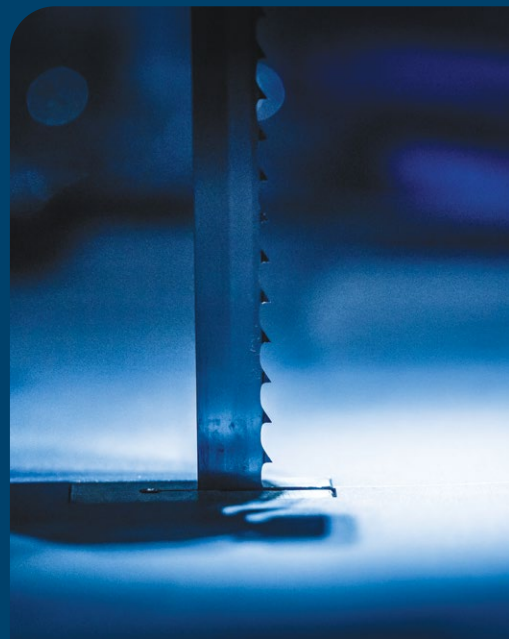
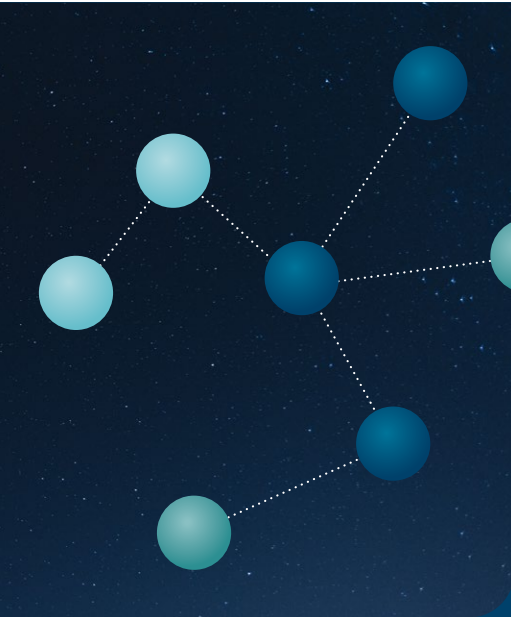


Annual report 2023–2024
The cutting edge of change



The Australian Meat Processor Corporation (AMPC) is the specialist Research and Development Corporation (RDC) for the red meat processing industry in Australia.





The future of red meat processing

We are the red meat processing industry's trusted partner in innovation and our purpose is to invest in research and development and marketing initiatives that improve the competitiveness, profitability, and sustainability of the industry.

Investments are funded by statutory levies, private contributions, and the Australian Government and are designed to deliver a range of benefits for the industry and the broader Australian community.

AMPC engages with leading research organisations and marketing providers and undertake joint activities with our value-chain partners to address the priorities of the red meat processing industry.

The annual report provides an overview of the financial year's activity as outlined in AMPC's Annual Operating Plan (AOP). The AOP is prepared yearly to guide the delivery of AMPC's long-term investment priorities and outcomes. The programs in the Research and Development (R&D) portfolio are driven by our strategic aspirations, and have been informed by direct engagement with levy payers and the Australian Meat Industry Council.

Acknowledgement of Country

AMPC acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and pays respect to Elders past and present across all the lands on which we operate.

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Melissa Fletcher
Chair

Chair report

In my first year as Chair of the AMPC Board, I am pleased to present AMPC's Annual Report 2023-24.



The industry and operating environment

The past year has been a strong production year, despite significant challenges for red meat processors. Costs to operate continue to rise at a rapid rate and labour shortages are impacting the industry.

We have seen China enable the re-listing of most red meat processors, opening up our exports to this important market. Trading conditions are continuing to improve as markets find their rhythm after COVID and a challenging geopolitical environment. Australia must keep its good relationship with as many different countries as possible.

This year has been difficult with ongoing conflicts in Eastern Europe, Middle East and Asia which have posed similar obstacles to that of the pandemic in relation to Australian meat exports. Shipping lanes have been cut off and disturbed at a huge cost.

The harsh Australian environment has also had an impact. Over the past year drought has impacted Western Australia while the east coast and New South Wales have had a good season. Victoria and South Australia have had an extremely dry year. These factors have impacted the supply chain and underpinned the need for our industry to be agile.

Social licence to operate continues to be a strong driving force particularly in Europe whilst in the US the misinformation around red meat and the nutrition it provides needs to be corrected.

On a positive note, demand for proteins including red meat is still strong.*

Australia's strong animal welfare credentials were further enhanced during the year with the Australian Meat Industry Council's (AMIC) announcement that video surveillance systems will become a **mandatory requirement from 2026** under the processing industry's Australian Animal Welfare Certification System.

Over the past year, AMPC finalised the **Voluntary Code of Conduct for the Employment of Migrant Workers** which is leading the way for best practice and allows the industry to demonstrate its credentials in this area and have a consistent approach across our industry. The code is managed by AMIC.

Governance

November 2023 saw the start of a new Board term. AMPC members elected seven processor directors and two independent directors who were subsequently appointed in accordance with the constitution.

The Board are enthusiastic about doing the right thing for industry by providing world-class research, development and marketing, and are committed to a best practice approach to governance.

* OECD-FAO Agricultural Outlook 2023-2032



Over the past year, the new Board has been inducted into its role and had access to ongoing relevant information to ensure that governance is of the highest standard. We held numerous development sessions aimed at improving individual and collective Board effectiveness.

The Board has strong diversity, something we are proud of as an organisation. Collectively the Board demonstrates the skills and competencies required by a research and development corporation.

The refreshed Board has come together well and my transition to Chair has been made easier with the support of my peers.

We look forward to continuing to work on behalf of AMPC and industry to deliver value to levy payers.

Strategy and future

In the coming year, AMPC enters the last year of its five-year strategic plan. AMPC has progressed well against the plan with investments into R&D and marketing activities delivering value to levy payers.

In the year ahead, looking at automation — there needs to be a balance between fully-automated and semi-automated solutions due to the diversity of processing plants in Australia. The outcome of such R&D is about making it easier for employees and looking after our people. We ask ourselves the question — how can R&D into automation help them to work smarter, not harder?

In terms of export, Australia has to reach further around the world than any other exporting country. Our product has longer to travel than most. And we have achieved excellence in such logistics. Australia has a superior product which is loved around the world, and we need to continue to promote this.

AMPC's More to Meat campaign highlights that the red meat processing industry generates more than \$21 billion for the economy each year and supports 138,000 jobs. The team looks forward to stage three of the campaign launching in the coming year.

I am excited to support AMPC in the development of its next five-year portfolio investment plan. A blend of focus areas includes supporting a thriving and sustainable industry, looking at alternative growth areas, working with the global processing sector, and support with the challenges of international trade. The Board is committed to ensuring industry's voice is heard in development of the investment plan.

In the future, AMPC will focus its research and development on innovations that are designed to leverage existing capabilities together with breakthrough innovations that have the potential to disrupt the industry and create new business models. The Board has set balanced portfolio targets during the year to guide the organisation on this important balance.

The industry must continue good relationships with the international community and foster future relationships that will enhance our market access. Red meat processing is a complicated industry and we must understand the needs of various stakeholders to thrive.

Part of our role must be to educate and inform others of the critical role industry plays in providing nutrition around the world, supporting a healthy environment, and delivering strong economic contributions.

Sustainability is critical for the red meat processing industry. It drives improved performance, competitiveness, regulatory obligations, and reputation. It is front-of-mind for the industry, and AMPC's future activity will have a key focus on sustainability.

AMPC will work with our industry and research and technology providers, to deliver practical and cost-effective improvements to industry's carbon emissions, water, energy, animal welfare, and people safety outcomes.

I look forward to our industry consultation day in November to shape our Portfolio Investment Plan 2026-2030, and the year ahead working together with processors and AMPC to advance the Australian red meat processing industry.

Melissa Fletcher
Chair

Chris Taylor
CEO

CEO report

The 2023-24 financial year saw AMPC complete the fourth year of its strategic plan, demonstrating progress across our five strategic pillars.



We continue to deliver strong value for our levy payers. Our latest program evaluation for investments showed a cost-to-benefit ratio of 6.3 which is an outstanding result. This highlights that our investments are yielding strong returns for levy payers.

Our 2024 levy payer survey showed 86 per cent member satisfaction and a Net Promoter Score of 18 highlighting a significant improvement from last year and we are pleased to see that our levy payers are strongly engaged.

Processor engagement and participation are cornerstones of AMPC's strategy. I spent time visiting processors across Australia in early 2024 where we discussed strategic priorities and our research focus for the future.

Our engagement with the industry and wider supply chain was demonstrated through our successful sponsorship of the AMPC National Carcase Competition and stand presence at Beef24. During Beef24 we hosted a *More to Meat* event together with launching the AMPC interactive careers portal which gained significant interest from stakeholders and the media. Over the coming year we will be rolling out our AMPC Spotlight events representing the next generation of extension and adoption activity.

A constant over the past few years has been the desire for industry to tell its positive story, and we have been doing this through our *More to Meat* campaign. The campaign encourages people to speak about our industry that all of us are proud of. It showcases the contribution made by red meat processors to regional communities and the national economy.

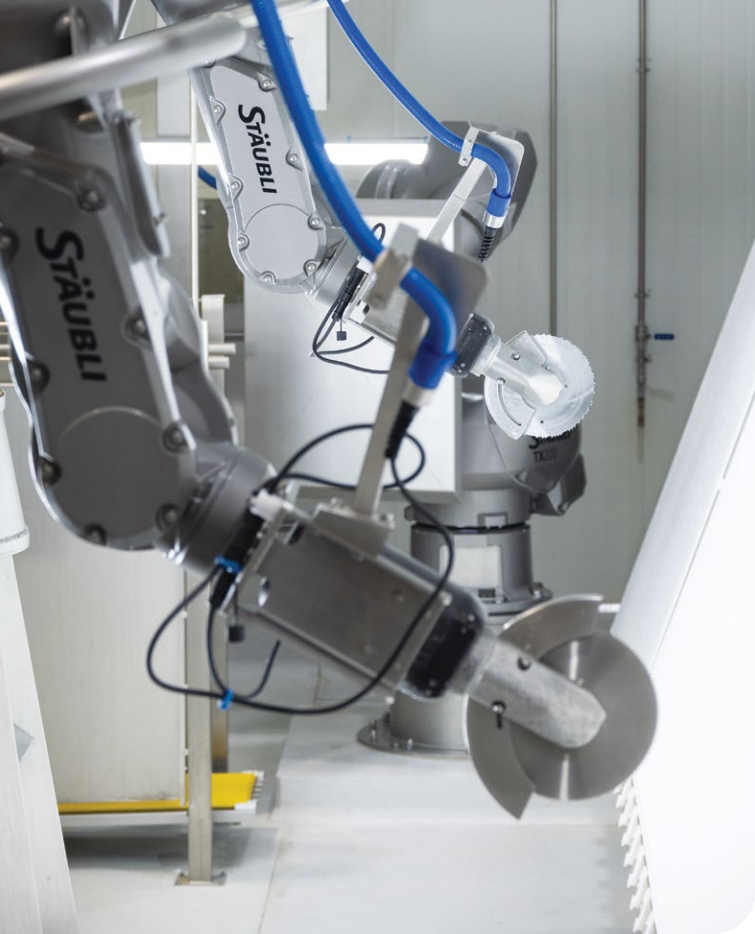
Our research shows Australians who have seen the *More to Meat* campaign are more likely to identify the industry as being valuable to both the economy and to regional communities around Australia, and this is a great win for processors who contribute so much to the national economy and regional families.

Financial performance

In FY24, we successfully implemented the modernised funding model. This achievement has established a solid foundation for our future growth. Levy income exceeded expectations, driven by higher-than-anticipated livestock slaughter, particularly in the beef sector, during the first three quarters of the year. We concluded the year with a strong financial position, surpassing the Board's target reserves.

Strategy delivery

We delivered strong progress against our strategic aspirations during the year.



Advanced manufacturing

The focus for the advanced manufacturing program was progressing foundational developments in lamb and beef boning and cutting automation, objective measurement automation, sensing and digitisation, and materials handling solutions.

AI-driven beef scribing is one of AMPC's most successful developments showing exciting extension potential with one system in production since 2023 with a second, single-robot system expected to be in production by the end of 2025. These systems improve safety and carcass yield.

A world first fully-automated beef boning program is proving a step closer, with a major pre-production demonstration of a striploin cutting module focusing on striploin-rack-chine removal successfully completed. This will benefit the industry by improving workplace health and safety, increasing processing efficiency and enhancing profitability.

Commercialisation of remote operated shadow robot systems is progressing, with the most recent stage delivering excellent results in plant trials and plans well underway to install two shadow robotic systems into full production in a boning room in 2025.

Sustainability

The sustainability program completed a cornerstone piece of research on deforestation which is now being referred to by all of industry in order to understand global definitions of deforestation and use of those definitions from an international compliance perspective and an Australian investment context.

We also completed our second tri-annual sectoral decarbonisation pathway report. The latest modelling indicated that ambitious targets that meet or go beyond the Paris Agreement may be achievable, but getting there will require significant investment in high-cost solutions. The report will help to inform and prioritise investment for the best impact.

An emissions reduction handbook was launched helping processors earn Australian carbon credits under the Emissions Reduction Fund to help them achieve emission reduction goals.

Our biomass boiler pilot was completed after three years of operation with six biomass combinations successfully trialled, and biomass at some sites enabling a renewable fuel cost of ~ \$3 / GJ. Which represents a 75 per cent saving against coal.

The three-year water recycling pilots project was also completed. Six plants received a water recycling unit for use on their plant. In total, 5 ML of water was recycled across several different sources such as defrost water or settlement pond water, and 60 rounds of laboratory testing was completed across 500 data points of treated water. A water recycling handbook is now underway to support red meat processors to adopt water recycling within their plants.



People and culture

Our people and culture focus was on attracting and retaining the valuable workforce of the meat processing industry, and continuing to improve safety outcomes.

Over the past year AMPC launched the *AMPC Careers Portal* – the first of its kind, to attract employees to the red meat industry. In the portal, users can explore the varied and diverse roles in meat processing.

We finalised our final output from our research into exoskeletons with a five-step guide to support processors in choosing the right exoskeleton for their business. Exoskeletal devices enhance worker physical capacity and safety.

As a result of AMPC research into Q-Fever and its prevalence as a community disease, the Q-Fever vaccine is now recorded on the Australian Immunisation Register. The Register was previously fully funded by AMPC.

In an effort to improve retention, a research project found that machine learning might make it possible to predict which employees are at risk of absenteeism or departure, so processors can actively manage staff to retain them in the job for longer.



Product and process integrity

The focus of the product and process integrity program is to improve traceability and strengthen the scientific basis for process integrity, and research to support and demonstrate animal welfare compliance.

Over the past year AMPC ran virtual animal welfare workshops to help industry understand their responsibilities for producing good animal welfare outcomes and how these could be achieved. The program also continued trialling a new knocking box which delivers improvements in animal welfare, and assessed new stunning technologies together with developing a training package for electrical stunning.

AMPC continues to focus on improving traceability. Following the completion of the smallstock electronic identification (EID) project that examined hardware and software to read, analyse and collect data from ear tags, AMPC is rolling out extension work to assess additional technologies that may have added benefits including counting small stock and assessing compliance with animal welfare standards.

A trial of 'finger-printing' technology using AI and cameras to match primals back to carcasses has proven to be successful. Extension work will consider matching secondary cuts to primals, and then primals to carcasses, as well as matching the labels on cartons with the contents.



Technical market access and markets

The focus for the technical market access and markets program for the year has been on enhancing the international competitiveness of our meat exports by reducing regulatory burden on processors and improving non-technical market access conditions.

The aim has been to reduce regulatory compliance costs by trialling technologies and arrangements already in use by processors to demonstrate that they produce equivalent outcomes sought by regulators. We are working with the industry and the Department of Agriculture, Fisheries and Forestry (DAFF) so that DAFF can seek agreement from the United States that bar codes on cartons meet their shipping mark requirements.

In order to deliver energy savings for processing, we are progressing work at gaining agreement along the supply chain, to change the freezing requirement for exported meat from -18 degrees Celsius to -12 degrees Celsius, with energy savings estimated at around 30 per cent less for shipping product at -12 degrees Celsius.

We continue to work on developing new products and increasing the value of products. AMPC worked with AgResearch NZ to determine whether kokumi, a flavour compound traditionally extracted from plant sources, can be extracted from beef liver and lung. The work demonstrated that this is indeed possible and extension work that looks to commercialise the product is being considered.

The year ahead

Next year is the final year in the delivery of AMPC's current five-year strategic plan. Our achievements over the first four years of the plan are exceptional.

I look forward to the development of AMPC's next five-year portfolio investment plan which will be published in June 2025. We will work closely with industry with an eye to the future. Our future investments must strike the right balance between incremental and transformative outcomes and we look forward to working with our stakeholders to determine what is on the horizon, what challenges we need to solve, and how best to advance the red meat processing industry.

I thank all AMPC employees, directors, levy payers, stakeholders, and research partners in contributing to our progress during the year, and for the value we have collectively delivered for the processing industry in Australia.

