



**/ Sustainability  
from paddock to plate**



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**Auditors:**  
Ernst & Young

**Bankers:**  
Commonwealth Bank

Numbers in graphs and tables within the report may be affected by rounding.

### Cover image:

Jaxon, Chloe, Ava and Melinee Leather (left to right) – Teaching the future generations about the importance of healthy soils for a resilient landscape at 'Barfield Station' – Banana, Queensland. Image: Amy Holcombe.

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# / About MLA

## What we do

MLA invests in research and marketing activities for the benefit of the Australian red meat and livestock industry.

### Research, development and adoption

MLA invested \$175.2 million in a range of research, development and adoption programs during 2023-24.

This included \$93.7 million invested through MLA Donor Company (MDC). This investment includes matching funds from the Australian Government and grants.

In 2023-24, MLA completed or terminated 265 research contracts, worth \$171.5 million. These include 82 MDC contracts, contributing a total value of \$101.0 million.

MLA commenced 145 new research and development contracts totalling \$70.0 million in 2023-24. This included 40 contracts through MDC that were worth \$44.0 million, with milestones across multiple years. This has resulted in 368 current contracts as at 30 June 2024, worth \$487.7 million.

### Marketing, market access and insights

During the year MLA invested \$101.1 million in marketing, market access and insights to grow demand for Australian red meat and livestock domestically and abroad. The majority of this investment was ineligible to be matched with funds from the Australian Government.

## How we work

As the declared industry research and marketing body under the *Australian Meat and Live-stock Act*, we operate in partnership with the Australian Government and value chain partners. The Australian Government sets high priority research and development objectives covering community, industry and environmental concerns.

Peak industry bodies Cattle Australia, Australian Lot Feeders' Association, Sheep Producers Australia and Goat Industry Council Australia assist MLA in consulting with levy payers on industry needs and priorities and provide guidance to ensure MLA strategy reflects these.

MLA also works closely with the Red Meat Advisory Council, the Australian Meat Processor Corporation, the Australian Meat Industry Council, LiveCorp and the Australian Livestock Exporters' Council to develop programs that address key industry issues and opportunities through the supply chain, manage projects and communicate outcomes.

/ Carly Mortimer, Communications Manager and Daniel Forwood, Project Manager - Sheep and Goat Productivity - Meat & Livestock Australia.

## How we're funded

MLA is primarily funded via transaction levies paid on livestock sales by producers and these levies are used to support marketing, research and development activities. However, we also receive funding through:

- funding co-contributions matching levy investment through the Australian Government
- unmatched grants
- other funding streams.

For the full breakdown of MLA's funding sources, visit [mla.com.au/how-we-are-funded](https://mla.com.au/how-we-are-funded)

## How we're governed

Our research, development and marketing activities are guided by a robust corporate planning and reporting framework. Find out more at [mla.com.au/how-we-are-governed](https://mla.com.au/how-we-are-governed) or turn to page 84 for our corporate governance principles (in comparison to ASX corporate governance principles and recommendations).

## Who we are

### Our Board

The MLA Board's nine directors combine a broad range of skills, experience and expertise to set strategic priorities for the company, and approve and monitor progress against MLA's *Strategic Plan 2025*.

[mla.com.au/board](https://mla.com.au/board)

### Our business units

MLA delivers marketing, research and development on behalf of cattle, sheep and goat levy payers through five business units and two subsidiary companies.

[mla.com.au/how-we-deliver](https://mla.com.au/how-we-deliver)

### Our staff

As at 30 June 2024, MLA had 287 employees, both domestically and internationally.





## / About MLA *continued*

### Australian Beef and Sheep Sustainability Frameworks

The Australian Beef Sustainability Framework (ABSF) and Sheep Sustainability Framework (SSF) were developed by the livestock industry to meet changing market expectations around sustainability and ensure industry's ongoing market advantage. The ABSF is led by the Red Meat Advisory Council (RMAC) and the SSF by the SSF Board representing Sheep Producers Australia (SPA) and WoolProducers Australia (WPA). The frameworks are delivered by independent Sustainability Steering Groups who represent the Australian beef, sheepmeat and wool value chains respectively. The ABSF and SSF are industry-led but investor and customer focused frameworks. They reduce risks and leverage opportunities by managing disclosures on sustainability topics that are most important to Australian beef, sheepmeat and wool industry stakeholders. The Frameworks transparently track performance annually against key sustainability topics as aligned to the four themes of:

1. Best animal care
2. Environmental stewardship
3. Economic resilience
4. People, customers, and community.

Within these themes, the most critical priorities and aligned indicators are defined, and their progress tracked using best available, verifiable metrics and data sources, reported annually.

The ABSF and SSF undertake extensive engagement with internal and external stakeholders, which builds trust, enabling industry to lead a whole of supply chain commitment to sustainability and continuous improvement.

The 2024 ABSF and SSF Consultative Committee Forums attracted capacity crowds of investors, customers, and industry stakeholders. Participants highly ranked the overall progress of the frameworks as delivered through the annual reports, with stakeholders utilising the insights and data generated to inform their own decision making.

The Frameworks' principles, sustainability themes and priorities are being utilised by supply chain stakeholders to align to their own sustainability claims and the insights and data contained in the annual reports is invaluable in demonstrating the Australian beef industry's sustainability credentials and claims in international and national dialogues.

[sustainableaustralianbeef.com.au](https://sustainableaustralianbeef.com.au)  
[sheepsustainabilityframework.com.au](https://sheepsustainabilityframework.com.au)

## / Performance

**Table 1:** Status of MLA's 2023–24 key performance indicators as at 30 June 2024

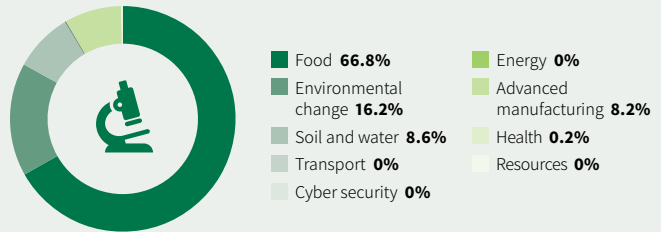
KPIs in Annual Investment Plan 2023–24		
90	6	19
78.3%	5.2%	16.5%
Strategic focus KPIs in MLA's Strategic Plan 2025		
14	6	
70%	30%	

■ Achieved  
 ■ Partly achieved  
 ■ Not achieved  
 ■ On track  
 ■ Not on track

