

Hort Innovation Strategy Year 3: FY26



OUR VISION

A prosperous and sustainable Australian horticulture industry built on innovation

OUR STRATEGIC IMPERATIVES

Enhance and safeguard supply

- **PRIORITY 1.1**
Lead world-class innovation to ensure Australian horticulture is globally competitive
- **PRIORITY 1.2**
Partner with industry on their sustainability priorities and research needs to support social and environmental stewardship
- **PRIORITY 1.3**
Excel in breakthrough research to strengthen industry's readiness for existing and emerging opportunities and threats
- **PRIORITY 1.4**
Collaborate with industry to bolster resilience and future-proof supply chain disruptions

Accelerate local and global demand

- **PRIORITY 2.1**
Access and expand high-value markets to deliver profitability and sustainability for industry
- **PRIORITY 2.2**
Drive consumption through high-impact, evidence-based domestic and export marketing campaigns
- **PRIORITY 2.3**
Deliver valuable data and insights that transform decision making
- **PRIORITY 2.4**
Advance solutions to reduce and utilise waste to deliver new revenue streams for growers

Maximise and diversify investments

- **PRIORITY 3.1**
Partner with industry to deliver Annual Investment Plans ensuring industry levy-funded projects deliver impact at scale
- **PRIORITY 3.2**
Build strategic partnerships to deliver bigger, bolder investments in innovation for Australian horticulture
- **PRIORITY 3.3**
Create a flexible investment framework attracting new partners and alternative funding resources

Make the culture thrive

- **PRIORITY 4.1**
Collaborative and customer focused
- **PRIORITY 4.2**
High performance, inclusive culture
- **PRIORITY 4.3**
Empower our people
- **PRIORITY 4.4**
Invest in industry capability

Work simply and effectively

- **PRIORITY 5.1**
Quality compliance and governance
- **PRIORITY 5.2**
Transparent relationships
- **PRIORITY 5.3**
Minimise complexity

OUR ROLE

We advance Australia's \$17 billion horticulture industry by investing in research and development, marketing and trade to build a prosperous and sustainable future for growers.

We partner with Australian and international co-investors including government, leading science, technology, and consumer strategy experts to anticipate future challenges and opportunities.

Our role is to capture value from the investments we make to benefit all levy payers.

OUR GOALS

- **Foster collaborative relationships** – stakeholder engagement ≥ 69 per cent
- **Strong teamwork and shared purpose** – employee engagement ≥ 80 per cent
- **Deliver real impact for growers** – Benefit Cost Ratio $\geq 3.35:1$
- **Live our values** – focus on our customers and innovation
- **Satisfaction with service** – delivery partner rating ≥ 73 per cent
- **Execute for industry** – Strategic Investment Plans delivered on time and on budget
- **Help grow value** – preference for Australian horticulture in key markets
- **Be ambitious** – 100 per cent annual investment target and attract new partners

OUR GUIDING VALUES

- We are focused on the future
- We work as one team
- We act with respect and integrity
- We make a positive difference