Annual Report 2024-2025
Impact through collaboration

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

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.

Front cover images
Left: NRG One with the Econoliser Knife Steriliser Unit
Top right: *More to Meat* campaign
Bottom right: AMPC Careers Portal

Inside front cover: Intelligent Robotics magnetic planar conveyor technology

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About AMPC

Investing for the future

The Australian Meat Processor Corporation 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 final year of our 2020-2025 strategic plan. Our new strategic plan has now been launched.

Image: AMPC corporate reports

The *AMPC Strategic Plan 2020-2025* had five pillars, which are reflected in this report:

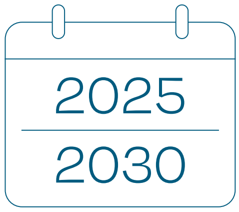
- Advanced manufacturing
- Sustainability
- People and culture
- Technical market access and markets
- Product and process integrity

Our new five-year strategy

Plan for the future

The ***AMPC Strategic Plan 2025-2030*** considers emerging opportunities and threats, focusing on delivering sustainable, innovative, and transformative solutions that support long-term growth and global competitiveness.

Over the next five years, AMPC will invest in **three strategic pillars** to advance the red meat processing industry in Australia.



Industry excellence

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

Innovation and technology leadership

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

Growth and global competitiveness

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

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

Chair report

As Chair of the AMPC Board, I am pleased to present the *Annual Report 2024–2025.*

I am proud of the work AMPC has completed and the results achieved this year as we continue to sharpen our focus on delivering important, relevant and impactful research for industry.

In particular, I am proud of the new strategic framework that will set us on a clear path over the next five years, as we wrap up our 2020-2025 strategy. I am grateful for the ongoing support of the Board and the team at AMPC, including Interim CEO Edwina Toohey. I also acknowledge the work of Chris Taylor, who led AMPC as CEO through the first four years of the previous strategy period.

Our industry's value comes through both economic and social outcomes it delivers across the sector and especially in the communities where we operate. We have much to be proud of, including the significant number of regional jobs supported and the billions of dollars generated annually for the national economy.

Industry and operating environment

This year has been one of both challenge and opportunity for the Australian red meat processing industry. Seasonal conditions have varied across the country, with the east coast generally having experienced favourable conditions, while large areas of Victoria and South Australia have been in prolonged drought. This has placed pressure on flock and herd numbers and resulted in record livestock prices, with supply and demand effects felt throughout the supply chain. These conditions have presented challenges for processors and have again highlighted the cyclical nature of agriculture and the importance of efficiency and resilience, to withstand the peaks and troughs.

Shipping complexities have also continued to challenge the industry. Disruptions and changing routes add cost and uncertainty, affecting export schedules and market commitments. In addition, global political tensions and conflicts in various regions have led to less predictable trading conditions and tariffs remain an issue for some export markets. While these are not under our direct control, AMPC and industry continue to work with government and stakeholders to navigate them and maintain strong trading relationships.

Above all, this year has reinforced the need for strong supply chain collaboration. The work being done across the sector to build relationships and align efforts, whether with processors, Meat & Livestock Australia (MLA), AMIC or other stakeholders, is critical to moving the industry in a unified direction. Through these partnerships we have been able to amplify the impact of research and development (R&D), develop new value-add opportunities for processors, and return benefits to producers and regional communities, which are home to most of the nearly 200,000 people employed directly or indirectly by our industry.

Despite the challenges, as always, demand for high-quality Australian red meat remains strong, due to our reputation for integrity and safety. Maintaining this reputation is vital.

Highlights and opportunities

This year, AMPC supported industry in many ways beyond pure research, including sponsorship of industry participation in the triennial International Meat and Protein Trade Fair (IFFA), which is known for being the world's leading trade fair for technology in the meat and protein sector.

AMPC facilitated attendance for a number of industry representatives, enabling them to connect with global peers and see firsthand the innovations shaping food and agribusiness. The event reinforced our position as an industry committed to innovation and technology leadership, and allowed participants to bring back insights that will inform Australian research and adoption.

With the evolution of artificial intelligence (AI), we are seeing a stronger interest from global companies to bring their technology to Australia and tailor it to our particular needs. For example, AI-driven systems that measure each carcase individually rather than applying uniform cuts are particularly suited to Australia's diverse production systems. This is especially valuable given the variation in livestock farming models, including pasture-fed operations, and differing regional conditions. These technologies have the potential to improve yield, enhance product consistency, and reduce workplace risk.

AMPC's R&D investment has continued to deliver tangible opportunities in value-adding to products and by-products. Research into new uses for red meat co-products such as pleura, including applications in nutrition and health, is creating pathways for processors to diversify revenue streams and improve sustainability outcomes.

Animal welfare remains paramount and industry well recognises its importance. The industry is working towards a national standard to ensure best practice is applied consistently across all processing plants. This is essential to maintaining social licence and protecting the sector from the reputational damage caused by isolated poor practices.

Governance and Board performance

Following significant renewal in 2023 as we welcomed a number of new directors and office bearers, the Board has become solidly established and operated as a stable and cohesive group with all directors contributing actively and constructively. The addition of a new independent director has further strengthened our mix of skills and perspectives. The Board continues to apply a best practice approach to governance with strong engagement in strategic direction and oversight.

Board members bring diverse skills and experience from across the processing sector and related industries. This breadth ensures that decision-making is informed by a range of perspectives and grounded in practical understanding. The Board remains committed to ensuring industry's voice is central to AMPC's priorities and that investments deliver value to levy payers.

I am grateful to work with such a passionate and committed Board.

Strategy and the future

In November, we finalised AMPC's new strategic plan to 2030. The new plan will build on the 2020-2025 strategy, under which AMPC funded more than 500 projects and delivered a very strong return of $6.28 for every dollar invested.

The new plan was developed through extensive stakeholder engagement and is built around three pillars: industry excellence, innovation and technology leadership, and growth and global competitiveness. This framework gives us clear priorities while allowing for agility to respond to emerging challenges and opportunities. The engagement process that informed the plan included direct input from processors, supply chain partners and industry bodies, creating strong alignment and ownership of the direction we have set.

Labour in particular remains a critical focus. The *More to Meat* campaign has helped position our industry as an attractive sector to work in, while our focus on visa pathways and workforce practices has supported access to essential skills. This is a complex, multi-pronged space where technology, inclusivity and government engagement all play a role.

Image: Australian processing plant

While industry seeks to attract more Australian workers, access to a variety of visa options remains important for meeting operational needs. This is an area that requires careful balance and ongoing attention.

Sustainability has also become firmly embedded in decision-making. Processors are increasingly adopting technologies and practices to improve environmental performance, including reductions in carbon emissions, improvements in water and energy use, and better management of waste streams. This progress is supported by AMPC's research and by sharing practical solutions across the sector. This emphasis on sustainability aligns with global expectations and is essential for maintaining competitiveness in key markets.

Despite ongoing pressures — from climate variability to global market uncertainty — I am confident in the direction of AMPC. We have a committed Board, a capable executive team and strong relationships across the supply chain, and together we aim to deliver value for levy payers and strengthen the future of the Australian red meat processing industry.

Melissa Fletcher
Chair

Edwina Toohey

Interim CEO

CEO report

It has been an exceptionally busy and rewarding year for AMPC.

Our focus has been on building stronger strategic partnerships and delivering projects that generate real value for levy payers, our members. These partnerships span both domestically and internationally with companies and research providers that have brought new technologies and ideas to our industry. Relationships take time to build, and this year has been a time of bedding in and we are beginning to see the benefits of that effort coming to life.

We have also taken deliberate steps to ensure that all our work continues to meet the highest standards of research rigour. This means that every project is grounded in robust methodology, informed by high-quality data, and assessed from the outset for its potential to deliver meaningful commercial outcomes. This commitment to excellence underpins everything we do, from small-scale trials to industry-wide transformations. Ultimately, quality research that leads to real industry change is the reason we exist.

On a personal note, it has been my pleasure and privilege to serve as Interim CEO as AMPC rolled out the final phase of our 2020-2025 strategy. I am grateful for the insights and support of our highly experienced Board and our skilled team, who have retained a steady focus on delivering to industry.

Financial performance

In 2024-2025, AMPC's total investment in R&D, marketing, and joint initiatives was $31.86 million, supported by $22.93 million in statutory levies, $0.85 million in other contributions and $17.48 million in government-matched funding. Reserves at year's end were $25.13 million.

Across our portfolio areas, we completed or commenced 272 projects, with a continued focus on achieving strong benefit-cost ratios for levy payers.

Strategic delivery

Our work in 2024–2025 has been guided by the final year of the *AMPC Strategic Plan 2020–2025*. Key achievements include:

- Cementing the revised funding model by replacing plant-initiated projects with a more flexible and transparent system that delivers better industry-wide outcomes.
- Restructuring the organisation to enhance the technical capabilities of the team. This change has improved efficiency, ensured plants have direct access to specialist expertise, and positioned AMPC to deliver even higher-quality, evidence-based R&D.
- Continuing the revised *Innovation Manager Program*, aimed at building capability and sharing knowledge across processing plants.
- Expanding our partnerships, including a new strategic agreement with Meat Business Women to support career development and networking for women in the industry.
- Strengthening our engagement with members, with 235 visits to 97 processing plants (reaching around 75 per cent of our membership) and maintaining member satisfaction of 79 per cent.

Advanced manufacturing

Advanced manufacturing has remained a core focus, with notable progress in modular automation systems. Rather than aiming for fully automated beef or sheep boning rooms, we have prioritised modular solutions that target high-cost, high-risk tasks. This approach delivers safety improvements, cost efficiencies and greater adoption potential.

The year also saw further progress in shadow robotics projects, which have applications in workforce diversification and remote operations. These innovations demonstrate how technology can create new employment opportunities, including for neurodiverse, differently abled and differently skilled workers, to help us address ongoing labour challenges and build meaningful careers.

People and culture

Building the workforce of the future is a key priority. AMPC has invested in programs to inspire and attract the next generation, from school students through to university graduates. The *AMPC Careers Portal* has been an important tool in showing the breadth of careers available in red meat processing, and the opportunities for people with a wide range of skills and backgrounds.

The year included strong participation in initiatives such as the Intercollegiate Meat Judging Association (ICMJ) program, which continues to go from strength to strength. A new initiative has been the development and roll-out of the *AMPC Meat-Tech Futures STEM Camps*, which introduce young people to the technical and scientific careers available in our industry. These programs are essential to sustaining a skilled and innovative workforce well into the future.

Animal welfare

Excellence in animal welfare remains non-negotiable. This year, we advanced research into artificial intelligence-driven welfare monitoring systems. These tools, supported by machine learning and rigorous data analysis, have the potential to transform how we assess and manage welfare outcomes in processing plants. While still in development, the early results are promising and the commercialisation potential is significant.

Sustainability

Sustainability is a top-tier priority and work continues to uncover practical solutions that improve environmental and economic performance in processing plants. This includes research into reducing carbon emissions, optimising energy and water use and creating higher value from by-products. This year saw AMPC undertake the environmental performance reporting work, which provides a valuable baseline of information so we can track industry performance over time and identify critical areas for improvement. All these initiatives are essential to maintaining market access and meeting customer expectations.

Technical market access

AMPC's technical market access program continues to deliver strategic value in enhancing Australia's global competitiveness in red meat exports. Key initiatives included co-investment with MLA to support domestic and international marketing, trials of barcodes and shipping marks for US exports, and targeted efforts to reduce regulatory costs. Notably, research identified an opportunity to revise freezing standards from –18°C to –12°C, with no adverse impact on food safety or meat quality. The program remains a dynamic and impactful area of work, with strong potential to deliver measurable benefits to industry stakeholders.

Collaboration and consultation

Collaboration across the supply chain is vital to our success. In 2024-2025, we co-invested $6.16 million with MLA on joint projects addressing product innovation, market development, measurement and integrity systems. We also continued to participate in cross-agriculture innovation platforms such as Agricultural Innovation Australia (AIA) and AgriFutures' *growAG* program.

Our stakeholder consultation program informed the development of the new *AMPC Strategic Plan 2025-2030*, with input from processors, industry bodies, government, producers, researchers and value chain partners. This engagement ensures our strategy reflects the needs and priorities of the industry we serve.

Looking ahead

As we move into the 2025–2030 strategic plan period, AMPC will continue to focus on industry excellence, innovation and technology leadership and growth and global competitiveness. We will maintain a balanced portfolio to deliver short-term wins alongside long-term transformation that will be underpinned by research excellence and commercial outcomes in mind.

The restructure implemented this year has positioned us to deliver technically rigorous, commercially relevant R&D at a consistently high standard. I am equally grateful to our Board for its passion, industry knowledge and support through this transition.

Thank you to our members, research partners, AMPC team and stakeholders for your continued engagement and for playing your part in shaping a stronger, more resilient future for Australia's red meat processing industry.

Edwina Toohey
Interim CEO

Our industry

A thriving value chain

Primary producers

Feed lotting

Live transport

Processors

Cold transport

Marketing and distribution

Wholesale

Retail

Australia was the **world's largest** sheep and goat meat exporter in 2024-2025

Australia was the **second largest** beef exporter after Brazil in 2024-2025

$21 billion

Australian exports of red meat **totalled more than $21 billion** in 2024-2025

80%

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

Australia's red meat processing industry **added $30 billion** to the Australian economy in 2023-2024

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 State of the Industry report 2024.**

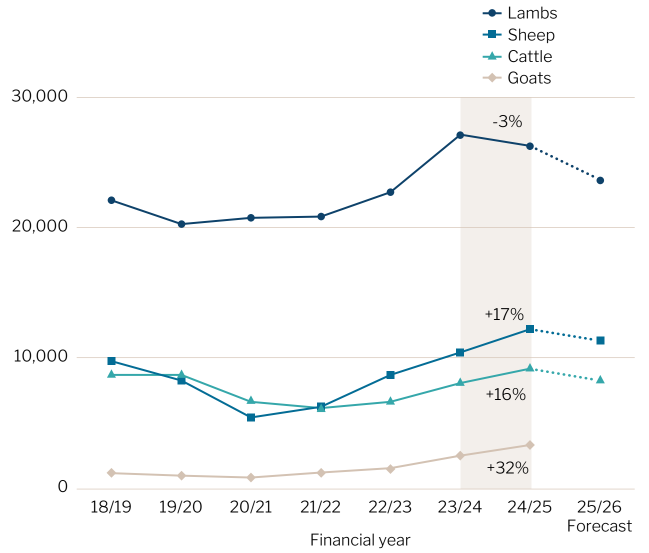
Operating environment

In 2024-2025, livestock throughput and production generally increased, while Australian herd and flock levels declined due to dry conditions in southern growing regions.

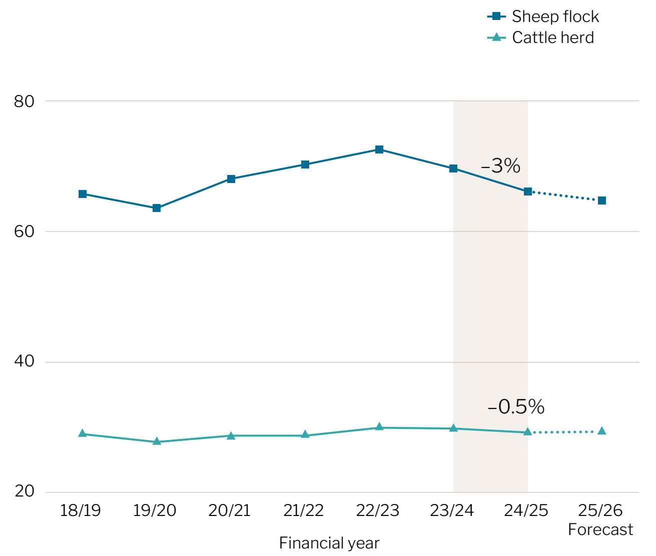
The industry was also challenged by tariffs and trade uncertainty, but continued to grow exports to diversified markets.

Forecasts for 2025-2026 point to a shortening of supply, particularly as those southern growing regions recover from prolonged dry periods. However, producers will be buoyed by ongoing strong export demand.