Chris Taylor
CEO

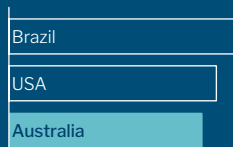
Our industry

Supply chain

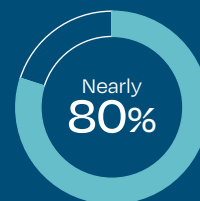


Australia is a **key exporter** in global red meat markets.

Australia was the **world's largest** sheep and goat meat exporter in 2023.



In 2023, Australia was the **third largest** beef exporter after Brazil and the USA.



of red meat processing employment is **located outside of capital cities**.

\$17.7 billion

Red meat and livestock **export value** in 2022-23.

138,000 jobs

The red meat processing industry contributes to more than **138,000 full time jobs** in Australia.



Processors accounted for **29 per cent** of total direct employment in the **agriculture, forestry, and fishing sector** in 2021-22.

> \$21 billion

The red meat processing industry **generates more than \$21 billion** in direct and flow-on industry value added.

> \$7.6 billion

The red meat processing industry contributes more than **\$7.6 billion to Australian household income**.

Sources:

- [MLA State of the Industry report 2022-23](#)
- [Evaluating the socio-economic benefit of the red meat processing industry in regional Australia — Read the full report on the AMPC website](#)

*ABS 2021 Census

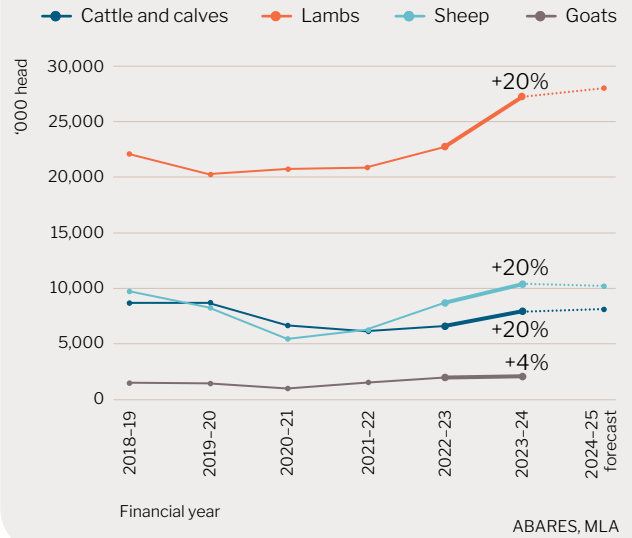
Red meat processing employs more than **100 people in 79 local government areas (LGAs)** across Australia, and is the **single largest employer** in 10 of these LGAs.*



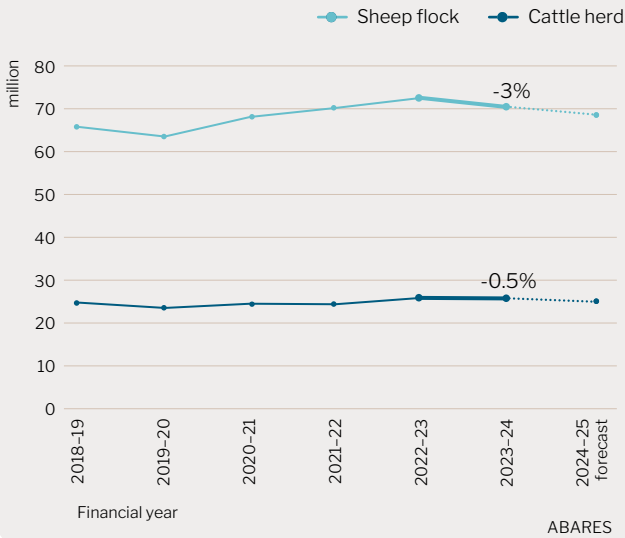
Operating environment

In 2023-24 livestock throughput, production and exports increased significantly as Australian herd and flock levels declined following several years of rebuilding. Many processors were stretched to near capacity with the ongoing challenge of labour shortages. With higher turnoff levels forecast to continue this financial year output should continue to grow.

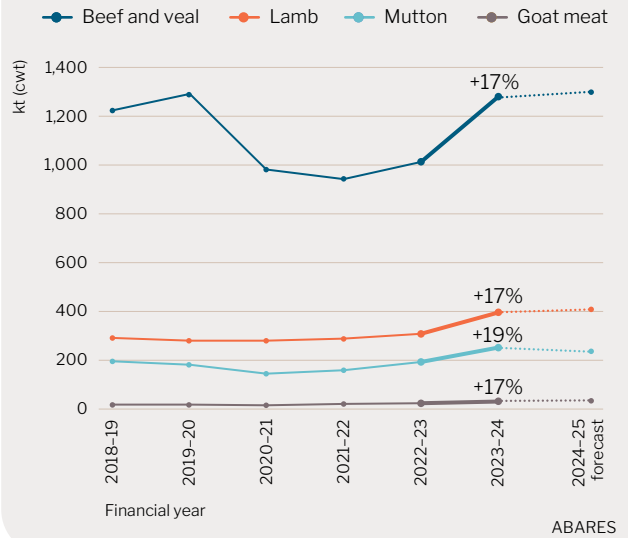
Throughput



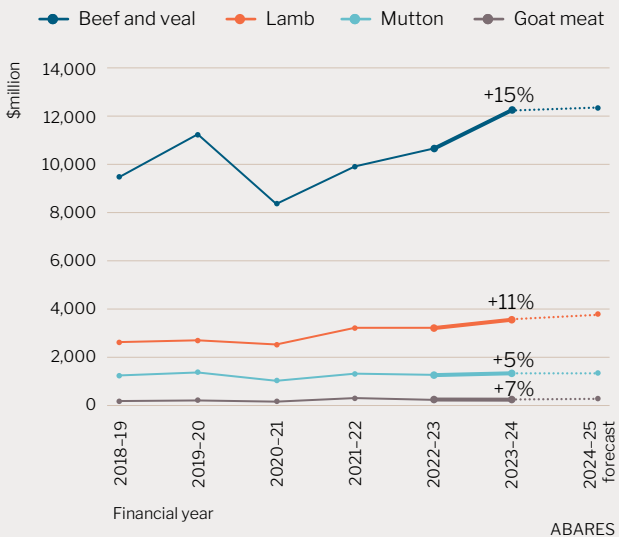
Herd/flock levels



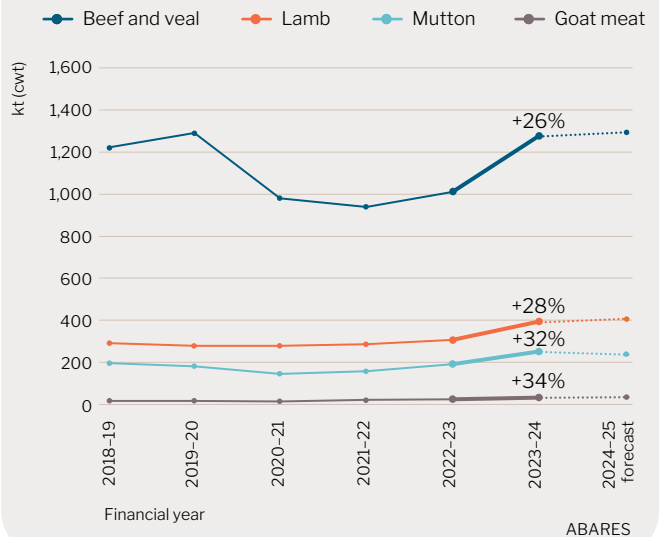
Production volume



Export value



Export volume



Our processors



107 processors*
137 processing plants*



Significant employers

- AMPC levy payers range in size from two to 2,000+ employees
- half the AMPC membership have more than 200 employees



Varied product focus

- a range of processing sizes and systems
- cattle processing is the most common activity, representing more than 80% of all levy payer sites
- covering beef, sheep and goat



Geographically diverse

- processors are spread throughout Australia, particularly in rural and regional areas
- AMPC processors are primarily located in medium-sized rural areas of between 10,000 to 50,000 people, where they are typically one of the largest employers

* These numbers reflect processors that are members of AMPC.

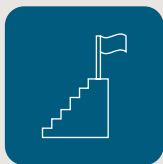


Our vision and strategy



Our vision

The red meat processing industry's trusted partner in **innovation**.



Our mission

To drive world-class **innovation, adoption** and strategic **policy** development through genuine partnerships built on trust.



Our purpose

To enable Australia to build the most **competitive, profitable, and sustainable** red meat processing industry.

Strategic plan

The AMPC Strategic Plan 2020-25 contains five pillars.



Advanced manufacturing

Human product handling is halved through **technology advancement** to reduce injury rates, maximise yield and processing efficiency by 2030.



Sustainability

By 2030, Australian processors are recognised as **global leaders in environmental stewardship** and acknowledged as responsible businesses with positive economic and social impacts on their communities.



People and culture

By 2030, the processing sector is seen as a **diverse, safe, and attractive** industry of choice for employment.



Market access and markets

By 2030, Australia is the **preferred trading partner** for premium red meat products globally, with unrivalled access to high value markets.



Product and process integrity

The Australian red meat industry maintains and further enhances its international reputation for **safe, sustainably sourced wholesome** red meat products.

2023-24 year in review

AMPC's 2023-24 processor survey

Net Promoter Score

18

Member satisfaction

86%

Projects



237 research and development, marketing, joint and corporate projects completed, in progress or started during the 2023-24 year.

Participation



On average, three processors participate in all AMPC projects.

Innovation manager program



Roll out of the revised Innovation Manager program, aimed at building capability and sharing knowledge.

Q-Fever Register

As a result of AMPC research into Q-Fever and its prevalence as a community disease, the Q-Fever vaccine is now recorded on the Australian Immunisation Register. The Q-Fever Register was previously funded by AMPC.

Beef Australia 2024

Stand statistics

 **150** people visited the AMPC stand daily

 **70** students visited the AMPC stand daily



AMPC hosted **one school** group **per day** (Tues – Thurs) with other schools also visiting throughout the event



20 processors

to have follow up conversations with (on several AMPC activities including some processors wanting to discuss more than one research activity)

AMPC stand — events hosted



More to meat networking event

5pm Monday 6 May

80 people attended from the red meat processing industry, relevant government representatives and other red meat organisations and media coverage



Launch of careers portal

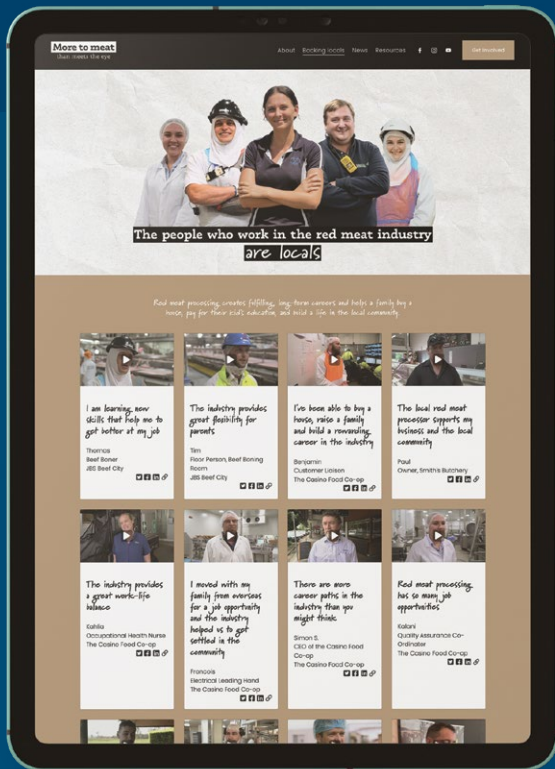
11am Tuesday 7 May

40 people, including a school group, attended the launch of AMPC's interactive careers portal and media coverage



Sponsorship

AMPC sponsored the AMPC National Beef Carcase Competition
Increased awareness of AMPC's role and investments



More to meat campaign

AMPC commissioned quantitative research to understand key trends and shifts in public attitudes towards the red meat processing industry since May 2023.

The quantitative research has informed AMPC's *More to Meat* campaign, which was launched in August 2022 to build public support for red meat processors in communities where they operate. The research was conducted between February and March 2024 amongst 2,770 Australians.

Research included testing perceptions and attitudes amongst the general population (those who mainly live in capital cities) as well as those living in regional communities (in close proximity to a red meat processor).

Board elections


November 2023 saw the start of a new Board term. AMPC members elected seven processor directors (with two returning) and two independent directors (also returning).


Melissa Fletcher, CEO of Fletcher International Exports, was appointed Chair having previously served two terms as Deputy Chair.

Dr John Langbridge, Manager — Industry Affairs at Teys Australia, was appointed as Deputy Chair.


Key insights included:


 Cost of living and inflationary pressures remain the dominant issue for Australians, followed by housing affordability and healthcare.

 The top priorities within the agriculture sector for the public remain addressing animal cruelty and safeguarding against diseases (e.g. foot and mouth).

 Since May 2023, support for the red meat processing industry nationally has declined slightly, but remains in a strong position. Within regional communities, support for the industry is strong, and has remained steady since May 2023.

 Key reasons for Australians to support the red meat processing industry continue to be their enjoyment of meat products and a recognition of the industry's essential role in the meat supply chain.

 There is a noticeably higher level of support for red meat processing amongst Australian's who have seen *More to Meat* (e.g. billboard advertising), or who have been involved with the campaign, including through an AMPC member.

 Australians who have seen the *More to Meat* campaign are more likely to identify the industry as being valuable to both the economy and to regional communities (e.g. supporting local businesses) around Australia.

Partnership with MBW

The Australian Meat Processor Corporation (AMPC) signed a strategic partnership with Meat Business Women (MBW) in February 2024.

Meat Business Women was established in the UK in 2015 and launched in Australia in 2018. It is the only professional global community for women working across the meat industry.

AMPC partnered with Meat Business Women to help women in the meat industry be inspired, network with others, and grow their careers.

Collaboration

AMPC levy payers are red meat manufacturers that play a specialised role in the supply chain.

The focus of our engagement with levy payers is on finding the right opportunities for collaboration with stakeholders where there is a direct benefit on the sustainability of processors and the communities in which they operate.

AMPC continued to be a member of Agricultural Innovation Australia (AIA) in the 2023-24 financial year. AIA is a company targeting transformational innovation across agriculture and was founded by the 15 RDCs.

AMPC is a member of the GrowAg innovation platform – the online gateway to Australia’s agrifood innovation system. AMPC uses GrowAg as a vehicle to identify and collaborate with new global partners in research and commercialisation.

AMPC co-invested \$6.7 million or 32 per cent of its levy income, on projects with Meat and Livestock Australia (MLA) to address issues in the red meat supply chain. Those projects are seeking to find solutions for our industry in the areas of product and packaging innovation, international and domestic markets, objective measurement, and integrity systems.



Consultation with levy payers and stakeholders

AMPC engages with a wide range of stakeholders about its role, the work it performs and the value it adds.

During the year, our co-innovation managers liaised and worked with up to 20 processing companies each. They managed the levy payer relationship, extended R&D outputs directly with processors, encouraged cross-fertilisation across the industry and shared insights on challenges with AMPC.

AMPC also has an extended network of 34 innovation managers embedded within processing plants across Australia to drive technology investment and adoption of research and development.

Stakeholder engagement frameworks are in place with MLA and the Australian Meat Industry Council (AMIC) which set out shared behaviours, principals of engagement and principals for matched funding and joint activities.

AMPC also has an overarching **stakeholder engagement framework** which sets out principles guiding AMPC's engagement processes.

AMPC has regular meetings with AMIC on a fortnightly basis.

AMPC engages with government through regular meetings with the Department of Agriculture, Water and the Environment, and Council of Rural RDC meetings with the minister.

Our General Manager Industry Development, Veneta Chapple, continued to be a member of the Emerging National Rural Issues Steering Group which provides strategic advice on cross industry investments and partnerships.

In early 2024, AMPC CEO conducted his annual roadshow visiting industry CEOs.



Our performance



AMPC conducts independent evaluations of its research projects to assess the benefits and outcomes that have emerged or are likely to emerge from investments.

Preliminary evaluations have been completed for a sample of ten AMPC projects completed during the 2023-2024 financial year.*

All assessed projects demonstrated a positive economic return, with Benefit Cost Ratios (BCRs) ranging between 1.2 to 7.8. Resulting in a weighted average BCR of 6.3.

The ten projects that were evaluated are listed here.

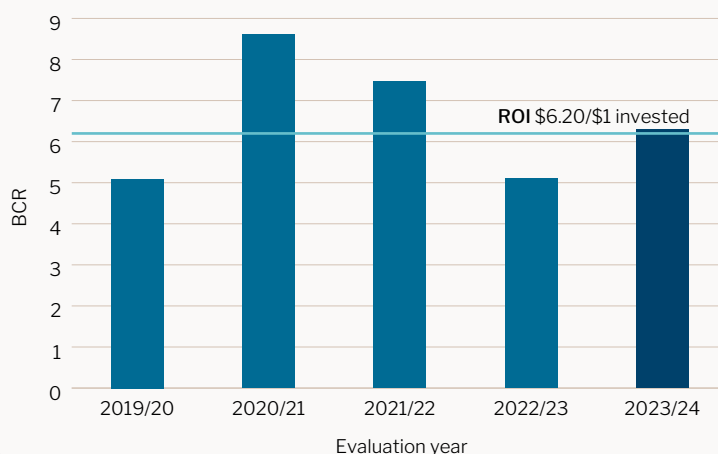
1. Hot carcass grading: driving quality assurance and processing efficiency
2. Low-cost assessment and arrangement of PV opportunities
3. Diverting plastics from landfill — business case scenario
4. Beef striploin fat removal — stage 2B: controlled variable thickness robotic fat trimming
5. Beyond border analysis of regulatory and related costs
6. In plant trial of robotic picking and packing system
7. Empowering women in maintenance trades
8. Smallstock traceability pilots and small stock traceability pilot study evaluation
9. Transport emissions, efficiency and sustainability roadmap
10. Kokumi flavour peptide production from beef offal co-products

* Evaluations were completed in line with the *Council of Rural Research and Development Corporations (CRRDC) Impact Assessment Program: Guidelines (2018)*. They were informed by a review of project outputs, and consultation with researchers, industry representatives and other relevant stakeholders. The assessments were completed by modelling the marginal costs and benefits from a project over a 30-year period.

