

Candidate Skills Assessment

Name	Sean Starling
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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	GAICD and Bachelor of Laws, with masters studies in risk management. Current AMPC Non-Executive Director and Audit & Risk Committee member, overseeing risk management, internal controls, audit and compliance obligations.
Finance, accounting, and audit	4	AMPC Audit & Risk Committee member, reviewing financial statements and reporting. Accountable for six processing P&Ls plus value-add and cold store P&Ls at JBS Southern. Grew Scott Technology Australia to more than \$50M in annual sales and led investment of MLA's \$180M annual R&D budget.
Human resources	3	Lead six Plant Managers and around 3,400 team members across JBS Southern. Grew Scott Technology Australia from two to about 150 staff. Designed national technical and leadership development frameworks at MLA.
R&D, innovation, and technology	5	Bachelor of Engineering (Chemical). More than 20 years leading red meat R&D: General Manager – Research, Development & Innovation at MLA; Head of Innovation & Industrial Engineering at JBS (automation, objective measurement, AI, traceability); Senior Innovation Consultant to AMPC.
Commercialisation, adoption of R&D, and technology transfer	5	Built Scott Technology Australia, commercialising robotics and automation for processors. Led MLA programs resulting in more than \$200M of industry automation investment. At AMPC (2019–2022) expanded plant-initiated projects and in-plant adoption support.

Product promotion and marketing (including communications)	3	Led business development and customer engagement at Scott Technology Australia. Improved AMPC's communication and reporting to members on R&D progress and value delivered. Not a marketing specialist.
Exports, and domestic and export market development	2	Operate export-registered plants supplying domestic and international customers, including market access and customer specification compliance. Secured domestic and international projects at Scott Technology. Market development has not been a primary career focus.
Meat processing industry knowledge, including plant and livestock management and animal welfare	5	General Manager – Operations, Southern at JBS Australia: beef, smalls and value-added processing, including engineering, food safety and QA, environment and animal welfare compliance. More than 25 years in the processing sector and 22 years as General Manager of a family pastoral company. Bachelor of Engineering (Chemical).
Public policy and administration	3	Bachelor of Laws. Senior roles at MLA and director of AMPC, both operating under statutory funding agreements with the Commonwealth and levy and matching-funding arrangements. Worked with AMIC, government and MLA on regulatory, workforce and market access priorities.
Strategy development, implementation and execution	5	Masters in Strategy. As a director, contributed to AMPC's 2025–2030 Strategic Plan. Led national R&D strategy at MLA and the JBS Southern innovation strategy; now accountable for executing operating plans across JBS Southern.

Biography

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

Sean Starling is General Manager – Operations, Southern at JBS Australia, accountable for six processing P&Ls plus value-add and cold store P&Ls and around 3,400 team members. An AMPC Director seeking a second term, he serves on the Audit & Risk Committee and contributed to the 2025–2030 Strategic Plan. Sean has more than 25 years in red meat processing, automation and R&D, including General Manager – Research, Development & Innovation at MLA, General Manager of Scott Technology Australia and Senior Innovation Consultant to AMPC. He holds a Bachelor of Engineering (Chemical), a Bachelor of Laws and the GAICD.

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.

A handwritten signature in blue ink, which appears to read "Jon Harding", is positioned above a horizontal line.

Signature

2 October 2026

Date