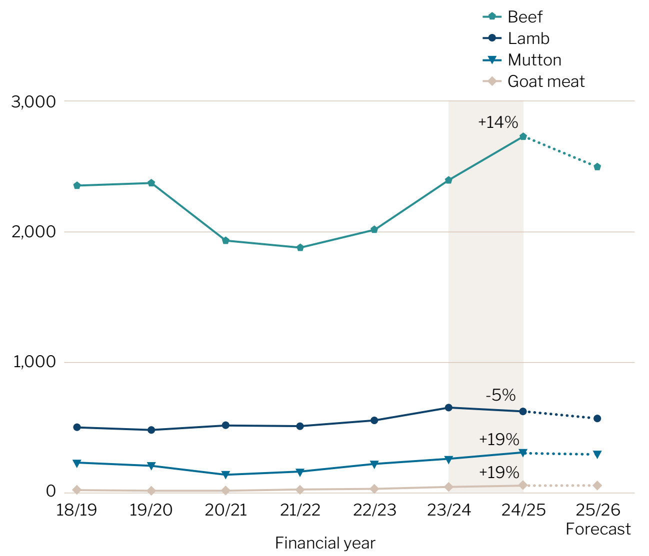
Throughput, '000 head*



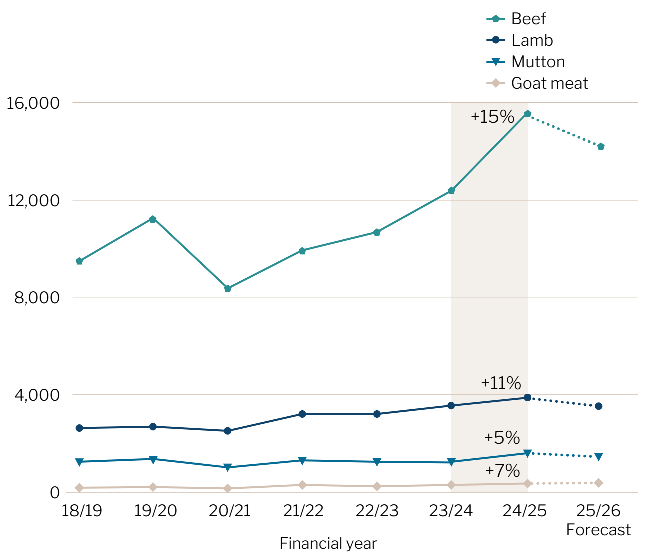
Herd/flock levels, million**



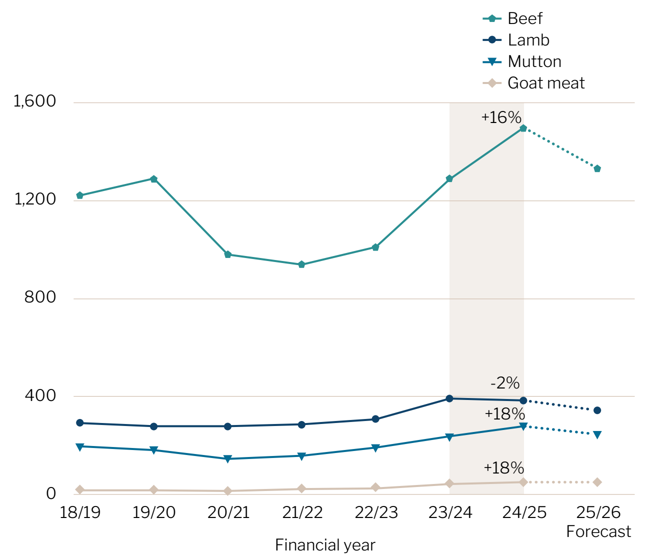
Production volume, kt (swt)**



Export value, $m**



Export volume, kt (cwt)**



* Source: ABARES, MLA
** Source: ABARES

Our processors

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 two to over 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 10,000 to 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.
Top image: Maintenance team at Nolan Meats

Our funding and approach

To research, development and adoption

Open funding model

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

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

Core projects
Form part of open funding model

Core projects provide benefits 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).

50% levy
50% matched government funding

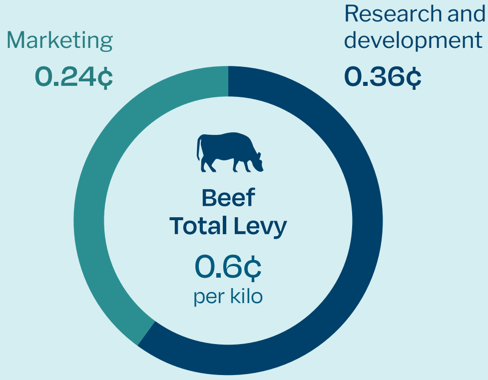
Joint projects

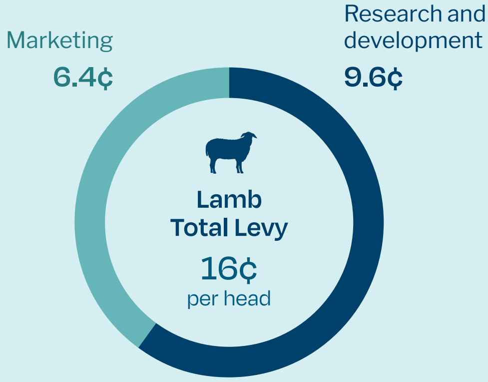
Joint projects deliver supply chain improvements. Projects are completed in the areas of food safety, data integrity, and eating quality, and support increased demand for red meat domestically and internationally. These projects are funded by AMPC and MLA, using both processor and producer levies, as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

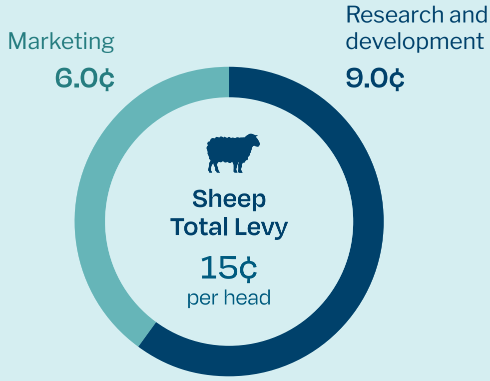
Cap — Government matched funding

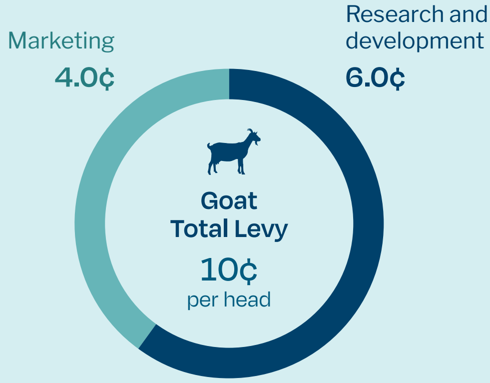
The matched funding mentioned above is provided by the government to RDCs each year and is capped based on total industry turnover. For red meat industry participants, the 2024-2025 period matched funding cap was $106 million (total available between AMPC, MLA and Livecorp). Eligible R&D initiatives 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 $17.48 million of cap in 2024-2025.

Beef production and livestock slaughter levies









Year in review

2024–2025

July 2024

AMPC and the Department of Agriculture, Fisheries and Forestry launch research exploring opportunities for neurodivergent people in the red meat processing industry.

August 2024

The *AMPC Grants Helpline* enters phase two. Small and medium-sized levy payer processors can receive assistance with applying for government energy and environment grants.

August 2024

First regional *Innovation Spotlight* event in Wagga Wagga, where levy payer processors from the Riverina region heard updates on priorities for research, development, and extension.

September 2024

The *AMPC Innovation Manager Program* cohort comes together to explore ways of thinking beyond day-to-day operational processes and take their businesses to the next level.

October 2024

Inaugural Parliamentary Friends of Red Meat event in Canberra celebrates Australia's world-class red meat processing industry and promotes the *More to Meat* campaign.

November 2024

New research and development reporting templates and guidelines launch to assist providers and processors in presenting research and development outcomes in a clear and concise manner.

December 2024

AMPC's biomass boiler trials verify biomass as an effective option for red meat processors to reduce greenhouse gas emissions and reduce costs. The project received the 2024 Australasian Industry Project Award from the Institute of Chemical Engineers.

January 2025

Artificial intelligence-driven automated beef scribing — being trialled at Kilcoy Pastoral Company — delivers promising results. A cost-benefit analysis shows a return on investment for the installation of the automated scribing system of between 1.15 and 1.21 years, resulting in a gross benefit per head of $4.92 to $5.19.

February 2025

Australian red meat processors record best environmental performance since 1998 based on the *AMPC Environmental Performance Review 2024*.

March 2025

Processors and safety experts from around Australia gather for the *AMPC Safety Spotlight* event.

April 2025

AMPC participates in MLA cold chain seminars in Vietnam, China and Taiwan to increase awareness and strengthen trust of chilled and frozen Australian beef and lamb.

May 2025

The *AMPC Socio-economic Impact Report* reveals red meat processing's significant contribution to Australia's national economy and employment, including a record 189,487 jobs across the nation.

June 2025

AMPC launches new five-year strategy.

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 visits to 97 separate processing plants, totalling 235 visits throughout the year (encompassing approximately 75 per cent of AMPC's members). 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 34 innovation managers — embedded within processing plants across Australia — drives technology investment and the adoption of research and development, providing an additional engagement pathway.

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.

One of our most recent consultation programs focused on the development of our new five-year strategic plan. Throughout the year, we conducted a series of workshops with processors, AMPC staff and Board, government officials, livestock producers, industry bodies, research institutions and value chain partners to inform this critical work.

235
Plant visits

Visited 75%
of AMPC members

34
Innovation managers

Collaboration

AMPC collaborates with a range of stakeholders that directly benefit the sustainability of processors and the communities in which they operate.

Over the past year, we maintained our membership of AIA, a company targeting transformational innovation across agriculture, which was founded by the 15 RDCs.

We are also a member of the growAg innovation platform, the online gateway to Australia's agrifood innovation system. AMPC uses growAg as a vehicle to identify and collaborate with new global partners in research and commercialisation.

We co-invested $6.16 million (27 per cent of levy income) on projects with MLA 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.

We continued to support our peak council, AMIC, through policy and industry research, and collaborated with Red Meat Advisory Council (RMAC) as a partner within the larger red meat industry framework.

Working with government

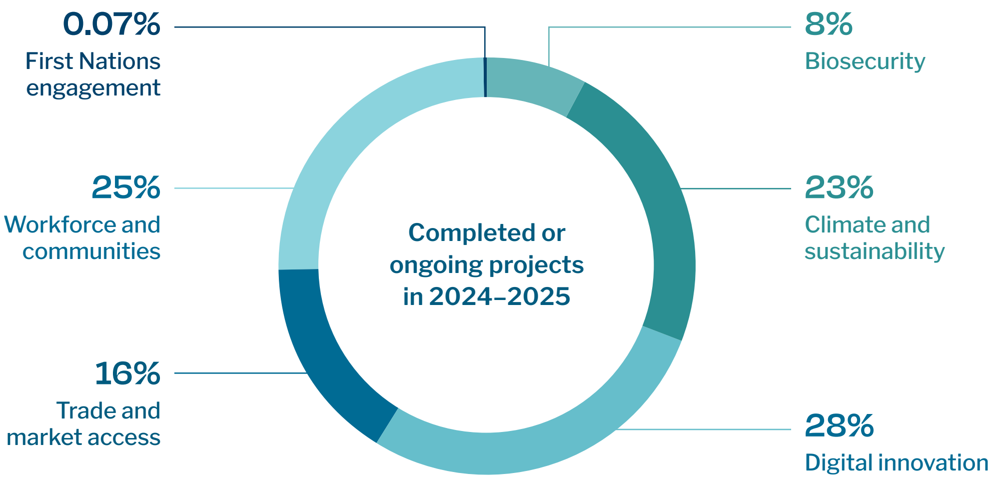
AMPC engages with the government through regular meetings with the Department of Agriculture, Fisheries and Forestry, as well as the Council of Rural Research and Development Corporations.

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.

In 2024-2025, AMPC also invested in several projects to support the Ministerial priorities for RDC investments.

AMPC project expenditure by ministerial priorities for RDC investments



Ministerial priorities	AMPC budget	AMPC budget %	No. AMPC projects	AMPC projects %
Biosecurity	$9,654,589	8%	25	9%
Climate and sustainability	$27,423,149	23%	48	18%
Digital innovation	$34,280,127	28%	40	14%
Trade and market access	$19,207,489	16%	46	17%
Workforce and communities	$30,532,275	25%	112	41%
First Nations engagement	$80,325	<1%	1	<1%
Grand total	**$123,347,453**	**100%**	**272**	**100%**

These figures are based on all projects active or completed in the 2024-2025 financial year (The budget figures reflect the total project, not just what was spent in the 2024-2025 financial year).

Overview of performance

From the last five years

As we enter year one of our new *AMPC Strategic Plan 2025-2030*, it is timely to reflect on AMPC's activities over the duration of the previous 2020-2025 strategic plan.

Over the past five years, the industry has made a strong recovery from the disruptions caused by the COVID-19 pandemic. Since 2020-2021, the annual volume of production has risen by 41 per cent, and export value is up 77 per cent.

In 2023, AMPC replaced the outdated Plant Initiated Projects (PIP) funding model with a more flexible, transparent approach to funding that delivers better industry-wide outcomes. This change has allowed AMPC to attract more outside contributions to our R&D projects. Meanwhile, the organisation's reserves were consciously reduced and then maintained at appropriate levels.

AMPC continued to deliver strong returns from our R&D investments. Long-term evaluation results showing a weighted average return of $6.28 for every $1 invested over the course of the *AMPC Strategic Plan 2020-2025*.

AMPC remains committed to strong member engagement through regular site visits, extension, and collaboration opportunities. In 2022, we hosted our inaugural *AMPC Innovation Showcase* in Melbourne, with a second event scheduled for September 2025 in Brisbane. In 2024, we initiated a series of regional *Innovation Spotlight* events focusing on specific innovation themes.

We continue to monitor our performance through levy payer surveys and feedback, always seeking to deliver additional value to processors and the industry.

41% Annual volume of production since 20/21

77% Export value since 20/21

$6.28 Weighted average return for each $1 invested

Metric	Unit	2020/21	2021/22	2022/23	2023/24	2024/25
Volume of production	'000 tonnes cwt	2,606	2,580	2,826	3,312	3,682
Export value	$b	$12.07	$14.73	$15.36	$17.46	$21.35
Statutory levies	$m	$16.12	$15.75	$17.24	$21.27	$22.93
Other contributions	$m	$0.38	$0.78	$0.22	$0.98	$0.85
Government matched	$m	$20.51	$20.51	$16.12	$13.54	$17.48
Total investment	$m	$46.63	$46.75	$39.64	$33.91	$31.86
Reserves	$m	$32.89	$23.39	$18.60	$20.53	$25.13
Active projects	No.	253	370	269	237	272
Average benefit-to-cost ratio for R&D projects	BCR	8.61	7.47	5.11	6.41	6.11
Member engagement	Site visits	92	216	124	142	235
Members	No	106	108	110	107	104
Processing plants	No	135	137	140	137	135

Source: ABS, ABARES, AMPC

Our performance

Latest evaluation of research projects

AMPC's 2024-25 levy payer survey

21 Net Promoter Score

79% Member satisfaction

Projects

272 Projects

Number of research and development, marketing, joint and corporate projects completed, in progress or started during the 2024-2025 year.

Participation

3 Processors

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 2024-2025 plan included 52 KPIs, of which 28 were achieved (54 per cent); 18 were partially achieved (35 per cent) and six were not progressed (11 per cent).

All AMPC Annual Operating Plan KPIs

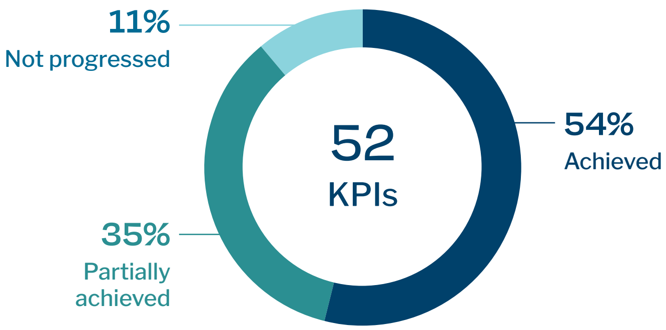


Image: SCL SmartTrack data capture system

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.

