



ANNUAL OPERATING PLAN 2026-27

JUNE 2026

DataGene Limited



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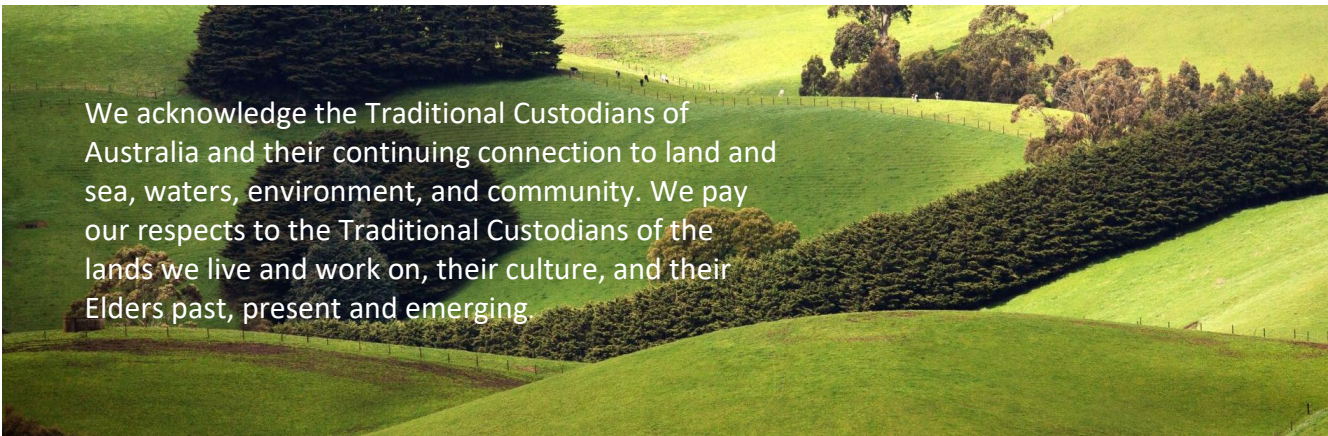
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We acknowledge the Traditional Custodians of Australia and their continuing connection to land and sea, waters, environment, and community. We pay our respects to the Traditional Custodians of the lands we live and work on, their culture, and their Elders past, present and emerging.

Introduction

The 2026-2027 Annual Operating Plan sets out DataGene's priorities for the upcoming operating period and describes how the organisation will direct its effort, capability and investment over the coming financial year.

This Annual Operating Plan remains aligned with DataGene's current Business Plan and reflects the organisation's continued focus on its core roles in dairy genetics, data infrastructure and decision support. The five existing strategic pillars remain relevant, and this plan gives practical effect to them by directing effort and investment to the areas of greatest value for dairy farm businesses and the broader dairy industry.

DataGene's strategy remains grounded in its core purpose: supporting profitable and sustainable dairy farming through trusted data, world-best-practice independent genetic evaluation, and practical decision-support tools. In 2026–27, this means maintaining a strong focus on dairy herd improvement, trusted industry data assets and practical tools that help farmers and their advisers make better decisions, while taking a more selective approach to opportunities outside the dairy core.

The operating environment for 2026–27 is expected to be challenging. Dairy farm businesses continue to face a combination of input-cost volatility, seasonal uncertainty and structural industry change. These conditions reinforce the importance of DataGene's role in providing trusted genetic evaluation, connected data services and practical tools that create measurable value at the farm level. They also require DataGene to remain disciplined in the way it prioritises its activities and investments.

This Annual Operating Plan sets out where DataGene intends to focus in 2026–27 to support industry needs today while also strengthening the foundations for longer-term value creation.

Our Vision

Leading sustainable and profitable agriculture by facilitating data-driven decisions.

Our Mission

An independent DataGene supports Australian dairy farmers to improve the sustainability and profitability of their farms by delivering world-class genetic evaluation, data-driven decision-making tools, and software and professional services to the agricultural industry.

Our Values

COMMITMENT TO CLIENTS - We work towards shared and innovative outcomes for members and stakeholders.

DIRECT, OPEN & HONEST COMMUNICATION - We depend on genuine and sustained stakeholder engagement.

INCLUSIVE - We are genuinely inclusive and value farmer and member involvement in governance and oversight functions.

