AMPC

AUSTRALIAN
MEAT PROCESSOR
CORPORATION

Annual Operating Plan 2025–2026

Prioritising a stronger red meat processing industry

The Australian Meat Processor Corporation (AMPC) is the specialist research and development corporation for the red meat processing industry in Australia. AMPC invests in research, development, and marketing activities to benefit red meat processors.

Our vision

Australia's red meat processing industry is globally recognised for its sustainability, innovation, and competitiveness, delivering safe and high-quality products that nourish people while driving long-term industry and community prosperity.

Our purpose

To enable transformative innovation and sustainable value creation, empowering processors regardless of size, by responding to emerging industry needs and seizing future opportunities.

Our investment

AMPC investments are funded by statutory levies, partner 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 funds joint activities with our value-chain partners to address the priorities of the red meat processing industry.

Many of AMPC's investments are multi-year projects in strategic areas where we have invested in previous years. Our funding decisions are underpinned by active consultation with the red meat processing industry and seek to maximise benefits across the industry broadly.

Our 2025–2026 annual operating plan outlines our activities during the year and aligns to our **new five-year strategic plan 2025-2030.**

Contents

New five-year strategic plan

AMPC's new *Strategic Plan 2025–2030* outlines three key strategic areas that will guide AMPC in everything that it does. Over the next five years, AMPC will invest in the following areas to advance the Australian red meat processing industry.

Industry excellence

Build a trusted and transparent industry renowned for integrity, safety, sustainability, and innovation. Respond to community expectations of the industry, including by continual improvement of animal welfare outcomes, developing a dynamic and future-ready workforce, and identifying opportunities for more sustainable industry practices.

FOCUS AREAS

- Sustainability leadership
- Build community awareness and industry confidence
- Advancing animal welfare
- Building a future ready workforce
- Safety and wellbeing

Innovation and technology leadership

Drive productivity and competitiveness through cutting-edge research and development and the adoption of advanced technologies. By fostering collaboration with global and local innovators, the industry will accelerate transformative change, improve efficiency, and adapt to future demands.

FOCUS AREAS

- Technology innovation
- Process innovation
- Digital transformation
- Technology adoption and scalability

Growth and global competitiveness

Expand market opportunities and carcase value by aligning with emerging consumer needs and lifting the value of Australian red meat. Research will expand market access, strengthen the industry's global reputation, and maximise revenue growth and competitiveness.

FOCUS AREAS

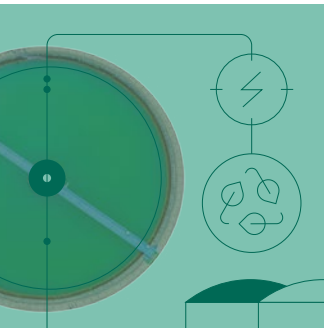
- Market access
- Streamline compliance and industry standards
- Value opportunities
- Customer needs

STRATEGIC PILLAR 1

Industry excellence

FOCUS AREAS

Sustainability leadership



Decarbonisation pathway

- Revise decarbonisation targets and progress, in alignment with contributing to Australia's net zero contributions below:
  - Moderate global ambition consistent with < 2-degree outcome. Australia achieves its 2030 interim target and reaches net zero by 2050.
  - High global ambition consistent with 1.5-degree outcome. Australia overachieves on its 2030 interim target and reaches net zero by 2040.
  - Interim target of 63 per cent emissions reduction by 2030 based on 2005 baseline.
- Review the industry's strategic plan for decarbonisation based on targets, progress, and changes in policies or emissions reduction methods.

Sustainability reporting

- Develop an inaugural integrated sustainability reporting project, following completion of the revised decarbonisation pathway and a social impact project.

Clean energy

- Develop a pilot project to demonstrate how reliable and cost-effective clean energy may be made more resilient through more sophisticated load management, energy storage, and load shifting strategies for processors.

Market imposed and best practice sustainability disclosures

- Review and update sustainability compliance and best practice reporting methods, along with relevant case studies.

Refrigeration energy efficiency

- Develop a project harnessing deep learning from IoT smart sensing and automated controls to assess, design, cost, manage, and verify outcomes, with evidence-based business cases for up to nine automated refrigeration energy efficiency opportunities identified from prior research and development.

Thermal energy

- Further assessment, design, and adoption of heat pump technologies and more efficient thermal energy management.