Evaluations of a sample of 10 AMPC projects completed during the 2024-2025 financial year yielded benefit-cost ratios (BCRs) ranging from 1.2 to 19.7, resulting in a weighted average BCR of 6.11. This represents a return of $6.11 for every dollar invested by AMPC.

* 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.

The 10 evaluated projects

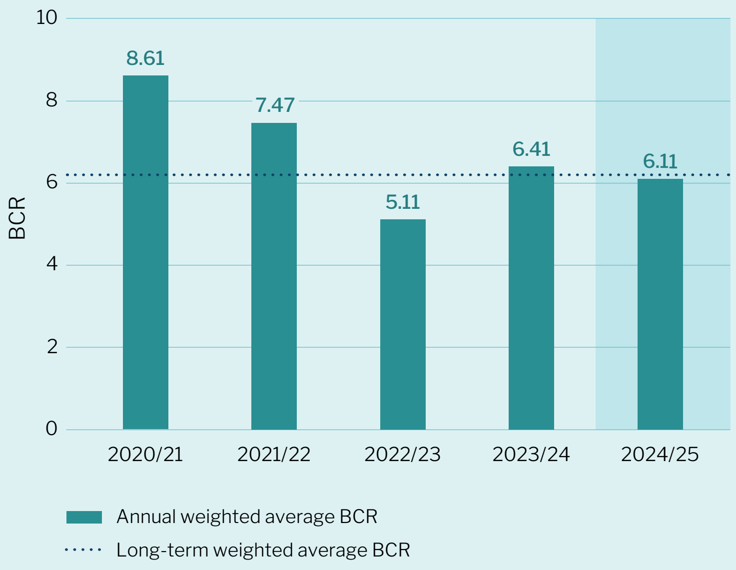
1. Red meat processing national campaign — More to Meat phases 1, 2 and 3
2. Meat processing industry immersive careers experience tool — stage 1 and 2
3. The Econoliser — industry trial, techno-economic tool, and national approval for ease of adoption
4. Preliminary investigation into heavy metal detection in offal using Raman spectroscopy
5. The data-based confirmation of chilled lamb (held up to 20 weeks) quality and safety, using novel smart packaging and spectroscopic technologies
6. Efficiency opportunities in rapid cooling of trim — a cost and environmental comparison of CO_2, N2 efficiencies, and a new tube chiller system
7. LEAP4Beef — striploin chining pre-production cell accuracy improvements
8. Animal husbandry AI objective measurement validation in Australian processing plants
9. Ovine carcase inspection/contamination management — on-site validation and process integration
10. Use of Meat Messaging and barcodes as shipping marks to the US

Long-term results

A total of 50 independent impact evaluations were conducted during the course of the *AMPC Strategic Plan 2020-2025*. Overall, the results indicate a long-term return on investment of $6.28 for every $1 invested.

50
Impact evaluations

$6.28
Long-term BCR



Extension, engagement and communication

12 **processor newsletters** delivered to AMPC levy payers

47 **articles published** to the AMPC website

10,645

people following AMPC's social media channels

202

media clips appeared in national and regional media publications

Developed a training package to support red meat processors in demonstrating their animal welfare credentials.

Innovation Spotlight AMPC

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

12 **videos shared** on the AMPC YouTube channel

Partnered with **Meat Business Women**

Hosted Australian Sustainability Reporting Standard webinar and offered *AMPC Grants Helpline* support for Australian Sustainability Reporting Standards traffic light assessments

Hosted export meat update seminars on Shiga toxin-producing Escherichia coli (STEC) requirements for exporting to the US and an overview of Hazard Analysis Critical Control Point (HACCP)

Inaugural Parliamentary Friends of Red Meat event at Parliament House

Developed a **guidebook, pilot case study and video for advanced water recycling** for non-potable uses

68%

(of total sector throughput) participation in the *AMPC 2024 Environmental Performance Review*

Designed a **video and presentation on energy from waste** — biomass, and a **video on biogas** productivity from Anaerobic Co-digestion

45

research and development final reports published to the AMPC website

35

levy payer processing plants **completed environmental benchmarking** and improvement workshops

Commenced the ***Meat-Tech Futures STEM Camp*** series

Sponsorship of **Meat Processing and Export Conference 2025**

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

More to Meat national campaign

Image: Hayden from Thomas Foods International as part of the *More to Meat* campaign

AMPC's *More to Meat* campaign aims to build community support and attract potential employees to the red meat processing industry.

Image: Ali from EC Throsby as part of the *More to Meat* campaign

The campaign, launched in 2022, uses quantitative research to highlight key trends and shifts in public attitudes towards the industry.

The latest research involved a survey of 2,867 people residing in areas with nearby meat processing operations, including those living near red meat processing plants.

Key insights

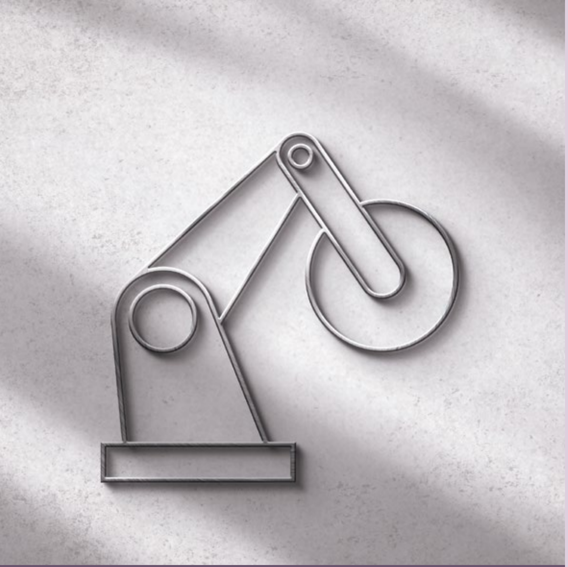
Support for the industry has increased to the highest level since the research began, with 63 per cent of people expressing support compared with eight per cent expressing opposition.

Support was **significantly higher** among people who recalled seeing the *More to Meat* campaign.

Key reasons for supporting are the **enjoyment of meat products** and a **recognition of the industry's essential role** in the meat supply chain.

The public's **top priorities** for the agricultural sector are **biosecurity, animal welfare** and **drought,** as well as the introduction of US tariffs on Australian exports.

Cost of living remains by far the dominant issue for Australians, followed by **housing affordability** and **healthcare.**



Advanced manufacturing

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

These developments embraced successful works to date and advancement in new technologies, including AI, sensing and robotics.

The program has seen significant progress in automated, semi-automated and remote-operation developments, including AI-driven beef scribing, waterless lamb Frenching, ovine intramuscular fat (IMF) objective measurement, primal packing, and shadow robotics with multiple systems progressing beyond the proof-of-concept phase to on-plant trials and full production implementation.

AI-driven beef scribing is one of AMPC's most successful developments, with exciting extension potential. One system has been in production since 2023, and a second was commissioned in early 2025, operating in full production since April 2025.

A world-first fully automated beef boning program is also a step closer to in-production trials, following a successful major pre-production demonstration of a striploin cutting module focusing on striploin-rack-chine removal.

Shadow robotics also continue to progress, with commercialisation now well in sight, after the most recent stage of AMPC's ongoing research and development revealed excellent results in plant trials using two shadow robotic systems in a red meat processing boning room.

AI technology has improved capabilities beyond automated cutting, by enhancing developments in robotic packing, contamination detection and product and carton proof of load technologies. These are all progressing well and are undergoing in-plant production trials in 2025 in preparation for commercial extension.

Good progress has also been made toward automated container loading and rapid carcase chilling technologies, with proof-of-concept and production trials having been completed.

We continue to focus on fit-for-purpose processing technologies of the future, working together with research partners and industry to plan, develop, test, and prove in production.

STRATEGIC GOAL

Human product handling is halved through technology advancement to reduce injury rates, maximise yield and processing efficiency by 2030. A case study from each of the following focus areas demonstrates AMPC's investment in this program.

1. Adoption
2. Hands-off processing
3. Digitisation
4. Carcase primal profitability optimisation

PROJECTS

41	Total	11	Completed
30	Active	0	Terminated

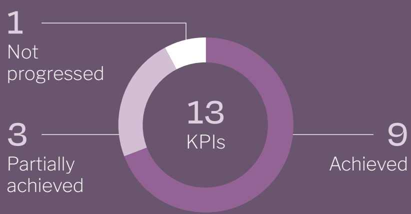
*Excludes MLA-managed projects

INVESTMENT OVER TIME

2020–21	$18,628,487
2021–22	$9,954,589
2022–23	$12,956,726
2023–24	$16,795,132
2024–25	$13,821,837

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



ADOPTION

AI-driven beef scribing

Scribing is one of the most critical tasks in red meat processing, used to prepare the carcase for further breakdown in the production line. Beef scribes are the first cuts on the carcase, which guide the removal of the smaller primal cuts.

Automating and enhancing the accuracy of the cutting process leads to greater consistency, increases the weight of the primal cuts, and reduces the amount of trimming needed. It also improves workplace safety by decreasing the use of circular cutting saws, and supports labour supply sustainability by taking on roles that are often difficult to fill.

A key focus for the advanced manufacturing program over recent years has been advancing foundational developments in artificial intelligence, sensing, and robotics, and taking these developments beyond the proof-of-concept phase to on-plant trials, full production implementation, and adoption of multiple systems. Already, AI-driven beef scribing is considered one of AMPC's most successful developments, offering potential for extension beyond the current process.

A second beef scribing system was recently developed and commissioned, and has been operating in full production since April 2025 at Australian Meat Group Pty Ltd.

The new system is a variation on the first system developed at Kilcoy Pastoral Company, which has been in production since 2023, operating two shifts per day, seven days a week.

This latest development is improving on high accuracies already demonstrated, and processing new cattle variants and scribing cut specifications utilising only one cutting robot, with a reduced footprint improving adoption potential.

AMPC is now looking to take the development beyond the current beef scribing process as part of an initiative to automate beef boning.

Read more on the AMPC website >

Image: Intelligent Robotics AI beef scribing system

HANDS-OFF PROCESSING

Lamb and beef automated deboning

Deboning lamb and beef hind-quarter legs relies on dexterous knife handling for careful separation of meat and bone.

This task continues to require skilled human resources. Any automation process for the deboning task would need to be performed by a highly skilled butcher, with excellent efficiency and dependable consistency.

Image: Mayekawa TakiDas deboning system

Automation may soon be possible, with AMPC investing in automated deboning technologies already applied by Mayekawa Japan in similar machines for poultry and pork processing. These include, TakiDas for turkey legs, which are comparable in dimensions to lamb legs, and HamDas for pork legs. As part of this project, deboning lamb hindquarter legs was trialled using Mayekawa Japan's established machine for turkey legs (TakiDas).

Although this project will continue to investigate beef leg deboning in 2025, the results of the lamb leg deboning trials completed in early 2025 have encouraged and accelerated further development.

A new project is underway to develop a first prototype machine, called LalDas, for deboning lamb legs. This new project aims to develop LalDas as the first cost-effective and practical automation solution based on existing designs, for prototype testing with lamb legs on plant, quantifying performance and benefits and aiming to meet the specific needs of many red meat processors in Australia.

CARCASE PRIMAL PROFITABILITY OPTIMISATION

Striploin chining cell accuracy improvements

As part of AMPC's initiative to automate beef boning rooms, this project focused on improving the accuracy of a pre-production prototype cell developed for beef striploin chine bone removal in collaboration with Scott Automation, JBS and MLA.

The pre-production prototype system was developed for on-plant demonstration trials and subsequently upgraded in this project with new sensing and an improved Convolutional Neural Network (CNN) to perform additional accuracy trials with striploins processed through the machine. This upgrade aimed to demonstrate and analyse the improved cutting accuracy of the robotic bandsaw system.

The project resulted in significantly improved accuracy of the machine and indicated yield improvements compared to manual operators. As a result, a standalone production prototype machine concept has been proposed with the aim of improving yield and labour savings at an estimated 2.3-year payback for commercial adoption after development.

Image: Scott Automation beef striploin technology

AMPC and JBS are evaluating the continued production use of the upgraded pre-production prototype cell, developed for beef striploin chine bone removal, to increase knowledge and obtain more extensive feedback from the trial site. This will assist in the development of a production prototype system that will provide significant benefits to the Australian red meat processing industry.

Read more on the AMPC website >

DIGITISATION

Artificial intelligence-enabled box label verification

Ensuring cartons leave processing plants correctly labelled is important for efficiency.

AMPC has investigated the potential for AI-enabled dual-energy X-ray imaging in carton and label verification, leveraging existing systems and overlaying them with AI to enhance the efficacy and precision of the verification process.

The system integrates advanced algorithms to analyse X-ray images, ensuring not only carton content integrity but also accuracy of the associated labels. Using X-ray imaging, it provides a comprehensive and detailed assessment of product composition, reliable detection of foreign objects and validation of correct product labelling.

This collaborative R&D project with Nolan Meats, Foss Pacific, and System Integration Automation involved integrating the system into existing controls, enabling repeatable rejection processes. Subsequent phases ran cartons through at production rates to obtain baseline X-ray images and ensure accurate AI labelling.

Training of an AI algorithm for company product groups proved very successful, with the system shown to be capable of identifying mislabelled products. The AI algorithm rejects a carton if its specifications are not met. Once the carton is rejected, the data and rejection reason are displayed on the rejection terminal for easy identification of the issue, allowing the problem to be rectified.

The AI algorithm has proven 99 per cent accurate in product identification for 10 of the most common primal cut SKUs.

The project highlighted potential savings exceeding $250,000 per year, with a return on investment of less than three months, signifying a transformative step in research and development towards industry-wide adoption of advanced carton and label verification systems.

Read more on the AMPC website >

Image: Red meat cartons

Sustainability

The focus for the sustainability program over the year was advancing environmental performance across the red meat processing industry through responsible water management, clean energy transition, emissions reduction, and circular economy initiatives.

The *AMPC Environmental Performance Review (EPR) 2024* marked a major milestone, with the highest-ever participation from Australian processors — 43 plants representing 68 per cent of throughput. The results were record-breaking, achieving the lowest greenhouse gas intensity and water usage levels since reporting began in 1998, as well as the highest water recycling rates on record. These outcomes underscore the industry's progress toward decarbonisation and responsible resource management, while reinforcing its social licence to operate within regional communities.

AMPC continued work on clean energy transition technologies, including a major research project focused on improving the efficiency of rapid cooling systems for meat trim. The project identified opportunities to significantly reduce reliance on costly and emission-intensive cooling gases such as liquid CO_2 and nitrogen. Initial findings showed that a new rapid cooling technology could offer up to 73 per cent cost savings compared to CO_2 over a 15-year period, with additional environmental benefits from reduced fugitive emissions.

Responsible water management also remained a priority, with successful industry trials of the Econoliser technology. The knife sanitisation system received national approval from the Department of Agriculture, Fisheries and Forestry following a validation process that showed to significantly reduce water and energy use while maintaining compliance with national food safety standards. The high-efficiency system demonstrated its ability to reduce water use from litres to millilitres per cycle, and has been supported by the development of an adoption guidance tool to support uptake across the sector.

Waste valorisation and circular economy initiatives progressed through AMPC's co-investment in Australia's most significant biogas productivity research program to date. The project, part of the RACE for 2030 initiative, trialled 54 red meat processing waste streams alongside agri-industrial co-substrates such as waste grain and crop residues, and conducted several thousand hours in Basic Metabolic Panel (BMP) tests and pilot trials. Trials are targeting optimal substrate combinations to maximise biogas yields through improved anaerobic digestion. Initial results have shown strong potential for increased renewable energy generation, with future large-scale trials and beneficial reuse of digestates planned.

AMPC remains committed to supporting processors through their environmental sustainability transition, providing data and benchmarking workshops, as well as access to a suite of tools and technology studies to help them plan, measure, and improve performance in line with community expectations and national climate goals.