INNOVATIVE - We aim to be creative and innovative in our products and services.

ENGAGEMENT WITH EMPLOYEES - We treat our people with respect, support them in their development and value their contribution to our success.

INTEGRITY & ETHICAL VALUES - We apply best-practice corporate governance and financial management principles.

Strategic Overview

DataGene's current Business Plan is built around five strategic pillars:

1. Make efficient decisions using data
2. Improve sustainability and animal performance through the application of R&D and herd improvement
3. Capture and promote the value from herd improvement
4. Diversified and improved services
5. Efficiently deliver DataGene services

These pillars continue to provide the strategic framework for the organisation. In 2026–27, DataGene will apply this framework with a stronger emphasis on disciplined prioritisation, practical farmer value and protection of the core assets that underpin the national genetic evaluation and wider herd improvement system.

DataGene's core business in dairy data, herd improvement and independent genetic evaluation remains the foundation of the organisation's strategic relevance. However, success will increasingly be measured not only by the quality of DataGene's data and evaluation systems, but by the practical value those systems create for farmers, advisers and industry. This means placing greater emphasis on adoption, usability and decision relevance, while remaining selective in pursuing opportunities that sit outside the dairy core.

In that context, the Annual Operating Plan for 2026–27 is shaped by four broad operating principles.

Core Dairy Focus

DataGene will remain focused on its core role in dairy data, herd improvement and trusted decision support for Australian dairy farmers. Activities outside this core will be pursued selectively and only where they strengthen the core business, return value to dairy farm businesses, or create strategically important partnerships.

Practical Farmer Value

Product and service development will place greater emphasis on helping farmers and trusted advisers make better breeding, mating, feeding and profitability decisions. This requires closer attention to decision-use cases and the customer journey, data quality and the practical value proposition of DataGene's tools and services.

Sustaining Strategic Assets

DataGene's independent genetic evaluation capability depends on access to high-quality, usable data. Maintaining a viable reference population, protecting the gold-standard herd test dataset, and preparing for alternative data sources are therefore central operating priorities in 2026–27.

Growth and Partnership

DataGene will continue to explore growth and service opportunities. The organisation will prioritise opportunities that are dairy-related and aligned to its capabilities in genetics, data infrastructure and decision-support tools.

Focus Areas for 2026-27

The 2026–27 Annual Operating Plan concentrates DataGene’s effort on the activities across the five strategic pillars that are most important to immediate delivery and longer-term strategic positioning.

Under **Make efficient decisions using data**, the focus will be on strengthening DataGene’s data platform and connectivity capability, improving data quality and data usefulness, and advancing practical decision-support initiatives including the development of a genomic mating tool using ABVgs. Key priorities include progressing development of the next stage of DataGene Platform Services, continuing iDDEN1-related opportunities, improving data quality to facilitate industry analyses and reporting, and identifying the on-farm decisions that create the greatest practical value for farmers and advisers.

Under **Improve sustainability and animal performance through the application of R&D and herd improvement**, the focus will be on maintaining world-best-practice genetic evaluation while securing the data foundations required to sustain it. Key priorities include progressing single-step genetic evaluation, strengthening support for Ginfo herds, working with herd test centres to maintain the gold-standard herd test dataset, and progressing research that will enable DataGene to use alternative data sources in genetic evaluation.

Under **Capture and promote the value from herd improvement**, the focus will be on improving adoption and value realisation. A major priority in 2026–27 will be to develop an extension strategy grounded in the adoption and practical value of DataGene products and services, working through trusted intermediaries and developing clearer value propositions and materials supporting the use of Good Bulls, genomic testing and data-informed decisions.

Under **Diversified and improved services**, the focus will be on selective adjacent opportunities that strengthen the dairy core. This includes maintaining mission-aligned external consultancy work, exploring the value proposition and data requirements associated with beef from dairy, and considering how DataGene can support service innovation in areas that reinforce its dairy genetics and data management capabilities.

Under **Efficiently deliver DataGene services**, the focus will be on ensuring the organisation has the governance, people, culture and stakeholder structures required to deliver effectively. Priorities include continuing best-practice Board oversight, the effective operation of key standing committees, maintaining appropriate organisational capability, and building a positive organisational culture that supports staff wellbeing, accountability, collaboration and high-quality delivery.