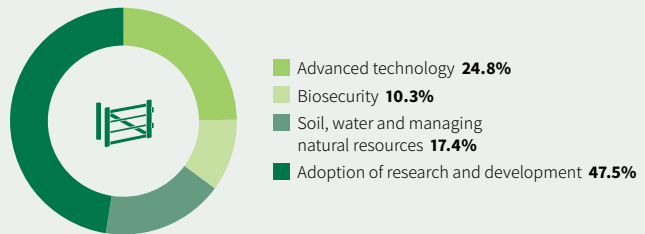
## / R&D priorities

### Alignment with government priorities

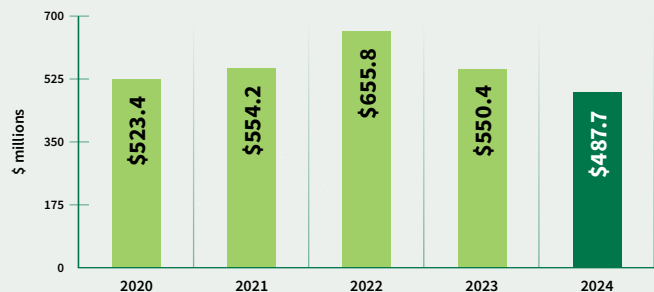
**Figure 1:** Science and research priorities



**Figure 2:** Rural research, development and extension priorities



**Figure 3:** Value of research contracts at 30 June each financial year



## / Membership

Membership of MLA is voluntary and free to all levy-paying grassfed cattle, grainfed cattle, sheep, lamb and goat producers. MLA had 50,521 members as at 30 June 2024, an increase of 384 members from 2023. The table below shows the composition of MLA's members.

**Table 2:** Composition of MLA's members

Members	2019–20	2020–21	2021–22	2022–23	2023–24
Grassfed cattle	41,774	41,629	42,097	42,409	42,802
Grainfed cattle	5,497	5,482	5,491	5,459	5,472
Sheep/prime lamb	18,710	18,586	18,660	18,642	18,667
Sheep only	8,988	8,865	8,919	8,804	8,771
Goats	2,380	2,364	2,414	2,433	2,457
<b>Total members</b>	<b>49,590</b>	<b>49,302</b>	<b>49,775</b>	<b>50,137</b>	<b>50,521</b>

# / Investments

## Measuring the efficiency and effectiveness of MLA's investments

All MLA programs are evaluated on a regular basis using a comprehensive Triple Bottom Line (TBL) evaluation framework. This allows MLA to calculate investment returns in a systematic and timely basis rather than relying on a five-year evaluation cycle, as well as the ability to continuously monitor the timing and value of the economic, social and environmental benefits derived from MLA's investments.







MLA's TBL evaluation includes reporting on the direct benefits to MLA stakeholders (within the red meat industry), as well as the

second-round benefits to the Australian community (consumers, non-red meat industry sectors etc) arising from MLA investments.

As part of the framework, MLA has also developed a comprehensive greenhouse gas model for the red meat industry. This allows MLA to model the potential or actual emissions reduction from its environmental investments in carbon or methane-reducing products and track progress towards the industry target of carbon neutrality by 2030 (CN30).

The MLA TBL evaluation framework is embedded within MLA's planning, project selection and reporting processes, so as to maximise the impacts from MLA's investment portfolio.

**Table 3:** Triple Bottom Line framework – how MLA contributes to economic, environmental and social impact through its investments

Our strategic purpose	Our impact pillar	Industry priority	Our intention		Our objectives
To foster the long-term prosperity of the Australian red meat and livestock industry	Social	 Our people	Thriving regional communities	To provide rural and regional communities the skills, capabilities and opportunities to remain strong and economically vibrant.	The red meat industry and related communities remain an attractive and innovative sector to live and work.
		 Our customers, consumers and communities	Healthy people	To provide Australians with the information they need to make healthy, informed choices about their diet.	Australians benefit from reliable and credible nutritional information, supporting them to live a healthy life.
		 Our livestock	Respect for animals	To provide the red meat industry with the tools, technologies and innovations to support the welfare of its animals.	A red meat industry that treats its animals with respect, valuing their health and welfare.
Our investment strategy	Environmental	 Our environment	Climate action	To contribute to global mitigation efforts by reducing greenhouse gas emissions across the red meat industry.	The red meat industry achieves carbon neutrality by 2030.
			Climate resilience	To assist the red meat industry to adapt to climate variability and climate change.	Producers' livelihoods are safeguarded and community resilience to a changing climate is reinforced.
Our strategy delivers bigger, bolder and high impact investments that make a difference to our stakeholders and the Australian community	Economic	 Our market	Productive ecosystems	To enable the red meat industry to maintain and enhance biodiversity and healthy ecosystems while minimising negative environmental impacts.	A red meat industry that remediates and enhances the natural environment.
			Industry profitability	To foster the productivity and profitability of the Australian red meat industry.	An industry that drives industry profitability by increasing red meat demand, value adding and supply chain productivity.
			Global competitiveness	To support Australian red meat industry to continue to be a global market leader in red meat and livestock products.	Australian red meat and livestock continue to be preferred in the market segments and categories we wish to trade in.
		 Our systems	Enhance trust	To support trust in the Australian red meat industry through improved systems, strong partnerships, information sharing and reducing any unnecessary regulation.	A world class integrity system that supports food safety, quality and demand for our products.

## / 2023–24 highlights

Highlights from major projects MLA has led, managed or contributed to include:



**MSA beef program delivered an estimated**

**\$326 million**

in additional farm gate returns.

The feed additive Bovaer®10 was found to reduce emissions by

**24.8%**

when given to backgrounding cattle.



The Australian red meat industry has reported a

**78% reduction**

in net greenhouse gas emissions against the 2005 figures (145Mt CO<sub>2</sub>e).



MLA producer adoption programs delivered an annual net benefit of

**\$74.3 million**

to producers engaged in adoption programs.

### Australian goatmeat production



in 2023–24 achieved the highest production volume ever recorded in Australia at

**36,903t.**



Annual summer lamb campaign 'Generation Gap' delivered a record audience reach of

**24.8 million views.**

Australia exported a record

**\$17 billion**

worth of red meat in 2023.



Australian Good Meat's influencer campaign with the Fairbairn Brothers gained

**9.4 million social media views.**



# / Board of directors



## Alan Beckett

### Chair

BEC, FICA, GAICD

Director since November 2014

Mr Beckett runs an Angus breeding and backgrounding operation in Yea, Victoria. He brings 40 years' experience with a major professional services firm, practising in the area of audit and corporate services to large companies with an emphasis on listed public companies along with practical experience in doing business in Oceania, South-East Asia, China, Japan and India. Mr Beckett is Chair of Meat & Livestock Australia Limited, Integrity Systems Company Limited and a non-executive director of MLA Donor Company Limited. Mr Beckett is also a member of the Remuneration, People & Culture Committee.