STRATEGIC GOAL

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. A case study from each of the following focus areas demonstrates AMPC's investment in this program.

1. Communities and decarbonisation
2. Clean energy transition
3. Responsible water management
4. Waste valorisation and circular economy

PROJECTS

58	Total	23	Completed
34	Active	1	Terminated

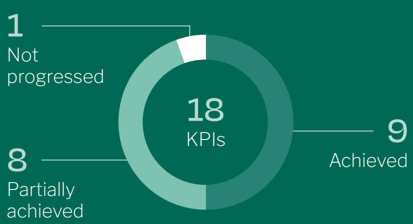
*Excludes MLA-managed projects

INVESTMENT OVER TIME

2020–21	$6,478,698
2021–22	$6,682,849
2022–23	$7,443,534
2023–24	$13,353,244
2024–25	$10,143,782

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



Environmental Performance Review 2024

AMPC's *Environmental Performance Review* (EPR) 2024 for Australian red meat processors demonstrated industry's commitment to improving its environmental performance.

CSIRO conducts a review every two years to track the performance of the red meat processing industry across key environmental indicators, including water, wastewater, energy, greenhouse gas emissions, and solid waste to landfill.

Forty-three processing plants of various sizes participated, accounting for 68 per cent of the Australian red meat processor throughput.

The 2024 EPR achieved the highest participation rate ever. The results revealed three other notable records: the lowest intensity results for greenhouse gas emissions since reporting began in 1998, the industry's lowest water intensity and the highest water recycling levels.

Greenhouse gas results are now tracking in line with the Net Zero 2050 targets set out under the Paris Agreement. Meanwhile, the outstanding water use and reuse results were good news for regional communities, who are looking for processors to demonstrate a commitment to the careful management of this precious resource.

The *AMPC EPR* helps participating processors build trust with their communities and stakeholders over the long term, demonstrating the industry's commitment to serious environmental performance. It also allows processors to compare themselves against the entire industry while helping each participating processor identify areas for improvement in their plants.

Read more on the AMPC website >

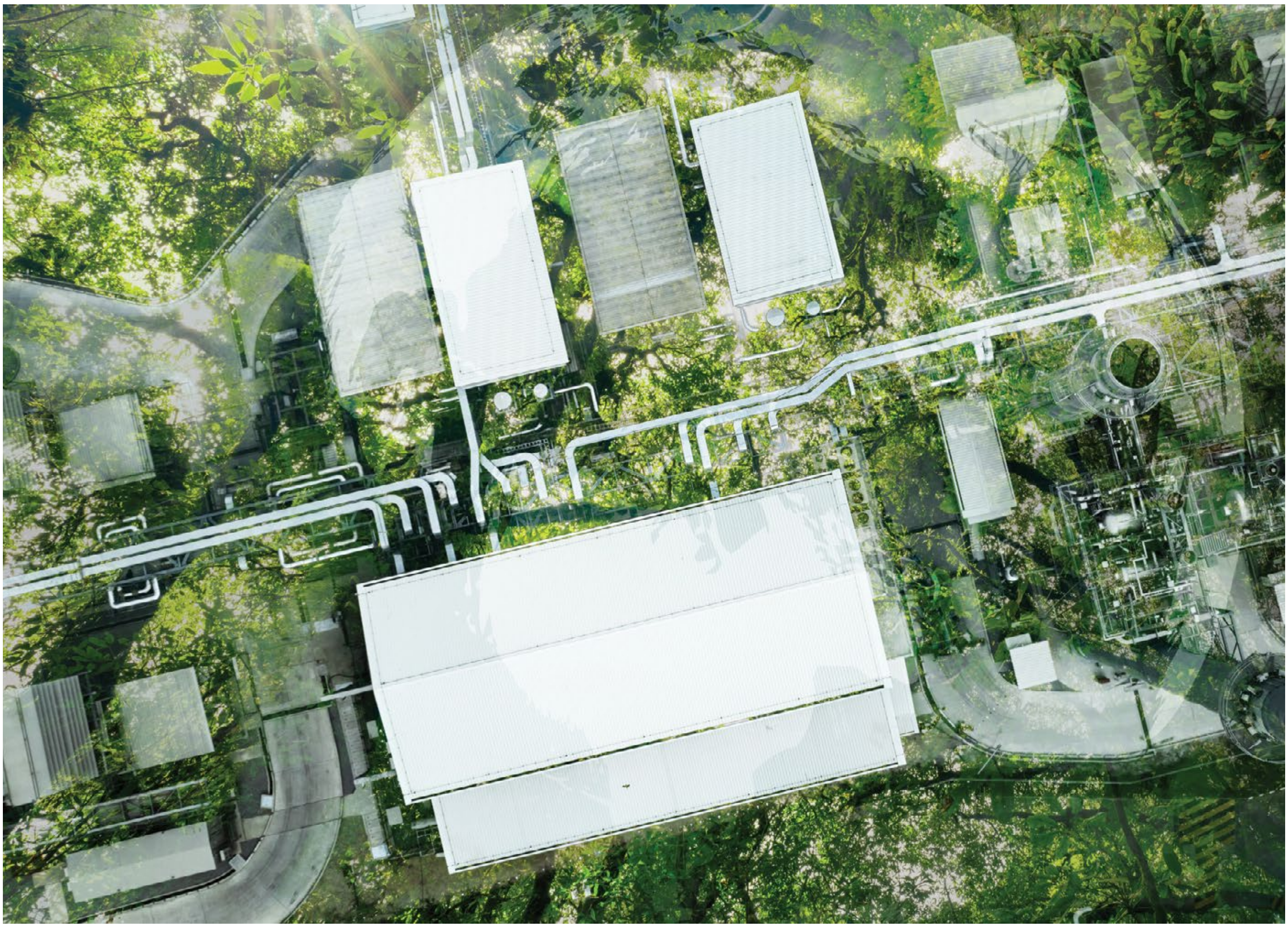


Image: The circular economy

RESPONSIBLE WATER MANAGEMENT

The Econoliser

This project aimed to trial a more efficient method for sanitising knives in red meat processing plants.

The evidence from the trial enabled significant energy and water savings and established a protocol to meet requirements under the Australian Standard for the Hygienic Production and Transportation of Meat and Meat Products for Human Consumption (AS4696).

The current process for sanitising knives in red meat processing plants involves providing continuous-flow knife sterilisers with at least 82°C water, where operators either dip their knife momentarily or place one knife in the steriliser while using a second knife on the carcase. Due to their design, sterilisers overflow at a rate of between 3 and 7 litres per minute, and some are used infrequently.

The research evaluated a two knife Econoliser, which uses a high-pressure spray of only 140mls of water for 4.5 seconds to sanitise a pre-rinsed knife blade. Trials were conducted to validate the microbiological performance of the Econoliser in two beef and one sheep processing plants. To facilitate adoption, an adoption guidance tool was developed for AMPC members.

Right image: Econoliser Two Knife Steriliser Unit

Read more on the AMPC website >

CLEAN ENERGY TRANSITION

Efficiency opportunities in rapid cooling of trim

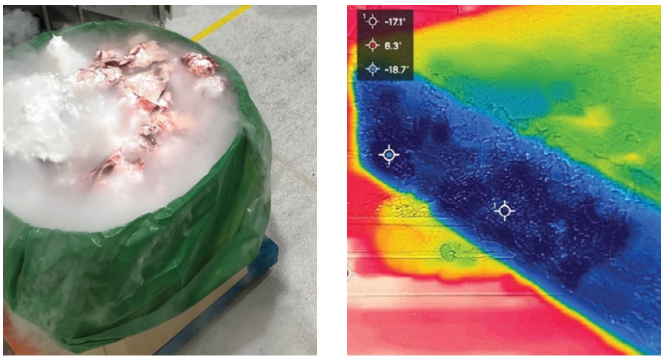
AMPC is investing in a research project to help red meat processors find efficiencies and cost savings through their trim cooling processes.

Trim needs to be cooled down quickly to 2°C before it is sent to chillers in a processing plant. It would normally start at 10°C after the boning process.

Some processing plants across Australia use direct contact gases to cool down their trim, mainly in the form of food-grade liquid CO_2 and food-grade nitrogen. The cost and availability of these gases have been ongoing challenges.

Improved efficiencies in liquid CO_2 can help reduce the consumption of this gas, thereby reducing costs and fugitive emissions. This project is examining opportunities for processing plants to use less of the gas for the same amount of trim. In addition to helping manage costs and ease demand, using less gas offers the important secondary benefit of reduced emissions entering the environment.

AMPC has been working with several processing plants across Australia to date to evaluate their current plant operations using direct contact gas for cooling trim. The evaluations looked at current trim management systems.



Images: Liquid CO_2 cooling trim

Each of these processing plants received a summary report outlining how they can improve efficiencies in the short, medium, and long-term, which they can take action on.

The research project also found that a new rapid cooling technology could be up to 73 per cent cheaper than liquid CO_2 and 22-40 per cent cheaper than nitrogen over the first 15 years of plant operation.

Read more on the AMPC website >

Image: Processors meeting with the biogas productivity research providers at Griffith University

WASTE VALORISATION AND CIRCULAR ECONOMY

Accelerating biogas productivity and adoption

AMPC is co-funding a research program to help red meat processors generate more energy in the form of biogas using both on-site and off-site wastes.

Biogas is a renewable energy source produced by the anaerobic digestion of organic matter. This research is trialling different organic wastes such as agri-industrial waste, waste grain, and crop residues (sorghum), with on-site processing waste, to determine the ideal combinations to improve biogas productivity.

This program is part of the RACE for 2030 initiative, led by Griffith University with support from Tessele Consultants and participation from industry partners.

The program has been the most significant investigation into enhancing biogas productivity for the red meat processing industry, and early results are showing the potential to significantly improve current anaerobic digestion yields.

Twelve Australian red meat processing plants have supplied 54 different processing waste substrates, and a range of agri-industrial co-substrates have been collected and used in extensive trials at Griffith University in Queensland.

Researchers are measuring the ideal combination of substrates, examining the lipid, protein, and carbohydrate ratio, and trialling different samples to balance the ratio in the combined substrates. Once an ideal ratio is achieved, these combinations are further trialled in small-scale continuously stirred tank reactors (CSTRs) to confirm the improved biogas productivity.

When trials conclude, ideal combinations will be further tested in larger-scale CSTRs.

Read more on the AMPC website >

People and culture

STRATEGIC GOAL

By 2030, the processing sector is seen as a diverse, safe and attractive industry of choice for employment. A case study from each of the following focus areas demonstrates AMPC's investment in this program.

1. Attraction
2. Retention
3. Development
4. Safety and wellbeing

PROJECTS

109	Total	10	Completed
96	Active	3	Terminated

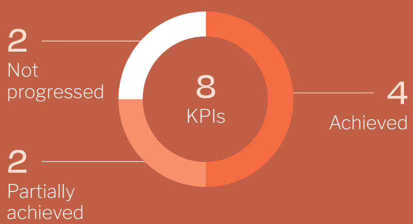
*Excludes MLA-managed projects

INVESTMENT OVER TIME

2020–21	$7,891,502
2021–22	$12,968,219
2022–23	$9,059,681
2023–24	$11,309,952
2024–25	$10,593,598

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



Our people and culture program is focused on ensuring the red meat processing sector remains an attractive, safe and sustainable industry of choice for employment. The priority is not only to attract new talent but also to retain skilled workers and provide workplaces that support wellbeing, inclusivity and long-term careers.

Throughout 2024-2025, AMPC invested in initiatives to build capabilities and enhance the employee experience across processing plants. The *AMPC Careers Portal* was further promoted and upgraded, with on-site demonstrations and participation in industry events helping processors showcase the breadth of opportunities available. The development of the *AMPC Knowledge Hub* (The Hub) also advanced, providing a central platform for processors to access research, tools, and training. The Hub is scheduled to launch in September 2025.

The year also saw strong engagement through the *Safety Spotlight* event in March and the delivery of three *Meat-Tech Futures STEM Camps,* designed to inspire students to consider careers in engineering, automation, environmental science, quality assurance, meat science and processing. Work progressed on stage one of a pilot program to support neurodiverse employees, with resources being developed for attraction, recruitment, and onboarding. Additionally, AMPC advanced its work on establishing ethical employment pathways, thereby strengthening the industry's reputation as a responsible and inclusive employer.

Image: Mitchell from JBS Dinmore

Image: Project team visiting meat school in Vietnam

ATTRACTION

Skilled meat worker pathway between Southeast Asia and Australia

Ongoing workforce shortages continue to challenge the Australian red meat processing sector. Recruiting and retaining skilled workers is difficult, particularly in regional areas, and processors seek new and ethical pathways to secure long-term labour.

To help address this, AMPC partnered with Teys Australia, Response Consulting APAC, the Australian Meat School, and SanHa Foods in Vietnam to pilot an international recruitment pathway. At the heart of the initiative is a newly established meat school in Vietnam, designed to prepare workers with English language skills, practical red meat processing knowledge and a strong understanding of Australian work health and safety standards.

During 2024, the project team visited Vietnam to inspect the training facility, meet with the first four graduates, and consult with government representatives. The program's transparent, industry-led approach adheres to the *AMPC Voluntary Code of Conduct for the Employment of Migrant Workers,* ensuring that recruitment is both ethical and sustainable.

The pilot aims to train 100 workers under this model. If successful, it could be expanded across other regions, creating a pipeline of skilled employees to strengthen the red meat supply chain and reduce the pressure created by labour shortages.

Read more on the AMPC website >

DEVELOPMENT

The AMPC Knowledge Hub

Access to trusted and easy-to-use resources has been a longstanding challenge for many processors.

Reports, training materials and tools are often scattered across different systems, making it difficult for staff to locate the right information at the right time. Responding to this, AMPC has developed *The Knowledge Hub* (The Hub), a new centralised platform designed to simplify access and adoption.

The Hub was built in consultation with processors, trainers, researchers and compliance experts to ensure it reflects industry needs. It combines a searchable resource library of AMPC-funded research, benchmarks, and tools with a suite of accredited training courses. The courses cover induction, food safety, animal welfare, and other core areas, and are available online in multiple languages, as well as in virtual reality. Importantly, they can be integrated directly into processors' own learning management systems.

Image: The AMPC Knowledge Hub

Currently in its pilot phase, The Hub is scheduled to officially launch in September 2025. Content will continue to expand, with regular updates to ensure it remains relevant and valuable. By removing barriers to information and training, The Hub will help processors stay competitive, compliant and future-ready.

Access The Hub online >

RETENTION

Managing workforce diversity and inclusion

Diversity and inclusion are increasingly recognised as critical for workforce retention, employee wellbeing and organisational performance.

Image: Young women learning about careers at EC Throsby

For the red meat processing industry, which employs people from a wide range of cultural backgrounds, improving inclusivity is also essential to reducing turnover and strengthening community trust.

AMPC initiated a project to examine current practices across Australian red meat processing workplaces. The study involves a systematic review of global best practice, a survey of existing industry metrics, policies and strategies, and engagement with employees and managers to capture lived experiences. The aim is to understand how processors are currently performing in diversity, psychosocial safety and cultural safety — and where targeted interventions could make the greatest difference.

The project will generate a set of evidence-based recommendations and areas for action, providing processors with practical guidance on how to improve attraction and retention while enhancing wellbeing. By shining a light on workforce diversity and inclusion, this work is expected to deliver long-term benefits not only for employees but also for processors seeking to maintain stable, skilled teams.

Read more on the AMPC website >

SAFETY AND WELLBEING

Pacific Islander employee resources

Australia's red meat processing workforce includes a growing number of Pacific Islander employees, many of whom relocate to regional towns under government labour mobility programs.

While these workers are highly valued, cultural differences can influence how safety and wellbeing are understood and managed in the workplace. Recognising and addressing these differences is vital for ensuring safe and supportive environments.

In 2024-2025, AMPC partnered with JBS Southern and Corporate Wellbeing Hub to deliver a project focused on cultural perspectives of health, safety and wellbeing. The program was trialled across five plants, taking a test-and-learn approach to designing support that resonates with Pacific Islander employees.

The project team worked closely with employees to understand their experiences and needs, ensuring the resulting resources were practical, relevant and accessible.