Long-term results

A total of 50 independent impact evaluations have now been completed over the course of AMPC's 2020-25 Strategic Plan. Overall, the results indicate a long-term return on investment of \$6.20 for every \$1 invested.

Annual weighted average BCR



Extension, engagement and communication

 8,771

people following AMPC's social media channels

 17

videos shared on AMPC YouTube channel

 12

processor newsletters delivered to AMPC levy payers



Attendance and sponsorship at **Beef Australia 2024**



AMPC partnered with **Meat Business Women** to support women in the red meat industry

 48

articles published to the AMPC website

appex.

Hosted the **Meat Industry Day** at **APPEX Conference**



Women in Trade workshops held at member processing sites

 231

media clips appeared in national and regional media publications



The launch of the **AMPC Careers Portal**

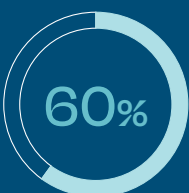
142 site visits to levy payer processing plants



Launch of **Industry Insights** for AMPC members which provides **topical analysis of economic and production data**



Decarbonisation pathways report available to all processors



participation in the 2022/23 **Environmental Performance Review**



Guide for selecting **exoskeleton technologies** delivered to processors

 33

processing sites used the **AMPC Grants Helpline** which resulted in over **1.3 million in approved grants**

Exploring magnetic conveyor technology

AMPC worked with Intelligent Robotics to research the use of magnetic conveyor technology for red meat processing materials and product handling solutions.

The magnetic conveyor system uses 'planar motor technology' which is a smart conveying robot system able to provide unprecedented flexibility, precision, intelligence, re-configurability, scalability and traceability.

Currently, meat processing plants in Australia use conventional non-magnetic conveyor systems for many materials and product handling activities.

The potential benefits of using magnetic conveyor systems for meat processing include minimising maintenance and cleaning requirements and improving production flexibility and traceability.


The research investigated how this industry-first conveying solution responded in an Australian boning room environment.



The system was installed at a Queensland meat processing plant and underwent non-production trials and in this test environment the technology was exposed to production conditions and regular washdown procedures.

The system was also be tested over an extended period in cool production room conditions and underwent industry standard high pressure, hot water and chemical washdown procedures.

Trials were completed to confirm the durability and potential limitations of the technology. AMPC is currently working to investigate and identify further research priorities for the technology.

 [Read more in News and Events on the AMPC website >](#)

Beef cutting automation

The world's first fully-automated beef boning program is a step closer, with a major pre-production demonstration of a striploin cutting module in place at JBS Australia's Brooklyn, Victoria facility as part of the LEAP4Beef program.


LEAP4Beef follows the success of an earlier project to automate lamb cutting and seeks to apply the learnings from that work to the beef processing sector. Once fully developed and integrated, the system will unlock large-scale, high throughput and sophisticated automation to maximise cutting accuracy and yield.

The prototype module at JBS Australia focuses on striploin-rack-chine removal. It uses a simple sensing approach to refine the mechanical elements of the module before an advanced sensing system is implemented to attain the full benefit of accurate automated cutting.

This technology has the aim of improving workplace health and safety, increasing processing efficiency and enhancing profitability.

The investment is a collaboration between the AMPC, Meat & Livestock Australia (MLA) and Scott Automation and Robotics in partnership with JBS Australia.



 [Read more in News and Events on the AMPC website >](#)



AI-driven beef scriber

An AI-driven automated beef scribing system being trialled at Kilcoy Pastoral Company has been commissioned, with good results.

Post-installation trials have been very successful. The vision system and AI are providing a high level of cutting accuracy by the robots, and the system is also achieving speed targets.


The accuracy of the cutting translates to a higher level of consistency in their primal beef cuts. The system also improves workplace safety by reducing the usage of the circular cutting saw, as well as contributing to labour supply sustainability by taking on what is sometimes a challenging role to fill.

Results have demonstrated very good accuracy across all breeds and carcass compositions.

A one-year production review will be released in 2024 ahead of the final report in 2025.

So far, the AI-driven beef scriber is one of AMPC's most successful projects, with AMPC and industry excited by its potential. Further development to enhance capabilities of AI beef scribing is already underway with a second system in development and expected to be in production by Q2 2025.



 [Read more in News and Events on the AMPC website >](#)

Shadow robots reality a step closer

Commercialisation of a shadow robot system for processing operations is getting closer, with the most recent stage of AMPC's ongoing research and development delivering good results in a plant trial and the granting of a patent for the system.

AMPC's research partner Mimeo Industrial trialed a system at JBS Brooklyn in October 2023. The project sought to demonstrate how the technology can be used in the plant alongside staff, using the skill of an operator to make a task more comfortable and less physically demanding. Two applications were selected: picking from the individual wrapping line in the boning room, and hock cutting.

The trial generated some promising initial results and identified a number of areas for refinement.

The goal of this stage of the project was to see how the shadow robot performed in an actual plant rather than in the workshop. Great results were seen on the individual wrapping line. With limited training, the robot was easily able to pick from the conveyor belt. Across several new operators it was achieving around 70 per cent picking success and a trained operator was even more effective. The operator was able to sit in the JBS Innovation Centre while the robot did the work, showing how we can potentially work differently.

Unfortunately, the hock cutting demonstration didn't progress due to unexpected overhead space constraints, however it remains an option for later exploration.

Further development is well underway with Mimeo to install two shadow robotic systems into routine production use in a meat processing boning room by Q1 2025.

 [Read more in News and Events on the AMPC website >](#)



Deforestation-free supply chains

There has been a growing trend in recent years of corporations introducing deforestation policies that in-turn affect the operations of supply chain participants, particularly in the agriculture, mining, and forestry sectors.

Some corporations, including Australian companies, have pledged to eliminate deforestation from their supply chains, acknowledging the role of sustainable forest and responsible land management practices in mitigating climate change.

What does deforestation mean? Across the world and in different states of Australia, there are material differences in what constitutes a forest, and therefore what constitutes deforestation. These differences are due to many different vegetative characteristics across different regions.

AMPC has recently completed a major research project to understand these terms and their use from both a compliance perspective and an Australian context.

The research report recommends the next steps include working with global partners to agree on how these differences can be addressed from an Australian context.


Our research has been designed to help our industry address ambiguity and assist Australia's red meat processors to better understand issues arising in relation to defining deforestation-free supply chains.

Australia's national definition of 'forest' is different from the definition applied by the Food and Agriculture Organization of the United Nations (FAO), which has been adopted by the European Union (EU), the U.S. and Brazil.

The research report makes five recommendations for government and industry:

1. Recognise there is a broad range of 'deforestation free' commitments being made by corporate interests and regional trade interests – some representing a formative position at this stage.

2. Recognise the European Union Deforestation Regulation (EUDR) represents the first set of regulations to emerge in key markets.
3. Seek further clarification of the extent to which the land use criterion in international definitions of 'forest' (notably in the EUDR) excludes specific agricultural land uses.
4. Support ABARES and other government agencies in Australia to review the recently released EU Observatory 'Global Forest Cover' map (released December 2023).
5. Consider further the most cost-effective approach for industry members to work with government agencies to establish credible datasets that delineate land use areas with forest cover that align with 'agricultural use' definitions and EUDR specific requirements.

 [Read more in News and Events on the AMPC website >](#)



New knife sanitiser creates savings



A new tool for sanitising knives has delivered huge savings on water, energy and emissions during in-plant trials and evaluation by the South Australian Research and Development Institute.

AMPC-funded trials in March and April at three plants — two processing cattle and one processing sheep — demonstrated the *Econoliser* was equivalent to traditional sterilisers at several stations, but with greatly reduced operational costs. The current constant flow steriliser is a pot that keeps water at a minimum temperature of 82°C and overflows at a rate of four to eight litres per minute.

By contrast, the new *Econoliser* uses about 140ml per cleaning cycle for a pre-rinsed knife, delivering a 4.5 second spray of water at 35psi that is hotter than 82°C.

A comparison of estimated annual running costs for the two systems in an infrequent use steriliser setting, such as the carton meat assessment table in the boning room, showed potable water and energy bills were 99 per cent lower with the *Econoliser* and it generated 99 per cent fewer tonnes of carbon dioxide emissions.



Read more in News and Events on the AMPC website >

Biomass boiler proves viable fuel option for processors

AMPC's pilot program to develop and test the potential for biomass boilers to provide sustainable fuel options for Australia's meat processing facilities has successfully produced heat at a supply cost of below \$3 per gigajoule (GJ), at JBS Riverina's Yanco facility in New South Wales.

The trial demonstrated how different types of biomass, such as the partially digested grain and grass found in an animal's paunch, woodchip, nut shells and sawdust, could be blended and processed in a boiler to supply thermal energy.

Bioenergy is currently the third most common source of energy used by meat processing facilities behind grid electricity and grid gas, with coal in fourth place. Multi-fuel biomass can compare favourably with traditional forms of thermal energy such as on-site coal at \$10/GJ and grid gas at \$25/GJ.

Conversion of waste into bioenergy is one option for processors to reduce production, processing and consumption waste, and research is continuing into the use of renewables within the energy mix to achieve CN30.

Using biomass can reduce greenhouse gas emissions by up to 98 per cent compared to coal, and by 96 per cent compared to natural gas.

This trial shows that the potential to replace fossil fuels with a lower carbon emission biomass alternative using purpose-built boilers is now a genuine possibility.

During the trial we monitored the feasibility of various blends of biomass sourced on site and externally and successfully blended paunch materials — usually a waste stream — into multi-fuel blends of up to 80 per cent paunch, 20 per cent woodchip.

This provided process heat to the plant at sub \$3/GJ at the same time as reducing emissions and achieving energy reliability.

Biomass fuels can include paunch, sludges, unrecyclable wood, woodchip, nut shells, sawdust or agri-wastes, as long as the final fuel blend meets the boiler fuel specifications.

The 500kW trial boiler used at JBS is smaller than full-scale biomass boilers, which may be up to 15 megawatts.



Read more in News and Events on the AMPC website >



Launch of emissions reduction handbook

AMPC ran a project to create Australian Carbon Credits (ACCUs) in support of a red meat processor in Queensland that will install a 15MW biomass boiler as part of its transition to clean energy.



The ACCUs are created under a government approved methodology under the Emissions Reduction Fund (ERF). As part of this work, AMPC produced a handbook with comprehensive guidance on leveraging the ERF to help achieve emission reduction goals.

The handbook is modelled on the Queensland processor's case study and will help processors gain a deeper understanding of ACCUs and the ERF methodologies, eligibility criteria, funding mechanism, and suitable project types. It enables processors to navigate the complexities of the ERF effectively and gain funding to support full-scale adoption.

The handbook offers insights, guidelines, and practical information to navigate the complexities of the ERF and implement successful emission reduction projects.

It includes an overview of the purpose and context of the ERF in relation to the meat processing industry and outlines the meat processing industry's role within the broader emissions reduction landscape.

It explains the eligibility criteria and funding mechanisms available under the ERF and explores different project types and guidelines, enabling readers to identify suitable pathways for their emission reduction initiatives.

The AMPC Emissions Reduction Fund Handbook equips participants in the red meat processing industry with the knowledge, guidance, and practical advice to navigate the Emissions Reduction Fund.



Read more in News and Events on the AMPC website >

Culture the key to sustainable practice

The Energy, Water and Emissions Benchmarking and Efficiency Culture Change report shows that plants which are best able to communicate each team member in delivering water and energy efficiency achieved better outcomes.

A water, energy, and emissions efficiency benchmarking and improvement workshop program was offered to processors who also completed the AMPC two-yearly environmental performance reporting.

Part of the benchmarking and improvement project was to assess management systems to see how they impact on energy and water efficiency practice in-plant.

We discovered that those plants which scored highly for their management systems also scored well on environmental performance.

Where processors can communicate not just at a leadership level but right through all levels in the workplace around the importance of environmental performance, they see better results. That can be through measures like setting targets for different teams and making sure individuals understand their role and responsibilities in achieving those goals.

The benchmarking study found that overall, plants are doing very well on water intensity, which did not increase compared to the previous reporting period.

Lower throughput typically correlates with higher water intensity but even with lower throughput during the past two years, levels have been steady.

The report does indicate room for improvement on energy intensity. Energy intensity has gone up over the past two years. This is perhaps a reflection of improvements in value-add products and retail packaging.

Thirty processors representing 60 per cent of national throughput were part of the research with 25 receiving individual workshops.



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Active projects

Sustainability reporting project




A \$1 million sustainability reporting project is being led by AMPC in partnership with Australian Wool Innovation and Meat and Livestock Australia using funding from the Federal Government's National Agriculture Traceability Grants Program — Sustainability Reporting Uplift Grant.

The project will review current environmental data frameworks, address accuracy and gaps, and recommend a solution for more streamlined and cost-effective reporting around the beef and sheep sustainability frameworks. It will also support the industry to prepare for new European Union and United States environmental reporting requirements.

The red meat processing industry has been publicly reporting environmental performance since 1998. This grant funding will help to further expand and improve industry environmental research and reporting.

The research will help to improve transparency and trust across supply chains and be proactive towards satisfying changing market requirements.

The environmental data framework will collate more than 40 datasets required for sustainability reporting, test approaches to address known data gaps and identify data points required to verify beef and sheep sustainability credentials. It will focus on key carbon, water and land use indicators aligned with numerous global environmental protocols and standards.

 [Read more in News and Events on the AMPC website >](#)

Social impact in red meat processing


AMPC is conducting research that measures social impact of the red meat processing industry.

Social impact is a key element of sustainability reporting, and while the AMPC Environmental Performance Review captures environmental metrics such as water use, recycling, energy use, adoption of renewables, and emissions, additional research was required to form a full view of the industry's strong sustainability credentials.

While our industry participates in reporting under the red meat Beef and Sheep Sustainability Frameworks, our social impact is different to the rest of the red meat industry and reporting it separately is needed under our own processing industry sustainability disclosure.

Many of our processors have programs in place that benefit their local communities however we don't measure and report this as an industry. We require our own processing industry indicators for the measurement of social impact.

Social impact measures actions that we know are already taking place among our processors, such as workforce diversity, cultural inclusion, sponsorship of local sporting teams, donations to charities and employee volunteering. As well as many other activities.

 [Read more in News and Events on the AMPC website >](#)



Biogas productivity

AMPC is piloting a project that will assess a new approach to processing by-product streams to create biogas, with the long-term potential to abate 1.9 million tonnes of greenhouse gases and generate up to \$63 million in carbon credits.

The project, funded jointly by AMPC, RACE for 2030 CRC, Griffith University, and AgriFutures, will use a process known as anaerobic co-digestion (AnCoD). Anaerobic co-digestion is a process through which bacteria break down organic matter like wastewater biosolids and paunch in the absence of oxygen. It has the dual benefits of reducing 'waste' while creating a usable fuel source.

In this pilot, AMPC and its partners will assess the potential of co-digestion, where red meat processor waste streams are mixed with cross-sectoral by-products such as food organics and crop residues.




Early results have already indicated that biogas production can be substantially improved by balancing the carbon, nitrogen, and phosphorus levels in the feed material, by combining carbon-rich streams like grain residues with nutrient-rich red meat processor waste.

The biogas generated through the process can be used to generate renewable electricity and process heating for use onsite. The process can also produce other useful food manufacturing and farm inputs such as food-grade carbon dioxide, biofertiliser, and recycled water.

The long-term potential economic benefits realised because of the project could be significant, with a projected total revenue of around \$1.6bn over nine years.

By the nine-year mark industry could abate 1.9 million tonnes of CO₂-e greenhouse gas emissions and generate additional revenue worth \$63 million through carbon credits as a result of this new process.

The pilot is due to complete at the end of 2025.

 [Read more in News and Events on the AMPC website >](#)

Trials of new inputs to create bio-energy

Industry-first trials are underway to identify new inputs to help red meat processors improve productivity and produce more biogas through co-digestion.


Researchers will install two pilot scale anaerobic co-digester reactors at Griffith University, QLD. They are currently sampling various agro-industrial and processor bioresources from waste streams to develop the best cross-sectoral processor solutions for testing and validation.

The materials produced by the two best combined bioresource candidates will go into the pilot-scale reactors and will be tested, managed, and monitored over several months. The management process will use different temperatures, mixing rates, retention times, with monitoring to identify the most productive combinations for co-digestion.

This is the first project of this scale for the processing industry. Using the online monitored pilot scale reactors and a more extensive range of materials than what's been trialled in the past.

This project is being jointly funded by AMPC, RACE for 2030 CRC, and Griffith University.