Taken together, these priorities are intended to ensure that DataGene continues to support dairy farmers and industry through trusted data and genetic services, while also evolving its products, partnerships and operating model in ways that are practical, relevant and strategically coherent.

1 International Dairy Data Exchange Network

Operating Environment

DataGene's primary focus remains on providing data-driven products and services that deliver value to Australian dairy farm businesses. Dairy Australia's Strategic Plan 2030 reinforces that farm profitability is the central organising principle for industry investment, with the largest step-up in returns expected to come through feed productivity and herd productivity. The plan also places strong emphasis on practical tools, informed decision-making, regionally relevant support, and better use of connected farm data. This aligns closely with DataGene's purpose and supports the continuing importance of trusted genetic evaluation, industry data infrastructure and practical decision-support tools that create measurable value at farm level.

Until early 2026, the medium-term outlook for the industry remained broadly constructive, underpinned by resilient domestic demand and continued export relevance. However, geopolitical instability and global supply chain disruptions continue to create volatility in key farm inputs, including fuel, fertiliser and feed.

For DataGene, these conditions reinforce the importance of focusing on products and services that help farmers and their trusted advisers make better breeding, feeding and management decisions in a more uncertain operating environment. At the same time, DataGene faces a material commercial risk if the value proposition of its products and services is not clearly articulated and supported by high-quality customer service and support. In the absence of this, rising farm input costs may reduce adoption of genomic testing and higher quality genetics, and place further pressure on critical inputs to the genetic evaluation, including herd testing.

Global market conditions are also mixed. Dairy Australia reports that global milk production is rising, with stronger milk flows from New Zealand and recovery in the United States and Europe expected to continue affecting international dairy prices. At the same time, Australian dairy continues to perform well in retail, with growth in both volume and value across most major categories. This combination of softer international pricing pressure, resilient local demand and elevated but volatile input costs points to an environment in which farm profitability will depend increasingly on operational efficiency, risk management and the effective use of practical, data-enabled decision support.

In this environment, the strategic relevance of DataGene remains strong. The industry need for trusted, independent genetic evaluation, connected data, practical decision-support tools and effective collaboration across the dairy value chain is increasing rather than diminishing. However, the external environment also requires DataGene to remain disciplined in where it invests time, capability and capital. It is imperative that products and services be increasingly practical, decision-relevant and clearly linked to improved herd productivity, farm profitability and resilience under more volatile operating conditions.

Annual Operating Plan 2026-27

Pillar 1: Make efficient decisions using data

Purpose

To ensure DataGene's data infrastructure, connectivity and analytics capability enable better decisions by farmers, advisers, researchers and industry participants, and to increasingly convert data assets into practical on-farm decision-support value.

The activities listed below are in addition to supporting current tools and reports in DataVat and HerdPlatform and the services provided to our member organisations.

Strategic Priority	Key activities for 2026–27
DataConnect provides seamless transmission of data between on-farm systems, DataGene and industry data users via DataVat	DataGene Platform Services: Secure funding and progress development and implementation of the recommendations of the architecture review and solution design completed in 2025–26, with development of Phase I targeted for completion in 2026–27 and completion of Phase II to follow in 2027–28.
DataGene works with Dairy Australia, milk processors, animal health sector and others on improved data collection and analytics	Needs Analysis: In collaboration with Dairy Australia, design and execute a customer needs analysis to identify the highest-value data-driven decisions that should be prioritised for development. This exercise will include engagement with consultants to better understand the data sources over and above animal, pedigree and genetic data that facilitate the insights they provide to their customers.
DataGene develops new reports, tools and resources to help make the best whole-farm decisions	Genomic Mating Tool: Engage with member organisations and farmers to develop and deploy a genomic mating tool for the Australian dairy industry to promote the use of Good Bulls and allow farmers to further leverage their investment in genomic testing of female replacements.

Pillar 2: Improve sustainability and animal performance through the application of R&D and herd improvement

Purpose

To maintain and advance DataGene's world-best-practice independent genetic evaluation services, while strengthening the data foundations, reference populations and herd performance inputs required to support long-term herd improvement and animal performance outcomes.

The activities listed below are in addition to the business-as-usual activities to deliver weekly genetic evaluations and tri-annual public releases.