A key outcome has been the creation of digital wellbeing tools, which will be available to processors across the industry. These resources are designed to support not only Pacific Islander workers but also plant managers and supervisors, helping them to foster more inclusive workplaces. By addressing the cultural dimensions of safety and wellbeing, the project provides a blueprint for supporting a diverse workforce across the sector.

Image: Pacific Islander processors, Gus and Sheila from Thomas Foods International

Technical market access and markets

STRATEGIC GOAL

By 2030, Australia is the preferred trading partner for premium red meat products globally, with unrivalled access to high-value markets. A case study from each of the following focus areas demonstrates AMPC's investment in this program.

1. Marketing and promotion
2. Products
3. Market access
4. International competitiveness

PROJECTS

28	Total	7	Completed
20	Active	1	Terminated

*Excludes MLA-managed projects

INVESTMENT OVER TIME

2020–21	$10,619,287
2021–22	$10,081,446
2022–23	$7,693,906
2023–24	$8,483,905
2024–25	$8,458,716

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs

The technical market access and markets program has focused on enhancing the international competitiveness of our red meat exports by reducing the regulatory burden on processors, increasing the value of red meat and red meat products and improving technical market access conditions.

AMPC has done this by trialling technologies, processes and procedures, some of which may already be in use by processors, to demonstrate that they produce the outcomes sought by regulators. We are working with industry and the Department of Agriculture, Fisheries and Forestry to ensure the department is well-supported by research in discussions with trading partners.

To deliver energy savings for processors while maintaining market access, we are progressing work on gaining agreement along the supply chain, to change the freezing requirement for exported red meat from –18°C to –12°C, with savings estimated at around 30 per cent for shipping product at the higher temperature.

We also continue to work on developing new products and increasing the value of red meat and red meat products. AMPC invested in research with AgResearch New Zealand to determine whether kokumi, a flavour compound traditionally manufactured from plant sources, can be extracted from beef lung. The work demonstrated that this is indeed possible and further work to commercialise the product is being progressed.

Another project is examining the development and testing of criteria to assess the suitability of offal for human consumption in the event of a plant breakdown. Conservative estimates suggest that approximately 50 bodies may yet be eviscerated when a breakdown occurs. Regulatory requirements are that this offal must be condemned when processing resumes. Beef offal is currently valued at around $200 per set. A successful project outcome means that savings of up to $10,000 or more may be possible.

MARKETING AND PROMOTION

The Handbook of Australian Meat application

This project supports processors by assisting AUS-MEAT in developing, launching, and maintaining the *Handbook of Australian Meat* (HAM), which it publishes.

The handbook is an international red meat manual that 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.

Given the benefits of communicating the AUS-MEAT language to the main target audience, which consists of exporters and importers of Australian red meat, the app is distributed free of charge to all customers. HAM is available through an app, which also provides a useful education tool to enhance the knowledge and understanding of the global community on the AUS-MEAT language.

Image: Handbook of Australian Meat app

Download the Handbook of Australian Meat app >

PRODUCTS

Removal of pleura during dressing and assessment of potential new products

AMPC has invested in research to understand the properties of pleura so that the product can be collected during red meat processing and potentially be used to manufacture higher-value products.

Image: Chilled beef carcases

Pleura is a non-permeable substance that protects the cavity of the chest and currently remains on the carcase during normal processing. This project identified possible uses for pleura in the manufacture of pet food.

AMPC has worked in partnership with CSIRO to deliver this research to study and summarise existing knowledge on pleura composition and uses, and to conduct a full compositional analysis so that an informed value proposition can be presented.

The research aimed to identify the top two value propositions for pleura, which are currently being assessed in more detail, including estimations of the economic value of market opportunities.

A trial at a red meat processing plant showed that removing pleura during processing does not increase labour needs and is highly achievable.

Read more on the AMPC website >

Image: E. coli microbiological testing

MARKET ACCESS

STEC survey and Salmonella baseline survey

This work aims to provide research that supports and/or reduces current microbiological testing requirements for processors by understanding the risks that need to be managed during meat production.

Shiga toxin-producing Escherichia coli (STEC) is a group of E. coli bacteria that are occasionally associated with red meat and red meat products globally and can cause serious illness if the affected product is consumed undercooked or raw. Similarly, Salmonella bacteria also occasionally contaminate red meat globally, causing serious illness.

Understanding the occurrence and types of STEC and the prevalence of Salmonella is crucial in ensuring that our processors' microbiological testing requirements accurately reflect the risks posed by our product and are no more or less stringent than necessary to maintain market access.

These surveys are conducted approximately every five years and support the Department of Agriculture, Fisheries and Forestry in discussions with trading partners.

INTERNATIONAL COMPETITIVENESS

Meat Hygiene Assessment for process monitoring

This project represented the final element in modernising how the export meat industry monitors its processes, products and microbiological profile and proposes a risk-based approach to process monitoring.

It culminated a series of reviews that AMPC commissioned the South Australian Research and Development Institute (SARDI) to conduct.

In reviewing how the industry undertakes monitoring of its unit operations, SARDI surveyed 18 processing plants. The results indicated that since the promulgation of Meat Hygiene Assessment (MHA) 2: Process Monitoring in 2002, monitoring in general has been required to respond to a number of significant domestic and global developments, including:

— increased market access requirements

— an increase in the intensity and frequency of audits by regulatory and commercial bodies

— significant market diversification

— the introduction of interventions

— the introduction of a Refrigeration Index (RI)

— adoption of a risk-based approach to manage food safety and trade risks

SARDI also reviewed process monitoring requirements in key markets to ensure that any changes proposed did not impact market access.

An extension of this project is being progressed and proposes an industry trial of the risk-based monitoring of visible contamination resulting from plant processes. Risk-based process monitoring follows the development of a risk-based proposal for managing visible contamination on product and will complete the move from MHA 2 to MHA 3.

The trial will generate data to assess the on-plant performance of the MHA 3: Process Monitoring and Analysis system. Outcomes include a risk-based monitoring system that enables establishments to focus on food safety together with areas of risk to their business and promotes the competitiveness of our red meat processors.

Read more on the AMPC website >

Image: Meat Hygiene Assessment

Product and process integrity

STRATEGIC GOAL

The Australian red meat industry maintains and further enhances its international reputation for safe, sustainably sourced, wholesome red meat products. A case study from each of the following focus areas demonstrates AMPC's investment in this program.

1. Traceability and integrity systems
2. Animal welfare
3. Food safety

PROJECTS

42	Total	8	Completed
33	Active	1	Terminated

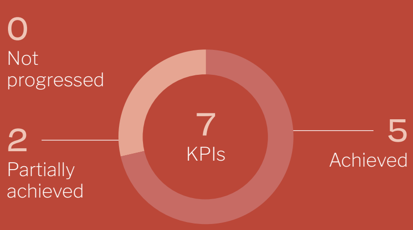
*Excludes MLA-managed projects

INVESTMENT OVER TIME

2020–21	$8,737,908
2021–22	$7,335,777
2022–23	$7,769,318
2023–24	$8,766,760
2024–25	$7,364,385

KEY PERFORMANCE INDICATORS

See the appendix for a full list of KPIs



The focus of the product and process integrity program is to improve traceability, strengthen approaches to food safety management and conduct research to support and demonstrate animal welfare compliance and better animal welfare outcomes.

Over the past year, AMPC has conducted virtual animal welfare workshops to help the industry understand how to best meet its responsibilities for producing best practice animal welfare outcomes. The program also continued trialling a new knocking box, which delivers improvements in animal welfare, and assessed new stunning technologies, together with developing a training package for electrical stunning.

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

A trial of 'fingerprinting' technology using artificial intelligence and cameras to match primals back to carcases has proven to be successful. Further research will include matching secondary cuts to primals and then primals to carcases, as well as matching the labels on cartons with the contents.

Work continues to improve our management of food safety, including assessing new technologies for identifying STEC on red meat cuts and assessing the effectiveness of risk-based approaches to understanding where the food safety risks are for products and processes on-plant. This latter work has been supported by the Department of Agriculture, Fisheries and Forestry and enables processors to allocate resources to the risks, therefore providing a much more effective method of managing food safety risks associated with products and processes.

TRACEABILITY AND INTEGRITY SYSTEMS

Fingerprinting traceability for beef primal cuts

An AI tech solution has been trialled to track beef primal cuts by carcase ID, and initial results are positive.

Currently, once a carcase is broken down beyond quarters, there are limited practical solutions to track and trace the smaller cuts through the processing plant. If it is possible to trace primal cuts back to their carcase, without substantial infrastructure and procedural changes, this could unlock huge value in yield, genetics, quality control, and recall efficiency for red meat processors.

The new tech solution involves setting up cameras where carcases come into the boning room. At this stage, video and AI capture the carcase ID. Once it goes through to be cut into primals there is another set of cameras. AI is used to look for matching characteristics to trace the primals back to the original carcase.

Having this data available will enable processors to better manage their supply and provide feedback to their suppliers regarding a consignment's alignment with customer specifications.

The tech can also support processors in the unlikely event of a product recall. The ability to link primals to carcase IDs would allow more focused recall procedures, reducing the impact of recalls and the associated costs.

Striploin primal cuts are being used in the current trials. A project is currently being progressed, involving a larger range of primals and machine learning to capture more characteristics.

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

Read more on the AMPC website >

Image: AI fingerprinting technology

Image: Australian cattle herd

ANIMAL WELFARE

Australian Livestock Processing Industry Animal Welfare Certification System

AMPC has completed a research project aimed at helping the red meat processing industry understand and adapt to changing animal welfare regulatory requirements, ensuring compliance, enhancing industry capability, and maintaining community trust.

In collaboration with processors, industry stakeholders and governments, the project reviewed a section of the draft national welfare standards, delivered tailored training to processors at several workshops around Australia and compared the Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) against leading international frameworks.

The project demonstrates AMPC's commitment to supporting a sustainable, compliant, and forward-thinking red meat processing industry that upholds the highest standards of animal welfare.

The review of the AAWCS confirmed that Australia exceeds key international standards, demonstrating that the Australian red meat processing industry is world-leading and uses best practice in animal welfare.

Read more on the AMPC website >

FOOD SAFETY

Artificial intelligence and ultraviolet radiation personal hygiene anteroom

This project addressed the need for advanced hygiene compliance monitoring in the red meat processing industry by designing and deploying an innovative, AI-powered personal hygiene anteroom at a red meat processing plant.

The initiative responded to increased industry expectations around hygiene, particularly in the wake of the COVID-19 pandemic, and aimed to enhance both employee safety and product integrity.

A computer vision system was developed and installed to automatically monitor critical hygiene behaviours, including handwashing, use of personal protective equipment (PPE), and removal of foreign objects. The project demonstrated the potential improvements in hygiene compliance, reduced reliance on manual inspections, and increased the accuracy of quality assurance reporting.

This project has provided a scalable and replicable model for hygiene infrastructure, offering valuable insights for future technology integration across the red meat processing industry.

Read more on the AMPC website >

Image: Anteroom at Casino Food Company

Research and development agreements 2024-2025

Investments paid to providers in the 2024-2025 financial year.
These include all new contracts executed in the 2024-2025 financial year only.

Project code	Project title	Research organisation	Cost paid ($)*
2024-1088	Leap 4 Beef — Project 0 (Stage 1) for various modules	Scott Automation & Robotics	50,000.00
2024-1098	Remote Operations — Shadow Robots (Stage 4)	Mimeo Industrial Limited	538,000.00
2024-1116	Addressing barriers for adoption of RCT® by beef processing plants	Rinse & Chill	470,000.00
2024-1117	Addressing barriers for adoption of RCT® by lamb processing plants	Rinse & Chill	170,000.00
2025-1028	Lamb Fillet and Backstrap Loin debone integration and full automation	Scott Automation & Robotics	745,300.00
2025-1038	Mayekawa — Lamb and beef hindquarter leg deboning automation scoping	Mayekawa Mfg. Co., Ltd.	295,800.00
2025-1043	LEAP4Beef — Module L4B06 Project 0 — Chuck Chining cell concepts	Scott Automation & Robotics	59,930.15
2025-1044	LEAP4Beef — Module L4B02 Project 1 — Cube Roll chining cell pre-production concept prototype	Scott Automation & Robotics	50,289.69
2025-1045	LEAP4Beef — Module L4B01 Project 2 — Striploin chining pre-production cell accuracy improvements	Scott Automation & Robotics	240,000.00
2025-1048	Waterless Lamb Frenching Production Prototype (Stage 3)	Curious Creations LTD	166,060.21
2025-1094	Magnetic Conveyor: Proof of Concept Design & Simulation	Intelligent Robotics	41,000.00
2025-1112	LalDas: A First Prototype Machine for Deboning Lamb Legs	Mayekawa Australia	86,000.00
2024-1115	Understanding Processor Pinch Points & Opportunities by integrating decision support tools.	Greenleaf Enterprises Pty Ltd	1,739,968.00
2025-1113	Fiduciary Carton Tracking in Processing Facilities without an Automated Storage and Retrieval System (ASRS)	JBS Australia Pty Limited	—
2024-1072	Bone Belt Monitoring In-line validation and demonstration — Vision RGB Stage 3-4	Danish Technological Institute (DTI)	43,000.00
2024-1084	Validating the impact of RCT® in a sheep processing plant	Rinse & Chill	70,000.00
2024-1085	Validating the supply chain benefits & ROI of RCT® in beef processing plants	Rinse & Chill	70,000.00
2024-1123	Microwave array system for measuring fat and muscle depth of beef striploin and cube roll (Stage 1 — Pre-alpha prototype)	JBS Australia Pty Limited	21,000.00
2025-1085	AI enabled Real time clean bone lamb hindquarter monitoring solution (Phase 1)	JBS Australia Pty Limited	34,240.00
2025-1106	Real-Time Beef Bone Belt Monitoring Solution: Red to White Analysis (Phase 1)	JBS Australia Pty Limited	32,500.00
2025-1107	Inkjet Bag Printing to improve batching and fabrication floor yield through improved data	JBS Australia Pty Limited	—

Project code	Project title	Research organisation	Cost paid ($)*
2024-1101	2024 Benchmarking project, with improvement workshops for plant resource & emissions intensity, development of efficiency culture, and guidance on member sustainability reporting compliance	ERM Australia Sustainability Pty Ltd	117,955.00
2025-1020	Developing a strategy for responding to emerging global trends in the Red Meat Sector	Baringa	214,000.00
2025-1042	How Australian Cattle and Lamb Markets Responds to Climatic and Weather Shocks	DecisionNext, Inc.	264,553.00
2025-1062	Red Meat Processing National Campaign — More to Meat (Phase 3)	CT Group	1,838,851.21
2024-1113	AMPC Helpline, phase 2	Northmore Gordon Pty Ltd	150,000.00
2025-1025	Pre-treatment of suitable solid wastes for improved anaerobic digestion	University of Queensland (UQ)	—
2025-1040	Efficiency opportunities in rapid cooling of trim — A cost and environmental comparison of CO2, N2 efficiencies, and a new tube chiller system	All Energy Pty Ltd	188,267.14
2025-1089	Managing the Energy Trilemma for the red meat processor sectors single largest energy task — refrigeration (stage 1)	Minus 40 Pty Ltd	—
2025-1100	Techno-economic study for a coal fired boiler conversion to biomass co-firing	NRG-ONE	67,830.00
2025-1118	Preparing Red Meat Processors for the introduction of the Australian Sustainability Reporting Standards (ASRS)	GHD Pty Ltd	42,500.00
2025-1119	Rendering energy efficiency and savings through Double Effect Disc Drying	Pinches Industries Pty Limited	—
2025-1099	Econoliser knife sanitiser unit –Industry extension	NRG-ONE	309,500.00
2024-1106	Bio Liquidator	Australian Lamb (Colac) Pty Ltd	2,030.00
2025-1010	Evaluation of AGV for pen cleaning (and process cleaning)	JBS Australia Pty Limited	140,000.00
2025-1011	Fly Farm — small commercial pilot scale evaluation and optimisation	JBS Australia Pty Limited	251,739.00
2024-1122 (A)	Barriers, opportunities and strategies to build neurodiverse-friendly work practices and cultures in the red meat processing industry (stage 1)	Team Cohesion	93,750.00
2025-1072	Meat Processing Industry Immersive Careers Experience Tool (Stage 3)	Think Digital Studios Pty Ltd	250,140.00
2025-1074 (A)	Enhancing the food production workforce with neuro-inclusion stage 1 (Part A)	Team Cohesion	277,500.00
2025-1115	Enhancing Food Production Workforce Pilot	Think Digital Studios Pty Ltd	75,400.00
2025-1008	Managing workforce diversity and inclusion in the Australian meat processing industry to attract, engage and retain employees, and enhance psychosocial and cultural safety	Griffith University	69,845.00
2025-1077	AMPC Industry Metrics (Innovation Manager Program)	Toustone	62,248.00
2024-1100	Innovation Manager Program 2023-2025 [Tasmanian Quality Meat (TQM)]	Tasmanian Quality Meats Pty Ltd	152,250.00
2024-1108	Innovation Manager Program 2023-2025 [Minerva]	Australian Lamb (Colac) Pty Ltd	—

