AUSTRALIAN SHAREHOLDERS' ASSOCIATION

Strategy Direction and Priorities

October 2026

Strategic Direction

ASA's strategy is guided by two enduring principles and an overarching commitment to sustainable growth.

Strategic principles

- **Community and trust** – strengthen the sense of belonging, participation and confidence in ASA, recognising that trust is fundamental to ASA's credibility, influence and long-term success.
- **Independence** – preserve ASA's independent position as a core strategic asset and source of differentiation.

Strategic outcome

- **Sustainable growth** – pursue growth in influence, participation, membership and organisational capacity, supported by long-term financial sustainability.

Together, these principles and outcome provide a framework for evaluating strategic opportunities, prioritising investment and guiding decision-making.

Strategic priorities

Strategic priority	Board direction
Influence and participation	Increase participation and engagement to strengthen ASA's reach and influence.
Membership	Grow membership by strengthening the value proposition and relevance.
Financial sustainability	Build a stronger, more diversified financial base to support ASA's purpose, independence and long-term sustainability.

1. Priority initiatives

Initiative	Direction
Strategic alliances and opportunities	Explore strategic alliances, partnerships and other opportunities with aligned organisations.

Initiative	Direction
Grants and stakeholder engagement	Explore grant funding opportunities and establish a working group to identify opportunities for engagement with government, industry and aligned stakeholders.
Technology and marketing	Invest in technology, including AI and marketing resources to support reach, engagement, productivity and growth.
Investor persona-based education	Develop education pathways that align directly to investor personas and life stages, including consideration of certificates, credentials or structured learning pathways.
Modernise company monitoring	Review and modernise the company monitoring program to ensure it remains effective, scalable and relevant for members.
Change and communications strategy	Develop a clear change and communications strategy to support implementation of strategic initiatives.
Broaden relevance	Broaden educational content to reflect the asset classes, investment interests and life-stage needs of different investor personas.

2. Strategic boundaries

Given ASA's resources and capacity, we will be selective in pursuing opportunities. New initiatives should support ASA's purpose, preserve its independence and contribute to long-term impact and sustainability.

ASA will avoid activities that could compromise its independence, unnecessarily extend its regulatory obligations or divert resources from its core purpose.

3. Supporting tactics

- Ambassadors – leverage advocates and recognised supporters to extend reach, awareness and credibility.
- Volunteer flexibility and personas – consider more flexible participation models aligned to different volunteer motivations, interests and life stages.
- Local group insights and convenors – strengthen mechanisms to ensure insights from local groups and convenors inform ASA's planning and decision-making.

- Bequests – explore bequests as a potential long-term funding source that aligns with ASA's purpose and independence.

4. Strategic planning framework

The following framework translates the Board's strategic direction into future planning, priorities and communications.

Protect the core	Community, trust and independence remain non-negotiable principles as ASA evolves.
Grow influence	Growth should be understood more broadly than membership numbers alone, with subscriber growth, event participation, engagement and reach, influence and revenue all important measures of success.
Strengthen sustainability	New revenue streams and funding opportunities should strengthen long-term sustainability without compromising independence.
Modernise delivery	Invest in technology, including AI, and marketing capability to support reach, engagement, productivity and growth.
Broaden relevance	Persona-based education and broader investment education can help ASA remain relevant to investors across different life stages and interests.
Be selective	Strategic boundaries provide an important discipline. ASA will focus its efforts on initiatives that support its purpose, independence and long-term impact.