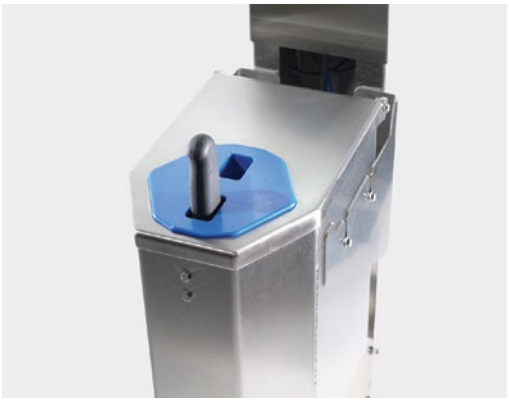
Integration of hybrid renewable energy systems

- Develop a project that will demonstrate where certain renewables have an advantage, and how to manage the integration of different systems for more productive outcomes.

Water recycling

- Following a project with an approved arrangement for recycled water from pond to plant condensers, AMPC will start a project to achieve additional fit-for-purpose recycled water categories for use in-plant. This will be demonstrated to industry through specialised site visits.

Right: AMPC water recycling pilot plant



Left: The Econoliser

Knife sanitation adoption

- Industry has completed a successful trial and national approval for the Econoliser (knife sanitiser) demonstrating achievements in water efficiency. AMPC will undertake a project to support further extension in industry.

Water stewardship

- A demonstration of the industry's water stewardship guidelines for red meat processors will commence.

Bioresource recovery centres

- Commence a project that optimises processing bioresources as a means of securing alternative funding for on-plant wastewater modernisation, and help a processing plant create a demonstration of wastewater modernisation at their site.

Distributed plastics recycling

- Develop a project addressing gaps that have been identified in prior research and development, to assess, test, and validate a distributed plastics recycling model at local community level.

KPIs

Demonstrated progress towards achieving the following 2030 sustainability targets:

- 80 per cent of sector throughput reported in the AMPC Environmental Performance Review.
- 2.50 per cent per annum reduction in red meat processor energy intensity.
- 20 per cent renewable electricity consumption within the sector, or equivalent under the guarantee of origin scheme.
- 20 per cent use of advanced water recycling.
- 5 per cent reduction in the intensity of solid organic waste to landfill.
- One new feasible piloted waste valorisation option ready for deployment to deal with problematic solid wastes.

Build community awareness and industry confidence

Far right: More to Meat campaign

More to Meat campaign

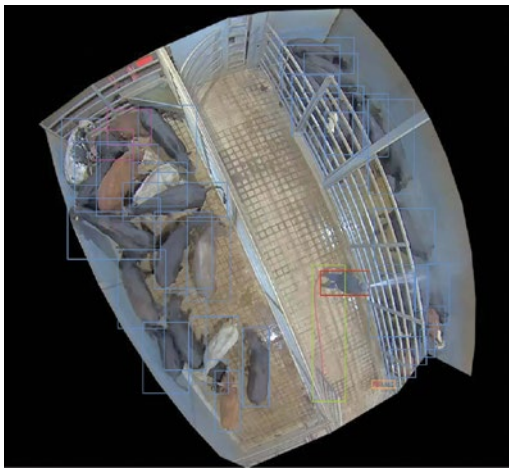
- Deliver advertising and media content to continue building support for the red meat processing industry and drive awareness of its significant contribution to jobs and the economy in regional Australia.
- Develop a 'best practice guide' and training workshops to assist plants in engaging community and government stakeholders.
- Campaign objectives:
  - Grow support for the industry in local processor communities
  - Advance the sector's performance on key reputational metrics
  - Support employee recruitment and retention in local communities