Project code	Project title	Research organisation	Cost paid ($)*
2024-1114	Evaluation of Apple Vision Pro to the Australian meat processing sector (Stage 1 — Fit for purpose)	JBS Australia Pty Limited	25,000.00
2025-1007	Australian Rural Leadership Program — Course 32 — Mitch Lollback (H W Greenham & Sons)	Australian Rural Leadership Foundation Limited	55,000.00
2025-1046	Innovation Manager Program 2023-2025 [Midfield] {0.5 FTE}	Midfield Meat International Pty. Ltd.	47,500.00
2025-1058	Innovation Manager Program 2023-2025 [Harvey Beef]	Harvey Industries Group Pty Ltd	32,500.00
2025-1059	Innovation Manager Program 2023-2025 [Midfield #2] {0.5 FTE}	Midfield Meat International Pty. Ltd.	32,500.00
2025-1060	Innovation Manager Program 2023-2025 [Hillside]	Hillside Meat Processors Pty Ltd	62,500.00
2025-1071	Innovation Manager Program 2023-2025 [Stanbroke]	Stanbroke Beef Australia	62,500.00
2025-1076	Innovation Manager Program 2023-2025 [G&K O'Connor Pty Ltd]	G&K O'Connor Pty Ltd	42,500.00
2025-1080 (B)	Co-ordination of the IFFA 2025 & Processor Innovation Tour	Business and Manufacturing Consultancy UK	84,500.00
2025-1080 (C)	AMPC IFFA 2025 Processor Innovation Tour — AMG (2 Attendees)	Australian Meat Group Pty Ltd	10,630.66
2025-1080 (D)	AMPC IFFA 2025 Processor Innovation Tour — Bindaree Beef (3 Attendees)	Bindaree Beef	56,986.87
2025-1080 (E)	AMPC IFFA 2025 Processor Innovation Tour — Fletcher International Exports (2 Attendees)	Fletcher International Exports Pty Ltd	39,988.10
2025-1080 (G)	AMPC IFFA 2025 Processor Innovation Tour — HW Greenham & Sons (2 Attendees)	H W Greenham & Sons Pty Ltd	—
2025-1080 (H)	AMPC IFFA 2025 Processor Innovation Tour — Harvey Industries Group (2 Attendees)	Harvey Industries Group Pty Ltd	26,988.10
2025-1080 (I)	AMPC IFFA 2025 Processor Innovation Tour — JBS Australia (8 Attendees)	JBS Australia Pty Limited	153,961.84
2025-1080 (J)	AMPC IFFA 2025 Processor Innovation Tour — Kilcoy (4 Attendees)	Kilcoy Pastoral Company Limited	46,480.92
2025-1080 (K)	AMPC IFFA 2025 Processor Innovation Tour — Midfield Meat International (1 Attendee)	Midfield Meat International Pty. Ltd.	5,315.33
2025-1080 (M)	AMPC IFFA 2025 Processor Innovation Tour — Signature OnFarm (1 Attendee)	Signature OnFarm Pty Ltd	13,494.05
2025-1080 (N)	AMPC IFFA 2025 Processor Innovation Tour — Western Meat Packers Group (2 Attendees)	The Western Meat Processors Unit Trust T/A Western Meat Packers	31,600.00
2025-1080 (O)	AMPC IFFA 2025 Processor Innovation Tour — Teys Australia (2 Attendees)	Teys Australia Pty Ltd	26,988.10
2025-1080 (P)	AMPC IFFA 2025 Processor Innovation Tour — TFI (2 Attendees)	Thomas Foods International Pty Limited	11,997.54
2025-1080 (Q)	AMPC IFFA 2025 Processor Innovation Tour — V&V Walsh (1 Attendee)	V&V Walsh Meat Processors & Exporters	13,494.05

Project code	Project title	Research organisation	Cost paid ($)*
2025-1080 (R)	AMPC IFFA 2025 Processor Innovation Tour — Wodonga Abattoir (2 Attendees)	Wodonga Abattoir	26,988.10
2025-1080 (S)	AMPC IFFA 2025 Processor Innovation Tour — John Dee Warwick (1 Attendee)	John Dee Warwick Pty. Ltd.	13,494.05
2025-1080 (T)	AMPC IFFA 2025 Processor Innovation Tour — ALC (2 Attendees)	Australian Lamb (Colac) Pty Ltd	18,809.38
2025-1086	Australian Agribusiness Leadership Program 2025 — Participant #1 — Kalani Moss (NCMC)	Australian Rural Leadership Foundation Limited	14,100.00
2025-1087	Australian Agribusiness Leadership Program 2025 — Participant #2 — Charis White (H W Greenham & Sons)	Australian Rural Leadership Foundation Limited	14,100.00
2025-1088	Australian Agribusiness Leadership Program 2025 — Participant #3 — Robert Coates (H W Greenham & Sons)	Australian Rural Leadership Foundation Limited	14,100.00
2024-1040 (B)	Wellbeing Research of the Red Meat Industry Phase 2 — Pilot Plant #1	Corporate Wellbeing Hub	8,690.00
2024-1040 (C)	Wellbeing Research of the Red Meat Industry Phase 2 — Pilot Plant #2	Corporate Wellbeing Hub	8,690.00
2024-1040 (D)	Wellbeing Research of the Red Meat Industry Phase 2 — Pilot Plant #3	Corporate Wellbeing Hub	8,690.00
2024-1040 (E)	Wellbeing Research of the Red Meat Industry Phase 2 — Pilot Plants #4 & #5	Corporate Wellbeing Hub	17,380.00
2024-1068 (B)	Work Health and Safety Industry Uplift 2024 — Workshops 4-5	Aegis Risk Management Services Pty Ltd	36,000.00
2025-1023	Management of the Q Fever Register — Stage 3 (Hosting, Maintenance and Support) 2024-25	AUS-MEAT Limited	101,470.30
2025-1047 (A)	Facilitated exoskeleton trials and adoption in red meat processing facilities	Risk and Injury Management Services Pty. Ltd.	19,830.00
2025-1047 (B1)	Facilitated exoskeleton trials and adoption in red meat processing facilities (Processor #1)	Risk and Injury Management Services Pty. Ltd.	11,500.00
2025-1047 (B2)	Facilitated exoskeleton trials and adoption in red meat processing facilities — Equipment purchase (Processor #1)	Dardanup Butchering Company	—
2025-1047 (C1)	Facilitated exoskeleton trials and adoption in red meat processing facilities (Processor #2)	Risk and Injury Management Services Pty. Ltd.	11,500.00
2025-1047 (C2)	Facilitated exoskeleton trials and adoption in red meat processing facilities — Equipment purchase (Processor #2)	JBS Australia Pty Limited	—
2025-1047 (D1)	Facilitated exoskeleton trials and adoption in red meat processing facilities (Processor #3)	Risk and Injury Management Services Pty. Ltd.	—
2025-1047 (D2)	Facilitated exoskeleton trials and adoption in red meat processing facilities — Equipment purchase (Processor #3)	Teys Australia Pty Ltd	—
2025-1047 (E1)	Facilitated exoskeleton trials and adoption in red meat processing facilities (Processor #4)	Risk and Injury Management Services Pty. Ltd.	11,500.00
2025-1047 (E2)	Facilitated exoskeleton trials and adoption in red meat processing facilities — Equipment purchase (Processor #4)	WAMMCO International	—
2025-1047 (F1)	Facilitated exoskeleton trials and adoption in red meat processing facilities (Processor #5)	Risk and Injury Management Services Pty. Ltd.	11,500.00

Project code	Project title	Research organisation	Cost paid ($)*
2025-1047 (F2)	Facilitated exoskeleton trials and adoption in red meat processing facilities — Equipment purchase (Processor #5)	Casino Food Company Limited	—
2025-1050	Implementation of the Ironhand exoskeleton glove across the Australian red meat industry	Risk and Injury Management Services Pty. Ltd.	67,500.00
2025-1009	Societal role of red meat — extension project	Birkenwood International	50,000.00
2024-1109	Removal of the pleura during dressing and assessment of potential new products	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	63,010.00
2025-1039	AI Camera test and validate — Carton Lid Inspection	JBS Australia Pty Limited	70,300.00
2025-1063	Kokumi flavour ingredient from beef-lung — development of pilot scale processing	AgResearch Limited	87,753.34
2025-1073	Harvesting Extracellular Vesicles (EVs) from blood	Exomed Pty Ltd	155,869.53
2025-1093	Assessing the value of keratin extracted from skins and hides	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	—
2025-1101	Feasibility of Collagen peptide-based wound healing applications	AgResearch Limited	30,154.31
2024-1119	Flexible cold store for dynamic capacity requirements	JBS Australia Pty Limited	36,870.00
2025-1051	Persistence and decay rates of microbiological viral threats in livestock industry wastewaters: abattoir waste ponds	Australian Pork Limited	75,000.00
2025-1055	Facilitate four workshops to provide guidance and training on US STEC testing requirements and HACCP responsibilities	FIRST Management Pty Ltd	49,485.93
2025-1083	Semicarbazide feeding trials to determine organ residue levels	Invetus	112,364.25
2025-1104	Testing sheep and beef tissues for semi-carbazide residues	DIS&R (National Measurement Institute (NMI)) (NSW)	26,724.00
2025-1116	US trade strategy and implications for the red meat industry	SG Heilbron Pty Ltd	24,000.00
2024-1094	Collecting data to support accreditation of the SOMA device for higher intramuscular fat scores in lamb	Fletcher International Exports Pty Ltd	126,356.00
2025-1065	Offal Sensing Tunnel Prototype Development	Robotic Technologies Limited (RTL)	—
2025-1075	Effects of hot boning on beef processed as mince	Bindaree Beef	69,042.00
2025-1078	Eliminate poly entrapment and reduce plastic in 60lb or 27kg frozen cartons	Usinch Pty Limited, trading as E C Throsby Pty Limited	851,380.00
2024-1112	Assessment of Blue Trace and SCL small stock EID hardware and software	Department of Primary Industries (NSW)	18,618.00
2025-1022	Assessment of BlueTrace eID hardware and systems incorporated into a smallstock processing plant	WAMMCO International	260,850.00
2025-1026	Incorporation of Blue Trace eID hardware and systems into a small stock operation for traceability and monitoring	Fletcher International Exports Pty Ltd	23,718.80
2025-1029	Fingerprinting Traceability for Beef Primals in Production	FloVision Solutions	339,955.00
2025-1054	Assessing SCL technology for reading and recording smallstock EID tags	Beaufort River Meats (BRM)	229,117.00

Project code	Project title	Research organisation	Cost paid ($)*
2025-1070	Sheep EID identification technology assessment continued	V&V Walsh Meat Processors & Exporters	290,659.18
2025-1084	Silent tunnel for reading smallstock EID tags	JBS Australia Pty Limited	49,873.00
2024-1093	Animal Husbandry AI Objective Measurement Validation in Australian Abattoirs	Impetus Animal Welfare Ltd	496,000.00
2025-1024	Development and evaluation of a training program for electrical stunning	Think Digital Studios Pty Ltd	150,084.68
2025-1079	Animal welfare monitoring in multi-species abattoirs using AI and CCTV	Impetus Animal Welfare Ltd	250,000.00
2025-1082	Assessing stunning factors that may impact carcase quality and animal welfare	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	–
2025-1117	Review of the AMIC Industry Animal Welfare Standard	Dr L Hewitt	25,300.00
2024-1103	Evaluation of a STEC screening assay technology for use in export meat testing plants	Commonwealth Scientific & Industrial Research Organisation (CSIRO)	40,000.00
2025-1041	JBS Longford Food Safety Data Tracking System Evaluation and Evolution (Biomap)	JBS Australia Pty Limited	48,000.00
2025-1061	Performance of frozen meat supply chains at warmer temperatures	FIRST Management Pty Ltd	54,057.77
2025-1092	Pilot of risk based process monitoring	University of Adelaide	96,562.00
2025-1096	Assessing the significance of premature spoilage in Australian vacuum-packed beef and lamb supply chains	University of Tasmania (UTAS)	–
2024-1121	Evaluating the socio-economic benefit of the red meat processing industry in regional Australia 2024	The National Institute of Economic and Industry Research (NIEIR)	108,000.00
2025-1037	AMPC portfolio investment plan 2026-30	Impact Advisors Pty Ltd	244,668.00
2025-1049	AMPC Performance Review 2021-2024	Synergy Group	120,000.00
2025-1068	2024/25 Investment Impact Assessment and summary of evaluation outcomes during 2020-25 Strategic Plan	GHD Pty Ltd	37,400.00

* Cost paid to provider in 2024/25 financial year

Our organisation

Our Board

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

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

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 1200 people in regional Australia.

Fletcher International Exports is one of Australia's largest sheep and lamb meat exporters with two major export processing facilities with the capacity to process of over four million head per year situated in Dubbo NSW and Narrikup WA. Fletcher International Exports is also Australia's largest raw wool harvester and has large interests in farms for cotton, wool, grain, pulse production, lamb/sheep breeding, and lamb feeding operations.

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

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

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

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

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

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, the FSANZ PPS working group, and the Australian Meat Industry Language and Standards Committee. He is also on the board of AUS-MEAT.

In his current role, he provides technical advice to Teys and its 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's research and development programs.

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

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 18 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 processing plant 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 processing plants 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 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 Manager of Industry Affairs at The Midfield Group and is the Australian Chair of Meat Business Women. Stacey has served as a board director for the Australian Meat Industry Council, the peak body representing the post-farmgate meat industry.

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

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

Our Board

Sean Starling
Processor Director

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

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

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

Sean holds a Bachelor of Engineering (Chemical), a Bachelor of Laws and a Diploma of Business Administration. He is also a graduate of the St James Ethics Centre and 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 & Risk Committee.

Trevor Moore
Processor Director

Trevor Moore has over 35 years of experience in the Australian meat processing industry and currently serves as Executive — Industry Affairs at The Casino Food Company in Northern NSW. In this role, he leads the company's strategic engagement with government, regulators, and industry stakeholders and oversees environmental sustainability and food safety compliance.

Trevor holds a Bachelor of Applied Science in Environmental Science and has formal qualifications in meat inspection and quality assurance. He has served on the Australian Beef Sustainability Framework (2019-2023) and has contributed to key Australian Meat Industry Council strategic committees since 2010.

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 research and development, medical devices, sport, legal services, and not-for-profit sectors.

In her executive role, Allira serves as Director of Strategy and Performance with a legal software 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 is a Graduate of the AICD Company Directors Course, a Chartered Company Secretary and a registered Trans-Tasman Patent Attorney.

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

Outgoing Directors

Jennifer Dalitz
Independent Director

Jennifer Dalitz is a non-executive director also serving as chair of the board of Bank Australia, independent director of iPartners Group, Trustee and Audit & Risk Committee Chair of the Australian Museum, and Trustee of the Lizard Island Reef Research Foundation.

Jen previously held several executive roles with leading financial services and management consulting firms, and brings audit, finance and risk management skills to the AMPC Board, along with extensive experience across strategy development and execution, innovation, and transformational change. An internationally recognised advocate for inclusion and diversity, Jen served for four years as the Chief Executive Officer of a national industry association focused on increasing gender diversity in the workforce.