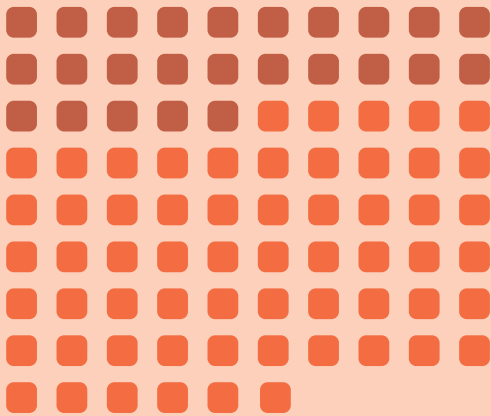


 [Read more in News and Events on the AMPC website >](#)



People and culture

86 Total projects



25 Completed

61 Active

Excludes MLA managed projects



Our people and culture focus was on attracting and retaining the valuable workforce of the meat processing industry, and continuing to improve safety outcomes.

Over the past year AMPC launched the *AMPC Careers Portal* — the first of its kind, to attract employees to the red meat industry. In the portal, users can explore the varied and diverse roles in meat processing.

We finalised our final output from our research into exoskeletons with a five-step guide to support processors in choosing the right exoskeleton for their business. Exoskeletal devices enhance worker physical capacity and safety.

As a result of AMPC research into Q-Fever and its prevalence as a community disease, the Q-Fever vaccine is now recorded on the Australian Immunisation Register. The Register was previously funded by AMPC.

In an effort to improve retention, a research project found that machine learning might make it possible to predict which employees are at risk of absenteeism or departure, so processors can actively manage staff to retain them in the job for longer.

Women in trades workshop

AMPC's three immersive programs designed to help women learn about trade roles in red meat processing was run in Muswellbrook/Singleton, Casino and Yanco over the past year.

The three-day program gave women a chance to get their hands on the tools and see what's involved in roles such as a fitter and turner, electrician or plumber, while receiving advice and insights on what careers might be available to them.

The participants learnt at TAFEs and on processing plant sites.

The workshops covered positive psychology and participants also got virtual tours of processing plants. They had hands-on activities such as making an electrical extension cord to give them a taste of what learning during an apprenticeship would look like.

Participants also spent time on site at processing facilities. At one facility they completed maintenance on a wizard knife and set up an electrical switch.

The workshops helped participants clarify that they were definitely interested in doing a trade with all participants now focused on a career in this field. It also helped participants determine exactly what trade they want to train in, for example electrical or mechanical.

Overall, the workshop helped participants understand the apprenticeship system. About half the participants are now seriously considering a career in meat processing.

The programs were partly funded by a grant from the NSW Department of Education grant to encourage women in trade roles. The program connected women to a red meat processing facility, TAFE provider and Australian apprentice support network to ensure they were given adequate support to consider an apprenticeship role.

 [Read more in News and Events on the AMPC website >](#)



Sensor system promising for knife sharpness

AMPC recently invested in research that developed a wearable sensor system which measures knife sharpness continuously through monitoring cutting mechanics and indicates in real-time when a knife has become dull.

The system was trialed at a processing plant as well as in a laboratory. Linear and angular acceleration was measured together with a video recording that was used to train a machine learning model.

We observed during the trial that working using dull knives showed much more rapid and repetitive movement compared to those using a sharper knife who had more fluid and less repetitive movement.

Through this project machine learning models were trained to identify knife accuracy during different red meat processing tasks such as boning or slicing.



The accuracy produced was 90 per cent when analysing different workers doing different tasks with knives of varying sharpness.

The research recommends that such a sensor system could work together with already in place physical knife sharpness testing done through a ribbon machine.

A range of benefits include reduced muscular injuries, cleaner more accurate cuts, and more efficient throughput.

AMPC's research partners were All Energy and Swinburne University of Technology.



Read more in News and Events on the AMPC website >

Machine learning to reduce employee turnover



Retaining experienced employees is one of the biggest challenges in the Australian red meat processing industry.

An AMPC research project found that machine learning might make it possible to predict which employees are at risk of absenteeism or departure, so processors can actively manage staff to retain them in the job for longer.

The project looked at HR data from a red meat processor and applied a machine learning model which used the data to learn from behaviours of past employees, to help identify like patterns in current employees. Data used included, but was not limited to, was sick leave, leave type, days of the week leave was taken, pay scale and length of service. It's important to note, the more data added, the more accurate the prediction will be.

If successful, the model might not only assist the processing sector but also have carry over benefit throughout the rest of the red meat supply chain, potentially resulting in a more globally competitive Australian red meat industry.

The program concluded that the machine learning model is a viable tool for reducing turnover in red meat processing plants, and minor adjustments to the way it works would make it suitable for different plants.



Read more in News and Events on the AMPC website >

Guide for exoskeletons

AMPC created a guide for exoskeletons in the past year following on from the completion of its exoskeleton project.

Interest in exoskeleton and cobotic tech is growing as processing plants look for new ways to improve safety, broaden their workforce capability and improve production outcomes.

Many technologies have been developed on the back of initial applications in a wide range of industries including medical rehabilitation and prosthetics, so one of the goals of the project was to understand which existing tech could be used in processing, and how.

The guide offers advice on a broad range of considerations from quality assurance to safety and hygiene. It also includes step-by-step information setting up and using various technologies.

The guide is the output from our exoskeleton research project where we initially used 10 exoskeleton units to assess industry appetite.

Under the project a number of different types have been assessed, one particular type, the 'iron hand' glove system is one that has the potential to be revolutionary and will require further research. The iron hand improves grip strength for applications like holding knives.

The project was then expanded to include a total of 21 units. The guide offers comprehensive insights not only into the products themselves but also the companies behind them, so processors can make informed decisions about what will work in their operation, and other elements to think about before investing.

At this stage, the devices most suited to short-to-medium term use by processors include powered gloves, trunk and shoulder devices, and thumb splints.



Read more in News and Events on the AMPC website >



Voluntary Code of Conduct for the Employment of Migrant Workers

In the past year the *Voluntary Code of Conduct for the Employment of Migrant Workers* was launched.

The employment of migrant workers in the red meat processing industry is essential and contributes to supporting Australian jobs. It needs to be done right, in a way that enriches the lives of migrant workers.

AMPC developed a *Voluntary Code of Conduct for the Employment of Migrant Workers* which is consistent with international and Australian best practice and that allows the industry to demonstrate its credentials.

The code was developed in response to industry demand for consistent and auditable management standards across all workplaces in the processing industry. So that industry can demonstrate its credentials in this area and be recognised for its best practice in this area.

The initiative arose from an industry CEO workshop hosted by AMPC.

The *Voluntary Code of Conduct for Migrant Workers* is leading best practice and goes above and beyond what legislation already says and covers aspects from responsible procurement and sourcing practices to support for integration into host communities. With processors being large employers in regional communities the code will enable a thriving and diverse society.

The Australian Meat Industry Council (AMIC) administers the code and processors and labour hire providers can sign up to the program and begin booking their certification audits through AUSMEAT.

The code was developed to support our industry through a certified and auditable set of guidelines which will help them in the management, recruitment, and employment of migrants.

The code was developed by AMPC in consultation with a working group which validated the draft code and its compliance guide prior to it being trialled at five pilot sites.

The code is available on the AMIC website.



Read more in News and Events on the AMPC website >

Active projects

Q-Fever Register transitioned

In April 2024, reporting of the Q-Fever vaccine and immune status was transferred from AUS-MEAT, who managed the Q Fever Register with funding from AMPC, to the Australian Immunisation Register.

This followed AMPC's research in the high prevalence of the disease outside of the processing industry.

The Australian Immunisation Register is a national immunisation register that records vaccines given to all people in Australia.

This includes COVID-19 vaccines, vaccines given under the National Immunisation Program, and vaccines given privately, such as for seasonal influenza or travel.

From 15 April 2024, vaccination providers started reporting Q Fever (Q-VAX) vaccines and natural immunity information to the Australian Immunisation Register. This supported the closure of the Q Fever Register that was owned and funded by the Australian Meat Processor Corporation and administered by AUS-MEAT.



Read more in News and Events on the AMPC website >





Launch of interactive careers portal

AMPC launched a new interactive careers portal in May 2024.

The AMPC Careers Portal is an interactive online portal which allows users to explore the varied and diverse roles offered working at red meat processing plants.

The portal's purpose is to promote the amazing and diverse roles that people have who work at red meat processing plants.

The portal showcases that there are so many opportunities in red meat processing and it's an industry that a lot of people don't realise the diversity of the careers that are offered.

The tool will be able to be used by career advisors and red meat processors at career days, field days and other industry events.

People that are interested in a career in red meat processing can interact with the AMPC Careers Portal to explore careers that align with their personal attributes. For example, if the user likes numbers — they will be sent to roles such as accounting. If the user is more hands on — they will be sent to more practical roles.

The AMPC Careers Portal also highlights career paths and how to progress in the red meat processing industry.


Users can ask questions and a real person (from a processing plant) will pop up on screen and will answer those questions. It will also provide the ability to watch videos of real people working in various red meat processing roles.

AMPC worked together with Think Digital and red meat processors across Australia to develop the portal.

The project is funded by NSW Government, TAFE NSW, and Empowered Women in Trades.

The portal is available at the AMPC website: careers-portal.ampc.com.au

The project is still active as development of the portal continues.

 [Read more in News and Events on the AMPC website >](#)



Technical market access and markets

14 Total projects



3 Completed

11 Active

Excludes MLA managed projects



The focus for the technical market access and markets program for the year has been on enhancing the international competitiveness of our meat exports by reducing regulatory burden on processors and improving non-technical market access conditions.

The aim has been to reduce regulatory compliance costs by trialling technologies and arrangements already in use by processors to demonstrate that they produce equivalent outcomes sought by regulators.

AMPC is working with the industry and the Department of Agriculture, Fisheries and Forestry (DAFF) so that DAFF can seek agreement from the United States that bar codes on cartons meet their shipping mark requirements.

In order to deliver energy savings for processing, we are progressing work at gaining agreement along the supply chain, to change the freezing requirement for exported meat from -18 degrees Celsius to -12 degrees Celsius, with energy savings estimated at around 30 per cent less for shipping product at -12 degrees Celsius.

We continue to work on developing new products and increasing the value of products. AMPC worked with AgResearch NZ to determine whether kokumi, a flavour compound traditionally extracted from plant sources, can be extracted from beef liver and lung. The work demonstrated that this is indeed possible and extension work that looks to commercialise the product is being considered.

Another project is looking at developing and testing criteria to enable offal to be assessed for its suitability for human consumption when a plant breakdown occurs. Conservative estimates are that approximately 50 bodies may be yet to be eviscerated when a breakdown occurs. Regulatory requirements are that this offal must be condemned when processing resumes. Beef offal is currently valued at around \$200 per set. This means that savings of up to \$10,000 or more may be possible.

Extracting kokumi — the new umami — from red meat

Kokumi, the sixth taste sensation after sweet, sour, salty, bitter, and umami, is the subject of an Australian Meat Processor Corporation (AMPC) research program.

Kokumi is a feeling which can be described as perceived richness and roundness that heightens the other five tastes and prolongs their flavour.

The ‘taste’ can be found in cuisines where it naturally occurs in aged and fermented foods like alcohol, soy sauce, fish sauce, bread, chicken soup and shrimp paste.

It explains why when a soup or a stew has simmered for several hours, it takes on a richer, deeper flavour. And when cheese is allowed to mature, its flavour becomes more complex and lasting.

Scientists have had trouble pinpointing kokumi because it is not achieved with a single molecule, rather, it is activated by glutamyl peptides that occur naturally in fermented and aged foods.

AMPC worked together with AgResearch NZ, to research how to extract flavour peptides from beef offal products such as lungs and livers.

AgResearch has researched how to extract flavour peptides from red meat offal products in their lab in New Zealand and found that kokumi can be extracted into a powder form suitable for commercialising.

Currently offal products are quite often rendered or turned into pet food. The outcomes from this research program could mean that red meat processors will have significant value added to offal products which are generally considered low value.

Importantly, this kind of work has never been done in meat before. There are commercially available plant-based organic flavour enhancers, however not a single animal based kokumi flavour enhancing product is available in the current global market.

In this research, we are producing kokumi taste extracts from beef lung and liver products that can be added to any food recipe to elevate its overall flavour. This will provide a fantastic opportunity for the red meat processing industry.



[Read more in News and Events on the AMPC website >](#)



Active projects



Bar codes accepted for US shipping

AMPC is investigating whether the barcodes that are already included on every product label might be accepted for US exports in place of stamped or stickered shipping marks.

If the US will accept the barcodes as shipping marks, it could potentially save the industry significantly, not just in terms of reducing the number of rejected shipments but also in terms of the administrative burden of current approaches.

Already the US has accepted barcodes on pallets, which is a great step forward for consignments which carry only one product type, but it doesn't work for mixed consignments because the single barcode on the pallet can't accommodate that.

AMPC is looking at recognising the label barcode that is already included on the carton labels that come out of the processing facility as a shipping mark, instead of having to manually add a shipping mark sticker or stamp to every carton.

AMPC is currently assessing how barcodes can be connected to government health certificates. For now, Meat Messaging will provide the connection, and over time the goal is for the barcode to link directly to the certificate for a highly streamlined process that will be much less prone to some of the challenges of current shipping marks.

Meat Messenger is used for 80 per cent of exports into the US and that has solved a lot of the problems around shipping labels that peel off, blur, get covered over or are missing, putting consignments at risk. Using the label barcode as the shipping mark is the next step forward. It will remove a manual task from the process of preparing for shipment and it will also make it much easier to check and verify consignments at the destination.

The project includes seven processors and is due for completion at the end of 2024.



Read more in News and Events on the AMPC website >

Higher temps means lower costs

The cost of getting meat products to the standard -18°C freezing temperature — and keeping them there — is high.

AMPC is currently investigating the implications of lifting the freezing temperature to -12°C to reduce energy consumption while maintaining our world leading food quality and safety standards.

There are cost and environmental benefits thanks to reduced energy usage, and -12°C has already been demonstrated to provide good shelf life for frozen meats, but many markets require a -18°C temperature.

AMPC has set out to understand the positions of stakeholders in the meat supply chain, especially regulators and international government and semi-government standard setting bodies, to determine whether change from the conventional storage temperature is feasible.

The financial and environmental benefits will be weighed against the feasibility and actions required to achieve change.

Meat & Livestock Australia conducted a study to establish the practical shelf life of frozen beef and lamb, such as would be exported from Australia.

The results at -12°C demonstrated no meaningful differences in quality and no food safety hazards were detected.

The cost savings for industry could be very significant: up to 20 per cent less to freeze product to -12°C and about 60 per cent less for ongoing warehouse storage costs. The costs to maintain temperature during shipping could fall by about 30 per cent.

There is already some scope in the regulations to store some product at -12°C, though it rarely happens.

The current Codex Alimentarius Code of Practice recommends distribution of quick-frozen foods should maintain a temperature of -18°C but permits competent authorities to allow -12°C during transport, with the product temperature reduced to -18°C as soon as possible. This has not typically been common practice, but some large international frozen food producers have recently announced an intention to store some of their products at -12°C.

From this investigative phase AMPC's next step would be to develop a scientific paper and submission to regulators and others along the supply chain to have the change agreed. The challenge will be to reach consensus across stakeholder groups but there is potential for significant savings in energy costs if this can be achieved.



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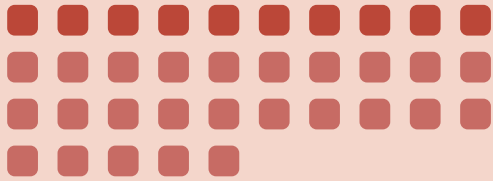
MLA Joint Investment Marketing and market access

AMPC provides funding to MLA as part of a joint industry investment program to fund important industry and product marketing, promotion, and market access activities. In 2023-24, \$3.8 million was invested with MLA for marketing activities that encompass domestic and international market research and promotion, technical market access matters and business development activities both domestically and abroad.



Product and process integrity

35 Total projects



10 Completed **25** Active

Excludes MLA managed projects



The focus of the product and process integrity program is to improve traceability and strengthen the scientific basis for process integrity, and research to support and demonstrate animal welfare compliance.

Over the past year AMPC ran virtual animal welfare workshops to help industry understand their responsibilities for producing good animal welfare outcomes and how these could be achieved.

The program also continued trialling a new knocking box which delivers improvements in animal welfare, and assessed new stunning technologies together with developing a training package for electrical stunning.

AMPC continues to focus on improving traceability. Following the completion of the small stock electronic identification (EID) project that examined hardware and software to read, analyse and collect data from ear tags, AMPC is rolling out extension work to assess additional technologies that may have added benefits including counting smallstock and assessing compliance with animal welfare standards.

A trial of 'finger-printing' technology using AI and cameras to match primals back to carcasses has proven to be successful. Extension work will consider matching secondary cuts to primals, and then primals to carcasses, as well as matching the labels on cartons with the contents.

Baseline studies of salmonella and E.coli prevalence are expected to assist in gaining the agreement of trading partners to changes in our carcass swabbing requirements for these bacteria.



Trial of smallstock electronic identification traceability systems

AMPC, together with the NSW Department of Primary Industries, trialed an electronic identification (EID) traceability system for smallstock to support processors to meet upcoming changes to legislation where electronic tags become mandatory on 1 January 2023.