### Previous roles

Chairman of ASX listed Basper Limited (formally Berklee Ltd), Defence Health Limited, and Deputy Chairman of the Department of Defence Audit & Risk Committee. He is a former independent member of the Audit & Risk Committee of Reserve Bank of Australia's wholly owned subsidiary, Note Printing Australia Limited and a non-executive director of Westbourne Capital Pty Ltd and Westbourne Credit Management Limited.



## Michael Crowley

### Managing Director

B. Rural Science, Grad Cert Bus Administration, GAICD

Appointed May 2024

Mr Crowley has more than 20 years' experience in Australia's red meat and livestock industry in areas including livestock procurement, processing, plant quality assurance, supply chain management, sales and marketing.

He has also operated his own livestock marketing business, run beef processing for branded beef exporters and acquired his own meat export license. His family operates a stud and commercial beef cattle company in Barraba, NSW.

Mr Crowley originally joined MLA in 2009 where he managed the Meat Standards Australia (MSA) program. In 2012 he moved with his family to Brussels, taking on the role of International Business Manager for EU and Russia with MLA. He returned in 2015 as the Program Manager – MSA and joined MLA's Executive Team in 2016 as General Manager Research, Development and Adoption until the end of 2022. Mr Crowley is now Managing Director of MLA, Chair of MLA Donor Company Limited and Red Meat Traceability Systems.

### Previous roles

Former Board Director and Chief Executive Officer of Herefords Australia. He is a former executive for MLA as the General Manager of Research, Development and Adoption. Mr Crowley has also had a long association with ICMJ from 1997, competing as a student before becoming the Australian coach for six years and president of the association until 2012.



## Russell Lethbridge

Dip Rural Bus Mgt, Cert AH & FarmEng (Hons), GAICD

Director since November 2017

Mr Lethbridge, with his family, runs Werrington Cattle Company, a commercial beef cattle, breeding, growing and fattening enterprise. The Werrington business, in northern Queensland, runs more than 13,000 head of cattle and comprises a breeding program on 120,000ha of natural eucalypt forest country. The business also consists of Rainmore Station, a 27,000ha property near Alpha in central Queensland. Mr Lethbridge has a deep understanding of cattle production systems, managing breeder and feeder cattle under extreme environmental conditions and pasture nutrition levels, and utilising genetic selection and strategic herd management to achieve production and business success. Mr Lethbridge is a member of Local Drought Committee, a director of MLA, Integrity Systems Company Limited and a member of the Audit, Finance & Risk Committee.

### Previous roles

Mr Lethbridge was Chair of the Hann Highway Action Group and a member of the Rural Fire Board, Oak Race Club Committee and Northern Gulf Resource Management Groups Steering Committee. He was an elected representative of AgForce for seven years, beginning as Regional Vice President for the north region, then as Regional President and Board Member and member of AgForce Finance Audit and Risk and Agribusiness Finance Drought and Climate Policy Committees.



## Manny Noakes

BSc, Dip Nut & Diet, PhD, GAICD

Director since November 2018

Professor Noakes is a research scientist in nutrition and health with more than 30 years of R&D and nutrition communication experience. She has extensive knowledge in many fields of nutrition and health including the food regulatory system and functional food substantiation, and an in-depth knowledge of the role of red meat in human nutrition. She has also published research on diet and sustainability and challenged the environmental agenda from a food and health perspective. Professor Noakes was instrumental in the development of the CSIRO Total Wellbeing Diet (TWD) which positions red meat as part of a healthy diet for weight control. She was instrumental in the development and release of five editions of the CSIRO TWD which sold over 1 million copies in Australia and has been further commercialised to a successful online program. Professor Noakes currently runs her own nutrition consultancy, is an Adjunct Research Professor with the University of South Australia and a Fellow of the Nutrition Society of Australia. Professor Noakes is a director of Meat & Livestock Australia Limited and Chair of the Research Development & Investment Committee.

### Previous roles

Professor Noakes was formerly a Senior Principal Research Scientist and Director for the Nutrition and Health Program at CSIRO. In addition, she was also a member of the National Committee for Nutrition for the Australian Academy of Sciences as well as on its Expert Working Group Special Project: Nourishing Australia: A decadal plan for nutrition science.

## / Board of directors *continued*



### John Lloyd

BSc, MBA

**Director since November 2019**

Mr Lloyd, with his family, runs a small agricultural enterprise at Borenore, near Orange, NSW. He has a deep understanding of red meat industry dynamics, knowledge and connections across the agri-food ecosystem including the RDC sector, government and research providers. Mr Lloyd has led and created new funding models that have catered for longer-term strategic issues such as export markets, biosecurity, health and nutrition, pollination, major pests, intensive farming systems and urban greening as well as accessing broader and non-traditional sources of investment. He is the former CEO of Horticulture Innovation Australia/HAL, leading both organisations over a nine-year period of significant growth, change and transition. Mr Lloyd is a Council Member of Charles Sturt University, a director of Menari Business Solutions Pty Ltd, Wine Australia, Elders Limited and Meat & Livestock Australia Limited. Mr Lloyd is also Chair of the Audit, Finance and Risk Committee.

#### Previous roles

Mr Lloyd has broad experience across the Australian agribusiness sector with previous roles in senior leadership positions including Managing Director of Case IH/New Holland ANZ; General Manager of Commercial Incitec Pivot; and General Manager of Merchandise Wesfarmers Dalgety. Mr Lloyd was also previously a director of Grains and Legumes Nutrition Council.



### Jacqueline Wilson-Smith

BCom, GAICD

**Director since November 2021**

Mrs Wilson-Smith is a non-executive Director for Food Agility CRC, Travellers Choice, Apple and Pear Australia Limited and Chair of the AgriFutures Ginger Advisory Panel. In addition, Jacqui is CEO of the Sustainable Innovation Company and co-founder of the Food and Agribusiness Network (FAN) and former Chair. In 2017, Mrs Wilson-Smith was the Queensland recipient of the AgriFutures Rural Women's Award. Mrs Wilson-Smith is a director of Meat & Livestock Australia and chair of the Remuneration, People & Culture Committee.

#### Previous roles

Since 1994, Mrs Wilson-Smith has held various corporate and international roles with McCormick, Gourmet Garden, Mondelez, Accolade Wines, Constellation and EY.



### Tess Herbert

B. A, Grad Dip Ed, M. Litt, Grad. Cert. Rural Leadership, Masters in Agribusiness, GAICD, ARLF

**Director since November 2022**

Mrs Herbert owns and manages a sixth-generation family farming business in the central west of New South Wales. The operations consist of a cattle feedlot, lamb and wool production and crops, silage, and hay production. She spends most of her time in her office at the feedlot in its daily operations, managing compliance, finances, and human resources for the family business. Mrs Herbert has a particular long-standing interest in red meat sustainability initiatives and the integrity systems that underpin Australian red meat production. Mrs Herbert is a director of Meat & Livestock Australia, Integrity Systems Company and a member of the Audit, Finance and Risk Committee.