She holds a Master of Business Administration (MBA Exec) and a Bachelor of Arts (Accountancy), and is a Fellow Certified Practising Accountant and a Graduate of The Australian Institute of Company Directors.

Jen was invited to join the AMPC Board in February 2025 and 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 of experience in accounting and company secretarial services, working with 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.

Saranne Cook
Independent Director

Dr Saranne Cooke is a professional director and chair with experience on a variety of boards across the research and education, health, sport, financial and not-for-profit sectors.

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

Dr Cooke was a director on the board of the Fisheries Research and Development Corporation from 2018-2024, and the Independent Chair of the Sugar Research Australia Director Selection Committee (for 2022, 2023 and 2024). As a long-term resident of regional Australia, she has a genuine understanding of regional and rural issues and communities.

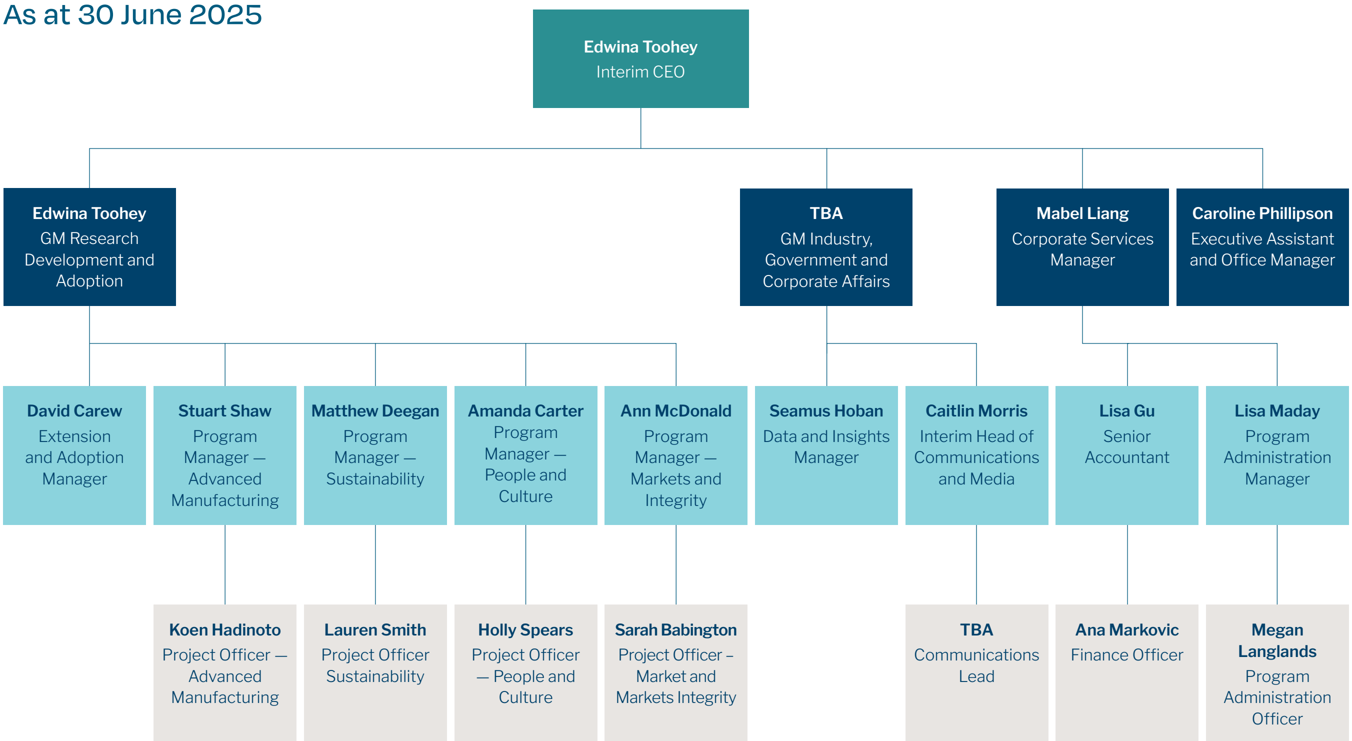
Dr Cooke previously held several executive roles within the energy, financial, education and manufacturing sectors. Dr Cooke completed her doctorate by researching board governance across the ASX 200 companies. Dr Cooke also holds a Bachelor of Commerce, a Master of Business (Marketing), and a Master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

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

Dr Cooke resigned on 18 November 2024.

Our team

As at 30 June 2025



Edwina Toohey
Interim CEO
General Manager Research Development and Adoption

Edwina has over 20 years of experience in research, development, and adoption in the agricultural and meat processing sectors. 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 alumnus and holds a Bachelor of Applied Science (Agriculture)(Hons) at Charles Sturt University and a Master of Rural Science degree at the University of New England.

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

Outgoing CEO

Chris Taylor
CEO
July 2024 – February 2025

During his tenure as CEO, Chris led the development of a customer-focused strategy.

Chris has a finance and corporate services background in the agrifood and natural resources sectors and was AMPC's Chief Financial Officer from 2016 to 2019.

Our people

As of 30 June 2025 AMPC had **18 employees** comprising of 13 females and five males.

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

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

Demographic category	Subcategory / metric	Number of employees
Gender	Male	5
	Female	13
Age group	18–24	1
	25–34	5
	35–44	5
	45–54	4
	55+	3
Employment type	Full-time	16
	Part-time	2
Tenure	<1 year	3
	1–5 years	10
	6–10 years	4
	10+ years	1

Our values

One team

- Work as one team with a view to the bigger picture
- Promote collective success over individual achievements
- Be respectful and supportive, avoiding divisive behaviour
- Be generous with sharing knowledge and resources
- Acknowledge successes and support each other's growth
- Recognise that we all bring different skills and experiences
- Be attuned to each other's needs and responsibilities

Growth mindset

- Maintain a positive, forward-thinking and self-aware mindset
- Embrace change and seek innovative solutions
- Seek growth and improvement, individually and for AMPC
- Be open to feedback and challenges, responding appropriately
- Approach situations with curiosity and thoughtfulness

Accountable

- Focus on meeting and exceeding our performance targets
- Take ownership of decisions, including when things don't go as planned
- Be reliable and follow through on commitments internally and externally
- Be pragmatic and make objective decisions focused on value

Integrity

- Act ethically, independently, and with transparency
- Stay informed and knowledgeable in your field
- Make prudent decisions that are practical and fit for purpose

Image: AMPC team

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. In the 2024-2025 financial year, AMPC invested $97,000 to support our team.

Corporate governance

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

Corporate Governance Policy

The Board of AMPC has maintained a Corporate Governance Policy during the year ended 30 June 2025.

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

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

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

The Board of Directors

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

- the members elect the processor Directors every three years
- the independent Directors are elected by the processor members of the Board
- the Chair and Deputy Chair are elected by the Board
- the Directors should possess a broad range of skills, qualifications and experience
- the Directors are expected to act independently of any associated activities that may cause a conflict
- the Board should meet on a regular basis
- all available information in connection with items to be discussed at a meeting of the Board is provided to each Director prior to that meeting.

As at the date of this Directors' report, the Board consisted of seven processor Directors and two independent Directors. Details of the Directors are set out in the Directors' report.

The primary responsibilities of the Board include:

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

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

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

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

Independent professional advice

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

Audit & Risk Committee

- Jennifer Dalitz (Chair)
- Allira Hudson-Gofers
- Sean Starling
- Saranne Cooke (outgoing Chair)

The Audit & Risk Committee met four times in the financial year ended 30 June 2025.

The Audit & Risk Committee oversight responsibilities include:

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

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

Risk management

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

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

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

Nomination & Remuneration Committee

- Allira Hudson-Gofers (Chair)
- Stacey McKenna
- Jennifer Dalitz
- Saranne Cooke (outgoing committee member)

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

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

The Nomination & Remuneration Committee met five times in the financial year ending 30 June 2025.

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

Code of Conduct

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

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

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

Financial report

For the year ended 30 June 2025

Australian Meat Processor Corporation Ltd
ABN 67 082 373 448

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:

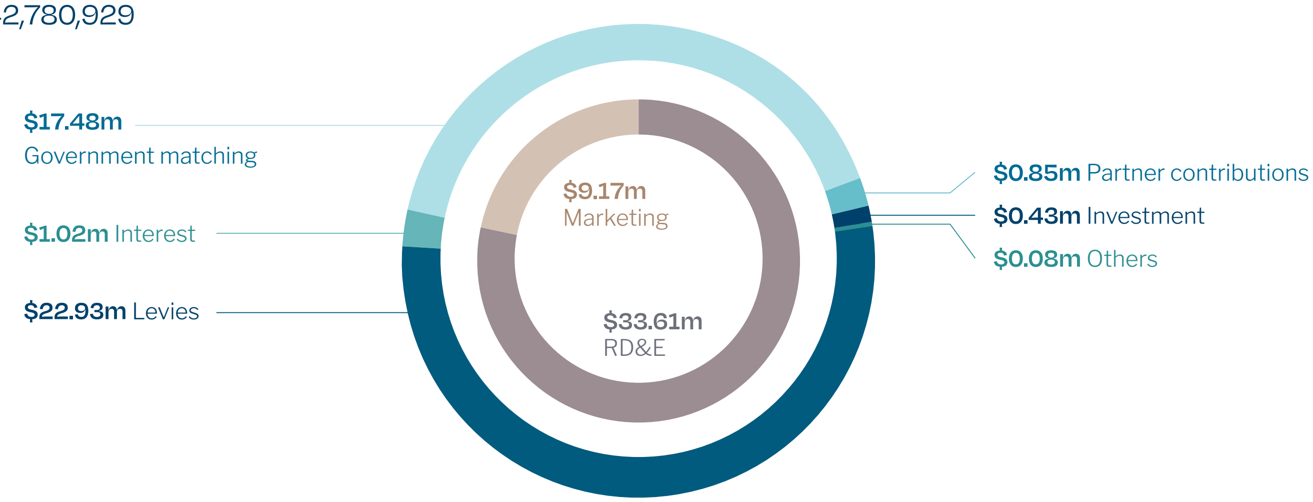
Australian Meat Processor Corporation Ltd
Suite 1, Level 29
100 Miller Street
North Sydney NSW 2060

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

Financial highlights

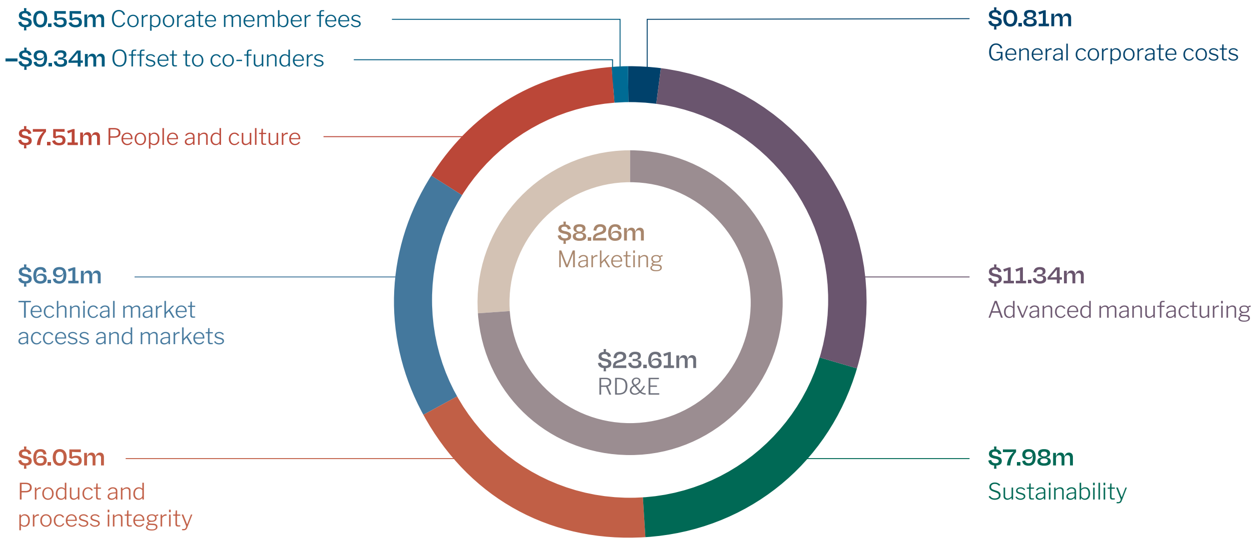
Total income

$42,780,929



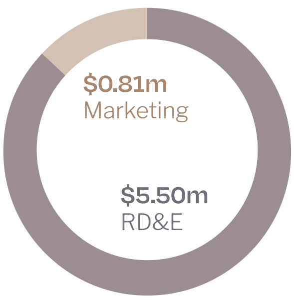
Total expenditure

$31,864,197



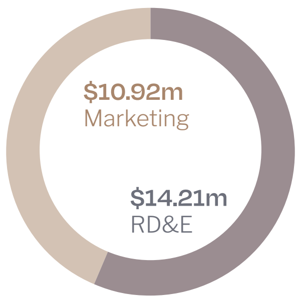
Total corporate costs

$6,309,567



Closing reserves

$25,133,644



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 and markets, and product and process integrity.

AMPC's goals are to provide research, development and extension (RD&E) 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, Cooperative 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 red meat processing industry for the benefit of its members and red 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 red 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 red meat processors and/or the red 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 Livestock 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 red meat processors and/or the red 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 red meat processors
- 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 incidental or conducive to the attainment of the aforementioned objects.

Incorporation

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

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

In 2007, through its processor peak industry council, AMPC requested The Australian Government to reintroduce 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 and 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 three 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 $4,607,163 (2024: $1,929,099).

Funding Agreement

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

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

Meetings of Directors

During the financial year, 15 meetings of Directors (including committees of Directors) were held. Attendances by each Director during the year were as follows.

	Directors' meetings		Nomination & Remuneration Committee		Audit & Risk Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Melissa Fletcher	6	6	—	—	—	—
Dean Goode	6	5	—	—	—	—
Saranne Cooke	3	3	3	3	2	2
Allira Hudson-Gofers	6	6	5	5	4	4
John Langbridge	6	6	—	—	—	—
Sean Starling	6	6	—	—	4	4
Stacey McKenna	6	5	5	4	—	—
Trevor Moore	6	6	—	—	—	—
Frank Herd	6	5	—	—	—	—
Jennifer Dalitz	2	2	2	2	2	2

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

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Level 22, 2 Market Street
Sydney NSW 2000
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QVB NSW 1230
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F: +61 2 9251 7138

nexia.com.au

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 2025, 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

Nexia Sydney Audit Pty Ltd

Erin Tanyag
Director

Date: 7 October 2025

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Note	2025 ($)	2024 ($)
Revenue	3	41,334,249	35,790,726
Interest revenue		1,018,903	751,310
Dividend and distribution investment revenue		319,903	205,260
Gain on the revaluation of financial assets at fair value		107,874	319,950
Total revenue		42,780,929	37,067,246
Expenses			
Direct program expense		(31,314,197)	(28,128,491)
Employee benefits expense		(4,092,619)	(4,320,342)
Administration and occupancy expenses		(1,894,662)	(1,851,654)
Operational and support funding to AUS-MEAT Limited		(550,000)	(550,000)
Depreciation and amortisation expense	4	(322,288)	(287,660)
Total expenses		(38,173,766)	(35,138,147)
Surplus for the year		4,607,163	1,929,099
Other comprehensive income for the year		—	—
Total comprehensive income for the year		4,607,163	1,929,099

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 2025

	Note	2025 ($)	2024 ($)
Assets			
Current assets			
Cash and cash equivalents	7	20,115,544	9,823,037
Trade and other receivables	8	19,085,581	21,987,287
Contract assets	9	-	2,662,505
Other assets	11	174,318	144,488
Financial assets	10	11,266,031	10,409,794
Total current assets		50,641,474	45,027,111
Non-current assets			
Financial assets	10	183,815	175,039
Property, plant and equipment	12	1,071,288	1,393,576
Total non-current assets		1,255,103	1,568,615
Total assets		51,896,577	46,595,726
Liabilities			
Current liabilities			
Trade and other payables	13	19,422,007	19,970,129
Contract liabilities	14	6,006,450	4,397,564
Lease liabilities	15	264,071	217,852
Provisions	16	199,583	293,265
Total current liabilities		25,892,111	24,878,810
Non-current liabilities			
Lease liabilities	15	636,069	903,087
Provisions	16	234,752	287,347
Total non-current liabilities		870,821	1,190,434
Total liabilities		26,762,932	26,069,244
Net assets		25,133,645	20,526,482
Equity			
Accumulated funds		25,133,645	20,526,482
Total equity		25,133,645	20,526,482

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 2025

	Accumulated funds ($)	Total equity ($)
Balance at 1 July 2023	18,597,383	18,597,383
Surplus for the year	1,929,099	1,929,099
Other comprehensive income for the year	—	—
Total comprehensive loss for the year	1,929,099	1,929,099
Balance at 30 June 2024	20,526,482	20,526,482
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

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 2025

	Note	2025 ($)	2024 ($)
Cash flows from operating activities			
Receipts from statutory levies		29,086,151	23,138,620
Other receipts and recoveries		24,558,903	11,582,741
Payments to suppliers and employees		(43,595,131)	(34,693,767)
		10,049,923	27,594
Receipts of dividends and distributions		319,903	205,260
Interest received		1,018,903	751,310
Interest and other finance costs paid		(118,284)	(52,955)
Net cash from operating activities		11,270,445	931,209
Cash flows from investing activities			
Payments for financial assets		(757,139)	(2,206,428)
Payments for property, plant and equipment	12	–	(794,227)
Net cash used in investing activities		(757,139)	(3,000,655)
Cash flows from financing activities			
Repayment of lease liabilities		(220,799)	(199,730)
Net cash used in financing activities		(220,799)	(199,730)
Net increase/(decrease) in cash and cash equivalents		10,292,507	(2,269,176)
Cash and cash equivalents at the beginning of the financial year		9,823,037	12,092,213
Cash and cash equivalents at the end of the financial year	7	20,115,544	9,823,037

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 2025

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.