Advancing animal welfare

Right: AMPC animal welfare AI project

Animal welfare

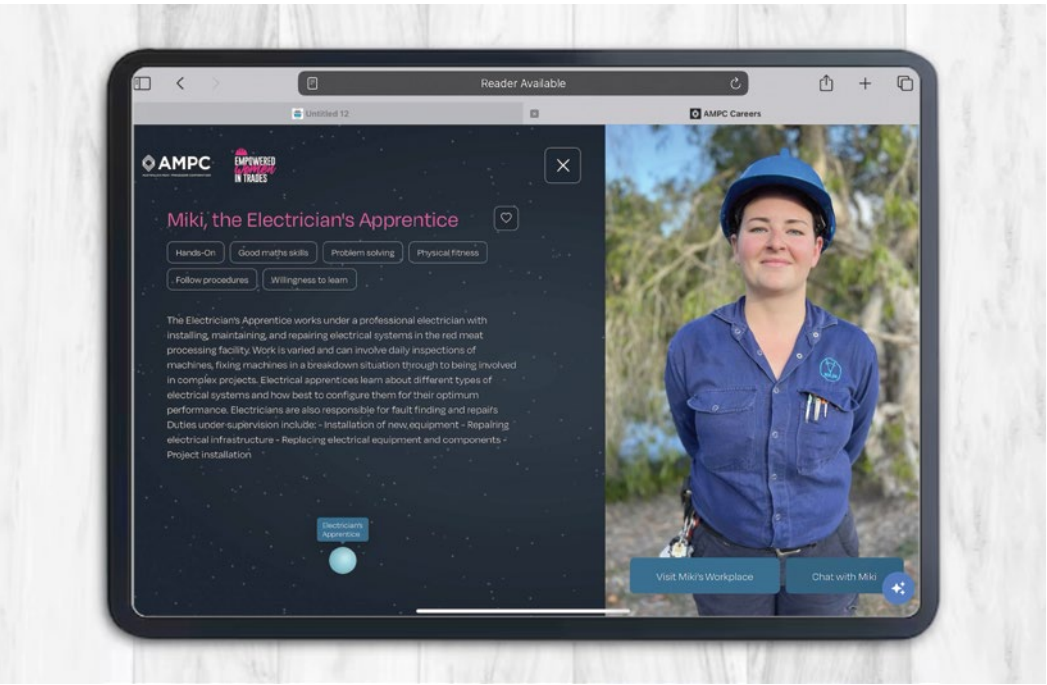
- Further work on assessing AI/CCTV to support the improvement of animal welfare and evaluate technology use.
- Develop a training package on electrical stunning to educate on best practice operations.



KPIs

- [ ] At least two additional plants adopt technology to enhance animal welfare outcomes.
- [ ] Net improvement from 2024 survey baseline, in community attitudes towards the red meat processing industry (net favourability rating), attributable to the *More to Meat* campaign.

Building a future-ready workforce



Neurodiversity

- Develop a world-first neurodiversity employment program for the red meat processing industry that will establish a program framework and supporting resources, training, and materials to deliver sustained, long-term opportunities for employers and neurodivergent job seekers.
- Start a pilot program with industry to evaluate the development framework.

AMPC Careers Portal

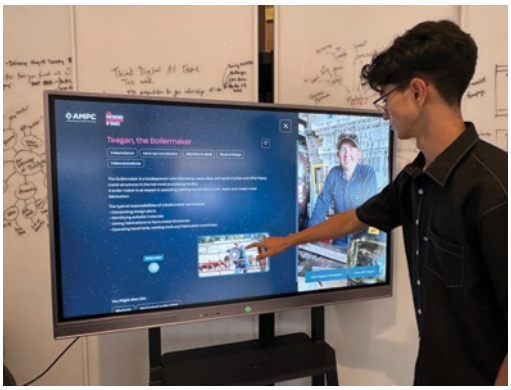
- Deliver the second iteration of the careers portal building on the diversity of career opportunities in red meat processing.

Intercollegiate Meat Judging (ICMJ)

- Support the ICMJ program to promote the red meat processing industry.

Remote operations

- Attract and identify new employees to the opportunities in the red meat processing industry that are available through the use of remote-operated technology.



Above and left:
AMPC Careers Portal

Safety and wellbeing

Right: The EVO by Ekso Bionics

Reducing risk

- Develop a program to collect industry data through technologies and to provide detailed benchmarking and solutions to reduce job task risks and create opportunities for new ways to improve safety. The program will benchmark activities and then create industry solutions taking into consideration variations in organisational size and capability to facilitate further adoption.

Exoskeleton adoption

- Facilitate adoption of exoskeletons with up to ten processors trialling the technology in 2025–26.

AMPC Knowledge Hub

- Launch the *AMPC Knowledge Hub* in 2025–26 including identification and completion of five key induction resources for new employees entering the industry.

Training

- Identify emerging technologies such as AI and shadow robotics, and where the gaps are in the current red meat industry training programs.

