



AMPC

Annual Report 2025–2026

Setting the pace on innovation that pays

AUSTRALIAN
MEAT PROCESSOR
CORPORATION





Acknowledgement of Country

The Australian Meat Processor Corporation acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.



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

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About AMPC

Investing for the future

The Australian Meat Processor Corporation (AMPC) is proud to be the red meat processing industry's trusted partner in innovation. As the Research and Development Corporation (RDC) for the red meat processing industry in Australia, our purpose is to invest in initiatives that improve the competitiveness, profitability and sustainability of the industry.

Those 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.

Our investment focus is underpinned by our clear goal of addressing the priorities of the red meat processing industry, which we do by engaging with leading research organisations and marketing providers, and undertaking joint activities with our value-chain partners.

The programs in the Research and Development (R&D) portfolio have been informed by direct engagement with levy payers and the Australian Meat Industry Council (AMIC).

This annual report provides an overview of the financial year's activity as outlined in the *AMPC Annual Operating Plan*, which is prepared yearly to guide the delivery of AMPC's long-term investment priorities and outcomes. The reporting period encompasses the first year of our 2025-2030 strategic plan.

On the right track for the future

The *AMPC Strategic Plan 2025-2030* considers emerging opportunities and challenges while focusing on delivering sustainable, innovative and transformative solutions that support long-term growth and global competitiveness. AMPC will invest in three strategic pillars to advance the red meat processing industry in Australia:

1 Industry excellence

2 Innovation and technology leadership

3 Growth and global competitiveness



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.



Purpose

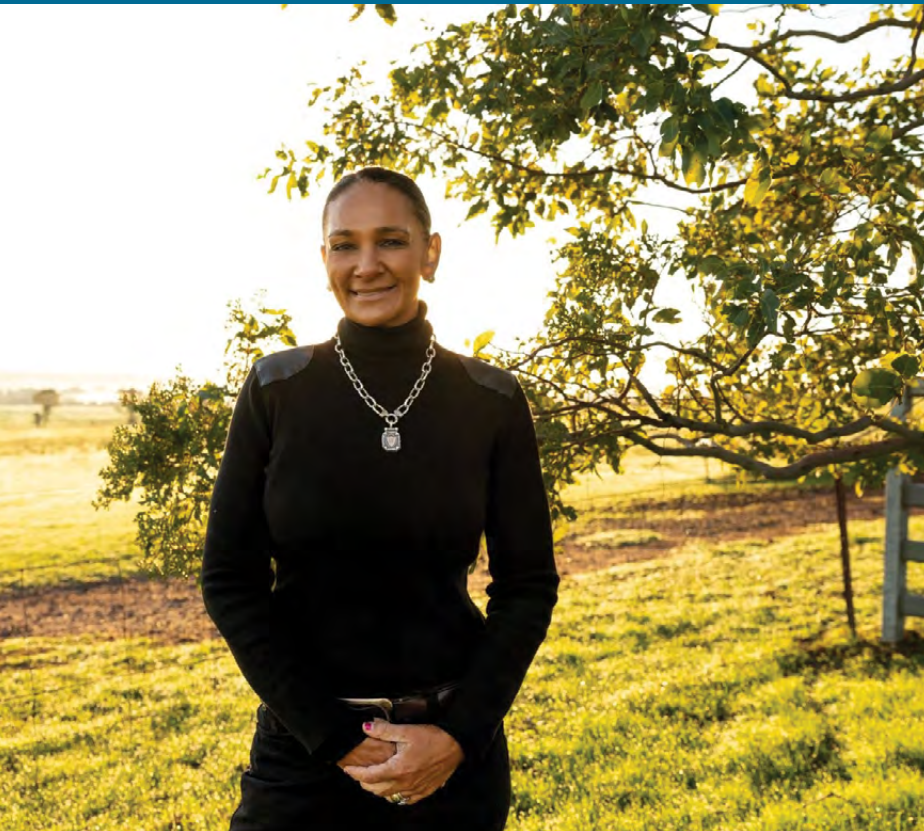
To enable transformative innovation and sustainable value creation, empowering red meat processors, regardless of size, to respond to emerging industry needs and seize future opportunities.





Melissa Fletcher

Chair's report



On behalf of the AMPC Board, I am pleased to present AMPC's Annual Report for 2025–26 — a year in which AMPC set the pace on innovation that pays for Australia's red meat processing industry.

This reporting period covers the first year of AMPC's 2025–2030 Strategic Plan, which sets a clear ambition for a processing industry that is globally recognised for sustainability, innovation and competitiveness. The plan is structured around three strategic pillars: industry excellence, innovation and technology leadership, and growth and global competitiveness. It provides the framework for how AMPC invests levy payer, partner and Australian Government funds to create practical value for processors of all sizes.

The operating environment

The year reinforced both the resilience of processors and the complexity of the environment in which they operate. Across species, markets and regions, processors continued to respond to shifting supply, cost, labour and trade conditions while maintaining their focus on safe, efficient and high-quality production.

While a new record of more than \$27 billion was set for Australian red meat export value, the industry has faced restricted and uncertain market access on several fronts, combined with cost escalation challenges, exacerbated by the Middle East conflict.

Australian red meat market access has been impacted on various fronts, including the introduction of a safeguard quota on Chinese beef imports, reduced permit access to Indonesian markets and the earliest ever filling of our South Korean beef quota. Meanwhile our trade with the US has been impacted by ongoing tariffs and now faces a global safeguard investigation into lamb imports. This is a critical market for our lamb with around 100,000t of sheepmeat worth more than \$1b sent last year.

Running parallel is the fact that Australian red meat processing costs continue to rise and remain higher than key international competitors in New Zealand, the US and Brazil.

AMPC's recently completed Cost to Operate Analysis found sheepmeat processing costs increased by 58 per cent between 2015/16 and 2024/25. Further cost rises in 2025/26, accounting for the Middle East Conflict, have taken costs to around \$70 per head (excluding livestock supply), an increase of 73 per cent in a decade. Cattle processing costs in Australia have similarly risen to an estimated \$587 per head, a rise of 63 per cent in a decade.

Delivering against our strategy

AMPC's investment approach reflects the priorities of levy payers and the need to balance near-term operational challenges with longer-term transformation. The focus has been on ensuring that the portfolio remains disciplined, relevant and capable of delivering practical benefits for processors and the broader Australian community.

Under the industry excellence pillar, AMPC continued to support initiatives that build confidence in the sector, including work across sustainability, animal welfare, workforce capability, safety and wellbeing and product integrity. These areas go to the heart of community trust and industry performance.

Under innovation and technology leadership, AMPC maintained its focus on practical technologies that can improve productivity, safety and efficiency in processing plants. Automation, advanced manufacturing, data, digital tools and sensing technologies remain critical to addressing labour constraints, improving consistency and reducing exposure to high-risk tasks.

Under growth and global competitiveness, AMPC supported work that helps processors respond to ever changing market requirements, maintain technical market access and capture opportunities for value creation. Australia's reputation for safe, high-quality red meat is a major strength



but it must be continually protected through investment in science, evidence, systems and capability.

Collaboration and engagement

AMPC's value is ultimately determined by the relevance of its investments and its ability to support adoption in plant. Maintaining close relationships with processors is therefore essential to ensuring AMPC's work remains grounded in operational reality.

AMPC also continued to work closely with industry, government, research and supply-chain partners. These relationships help align effort, leverage investment and ensure processors have a strong voice in broader industry priorities.

Building community understanding of red meat processing has remained important, particularly as the industry continues to demonstrate its contribution to regional employment, national food security and export prosperity.

AMPC's board will continue to support clear reporting, continuous improvement and evidence-based decision-making across the portfolio.

I would like to thank my fellow directors for their guidance and diligence throughout the year, and to acknowledge AMPC's leadership team and staff for their commitment to delivery, engagement and service to industry.

I particularly acknowledge Edwina Toohey, who was appointed Chief Executive Officer during the year after serving as interim CEO, and whose deep experience in research, development and adoption continues to support AMPC's focus on practical outcomes for processors.

Looking ahead

Technology is advancing quickly, sustainability expectations are increasing, export markets remain dynamic and the need to attract, retain and support skilled people is ongoing. AMPC's role is to help processors respond with confidence by investing in innovation that is practical, collaborative and capable of delivering measurable value.

As Chair, I am proud of AMPC's role in supporting an industry that is vital to Australia.

I thank our members, partners, stakeholders and the Australian Government for their ongoing support and I look forward to continuing to work together to advance a sustainable, innovative and globally competitive red meat processing industry.

A handwritten signature in black ink, appearing to read 'Melissa Fletcher'.

Melissa Fletcher
Chair

Edwina Toohey

CEO's report



In a year that has been significant for both AMPC itself and Australia's red meat processing industry overall, it is a privilege to present an annual report that highlights how targeted research and development pays clear dividends.

Our industry's core innovation pipeline is stronger than ever.

The foundation of AMPC's ability to facilitate this has been a focus on building strong strategic partnerships. New relationships with providers to the red meat industry have been forged in the 2025/2026 financial year, building the pool of talent from which our industry can draw solutions. At the same time, collaboration with processors has been a high priority. AMPC has, therefore, been the conduit for connecting the right solution-providers with processors who can turn innovation into genuine value.

Paving the way for this to occur in the most effective manner have been our relationships with stakeholders, including governments and fellow research and development corporations.

Our partnerships span both domestic and international fields with new technologies, ways of thinking, problem-solving tools and insights flowing. Relationships take time to build and while this year has been a time of consolidation, we are beginning to see the benefits of that effort come to life.

Alongside relationship building has been a focus on the adoption of technologies. Building this element into project design from the start has been our priority. While there is a call for some research that is indeed blue sky, AMPC's research and development is founded on constant attention to the commercial application and this is at the forefront of every conversation with members, researchers and technology providers.

The 2025-26 year marked the first year of AMPC's 2025-2030 Strategic Plan and the beginning of a new phase in how we deliver value for processors. The strategy is ambitious, practical and grounded in extensive consultation with levy payers and stakeholders. It recognises the pace of change facing the industry and sets a clear direction through three strategic pillars: industry excellence, innovation and technology leadership, and growth and global competitiveness.

This is the first year our annual report has been framed around these three strategic pillars.

Industry excellence

AMPC focussed on building a trusted, transparent and sustainable industry with continuous improvements in animal welfare, resource efficiency, workforce readiness and environmental practice. We supported renewable heat and biogas work; resource recovery involving anaerobic co-digestion; water and energy efficiency capability building and emerging work on an emissions calculator for processors. On the environmental sustainability front, it doesn't come more comprehensive than that. At the same time, we continued to support workforce initiatives, including Meat-Tech Futures STEM camps, the More to Meat campaign and neuro-inclusion training delivered through the autism employment pilot.

Innovation and technology leadership

Under this pillar, AMPC set out to drive productivity and competitiveness through advanced manufacturing technologies. This is the 'wow factor' hub of AMPC's work. Trials of remotely operated shadow robotic systems showed functional capability. Artificial intelligence driven beef scribing systems have been validated and are in production. Excitingly, we have been able to take learnings from this first version and develop the next iteration of this technology to achieve greater commercial application. Automated chine and square-cut systems are under development. Multiple projects involve bone belt monitoring, real-time clean bone lamb hindquarter monitoring and other sensing technologies for yield and hygiene assessment. These technologies support automation and objective measurement to improve production decisions and efficiency.

Growth and global competitiveness

Under the growth and global competitiveness pillar, market opportunities were expanded, carcase value increased and the global reputation of Australian red meat strengthened. Initiatives demonstrated that frozen meat supply chains can be warmed with energy savings without compromising food safety. AI and cameras aided in product sorting and food safety compliance. Research explored increasing the value of lower-value products such as collagen extracted from sheep skins and keratin from bovine hides. Baseline studies on E.coli and salmonella informed food safety risk and new technologies like handheld blue light scanners and AI contamination detection supported hygiene monitoring.

Running parallel was extensive data and insights work, including an updated Cost to Operate analysis showing Australian processing costs are rising above inflation and remain higher than key competitors.

Sharing the innovation

One of the clear strengths of AMPC is the quality of engagement. During the year, our team visited 107 separate processing plants, encompassing approximately 84 per cent of AMPC's members. These visits are central to understanding site-specific priorities, sharing project outcomes and connecting processors with relevant research, development and adoption opportunities.

Our network of innovation managers embedded within processing plants also continued to support technology investment and adoption. This model gives AMPC a practical connection to day-to-day plant operations and helps create a community of practice where processors can learn from one another and build confidence in new approaches.

Communication grew, evolved and took new paths. AMPC's Innovation Showcase in Brisbane was a major highlight of the year, demonstrating the breadth of cutting-edge work occurring across the sector and the value of bringing processors, researchers and technology providers together.

The launch of the Knowledge Hub to make training and information easier to access across the red meat processing industry was also about sharing the innovation.

Looking ahead

AMPC will continue to focus on delivering practical innovation, strengthening adoption, improving access to knowledge and supporting processors to respond to emerging risks and opportunities. The next phase of our work will require continued discipline, collaboration and a strong focus on measurable value.

I would like to thank the AMPC Board for their guidance, the AMPC team for their professionalism, passion and commitment and our levy payers, partners and stakeholders for their continued collaboration.

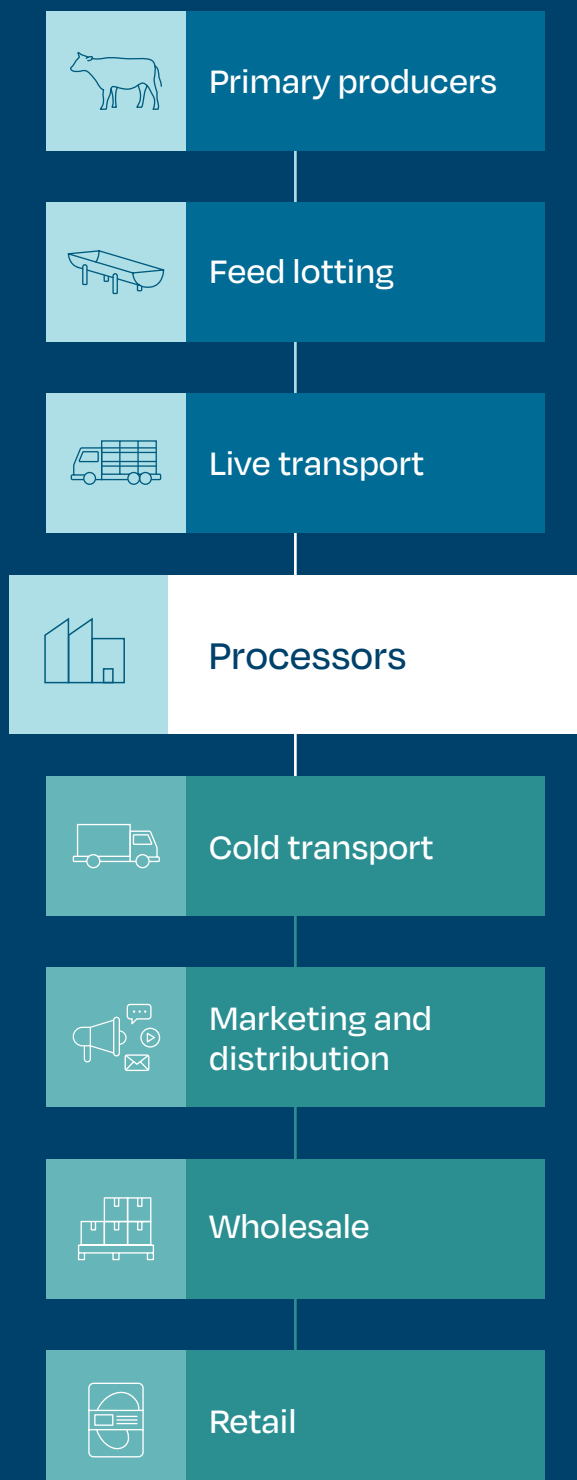
Most importantly, the processors who open their plants, share their challenges and work with us to turn ideas into outcomes are the foundation of what has been achieved in 2025/2026. That partnership is what makes AMPC's work meaningful and ensures our investments are focused on innovation that pays.



Edwina Toohey
CEO

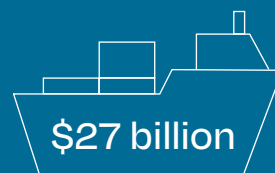
Our industry

A thriving value chain



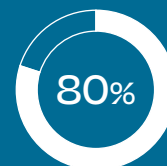
Australia was the **world's largest** sheep and goat meat exporter in 2025-2026

Australia was the **second largest** beef exporter after Brazil in 2025-2026.



\$27 billion

Australian exports of red meat were **valued at more than \$27 billion** (free on board value) in 2025-26, the highest on record.



Nearly 80% of red meat processing employment is **located outside of capital cities**.



189,000+ jobs

The red meat processing industry directly and indirectly **generates more than 189,000 jobs** in the Australian economy.