Five processors from New South Wales, South Australia and Western Australia participated in trials to examine the benefits of electronic Radio Frequency Identification Device (RFID) readers in sheep processing plants. The RFID system is already legislated in Victoria.

As part of the trials, AMPC worked with processors to determine the opportunities, cost, and barriers to successful installation of the readers and IT systems. Each processor was at varying stages of validating the RFID readers and software.

The program has already demonstrated the benefits of installing RFID technology to optimise the business in a range of ways from carcass tracking to improved accuracy of animal counts. It has also provided opportunities for to send animal health feedback to producers.

RFID tags have been mandatory for cattle for around 20 years, but not for sheep and goats.

This program gave feedback to help processors understand the various challenges and integration options for implementing EID requirements for sheep and goats.

AMPC provided useful information for processors about all steps and requirements that need to be considered by processors in purchasing, installing and operating hardware and software.



Read more in News and Events on the AMPC website >

Active projects

Simplifying hygiene assessment for process monitoring

The red meat processing industry has changed dramatically in the past 20 years — but the system of hygiene assessment for process monitoring has not. The current system was last reviewed in 2002.

Process monitoring is the process involved in producing meat and anything that touches the meat.

AMPC is working towards the development of a revised 'visual assessment system' for meat hygiene assessment process monitoring, in consultation with industry and regulatory stakeholders. It follows a successful project which was able to help industry better focus visual inspections on the products where contamination was most common.

The goal is a risk-based approach.

AMPC partnered with South Australia Research and Development Institute (SARDI) on industry trials to modernise the way establishments monitor and test product, resulting in a reduction in the number of KPIs in the Product Hygiene Index reporting, and an improved microbiological testing regime, which the Department of Agriculture, Fisheries and Forestry rolled out across processing plants.

The current project is looking at how a similar approach can be extended to process monitoring, by looking at whether contamination rates are higher on trays, knives, belts and so on, to come up with a system that matches the greatest effort with the greatest risk.

Five processors enrolled in the trials, which are expected to conclude in October 2024.

Outcomes of this project are expected to develop a revised system for process monitoring which will deliver reduced costs for compliance and reflect the broad change in the industry to employ risk-based inspection suitable for businesses.



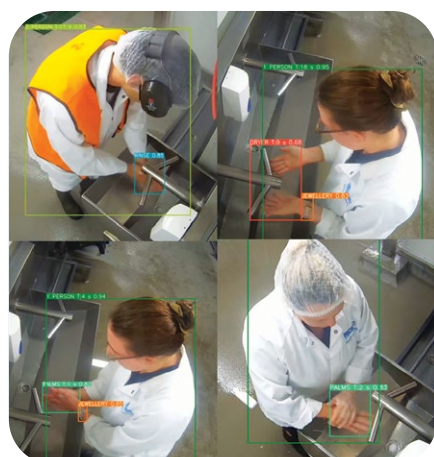
Read more in News and Events on the AMPC website >



AI and UV improving personal hygiene

Close attention to the personal hygiene of workers is critical to managing risks in processing facilities.

AMPC continued a project over the past year at one of the country's biggest pre-pack processing facilities that is trialling how AI technology and UV sanitisation could help reduce the risk.



The project's focus is the personal hygiene anteroom, where new technology helped protect employees and product. The room's entry and exit points were both monitored and an AI-driven system reminded staff to follow the strict hygiene processes using a hands-free, digital, high-volume traffic washer. It works by using a series of cameras in the anteroom to assess employees for compliance in handwashing procedures, foreign object control, and the use of personal protective equipment by using AI. Once complete, the employee moved through to the boot wash which was automated by sensors that detect employee presence. Employees then got access to the product area once sanitiser is applied and deemed acceptable.

The project also makes use of high-end novel equipment and a UV sanitising system to ensure the cleaning equipment itself remained sanitary.

The project is monitoring outcomes as it progresses. It is doing this through various phases of configuring and refining the AI technology to identify compliance and further reporting applications.

The project is demonstrating the utility of new technology in helping to manage risk in high-volume processing environments.

The project is expected to be completed in November 2024 and will deliver technology that equips anterooms with hands free, digital, and high-volume traffic washers focusing on food hygiene and that support COVID requirements imposed on businesses.

AMPC is working together with The Casino Food Co-Op, Jarvis, Lumachain, and Australian Ultraviolet on this project.



Read more in News and Events on the AMPC website >



New AI tech to support beef traceability

An AI tech solution is being trialled at The Casino Food Co-op to track beef primal cuts by carcase ID and initial results are positive.

Currently, once a carcase is broken down beyond quarters there are limited practical solutions to track and trace the smaller cuts through the processing plant. The research partnership between AMPC, The Casino Food Co-op and technology provider FloVision aims to provide a solution.

Traceability after carcase breakdown is a key industry need.

If a reliable solution can be validated that can trace primal cuts back to their carcase, without substantial infrastructure and procedure change, this could unlock huge value in yield, genetics, quality control, and recall efficiency for red meat processors.

Having knowledge of which final products came from which carcasses can also help stakeholders along the supply chain to better understand what carcase traits lead to better final products, in terms of adherence to specification, presentation, and colour.


The new tech solution developed by US-based company FloVision Solutions, involves setting up cameras where carcasses come into the boning room. At this stage, video and AI capture the carcase ID. Once it goes through to be cut into primals there is another set of cameras. Then the solution uses AI to look for matching characteristics to trace the primals back to the original carcase.

Striploin primal cuts are being used in the current trials. Next steps would involve looking at a larger range of primals and machine learning to pick up more characteristics.

The ultimate end target would be matching secondary cuts back to primals then to carcasses, and matching label descriptions with what is put in the carton. All this information would be stored in a database and eventually processors could be able to trace all cuts back to a carcase and then an individual animal.

MLA Joint Investment Integrity systems

AMPC provides funding to MLA as part of a joint industry investment program to fund important industry integrity functions that include product assurance and traceability systems. In 2023-24, \$2.5 million was provided towards integrity functions including MLA's wholly-owned subsidiary Integrity Systems Company, and SAFEMEAT. SAFEMEAT is dedicated to promoting Australia's best practice management systems that ensure when customers purchase red meat or livestock from Australia, they can be confident in the quality and safety of their choice.

 [Read more in News and Events on the AMPC website >](#)

R&D agreements 2023-24

Investments paid to providers in 2023-24 financial year. These include all new contracts executed in the 2023-24 financial year only.

Project code	Project title	Research organisation	Cost paid \$*
Advanced manufacturing			
1.1 Hands-off processing			
2023-1053	Hardwicks Pelt removal Trial	Hardwick Meat Works Pty Ltd	180,000.00
2023-1054	Collaborative Robots – Primal Packing Deployment & Production Evaluation – Stage 3	TME Systems Pty Ltd	371,106.81
2024-1020	Waterless Lamb Frenching Prototype	Curious Creations LTD	82,018.79
2024-1076	Develop New Fully Automated “Grow with Demand” Vacuum Packing System	StarVac Systems Pty Ltd	45,000.00
1.4 Carcase optimisation			
2024-1012	Ovine IMF – MarbI™ Twin Sensor Production System Development & Installation (MLA code P.PSH.1494)	inMR Measure Ltd	352,000.00
2024-1061	Automated beef carcase racking sortation system driven by objective measurement	Australian Meat Group Pty Ltd	662,500.00
2024-1062	Development and evaluation of Automated Robotic AI 3-cut Beef Scribing System on varying cattle type.	Australian Meat Group Pty Ltd	2,662,865.00

Sustainability			
2.1 Communities			
2023-1065	Strengthening communities: the social impact of the red meat processing sector	Central Queensland University (CQU)	39,322.00
2024-1005	Science Based Target initiative (SBTi) Processor carbon abatement	Midfield Meat International Pty. Ltd.	87,000.00
2024-1013	Sustainability Reporting Uplift	Integrity Ag Pty Ltd	500,000.00
2024-1027	Know and show (K&S) your carbon footprint – build phase 1	Agricultural Innovation Australia	62,500.00
2024-1029	Cattle and sheep cycles and price transmission processes	SG Heilbron Pty Ltd	70,842.50
2024-1032	Red Meat Processing National Campaign – More to Meat (Phase 2)	CT Group	1,406,850.00
2025-1004	2024 Environmental Performance Review	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	19,942.00
2025-1006	Zero Net Emissions Agriculture (ZNE Ag CRC), stage 1	ZNE-Ag CRC Limited	75,000.00
2.2 Energy			
2024-1011	Closing the loop on renewable process heat – an integrated feasibility study	G&K O'Connor Pty Ltd	379,650.00
2024-1045 (A)	RaaS phase 2 – smart adoption for refrigeration energy efficiency (Part A)	Minus 40 Pty Ltd	72,500.00

Project code	Project title	Research organisation	Cost paid \$*
Sustainability (continued)			
2.3 Water			
2024-1002	The Econoliser – Industry Trial, techno-economic tool, and national approval for ease of adoption	University of Adelaide	168,901.00
2024-1024	The Econoliser – Industry Trial and techno-economic tool (JBS Australia)	JBS Australia Pty Limited	35,000.00
2024-1025	The Econoliser – Industry Trial and techno-economic tool (G&K O'Connor)	G&K O'Connor Pty Ltd	17,065.50
2.4 Waste			
2024-1003 (A)	Accelerating biogas productivity and adoption with AnCoD pilots	Tessele Consultants Pty Ltd	382,000.00
2024-1003 (B)	Accelerating biogas productivity and adoption with AnCoD pilots	Race for 2030 CRC	479,331.00
2024-1019	Integrated bioresource recovery facility. Novel FEED study, stage 2	Bindaree Beef	239,600.00
2024-1075	From Front-End Engineering Design (FEED) study to Development Framework. Formalising the adoption of a Bio-Resource Recovery Facility	V&V Walsh Meat Processors & Exporters	497,000.00
2024-1091	Assessing the value of soil conditioner derived from red meat processing AD digestate	Tessele Consultants Pty Ltd	22,000.00
2024-1092	Bioresource recovery centres – EU technology scan, site visits, and case studies	Tessele Consultants Pty Ltd	25,000.00
2024-1102	Environmentally friendly, carbon negative coagulant for wastewater treatment – full scale trial	Tessele Consultants Pty Ltd	69,000.00
2.5 Packaging			
2024-1016	Addressing the European-centric definition of deforestation for Australia's red meat industry	Indufor Asia Pacific (Australia)	87,540.00

People and culture			
3.1 Attraction			
2023-1062	Empowering Women in Maintenance Trades (TAFE NSW)	TAFE NSW	31,500.00
2024-1017	Stage 3 Voluntary Code of Conduct Migrant Worker Management	Various providers	14,995.00
2024-1023	Voluntary Code of Conduct Migrant Worker Management (Stage 3)	KPMG Australia	82,167.00
2024-1028	The creation of a transparent and ethical skilled meat worker pathway between Southeast Asia and Australia to enhance meat worker suitability and engagement	Response Consulting APAC Pty Ltd	550,000.00
2024-1041	Increasing student and teacher engagement and understanding of the Australian meat processing sector and career opportunities	Primary Industries Education Foundation Limited	94,349.00
2024-1055	MeatTech Futures: Professional Processing Careers	integratedSTEM Pty Ltd	13,000.00
3.2 Retention			
2024-1081 (A)	Machine Learning as a tool to improve retention (Horizon 2) – Processor #1	Toustone	35,000.00

* Cost paid to provider in 2023/24 financial year

Project code	Project title	Research organisation	Cost paid \$*
People and culture (continued)			
3.3 Development			
2024-1033	Innovation Manager Program 2023-2025 [Fletcher International Exports — Dubbo]	Fletcher International Exports Pty Ltd	58,000.00
2024-1035	Innovation Manager Program 2023-2025 [H W Greenham & Sons Pty Ltd]	H W Greenham & Sons Pty Ltd	58,810.92
2024-1036	Innovation Manager Program 2023-2025 [Wodonga Rendering Pty Ltd]	Wodonga Abattoir	2,500.00
2024-1042	Develop and evaluate immersive reality bovine meat inspection training (Part B)	Virtually There Training Pty Ltd	50,000.00
2024-1043	Innovation Manager Program 2023-2025 [Beaufort River Meats, 0.8 FTE]	Beaufort River Meats (BRM)	50,500.00
2024-1044	Innovation Manager Program 2023-2025 [V&V Walsh]	V&V Walsh Meat Processors & Exporters	62,500.00
2024-1046	Innovation Manager Program 2023-2025 [JBS #1]	JBS Australia Pty Limited	32,500.00
2024-1047	Innovation Manager Program 2023-2025 [JBS #2]	JBS Australia Pty Limited	62,500.00
2024-1048	Innovation Manager Program 2023-2025 [JBS #3]	JBS Australia Pty Limited	62,500.00
2024-1049	Innovation Manager Program 2023-2025 [JBS #4]	JBS Australia Pty Limited	62,500.00
2024-1050	Innovation Manager Program 2023-2025 [Australian Meat Group (AMG)]	Australian Meat Group Pty Ltd	59,500.00
2024-1053	Develop and evaluate online resources for meat inspection training (Part A)	Response Consulting Australia Pty Ltd	100,000.00
2024-1054	Innovation Manager Program 2023-2025 [Dardanup Butchering Company]	Dardanup Butchering Company	62,500.00
2024-1064	Innovation Manager Program 2023-2025 [NCCMC]	Northern Co-Operative Meat Company (NCCMC)	62,500.00
2024-1066	Innovation Manager Program 2023-2025 [ACC #1]	Australian Country Choice	43,500.00
2024-1067	Innovation Manager Program 2023-2025 [ACC #2]	Australian Country Choice	43,500.00
2024-1078	Advancing innovation in micro to medium meat processors in Queensland	Queensland Country Meat Processors Association (QCMPA)	36,250.00
2024-1079	Innovation Manager Program 2023-2025 [WAMMCO]	WAMMCO International	62,500.00
2024-1082	Red Meat Industry Knowledge Hub — Sub Project B Optimly Stage 2	Optimly	374,780.00
2024-1097	Australian Rural Leadership Program — Course 31	Australian Rural Leadership Foundation Limited	55,000.00
3.4 Safety and wellbeing			
2024-1040 (A)	Wellbeing Research of the Red Meat Industry Phase 2	Corporate Wellbeing Hub	40,000.00
2024-1056	Management of the Q Fever Register — Stage 3 (Hosting, Maintenance and Support) 2023-24	AUS-MEAT Limited	346,904.24
2024-1065 (A)	Understanding Psychosocial Hazards in the Australian Meat Industry — Stage 1	Aegis Risk Management Services Pty Ltd	30,000.00
2024-1065 (B)	Understanding Psychosocial Hazards in the Australian Meat Industry — Stage 2	Aegis Risk Management Services Pty Ltd	30,000.00
2024-1068 (A)	Work Health and Safety Industry Uplift 2024 — Workshops 1-3	Aegis Risk Management Services Pty Ltd	36,000.00
2024-1089	Development of Industry safety and well-being materials and approaches for Pacific Island nationalities	JBS Australia Pty Limited	252,800.00

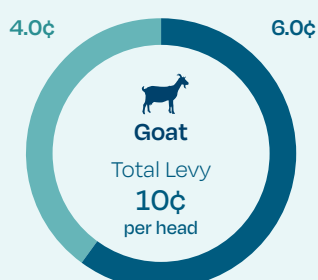
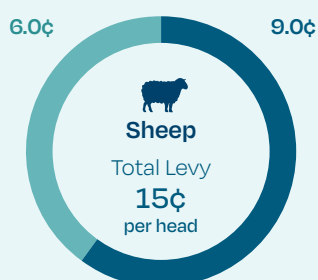
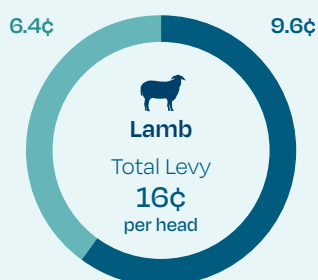
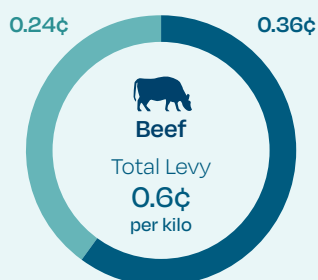
Project code	Project title	Research organisation	Cost paid \$*
Technical market access and markets			
4.2 Products			
2024-1087	Kokumi flavour peptide production from beef offal co-products	AgResearch Limited	142,085.00
4.3 Market access			
2024-1010	Use of Meat Messaging and Barcodes as Shipping marks to US	Management for Technology Pty Ltd	111,800.00
4.4 Global competitiveness			
2024-1058	Investigating freezing requirements for products (-18°C to -12°C)	FIRST Management Pty Ltd	48,517.00
Product and process integrity			
5.1 Traceability			
2024-1074	Digital fingerprinting to primals back to carcasses	FloVision Solutions	83,000.00
5.2 Animal welfare			
2024-1026	Validation of, and understanding the optimal parameters, of high frequency electrical stunning of beef cattle	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	150,000.00
2024-1031	Develop a revised draft of the regulated animal welfare standard	Dr L Hewitt	13,400.00
2024-1111	Independent review of Low frequency electrical stunning	Dr L Hewitt	12,000.00
5.3 Food safety			
2024-1009	Determining if urine is a source of origin of semicarbazide residue in beef feet	DIS&R (National Measurement Institute (NMI)) (NSW)	21,000.00
2024-1059	STEC survey and characterisation	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	29,000.00
2024-1069	Salmonella baseline survey to support market access	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	49,000.00
General			
7.1 General corporate costs			
2024-1086	AMPC LambEx 2024 sponsorship	Various providers	10,997.53
2024-1095	AMPC Future Scan Project	Impact Advisors Pty Ltd	150,000.00

* Cost paid to provider in 2023/24 financial year

Beef production and livestock slaughter levies

Marketing

Research & development



Funding sources and approach to RD&A

Open funding model

AMPC works collaboratively with our levy payers and research partners through trusted partnerships. Levy payers and research partners co-fund investments in many cases, delivering increased value for the industry.