School and university programs

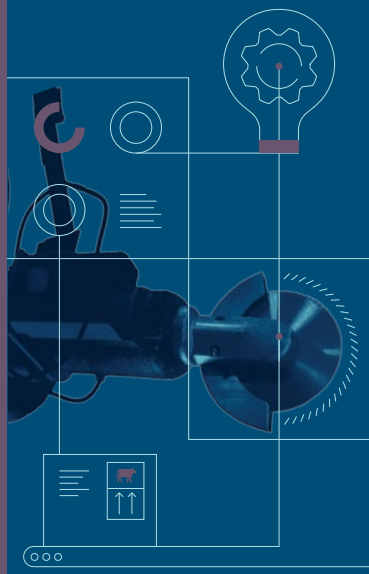
- Develop a STEM competition targeting universities.
- Develop a future leaders program targeting new entrants to the red meat processing industry.
- Develop a STEM program for schools.

KPIs

- A neurodiversity employment program is implemented, including industry resources and a cohort of at least five neurodivergent employees participating in the initiative.
- Net increase in unique users visiting the *AMPC Careers Portal* from 2024/2025 baseline.
- AMPC content at 2025/26 ICMJ and STEM workshops receives an increased net satisfaction rating from surveyed participants, from the 2024/25 baseline.
- At least five plants have purchased and are regularly using exoskeleton technology.
- The *AMPC Knowledge Hub* is launched with up to three processors signing up to its learning management system and five industry induction courses are published.

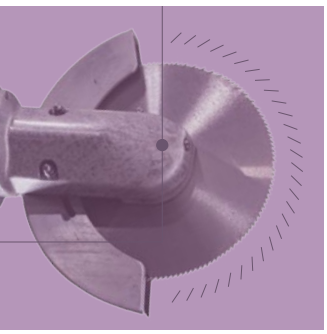
STRATEGIC PILLAR 2

Innovation and technology leadership



FOCUS AREAS

Technology innovation



Remote operations and semi-automation

- In-plant production evaluation of two remotely operated shadow robotic systems for further deployment and extension of technology.
- Continue evaluation of potential technologies that enhance remote operation capabilities, enabling staff to operate equipment remotely, opening the employment demographic to employees of any age, physical strength, and ability.

Materials handling

- Evaluate and test a range of automated guided vehicle technologies on processing sites to determine potential uses and promote industry adoption where appropriate.
- Progress automated container loading to a *gamma prototype* development to prepare for commercialisation (after completion of the *beta prototype* evaluation in a production environment).
- Further development and deployment in production, to drive adoption of collaborative robotic automated primal packing solutions.
- Develop and evaluate new vaccum bagging solutions in-plant.
- Develop new automated bagging and packing solution for vacuumed bags.
- Develop an in-production prototype system for handling and sorting meat cuts using magnetic conveyor technology.

Right: Intelligent Robotics planar motor technology

Process improvement

- Further develop technologies such as high-speed rinse and chill to improve throughput and scalability across industry.
- Further development and production trials of energy efficient rapid chill systems for full carcase, offal, and packed product.

Automated boning room — ovine

- Work with global technology providers to develop and evaluate multiple lamb de-boning proof-of-concept prototypes and new production systems.
- Further develop and evaluate proof-of-concept and prototype systems with on-site trials of automated lamb frenching solutions.
- Full integration of an automated lamb loin de-boning system into production.
- Pursue solution developments and evaluate options for automated 6-way cutting and automated cubing.

Automated boning room — bovine

- Work with global technology providers to develop and evaluate multiple beef cutting proof-of-concepts, prototypes, and production prototype systems.
- Further development and installation for production trials of non-X-Ray AI enhanced automated bone-in cutting solutions including chining, separation, and scribing.
- Develop automated knife cutting solutions.
- Work with global technology providers to develop and evaluate multiple beef boning proof-of-concepts, prototypes, and production prototype systems.
- Develop modular beef boning concepts and prototype solutions for leg de-boning.
- Develop and evaluate automated fat trimming prototypes for production trials.

Automated processing

- Work with global technology and industry partners to re-evaluate and roadmap automated harvest floor automation developments.
- Install and evaluate new solutions developed globally for an automated beef harvest floor, such as beef splitting.
- Evaluate and test collaborative robotic technologies on processing floor environments to determine applicability to industry.
- Investigate new cutting technologies and concepts that support high-throughput processing and automation.