Strategic Priority	Key activities for 2026–27
DataGene delivers world-best-practice genetic evaluations	• Single-step genetic evaluation: Define the roadmap for transitioning the DataGene genetic evaluation to a single-step methodology, including software and partner definition, system and resource planning, and pilot implementation in operating systems. This is a multi-year initiative with full implementation expected to be in 2027-2028. • Critical data foundations: Define the core data requirements needed to sustain a high-quality genetic evaluation, including the most important herds, animals, records and genotypes from herd testing and Ginfo populations across traits and breeds. This work will guide future investment in Ginfo and help DataGene determine how to balance gold-standard datasets with new data sources to support a robust and sustainable evaluation system into the future.
DataGene collects herd performance data to grow Australia's largest dairy dataset	• Ginfo farmer support: Review the Ginfo program to strengthen understanding of how participating herds contribute to the national reference population, improve monitoring of data contributions, and refresh the way DataGene engages with and supports Ginfo herds. This will help ensure future investment in Ginfo is well targeted, sustainable and continues to deliver strong value to participating farmers and the wider industry. • Support gold-standard herd testing: Partner with herd test centres to support the continued collection of high-quality herd testing data that underpins genetic evaluation, including engagement with herd test centre staff and participating farmers. This will help maintain the trusted reference data needed for a robust and credible evaluation system into the future. • Alternative data sources for genetic evaluation: ○ Support the AgriBio researchers in developing criteria and methods for using non-traditional sources of data in the genetic evaluation, using farms connected to the CDR as proof of concept. This research needs to include an investigation of methods to handle less accurate sources of data collected more frequently from a variety of in-line meters. ○ Work with farm equipment manufacturers to connect Australian farms to the Central Data Repository.

Pillar 3: Capture and promote the value from herd improvement

Purpose

To improve the industry's understanding, adoption and effective use of independent genetic evaluation, science-backed indexes and ABVs, including genomic testing, so that herd improvement translates into practical farm value.

The activities below are in addition to the business-as-usual activities the DataGene team will undertake as it supports member organisations in adopting DataGene products and services, attending field days and responding to customer inquiries.

Strategic Priority	Key activities for 2026–27
DataGene promotes the use of independent, validated and science-backed indexes and ABVs, including the use of genomic testing	• Extension strategy: Develop an extension approach that improves adoption of DataGene products and services, strengthens the value farmers receive from them, and leverages trusted industry channels such as Dairy Australia, member organisations, consultants and other industry specialists. • Priority partner engagement: Define and implement a priority partner engagement plan focused on the organisations and advisers who most influence on-farm breeding and herd improvement decisions. This work will help ensure DataGene's products and messages are delivered through channels that are relevant, trusted and capable of supporting adoption. • Partner enablement: Develop and provide practical toolkits, supporting materials and briefing sessions for intermediary partners so they can confidently explain and promote the value of Good Bulls, genomic testing, herd testing and data-informed decisions in farm-relevant terms.
DataGene effectively communicates the value proposition of data-informed decisions	• Value proposition: Work with key industry partners to develop clear, practical materials that explain the value of using Good Bulls, genomic testing and herd testing in ways that are relevant to farm businesses. This will include ensuring that intermediary partners have the knowledge, messages and tools needed to support confident conversations with farmers on farm. • Adoption priorities and measures: Define the priority products and services for adoption in 2026–27, together with a small set of adoption and engagement measures to support clearer focus, accountability and learning. Initial priorities are expected to include genomic testing, use of Good Bulls, and broader use of DataGene's indexes and practical decision-support outputs. • Customer insight and feedback: Establish a more systematic process for gathering and using feedback from farmers, advisers and intermediary partners to inform product design, messaging and prioritisation. This will help ensure DataGene's products and services remain relevant to practical on-farm decisions and improve over time in response to customer needs.

Pillar 4: Diversified and improved services

Purpose

Diversified offerings remain strategically important to DataGene where they are aligned with the organisation's core business in dairy genetics, data infrastructure and decision-support tools, and where they strengthen capability, partnerships or assets that support long-term value for Australian dairy farmers.

The activities below are in addition to the ongoing support DataGene provides to existing customers through database and software development, maintenance and related services for current industry projects.