#### Previous roles

Mrs Herbert was previously the President of the Australian Lot Feeders' Association, a director of the Red Meat Advisory Council, (RMAC) and chaired the Australian Beef Sustainability Framework Steering Group. She was also a board member for Central Tablelands Local Land Services and chaired the Red Meat Panel.



### Jack Holden

B Env Mgt, M Public Policy & Mgt; MAICD

**Director since November 2022**

Mr Holden has more than twenty-five years' experience in the sustainability of agriculture and natural systems. He has worked in government, consulting and industry roles and is currently the General Manager – Sustainability for the Global Markets Region of Fonterra Group. Since joining Fonterra in 2011, he has worked with producers and customers on a full range of farm sustainability issues, most notably on innovations to provide solutions for sustainability issues in livestock farming. He is also Deputy Chair of the Australian Dairy Sustainability Framework, a committee member of the Sustainable Agriculture Initiative (SAI) and a member of the Victorian Agriculture and Climate Change Council. Mr Holden is a director of Meat & Livestock Australia and a member of the Research & Development Investment Committee and the Remuneration, People & Culture Committee.

#### Previous roles

Prior to his current role Mr Holden was in KPMG's Climate and Sustainability practice. He was previously a sustainable agriculture extension officer and a Landcare Network Coordinator in Western Victoria. He was then a Project Manager in the Greenhouse Policy Unit of the Victorian Government.





**Lucinda Hogan**

B Agr Sc, Post Graduate Diploma  
Agricultural Consulting, GAICD

**Director since November 2023**

Mrs Hogan has devoted her entire career to working in Australian agriculture as a livestock and grain producer, manager of research and development and deliverer of skills and training to producers across Australia. She and her husband previously owned and managed a large-scale sheep and irrigated grain production business in western NSW and currently breed prime lamb and trade beef on the Northern Tablelands of NSW. Mrs Hogan is currently the Associate Director of Climate Resilience Initiatives at the University of New England, a member of the Agrifutures Emerging Industries Consultative Committee, and a director of Keringal Pty Ltd and Meat & Livestock Australia. Mrs Hogan is also a member of the Research & Development Investment Committee.

**Previous roles**

Throughout her career Mrs Hogan has worked in a range of research organisations including CSIRO, Victorian Department of Agriculture, Australian Wool Innovation, Sheep Cooperative Research Centre and the University of New England where she has managed large research and development projects and designed and delivered national training and extension programs particularly related to sheep production and climate resilience. She has been involved in the development and delivery of several digital decision support tools that assist livestock producers to select better genetics and manage feed supply and livestock performance in variable climatic conditions.



**Joanne Taylor-Craig**

**Company secretary**  
**Appointed March 2020**

Mrs Taylor-Craig joined MLA in 2012 and was appointed as Company Secretary in 2020. She is responsible for all governance matters, ensuring compliance with all corporate and ethical standards and monitoring that board policy and procedures are followed.

**Previous roles**

PricewaterhouseCoopers (PwC).



**Jason Strong\***

**(Former) Managing Director**  
MAICD

**Appointed 25 March 2019**

Mr Strong has more than 30 years' red meat and livestock experience, knowledge and connections from the farm through to the end consumer in both domestic and international markets. He is a well-recognised and respected senior executive with extensive skills in commercial and industry business management and administration, supply chain development, meat science and grading, genetics and marketing as well as on-farm experience. Mr Strong was Managing Director of Meat & Livestock Australia Ltd and Chair of MLA Donor Company Limited. Mr Strong is also a director of AUS-MEAT Limited and Red Meat Traceability Systems Pty Ltd.

**Previous roles**

CEO, Smithfield Cattle Company, Managing Director AACo, MLA's regional manager in Europe and Russia, Pfizer (now Zoetis), past Chair of the Australian Beef Industry Foundation. Manager and coach of the Australian Inter Collegiate Meat Judging Team and councillor and NSW Chairman and National Vice President of Cattlemen's Union of Australia.

\*Mr Strong left the organisation in December 2023.



**Andrew Michael\***

GAICD

**Director since November 2017**

Mr Michael is a fourth-generation producer, working his 1,500ha family farm at Snowtown, South Australia, as well as grazing land in the state's north-east and south-east. Over the last 45 years he has built and operated a large scale sheepmeat and wool business. He has extensive experience in breeding technologies in both the sheep and cattle industries, and has, for over 35 years, incorporated the latest leading-edge breeding technologies available. Using these technologies and working with industry groups has assisted him to develop a highly productive business, breeding top performing sheep for quality red meat production, along with high value skins and wools on animals that do not require mulesing. Mr Michael is a director of Meat & Livestock Australia Limited, Integrity Systems Company Limited and a member of the Remuneration, People & Culture Committee and the Research & Development Investment Committee.

**Previous roles**

Mr Michael was a member of the Royal Adelaide Show Pastoral Committee serving 22 years, two as President. He was a board member of the Lumeah Trust, a member with SA Sheep Disease Management Committee focusing on OJD and Spider Syndrome, and an Australian White Suffolk Foundation Committee Member. Mr Michael is also Honorary Life Member and Distinguished Service Award member of the Australian White Suffolk Association.

\*Mr Michael retired from his directorship in November 2023.

# / Leadership team



## Andrew Cox

### General Manager – International Markets

BEd

46 employees

Mr Cox joined MLA in 2006 after eight years managing insights projects for clients such as Unilever, Campbell-Arnotts, Kelloggs and Ferrero. Upon joining MLA, he took on a number of roles within the domestic marketing team. Mr Cox moved to Tokyo in 2014 to manage MLA's operations in Japan and Korea before taking on the General Manager – International Markets role in January 2020. As well as extensive markets experience, Mr Cox also brings an agricultural background to his position at MLA.



## Andrew Ferguson

### Chief Operating Officer

BA, CA

48 employees

Mr Ferguson joined MLA as Chief Financial Officer in 2016 and was recently appointed as Chief Operating Officer. He is responsible for MLA's financial integrity, including reporting, information systems and compliance, as well as the legal, human resources and risk functions. He is a Chartered Accountant with more than 25 years of experience in both the UK and Australia.



## Nathan Low

### General Manager – Marketing and Insights

MCom

40 employees

Mr Low joined MLA in July 2020 and leads the Marketing and Insights team which includes brand marketing, business development, nutrition, consumer insights, industry insights and the National Livestock Reporting Service. Nathan brings extensive global and domestic marketing, brand and consumer insight experience in large fast-moving consumer goods, retail, e-commerce, agribusiness and manufacturing organisations. Nathan has held senior management and leadership roles in organisations such as Unilever, SunRice, Entain and Pact Group.