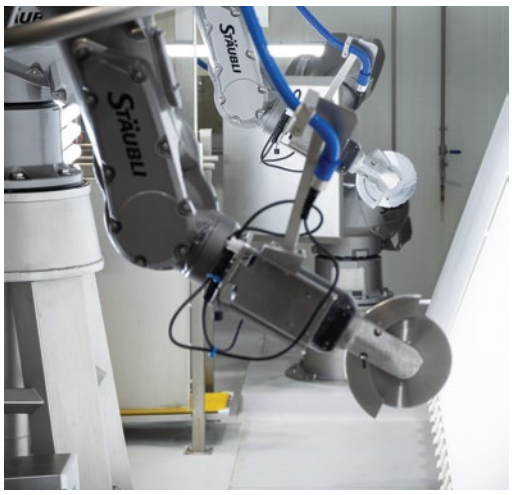
Sensing detection and measurement

- In partnership with Meat & Livestock Australia (MLA), encourage and support processors to evaluate and implement new objective measurement technologies, including process automation driven by objective measurement tools.
- Further develop new automation-capable objective measurement technologies and tools.
- Further develop and enhance DEXA technologies to improve hot versus cold correlation, carcase cut weight predictions, and carcase section composition predictions.
- Progress developments of new sensing technologies including, Computed Tomography (CT) and X-ray imaging tools, to enhance yield through automation opportunities.
- Evaluate and further develop new automated carcase traceability and sortation technologies.
- Further develop and test new automated sensing and AI technologies to identify and verify meat products and cartons, to enhance traceability, packing validation, and increase automation.
- Further develop automation solutions for full carcase contamination detection tools to determine on-plant production capabilities to enhance processing efficiency.

KPIs

- Shadow robot systems operating in daily production in at least one processing plant.
- Two new industry materials handling solutions demonstrate improved technical capabilities and quantified value propositions, compared with current solutions.
- Two new automated lamb boning room concepts demonstrate improved yield and efficiency compared with current solutions.
- Validation and demonstration of two new beef cutting concepts in production environments.
- Demonstration of two new sensing technologies with value propositions that positively impact yield, processing efficiencies, and automation opportunities.

Process innovation



Data and insights

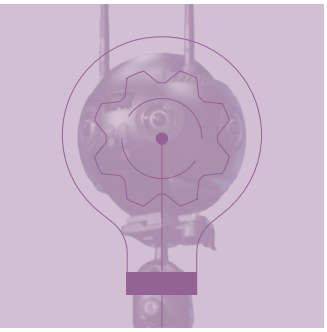
- Develop and evaluate processing performance improvement and decision tools to access real-time data to improve supply chain profitability.

KPIs

- New processing performance and decision support tool demonstrated in operation.

Left: AI-driven automated beef scribing system

Digital transformation



Digital initiatives

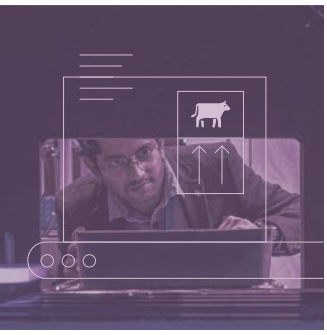
- Encourage technology providers to develop equipment with Industry 4.0 capabilities while supporting processors to adopt Industry 4.0 technologies.
- Continue trials at processing plants using artificial intelligence tools for systems and equipment maintenance.
- Validate use of improved digital photorealistic visual technologies, in association with 3D rendered visualisation 'digital twins' and simulated operational production systems.
- Develop a 3D rendered visualisation depicting a red meat processing plant of the future.
- Develop and integrate on-site systems across red meat processing plants to enable analytics production management tools, incorporating AI, machine learning and sensing technologies.

KPIs

- Two new digitally integrated tools are developed to automate in-line process decisions.

Right: Immersive VR training tool

Technology adoption and scalability



- Encourage and support processors to adopt economically viable technologies.
- Implement integrated decision support tools and systems to improve production insights and processor profitability.
- Develop and implement tools and systems to assist processors in evaluating research and development and adoption of advanced manufacturing innovations.
- Evaluate the adoption of past research and development to encourage processors to adopt technology and explore different funding models.
- Assist processors in accessing external funding to enable technology adoption.
- Address barriers for adoption including impact evaluations of technologies such as rinse and chill.