Strategic Priority	Key activities for 2026–27
DataGene is a leader in the coordination, development and maintenance of software and data services	External Consultancy: Pursue external consultancy opportunities on a selective basis, with priority given to work that is aligned with DataGene's core role in dairy genetics, data infrastructure and decision-support tools. Consultancy activity will be undertaken where it strengthens strategic partnerships, contributes to capability or asset development relevant to the core business, or generates value that can be applied to support Australian dairy farmers and the wider dairy industry.
DataGene collaborates with stakeholders in livestock and other agricultural sectors to deliver services	Beef on Dairy: In collaboration with relevant industry bodies, conduct preliminary work on the value realisation opportunity associated with beef on dairy genetic analysis, and if justified, partner with researchers and industry to define the reference set required to support development of breeding values for use in beef-on-dairy systems.

Pillar 5: Efficiently deliver DataGene services

Purpose

To ensure DataGene has the governance, people, capability, culture, systems and stakeholder structures required to deliver its strategy effectively, manage risk appropriately, and support a high-performing and well-governed organisation.

Strategic Priority	Key activities for 2026–27
DataGene applies best-practice corporate governance and financial management	Board Oversight: Maintain robust oversight by the DataGene Board; conduct the Board nomination and selection process aligned with the timing of the Annual General Meeting; ensure policies remain fit for purpose; and support training for compliance and wellbeing.
DataGene has the right capability and processes to innovate and deliver value	Human Resources: Onboard a new human resources business partner to assist the CEO and leadership team in maintaining and strengthening organisational capability, internal processes and management practices required to support innovation, disciplined delivery and effective execution of the annual plan. This includes professional development of DataGene staff, ensuring that the organisation is positioned for growth, and that robust succession plans are in place.
DataGene sustains effective stakeholder and employee engagement	Standing Committees: DataGene will hold a minimum of two meetings of the Genetic Evaluation Standing Committee and a minimum of two meetings of the Herd Test Centre Committee.
DataGene develops and maintains appropriate IT infrastructure and policies	Security and Resilience: DataGene will continue to maintain strong IT infrastructure, security protocols and governance practices to support its role as a trusted repository of dairy farm data. DataGene will further strengthen its cyber resilience by undertaking a cyber-attack simulation exercise to test preparedness, response processes and improvement opportunities. DataGene will also continue to maintain and mature its disaster recovery processes and strategy as part of a broader business continuity initiative.

2026-2027 Financials

A new five-year Funding Agreement with Dairy Australia, covering the period 2023–24 to 2028–29, was finalised in December 2023. The 2026–27 Annual Operating Plan is the third plan developed under that agreement. The 2026-27 budget reflects a deliberate investment phase focused on critical strategic priorities including data infrastructure renewal, capability development and future-proofing genetic evaluation systems.

Income Statement

DataGene gratefully acknowledges the continuing support provided by Dairy Australia under the Funding Agreement, together with revenue from herd test centre services, genetics companies and contracted maintenance and support work undertaken for a range of organisations.

No revenue from export heifer certification or uncontracted project consultancy has been included in the 2026–27 budget.

Notwithstanding the challenging operating environment, income from genomic testing is expected to strengthen during the period, supported by increased effort in adoption, clearer articulation of the value proposition, and the delivery of practical tools and extension activities.

Total income for the 2026-27 operating period is expected to be comparable to that of the 2025-26 operating period.

Expenditure

On the expenditure side, the budget has been framed conservatively, with employee costs representing the principal area of investment to deliver the organisation’s priorities while preserving an appropriate cash position. Ongoing attention is being given to expenditure discipline and to initiatives that improve efficiency across the business. Cash reserves are maintained to support resilience through cyclical changes in the agricultural sector and to provide capacity for future renewal of major infrastructure assets.

Financial performance against budget will be monitored closely throughout the year. Where revenue or expenditure varies materially from plan, management will take timely action to protect the organisation’s financial position and maintain alignment with its operating priorities. A continued focus will be placed on disciplined cost management and the identification of further operational efficiencies where appropriate.