The model focuses on strategically relevant investments and is supported by a robust program governance framework endorsed by the board. Maximising processor participation in investments is a critical element of our approach, and provides an opportunity for broader collaboration and a community of practice.

Core projects (form part of open funding model)

Core projects provide benefit to the meat processing industry. They address industry-wide issues covering productivity, profitability, sustainability, integrity, and capability. Core projects go through a robust industry-wide consultation process.

Funding comes from processor levies and matched government funding (where applicable).



50% Levy

50% Matched government funding

Joint projects

Joint projects deliver supply chain improvements. Projects are completed in the areas of food safety, data integrity, eating quality, and support increased demand for red meat domestically and internationally. These projects are funded by AMPC and Meat and Livestock Australia, using both processor and producer levies, as well as matching government funds for eligible activities.

Cap — government matched funding

The matched funding mentioned above is provided by the government to research and development corporations each year and is capped based on total industry turnover. For red meat industry participants, the 2023–2024 matched funding cap was \$26.8 million (total available between AMPC, MLA and Livecorp).

Eligible R&D initiatives attracted matched funding equal to 50% of project expenditure. The processing sector accesses matched funding through our supply chain innovation partner, Meat and Livestock Australia. AMPC invested \$13.5 million of cap in 2023–24.

Our organisation

Who we are Our board as at 30 June 2024



Melissa Fletcher
Chair

Melissa Fletcher is the CEO of Fletcher International Exports Pty. Ltd. — a private 100 per cent Australian family-owned and operated agribusiness, employing over 1,200 people in regional Australia.

Fletcher International Exports is one of Australia's largest sheep and lamb meat exporters with two major export processing facilities with the capacity to process of over four million head per year situated in Dubbo NSW and Narrikup WA.

Melissa has a Diploma of Meat Management and a Graduate Certificate in Rural Leadership. She is also the owner of an events business — Smoked Garage — in Brisbane, is owner/CEO of Fletchers Big Boomerang Logistics and a part owner of Native Secrets.

Melissa is a board director of the Australian Rural Leadership Foundation and a graduate of their flagship course, the Australian Rural Leadership Program.

As an Aboriginal Australian woman with over 30 years of industry experience, she represents a new generation of red meat industry leaders and brings a unique and valuable perspective to the AMPC Board.

Melissa was elected to the AMPC Board for her third term in November 2023.



John Langbridge
Deputy Chair

John Langbridge is a veterinarian who worked for the Australia Department of Agriculture for 27 years, AMIC for four years. Currently, he holds the position of Manager — Industry Affairs for Teys Australia.

He represented Australia on the Codex Meat Hygiene Committee, the Australian Meat Standards Committee, FSANZ PPS working group, and the Australian Meat Industry Language and Standards Committee.

In his current role he provides technical advice to Teys and their customers, and liaises between Teys, industry, government and customers on issues related to meat safety, animal welfare, animal health, meat production, processing and exports. He also has responsibility for Teys Australia research and development programs.

John was elected to the AMPC Board for his first term in November 2023.



Dr Saranne Cooke
Independent Director

Dr Saranne Cooke is Deputy Chancellor of Charles Sturt University, Chair of the Australasian College of Sport and Exercise Physicians, Chair of Racing NSW, Chair of the Royal Flying Doctor Service (South Eastern) and a director of the Aged and Community Care Providers Association.

Dr Cooke was a director on the board of the Fisheries Research and Development Corporation from 2018-2024, and the Independent Chair of the Sugar Research Australia Director Selection Committee (for 2022, 2023 and 2024).

Dr Cooke previously held a number of executive roles within the energy, financial, education and manufacturing sectors. Dr Cooke completed her doctorate by researching board governance across the ASX 200 companies. Dr Cooke also holds a Bachelor of Commerce, Master of Business (Marketing), and a Master of Commercial Law. Dr Cooke is a Fellow of the Australian Institute of Company Directors, a Fellow Certified Practising Accountant and a Fellow of the Australian Marketing Institute.

Dr Cooke was elected to the AMPC Board for her second term in November 2023 and is the Chair of the Audit and Risk Committee.



Dean Goode
Processor Director

Dean was appointed Chief Executive Officer of Kilcoy Pastoral Company Limited (KPC) on 1 July 2012. He has worked for KPC for over 12 years, including as General Manager of Operations.

He has extensive experience in the export beef processing industry, having previously worked for over 20 years with AMH at both their Dinmore and Townsville facilities in various management roles.

In January 2017, he was appointed Group Chief Executive Officer of the rebranded group of companies, Kilcoy Global Foods, with responsibilities in Australia, USA and China.

Dean holds a Master of Business Administration (MBA) from James Cook University.

Dean was elected to the AMPC Board for his fourth term in November 2023.



Frank Herd
Processor Director

Frank is currently managing director of M C Herd Pty Ltd. M C Herd is a privately held company operating a dual species (ovine and bovine) export abattoir in Geelong, Victoria. He also holds the position of managing director at Challenge Foods Pty Ltd, an export registered company in Geelong, Victoria.

Frank is a director of H W Greenham and Sons Pty Ltd. Greenham operates abattoirs in Tongala and Moe in Victoria and Smithton in Tasmania. He is a past director and chairman of the Australian Meat Industry Council and is a current member of the National Processing Council. Frank is a past board member of the Red Meat Advisory Council, Australian Meat Processor Corporation and Primesafe Victoria.

Frank was elected to the AMPC Board for his first term in November 2023.



Allira Hudson-Gofers
Independent Director

Allira Hudson-Gofers is a non-executive director and chair with board experience across sport, innovation, legal services, and not-for-profit sectors.

In her executive role, Allira is a registered Trans-Tasman Patent Attorney and Managing Partner — Australia, of a patent attorney practice.

She holds a Bachelor of Mechatronics Engineering, a Master of Biomedical Engineering, a Master of Intellectual Property, an MBA, a Master of Legal Business, and a Graduate Diploma of Applied Corporate Governance and Risk Management.

Allira was elected to the AMPC Board for her second term in November 2023 and is the Chair of the Nominations and Remuneration Committee.



Stacey McKenna
Processor Director

Stacey McKenna is the Manager of Industry Affairs at The Midfield Group and is the Australian Chair of Meat Business Women. Stacey has served as a board director with PrimeSafe, the statutory authority responsible for regulating meat, poultry, seafood and pet food in Victoria. She is currently a director at Skills Base Australia, a registered training organisation dedicated to upskilling workers across the meat supply chain.

Stacey holds a Graduate Certificate in Agribusiness, Diploma in Meat Technology and is a Graduate of the Australian Institute of Company Directors.

Stacey was elected to the AMPC Board for her first term in November 2023 and is a Member of the Nominations and Remuneration Committee.



Trevor Moore
Processor Director

Trevor has been in the Australian meat processing industry for over 34 years. His current role is a senior executive at The Casino Food Co-op in Northern NSW. Trevor is responsible for the strategic direction and implementation of the Casino Food Co-op's corporate services, which includes environmental and food safety compliance, innovation, sustainability and business development.

Trevor has a background in environmental science (BASc), as well as further education in meat inspection and quality assurance.

Trevor's experience includes appointment into the Australian Beef Sustainability Framework (2019-2023), and strategic AMIC committees (2010 to present).

Trevor was elected to the AMPC Board for his first term in November 2023.



Sean Starling
Processor Director

Sean has delivered industry innovation through heading up research and development divisions at two industry bodies (MLA and AMPC) through a whole of industry innovation strategic mindset.

As Scott Technology (Australia) General Manager, Sean was accountable for market development, commercialisation and adoption of innovation into Australian processing companies, in addition to geographical corporate governance.

As Head of Innovation and Industrial Engineering (Southern) at JBS, Sean is responsible for the "buy, make and sell" innovation program.

Sean holds a Bachelor of Engineering (Chemical), Bachelor of Laws and Diploma of Business Administration. He is also a St James Ethics Centre Graduate and Graduate of the Australian Institute of Company Directors.

Sean was elected to the AMPC Board for his first term in November 2023 and is a member of the Audit and Risk Committee.

Outgoing directors



John Berry
Chairman

John K Berry is the Head of Corporate and Regulatory at JBS Australia Pty Limited and also a Director of JBS Australia.

JBS is the largest meat, protein and food processing company in Australia and New Zealand.

John has over 20 years of senior management experience in the Australian Meat and Food Processing Industry.

John has lead responsibility for corporate and government relations, industrial relations, sustainability and environmental within the JBS Australia business.

He also has extensive operational and business strategy experience including merger and acquisitions and business integration.

John possesses an MBA from the University of Queensland, business management degree from the Queensland Institute of Technology and is also a Graduate and Fellow of the Australian Institute of Company Directors.

John was elected to the AMPC Board for an eighth term in November 2020 and completed his term on 20 November 2023.



Tom Maguire
Processor Director

Tom has a post graduate in Economics, Industrial Relations and Human Resources Management and completed a Master of Business Administration (MBA) from University of Queensland.

Tom Maguire currently holds the position of Group General Manager with HW Greenham and Sons, and was previously General Manager Corporate Services with Teys Australia Pty Limited. Tom has been involved in the Australian meat industry since 1997 and has held senior positions in the National Meat Association of Australia.

Tom was elected to the AMPC Board for an eighth term in November 2020 and completed his term on 20 November 2023.



Noel Kelson
Processor Director

Noel Kelson has been involved within the Australian meat processing sector since 1971 working in government inspection and compliance. During this period, he had participated within the significant changes executed by the Victorian meat industry including the transition from direct regulatory control to a quality assured outcome.

In 1995 Noel left the government service to become the quality assurance manager for the Warrnambool based Midfield Meat International Pty Ltd, a position held for 23 years.

Noel has maintained a strong interest in industry matters and in 2015 became a serving Board member of the Australian Meat Industry Council and in 2017 a Trustee Director of the Australian Meat Industry Superannuation Trust. In 2017 Noel was appointed to the Board of the Victorian meat authority, PrimeSafe, and in April of 2020 filled a vacancy upon the AMPC Board.

Noel was elected to the AMPC Board in November 2020 and completed his term on 20 November 2023.



Brad Teys
Processor Director

Brad Teys has worked in the beef processing industry for 42 years, working throughout the business in various areas including livestock procurement, plant operations and sales. Brad has been CEO of Teys since 2002 and has been Chairman and CEO since 2019.

Teys Australia is the second largest beef processing company in Australia with six processing sites, three feedlots and value added and wholesaling businesses throughout the Country's eastern seaboard. Teys Australia employees 4700 people across three states.

Brad has a Dip. Meat Tech. with Distinction from Massey University, New Zealand and an MBA with Distinction from Bond.

Brad was elected to the AMPC Board in November 2020 and completed his term on 20 November 2023.

Company secretary

Mark Langan was appointed as Company Secretary on 28 February 2022. Mark has over three decades' Accounting and Company Secretarial experience in various listed and private companies as well as in private practice. He joined Company Matters in 2014. Previously, Mark served as Chief Financial Officer of Clarius Group Limited for over a decade and before that was Company Secretary of ASX listed Dapoli Corporation Limited. Mark is a member of the Institute of Chartered Accountants in Australia.

Our leadership team As at 30 June 2024



Chris Taylor
Chief Executive Officer

As CEO of AMPC since 2019, Chris Taylor has led the industry-owned research and development corporation through a strategic and operational reset in the face of significant threats and opportunities to the red meat processing sector.

Chris has led the development of a customer-focused strategy, built a fit-for-purpose team and grown the business from a \$20m to \$40m annual investment.

Chris has a finance and corporate services background in agrifood and natural resources sectors and was AMPC's chief financial officer from 2016 to 2019.

Chris is a graduate of the Australian Industry of Company Directors (AICD) course, and holds a Bachelor of Business (Management), a Bachelor of Commerce (Accounting, Finance), and is a qualified chartered accountant.



Edwina Toohey
Research, Development and Adoption

Edwina has more than 20 years' experience in research, development and adoption in the agriculture and meat processing sector. She has authored over 55 scientific papers/reports relating to cattle, sheep and goat meat science and technology research. Edwina has managed diverse teams to deliver excellence through the value chain. Edwina is an Australian Intercollegiate Meat Judging alumni and holds a Bachelor of Applied Science (Agriculture) (Hons) at Charles Sturt University and Master Rural Sci Degree at University of New England.

Edwina began working for AMPC in June 2023 and leads the Research Development and Adoption team.

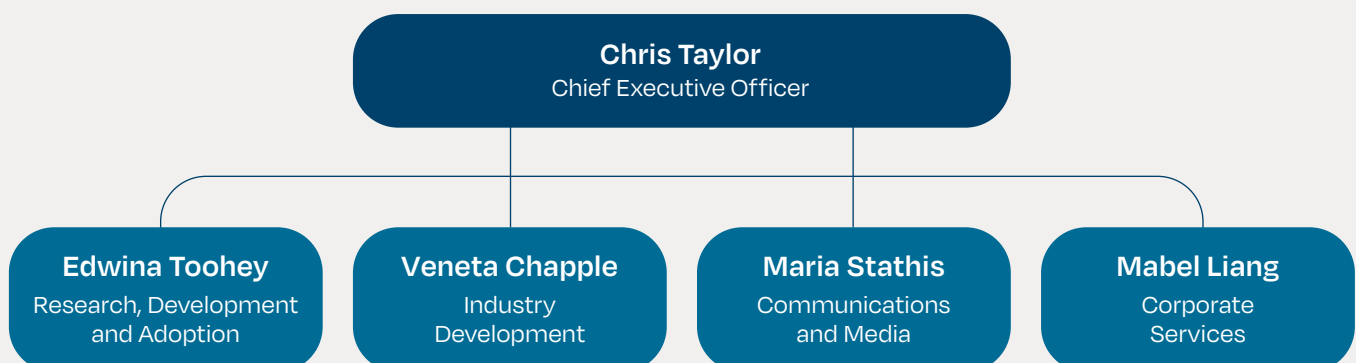


Veneta Chapple
Industry Development

Veneta Chapple was appointed to Director of Government and Industry Affairs in July 2019. She manages AMPC's stakeholder relations, government affairs, and strategic policy research and development. Veneta joined AMPC in December 2018 as Senior Manager – Key Stakeholder Engagement after spending nearly 3 years with Inghams Ltd as Head of Corporate Communication.

Veneta began her career as a finance journalist in Australia and the UK before moving into consulting in communications and corporate affairs.

AMPC organisational chart





Maria Stathis
Communications and Media

Maria is a highly experienced communications professional with 26 years' experience in Australia and the UK. Her experience includes working in the telecommunications, finance and agricultural industries.

Maria is a highly capable leader having managed a wide variety of teams and her strengths include external communications, internal communications, media management, communication strategy, digital communications, issues management, event management, and social media.

Maria holds a Bachelor of Communication.

Maria began working for AMPC in June 2021 and leads the communications and media function.



Mabel Liang
Corporate Services

Mabel has more than 20 years' experience working in executive roles in multinational, listed, and private companies working on leading international operations, start-ups, joint ventures and business restructures.

She has advanced financial management capabilities in planning, analysis, budgeting, forecasting, cash flow and working capital maximisation with an in-depth knowledge of financial compliance and governance.

She joined AMPC in October 2021.

Our people



As of 30 June 2024 AMPC had 20 employees comprising of 15 females and 5 males.



We have a hybrid model with employees doing a mix of working from home and office.



The head office is in North Sydney with six employees working remotely permanently to better service our levy payers.

Corporate governance statement

The Board of AMPC is responsible, with management, for the corporate governance practices of the Company and constantly updates its practices based on both its advice and its own investigations. This statement sets out the main corporate governance practices that were in operation throughout the financial year, except where otherwise indicated.

Corporate Governance Policy

The Board of AMPC has maintained a Corporate Governance Policy during the year ended 30 June 2024.

The Corporate Governance Policy states that the Board of AMPC is committed to ensuring effective corporate governance in accordance with government expectations and drawing on the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*.

In accordance with the Corporate Governance Policy, the Board of AMPC maintains a framework of good corporate governance. The framework comprises of the Corporate Governance Policy and other documents, including:

- Board Charter;
- Audit & Risk Committee Charter;
- Nomination & Remuneration Committee Charter;
- Delegation of Authority;
- Diversity Policy;
- Code of Conduct;
- Conflicts of Interest and Chinese Walls Policy;
- Privacy Policy;
- Whistle-blower Policy;
- Risk Management Plan; and
- Any other policies deemed appropriate in pursuit of this Corporate Governance Policy.

The Board of Directors

The Board carries out its responsibilities according to the following mandate:

- the Members elect the Processor Directors every three years;
- the independent directors are elected by the processor members of the Board;
- the Chairman and Deputy Chairman are elected by the Board;
- the Directors should possess a broad range of skills, qualifications and experience;

- the Directors are expected to act independently of any associate activities that may cause a conflict;
- the Board should meet on a regular basis; and
- all available information in connection with items to be discussed at a meeting of the Board is provided to each Director prior to that meeting.