## Jo Quigley\*

### Chief Executive Officer, Integrity Systems Company

B Agr Ec (Hons)

54 employees

Ms Quigley commenced in the role of Chief Executive Officer of Integrity Systems Company (ISC) in 2023. Prior to this, she was Group Manager - ISC Operations. During the past 20 years at MLA, Jo has held various roles contributing to the delivery and enhancement of the red meat industry's national traceability and assurance programs.

\*Ms Quigley commenced as Chief Executive Officer - Integrity Systems Company on 29 September 2023.



## Dr Jane Weatherley\*

### General Manager – Communications & Adoption

PhD (Farming sys), GAICD

62 employees

Dr Weatherley's appointment as General Manager of Research, Development, and Adoption in July 2024 follows 18 years at MLA, with seven of those leading Integrity Systems Company as CEO. Jane strives for positive impacts for the red meat industry and with her family, runs a farming operation in the Central Tablelands of NSW.

\*Dr Weatherley commenced as General Manager - Communications & Adoption on 21 August 2023. Dr Weatherley transitioned to General Manager – Research, Development and Adoption on 1 July 2024.



## Kevin Argyle\*

### General Manager – Research & Development

CA, BBS, Dip Rural

34 employees

Mr Argyle joined MLA from Dairy Australia, where he worked as the Director of Major Innovation and co-Director of DairyBio and DairyFeedbase. Throughout his career, he has successfully led and collaborated on numerous research projects that have made significant advancements in the field of agriculture.

\*Mr Argyle commenced as General Manager - Research & Development on 10 July 2023. Mr Argyle left the organisation in January 2024.





/ Myan Trinh, IT Project Manager - Solution Delivery myMLA, signs up a new user to myMLA at MLA Updates 2023, Bendigo, Victoria.



# / Chair's report



**Alan Beckett**

Chair

## Operating environment

Producers across Australia experienced variable seasonal conditions and the arrival of an El Niño event in 2023, with southern NSW, western Victoria, all of SA and most of southern WA missing out on vital Autumn rain in 2024. This contributed to lower livestock prices with challenging meat trading conditions and higher livestock turn-off.

An increase in livestock numbers and turn-off produced higher lamb, mutton and beef production, but also softer livestock prices. As the flock and herd numbers are forecast to ease over the coming three years, slaughter increases are set to lead to record Australian meat production. The outlook however is positive, with demand set to outstrip supply in some key markets. While carcase weights have eased slightly this year, they are still at relatively historic highs. The slight drop in carcase weight is offset by the bigger jump in slaughter numbers and an increasing proportion of beef production coming from feedlots.

The past financial year has presented our industry with both challenges and opportunities.

The red meat industry has faced labour shortages, particularly in the feedlot and processing sectors as well as on-farm. Feedback and insights have indicated that the Pacific Australia Labour Mobility (PALM) Scheme has been a success for the processing sector, providing greater access to staff and helping meet labour requirements following the increase in lamb slaughter in 2023 (10% or 2 million above the previous record set in 2016).

Widespread local and international cost-of-living pressures have significantly impacted consumption across most

foodservice sectors, with the latest Australian Bureau of Statistics data showing a 3% drop in Australian foodservice spending year-on-year. A rise in retail (grocery) channel spend and a shift towards eating at home – with dining out saved for special occasions – has contributed to strong consumer demand for red meat products which embody both quality and value for money.

Looking abroad, keeping our product competitive and diversifying our export markets have fortified our international market access strategy. The entry into force of the Australia-United Kingdom Free Trade Agreement has put our industry in a strong position to further build on a strong and growing export market. We currently export around 70% of our beef, 65% of our lamb, 99% of our mutton and 92% of our goatmeat production.

Closer to home, ongoing industry investment in genetics and better management strategies have led to improved productivity, especially in delivering a more fertile herd and flock along with optimising production through the adoption of R&D.

Our Adoption team has ensured MLA's research investments have been translated into a wide range of on-farm practical training and awareness raising activities, with producers able to access a multitude of tools, resources and information relevant to their businesses.

MLA will continue to invest in R&D and innovations that reduce emissions, increase soil carbon, and drive productivity to deliver long-term sustainability. MLA's investments align directly to the CN30 roadmap, which is aligned to the red meat industry strategic plan, *Red Meat 2030*.

**/ “Record lamb and beef production volumes are expected for 2025, coinciding with a protein deficit in the USA. This will provide a great opportunity for Australian red meat in the global market.”**

**Market report**

There is no denying that the past financial year was difficult for the red-meat industry. Livestock producers experienced price falls across all species and all categories of animals by between 30–75%. The sudden and sharp decline in prices ended in September and October of 2023. Encouragingly, since then, livestock prices have increased and returned to long-term averages.

MLA's beef and lamb marketing campaigns have played a vital role in keeping red meat in the baskets of shoppers, despite the cost-of-living pressures faced by consumers.

The decrease in prices across 2023 was the result of the national herd sitting at a nine-year high, and the national flock being at its largest since 2007. These high national inventory levels resulted in a large supply of processor ready animals. In addition to the supply factors, forecasts of an El Niño in 2023 impacted producer sentiment and reduced the appetite for producers to increase their stock numbers.

Going forward, the herd and flock are expected to enter periods of destocking – with production and slaughter expected to remain high. Record lamb and beef production volumes are expected for 2025, coinciding with a protein deficit in the USA. This will provide a great opportunity for Australian red meat in the global market.

MLA responded to industry's requests for increased pricing information and data, launching three new indicators.

In November 2023, we launched the Online Young Cattle Indicator (OYCI) and Online Lamb Indicator (OLI). These two indicators were industry firsts and not only provide breed-specific pricing but also give pricing visibility to the rapidly growing online sales channel. More recently at Beef Australia 2024, MLA launched the National Young Cattle Indicator (NYCI) – a new indicator more reflective of Australia's restocker cattle market.

2024 has reinforced that Australian red meat producers are resilient. As we head into 2025, there are positive signs that the market is improving and there is much to be positive about. In the year ahead all eyes will be on the USA as its rebuild and protein deficit provide global opportunities for all proteins.

**Board Business**

The 2023 Annual General Meeting (AGM) held in November saw both the re-election of Russell Lethbridge to the MLA Board and the welcoming of Lucinda Hogan as a new director. Lucinda takes the place of outgoing director Andrew Michael, to whom I extend my thanks for his six years of service to MLA.

A high priority for the Board is direct engagement with our stakeholders. In addition to the 350 attendees at the MLA Updates and AGM in Bendigo, we

also enjoyed meeting with many of you at Beef Australia in Rockhampton. We were grateful for the opportunity to speak to many MLA members during this amazing, week-long event.