\$7.6+ billion

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

Sources:

- Evaluating the socio-economic benefit of the red meat processing industry in regional Australia 2024. [Read the full report on the AMPC website.](#)
- [ABARES Agricultural Commodities.](#)
- [MLA Industry Statistics.](#)

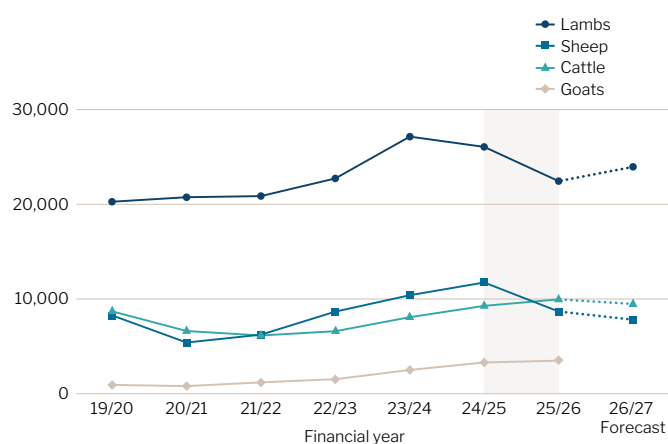
Operating environment

In 2025/26 cattle throughput and beef production continued to grow underpinned by a large herd and strong export demand. Conversely, sheep and lamb throughput dropped sharply as flock levels stabilised following dry seasonal conditions. Low throughput combined with record high sheep and lamb prices eroded processor margins causing many plants to reduce shifts.

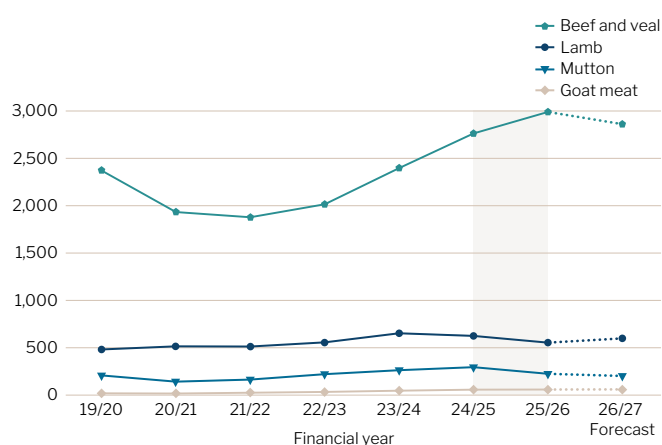
Red meat exporters have faced a restricted and uncertain trading environment, particularly due to the introduction of a safeguard quota on Chinese beef imports on 1 January which was subsequently filled by 18 June. Australia's quota for South Korean beef was also filled on 23 July, the earliest on record. Further trade restrictions occurred through Indonesian permit restrictions and ongoing changes in US tariffs.

In 2026/27 beef production is forecast to decline slightly while lamb turnoff is expected to rebound in response to higher prices and stabilised flock numbers. However, production forecasts may be further impacted by a forecast El Niño event bringing below average rainfall over the coming months.

Throughput, '000 head*



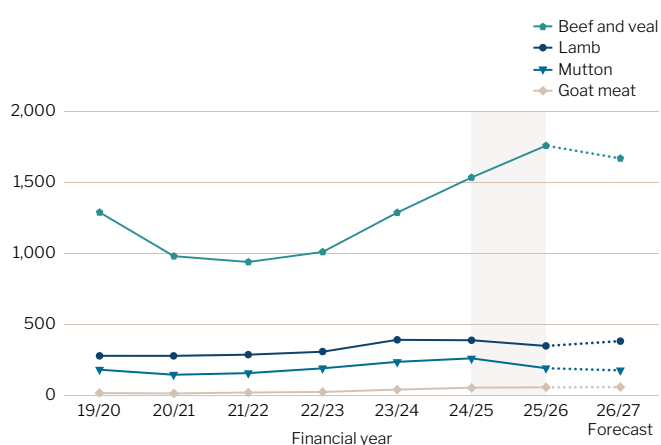
Production volume, kt (swt)**



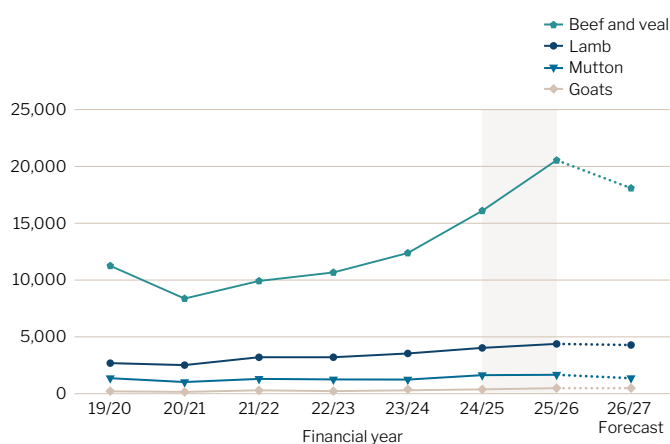
* Source: ABARES, MLA

** Source: ABARES

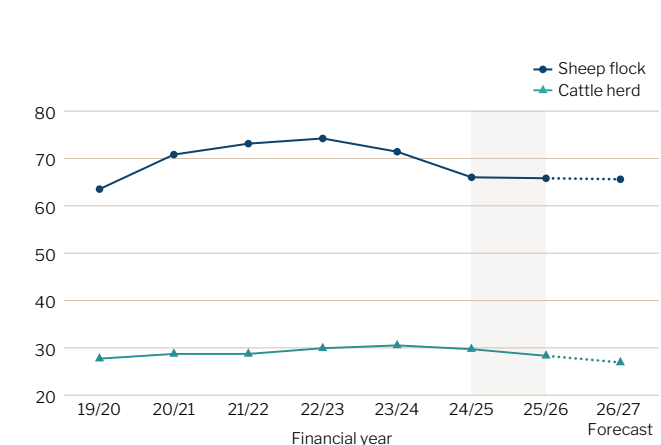
Export volume, kt (cwt)*



Export value, \$m**



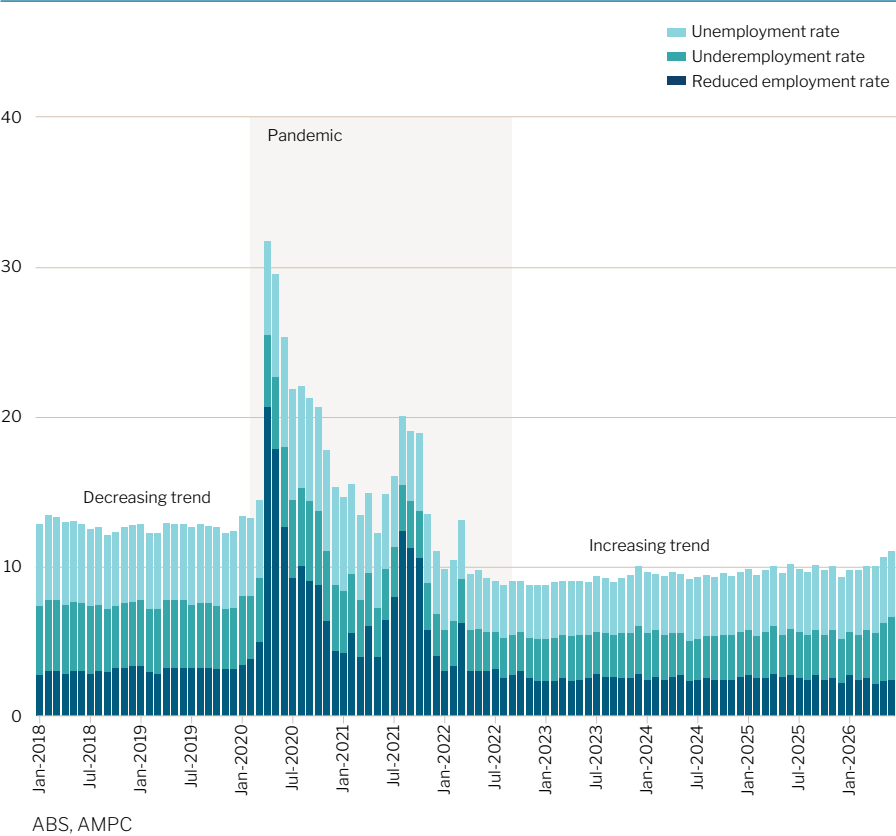
Herd/flock levels, million**



Our industry continued

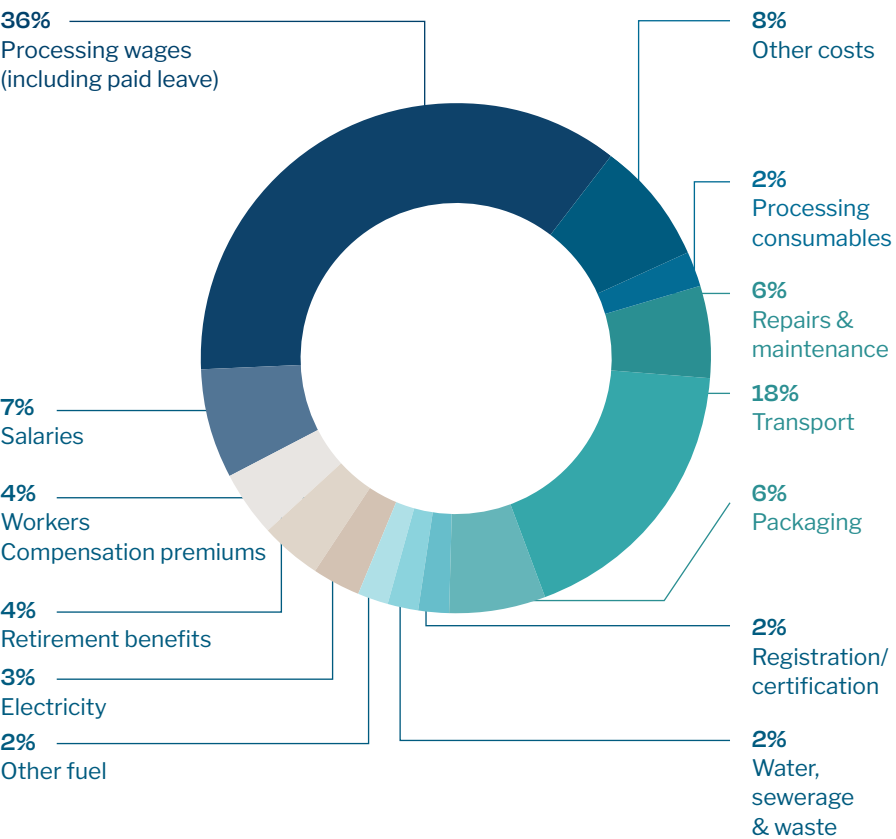
Red meat processors continue to manage labour shortages. The rate of labour underutilisation (unemployment, underemployment and reduced employment) in the Australian economy reached record lows following the covid pandemic and has since risen to above 10 per cent.

Australian labour underutilisation rate (%)



Cost pressure continues to impact red meat processors, with average operating costs rising above the rate of CPI. The weighted average cost to process Australian cattle is now \$587 per head, and sheep/lambs is \$70 per head, excluding livestock supply (AMPC Cost to Operate Analysis 2026). Australian processors continue to compete against lower cost suppliers in export markets, striving for ongoing improvements in productivity, quality, consistency, value-adding opportunities.

Breakdown of average operating costs for Australian red meat processors



Our membership



104 levy payer processors*



135 processing plants*



Significant employers

- For every person directly employed in the red meat processing industry, another four are employed through flow-on economic activity.
- AMPC levy payers range in size from 2 to 2,000 staff, with half having more than 200 staff.



Varied product

- Levy payers are engaged in a wide range of processing systems and sizes across beef, sheep and goats.
- More than 80 per cent of member sites undertake cattle processing.



Geographically diverse

- Processors are located across Australia, especially in rural and regional areas of 10-50,000 people.
- 61 per cent of all local government areas in Australia are home to people working in red meat processing.

* Processors that are members of AMPC.

Our funding and approach

To research, development and adoption (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.



50% levy
50% matched government funding

Core projects

Form part of open funding model

Core projects provide benefit to the red 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).

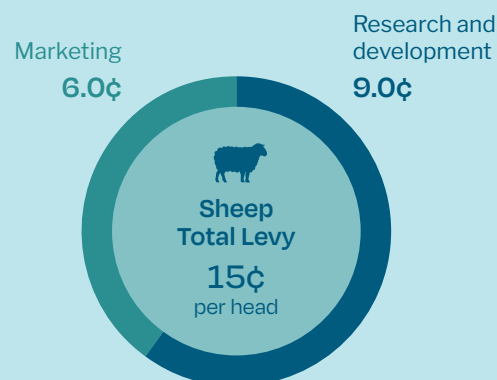
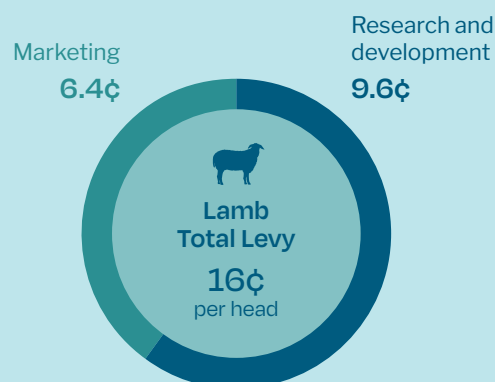
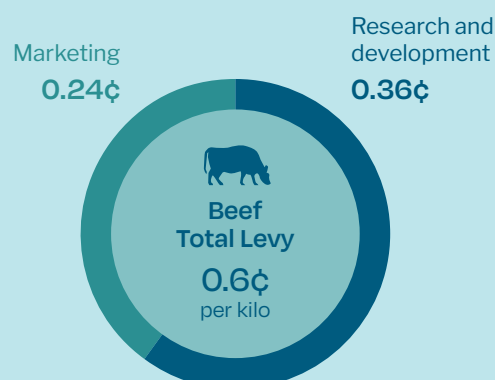
Joint projects

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 MLA, 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 2025-2026 matched funding cap was \$106.1 million (total available between AMPC, MLA and LiveCorp). Eligible R&D initiatives attracted matched funding equal to 50 per cent of project expenditure. The processing sector accesses matched funding through our supply chain innovation partner, MLA. AMPC invested \$38.3 million of cap in 2025-2026.

Beef production and livestock slaughter levies



Consultation

with levy payers and stakeholders

AMPC engages with a wide range of stakeholders to ensure alignment around our role, the work we perform and the value we add.

Our engagement program, led by our dedicated Extension and Adoption Manager, included visiting 107 separate processing plants during the year. These on-site visits are invaluable in helping us identify the challenges and opportunities within individual plants and connect processors with relevant R&D outputs.

Our extended network of 22 innovation managers embedded within processing plants across Australia to drive technology investment and adoption of research

and development provides an additional engagement pathway, and we have formal stakeholder engagement frameworks in place with MLA and AMIC, as well as an overarching stakeholder engagement framework.

We have a twice-yearly consultation rhythm with AMIC where industry input is gathered and AMPC presents its progress. This model enables AMPC to provide a detailed update to many stakeholders in one session.



Year in review



July

AMPC, a founding sponsor, plays a large role in the **National Intercollegiate Meat Judging (ICMJ) conference** at Charles Sturt University in Wagga Wagga which brings together 150 university students from around the country and overseas. Then interim CEO Edwina Toohey is a keynote speaker.

August

AMPC is a gold sponsor of the A2EP Renewable Heat Conference, at which three projects are presented and Kilcoy Global Foods won the national award for best biogas project via a project that has funding assistance from AMPC.

September

The AMPC Innovation Showcase in Brisbane features 50 exhibitor displays, more than 20 speakers, hundreds of delegates and the first-ever AMPC Awards of Excellence.

Edwina Toohey is appointed CEO.



A new online platform called **The AMPC Knowledge Hub** is launched to make training and information easier to access across the red meat processing industry.

October

AMPC and MLA partner with JBS Australia to trial new objective measurement systems for lamb processing at the company's plant in Bordertown, SA.

November

AMPC Environmental Performance Review completed and represented 68 per cent sectoral throughput. Individual Benchmarking Workshops completed for 33 processors, giving tailored recommendations towards their businesses decarbonisation journey. Sectoral Decarbonisation Pathways work commenced.

AMPC members vote to approve six amendments to the AMPC Constitution.



December

AMPC, in partnership with **neurodiversity employment** specialists Team Cohesion, reaches a significant milestone in the autism employment pilot with the first neuro-inclusion training session being delivered at JBS Dinmore.

2025

2026

January

China imposes a beef import quota on January 1, AMPC collaborates with industry and government to clarify and understand the changed trading environment.

Audit harmonisation project identifies 66 separate audited compliance programs operating in the Australian red meat processing industry with significant duplication and potential for harmonisation.

Cost to operate data collection from Australian processors is completed.

February

AI-driven fully automated robotic beef scribing systems are successfully trialled at two processing facilities, marking a significant step in the adoption of advanced automation in the red meat processing industry.



AMPC research and development is put on show at the AgriFutures **evokeAG** Conference's Research and Development Impact Session on growing green chemistry for industrial water reuse and carbon value.

March

Design and development commences of a standardised emissions calculator for processors.

The **More to Meat campaign** turns four, with an increasing focus on proof-driven storytelling that helps demonstrate the value and impact of the red meat processing industry.



AMPC contributes to the Rural RDCs' Productivity for the National Good report, highlighting the economic, environmental and workforce outcomes generated through collective research, development and innovation investment.

April

AMPC collates resources to help processors deal with fuel and plastics supply disruptions caused by the conflict in the Middle East, along with an analysis of impacts.

May

The second season of **Innovation Spotlight** events, designed to showcase the latest research, development and technologies to processors, kicks off.



A return-on-investment calculator is launched, modelling the net financial benefits of adopting innovations, technologies or upgrades.

Meat-Tech Futures events are held around the country and go from strength to strength, bringing out big crowds of STEM-loving students.