Table 1: Income Statement 2026-27

BUDGET INCOME STATEMENT	Budget 2026/27	Forecast 2025/26
Total Income	4,833,500	4,853,000
Total Expenditure	4,776,000	4,640,000
Operating Surplus/(Deficit) excl non-cash	57,500	213,000
Depreciation & amortisation	675,500	651,000
Surplus/(Deficit) incl non-cash	-618,000	-438,000

Table 1 shows the budget income statement projecting a small EBITDA surplus based on continued expenditure on Ginfo and internal technology projects. On a full accrual basis, after accounting for depreciation and amortisation, the budget records a deficit. Depreciation and amortisation reflect the substantial historic investment made in DataGene’s core IT infrastructure, including the genetic evaluation system, the Central Data Repository and DataVat. These foundational assets underpin DataGene’s ability to deliver trusted services to the dairy industry.

Table 2: Balance Sheet 2026-27

BALANCE SHEET	Budget 2026/27	Forecast 2025/26
Assets	4,791,500	5,667,500
Liabilities	1,959,500	2,097,000
Net assets	2,832,000	3,570,500

Table 3: Cashflow 2026-27

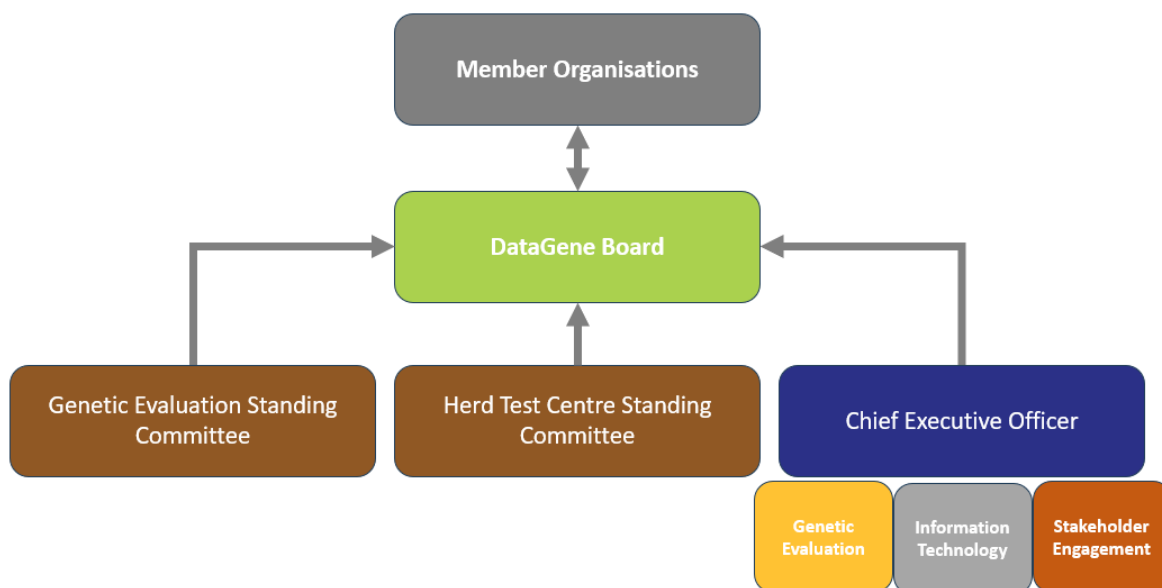
BUDGET CASHFLOW	Budget 2026/27	Forecast 2025/26
Cash at beginning of the financial year	1,285,000	1,302,500
Net cash provided by operating activities	-114,500	-12,500
Cash used in investing activities	-86,000	-43,000
Cash at end of the financial year	1,084,500	1,247,000

Table 3 shows the cash reserve position in the Balance Sheet at the end of 2026-27 and is expected to be around \$1 million.

During the year there will be investment into new data centre hardware and storage expansion to increase capacity for the genetic evaluation. Additionally, there will be scheduled laptop replacements. Total expenditure for capital has been budgeted at \$100,000 for these purchases.

The forecast for 2025-26 presented in Tables 1, 2 and 3 is the year-end position forecast at May 31st 2026.

Appendix 1: DataGene Organisational Structure



DataGene Board

DataGene is governed by a seven-member, skills-based Board, with Directors elected at the Annual General Meeting (AGM) on the basis of their expertise in dairy, herd improvement, finance and governance. The Constitution requires that at least three Directors have direct experience in dairy farm management.

Directors are appointed for three-year terms and may serve a maximum of three consecutive terms, being nine years in total. A structured rotation process supports the ongoing renewal of skills, experience and perspectives across the Board.