We also had the privilege of visiting Mort and Co's Grassdale feedlot with the Board of the Australian Lot Feeders Association. As with many in our industry, the Grassdale team's commitment to animal welfare, health and performance, and team management is incredible. It was also a welcome sight to witness sustainability and R&D investments in action.

In May 2024, the Board completed the recruitment process for a new Managing Director following the departure of Jason Strong in December 2023. We are pleased to welcome Michael Crowley to the role while also acknowledging Jason Strong's significant contribution during his tenure as Managing Director. Michael has hit the ground running and shown a clear vision to guide MLA into the future.

This will be my last MLA report as Chairman and I would like to conclude by saying that it has been an absolute honour to work with the rest of the Board, the management and the broader MLA team on behalf of all levy payers. I've been fortunate to have served as a non-executive Director since 2014 and more recently, since 2019, as the Chairman of MLA. The passion and enthusiasm shared by those working in our great industry has made these tasks not only rewarding, but a pleasure.



MLA Board members at MLA's Beef Australia 2024 stand – from left to right: Jacqueline Wilson-Smith, Tess Herbert, John Lloyd, Alan Beckett, Jack Holden, Russell Lethbridge and Lucinda Hogan.



# / Managing director's report



*Michael D. Crowley*

**Michael Crowley**

Managing director

## Sustainability from paddock to plate

I am pleased to present MLA's *Annual Report 2023–24*.

Since my return to Meat & Livestock Australia (MLA) in May 2024 as Managing Director, I've prioritised taking the time to meet with a wide range of industry stakeholders to hear how they are viewing MLA's performance against the *MLA Strategic Plan*, the *MLA Annual Investment Plan* as well as understand their priorities for our industry moving forward. I've gained valuable insight into how MLA's investments have investigated, delivered and communicated a range of tools, training and research-backed marketing, adoption and on-farm strategies to support the red meat industry over the 2023–24 financial year.

I was delighted to read in the most recent annual *MLA Producer Adoption Outcomes Report* that our adoption programs have delivered an annual net benefit of \$74.3 million to those producers engaged in MLA adoption programs during FY24.

Our investment into enhancing the accessibility of the electronic National Vendor Declaration (eNVD) through Integrity Systems Company (ISC), means producers have a faster, more accurate system which can be used offline for their

livestock consignments. Adoption of this technology has been growing, with downloads of the eNVD mobile app more than doubling from 17,000 in 2022–23 to 40,000 in 2023–24. Almost a third of all consignments now use an eNVD (29%), accounting for around a quarter of all livestock movements in Australia. Speaking with many of you at industry events as well as during consultation with a range of peak industry bodies – it's clear to me that our industry has a shared enthusiasm to put our collective weight behind identifying and enacting solutions that deliver material benefit to our levy payers and support the long-term sustainability of the red meat supply chain.

MLA will continue to support our red meat industry to be profitable, productive and sustainable and have a focus on producers. There have been a number of challenges for the industry throughout 2023–24 with tough seasonal conditions, particularly in southern and Western Australia, and tight trading conditions which were below cost of production for a significant part of the year. Sheep producers in Western Australia who rely on the live export of sheep by sea trade to run their businesses have been hit the hardest and

**“There is much to remain positive about for Australia's beef cattle, sheep and goat sectors, with the demand outlook across all species looking strong and significant market opportunities available both at home and overseas.”**



we are working in collaboration with the peak industry bodies and other industry partners to develop marketing and R&D programs to support WA producers through this difficult time.

Despite these significant obstacles, there is much to remain positive about for Australia’s beef cattle, sheep and goat sectors, with the demand outlook across all species looking strong and significant market opportunities available both at home and overseas.

Australia has Free Trade Agreements with many of our global trading partners, with over 85% of our exports now covered by preferential trade agreements. The recent lifting of suspensions of several major beef processors to China and the ongoing attention to seeking further trade reform benefits via ongoing negotiations with the European Union, India and the United Arab Emirates, are evidence of improving market access conditions.

I encourage you to dive into the detailed Report to Stakeholders (page 15), which details the key activities and outcomes undertaken through each of MLA’s 16 programs of work during the previous financial year.

Some standout highlights which I’m happy to share include:

- Meat Standards Australia (MSA) delivered \$326 million in estimated additional farm gate returns to participating producers during 2023–24.
- Australian goatmeat production in 2023 has achieved the highest production volume ever recorded in Australia at 36,903 tonnes.
- Australia exported a record \$17 billion worth of red meat in 2023.
- The Summer Lamb campaign has delivered record audience reach, with 24.8 million views achieved, more than twice the number of views of any other lamb campaign to date.
- An Australian Good Meat social media campaign with popular influencers Jaxon and Lachlan Fairbairn has gained 9.4 million views of its positive messages about red meat producers caring for their livestock and the environment to produce healthy beef and lamb.
- The Australian red meat industry has reported a 78% reduction in net greenhouse gas emissions against the 2005 figures.

### Strategic Plan

Looking forward, MLA is developing our next five-year *Strategic Plan* and consulting with industry to ensure it sets out a clear and robust course for our goals for research, development and marketing to 2030. It will be a plan that will drive investment to address the key industry priorities and will focus on delivering value and impact for the benefit of the industry and in particular, our levy payers.

I look forward to working closely with producers, peak industry bodies, the supply chain, government, research partners, fellow RDCs, and other key stakeholders over the coming months to help propel our industry to ongoing and sustainable prosperity.

For a full overview of our *Strategic Plan* KPIs and to track MLA’s progress, please turn to page 74.



Australian goatmeat production in 2023 has achieved the highest production volume ever recorded at 36,903 tonnes.

# / 2023–24 summary statistics

## /\$ / Revenue



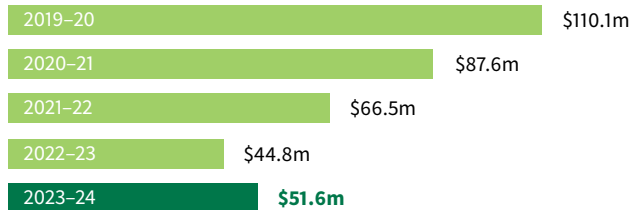
▼ 1.7% to \$283.1 million

## /\$ / Expenditure



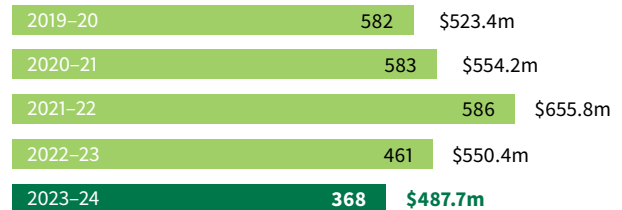
▼ 10.3% to \$276.3 million

## /\$ / Retained earnings



▲ 15.2% to \$51.6 million

## / Research contracts



▼ 20.2% to 368 contracts

## / MLA employees



▼ 1% to 287 employees

## / MLA members



▲ 0.8% to 50,521 members

## / Achieved key performance indicators



▲ 3% to 78% achieved



/ Teys Feedlot –  
Condamine, Queensland.