June

Resource recovery work involving anaerobic co-digestion delivers promising sustainability results along with substantial economic benefits, taking the industry further down the decarbonisation path.

A markets and climate dashboard is launched as part of AMPC's monthly newsletter.



AMPC Innovation Showcase 2025



The sheer scale of innovation underway across the red meat processing industry was on full show at the AMPC Innovation Showcase in Brisbane during September 2025.



Keynote presentations offered international and local perspectives on the role of creativity, automation and digital technologies in driving continuous improvement, with Niels Duedahl from Danish Crown highlighting the link between implementation and value realisation.



Attendees explored more than 50 exhibitor displays showcasing robotics, exoskeletons, water reuse systems and new approaches to digital traceability.

Workshops with CSIRO and other research partners provided delegates with the opportunity to explore how AMPC-supported research and development can be applied in practice.

Collaboration

There were numerous demonstrations across the exhibition floor, allowing participants to see systems in operation and discuss their adoption directly with providers.

A networking event was sponsored by Impetus Animal Welfare, where processors, research providers and solution suppliers exchanged ideas and discussed collaboration opportunities.

The program featured discussions on workforce innovation, Scope 3 emissions, sustainability tools and data-driven process improvement. Processors and research partners presented trial results and case studies, providing processors with insight into both the benefits and integration challenges.

A dedicated leadership stream, including the Storytelling for Leaders workshop, supported processors in strengthening their communication and managing change.

The Multivac Industry Dinner hosted the first-ever AMPC Awards of Excellence, which recognise outstanding achievement across environmental performance, technology leadership, workforce innovation and R&D excellence.



AMPC engages with the government through regular meetings with the Department of Agriculture, Fisheries and Forestry, and the Council of Rural Research and Development Corporations.

In addition to collaborating with the government, AMPC investments also contribute to the Australian Government Rural Research Development & Extension priorities:

- 1 Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector by 2030.
- 2 Australia is a mature adopter, developer, and exporter of digital agriculture by 2030.
- 3 Australia is a trusted exporter of premium food and agricultural products by 2030.
- 4 Australia is a world leader in preventing and rapidly responding to significant pests and diseases through futureproofing our biosecurity system by 2030.

AMPC co-invested \$5.7 million (24 per cent of levy income) on projects with Meat & Livestock Australia to address issues in the red meat supply chain, including challenges around product and packaging innovation, international and domestic markets, objective measurement and integrity systems.

AMPC collaborates with a range of stakeholders where there is a direct benefit on the sustainability of processors and the communities in which they operate.

We are collaborating in 31 current projects with other research and development corporations, including Meat & Livestock Australia, Dairy Australia, Australian Pork, AgriFutures Australia and various others.

AMPC engages with the government through regular meetings with the Department of Agriculture, Fisheries and Forestry, and the Council of Rural Research and Development Corporations.

Government priorities	AMPC Expenditure (\$m)	AMPC Budget (%)
Climate and Sustainability	5.7	9%
Digital Innovation	26.6	0.4%
First Nations Engagement	0.2	0%
Trade and Market Access	3.7	6%
Workforce and Communities	22.2	35%
Biosecurity	4.4	7%
Other	0.6	1%
Grand Total	63.3	100%

These figures are based on all projects active or completed in the 2025-2026 financial year. (The budget figures reflect the total project, not just what was spent in the 2025-2026 financial year).

Our performance

Latest evaluation of research projects

AMPC's 2025-26 levy payer survey

★

69%

Member Satisfaction

👍

77%

Quality of Engagement

Projects

📋

294

Projects

Number of research and development, marketing, joint and corporate projects completed, in progress or started during the 2025-2026 year.

Participation

🏠

3

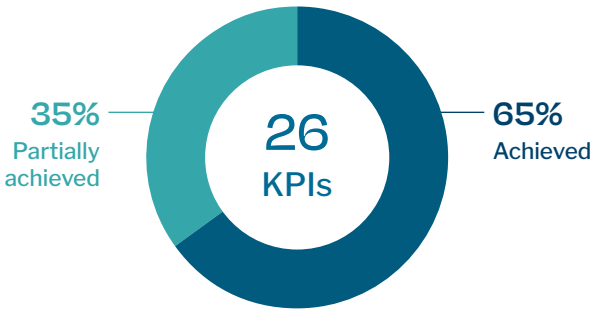
Processors per project

On average, three processors participate in each AMPC project.

Delivery of key performance indicators in our annual operating plan

Each financial year AMPC develops an annual operating plan to guide our R&D investments for the period and set key performance indicators (KPIs) for each program area. Our 2025-2026 plan included 26 KPIs, of which 17 were achieved (65 per cent) and 9 were partially achieved (35 per cent). For a full list of KPIs, refer to Appendix One.

All AMPC Annual Operating Plan KPIs



Return on investment

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

In 2026 AMPC is completing detailed independent evaluations of five research and development areas which have received R&D funding over the past 5 years. These areas are:

- Leap 4 Beef
- Waterless Lamb Frenching
- Safety Technology
- Pathogen Surveillance, Testing and Market Access
- Energy Technology

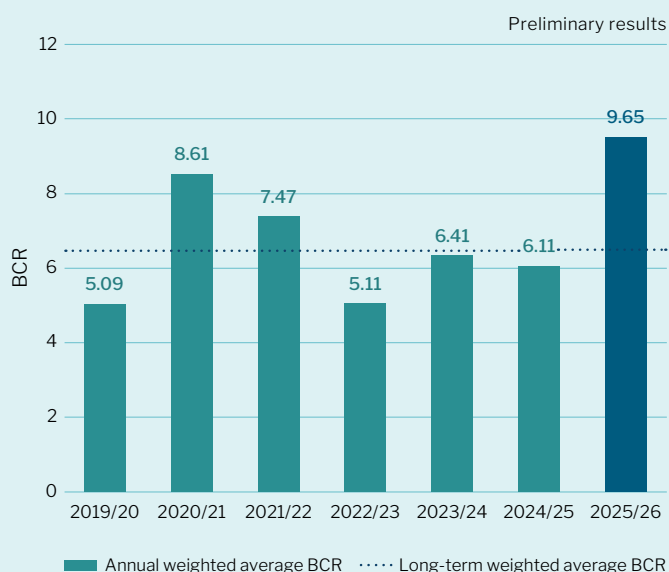
At the time of printing preliminary results have been received for 3 project areas, with benefit cost ratios (BCRs) ranging from 1.75 to 9.65 and a weighted average BCR of 6.49. This represents a return of \$6.49 for every dollar invested by AMPC. The full analysis will be published by AMPC once complete.

* 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 63 independent impact evaluations have been completed over the past 7 years. Overall, the results indicate a long-term return on investment of \$6.22 for every \$1 invested.



Extension



Presented whole of agriculture “green chemistry” opportunity at **Evoke Ag 2026**.

Arranged member reciprocal visitations at cross-sectoral **wastewater treatment plants and associated laboratories** at Urban Utilities and Griffith University.

Conducted AMPC’s first mobile **Spotlight Meeting** focusing on Sustainability across six Queensland plants.

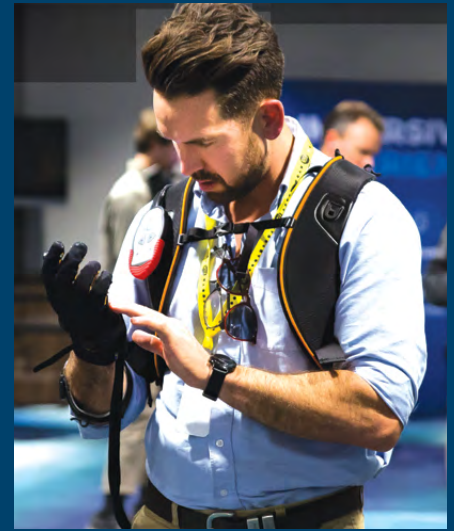
Facilitated three processor renewable energy adoption presentations at national **Renewable Heat Conference** with one of them winning an award for Best Industry Biogas Project.

Commenced industry’s largest ever extension and capability building project for water and energy efficiency via **Econoliser**.

Co-funded and supported member attendance at the inaugural opening of the **Econoliser Brisbane** showroom.

Presented **Environmental Performance Review 2024** to Red Meat Industry at **2025 ABSF Forum**.

Three regional **Innovation Spotlight events** and the Safety Spotlight for AMPC levy payers.



Supported the **National Intercollegiate Meat Judging (ICMJ) Conference** and program.



Parliamentary Friends of Red Meat event at Parliament House.



Four **Meat-Tech Futures STEM Camps** at Brisbane, Launceston, Toowoomba and the Riverina.



Partnered with **Meat Business Women**.

Engagement



12 processor newsletters delivered to AMPC levy payers.

33 articles published to the AMPC website.

12 press releases issued.

216 media clips featuring AMPC appeared in national and regional publications.

24,357 people following AMPC's social media channels.

Communication

10 videos shared on the AMPC YouTube channel.

36 research and development final reports published to the AMPC website.

Recorded **6** presentations from **Innovation Spotlight** for website.

2 landing pages created to support industry to access critical information during the emergent issues of the Middle East conflict and bird flu.





More to Meat national campaign

AMPC's More to Meat has established itself as red meat processing's first significant campaign to communicate the significant economic and social impact of the sector across Australia.

Research indicates measurable gains have been made in garnering support, particularly within communities that directly host processing facilities.

As the campaign matured over four years, its focus has broadened from awareness-building to workforce development, positioning it as both a reputational and strategic workforce tool for the industry.

In 2026, there has been a further strategic shift with More to Meat evolving into a proof driven, long term industry-positioning platform that strengthens social licence, workforce confidence and community trust. By engaging stakeholders and audiences, AMPC can help drive engagement with important industry issues and initiatives.

STRATEGIC PILLAR 1

Industry excellence

STRATEGIC GOAL

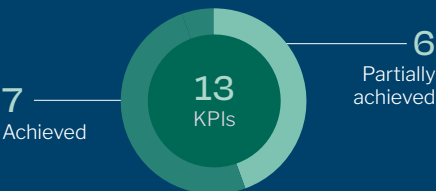
Build a trusted and transparent industry renowned for integrity, safety, sustainability and innovation. Ensuring community expectations and values of the industry are met with continuous improvement of animal welfare outcomes, developing a dynamic and future-ready workforce and identifying opportunities for more sustainable industry practices.

PROJECTS*

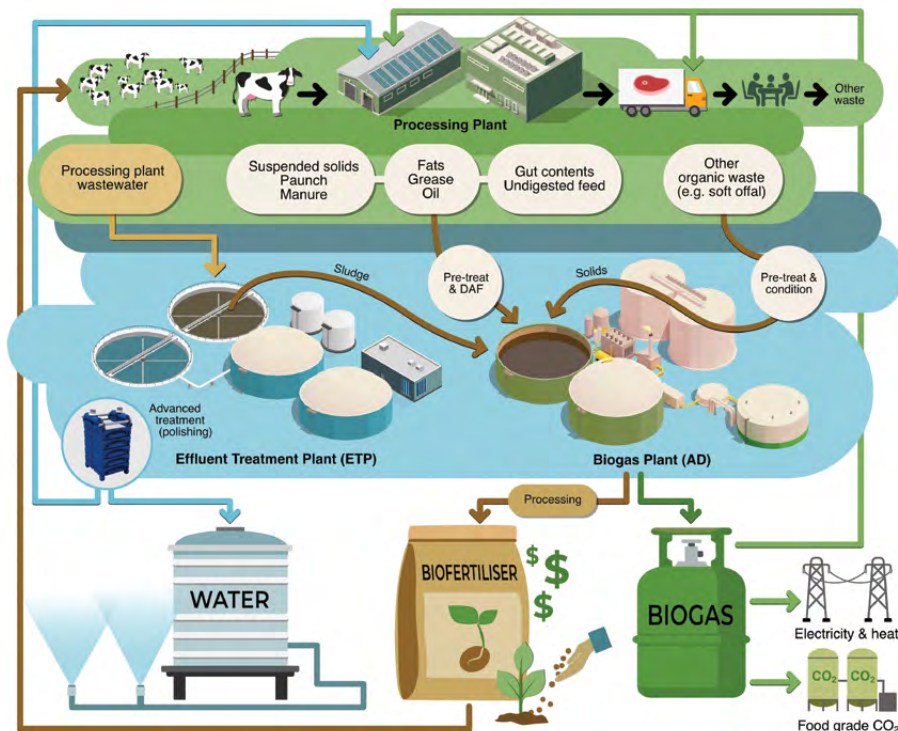
Active	124
Completed	47
Terminated	10
Total	181

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



Sustainability



Decarbonisation pathway

The third biennial sectoral Decarbonisation Pathway update has now been completed, Australian red meat processors have already reduced emissions intensity by approximately 45 per cent since 2005, which is twice the emissions reduction rate required under Commonwealth targets. The next phase is not only about reducing emissions but making the right investments at the right time.

Drawing on data collected from the 2024 financial year Environmental Performance Review, covering 43 facilities and representing 68 per cent of national production, this update reflects how improving renewable energy, battery storage and electrification technologies can help reshape the economics of decarbonisation. An estimated \$1.2 billion sector-wide investment would be needed to support the transition to Net Zero by 2045 while delivering positive long-term financial returns.



Knife sanitation adoption

The Econoliser knife sanitisation extension project is leading to full-scale adoption and verification of 90 per cent water and energy savings. This motion-activated knife sanitising unit, with on-board electrode heater, boosts supply water from 65°C-70°C to 82°-90°C, using only a 140mL per sanitising cycle. A detailed 12-month measurement and verification reporting period (post installation) will inform the first full-scale adoption case study.

Clean energy

The sector's readiness and growing adoption potential for bioenergy was investigated by completing several feasibility studies for plants considering biomass or biogas projects. A renewable biomass feasibility study was conducted for on-site pelletisation of organic wastes, suitable for co-firing in an existing coal fired boiler at an Australian red meat processor facility. The key variables such as moisture content of the paunch, sludge and sawdust were assessed, with the economics of incorporating sawdust at \$7.31 (10 per cent moisture) to \$9.80 (30 per cent moisture) per gigajoule of lower heating value (GJLHV). This is strong compared to coal at \$10.46 / GJ LHV. The fuel recipe also avoids capital costs of dewatering equipment for the feedstocks. The additional cost of more low moisture sawdust is almost balanced out by the value in the additional pellets.

Refrigeration energy efficiency

Scoping continues for the sector's first-ever project around deep learning for automated renewable electricity charging, storage and discharging, to improve energy reliability and reduce site renewable energy costs and emissions.

Thermal energy

The sector's first heat recovery as a system project was completed, with the case study presented at the Australian Alliance for Energy Productivity's national 2026 Renewable Heat Conference. The triple temperature-lift Heat Recovery and Heat Pump System (with Stage 1, now fully operational), uses a two-step passive heat recovery process, an ammonia plate heat exchanger condenser followed by compressor oil cooler heat exchangers, which lifts water temperature from around 15°C to 50°C for supply to the site's gas-fired hot water boiler. Stage 2 (proposed future work) will add a third, active temperature lift via an ammonia heat pump, raising water temperature to 88°C and removing the need for gas boiler heating altogether.

Integration of hybrid renewable energy systems

The sector's first independently monitored solar PV project to ensure actual performance as designed was completed. An operations, maintenance and third-party monitoring program will be conducted over 2.5 years for a newly installed hybrid solar system. Measurement and verification reporting will be conducted until the beginning of 2029 to help manage and realise expected benefits to the site and to the wider industry. The project acknowledges the importance of having an operations, maintenance and third-party monitoring program on completion of solar installations to ensure asset performance.

Distributed plastics recycling

Australia's first-ever distributed soft plastics recycling pilot has been launched, with the drivers being a syndicated group of investors representing industry, government, technology, research and process design. The project will use robotics and artificial intelligence to drive a pilot-scale solution that has the potential to not only reduce the industry's waste footprint but to also offset disposal costs. The technology provider is heading up the project, of which AMPC is one of ten financial partners. The pilot will be designed, built and accommodated within a Sydney warehouse, with selected national feedstocks being delivered for testing and validation of the system.



[Read more at AMPC.com.au](https://www.ampc.com.au)



Water recycling

Planning for the sector's first fit-for-purpose wastewater recycling trials has progressed. Water generated by a newly upgraded advanced wastewater recycling plant has been validated to provide a "clean water" quality that is equivalent to potable water. A Quantitative Microbial Risk Assessment tool has also been produced and indicates that this recycled water can be used in trials, under fit-for-purpose Codex guidelines, to clean and sanitise internal surfaces where there is no direct meat contact with the clean water.

Bioresource recovery centres

A first-of-its-kind Bioenergy Resource Recovery Centre, known as the BRAVA Hub, has been built and is now open. The Hub's purpose is to support development, demonstration and adoption of circular systems, transforming industrial by-products into valuable resources including renewable energy, recycled water and recovered nutrients.

The purpose-built facility in Perth, Western Australia, will provide a dedicated pilot-scale environment where emerging technologies can be tested, demonstrated and validated under real operating conditions before being implemented at commercial scale.

A collaborative project with RACE for 2030 CRC, supported by AMPC, Tessele and University of Queensland, is already underway at the facility. This research is investigating the co-digestion of feedstocks, including red meat industry residues, agricultural wastes and other organic feedstocks that can be converted into renewable biogas, biofertilisers, and other valuable products.



