

Candidate Skills Assessment

Name	Jason McPhail
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Rating Key

Rating	Description
5	Expert level of skill, professional experience/expertise, supported by a formal qualification
4	Advanced level expertise/experience
3	Competent level expertise/experience
2	Developing level expertise/experience
1	No skill or expertise/experience

Skills Self-Assessment

Please provide a self-assessment of your skills against the following Areas of Expertise by providing a rating using the Rating Key above. Please also provide brief comments to support the rating provided.

Area of Expertise	Rating	Supporting Comments
Governance, risk, and compliance	4	Over 10 years' experience in director-level roles, with strong exposure to governance, risk management and regulatory compliance within the meat processing industry.
Finance, accounting, and audit	4	Director-level experience with a strong working knowledge of business finance and financial oversight, working closely with the CFO on financial management, reporting and business decision-making
Human resources	4	30+ years' experience in meat processing operations and industrial relations, working effectively in team environments.
R&D, innovation, and technology	4	30+ years' experience in meat processing, applying and specifying technology, and collaborating on and implementing external projects within the business.
Commercialisation, adoption of R&D, and technology transfer	4	Experience delivering R&D projects and supporting the adoption and implementation of new technologies within the business.
Product promotion and marketing (including communications)	4	Experience managing domestic and international sales, including product promotion and customer relationships.
Exports, and domestic and export market development	4	Experience managing domestic and export markets, with products sold across 70+ countries globally.

Meat processing industry knowledge, including plant and livestock management and animal welfare	4	30+ years dealing directly with farmers, markets, onsite vets, animal welfare and department of agriculture.
Public policy and administration	4	30+ years' experience in meat processing, working directly with farmers, livestock markets, onsite veterinarians, animal welfare and the Department of Agriculture.
Strategy development, implementation and execution	4	10+ years with Director-level experience leading the development and implementation of strategies for a global leader in lamb processing.

Biography

Please provide a short bio in 100 words (or fewer).

I am an experienced meat processing executive with over 30 years' experience in the Australian lamb processing industry. I have held senior director-level roles across operations, strategy, livestock procurement, industrial relations, technology and innovation. With extensive experience working with farmers, industry stakeholders, veterinarians and regulators, with a strong focus on animal welfare, operational performance and sustainable business growth. My experience has allowed myself to play a key role in developing and implementing business strategies and supporting innovation and technology adoption. Furthermore, reaching into extensive domestic and international market experience, with products reaching more than 70 countries globally.

Declaration

I declare that I have completed this Candidate Skills Assessment in an honest and truthful manner, and that my Skills Self-Assessment provides a true and accurate reflection of my actual level of skill within each Area of Expertise.

I acknowledge that this Candidate Skills Assessment will be relied upon for the purposes of assessing my suitability as a director of Australian Meat Processor Corporation Ltd.

I grant express permission for Australian Meat Processor Corporation Ltd to make the completed Candidate Skills Assessment available to members of Australian Meat Processor Corporation Ltd to inform voting during a director election.



Signature

29/09/2026

Date