As at the date of this Directors' report, the Board consisted of Six Processor Directors and two Independent Directors. Details of the Directors are set out in the Directors' report.

The primary responsibilities of the Board include:

- the approval of the Annual Operating Plan and the annual financial report;
- the establishment of the long term goals of the Company and Strategic Plan to achieve those goals;
- the review and adoption of annual budgets for the financial performance of the Company and monitoring the results on a regular basis;
- ensuring that the Company has implemented adequate systems of internal controls together with appropriate monitoring of compliance activities, including compliance with the Company's obligations under the Red Meat Industry Memorandum of Understanding and the Statutory Funding Agreement; and
- reporting to Government and Members.

The Board assesses its performance as a whole relative to its objectives, including the performance of individual directors, at least every two years.

The Board acknowledges the need to balance continuity and expertise among directors, with independence and renewal as part of annual board performance assessment and evaluation.

The Board recognises that gender targets are an essential part of managing and improving business performance, similar to financial and operational targets. This principle is enshrined in the requirements of the Diversity Policy.

Independent Professional Advice

With the prior approval of the Chairman, each Director has the right to seek independent legal and other professional advice at the Company's expense concerning any aspect of the Company's operations or undertakings in order to fulfil their duties and responsibilities as Directors.

Audit & Risk Committee

- Saranne Cooke (Chair)
- Allira Hudson-Gofers
- Sean Starling

The Audit & Risk Committee met four times in the financial year ended 30 June 2024.

The Audit and Risk Committee oversight responsibilities include:

- the preparation and integrity of AMPC's financial accounts and statements;
- the internal controls, policies and procedures that AMPC uses to identify and manage business risks;
- the qualifications, independence, engagement, fees and performance of AMPC's external auditor;
- the external auditor's annual audit of AMPC's financial statements;
- the resources, performance and scope of AMPC's internal audit function;
- AMPC's compliance with legal and regulatory requirements and compliance policies; and
- reviewing and recommending the annual budget to the Board.

The Audit & Risk Committee invites the Chief Executive Officer and the Corporate Services Manager and may request the external and internal auditors or the Company's legal representatives to attend meetings for the purpose of considering pertinent matters that may arise.

Risk Management

The Board is responsible for the Company's system of internal controls. The Board constantly monitors the operational and financial aspects of the Company's activities and, through the Audit & Risk Committee, the Board considers the recommendations and advice of external and internal auditors and other external advisers on the operational and financial risks that arise or may arise.

The Board ensures that recommendations, and any concerns identified by the external and internal auditors and other external advisers are investigated and, where considered necessary, appropriate action is taken.

In addition, the Board investigates ways of enhancing existing risk management strategies, including appropriate segregation of duties, the employment and training of suitably qualified and experienced personnel and in conjunction with the recommendations of the Audit & Risk Committee, the scope and work program of internal auditors.

Nomination & Remuneration Committee

- Allira Hudson-Gofers (Chair)
- Saranne Cooke
- Stacey McKenna

A Nomination & Remuneration Committee has been established to assist the Board to:

- develop and implement an independent process to ensure people with the collective expertise required are identified for selection to the Board to facilitate compliance with the new skills based Board as set out in the Statutory Funding Agreement with the Commonwealth; and
- develop remuneration policies and practices applicable to all Officers on an annual basis to ensure that these policies and practices fairly and responsibly reward individuals.

The Nomination & Remuneration Committee met six times in the financial year ending 30 June 2024.

In order to retain and attract executives of sufficient calibre to facilitate the efficient and effective management of the Company's operations, the Board may seek the advice of external advisers in connection with the structure of remuneration packages.

Code of Conduct

As part of the Board's commitment to the highest standard of conduct, the Company has a Code of Conduct to guide executives, management and employees in carrying out their duties and responsibilities. The Code of Conduct includes such matters as:

- integrity of staff and Directors;
- information and operational transparency;
- responsibilities to Members;
- compliance with laws and regulations;
- relations with customers and suppliers;
- ethical responsibilities;
- employment practices; and
- responsibilities to the environment and the community.

All Directors are required to declare any conflict of interest, perceived or otherwise, they may have in matters before the Board, not to vote or participate in the debate on matters in which they have a conflict and, where appropriate, to absent themselves from the meeting during the discussion and vote on that issue.



Financial report

For the year ended 30 June 2024

Australian Meat Processor Corporation Ltd
ABN 67 082 373 448

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Australian Meat Processor Corporation Ltd is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business is:

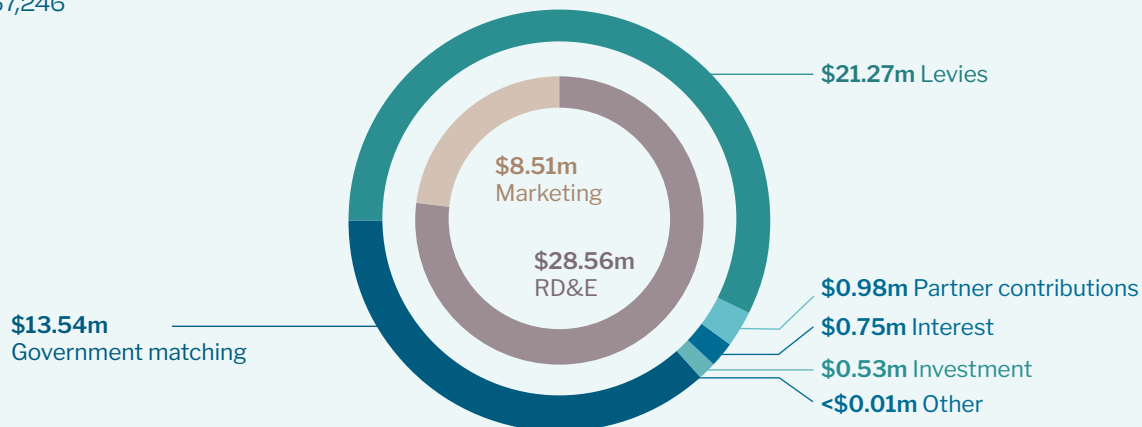
Australian Meat Processor Corporation Ltd
Suite 1, Level 29
100 Miller Street
North Sydney NSW 2060

A description of the nature of the Company's operations and its principal activities are included in the directors' report, which is not part of the financial statements.

Financial highlights

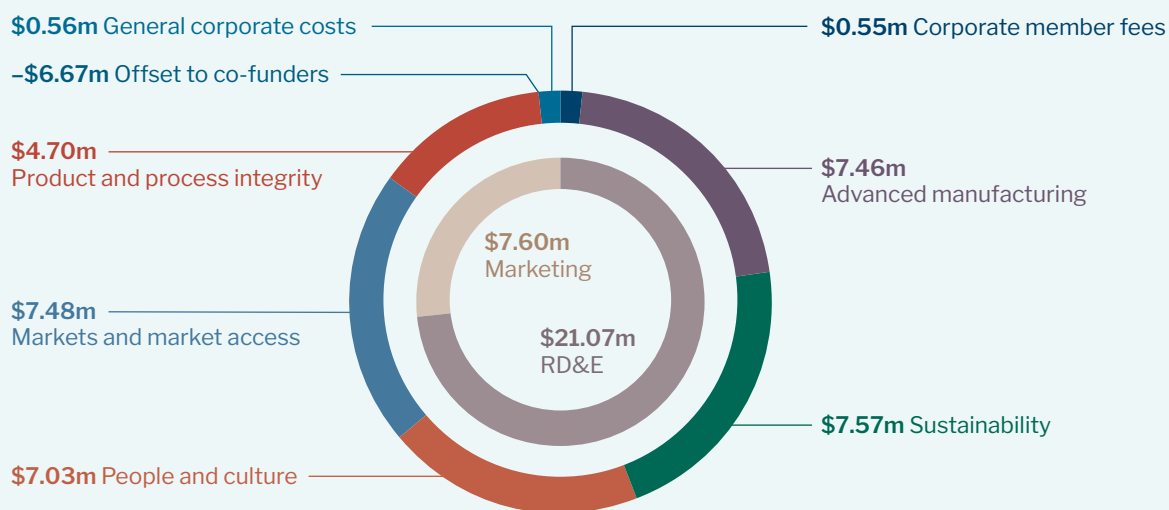
Total income

\$37,067,246



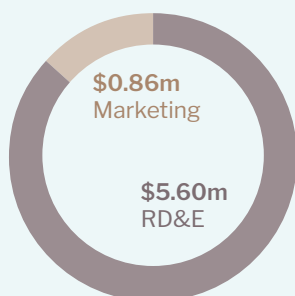
Total expenditure

\$28,678,491



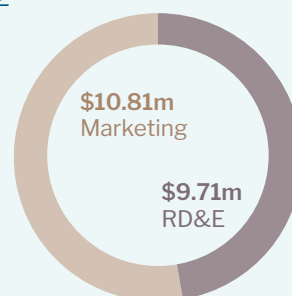
Total corporate costs

\$6,459,658



Closing reserves

\$20,526,482



Director's report

The directors present their report together with the financial report of the Australian Meat Processor Corporation Ltd (AMPC or the Company) for the financial year ended 30 June 2024 and auditor's report thereon.

Principal activities

AMPC is responsible for promoting:

- freedom of trade in the interests of the Members;
- marketing and sales of Australian meat on the Australian market and to overseas countries;
- meat processing industry Research and Development;
- improvement of the quality of Australian meat;
- the classification of Australian meat;
- the economic, environmental, health, safety and social wellbeing of the meat processing industry and the wider community;
- the mutual interests of Members by holding conferences, symposiums and seminars for any or all of the Members and presenting the views of the Company on behalf of the Members at any conference, symposium or other forum; and
- the interests of and do all relevant acts and things for the advancement, protection and promotion of the interests of, the Members.

AMPC is the rural research and development corporation for the red meat processing industry in Australia. As the research, development and marketing service provider for Australian processors, AMPC runs programs of activity that are funded by processor levy payers, private contributions and the Australian Government. These programs deliver outcomes and benefits for the Australian red meat processing industry and the broader Australian community.

AMPC's goals are to provide Research, Development, Extension and Marketing services that:

- improve long-term efficiency and industry competitiveness;
- protect, secure and maintain market access;
- enhance industry sustainability;
- develop capability, translation and extension; and
- increase productivity and value capture.

AMPC manages activities across key programs that include advanced manufacturing; sustainability; people and culture; technical market access and markets; and product and process integrity.

AMPC is committed to working with its stakeholders to achieve an efficient application of levy funds through its RD&E and marketing activities to address industry priorities. That impact is enhanced by leveraging AMPC's investment through co-investment and collaboration.

AMPC engages with the Australian Government, its meat processor membership base, Meat & Livestock Australia (MLA) and other bodies in the red meat industry including the Red Meat Advisory Council (RMAC) and the Australian Meat Industry Council (AMIC). These collaborations ensure that processor levy funds are appropriately and effectively invested to deliver maximum benefits.

AMPC will continue to develop strategic partnerships and alliances with other organisations that have complementary capabilities and service delivery assets. These organisations include the National Meat Industry Training Advisory Council (MINTRAC), Universities, government agencies, Research & Development Corporations (RDCs), research institutes, CSIRO, Co-Operative Research Centres (CRCs) and other industry providers, both in Australia and internationally.

No significant changes in the nature of the Company's activity occurred during the financial year.

Short-term and long-term objectives

The objectives for which the Company is established are:

- to promote, protect and further the interests of the Company and its Members in any lawful manner;
- to act as a Meat Processor Body, including by providing services, and procuring and providing leadership in the provision of services, relating to Research, Development and Marketing in the meat processing industry for the benefit of its Members and Meat Processors and the community in general;
- where a Statutory Levy Regime applies, enter into a Funding Agreement or similar arrangement with the Commonwealth of Australia relating to the payment to, and application of Statutory Funds, by the Company;
- where no Statutory Levy Regime applies or Statutory Levies are set at zero, enter into Contribution Contracts with Members for the payment of Company Contributions;
- to collect payments or Company Contributions from Meat Processors for the purpose of investing in and financing projects, undertakings or enterprises of any kind either severally or jointly with any meat Industry corporation, body or entity; Research and Development corporation, body or entity; marketing corporation, body or entity; or other person, body or entity; in each case in the interests of and for the benefit of Meat Processors and/or the meat processing industry;
- to receive Statutory Funds and apply those Funds in accordance with the Statutory Funding Agreement (SFA), the Red Meat Memorandum of Understanding (MOU) and the Australian Meat and Live-stock Industry Act 1997 (Cth);

- to enter into contracts with, and employ and engage, individuals, organisations, companies, bodies or entities to manage, Research and Development and Marketing projects and/or other projects on behalf of the Members and in the interests of and for the benefit of Meat Processors and/or the meat processing industry;
- to perform such acts and do any other thing deemed necessary or desirable for the preservation, protection and promotion of the rights and interests of the Members as Meat Processors; and
- to carry out any and all such acts and do all such things that may be in the interests of the Members and to carry out any or all such acts and or all such other things that are an incidental or conducive to the attainment of the aforementioned objects.

Incorporation

The Company was incorporated as a national Member funded public company on 22 April 1998 pursuant to reforms announced by the Minister for the Department of Agriculture, Forestry and Fisheries on 18 March 1997.

These reforms required red meat processors and livestock exporters to establish separate self-funded companies to interact with a producer company through willing partnership arrangements.

In 2007 AMPC, through its processor Peak Industry Council, requested the Commonwealth Government to re-introduce a Statutory Levy and that such funds be directed to AMPC to enable it to continue to carry on its normal business activities including its contractual arrangements pursuant to the Memorandum of Understanding referred to below. On 1 September 2007, the Government introduced a Statutory Levy Scheme to collect funds from red meat processors in turn forwarded these funds on to AMPC to manage and fund industry programs.

Memorandum of Understanding

The Company became a party to the Memorandum of Understanding ("MoU") on 27 April 1998 and to subsequent revisions to the original document.

The MOU links the Company with Meat and Livestock Australia Limited (a separate producer corporation) and LiveCorp (a separate livestock exporter's corporation) together with the Commonwealth of Australia, Peak Industry Councils and the Red Meat Advisory Council (RMAC).

The roles and responsibilities of the Company under the MOU are:

- (a) to provide management, funding and administrative arrangements for red meat processing industry activities to be undertaken by or through MLA including 'Joint Functions', 'Core Functions' and any unforeseen event which has significant impact upon the industry;

- (b) in consultation with the Australian Meat Industry Council (AMIC) to undertake activities and provide services on behalf of the processing sector of the industry, which are not inconsistent with the provisions and principles of the MOU;
- (c) where services are provided by or through MLA, to develop jointly with MLA and/or AMIC goals for achieving the vision and strategic imperatives for the industry sector it represents;
- (d) each year to prepare in consultation with AMIC:
 - i) a strategic plan including financial projections for the period of 3 years beginning on 1 July in that year for the performance of functions necessary to achieve the objects of the Company and consistent with the Meat Industry Strategic Plan (MISP); and
 - ii) an operating plan including financial projections setting out the activities the Company proposes to undertake in the immediately following financial year consistent with its business plan;
- (e) to pursue the achievement of industry goals identified in the MISP in a manner consistent with policies and strategic imperatives developed pursuant to the MOU and to perform its functions and exercise its powers in a manner consistent therewith; and
- (f) to negotiate and enter into contracts with MLA, and with both MLA and LiveCorp, under which MLA will perform, or arrange for other persons to perform, Joint Functions and services on behalf of the industry sectors they represent for achieving the goals identified in the MISP.

Wind-up costs

Every member undertakes to contribute to the property of the Company in the event of the Company being wound up while a member, or within 12 months after ceasing to be a Member, for:

- (a) the payment of the debts and liabilities of the Company which were contracted by the Company before the Member ceased to be a Member; and
- (b) the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount, as may be required, not exceeding one hundred dollars (\$100).

Operating results

The surplus of the Company amounted to \$1,929,099 (2023: deficit of \$4,791,153).

Funding Agreement

AMPC and the Department of Water and the Environment (now the Department of Agriculture, Forestry and Fisheries) entered into a ten-year Funding Agreement 2020-2030.

The company is administering the statutory levies on behalf of the industry as detailed in the new Funding Agreement.

Meetings of directors

During the financial year, 20 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows.

	Directors' Meetings		Nomination & Remuneration Committee		Audit & Risk Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Melissa Fletcher	10	10	—	—	—	—
John Langbridge	7	7	—	—	—	—
Dean Goode	10	9	—	—	—	—
Frank Herd	7	5	—	—	—	—
Stacey McKenna	7	6	3	3	—	—
Sean Starling	7	6	—	—	2	2
Trevor Moore	7	7	—	—	—	—
Saranne Cooke	10	10	6	6	4	4
Allira Hudson-Gofers	10	9	6	6	4	4
John Berry	4	3	—	—	—	—
Tom Maguire	4	2	3	1	—	—
Noel Kelson	4	4	—	—	2	2
Brad Teys	4	4	—	—	—	—

Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this directors' report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the directors



Melissa Fletcher
Chair
30 September 2024

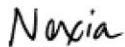
To the Board of Directors of Australian Meat Processor Corporation Limited

Auditor's Independence Declaration under section 307C of the *Corporations Act 2001*

As lead auditor for the audit of the financial statements of Australian Meat Processor Corporation Limited for the financial year ended 30 June 2024, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (a) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (b) any applicable code of professional conduct in relation to the audit.