[Read more at AMPC.com.au](https://www.ampc.com.au)



Sustainability continued

Market imposed and best practice sustainability disclosures

Two webinars and guidance documents for the new compulsory Australian Sustainability Reporting Standard (ASRS) were published. ASRS disclosures may include how the business is managing climate risks and opportunities, potential financial impacts and quantified greenhouse gas emissions (scope 1, 2 and 3). The requirements are being phased in between 2025 and 2027 and will affect different processors depending on their revenue, assets and number of employees. To help processors understand and comply with these incoming regulatory requirements, AMPC produced a Climate Disclosure Guidance Document.

Water stewardship

Planning has progressed for the sector's first early-stage water stewardship project to include community engagement. This evolving water stewardship project will build on prior projects that introduced water stewardship as the pinnacle in the hierarchy of actions towards responsible water management. Water stewardship is supported by an Australasian standard which has not been achieved by any businesses in the red meat industry due to a high degree of difficulty. The project has the following aims:

- 1 Reduce water intensity
- 2 Improve local water quality
- 3 Strengthen catchment stakeholder relationships and awareness of responsible water management
- 4 Protect socially, culturally, and environmentally important water-related areas
- 5 Tackle direct and indirect water use in the supply chain
- 6 Provide useful information for investors and disclosure mechanisms.

Build community awareness and industry confidence



More to Meat

AMPC's More to Meat has established itself as red meat processing's first significant campaign of its kind, communicating the significant economic and social impact of the sector across Australia.



[See more on Page 24](#)



Advancing animal welfare

The use of artificial intelligence (AI) and cameras to support improvements in animal welfare outcomes has been an important focus of AMPC's investment in animal welfare research over the past year. Projects have assessed the benefits of AI and cameras at a beef plant and a smallstock plant.

The work has shown that animal welfare outcomes can be improved in processing plants because the AI enables all video footage to be examined to identify possible issues of concern.

The addition of sensors linked to the AI system can be of assistance. An example is recording the number of back up stuns or the use of electric goads. Concerns identified by the AI system are then assessed by quality assurance staff who determine appropriate action. With a greater emphasis on the need to improve animal welfare outcomes on plant, AI and cameras provide an option to achieve this objective. Other projects being progressed are using AI and cameras at unloading to count animals

and to identify lameness and several other animal welfare issues.

However, it's not all about AI. An electrical stunning training package has been produced to assist beef processors who want to use this stunning technology. Further work is aimed at understanding the risk factors associated with ecchymosis occurrence following electrical stunning.

 [Read more at AMPC.com.au](https://www.ampc.com.au)

Building a future-ready workforce

Neurodiversity

Following the successful completion of Stage 1 of the AMPC Neurodiversity Project, the initiative has now progressed into Stage 2, with a pilot program underway across four South East Queensland red meat processing businesses. The project continues to address industry workforce challenges by creating sustainable and scalable neuro-inclusive employment pathways for autistic job seekers while strengthening workforce participation and retention.

Stage 1 focused on the co-design and development of practical, evidence-based resources to support inclusive recruitment, onboarding and workplace practices. Through collaboration with industry stakeholders, autistic people and lived-experience experts, a comprehensive suite of training modules, recruitment tools, communication guides and workplace support resources was developed and

validated. These resources received positive industry feedback, were showcased at the AMPC Innovation Showcase, and are now available through the AMPC Knowledge Hub to support industry-wide adoption.

Stage 2 will build on this foundation by piloting a neuro-inclusive recruitment and employment model developed in partnership with AMPC, Team Cohesion and participating employers. The project will identify barriers within existing recruitment and onboarding processes and implement accessible alternatives, drawing on lessons learned from successful neurodiversity employment programs.

Key activities include delivering neurodiversity awareness training, developing inclusive job descriptions, providing alternative application pathways, conducting practical

strengths-based assessment workshops, and implementing structured onboarding supported by a dedicated Neurodiversity Cultural Liaison Officer (NCLO). Employers and employees will also benefit from a five-pillar training framework targeting executives, HR teams, line managers, staff and autistic employees.

The pilot will evaluate recruitment, retention, job satisfaction and inclusion outcomes, with findings informing a scalable industry framework, implementation toolkit and sustainability plan. A separate third-party evaluation will further assess project impact and support broader adoption across the Australian red meat processing sector. The project continues to demonstrate AMPC's commitment to innovation, workforce sustainability and inclusive employment practices that recognise and leverage neurodiverse strengths.





Careers portal

The AMPC Careers Portal Enhancement Project (Stage 3) was successfully completed, delivering all agreed objectives on time and within budget. The project significantly enhanced the portal's capability to attract and inform prospective employees about careers in the Australian red meat processing industry. Key outcomes included the development of 15 new career profile videos, enhanced employer profile pages, an advanced search function, improved career quiz functionality, a dedicated analytics dashboard, and an interactive 3D meat puzzle game.

Industry engagement activities at the Workplace Health and Safety Spotlight Conference and AMPC Innovation Showcase generated positive feedback, with stakeholders noting improved user experience, authentic employee-led content, and greater visibility of career pathways. The enhanced portal now provides immersive, data-driven and engaging

content to support industry workforce attraction and retention objectives.

Stage 4 has now commenced, building on the success of previous stages to further strengthen the Careers Portal as a workforce attraction and careers education platform. Delivery will include a new content library comprising 20 career profile videos, 20 white-screen training pathway interviews, up to 20 immersive 360 degrees workplace scenes, social media content packages, a portal promotional video, behind-the-scenes content, and a comprehensive image library. Additional portal enhancements will include a functional job board with search and filtering capabilities and improved training pathway visualisations. The project will also deliver careers expo materials, teacher resource packs, skills shortage advocacy resources, and supporting documentation to enable sustainable ongoing management and promotion of the platform.

Building a future-ready workforce continued



ICMJ

More than 200 university students and industry delegates from across the country gathered in Wagga Wagga for the 2026 National Intercollegiate Meat Judging (ICMJ) Conference. AMPC remains a founding sponsor of the event.

Aspiring red meat processing career seekers heard from presenters on the science behind eating quality, the market trends shaping the future of beef, sheep and goatmeat, what the science and genetics are revealing about the potential of goatmeat, as well as an overview of the Japanese beef industry and why the United States relies on Aussie beef, lamb and goatmeat.

The university teams also competed in beef, lamb, goat and pork carcase competitions.

 [Read more at BeefCentral.com](https://www.beefcentral.com)



Remote operations

AMPC's remote operations projects continue to advance. As these technologies mature, a stronger people-technology interface is expected to emerge, creating new employment pathways that combine operational knowledge with digital and technical skills. Remote operated technology has the potential to attract a broader and more diverse workforce by reducing some physical barriers

traditionally associated with processing environments and creating opportunities for people from different geographic locations, age groups, abilities and backgrounds. This aligns with AMPC's objective of attracting and identifying new employees by showcasing modern, technology-enabled careers that position the sector as an innovative and inclusive employer of choice.



School and university programs

AMPC has made significant progress against its objective of developing STEM engagement and future leadership initiatives for the red meat processing industry. During 2025–26, AMPC partnered with IntegratedSTEM to deliver the Meat-Tech Futures program, providing high school students and teachers with exposure to careers in automation, robotics, engineering, artificial intelligence and food production through processor site visits, hands on workshops and innovation challenges.

AMPC has also commenced development of a STEM Student University Innovation Challenge, designed to engage university students in engineering, robotics, data science and technology disciplines through industry-focused problem-solving activities and career pathway exploration. This will be launched in 2027.

In parallel, AMPC is progressing initiatives to attract and develop future industry leaders by increasing awareness of modern career opportunities and building stronger connections between students, new entrants and the red meat processing sector.



[Read more at AMPC.com.au](https://AMPC.com.au)

Knowledge Hub

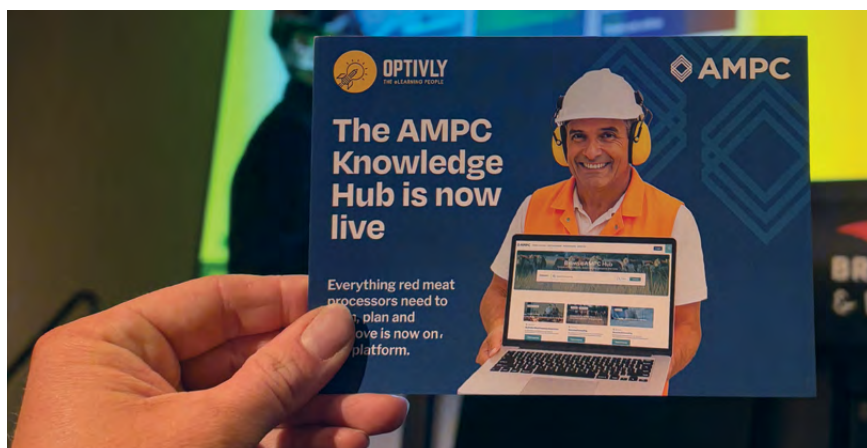
The AMPC Knowledge Hub was successfully launched in September 2025, delivering a centralised platform that provides processors with access to training, industry resources, research, events and workforce development tools. The Hub was developed following extensive industry consultation and is designed to support capability building, standardised training delivery, regulatory compliance and continuous improvement across the red meat processing sector.

Since its launch, the Hub has grown into a comprehensive industry resource, providing access to more

than 100 courses and over 80 resources and best-practice guides from trusted content providers. The platform supports accredited and non-accredited training, online learning, in-person assessments, downloadable resources and discussion forums, creating a single point of access for workforce development needs.

A key achievement against the Annual Operating Plan objective has been the delivery and availability of induction and onboarding resources for new employees entering the industry. These resources provide processors with consistent, industry-aligned content that can be delivered through existing Learning Management Systems and will be available in the near future via the managed LMS available via the Hub. The platform enables processors to deliver structured inductions, compliance training and role-specific learning while reducing the administrative burden traditionally associated with workforce training.

The Knowledge Hub also hosts resources developed through a range of AMPC projects, including neurodiversity, workforce capability, safety and operational improvement initiatives. As adoption continues to grow, the Hub is becoming a critical enabler of industry-wide knowledge sharing and capability development. With a growing library of training content and learning resources, the platform is supporting AMPC's objective of strengthening workforce attraction, onboarding, skills development and retention across the Australian red meat processing industry.



Building a future-ready workforce continued



Training

AMPC is currently undertaking a review of current training capability and future workforce development needs across the red meat processing industry. The review is assessing emerging technologies, including artificial intelligence, robotics, shadow robotics and automation, to identify capability gaps within existing

training programs. The outcomes will inform future training priorities and support the development of targeted learning pathways that equip the workforce with the skills required to operate, manage and collaborate with increasingly technology-enabled processing environments.

Safety and wellbeing

Reducing risk

AMPC has completed the first phase of this work through a comprehensive ergonomic benchmarking project. The project establishes the Australian red meat processing industry's first national ergonomic risk baseline using wearable sensor technology to objectively measure musculoskeletal risk across processing tasks.

The study was conducted across 11 processing facilities and assessed 499 task observations covering 109 job tasks. Findings confirmed that musculoskeletal injuries remain a significant challenge for the industry and highlighted consistent risk patterns across facilities. Hanging Product tasks were identified as the highest-risk category, primarily due to sustained trunk flexion and spinal loading. The analysis also demonstrated that

worker height can significantly influence risk exposure, with medium and taller workers experiencing greater spinal loading in certain task categories. Importantly, the project identified that height-adjustable platforms can reduce median ergonomic risk scores by approximately 18 per cent, providing evidence for practical engineering controls that can improve worker safety outcomes.

The next phase of the program will focus on consulting with industry stakeholders to review and validate the findings and identify priority areas for action. AMPC will then work with industry and technology providers to develop challenge statements and seek innovative solutions that address the key risk factors identified through the benchmarking process.



Exoskeleton adoption

Progress has been made against the objective to facilitate exoskeleton adoption within the processing sector, with five processors participating in supported exoskeleton trials across a range of operational environments. Trial outcomes and evaluation findings are currently being finalised. Beyond the formal trial program, there has been strong interest from processors in exploring broader implementation of exoskeleton technology, recognising its potential to reduce physical strain, improve worker wellbeing and support safer manual handling practices.

STRATEGIC PILLAR 2

Innovation and technology leadership

STRATEGIC GOAL

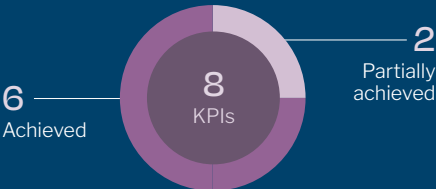
Drive productivity and competitiveness through cutting-edge research and development and the adoption of advanced technologies. By fostering collaboration with global and local innovators, the industry will accelerate transformative change, improve efficiency, and adapt to future demands.

PROJECTS*

Active	40
Completed	16
Terminated	0
Total	56

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



Technology innovation

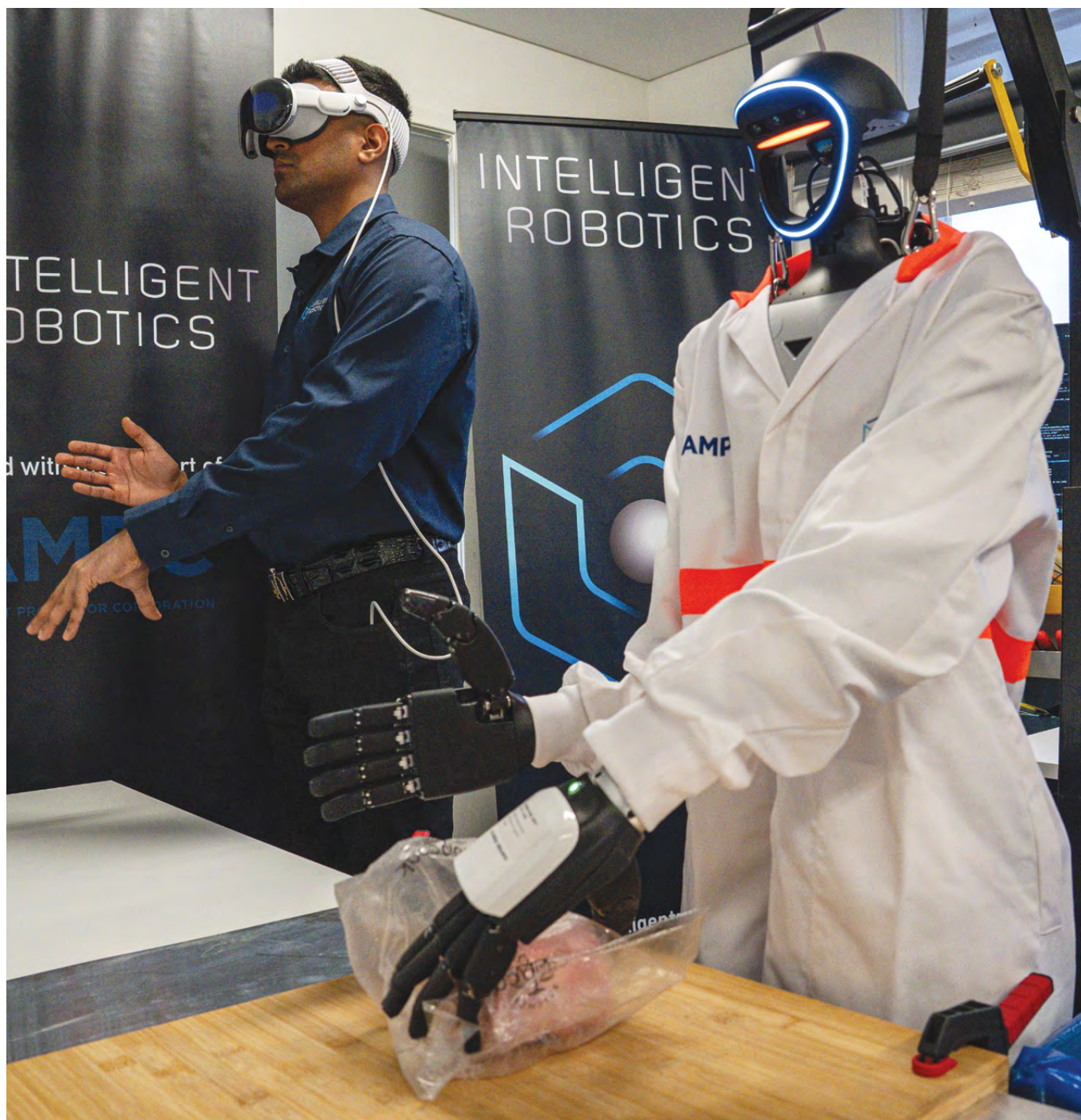
Remote operations and semi automation

In-plant production evaluation trials and demonstrations of remotely operated shadow robotic systems proved the shadow robot concept functionality. Outcomes showed that there is still further work to be done in order to demonstrate sustained use in a processing plant and readiness for routine production. Therefore, new

design and deployment options are in discussion for this financial year to enhance capabilities, enabling staff to operate equipment remotely and opening the employment demographic to employees of any age, physical strength and ability. Further evaluation of potential technologies will also include humanoid robotics.

Process improvement

Development of high-speed rinse and chill technologies to improve throughput and scalability in smallstock was completed and validated. Beef development will continue through 2026/27.





