marketing Pty Limited	Kevin Schwager	<a href="http://www.priag.com.au">www.priag.com.au</a>
	Primal Foods Group	Peter Longhurst	<a href="http://www.primalfoodsgroup.com">www.primalfoodsgroup.com</a>
	Profarmer and Australian Crop Forecasters	James Maxwell	<a href="http://www.nzx.com">www.nzx.com</a>
	Rise Agribusiness	Ian Dalgliesh	<a href="http://www.riseagri.com.au">www.riseagri.com.au</a>
	Saputo Dairy Australia	Ashley Denishensky	<a href="http://www.saputo.com">www.saputo.com</a>
	SGA Solutions Pty Ltd	David Hudson	<a href="https://www.linkedin.com/in/david-hudson-8240b913">linkedin.com/in/david-hudson-8240b913</a>
	Sizer & Cogill (t/a NQ Bulk)	Chris Sizer	<a href="http://www.sizercogill.com.au">www.sizercogill.com.au</a>
	Ten Tigers	Chris Tonkin	<a href="http://www.tentigers.com.au">www.tentigers.com.au</a>
	TE Storage & Logistics Pty Ltd	Tom Hage	<a href="http://www.testorage.com.au">www.testorage.com.au</a>
	TT Club Mutual Insurance	Rhys Richards	<a href="http://www.ttclub.com">www.ttclub.com</a>
	Ultimate Global Trading Pty Ltd	Andrew Alexopoulos	<a href="http://www.ultimategt.com.au">www.ultimategt.com.au</a>
	Wattletree Consulting	Joe Righetti	<a href="http://www.wattletree.net.au">www.wattletree.net.au</a>
		47	
International Affiliate	CIS Commodity Inspection Services	Paul Schweitzer	<a href="http://www.cis-inspections.com">www.cis-inspections.com</a>
	Grains Middle East Trading DWC-LLC	Mark Stapleton	<a href="http://www.grains-middleeast.com">www.grains-middleeast.com</a>
		2	
Industry Association	AEGIC	Courtney Draper	<a href="http://www.aegic.org.au">www.aegic.org.au</a>
	Grain Growers Limited (GGL)	Shona Gawel	<a href="http://www.graingrowers.com.au">www.graingrowers.com.au</a>
	Grain Industry Association of WA (GIWA)	Peter Nash	<a href="http://www.giwa.org.au">www.giwa.org.au</a>
	Grain Producers Australia Ltd (GPA)	Colin Bettles	<a href="http://www.grainproducers.com.au">www.grainproducers.com.au</a>
	NSW Farmers Association	Elen Welch	<a href="http://www.nswfarmers.org.au">www.nswfarmers.org.au</a>
	Stock Feed Manufacturers' Council of Australia (SFMCA)	Duncan Rowland	<a href="http://www.sfmca.com.au">www.sfmca.com.au</a>
		6	
Merchant Association	Grain Industry Association of SA (GIASA)	Marie Cunningham	<a href="http://www.giasa.org.au">www.giasa.org.au</a>
	Grain Industry Association of VIC (GIAV)	Colin Peace	<a href="http://www.giav.com.au">www.giav.com.au</a>
	Grain NSW	Joanne Ware	<a href="http://www.grainnsw.com.au">www.grainnsw.com.au</a>
	Queensland Agricultural Merchants (QAM)	Rob Imray	<a href="http://www.qam.org.au">www.qam.org.au</a>
		4	