# / Report to stakeholders

The report to stakeholders reports against the 16 programs as set out in the *Annual Investment Plan 2023–24* and provides transparency around MLA's actual activities and outcomes.

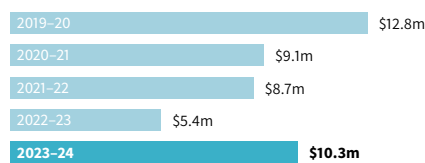
MLA objectives and planned activities in 2023–24 were directed by the *Annual Investment Plan 2023–24*. MLA regards the *Annual Investment Plan 2023–24* as the starting point under its Strategic Plan 2025, which is aligned to the Australian red meat industry's 10-year strategic plan, *Red Meat 2030*, and the Australian Government's science and research priorities and its rural research, development and extension priorities.



# Animal wellbeing

MLA's investment in animal wellbeing research, development, extension and adoption (RDE&A) aims to safeguard Australia's livestock biosecurity and to ensure proper care of our livestock. Consideration of health and welfare are inextricably linked in defining livestock wellbeing.

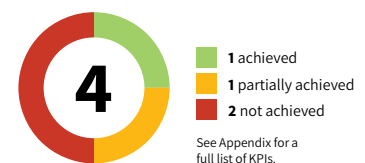
### Investment over time



### 2023–24 investment by funding source



### Key performance indicators



### New facility to eradicate blowflies on Kangaroo Island

Sheep blowfly (SBF) has significant impacts on the profitability of sheep production in Australia. Across Australia, flystrike infestations can cost industry up to \$323.7 million annually in stock loss, productivity loss, and control measures. Current management includes the use of chemicals, surgical breech modification (mulesing) and seasonal wool removal.

The sterile insect technique (SIT) is technology that uses irradiated sterile male blowflies. These are mass-released and mate with wild females to suppress the reproduction of wild populations of flies and dramatically reduce environmental numbers of flies. It is currently being used successfully against sheep blowfly abroad (Bangladesh) and poses a significant opportunity within Australia's sheep industry. If found to be viable, SIT would bring cost reductions and the ability for producers to transition away from mulesing. This technique has already been used successfully for other fly species in Australia.

In the 2023–24 financial year, a facility to produce massive numbers of sterile blowflies was built by the South Australian government on Kangaroo Island. Kangaroo Island was chosen as a pilot test site to implement SIT technology as its geographical isolation makes it an ideal place to demonstrate the technique. The pilot is co-funded by the MLA Donor company, Australian Wool Innovation, Animal Health Australia, the Department of Primary Industries and Regions South Australia and the Sheep Industry Fund of South Australia. Conducting a value proposition for using the technique on Australia's mainland would be made possible should the pilot be successful.

Progress to date includes the breeding of sterile insects, with full scale production expected by late 2024. This will align with the emergence of the first waves of blowflies, making it an ideal time to test the technology's principles of eradication. As the first of four fly seasons to be studied in the project, there is potential for blowflies to be eradicated on Kangaroo Island within three to four years.

### Launching the Livestock Transport Hub

The launch of MLA's Livestock Transport Hub directly supports industry's vision that by 2028 all participants in the livestock industry will be aware of and abide by their livestock transport responsibilities. The Hub aims to provide resources and information to enable world-class outcomes for livestock and supply chain partners across Australia to be achieved, with the data to back it up. Safe, efficient and humane livestock transport not only improves livestock outcomes but boosts profits across the supply chain, in addition to facilitating industry sustainability.

Throughout 2023, MLA consulted with industry stakeholders and responded to the consensus that more needed to be done to alleviate risks associated with livestock transport.

MLA's investment in the Livestock Transport Hub marks the launch of the first resource of its kind to provide a 'one-stop-shop' for 'everything you need to know' about transporting livestock safely and humanely anywhere in Australia. Stakeholders across industry, including transporters, agents, lot feeders and producers, were integral in the development of the Hub's content and messaging.

The Livestock Transport Hub was successfully launched in March 2024 at the Australian Livestock and Rural Transporters Conference in Toowoomba, Queensland.

It provides tailored, practical livestock preparation guidelines to ensure the safe transport of cattle, sheep and goats.

MLA is developing an extension and adoption project plan for the Hub to raise awareness and encourage people to access it and offer their feedback.

### Developing an mRNA technology-based vaccine for lumpy skin disease

Biosecurity continues to be a key priority for the Australian red meat industry and a crucial investment target for MLA to support industry in the event of an exotic disease incursion, specifically lumpy skin disease (LSD). Through the MLA Donor Company and in partnership with NSW Department of Primary Industries, MLA invested \$5 million into developing mRNA technology-based vaccines during the 2023–24 financial year.

Australia is currently LSD free, and there would be significant economic, social and animal welfare impacts if it were to reach Australia. As live vaccines cannot be imported to Australia, mRNA vaccines have the potential to allow greater capacity to manage emergency diseases in the event of an incursion.

Work in the 2023–24 financial year involved the development of a prototype lumpy skin disease virus (LSDV) vaccine, with testing for antibody responses in livestock also undertaken. Results were positive, with the vaccine producing antibodies against LSD virus in vitro. Challenge studies are now required to determine its true efficacy. The vaccine development process has proven itself to be efficient, with all vaccines produced so far inducing antibody responses. A border disease vaccine has also been shown to be effective in virus challenge studies.

Following this success, a second program was approved to run over the next five years, which will include a \$15 million investment from MLA Donor Company in partnership with NSW Department of Primary Industries. The program will aim to secure Australia's sovereign capacity to manufacture the LSDV vaccine and develop a mRNA vaccine pipeline to produce prototypes for other exotic emergency diseases and diseases endemic in Australia. Pathways to both register and commercialise successful vaccines will be fully explored during this second program.