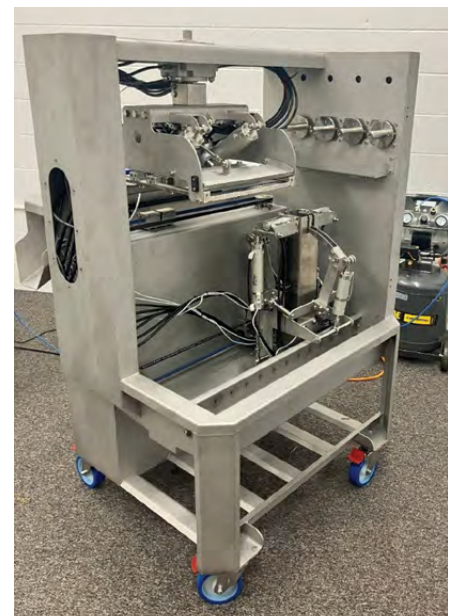
Automated boning room ovine

Work continues with global technology providers to develop and evaluate multiple lamb de-boning proof-of-concept prototypes and new production systems.

Two concepts were delivered this financial year. The lamb leg deboning scoping project was completed and the follow-on prototype development is underway with trials planned for late 2026. The waterless lamb frenching prototype was successfully trialled, with recent refinements improving throughput while adding design and manufacturing complexity that will be managed in the next project.

Completed projects include the Mayekawa Australia lamb and beef hindquarter leg deboning automation scoping and Curious Creations' waterless lamb frenching production prototype Stage 3.

Current projects include Mayekawa LalDas — a prototype machine for deboning lamb legs; Scott Automation's lamb fillet and backstrap loin debone LEAP integration system; a caprine and ovine cubing system evaluation of three concepts initiated post IFFA 2025 and Curious Creations' waterless lamb frenching pilot production unit Stage 4.



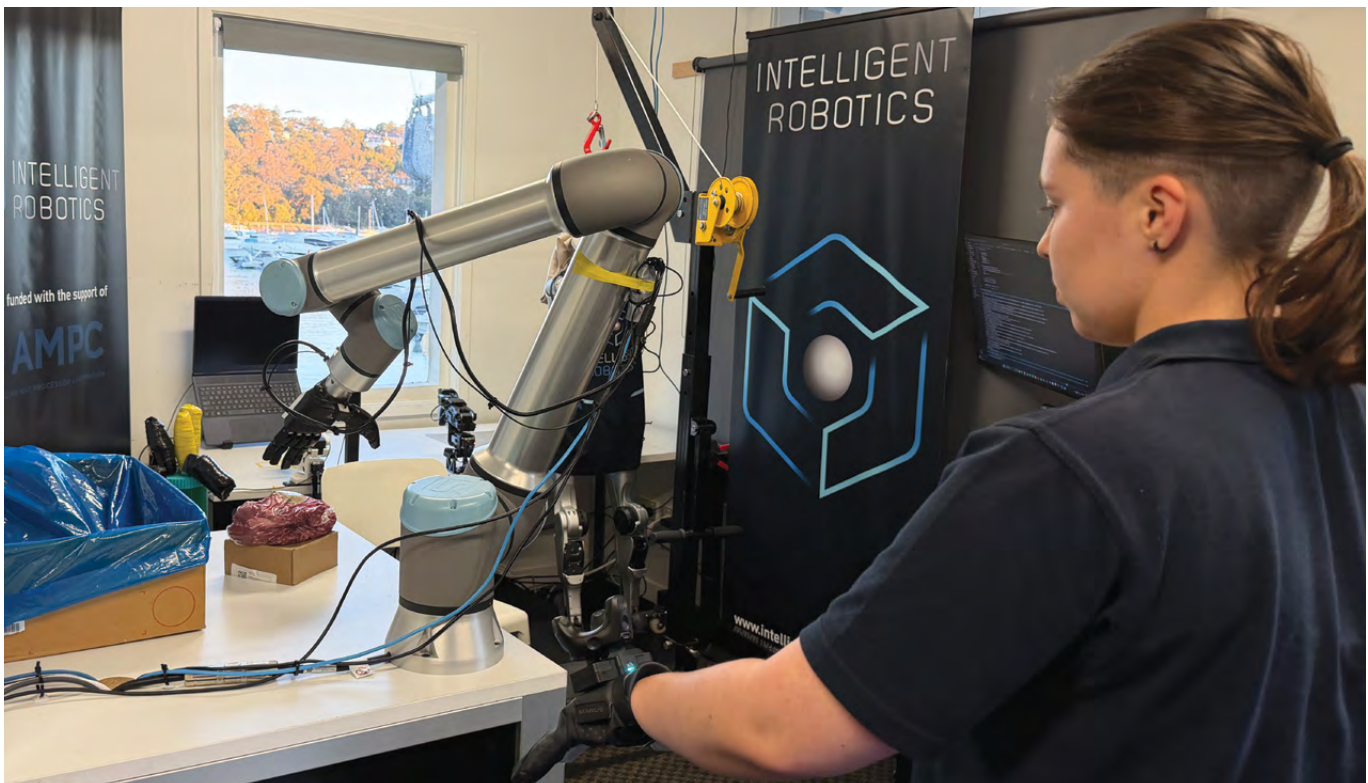
Read more at AMPC.com.au

Technology Innovation continued



Automated processing

Work continues with global technology and industry partners to re-evaluate and roadmap harvest floor automation development, including the implementation of beef carcass robotic splitting saw in an Australian beef processing facility with Frontmatec.



Automated boning room bovine

AMPC continues to work with global technology providers to develop and evaluate multiple beef cutting proof-of-concepts, prototypes and production prototype systems.

Intelligent Robotics' artificial intelligence four-cut beef scribing system has been fully validated and demonstrated and the artificial intelligence three-cut system is in full production with an interim public report available. Automated chine and square-cut testing has recently been validated and demonstrated, with learnings now shaping the next-stage production concept development.

Current projects include development and evaluation of automated robotic artificial intelligence three-cut beef scribing system on varying cattle type; beef modular side processing chine and square-cut cube testing and trials; beef modular deboning testing and trials; Scott Automation LEAP4Beef automated cutting system pre-production module prototype, LEAP4Beef fore cutting cell pre-production concept prototype, LEAP4Beef striploin automated chine removal extended use readiness for data collection (Beta prototype) and Frontmatec robotic chine bone saw beef striploin site trials and demonstrations.



Materials handling

Two new materials handling solutions were demonstrated this financial year. The compact, scalable vacuum-packing system is ready for industry use while the magnetic conveyor concept remains early-stage but has demonstrated promising potential. There are now six new projects underway in the materials handling subprogram, reflecting strong ongoing development across this area.

Completed projects include the development of a grow with demand vacuum-packing system with StarVac; a magnetic conveyor proof of concept design and simulation; fiduciary carton tracking in processing facilities without an automated storage and retrieval system and container loading design for manufacture.

Current projects include collaborative robots primal packing deployment and production evaluation Stage 3; automated beef carcass tracking sortation system driven by objective measurement; magnetic conveyor validation and design and the AFD 2000 Make Weigh Station.

Sensing detection and measurement

AMPC continues to encourage and support processors to develop, evaluate and implement new objective measurement technologies, including process automation driven by objective measurement tools. Four new sensing solutions have been delivered, in cold grading, boning yield monitoring and hook/gambrel traceability.

Completed projects include Murdoch University microwave array system for measuring fat and muscle depth of beef striploin and cube roll pre-prototype trials; implementation and integration of MEQ objective measurement cold carcass grading in beef processing operations; artificial intelligence enabled real time clean bone lamb hindquarter monitoring solution; real-time beef bone belt monitoring solution (red/white analysis) and DMRI bone belt monitoring in-line validation and demonstration.

Current projects include beef and lamb bone belt continuous weight monitoring; Inkjet bag printing to improve batching and fabrication floor yield through improved data; Murdoch University striploin fat topography from a microwave array; lamb carcass weight monitoring system (Stages 1 to 4); inMR Ovine IMF Marbl™ Twin Sensor Production System development and installation; evaluation of the value propositions and adoption of intramuscular fat percentage measures in lamb processing; lean meat yield lamb DXA capability extension program; advanced trim measurement and blending automation; Veritide BluMax scanning technology's objective assessment of carcass hygiene process integration, validation and adoption for lamb and beef; Triton optical piece identification a scalable artificial intelligence machine vision module for red meat processors and CT scanner development of a bone belt objective measurement system.





Technology adoption and scalability

AMPC continues to encourage and support processors to adopt economically viable technologies and is supporting implementation of integrated decision support tools and systems to improve production insights and processor profitability.

New models to capture adopted innovations have been developed and tested with 11 AMPC Advanced Manufacturing investments. Further development of the models, along with industry dissemination, is to be progressed.

Process innovation

Data and insights

Development and evaluation continues of processing performance improvement and decision tools to access real-time data to improve supply chain profitability with some processors upgrading their digital systems to fully utilise the project outcomes.

Current projects include understanding processor pinch points and opportunities by integrating data decision making support tools and, beef chiller artificial intelligence spray chilling optimisation.



Digital transformation

Digital initiatives

Industry digital capabilities and adoption continues, and processing plants are adopting artificial intelligence tools integrated with on-plant tools to enable analytics production management, machine learning and sensing technologies.

An Industry 4.0 Advanced Process Control project demonstrated improved stability under consistent feed and equipment conditions and two new bone-yield monitoring projects support automated in line production decisions.

Completed projects include Industry 4.0 Advanced Process Control – Rendering (Stage 1 Evaluation); artificial intelligence-enabled real time clean bone lamb hindquarter monitoring solution (Phase 1); bone belt monitoring in-line validation and demonstration Vision RGB stage.

Current projects include real-time beef bone belt monitoring solution: red-to-white analysis and beef and lamb bone belt continuous weight monitoring.

STRATEGIC PILLAR 3

Growth and global competitiveness

STRATEGIC GOAL

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 for producing safe, nutritious and quality red meat products, to maximise revenue growth and competitiveness.

PROJECTS*

Active	27
Completed	29
Terminated	1
Total	57

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



Market access



Improvements to market access have been supported through initiatives such as projects to demonstrate that the frozen meat supply chain can be warmed with significant savings in energy costs and without compromising food safety. Work continues in this area to gain the support of all parties along the supply chain. At the same time as AMPC and Australian red meat processors are working in this area, the international regulatory community is also considering the issue through Codex, the international body for setting standards in food trade. AMPC will continue to engage in this work as needed.

AMPC continues to support the ongoing management of the Handbook of Australian Meat application. The app is an international red meat resource which facilitates the use of accurate product descriptions in domestic and international trade. It enables exporters and importers of Australian products to communicate detailed specifications and descriptions of red meat items using a common language. We also continue to support processors to assess the value of various objective carcass measurement technologies to their businesses.

Streamline compliance and industry standards



Traceability

AMPC continues to invest in research to improve traceability through the plant. Initiatives include assessing various technologies to read electronic identification (EID) tags in small stock, improving hook tracking of carcasses and digital fingerprinting to match primals back to carcasses.

The mandating of EID tags by Australian governments and the associated requirement for processors to implement technology to read the tags and update the information into the National Livestock Identification System led to AMPC rolling out several projects. These projects assessed three technology readers available for processors and looked at strategies to reduce interference that can affect readers in some instances to improve read rates and meet regulatory requirements.

Carcass hook tracking using radio frequency identification devices (RFID) was also assessed through an AMPC project that aimed to address the issues that some plants have observed. The project was successful in improving the traceability of carcasses through the chain, enabling better sorting into the chiller and the boning room.

Digital fingerprinting has shown that this technology can link primals back to carcasses with 100 per cent accuracy. Further work aims to use the technology during operations to trace secondary cuts back to primals and to match the label on the box with the cuts in the box.

Compliance and industry standards

A flexible coldstore developed under an AMPC project meets regulatory requirements and provides additional mobile coldstore capacity when needed. In other work, AI and cameras have demonstrated that product can effectively be directed to the chiller or freezer, respectively, depending on whether the carton lid is open or closed.



Value opportunities

Product value

AMPC continues to work with processors to increase the value of lower value products. Collagen extraction from skins and hides represents opportunities to improve the value of these products that often vary in value across the industry.

The feasibility of a collagen-based wound-healing application has been investigated and commercial adoption is now the focus of this work.



[Read more at AMPC.com.au](https://www.ampc.com.au)

Extra-cellular vesicles extracted from blood and fat show potential in managing a range of human medical conditions. Further work will involve extensive human trials to understand the true benefits of this product.

Petfood has been produced from bovine pleura. There is considerable commercial interest in petfood produced from pleura.

Another interesting research area has been assessing the value of keratin extracted from bovine hides. As an outcome of this work, AMPC is now working with the provider to assess whether entire skins and hides can be used to produce various aquaculture foods and, if so, the commercial viability of producing these feeds.



[Read more at AMPC.com.au](https://www.ampc.com.au)

Industry insights and economics

Cost to operate

During the year AMPC updated the previous Cost to Operate analysis completed in 2015/16, comparing the weighted average operating costs (excluding livestock costs) across the Australian, New Zealand, the United States and Brazilian red meat processing industries. The analysis also compares the level of regulation in these jurisdictions.

Data was received from 28 facilities, providing coverage of approximately 57 per cent of the total cattle slaughter and 34 per cent of the sheep/lamb slaughter. This provided a similar level of coverage as the previous analysis.

The results show that Australian red meat processing costs continue to rise well above the rate of inflation and remain higher than key international competitors in New Zealand, the United States and Brazil.

The weighted average beef processing costs in Australia was \$531 per head in 2024/25 while sheep/lamb processing costs were \$64.31 per head. These costs have further increased in 2025/26 due to the Middle East Crisis and ongoing inflation pressure.



Audit harmonisation

Duplication of compliance audits remains an ongoing annoyance for red meat processors. During the year AMPC initiated a project to map this duplication in detail and explore options for harmonisation. The project identified 66 separate audited programs in red meat processing, with the average plant

subject to 130 audit days per annum. Following productive consultation with customers, regulators, program managers and processors, we have intensified many opportunities to harmonise audits and reduce the compliance burden. These opportunities will be pursued in 2026/27.

Customer needs

Food safety

Using science and research to support the safety of our red meat products is an important area of research for AMPC.



[Read more at AMPC.com.au](https://www.ampc.com.au)

Baseline studies of *E.coli* and *Salmonella* in faeces and final product have provided an indication of the risks associated with our red meat. The results are being assessed. Further studies are being considered to assess bacterial contamination on carcasses.



AMPC has supported the evaluation of hand-held blue light scanners that detect faecal and ingesta carcass contamination that contains chlorophyll. The project considered where the hand-held units could best be used on a plant and whether it might be more useful if they were fixed in a particular position.

New work is assessing technologies to detect contamination and pathology of beef and lamb carcasses, with the aim of assisting trimmers and supporting meat inspectors.

A pilot of risk-based process monitoring complemented the work on risk based product monitoring previously undertaken and will support the move to Meat Hygiene Assessment 3. Risk-based product and process monitoring enables processors to focus their resources on the risks to products and processes.

AI is being used to support employee compliance with food safety requirements on entry into the boning room following the successful conclusion of an AMPC project.



[Read more at AMPC.com.au](https://www.ampc.com.au)

Research and development agreements 2025-2026

Investments paid to providers in the 2025-2026 financial year.
These include all new contracts active in the 2025-2026 financial year only.

Project code	Project title	Research organisation	Cost paid (\$)*
2026-1037	Standardised emissions calculations for processors	Agricultural Innovation Australia	45,000.00
2026-1043	Nutritional LCA. Understanding red meat's carbon footprint through the lens of health & nutrition.	Bioeconomy Science Institute	67,500.00
2026-1068	Establishing Verifiable Deforestation-Free Land Management Credentials for the Red Meat Industry	Cibo Labs Pty Ltd	300,000.00
2026-1101	More to Meat Initiative Phase 4 Grant	Various providers	—
2026-1029	Decarbonisation Pathway Update 2025 — Australian Red Meat Processors	DETA Consulting Pty Limited	196,609.00
2026-1008	Heat Recovery “as a system” — new to industry case study	Gundagai Meat Processors (GMP)	491,000.00
2026-1023	Advancing ACoD within the Red Meat Industry: Digestate quality assessment and standardisation	Race for 2030 CRC	624,251.00
2026-1025	RACE 2030 — Pilot Biogas Reactor Installation and Wet Commissioning	Tessele Consultants Pty Ltd	316,200.00
2026-1076	Pelletisation of Red Meat Processing Plant Organics	All Energy Pty Ltd	47,849.39
2026-1009	Optimising an installed water recycling system for treatment of micro algae-laden raw water	Tessele Consultants Pty Ltd	457,931.00
2025-1119	Rendering energy efficiency and savings through Double Effect Disc Drying	Pinches Industries Pty Limited	482,008.64
2026-1010	Rendering options to extract additional value from NCV hides and skins	Pinches Industries Pty Limited	—
2026-1088	Optimising Natural Coagulant Pre-Treatment	Tessele Consultants Pty Ltd	553,681.00
2025-1095	Augmented Reality Training: Advancing Workforce Retention, Skills Development and Yield Optimisation for Beef Slicers (Phase 1)	Productive Technologies Pty Ltd	232,000.00
2025-1125	Innovation Manager Program 2023-2025 (Western Meat Packers Group)	The Western Meat Processors Unit Trust T/A Western Meat Packers	122,500.00
2026-1001	Australian Rural Leadership Program — Course 33 — Luke Jenkins (Fletcher International Exports)	Australian Rural Leadership Foundation Limited	55,000.00
2026-1016 (B)	AMPC Hub LMS Adoption Program (Processor #2)	Optivly	46,752.00
2026-1016 (C)	AMPC Hub LMS Adoption Program (Processor #3)	Optivly	36,112.00
2026-1016 (E)	AMPC Hub LMS Adoption Program (Processor #5)	Optivly	36,112.00