KPIs

- Improved availability of data measuring the rate of adoption of industry research and development and barriers to adoption. Data coverage measured by number of plants and adopted innovations.

STRATEGIC PILLAR 3

Growth and global competitiveness

FOCUS AREAS

Market access

Market access

- Identify opportunities to undertake research and development to support improvements and maintenance of market access, working closely with The Department of Agriculture, Fisheries and Forestry (DAFF), and key sub-committees such as Export Meat Industry Advisory Committee, The Australian Meat Industry Council, Meat & Livestock Australia, and SAFEMEAT.
- Finalise a report on the benefits for processors of warming the frozen supply chain from -18 degrees Celsius to -12.
- Assess whether chilled lamb can obtain the same shelf life as chilled beef and whether the shelf life is impacted by the type of packaging.

KPIs

- ☐ Ongoing acceptance of the Australian Export Meat Inspection System by key trading partners as measured by an improved audit outcome by one key trading partner compared to previous audits (number and significance of findings).
- ☐ Government and industry agree to further meat inspection reform to complement the work of government meat inspectors.

Streamline compliance and industry standards

Traceability

- Identify opportunities to improve on-plant traceability to ensure product integrity.
- Evaluate the effectiveness of a pilot study using digital fingerprinting technology to trace primals back to their carcase.
- Continue work evaluating the effectiveness of two smallstock EID technologies to assist in the successful transition of EID tags for smallstock.
- Continue work evaluating deep learning vision for box label verification and red meat cut identification.

KPIs

- ☐ At least two processors are utilising traceability technology in the boning room to match product with label.

Right: Interactive virtual tours

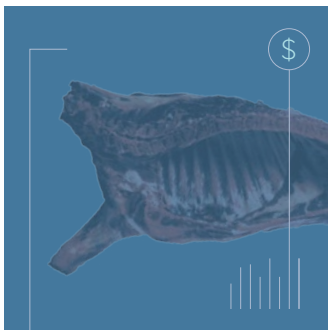
Value opportunities

Product value

- Identify opportunities to increase the value of lower-value products such as:
  - uses for hides and skins and other low value products.
  - alternatives to rendering.
  - and the potential for use in new products.
- Assess the value of removing pleura and its potential use in new products.
- Finalise pilot work on extracting kokumi from bovine lung.
- Commence work on harvesting extracellular vesicles from blood to discover new value streams.

KPIs

- [ ] Development of at least one new product capable of delivering higher value ($ per kg) for low value products (e.g. skins, hides and offal).



Left: More to Meat campaign

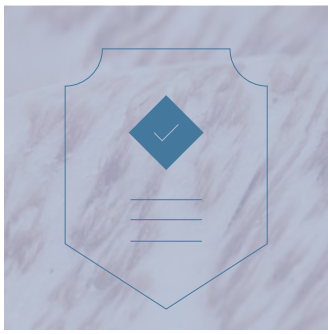
Customer needs

Food safety

- Continue work to understand the microbiological risk of red meat production through baseline studies of Salmonella and E. coli prevalence that improves the effectiveness and efficiency of delivering food safety.
- Develop a risk-based approach to process monitoring of visible contamination to improve the effectiveness and efficiency of delivering food safety.
- Assess technologies to measure food safety outcomes, such as microbiological or residue risks associated with meat products or meat production processes.

KPIs

- [ ] Successful adoption of one new technology or initiative to manage food safety risks in at least one plant.



Engagement and extension activities

AMPC has an overarching stakeholder engagement framework that sets out principles guiding AMPC's engagement processes.

It has executed stakeholder engagement agreements with Meat and Livestock Australia (MLA) and the Australian Meat Industry Council (AMIC), that set out shared behaviours, principles of engagement and principles for matched funding and joint activities.

AMPC works closely with industry, other Research and Development Corporations (RDCs), and stakeholders on its research and development activities.

AMPC engages with government through regular meetings with the Department of Agriculture, Fisheries and Forestry, and CEO meetings with the Minister.

The stakeholder engagement framework is available on the **AMPC website**.

AMPC plans to attend industry events in the 2025-26 year, including participating in a joint stand with RDCs at EvokeAg, attending the Meat Business Women annual conference, and ABARES.