At the November 2025 AGM, Mr Tim Jelbart was re-elected to Director position C2 and reappointed as Chair of the Board. Mr Jeff Odgers was also re-elected to Director position C1 as the Dairy Australia-appointed representative on the Board.

Three directors will complete their terms at the end of the 2026 calendar year:

- Director position A1 with skills in applied research, development and implementation
- Director position A2 with skills and experience in milk production
- Director position A3 with skills in the genetic supply chain

In July 2026, DataGene will undertake an open call for nominations for the three Board positions to be filled at the 2026 AGM.

During the 2026–27 operating period, the DataGene Board and Leadership Team will continue their scheduled review of key company policies to ensure they remain current and aligned with best practice in governance and operational effectiveness.

DataGene Standing Committees

DataGene's committee structure comprises the Genetic Evaluation Standing Committee (GESC) and the Herd Test Centre Committee (HTCC).

These Standing Committees play an important role in shaping DataGene's priorities and program activities. They are not merely advisory bodies; each operates under delegated authority from the DataGene Board to make decisions within its defined scope.

Committee members are drawn from the dairy industry and herd improvement sector and are selected on the basis of relevant expertise. Members are either:

- nominated by stakeholders for approval by the DataGene Board; or
- appointed directly by the DataGene Board in accordance with each Committee's terms of reference.

Each Committee includes at least one member of the DataGene Leadership team to support alignment between committee deliberations and organisational delivery.

Together, these Committees provide an important mechanism for industry input and help ensure that DataGene's programs remain informed by stakeholder needs and industry priorities.

Committee	Role	Membership
Genetic Evaluation Standing Committee (GESC)	Provides advice and recommendations to the DataGene Board on specialist matters in relation to genetic evaluation and related technologies. The Genetic Evaluation Standing Committee helped prioritise projects that are presented in this AOP.	Farmer Chair DataGene's Chief Executive Officer & Stakeholder Relations Manager Representatives from: Dairy farmers (2) Breed organisations (2) DairyBio (2) Genetics company (1) Genomics service provider (1) Dairy Australia (1)
Herd Test Centre Committee (HTCC)	Makes recommendations and proposals to the DataGene Board and management, and respective centre Boards (or equivalent) on herd test-related matters, including software and service development. Enables collaboration on pre-competitive projects.	DataGene's Chief Executive Officer & Stakeholder Relations Specialist 1 representative each from: National Herd Development (NHD) Dairy Express TasHerd FarmWest Yarram Herd Services