Project code	Project title	Research organisation	Cost paid (\$)*
2026-1017	AMPC Hub LMS Lifecycle Management Project	Optivly	106,314.08
2026-1018 (B)	AMPC Hub LMS Adoption — Online Learning Readiness Program (Processor #2)	H W Greenham & Sons Pty Ltd	—
2026-1018 (C)	AMPC Hub LMS Adoption — Online Learning Readiness Program (Processor #3)	Usinch Pty Limited, trading as E C Throsby Pty Limited	—
2026-1018 (D)	AMPC Hub LMS Adoption — Online Learning Readiness Program (Processor #4)	Fletcher International Exports Pty Ltd	—
2026-1018 (E)	AMPC Hub LMS Adoption — Online Learning Readiness Program (Processor #5)	Bindaree Beef	40,000.00
2026-1033	Work Health and Safety Industry Uplift 2025	Aegis Risk Management Services Pty Ltd	102,000.00
2026-1039	Rustici Cross Domain Solution	Rustici Software LLC	—
2026-1056	Australian Agribusiness Leadership Program 2026 — Participant #1 — Ben Cumming (Tey's Australia)	Australian Rural Leadership Foundation Limited	14,100.00
2026-1057	Australian Agribusiness Leadership Program 2026 — Participant #2 — Clint Brown (Casino Food Company)	Australian Rural Leadership Foundation Limited	14,100.00
2026-1058	Australian Agribusiness Leadership Program 2026 — Participant #3 — Ellie Hitz (Fletcher International Exports)	Australian Rural Leadership Foundation Limited	14,100.00
2026-1061	AUS-MEAT Boning Room Standards Officer Training (Beef and Sheepmeat)	AUS-MEAT Limited	112,750.00
2026-1073	AMPC Hub LMS Managed Service Agreement (5 years)	Optivly	60,000.00
2023-1058 (A)	Innovation Manager Development Program	Global Intrapreneurs Institute Pty Ltd	36,000.00
2026-1086	Development and Evaluation of a Game-Based Engagement Platform to Further Improve Industry Perception and Support Early Career Aspiration into the Red Meat Processing Sector (Woolly Lane)	Padistona Ventures	—
2026-1004	The Future of MeatTech Professional Processing Careers 2026	integratedSTEM Pty Ltd	109,000.00
2026-1012	Australian Red Meat STEM Demonstration and Training Boxes (Stage 1)	JBS Australia Pty Limited	113,685.50
2026-1049	Grass Roots Community Engagement and Education (GRCEE) Program Manager — Processor Program	Australian Country Choice	138,833.34
2026-1065	Increasing student and teacher engagement and understanding of the Australian meat processing sector and career opportunities	Primary Industries Education Foundation Limited	38,400.00
2026-1070	Meat Processing Industry Immersive Careers Experience Tool (Stage 4)	Think Digital Studios Pty Ltd	193,000.00
2026-1100	Independent Evaluation of the Innovation Manager Program	Forest Hill Consulting	10,360.00
2026-1055 (A)	Enhancing the Food Production Workforce with Neuro-Inclusion Pilot — Implementation (Phase 2)	Team Cohesion	129,250.00
2026-1069	AI-Driven Interactive Communication System for Culturally Diverse Meat Processing Workforces	JBS Australia Pty Limited	64,200.00

Research and development agreements 2025-2026 continued

Project code	Project title	Research organisation	Cost paid (\$)*
2024-1065 (D)	Understanding Psychosocial Hazards in the Australian Meat Industry — Stage 4	Aegis Risk Management Services Pty Ltd	30,000.00
2026-1038	Safety Incident and Court Case Film	FCW Lawyers	24,500.00
2025-1069	Automating active safety across the supply chain	JBS Australia Pty Limited	313,430.00
2025-1120	Validation (and Training) of Ergonomic Phone Apps	JBS Australia Pty Limited	242,586.00
2025-1124	QR Helmets (Adelaide Uni) — Module 1 PoC	JBS Australia Pty Limited	167,767.00
2026-1035	AI-Powered Safety Monitoring for the Red Meat Processing Industry (Stage 1)	Safe-Sight.AI	25,060.00
2026-1036	Application of CCTV Ergonomics AI to Meat processing operations	JBS Australia Pty Limited	—
2026-1041	SMART IoT Knives and Hooks (Stage 1)	JBS Australia Pty Limited	70,289.00
2026-1052	Verkada Computer Vision — Safety Project	JBS Australia Pty Limited	427,110.00
2026-1072	WHS & Active Tracking Technology Evaluation & Dashboard Prototype	JBS Australia Pty Limited	162,497.67
2026-1042	Industry Job Task — Benchmarking and Analysis Program (Stage 1)	Longitude6	177,000.00
2026-1007	Digital reporting of animal welfare incidents at processing establishments	Think Digital Studios Pty Ltd	96,068.25
2026-1054	Automated acoustic monitoring of red meat processing facilities	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	58,246.00
2026-1031	Behavioural Change Assessment for AI Monitoring of animal welfare	Impetus Animal Welfare Ltd	110,000.00
2026-1051	Meat Industry Humanoids: Stage 1 Trial	Intelligent Robotics	122,750.00
2026-1060	Carnie Proman Liberator Beef Puller Redesign	JBS Australia Pty Limited	84,894.00
2025-1052	LEAP4Beef — Module L4B03 Project 1 — Fore cutting cell pre-production concept prototype	Scott Automation & Robotics	303,120.00
2025-1110	Beef Modular Deboning — Module #1 — Testing Trials	Intelligent Robotics	592,800.00
2025-1111	Beef Modular Side Processing — Module #2 and #3 — Chine & Square Cut Cube Testing & Trials	Intelligent Robotics	1,916,200.00
2025-1121	LEAP4Beef — Module L4B01 Project 3 — Beef Striploin Automated Chine Removal Extended Use Readiness for Data collection (Beta prototype)	JBS Australia Pty Limited	36,981.84
2026-1020	RCBS Beef Strip Loin Demo Campaign	Frontmatec Equipment Inc.	1,091,580.00
2026-1063	Post Beef Scribing Accuracy AI Analysis	Intelligent Robotics	—
2026-1067	LEAP4Beef — Module L4B01 — Striploin Chining production prototype	Scott Automation & Robotics	—
2026-1104	Robotic Striploin Trimming for Uniform Fat Cover: First Plant Solution for Operation in Australian Beef Industry	Mayekawa Australia	—

Project code	Project title	Research organisation	Cost paid (\$)*
2026-1013	Caprine and Ovine Cubing System (Three Concept Evaluations post IFFA)	JBS Australia Pty Limited	129,546.00
2026-1083	Waterless Lamb Frenching Pilot Production Unit (Stage 4)	Curious Creations LTD	158,344.63
2025-1108	Ultrasonic Knife Commercialisation Development by Southern Engineering Solutions NZ	Southern Engineering Solutions Ltd (New Zealand)	70,100.00
2026-1105	Implementation of Beef Carcase Splitting Robot with Saw in Australian Beef Processing	Thomas Foods International Pty Limited	445,000.00
2026-1095	Beef Chiller Spray Chilling Optimisation	Silver Fern Farms Limited	—
2027-1004	AI-Based Vision System for Automated Detection of Skin Damage in Lamb Processing	JBS Australia Pty Limited	—
2026-1062	Beef and Lamb Bone Belt Continuous Weight Monitoring	JBS Australia Pty Limited	—
2026-1078	AI vision system for assessing visual lean in beef and surface contaminants	Food Processing Equipment Pty Ltd (FPE)	—
2026-1082	Objective Assessment of Carcase Hygiene — Process Integration, Validation and Adoption	Veritide Limited	84,623.70
2026-1093	Bovine Carcase Inspection/Contamination Management — Digital Process Integration of the BluMax Scanning Technology	Veritide Limited	14,190.00
2025-1090	Lamb DXA capability extension program	Murdoch University	—
2026-1098	CT Scanner Developments for Red Meat Processing: Development of Stage 1 Bone Belt Objective Measurement System	JBS Australia Pty Limited	12,613.00
2026-1084	Piece Identification Using OPTICS: A Scalable AI Machine Vision Module for Red Meat Processors	Triton Commercial Systems (QLD) Pty Ltd	69,709.45
2026-1021	AFD 2000 — Make Weigh Station	The Western Meat Processors Unit Trust T/A Western Meat Packers	369,250.00
2026-1066	Automation of bagging and loading system	StarVac Automation Pty Ltd	348,777.00
2026-1094	Physical AI for meat industry applications — Stage 1: Feasibility	Intelligent Robotics	32,000.00
2026-1050	Magnetic Conveyor: Stage 2 — Validation and Design	Intelligent Robotics	100,750.00
2026-1040	AMPC IFFA 2028 and Processor Innovation Tour Coordination (BMC)	Business and Manufacturing Consultancy UK	29,550.00
2025-1098	Enhancing traceability in smallstock processors using hook tracking and the implications for industry.	Department of Primary Industries (NSW)	60,472.00
2026-1046	Ultra high frequency RFID traceability of carcasses	JBS Australia Pty Limited	260,530.00
2026-1024	Innovative Strategies for Food Safety: Machine Learning-driven Electrochemical Sensors for Cadmium Detection in Animal Liver and Kidney	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	10,000.00
2026-1080	Technology to identify carcase contamination and pathology	Veritide Limited	122,553.33
2026-1097	Antimicrobial resistance in bacteria from ovine faeces and meat	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	240,000.00

Research and development agreements 2025-2026 continued

Project code	Project title	Research organisation	Cost paid (\$)*
2025-1091	AI monitoring of sanitary dressing and foreign object detection	Lumachain Operations Pty. Ltd.	278,070.00
2026-1011	SafePassAI: AI-Powered Hygiene & Safety Compliance Monitoring	Advanced Analytics Australia	247,041.56
2026-1064	Integrated hygiene and food safety technology program	JBS Australia Pty Limited	61,232.00
2026-1045	Investigation of microbial trends in Australian beef and sheepmeat	Adelaide University	89,000.00
2025-1123 (A)	Freeze Drying proof of concept and prototype products (Processor #1)	Wodonga Abattoir	—
2026-1015	Developing petfood products from bovine pleura	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	27,821.00
2026-1048	Translating food-grade Extracellular Vesicles (EVs) into evidence-supported bioactives	Exomed Pty Ltd	325,909.00
2026-1102	Tenderised Soft Meat Product	Korure (Kiwi Tender)	—
2026-1074	Validation of HIVE system for product for human consumption	Hive Chilling Pty Ltd	230,217.00
2026-1077	Alternative pathways for hides and skins	11point2	25,000.00
2026-1034	Ongoing management of the Handbook of Australian Meat (HAM) Application (App)	AUS-MEAT Limited	36,000.00
2026-1071 (A)	Strategic Risk and Stakeholder Engagement Framework	Bespoken	18,000.00
2026-1071 (B)	Development of AMPC First Nations Action Plan	NyikBar Consulting	—
2026-1014	Red meat processing cost to operate analysis 2025	SG Heilbron Pty Ltd	337,401.55
2026-1030	Harmonisation of supplier accreditation and auditing requirements for red meats	McKinna et al	155,008.18
2026-1075	Annual economic impact assessments 2025-26 to 2027-28	Ag Econ	31,400.00
2026-1107	Beef Australia 2027 Site and Sponsorship	Beef Australia	80,000.00
2026-1109	Evaluate the feasibility and to develop a framework of AMPC becoming a Research Service Provider under the RDTI	Agricultural Innovation Australia	—

* Cost paid to provider in 2025/26 financial year

Our organisation



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 located in Dubbo, NSW, and Narrikup, WA, with the capacity to process over four million head per year. Fletcher International Exports is also Australia's largest raw wool harvester and has significant interests in cotton, wool, grain and pulse production, as well as sheep breeding and lamb feeding operations.

Fletcher International Exports also operates a logistics business with four trains that run three to four services per week between Dubbo and Port Botany and supports exports to 90 countries.

Melissa holds a Diploma of Meat Management and a Graduate Certificate in Rural Leadership. She is also a Director and CEO of Fletcher's Big Boomerang Logistics and a part owner of Native Secrets.

Melissa is a Director of the Australian Rural Leadership Foundation and a graduate of its flagship program, 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.



Dr John Langbridge
Deputy Chair

John Langbridge is a veterinarian who worked for the Australian Department of Agriculture for 27 years and 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 also serves on the AUS-MEAT Board as an AMPC representative, contributing his extensive industry expertise to support standards, regulation and innovation across the Australian red meat sector.

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

Our Board

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 2026 and auditor's report thereon.

Directors

The names of each person who has been a director during the year and to the date of this report are:



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.



Stacey McKenna
Processor Director

Stacey McKenna is the Industry Affairs Manager at The Midfield Group and the Australian Chair of Meat Business Women. Stacey has extensive experience in industry governance and leadership. She previously served as a director of PrimeSafe, Victoria's statutory authority responsible for regulating the meat, poultry, seafood and pet food industries, and currently serves as a director of the Australian Meat Industry Council (AMIC).

She holds a Graduate Certificate in Agribusiness, a Diploma in Meat Technology, and is a Graduate of the Australian Institute of Company Directors (GAICD).

Stacey was elected to the Board of the Australian Meat Processor Corporation (AMPC) in November 2023 and is a member of the Nominations and Remuneration Committee. She is passionate about advancing the Australian red meat industry through strong governance, workforce development and industry collaboration.



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 General Manager – Operations (Southern) at JBS, Sean is responsible for eight processing P&Ls, and 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.



Trevor Moore Processor Director

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

Trevor has a background in environmental science (BASc) and has also received further education in meat inspection and quality assurance.

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

Trevor 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.

Allira also holds the role of Chief Executive Officer with a New South Wales State Sporting Organisation.

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, she is the Chair of the Nominations and Remuneration Committee, and a member of the Audit and Risk Committee.

Outgoing Company Secretary



Jennifer Dalitz
Independent Director

Jennifer Dalitz is a non-executive director and Board Chair with experience in Audit, Risk, Governance and Merger committee chair roles. Her board experience covers organisations across financial services, fin-tech, research and development, cultural institutions, agriculture, manufacturing and government sectors.

Jen previously held executive roles with leading financial services and management consulting firms. She brings audit, finance and risk management expertise to the AMPC Board, together with extensive experience in strategy development and execution, innovation, and transformational change. Jen also brings significant experience in workforce inclusion and gender diversity, having served for four years as Chief Executive Officer of a national industry association focused on increasing women's participation and leadership in the workforce.

Jen holds a Master of Business Administration (MBA Exec) and a Bachelor of Arts (Accountancy). She is a Fellow of CPA Australia and a Fellow of the Australian Institute of Company Directors.

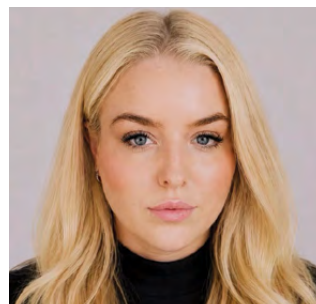
Jen joined the AMPC Board in February 2025. She is Chair of the Audit & Risk Committee and a member of the Nominations & Remuneration Committee.



Mark Langan
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. Mark resigned as company secretary on 27 July 2026.

New Company Secretary



Gabrielle Sterrey
Company Secretary

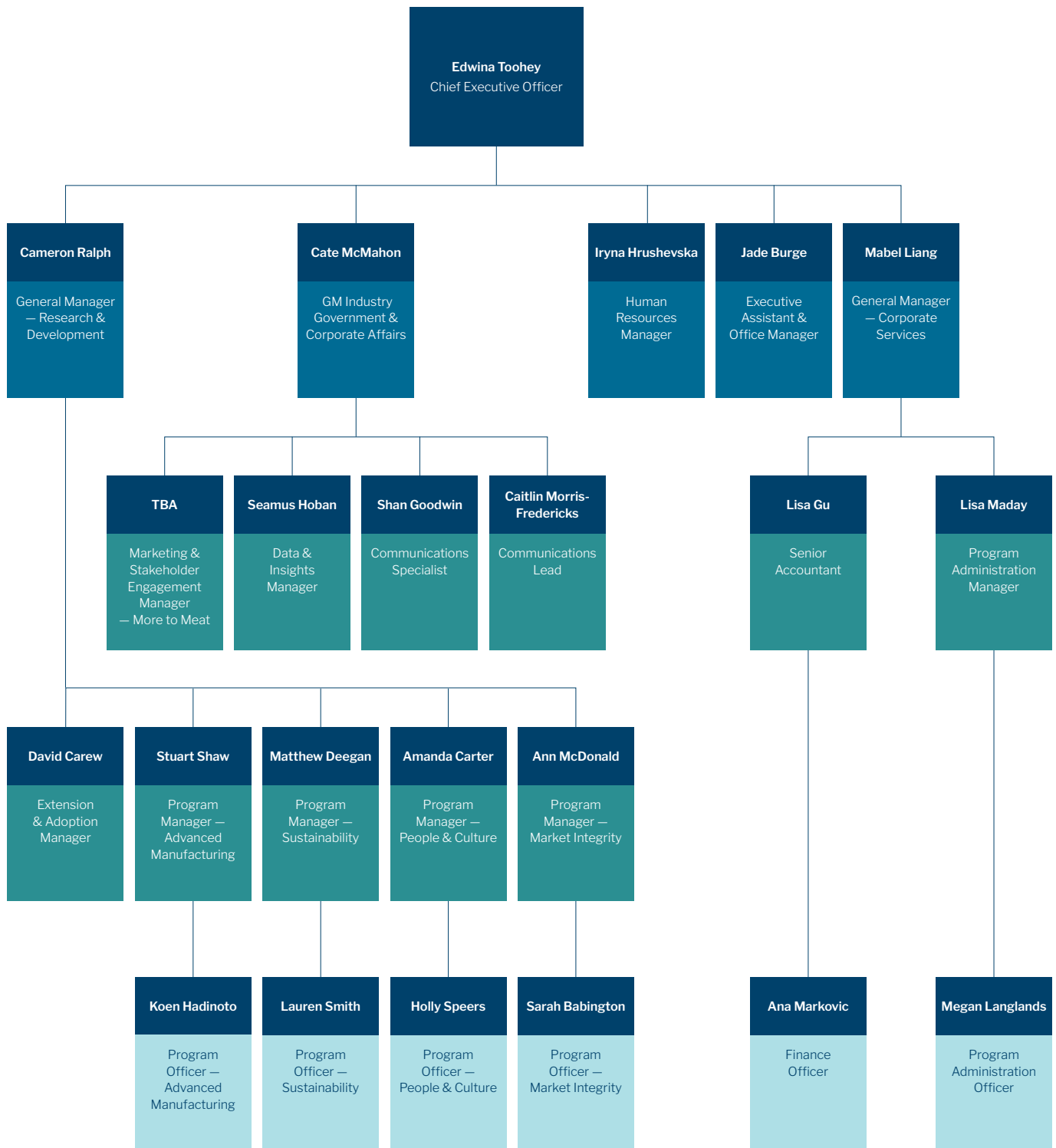
Gabrielle Sterrey was appointed Company Secretary on 27 July 2026. She is a corporate lawyer and company secretary with experience advising boards and senior executives across the financial services, corporate and not-for-profit sectors, with particular expertise in asset management, banking, superannuation and capital markets.