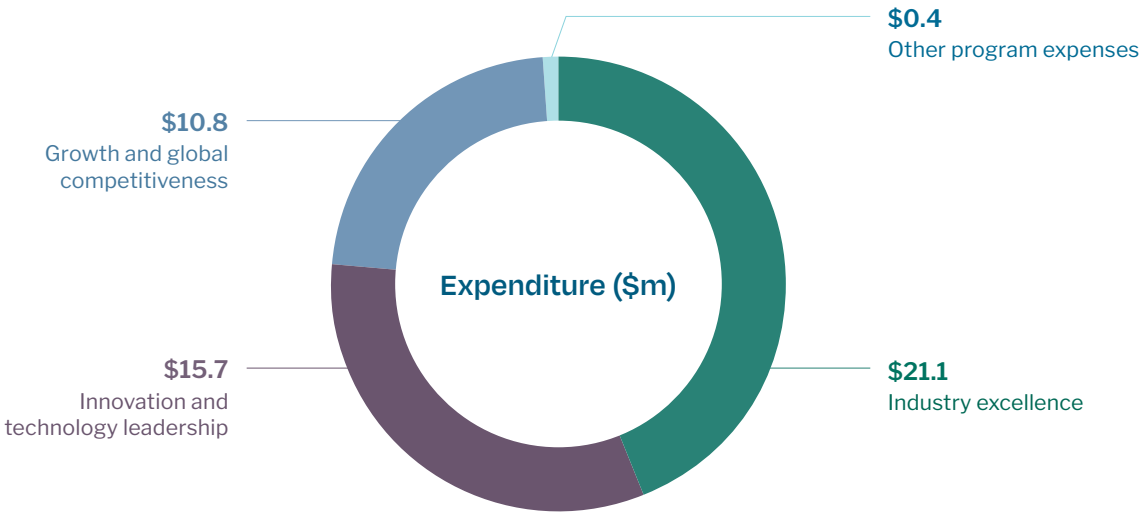
AMPC will host its second *AMPC Innovation Showcase* in Brisbane in September 2025, which will bring together red meat processors and industry participants from across Australia to experience new innovative ideas and technologies from AMPC's research and development providers and learn from world-class speakers working in the red meat industry globally. The 2025 *AMPC Innovation Showcase* will give red meat processors the opportunity to see, feel, and touch research and development solutions.

Regional *AMPC Innovation Spotlight* events will continue in 2025-26. The local events highlight research and development outcomes and encourage adoption.

AMPC's extension and adoption manager will continue visiting plants throughout Australia during 2025-26, showcasing research, development and marketing activities.

The CEO plans to visit industry CEOs as part of an annual roadshow.

Balanced portfolio



Budget

Income	RD&E	Marketing	Total
Levies	$12,889,278	$8,592,852	$21,482,131
Interest	$486,021	$324,014	$810,036
Government matching	$20,628,888	—	$20,628,888
Partner contributions	$15,218,474	—	$15,218,474
Total	**$49,222,662**	**$8,916,867**	**$58,139,528**

Expenditure	RD&E	Marketing	Total
Industry excellence	$18,943,937	$2,163,125	$21,107,062
Innovation and technology leadership	$15,579,665	$84,132	$15,663,797
Growth and global competitiveness	$7,070,921	$3,722,930	$10,793,851
Other program expenses	$443,621	—	$443,621
Total	**$42,038,143**	**$5,970,188**	**$48,008,330**

Corporate costs	RD&E	Marketing	Total
Corporate member services	—	$550,000	$550,000
Direct corporate costs	$3,715,216	—	$3,715,216
Indirect corporate costs	$1,303,894	$2,796,074	$4,099,968
Total	**$5,019,110**	**$3,346,074**	**$8,365,184**

Reserves movements	RD&E	Marketing	Total
Opening reserves	$12,339,469	$9,179,671	$21,519,140
Budget net income	$2,165,409	-$399,395	$1,766,014
Closing reserves	**$14,504,878**	**$8,780,276**	**$23,285,154**

Australian Meat Processor Corporation (AMPC)

Northpoint Tower, Suite 1
Level 29, 100 Miller Street
North Sydney NSW 2060

PO Box 6418
North Sydney
NSW 2059

02 8908 5500
admin@ampc.com.au
ampc.com.au