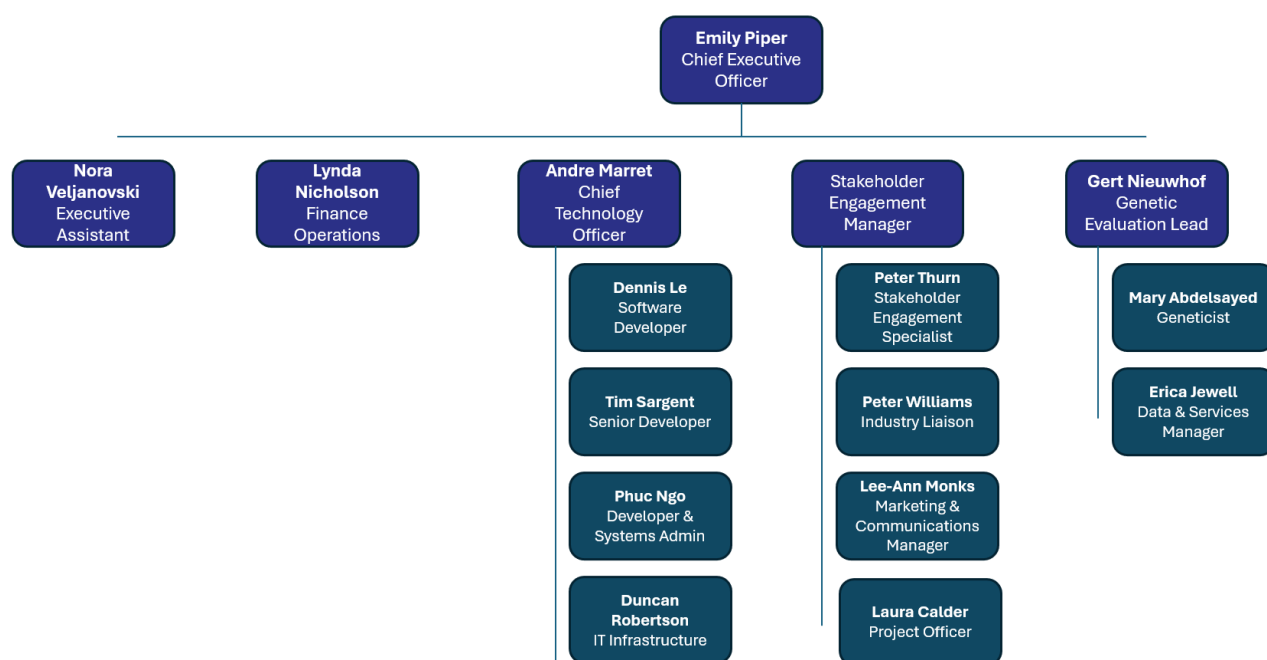
Management Structure

The DataGene team is structured to support its core business of delivering world-class, independent genetic evaluation, herd improvement and data services to the Australian dairy industry. The organisation comprises three functional groups, each led by a manager:

- Genetic Evaluation
- Information Technology and Solution Architecture
- Stakeholder Engagement

The Board and Chief Executive Officer are also supported by an Executive Assistant and a Finance Operations Manager.

The research and development elements of DataGene's innovation pipeline are supported by Agriculture Victoria through the AgriBio research program. DataGene greatly values its close working relationship with the AgriBio researchers and the strong innovation capability this collaboration brings to the organisation.



Performance Metrics

The DataGene Board and Leadership Team regularly monitor performance across several key areas that are critical to the organisation's purpose and long-term success. These include:

- genetic merit of the national herd – monitoring improvements in genetic gain
- market acceptance – assessing the adoption and use of DataGene products and services
- herd recording levels – evaluating industry participation in herd data collection
- extension and communication reach – measuring engagement with DataGene's extension and communication efforts

Performance is assessed against a broader suite of measures across these areas. However, three core indicators are routinely reported in DataGene’s Annual Update:

Target	Current performance
By 2030, the majority of dairy farms increase genetic gain by A\$90 per cow entering the herd — delivering up to A\$78 million in total annual gross benefits for dairy farmers.	The cow herd needs to improve more than \$18 per cow per year to achieve this metric. Cows entering the herd in April 2025 were \$18.50 more profitable than those entering the herd in April 2024
The level of female genomic testing increasing annually by at least 15%.	56,000 females were genomically tested during 2025-26. This represents a decrease of 15% from 2024-25.
The number of new cows with phenotypes in CDR increasing annually by 5% of the previous year.	The number of cows with data in the CDR in June 2025 has increased to 18.4 million cows. This represents an increase of 1.1% from June 2024.

Risk Management

DataGene’s Board and Management Team maintain an active and disciplined approach to risk management, recognising that strong governance, operational resilience and informed decision-making are essential to protecting the organisation’s role as a trusted custodian of dairy data and genetic evaluation.

This approach includes regular review of the organisation’s risk profile across strategic, operational, financial, cyber and project-related risks. The formal risk register is reviewed on a routine basis to ensure emerging issues are identified early, assessed appropriately and addressed through practical mitigation actions.

DataGene also undertakes regular strategic review activities, including SWOT analyses, to identify changing external conditions, emerging threats, and new opportunities relevant to the organisation and the broader dairy industry.

Cyber-resilience remains an important area of focus. DataGene undertakes regular independent reviews of its information technology environment, including external security assessment and penetration testing, to strengthen system security, protect sensitive data and support ongoing improvement in cyber preparedness.

In addition, DataGene maintains an appropriate suite of insurance arrangements to support organisational resilience and prudent risk transfer. These include:

- Business Insurance
- Public Liability and Product Liability Insurance
- Directors and Officers (D&O) Insurance
- Professional Indemnity Insurance
- Cyber Insurance

Through this approach, DataGene seeks to maintain a strong risk culture, support effective oversight by the Board, and ensure the organisation remains resilient, responsive and well positioned to manage risk in a changing operating environment.