Prior to joining MUFG Corporate Governance (formerly Company Matters) in September 2024, Gabrielle held senior governance roles with Mercer Investments Australia, and Macquarie Group.

Gabrielle is admitted as a solicitor of the Supreme Court of New South Wales and the High Court of Australia. She is a Chartered Associate of the Governance Institute of Australia and holds a Graduate Diploma of Applied Corporate Governance and Risk Management and a Juris Doctor from the University of Sydney.

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Our team



Our leadership team



Edwina Toohey
CEO

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 Science Degree at University of New England.

Edwina joined AMPC in June 2023 as General Manager of Research, Development and Adoption. She was appointed Interim CEO in February 2025 before becoming CEO in September 2025.



Mabel Liang
General Manager
— 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.

Mabel joined AMPC in October 2021.



Dr Cameron Ralph
General Manager
— Research and Development

Dr Ralph has more than 20 years' experience in research, development and commercialisation across the agtech and agrifood sectors, across a career that has spanned government, university, start up and commercial environments. In recent years he has focused on developing and commercialising technology solutions for the red meat and dairy industries.

He holds a PhD in Animal Welfare and Stress Physiology from the University of Melbourne and has held multiple senior leadership roles within industry.

Dr Ralph joined AMPC in January 2026.



Cate McMahon
General Manager
— Industry, Government and Corporate Affairs

Cate McMahon brings more than 20 years of experience across industry, government and corporate affairs, delivering complex initiatives across the public and private sectors. Her expertise spans infrastructure, mining, agriculture, water, waste, planning and manufacturing, helping organisations navigate regulatory environments, influence policy and create long-term value.

Cate is a certified mediator, project manager and corporate affairs professional, with additional qualifications in Global Social Impact Assessments and IAP2 (International Association for Public Participation). She also holds an Associate Degree in Animal Health (Beef Cattle), providing a strong foundation in agricultural and livestock production systems.

Cate joined AMPC in August 2025.

Our people



As of 30 June 2026 AMPC had **23 employees** comprised of 17 females and 6 males.



We operate a **hybrid workplace model** where employees split their time between working from home and the AMPC head office in North Sydney.



Eleven employees **working remotely permanently** to better service our levy payers.

Demographics as at June 2026		
Total head count		23*
	Part-time	3
	Full-time	20
Tenure	<1 year	6
	1–5 years	11
	5–10 years	5*
	10+ years	1
Gender diversity	Female	17
	Male	6

*Including 1 on maternity leave

Our values

Trust

"We create a workspace where reliability is felt, not just talked about"

- I do what I say I will do
- Following through and closing the loop so others aren't left guessing
- Protecting confidentiality and respecting boundaries
- Sharing information that helps the team succeed

Communication

"We create a culture where people feel seen, heard and safe to speak"

- Sharing perspectives respectfully, even when difficult
- Confirming understanding rather than assuming it
- Showing up authentically and creating space for others to do the same

Accountability

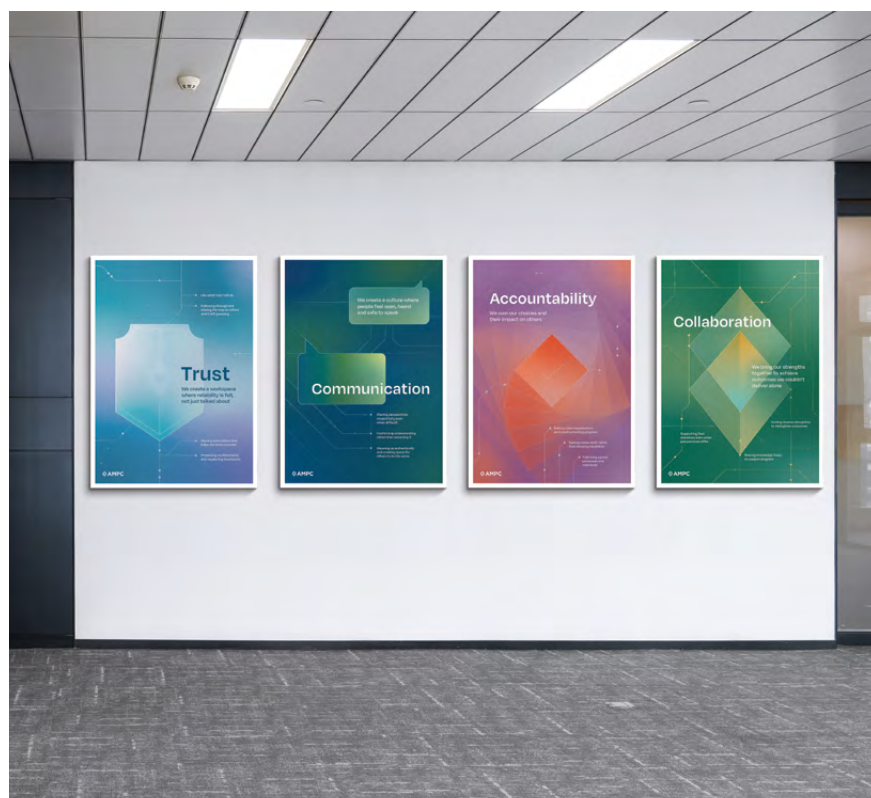
"We own our choices and their impact on others"

- Setting clear expectations and communicating progress
- Raising issues early rather than allowing escalation
- Following agreed processes and standards

Collaboration

"We bring our strengths together to achieve outcomes we couldn't deliver alone"

- Inviting diverse viewpoints to strengthen outcomes
- Supporting final decisions even when perspectives differ
- Sharing knowledge freely to support progress



Our people and culture initiatives



Supporting staff wellbeing

Bupa Corporate Health Insurance Program

AMPC has partnered with Bupa to offer employees subsidised health insurance to support our team's health and wellbeing.

Employee Assistance Program (EAP)

AMPC has partnered with Acacia EAP to provide employees with access to confidential counselling and support services to help them manage personal or work-related challenges in a positive way.

AMPC Wellbeing Day

AMPC offers employees an additional day of annual leave over the Christmas break to help them unwind and rejuvenate.



Professional development

Twice-yearly staff development workshops

The AMPC team holds twice-yearly staff development workshops. These sessions enable the executive team to consult and collaborate with the wider team, while providing team members opportunities for professional growth.

Annual work and development plans

Each AMPC employee creates an annual work and development plan to align with both team and personal objectives. This plan is reviewed twice a year, enabling managers to guide their teams effectively.

Investment in training and education

AMPC is dedicated to collaborating with our team to enhance their skills through academic and professional development.

Financial report

For the year ended 30 June 2026

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:

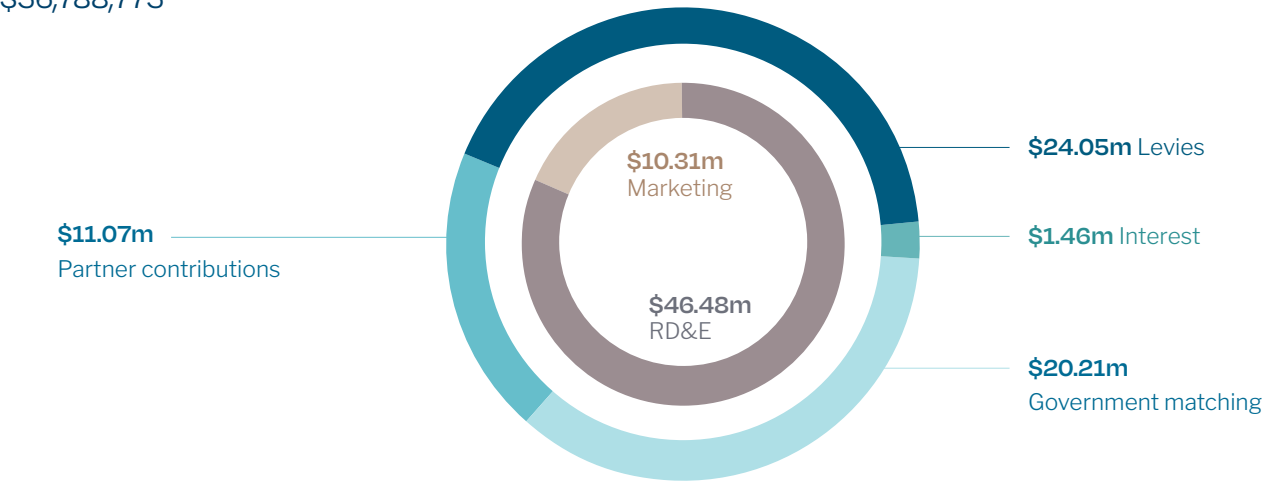
Australian Meat Processor Corporation Ltd
Suite 1, Level 29
100 Miller Street
North Sydney NSW 2060

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

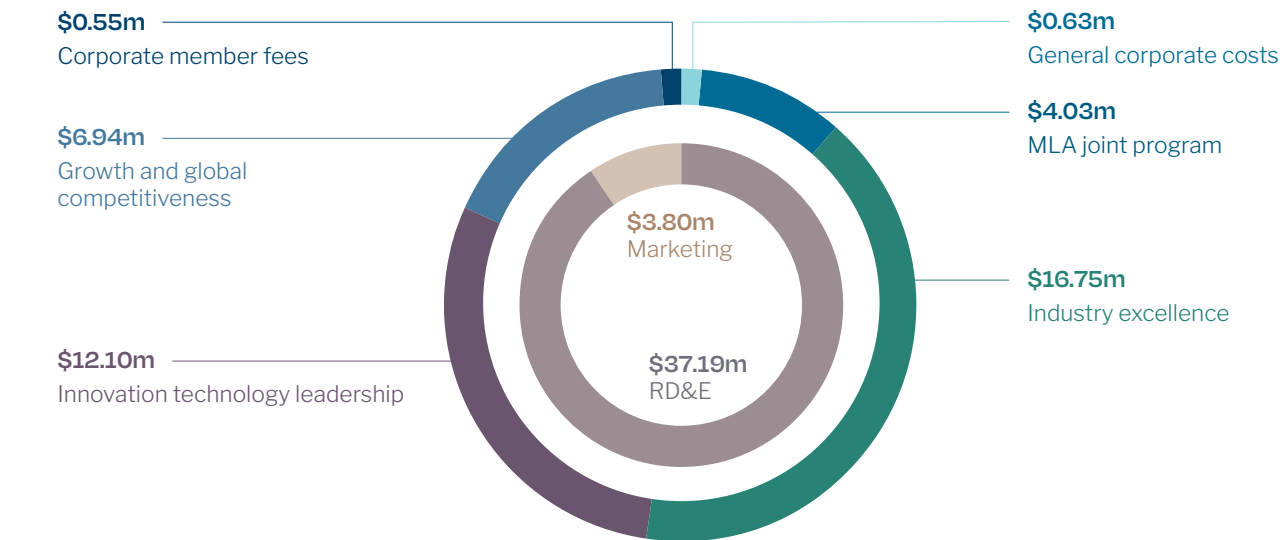
Total income

\$56,788,775



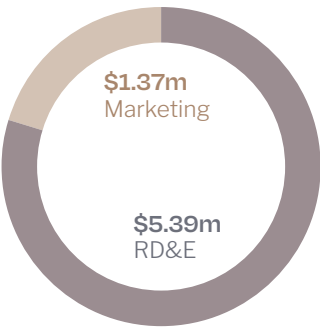
Total expenditure

\$40,990,733



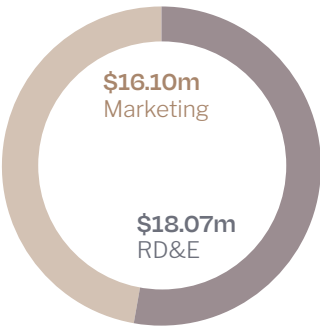
Total corporate costs

\$6,756,416



Closing reserves

\$34,175,268



Financial highlights are presented on a management reporting basis and may differ from the statutory financial statements due to the treatment of co-funded project contributions and expenditure.

Directors' report

Principal activities

The principal activities of Australian Meat Processor Corporation during the financial year comprised:

- Providing research and development support to the Australian red meat processing industry;
- Providing marketing services to the Australian red meat processing industry.

AMPC manages activities across key program areas, including Advanced Manufacturing, Sustainability, People and Culture, Technical Market Access & Markets, and Product & Process Integrity.

AMPC's goals are to provide Research, Development, Extension and Marketing services that support the following program aspirations:

- Human product handling is halved through technology advancement to reduce injury rates, maximise yield and processing efficiency by 2030;
- 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;
- By 2030, the processing sector is seen as a diverse, safe and attractive industry of choice for employment;
- By 2030, Australia is the preferred trading partner for premium red meat products globally, with unrivalled access to high-value markets;
- The Australian red meat industry maintains and further enhances its international reputation for safe, sustainably sourced, wholesome red meat products.

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, Fisheries and Forestry 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 \$9,041,623 (2025: \$4,607,163).

Funding Agreement

AMPC and the Department of Water and the Environment (now the Department of Agriculture, Fisheries and Forestry) 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, 14 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows

	Directors' Meetings		Nominations & Remuneration Committee		Audit & Risk Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Melissa Fletcher	6	6	—	—	—	—
John Langbridge	6	6	—	—	—	—
Allira Hudson-Gofers	6	6	4	4	4	4
Jennifer Dalitz	6	6	4	4	4	4
Sean Starling	6	6	—	—	4	4
Trevor Moore	6	5	—	—	—	—
Frank Herd	6	6	—	—	—	—
Stacey McKenna	6	6	4	4	—	—
Dean Goode	6	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

To the Board of Directors of Australian Meat Processor Corporation Limited

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

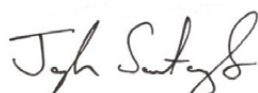
As lead auditor for the audit of the financial statements of Australian Meat Processor Corporation Limited for the financial year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (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



Joseph Santangelo

Director

Date: 30 September 2026

Nexia Sydney Audit Pty Ltd (ABN 77 606 785 399) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see www.nexia.com.au/legal. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

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Statement of profit or loss and other comprehensive income

For the year ended 30 June 2026

	Note	2026 (\$)	2025 (\$)
Revenue	3	46,143,377	41,334,249
Interest revenue		1,131,129	1,018,903
Dividend and distribution investment revenue		361,203	319,903
Gain on the revaluation of financial assets at fair value		37,718	107,874
Total revenue		47,673,427	42,780,929
Expenses			
Direct program expense		(31,254,922)	(31,314,197)
Employee benefits expense		(4,567,871)	(4,092,619)
Administration and occupancy expenses		(1,882,300)	(1,894,662)
Operational and support funding to AUS-MEAT Limited		(550,000)	(550,000)
Depreciation and amortisation expense	4	(376,711)	(322,288)
Total expenses		(38,631,804)	(38,173,766)
Surplus for the year		9,041,623	4,607,163
Other comprehensive income for the year		—	—
Total comprehensive income for the year		9,041,623	4,607,163

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 2026

	Note	2026 (\$)	2025 (\$)
Assets			
Current assets			
Cash and cash equivalents	7	26,130,529	20,115,544
Trade and other receivables	8	25,099,627	19,085,581
Other assets	10	215,935	174,318
Financial assets	9	11,891,714	11,266,031
Total current assets		63,337,805	50,641,474
Non-current assets			
Financial assets	9	193,170	183,815
Property, plant and equipment	11	796,801	1,071,288
Total non-current assets		989,971	1,255,103
Total assets		64,327,776	51,896,577
Liabilities			
Current liabilities			
Trade and other payables	12	22,258,656	19,422,007
Contract liabilities	13	6,608,654	6,006,450
Lease liabilities	14	288,312	264,071
Provisions	15	265,394	199,583
Total current liabilities		29,421,016	25,892,111
Non-current liabilities			
Lease liabilities	14	419,826	636,069
Provisions	15	311,666	234,752
Total non-current liabilities		731,492	870,821
Total liabilities		30,152,508	26,762,932
Net assets		34,175,268	25,133,645
Equity			
Accumulated funds		34,175,268	25,133,645
Total equity		34,175,268	25,133,645

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 2026

	Accumulated funds (\$)	Total equity (\$)
Balance at 1 July 2024	20,526,482	20,526,482
Surplus for the year	4,607,163	4,607,163
Other comprehensive income for the year	—	—
Total comprehensive income for the year	4,607,163	4,607,163
Balance at 30 June 2025	25,133,645	25,133,645
Balance at 1 July 2025	25,133,645	25,133,645
Surplus for the year	9,041,623	9,041,623
Other comprehensive income for the year	—	—
Total comprehensive income for the year	9,041,623	9,041,623
Balance at 30 June 2026	34,175,268	34,175,268

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 2026

	Note	2026 (\$)	2025 (\$)
Cash flows from operating activities			
Receipts from statutory levies		26,621,720	29,086,151
Other receipts and recoveries		18,182,965	24,558,903
Payments to suppliers and employees		(39,268,594)	(43,595,131)
		5,536,091	10,049,923
Receipts of dividends and distributions		361,203	319,903
Interest received		1,131,129	1,018,903
Interest and other finance costs paid		(121,892)	(118,284)
Net cash from operating activities		6,906,531	11,270,445
Cash flows from investing activities			
Payments for financial assets		(597,320)	(757,139)
Net cash used in investing activities		(597,320)	(757,139)
Cash flows from financing activities			
Repayment of lease liabilities		(294,226)	(220,799)
Net cash used in financing activities		(294,226)	(220,799)
Net increase in cash and cash equivalents		6,014,985	10,292,507
Cash and cash equivalents at the beginning of the financial year		20,115,544	9,823,037
Cash and cash equivalents at the end of the financial year	7	26,130,529	20,115,544

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 2026

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 co-funded investment 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 right at the end of the reporting period 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.