Investment in AUS-MEAT Limited

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

Goods and Services Tax (GST) and other similar taxes

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

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

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

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

Note 2. Critical accounting judgements, estimates and assumptions

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

Note 3. Revenue

	2025 ($)	2024 ($)
Statutory levies	22,932,636	21,267,788
Government matching	17,480,631	13,541,442
Partner contributions	845,203	976,900
Sundry income	75,779	4,596
Revenue	41,334,249	35,790,726

Total contributions received from partners was $10,189,233 (2024: $7,650,978). Partner contributions have been reduced for statutory accounts presentation purposes by $9,344,030 (2024: $6,674,078) 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	157,730	121,389
— office equipment	1,516	884
— right-of-use assets	163,042	165,387
	322,288	287,660

Note 5. Auditor's remuneration

Audit services	47,800	45,980

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:

	2025 ($)	2024 ($)
Directors		
Short-term benefits (Directors fees)	430,388	398,111
Post-Directorship benefits (Superannuation)	44,067	39,193
	474,455	437,304
Executives		
Short-term employee benefits (Salary)	476,119	402,936
Post-employment benefits (Superannuation)	29,932	27,399
	506,051	430,335

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 – appointed 4 February 2025
S Cooke – resigned 18 November 2024

Total aggregated out of pocket costs including travel and related expenses incurred by Directors during the year was $42,045 (2024: $14,253).

Note 7. Cash and cash equivalents

Current assets		
Cash at bank	20,115,544	9,823,037

Note 8. Trade and other receivables

Current assets		
Trade receivables	16,637,027	20,145,094
Levy receivable	2,448,554	1,842,193
	19,085,581	21,987,287

The balance of trade receivables includes matched funding claims of $14,406,137 (2024: $15,787,712) from Meat & Livestock Australia Limited (MLA).

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

Note 9. Contract assets

	2025 ($)	2024 ($)
Current assets		
Contract assets — plant-initiated projects	—	2,662,505

Note 10. Financial assets

Current assets		
Financial assets at FVTPL	11,266,031	10,409,794
Non-current assets		
Term deposit held for bank guarantee	183,815	175,039

Note 11. Other assets

Current assets		
Prepaid expenses	174,318	144,488

Note 12. Property, plant and equipment

Non-current assets		
Fixtures and fittings — at cost	801,713	801,713
Less: Accumulated depreciation	(276,271)	(118,541)
	525,442	683,172
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	(4,235)	(2,719)
	3,663	5,179
Right-of-Use assets — at cost	815,211	815,211
Less: Accumulated depreciation	(273,028)	(109,986)
	542,183	705,225
	1,071,288	1,393,576

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 2024	683,172	—	5,179	705,225	1,393,576
Depreciation expense (Note 4)	(157,730)	—	(1,516)	(163,042)	(322,288)
Balance at 30 June 2025	525,442	—	3,663	542,183	1,071,288

Note 13. Trade and other payables

	2025 ($)	2024 ($)
Current liabilities		
Trade payables	11,260,978	12,351,100
Co-funded investment payables (Note 17)	430,032	553,522
Other program payables	7,178,161	6,488,006
GST payable	284,477	153,528
Sundry payables and accrued expenses	268,359	423,973
	19,422,007	19,970,129

The balance of other programs payable includes matched funding claims of $5,420,967 (2024: $4,842,721) to Meat & Livestock Australia Limited (MLA).

Note 14. Contract liabilities

Current liabilities		
Deferred partner contributions on co-funded investments	6,006,450	4,397,564

Note 15. Lease liabilities

Current liabilities		
Lease liability	264,071	217,852
Non-current liabilities		
Lease liability	636,069	903,087

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

Future lease payments		
Future lease payments are due as follows:		
Within one year	302,651	269,148
One to five years	752,170	999,619
More than five years	—	—
	1,054,821	1,268,767

Note 16. Provisions

	2025 ($)	2024 ($)
Current liabilities		
Employee benefits	199,583	293,265
Non-current liabilities		
Employee benefits	166,316	223,763
Lease make good	68,436	63,584
	234,752	287,347

Lease make good

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

Note 17. Co-funded investment projects liability

Current		
Opening balance included in payables	553,523	1,601,385
Total co-funded investment transactions approved across the whole membership	4,168,266	10,202,405
Reductions arising from payments for approved co-funded investment projects	(4,291,756)	(11,291,498)
Adjustments incurred at completion or termination of co-funded investment projects	—	41,230
	430,033	553,522

Note 18. Related party disclosure

Transactions with related parties

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

The following transactions occurred with related parties:

Operational and support funding to AUS-MEAT Limited	550,000	550,000
Project funding to AUS-MEAT Limited	183,768	418,881
	733,768	968,881

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	9,347	—

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	
	2025 ($)	2024 ($)	2025 ($)	2024 ($)
Director related co-funded investment projects — project expenses	6,139,069	6,108,185	742,212	491,188
Director related co-funded investment projects — member contributions	6,351,257	2,674,137	747,522	1,320,584
	12,490,326	8,782,322	1,489,734	1,811,772

Note 19. Members' guarantee

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

Note 20. Economic dependence

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

Note 21. Associated entities

		% Owned 2025	% Owned 2024
AUS-MEAT Limited	Services to the Food Industry	50	50

Summarised financial position of associate:

	2025 ($)	2024 ($)
Current assets		
Cash	4,391,025	3,760,922
Receivables	2,089,687	2,426,986
Other financial assets	3,747,497	3,657,031
Other assets	800,351	433,154
	11,028,560	10,278,093

	2025 ($)	2024 ($)
Non-current assets		
Intangible assets	169,681	178,141
Right-of-use assets	83,340	282,199
Property, plant and equipment	3,366,579	3,218,083
	3,619,600	3,678,423
	14,648,160	13,956,516
Current liabilities		
Trade and other payables	665,805	2,191,881
Lease liability	5,575	207,602
Provisions	4,249,207	2,056,489
Contract liabilities	—	593,090
	4,920,587	5,049,062
Non-current liabilities		
Lease liabilities	173,541	88,076
Provisions	444,298	442,704
	5,364,885	5,491,766
Net assets	9,283,275	8,434,750
Net profit for the year	848,525	600,939
Other comprehensive income	—	—

Note 22. Contingencies

Contingent liabilities

There were no contingent liabilities identified as at 30 June 2025 and 30 June 2024.

Note 23. Commitments

The Company had no capital commitments for expenditure as at 30 June 2025 and 30 June 2024.

Note 24. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Company's operations, the results of those operations, or the Company's state of affairs in future financial years.

Note 25. Statutory information

The registered office of the Company is:

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

Consolidated entity disclosure statement

As at 30 June 2025

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 2025

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 2025 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.

— 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

Nexia Australia

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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 2025, 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 2025 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 2025, 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.

Nexia Australia

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

Nexia Sydney Audit Pty Ltd

Erin Tanyag
Director

Dated: 7 October 2025

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 *Best Practice Guide to Stakeholder Consultation.*	— AMPC Consultation Plan developed and maintained, consistent with: • *AMPC Engagement Framework* • *Best practice Guide to Stakeholder Consultation* • More information is available here **stakeholder consultation** — Stakeholder consultation is used to inform the *AMPC Annual Operating Plan* 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 *AMPC Strategic Plan 2025-2030* 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. — A total of 62 stakeholders were engaged with 122 hours of workshop participation, resulting in 376 initiatives contributed and >850 votes on strategic priorities. — The consultation effort is further summarised in the **strategic plan** (page 16).	✓
		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 *AMPC Program Governance Policy* 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 2024-2025 AMPC staff visited 97 separate processing plants (or approximately 75 per cent of AMPC's members). — Our annual member survey returned a 79 per cent satisfaction rating and Net Promoter Score of 21. — AMPC also has an extended network of 34 innovation managers embedded within processing plants across Australia. — Forty five R&D project reports were published in 2024-2025.	✓

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 present we have eight projects, two opportunities and one story published on the platform.	✓
	— Collaborate across the agricultural innovation system to address common challenges and opportunities, including through active participation with 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 2024-2025 AMPC co-invested $6.16 million (27 per cent of levy income) on projects with Meat and Livestock Australia (MLA) 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 30 current AMPC projects involve RDC collaboration. — AMPC engages with cross-sectoral investment partners through a range of formal and informal mechanism, including engagement with the Council of Rural Research Development Corporations (CRRDC), AgriFutures Cross Sectoral Programs, and 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 though 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 10 investments, applying the CRRDC methodology.	✓
		5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.	— The findings from independent impact assessments are considered by AMPC Board and staff, helping to inform future investment decisions. — Post project reviews are undertaken for completed investments with learnings considered in the development of new investment proposals.	✓
		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 2024-2025: Key performance indicator achievement

KPI	Rating	Comment
Advanced manufacturing		
Successfully demonstrate at least two remote operated shadow robot systems in production.	Partially achieved	
Increase the awareness of the value proposition of emerging manual handling solutions to a minimum of 60 per cent of processors.	Achieved	
Demonstrate extension of all completed project outcomes.	Achieved	
At least one new automated beef harvest floor system developed for installation in production.	Not progressed	Work in progress
Two new concepts developed to support high throughput requirements for lamb processing automation.	Achieved	
Adoption of integrated decision support tools at five processing sites.	Achieved	
Outline the value proposition of digital technologies to at least 20 processors.	Achieved	
Deliver at least one new performance improvement and decision tool demonstrated in production.	Achieved	
At least one new automated fat trimming concept evaluated with industry for further development.	Partially achieved	
One lamb and one beef automated 'rinse and chill' system developed and in production for trials.	Partially achieved	
At least two automated robotic AI enabled beef scribing systems operating in full production.	Achieved	
One new sensing technology to enhance yield and automation opportunities in development.	Achieved	
Two new sensing and AI technologies that enhance production.	Achieved	
Sustainability		
Trial two alternative knife sterilisation technologies to reduce water consumption.	Achieved	
Pathway for utilisation of recycled potable water adopted by industry and regulators.	Partially achieved	
Sixty five per cent of red meat processing industry measures plant annual water intensity.	Achieved	
Five per cent per annum reduction in red meat processing industry water intensity by 2025 through water efficient practices and technologies.	Partially achieved	
Ten per cent of red meat processing industry has best practice water stewardship by 2025. Twenty per cent of red meat processing industry has advanced water recycling in place by 2025.	Partially achieved	
Demonstrate one hybridised renewable electricity system using hydrogen and solar PV.	Not progressed	Awaiting commercial feasibility
Seventy per cent of red meat processing industry measures annual energy intensity.	Achieved	

KPI	Rating	Comment
Sustainability (continued)		
Ten per cent per annum reduction in energy intensity by 2025 through energy efficient practices and technologies by 2025.	Partially achieved	
Thirty per cent of red meat processing industry renewable electricity by 2025. Five piloted clean alternatives to fossil fuels for process heat by 2025.	Partially achieved	
At least 35 processors participate in the 2024 AMPC Environmental Performance Review.	Achieved	
Seventy per cent of the red meat processing industry is reporting emissions.	Achieved	
Deliver facts and science that support monitoring, disclosure, and management of emissions.	Achieved	
AMPC (or key members) has met and briefed key ministerial offices on the industry's issues and all relevant ministers understand the value of the industry to jobs and the economy.	Achieved	
Evidence of public support from key MPs who represent electorates with red meat processors.	Achieved	
Evidence of support from several key peak industry bodies to advocate for red meat processing. AMPC has published positive stories in at least every region (15 markets) and every state the campaign is active in.	Achieved	
Support the establishment of one bio-resource recovery hub.	Partially achieved	
Demonstrate a reduction in red meat processing industry solid waste to landfill by June 2025.	Partially achieved	
Four feasible piloted alternatives by June 2025 for solid/liquid waste treatment.	Partially achieved	
People and culture		
Understand the current employment practices and attraction and retention rates, as they relate to First Nation and migrant workers and complete a roadmap to improve attraction and retention rates.	Achieved	
Deliver at least four 'meat tech' events by June 2025 with a minimum 70 per cent satisfaction rating by attendees.	Achieved	
Attend ICMJ events achieving a minimum 70 per cent event satisfaction rating on AMPC content by attendees.	Achieved	
Validate machine learning models to improve retention in five processing plants.	Not progressed	Not compatible with pilot
Implement workshops to encourage development and networking of industry achieving a minimum 70 per cent event satisfaction rating by attendees.	Achieved	
Implement a knowledge hub for industry with 70 per cent satisfaction by industry.	Not progressed	Delayed launch
Engagement of a minimum of eight processors for psychosocial hazard related projects.	Partially achieved	
Deliver a project driven snapshot on a minimum of two AI-related safety tools.	Partially achieved	

KPI	Rating	Comment
Technical market access and markets		
A science-based submission is provided to regulators to support a change in freezing temperature.	Achieved	
Uptake of IT client management system by 20 per cent of small or cooperative processors.	Not progressed	Supplier unable to deliver project
A submission is developed to gain US acceptance of bar codes as shipping marks.	Partially achieved	
Eighty per cent of exporting members uptake of new US shipping bar codes by 2026. Identify and evaluate at least one technology to support providence claims.	Partially achieved	
At least two commercial opportunities are available for processors to extract collagen from sheep skins and/or beef hides.	Partially achieved	
Provide preliminary report of human nutritional values of red meat. Increase the value of at least one material currently rendered by 50 per cent.	Not progressed	Contracting delays
Product and process integrity		
Develop and evaluate two new technologies to improve traceability through the boning room.	Partially achieved	
Assess and compare EID hardware and software for smallstock aiming at target regulatory accuracy.	Achieved	
Evaluate two new EID technologies for smallstock.	Achieved	
One new cattle stunning technology is evaluated with outcomes available to processors.	Achieved	
Assessment of one artificial intelligence technology to support good animal welfare outcomes in the lairage.	Achieved	
Deliver at least one webinar to highlight AMPC research outcomes on animal welfare.	Achieved	
Deliver a risk-based approach to process monitoring and adopted by regulators.	Partially achieved	

Disclaimer

Inside back cover: Mayekawa beef trimming automation technology

Back cover images
Top left: Impetus Animal Welfare AI monitoring technology
Bottom left: Tranfloc wastewater pre-treatment technology
Right: Weber Vacuum Group vacuum cooling technology

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