Yours sincerely



Nexia Sydney Audit Pty Ltd



Erin Tanyag

Director

Date: 30 September 2024

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2024

	Note	2024 (\$)	2023 (\$)
Revenue	3	35,790,726	34,128,242
Interest revenue		751,310	627,019
Dividend and distribution investment revenue		205,260	88,768
Gain on the revaluation of financial assets at fair value		319,950	2,352
Total revenue		37,067,246	34,846,381
Expenses			
Direct program expense		(28,128,491)	(33,908,959)
Employee benefits expense		(4,320,342)	(3,499,300)
Administration and occupancy expenses		(1,851,654)	(1,466,280)
Operational and support funding to AUS MEAT Limited		(550,000)	(550,000)
Depreciation and amortisation expense	4	(287,660)	(212,995)
Total expenses		(35,138,147)	(39,637,534)
Surplus/(deficit) for the year		1,929,099	(4,791,153)
Other comprehensive income for the year		—	—
Total comprehensive income for the year		1,929,099	(4,791,153)

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2024

	Note	2024 (\$)	2023 (\$)
Assets			
Current assets			
Cash and cash equivalents	7	9,823,037	12,092,213
Trade and other receivables	8	21,987,287	16,145,194
Contract assets	9	2,662,505	2,724,605
Other assets	11	144,488	118,629
Financial assets	10	10,409,794	8,058,455
Total current assets		45,027,111	39,139,096
Non-current assets			
Financial assets	10	175,039	–
Property, plant and equipment	12	1,393,576	71,798
Total non-current assets		1,568,615	71,798
Total assets		46,595,726	39,210,894
Liabilities			
Current liabilities			
Trade and other payables	13	19,970,129	16,681,287
Contract liabilities	14	4,397,564	3,348,862
Lease liabilities	15	217,852	63,603
Provisions	16	293,265	371,489
Total current liabilities		24,878,810	20,465,241
Non-current liabilities			
Lease liabilities	15	903,087	–
Provisions	16	287,347	148,270
Total non-current liabilities		1,190,434	148,270
Total liabilities		26,069,244	20,613,511
Net assets		20,526,482	18,597,383
Equity			
Accumulated funds		20,526,482	18,597,383
Total equity		20,526,482	18,597,383

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2024

	Accumulated funds (\$)	Total equity (\$)
Balance at 1 July 2022	23,388,536	23,388,536
Deficit for the year	(4,791,153)	(4,791,153)
Other comprehensive income for the year	—	—
Total comprehensive loss for the year	(4,791,153)	(4,791,153)
Balance at 30 June 2023	18,597,383	18,597,383
Balance at 1 July 2023	18,597,383	18,597,383
Surplus for the year	1,929,099	1,929,099
Other comprehensive income for the year	—	—
Total comprehensive income for the year	1,929,099	1,929,099
Balance at 30 June 2024	20,526,482	20,526,482

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2024

	Note	2024 (\$)	2023 (\$)
Cash flows from operating activities			
Receipts from statutory levies		23,138,620	18,611,364
Other receipts and recoveries		11,582,741	22,250,096
Payments to suppliers and employees		(34,693,767)	(48,049,746)
		27,594	(7,188,286)
Receipts of dividends and distributions		205,260	88,768
Interest received		751,310	627,019
Interest and other finance costs paid		(52,955)	(9,822)
Net cash from/(used in) operating activities		931,209	(6,482,321)
Cash flows from investing activities			
Payments for financial assets		(2,206,428)	(8,056,103)
Payments for property, plant and equipment	12	(794,227)	—
Net cash used in investing activities		(3,000,655)	(8,056,103)
Cash flows from financing activities			
Repayment of lease liabilities		(199,730)	(192,320)
Net cash used in financing activities		(199,730)	(192,320)
Net decrease in cash and cash equivalents		(2,269,176)	(14,730,744)
Cash and cash equivalents at the beginning of the financial year		12,092,213	26,822,957
Cash and cash equivalents at the end of the financial year	7	9,823,037	12,092,213

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

For the year ended 30 June 2024

Note 1. Material accounting policy information

The accounting policies that are material to the Company are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The Company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards – Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB'), and the Corporations Act 2001, as appropriate for not-for profit oriented entities.

Historical cost convention

The financial statements have been prepared under the historical cost convention.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Revenue recognition

The Company recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the Company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Revenue from Statutory Levies are recognised in the period that the Government collected the levy.

Grant revenue is recognised in profit or loss when the company satisfies the performance obligations stated within the funding agreements. If conditions are attached to the grant which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

Contributions from Plant-Initiated Projects are recognised as revenue as the Intellectual Property or Research is provided to the participant. Where the participant is also the research provider, the revenue is netted off against project expenses.

Other revenue is recognised when it is received or when the right to receive the payment is established.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Income tax

As the company is a tax exempt institution in terms of subsection 50(40) of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The Company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Contract assets

Contract assets are recognised when the Company has transferred goods or services to the customer but where the Company is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

Inventories

Stock on hand is stated at the lower of cost and net realisable value. Cost comprises of purchase and delivery costs, net of rebates and discounts received or receivable.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Investments and other financial assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

Financial assets at fair value through profit or loss

Financial assets not measured at amortised cost or at fair value through other comprehensive income are classified as financial assets at fair value through profit or loss. Typically, such financial assets will be either: (i) held for trading, where they are acquired for the purpose of selling in the short-term with an intention of making a profit, or a derivative; or (ii) designated as such upon initial recognition where permitted. Fair value movements are recognised in profit or loss.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the Company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

For financial assets mandatorily measured at fair value through other comprehensive income, the loss allowance is recognised in other comprehensive income with a corresponding expense through profit or loss. In all other cases, the loss allowance reduces the asset's carrying value with a corresponding expense through profit or loss.

Property, plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Furniture, Fixtures and Fittings	5 years
Office Equipment	4–5 years
Computer Equipment	2.5 years

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the Company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Trade and other payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Contract liabilities

Contract liabilities represent the Company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the Company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the Company has transferred the goods or services to the customer.

Lease liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of-use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Provisions

Provisions are recognised when the Company has a present (legal or constructive) obligation as a result of a past event, it is probable the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Investment in AUS-MEAT Limited

AUS-MEAT Limited ('AUS-MEAT') was incorporated on 17 June 1998, and the Company is one of two Members of AUS-MEAT. As AUS-MEAT is a tax exempt public Company limited by guarantee, it cannot distribute its surpluses to its Members; however, upon the event of the wind up of AUS-MEAT, the entity would be entitled to receive 50% of the net assets of AUS-MEAT. As there is no right by the entity to participate in a share of the ongoing results of AUS-MEAT, the use of equity accounting is not appropriate. Therefore, the equity accounting requirements have not been applied. Details of the investment in AUS-MEAT are included in Note 21 to the financial statements.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. There are no critical accounting judgements, estimates and assumptions that are likely to affect the current or future financial years.

Note 3. Revenue

	2024 (\$)	2023 (\$)
Statutory levies	21,267,788	17,236,961
Government matching	13,541,442	16,121,283
Partner contributions	976,900	216,329
Government grants	—	532,069
Sundry income	4,596	21,600
Revenue	35,790,726	34,128,242

Total contributions received from partners was \$7,650,978 (2023: \$6,436,804). Partner contributions have been reduced for statutory accounts presentation purposes by \$6,674,078 (2023: \$6,220,475) for research projects where the participant is the research provider. There is a corresponding reduction in program expenditure expense.

Note 4. Depreciation and amortisation

	2024 (\$)	2023 (\$)
Depreciation of non-current assets:		
— furniture, fixtures and fittings	121,389	42,689
— office equipment	884	—
— right-of-use assets	165,387	170,306
	287,660	212,995

Note 5. Auditors' remuneration

Audit services	45,980	43,825
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Note 6. Key management personnel compensation

The totals of remuneration paid to the key management personnel of Australian Meat Processor Corporation Ltd during the year are as follows:

Directors		
Short-term benefits (Directors Fees)	398,111	353,545
Post-Directorship benefits (Superannuation)	39,193	37,122
	437,304	390,667
Executives		
Short-term employee benefits (Salary)	402,936	378,159
Post-employment benefits (Superannuation)	27,399	25,292
	430,335	403,451

The names of Directors who have held office during the year (and included as key personnel in addition to the Chief Executive Officer) are:

J K Berry	M Fletcher	S Cooke	A Hudson-Gofers
D Goode	N Kelson	T J Maguire	B Teys
F Herd	J Langbridge	S McKenna	S Starling
T Moore			

Other Key Management Personnel include:

Total aggregated out of pocket costs including travel and related expenses incurred by Directors during the year was \$14,253 (2023: \$12,306).

Note 7. Cash and cash equivalents

	2024 (\$)	2023 (\$)
Current assets		
Cash at bank	9,823,037	12,092,213

Note 8. Trade and other receivables

Current assets		
Trade receivables	20,145,094	14,535,680
Levy receivable	1,842,193	1,609,514
	21,987,287	16,145,194

The balance of trade receivables includes matched funding claims of \$15,787,712 (2023: \$12,847,519) from Meat & Livestock Australia Limited (MLA).

No allowance for expected credit losses has been recognised during the year. The receivables remain in normal collection terms.

Note 9. Contract assets

Current assets		
Contract assets — plant-initiated projects	2,662,505	2,724,605

Note 10. Financial assets

Current assets		
Financial assets at FVTPL	10,409,794	8,058,455
Non-current assets		
Term deposit held for bank guarantee	175,039	—

Note 11. Other assets

Current assets		
Prepaid expenses	144,488	118,629

Note 12. Property, plant and equipment

	2024 (\$)	2023 (\$)
Non-current assets		
Fixtures and fittings — at cost	801,713	216,560
Less: Accumulated depreciation	(118,541)	(200,163)
	683,172	16,397
Computer equipment — at cost	16,872	51,096
Less: Accumulated depreciation	(16,872)	(51,096)
	—	—
Office equipment — at cost	7,898	1,835
Less: Accumulated depreciation	(2,719)	(1,835)
	5,179	—
Right-of-Use assets — at cost	815,211	736,625
Less: Accumulated depreciation	(109,986)	(681,224)
	705,225	55,401
	1,393,576	71,798

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Furniture, Fixtures and Fittings (\$)	Computer Equipment (\$)	Office Equipment (\$)	Right-of-Use Assets (\$)	Total (\$)
Balance at 1 July 2023	16,397	—	—	55,401	71,798
Additions	788,164	—	6,063	815,211	1,609,438
Depreciation expense (Note 4)	(121,389)	—	(884)	(165,387)	(287,660)
Balance at 30 June 2024	683,172	—	5,179	705,225	1,393,576

Note 13. Trade and other payables

	2024 (\$)	2023 (\$)
Current liabilities		
Trade payables	12,351,100	9,317,490
Plant-initiated projects (Note 17)	553,522	1,601,385
Other program payables	6,488,006	5,528,456
GST payable	153,528	56,974
Sundry payables and accrued expenses	423,973	176,982
	19,970,129	16,681,287

The balance of other programs payable includes matched funding claims of \$4,842,721 (2023: \$3,934,246) to Meat & Livestock Australia Limited (MLA).

Note 14. Contract liabilities

Current liabilities		
Deferred partner contributions on co-funded investments	4,397,564	3,348,862

Note 15. Lease liabilities

Current liabilities		
Lease liability	217,852	63,603
Non-current liabilities		
Lease liability	903,087	—

The Company leases office premises under an agreement through to 2028 with no option to renew. The lease escalates at 4% fixed rate per annum. The Company also leases equipment under agreements through to 2028.

Future lease payments		
Future lease payments are due as follows:		
Within one year	269,148	65,228
One to five years	999,619	—
More than five years	—	—
	1,268,767	65,228

Note 16. Provisions

	2024 (\$)	2023 (\$)
Current liabilities		
Employee benefits	293,265	273,489
Lease make good	–	98,000
	293,265	371,489
Non-current liabilities		
Employee benefits	223,763	148,270
Lease make good	63,584	–
	287,347	148,270

Lease make good

The provision represents the present value of the estimated costs to make good the premises leased by the Company at the end of the respective lease terms.

Note 17. Co-funded investment projects liability

Current		
Opening balance included in payables	1,601,385	662,880
Total co-funded investment transactions approved across the whole membership	10,202,405	19,389,497
Reductions arising from payments for approved co-funded investment projects	(11,291,498)	(18,759,921)
Adjustments incurred at completion or termination of co-funded investment projects	41,230	308,929
	553,522	1,601,385

Note 18. Related party disclosure

Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

Operational and support funding to AUS-MEAT Limited	550,000	550,000
Project funding to AUS-MEAT Limited	418,881	266,965
	968,881	816,965

Director related Co-funded Investment Projects

During the period AMPC has approved co-funded investment projects for a number of Director-related entities. Under the Company's Constitution, all transactions with Director-related entities are on normal commercial terms and are consistent with those provided to all Members.

The following table provides a breakdown of the movement and final balance of Co-funded Investment Projects of Director related parties.

	Transaction value		Balance outstanding	
	2024 (\$)	2023 (\$)	2024 (\$)	2023 (\$)
Co-funded Investment Projects – project expenses	6,108,185	9,751,311	491,188	1,125,497
Co-funded Investment Projects – member contributions	2,674,137	1,397,493	1,320,584	(10,617)
	8,782,322	11,148,804	1,811,772	1,114,880

Note 19. Members' guarantee

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$100 each towards meeting any outstandings and obligations of the Company.

Note 20. Economic dependence

In its role as the red meat processor research and development body and red meat processor marketing body under the Australian Meat and Live-stock Act 1997, the Company is charged with the management and application of levy funds collected from red meat processors by the Commonwealth Government. The expenditure of levies on behalf of industry is conducted in accordance with the Funding Agreement between AMPC and the Department of Agriculture, Forestry and Fisheries. During the 2021 financial year AMPC became party to a new Funding agreement covering the period 2020 to 2030.

Note 21. Associated entities

		% Owned* 2024	% Owned* 2023
AUS-MEAT Limited	Services to the Food Industry	50	50

Summarised financial position of associate:

	2024 (\$)	2023 (\$)
Current assets		
Cash	3,760,922	1,814,434
Receivables	2,426,986	2,772,382
Other financial assets	3,657,031	3,934,587
Other	433,154	338,725
	10,278,093	8,860,128
Non-current assets		
Intangible assets	178,141	192,219
Right-of-use assets	282,199	445,012
Property, plant and equipment	3,218,083	3,180,916
	3,678,423	3,818,147
	13,956,516	12,678,275

	2024 (\$)	2023 (\$)
Current liabilities		
Trade and other payables	2,191,881	1,830,329
Lease liabilities	207,602	182,487
Provisions	2,056,489	1,886,701
Contract liabilities	593,090	299,646
	5,049,062	4,199,163
Non-current liabilities		
Lease liabilities	88,076	265,372
Provisions	354,628	379,929
	442,704	645,301
	5,491,766	4,844,464
Net assets	8,434,750	7,833,811
Net deficit for the period	600,939	(506,574)
Other comprehensive income	—	—

Note 22. Contingencies

Contingent liabilities

There were no contingent liabilities identified as at 30 June 2024 and 30 June 2023.

Note 23. Commitments

The Company had no capital commitments for expenditure as at 30 June 2024 and 30 June 2023.

Note 24. Events after the reporting period

No matter or circumstance has arisen since 30 June 2024 that has significantly affected, or may significantly affect the Company's operations, the results of those operations, or the Company's state of affairs in future financial years.

Note 25. Statutory Information

The registered office of the Company is:
 Australian Meat Processor Corporation Ltd
 Suite 1, Level 29
 100 Miller Street
 North Sydney NSW 2060

Consolidated entity disclosure statement

Subsection 295(3A)(a) of the Corporations Act 2001 does not apply to the company as the company is not required to prepare consolidated financial statements by Australian Accounting Standards.

Directors' declaration

In the directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards – Simplified Disclosure, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the Company's financial position as at 30 June 2024 and of its performance for the financial year ended on that date;
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and
- the information disclosed in the attached consolidated entity disclosure statement is true and correct.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors



Melissa Fletcher
Chair
30 September 2024

Independent Auditor's Report to the Members of Australian Meat Processor Corporation Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Australian Meat Processor Corporation Limited (the Company), which comprises the statement of financial position as at 30 June 2024, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the Corporations Act 2001, including:

- i) giving a true and fair view of the Company's financial position as at 30 June 2024 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards - Simplified Disclosures and the Corporations Regulations 2001.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's responsibilities for the audit of the financial report' section of our report. We are independent of the Company in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the information in Australian Meat Processor Corporation Limited's annual report for the year ended 30 June 2024, but does not include the financial report and the auditor's report thereon. Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information we are required to report that fact. We have nothing to report in this regard.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of:

- a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001; and
- b) the consolidated entity disclosure statement that is true and correct in accordance with the Corporations Act 2001, and

for such internal control as the directors determine is necessary to enable the preparation of:

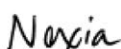
- i) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- ii) the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at The Australian Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

**Nexia Sydney Audit Pty Ltd****Erin Tanyag**

Director

Dated: 30 September 2024




Australian Meat Processor Corporation (AMPC)

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-  Australian Meat Processor Corporation
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-  AusRedMeat