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.

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

	2026 (\$)	2025 (\$)
Statutory levies	24,047,104	22,932,636
Government matching	20,214,621	17,480,631
Partner contributions	1,881,652	845,203
Sundry income	—	75,779
Revenue	46,143,377	41,334,249

Total contributions received from partners was \$11,067,463 (2025: \$10,189,233). Partner contributions have been reduced for statutory accounts presentation purposes by \$9,185,811 (2025: \$9,344,030) for research projects where the participant is the research provider. There is a corresponding reduction in program expenditure expense.

Note 4. Depreciation and amortisation

Depreciation of non-current assets:		
— furniture, fixtures and fittings	157,632	157,730
— office equipment	1,515	1,516
— right-of-use assets	217,564	163,042
	376,711	322,288

Note 5. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by Nexia Sydney Audit Pty Ltd, the auditor of the Company:

Audit services — Audit of the financial statements	46,000	44,300
Other services — Compilation of financial statements	3,700	3,500
	49,700	47,800

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:

	2026 (\$)	2025 (\$)
The aggregate compensation made to officers and other members of key management personnel of the company is set out below:		
Aggregate compensation	861,355	980,506

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

M Fletcher	J Langbridge	A Hudson-Gofers	D Goode
F Herd	T Moore	S McKenna	S Starling
J Dalitz			

Total aggregated out of pocket costs including travel and related expenses incurred by Directors during the year was \$35,053 (2025: \$42,045).

Note 7. Cash and cash equivalents

Current assets		
Cash at bank	26,130,529	20,115,544

Note 8. Trade and other receivables

Current assets		
Trade receivables	22,805,536	16,637,027
Levy receivable	2,294,091	2,448,554
	25,099,627	19,085,581

The balance of trade receivables includes matched funding claims of \$18,796,871 (2025: \$14,406,137) 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. Financial assets

	2026 (\$)	2025 (\$)
Current assets		
Financial assets at FVTPL	11,891,714	11,266,031
Non-current assets		
Term deposit held for bank guarantee	193,170	183,815

Note 10. Other assets

Current assets		
Prepaid expenses	215,935	174,318

Note 11. Property, plant and equipment

Non-current assets		
Fixtures and fittings — at cost	801,713	801,713
Less: Accumulated depreciation	(433,903)	(276,271)
	367,810	525,442
Computer equipment — at cost	16,872	16,872
Less: Accumulated depreciation	(16,872)	(16,872)
	—	—
Office equipment — at cost	7,898	7,898
Less: Accumulated depreciation	(5,750)	(4,235)
	2,148	3,663
Right-of-Use assets — at cost	917,434	815,211
Less: Accumulated depreciation	(490,591)	(273,028)
	426,843	542,183
	796,801	1,071,288

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 2025	525,442	—	3,663	542,183	1,071,288
Remeasurement	—	—	—	102,224	102,224
Depreciation expense (Note 4)	(157,632)	—	(1,515)	(217,564)	(376,711)
Balance at 30 June 2026	367,810	—	2,148	426,843	796,801

Note 12. Trade and other payables

	2026 (\$)	2025 (\$)
Current liabilities		
Trade payables	12,152,534	11,260,978
Co-funded investment payables	203,592	430,032
Other program payables	9,136,158	7,178,161
GST payable	629,510	284,477
Sundry payables and accrued expenses	136,862	268,359
	22,258,656	19,422,007

The balance of other programs payable includes matched funding claims of \$6,348,813 (2025: \$5,420,967) to Meat & Livestock Australia Limited (MLA).

Note 13. Contract liabilities

Current liabilities		
Deferred partner contributions on co-funded investments	6,608,654	6,006,450

Note 14. Lease liabilities

Current liabilities		
Lease liability	288,312	264,071
Non-current liabilities		
Lease liability	419,826	636,069

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	314,635	302,651
One to five years	518,535	752,170
More than five years	—	—
	833,170	1,054,821

Note 15. Provisions

	2026 (\$)	2025 (\$)
Current liabilities		
Employee benefits	265,394	199,583
Non-current liabilities		
Employee benefits	240,151	166,316
Lease make good	71,515	68,436
	311,666	234,752

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 16. 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	175,561	183,768
	725,561	733,768

Receivable from and payable to related parties

The following balances are outstanding at the reporting date in relation to transactions with related parties:

Trade payables to AUS-MEAT Limited	133,925	9,347
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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	
	2026 (\$)	2025 (\$)	2026 (\$)	2025 (\$)
Co-funded Investment Projects — project expenses	9,255,439	6,139,069	1,049,475	742,212
Co-funded Investment Projects — member contributions	5,100,316	6,351,257	1,619,709	747,522
	14,355,755	12,490,326	2,669,184	1,489,734

Note 17. 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 18. 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, Fisheries and Forestry. During the 2021 financial year AMPC became party to a new Funding agreement covering the period 2020 to 2030.

Note 19. Associated entities

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.

AMPC has a continuing commitment to support AUS-MEAT. The contribution for the financial year ended 30 June 2026 was \$550,000 (2025: \$550,000).

		Percentage Owned (%) * 2026	Percentage Owned (%)* 2025
AUS-MEAT Limited	Services to the Food Industry	50	50

	2026 (\$)	2025 (\$)
Revenue	29,645,242	27,949,083
Summarised results of the associate entity		
Accumulated surplus at the beginning of the year	9,287,252	8,434,750
Net surplus for the year	767,133	852,502
Accumulated surplus at the end of the year	10,054,385	9,287,252
Summarised financial position of associate entity		
Total current assets	12,200,942	11,037,872
Total non-current assets	4,591,796	4,491,321
Total current liabilities	5,629,782	5,076,250
Total non-current liabilities	1,108,571	1,165,691
Net assets	10,054,385	9,287,252

Note 20. Contingencies

Contingent liabilities

There were no contingent liabilities identified as at 30 June 2026 and 30 June 2025.

Note 21. Commitments

The Company had no capital commitments for expenditure as at 30 June 2026 and 30 June 2025.

Note 22. Events after the reporting period

No matter or circumstance has arisen since 30 June 2026 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 23. 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

As at 30 June 2026

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

For the year ended 30 June 2026

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 2026 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

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 2026, 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 2026 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 2026, 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.

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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.

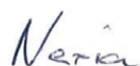
In preparing the financial report, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company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

Auditor's responsibility for the audit of the financial report

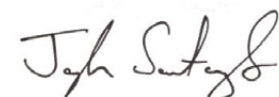
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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:

https://auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.



Nexia Sydney Audit Pty Ltd



Joseph Santangelo

Director

Dated: 30 September 2026

Appendices



Appendix 1

Compliance with the Commonwealth Statutory Funding Agreement Performance Principles

AMPC's Statutory Funding Agreement (SFA) with the Commonwealth requires the organisation to act in accordance with, and report against established Performance Principles and associated measures. Below is a summary of how AMPC is complying with these requirements.

Performance Principles	Performance principles outcome	Performance measure	Evidence of AMPC compliance	Status
Stakeholder engagement	Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to industry - Facilitate opportunities for levy payers, industry and government to contribute and collaborate in a meaningful way in setting RD&E priorities and activities. - This means being open and transparent about how input and ideas from levy payers is incorporated into strategy design and the reasons for their inclusion or otherwise.	1.1 Strategy prioritisation and development processes include appropriate consultation plans, based on the <i>Best Practice Guide to Stakeholder Consultation</i> .	- AMPC <i>Consultation Plan</i> developed and maintained, consistent with: - AMPC <i>Engagement Framework</i> <i>Best practice Guide to Stakeholder Consultation</i> - More information is available here stakeholder consultation - Stakeholder consultation is used to inform the <i>AMPC Annual Operating Plan</i> as well as five-year strategic plan.	✓
		1.2 Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.	The <i>AMPC Strategic Plan 2025-30</i> was informed by a program of surveys, workshops and meetings included representatives from processors of all sizes, AMPC staff and Board, government officials, livestock producers, industry bodies, research institutions, and value chain partners.	✓
		1.3 Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible.	- Stakeholder feedback on potential investment areas is assessed against strategic alignment, industry impact, stakeholder value, investment needs, and potential risks. - Members participated in a workshop following our 2024 AGM which involved voting and refinement of priorities to inform our 2025-2030 strategy. - AMPC conducted several follow-up meetings with members (both group and one-on-one) to communicate the final strategy and where necessary explain why incorporation of some feedback was not possible.	✓

Performance Principles	Performance principles outcome	Performance measure	Evidence of AMPC compliance	Status
Research, Development and Extension (RD&E) activities	Ensure RD&E (and marketing) priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio. — Balancing long-term, short-term, high and low risk, and strategic and adaptive research. — RD&E activities address levy payer and government priorities. — Delivering impact “on the ground”.	2.1 RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, access to new markets.	— All AMPC investments are assessed in accordance with the <i>AMPC Program Governance Policy</i> to ensure alignment with strategy and demonstrated outcomes for processors. — Each AMPC investment is also aligned to the overarching priorities within the Meat Industry Strategic Plan (MISP), and the National Agricultural Innovation Policy Statement. — These findings were supported by AMPC’s recent Independent Performance Review and Internal Risk Audit.	✓
		2.2 Levy payers who participate in RDC supported extension and adoption programs: — gain new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness. — intend to make or have made changes to existing practices by adopting the outcomes of R&D.	— In 2025-26 AMPC staff visited 107 separate processing plants (or approximately 84 per cent of AMPC’s members). — Our annual member survey returned a 69 per cent satisfaction rating. — AMPC also has an extended network of 22 innovation managers embedded within processing plants across Australia. — 36 R&D project reports were published in 2025-26.	✓

Performance Principles	Performance Principles outcome	Performance measure	Evidence of AMPC compliance	Status
Collaboration	Undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors.	3.1 Completed, current and future R&D including commercialisation opportunities is accessible through the growAG platform.	— AMPC has an established process for submitting all relevant projects, opportunities and stories to the growAG team. — At the time of publication AMPC had 35 projects and 7 articles published on the growAG platform.	✓
	— Collaborate across the agricultural innovation system to address common challenges and opportunities, including through active participation with Agriculture Innovation Australia (AIA) on cross sectoral and transformation outcomes. — The RDCs collaborate with the AgriFutures Emerging Rural Issues forum, 8 Innovation Hubs across Australia, evokeAG online platform and event and growAG platform where relevant.	3.2 Number and quantum of cross-industry and cross-sector RD&E investments available.	— In 2025-26 AMPC co-invested \$5.7 million (24% of levy income) on projects with Meat & Livestock Australia to address issues in the red meat supply chain, including challenges around product and packaging innovation, international and domestic markets, objective measurement and integrity systems. — A total of 31 current AMPC projects involve RDC collaboration. — AMPC engages with cross-sectoral investment partners through a range of formal and informal mechanisms, including engagement with the Council of Rural Research Development Corporations (CRRDC), AgriFutures Cross Sectoral Programs, and Agricultural Innovation Australia (AIA).	✓

Performance Principles	Performance Principles outcome	Performance measure	Evidence of AMPC compliance	Status
Governance	Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds. — Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements. — Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.	4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.	— Our strategic plan, annual operating plan and annual report are published in accordance with legislative and funding agreement requirements.	✓
		4.2 Demonstrated management of financial and non-financial risk.	Financial and non-financial risks are being managed through the following: — Board risk appetite statement — Board Audit & Risk Committee — Risk Management Plan — Risk register and mitigations — Business Continuity Plan — Internal and external audit regime	✓
		4.3 Relevant policies and procedures adopted and implemented (e.g., privacy etc).	— AMPC maintains a register of all policies and procedures appropriate for the size and complexity of the organisation. These are reviewed and updated on a staggered triennial basis.	✓
		4.4 Non-financial resources implemented effectively (human resources, IT, IP etc).	— AMPC undertakes periodic reviews of all systems, functions and their performance, while also being reviewed in audit reports and performance reviews.	✓

Performance Principles	Performance Principles outcome	Performance measure	Evidence of AMPC compliance	Status
Monitoring and evaluation	Demonstrate positive outcomes and delivery of RD&E (and marketing) benefits to Levy Payers and the Australian community in general and show continuous improvement in governance and administrative efficiency. — Suitable mechanisms and processes in place that enable regular impartial reviews of performance and identify improvement opportunities. — Demonstrate that investments are striving to achieve meaningful RD&E outcomes and priorities. — Communicate the results of the impact and benefits of RD&E activities and investments to stakeholders and the government.	5.1 Impact (cost-benefit) assessment of a broad cross-section of RD&E (and marketing) investments undertaken annually.	— Each year AMPC commissions independent impact assessments on a representative sample of investments, applying the CRRDC methodology. — In 2026 5 investment clusters are being evaluated.	✓
		5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.	— Monitoring and evaluation outcomes are considered through the following: — Published Board response to recommendations from the 2020-25 AMPC Performance Review. — Impact evaluation results are published and used to inform future investment decisions. — Pre and post project feedback and reviews to drive continuous improvement.	✓
		5.3 Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E (and marketing) activities.	— Impacts and benefits of AMPC investments are communicated through project reports, evaluation reports, annual reports, newsletters, events and plant visits.	✓

Appendix 2

AMPC Annual Operating Plan 2025-2026: Key performance indicator achievement

KPI	Rating
Pillar 1 — Industry excellence	
80 per cent of sector throughput reported in the AMPC Environmental Performance Review.	Partially achieved
2.50 per cent per annum reduction in red meat processor energy intensity.	Achieved
20 per cent renewable electricity consumption within the sector, or equivalent under the guarantee of origin scheme.	Partially achieved
20 per cent use of advanced water recycling.	Partially achieved
5 per cent reduction in the intensity of solid organic waste to landfill.	Achieved
One new feasible piloted waste valorisation option ready for deployment to deal with problematic solid wastes.	Achieved
At least 5 additional plants adopt technology to enhance animal welfare outcomes.	Partially achieved
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.	Partially achieved
A neurodiversity employment program is implemented, including industry resources and a cohort of at least 5 neurodivergent employees participating in the initiative.	Partially achieved
Net increase in unique users visiting the AMPC Careers Portal from 2024/2025 baseline.	Achieved
AMPC content at 2025/26 ICMJ and STEM workshops receives an increased net satisfaction rating from surveyed participants, from the 2024/25 baseline.	Achieved
At least 5 plants have purchased and are regularly using exoskeleton technology.	Achieved
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.	Achieved
Pillar 2 — Innovation and technology leadership	
Shadow robot systems operating in daily production in at least one processing plant.	Partially achieved
Two new industry materials handling solutions demonstrate improved technical capabilities and quantified value propositions, compared with current solutions.	Achieved
Two new automated lamb boning room concepts demonstrate improved yield and efficiency compared with current solutions.	Achieved
Validation and demonstration of two new beef cutting concepts in production environments.	Achieved
Demonstration of two new sensing technologies with value propositions that positively impact yield, processing efficiencies, and automation opportunities.	Achieved
New processing performance and decision support tool demonstrated in operation.	Partially achieved
Two new digitally integrated tools are developed to automate in-line process decisions.	Achieved
Improved availability of data measuring the rate of adoption of industry R&D and barriers to adoption. Data coverage measured by number of plants and adopted innovations.	Achieved
Pillar 3 — Growth and global competitiveness	
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).	Achieved
Government and industry agree to further meat inspection reform to complement the work of government meat inspectors.	Achieved
At least 5 processors are utilising traceability technology in the boning room to match product with label.	Partially achieved
Development of at least one new commercial product capable of delivering higher value (\$ per kg) for low value products (e.g. skins, hides and offal).	Achieved
Successful adoption of one new technology or initiative to manage food safety risks in at least 5 plants.	Achieved



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 Australian Meat Processor Corporation

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 AusRedMeat

 Australian Meat Processor Corporation

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