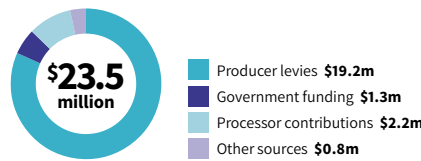
# / Domestic markets

**MLA's domestic market program assists MLA to foster the prosperity of the Australian red meat and livestock industry by demonstrating the value of red meat to consumers and customers. This is achieved by generating insights into the drivers of preference and choice amongst both consumers and customers, and then leveraging these insights to promote the relevant benefits of red meat and addressing the barriers that limit consumption, such as value for money (relative to other proteins), cooking confidence, and health perceptions. By addressing these opportunities and barriers, MLA seeks to maintain and enhance the value of domestic red meat sales and slow the historic long-term decline in consumption.**

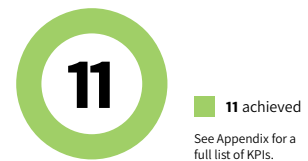
### Investment over time



### 2023-24 investment by funding source



### Key performance indicators



### Making every bite count

Launched in Sydney at a culinary nutrition event hosted by MLA in May 2024, the Make Every Bite Count program provides practical information, resources and social media assets for nutrition communicators to effectively share positive messages on how to eat Australian red meat in 'balanced meals with no food waste'. The insights-led resources, available on the MLA Healthy Meals website, aim to guide purchase and consumption decisions in line with dietary guidelines. With 20 culinary nutritional professionals attending the event, this tailored suite of resources is gaining traction as it flows through their networks of social media, retail and community channels.

The launch event generated 30 pieces of content across social media platforms. MLA is conducting a Social Return on Investment analysis to measure the impact of the program as a whole. This will contribute towards our understanding of the social, economic and environmental value created from program assets.

The findings will inform how we further optimise engagement with nutrition communications about enjoying Australian red meat in healthy meals and will also generate evidence to inform public health.

Health professionals have also been catered for, with brochures and fact sheets making it easier to explain dietary recommendations about red meat to help their clients. These will become part of the 400,000 resources that MLA distributes annually to dietitians and GP practices around Australia.

The program's range of bite-sized offerings include topics on:

- buying red meat in recommended portion sizes
- making nutritious choices that provide variety and affordable options
- adding vegetables and legumes for a balance of nutrients, including dietary fibre, and using leftovers to prepare quick, healthy meals – helping to avoid food waste.

### New market indicators keep pace with industry changes

Over the past financial year, MLA launched three new market indicators, allowing industry to better capture the constantly evolving livestock landscape and adapt to the growth in online transactions. This expansion of the National Livestock Reporting Service's (NLRS) suite of market indicators saw the launch of the Online Lamb Indicator (OLI) and the Online Young Cattle Indicator (OYCI). This was followed by the launch of the National Young Cattle Indicator (NYCI) in May 2024, which provides a national representation of young cattle sales.

The new online indicators are the first time MLA has reported on online pricing, furthering both market information and transparency. The indicators have also allowed reporting of breed-specific data, which has been popular with producers.

Launched at Beef 2024, the NYCI was received well by producers, who were happy with the refined indicator that now allows restocker animals to be classified on a liveweight basis. The NYCI was designed to fit-in seamlessly with how producers and traders conduct their business. We have also received positive feedback from major agent organisations that the NYCI aligns better with their practices than the previous EYCI did. Processors have also responded well to the new indicator.

Another flow-on benefit from the introduction of the new indicators has been the ability to expand our data collection and more closely analyse it for reporting and projection purposes. We are also seeing a shift towards the media using the NYCI over the EYCI. By allowing for improved coverage and pricing accuracy, the new indicators are enabling producers to access more up-to-date and accurate information.

New sheep and beef producer surveys deliver valuable data analysis opportunities

MLA surveyed 4,000 beef and sheep producers across Australia over the last financial year to better understand their needs and priorities. The Sheep Producer Intention Survey (SPIS) and the recently launched Beef Producer Intention Survey (BPIS) provide industry with valuable

market insights and analysis opportunities and provide data for detailed and accurate projections, consultation and commentary.

Now in its twelfth year, the SPIS survey gives industry access to detailed longitudinal data which can be analysed by both the sheepmeat and wool industries to inform their decision making and management strategies around joining and marking rates.

Similarly, the introduction of the BPIS gives beef producers useful information to make decisions around mating times and weaning weights. It will also provide data points that are no longer covered by the Australian Bureau of Statistics due to its reduction in data collection and exit from the Rural Environment and Agricultural Commodities Survey (REACS).

The data is also available for analysis by wider industry and the media.

### New heights reached with 2024 lamb ad

The latest Summer Lamb campaign has achieved record audience reach, becoming the most-viewed Summer Lamb ad within just four days of its release in January 2024. The three minute Generation Gap ad achieved a total of 24.8 million views – more than twice the number of views of any previous lamb campaign.

Reflective of strong media interest, a total of 875 media articles were written about the campaign since its launch.

The ad went viral on social media platforms such as TikTok, confirming its popularity with younger demographics. A strong measure of the campaign's success – approximately 75% of total views were 'earned' – meaning audiences viewed the content at no cost to MLA.

Results drawn from the Lamb brand equity metrics pre- versus post-campaign include:

- a 3% increase in spontaneous awareness
- a 6% increase in total brand communications awareness
- a 1% increase in consideration for lamb
- a total increase of 3% for the metric that lamb is 'worth paying more for'.



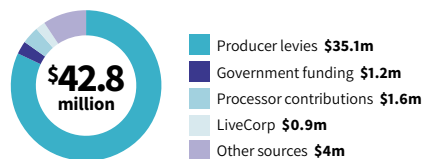
## / International markets

**MLA's international markets program fosters prosperity for the Australian red meat and livestock industry by measurably improving economic and technical market access and helping to make Australia the preferred choice of customers and consumers globally.**

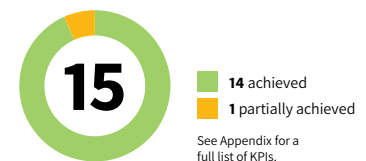
### Investment over time



### 2023–24 investment by funding source



### Key performance indicators



### Aussie Beef Mates promote international awareness and demand for our beef

Now in its second year, the Aussie Beef Mates program continues to drive awareness and demand for Aussie beef on the global stage. In October 2023, a select group of 25 passionate and creative food professionals travelled to Australia from 15 global locations to learn more about our beef first-hand. On return to their home countries – including Vietnam, Mexico, the UK, South Korea, Saudi Arabia and the USA – these new Aussie Beef Mates have been sharing their passion for Aussie beef and their knowledge of the best ways to prepare and enjoy the product.

The activities of the Aussie Beef Mates program, encompassing media created through events and delegations aimed at other influential food professionals, food media, and food-focused consumers, generated a media reach of 1.3 billion\*.

Self-professed 'Aussie beef mad' Malaysian chef, Adrian Chong, is a standout success story from the Aussie Beef Mates program. Adrian has been instrumental in sharing his passion for and insights into Aussie beef, gained from his trip to Australia, with his diners and fellow chefs at the Hyatt Regency Kinabalu. Adrian's use of secondary beef cuts such as brisket, rump and ribs for high-quality dishes is one of the ways he demonstrates the versatility, quality and value to be derived from Aussie beef.

"The quality and price of prime cuts is high, so I started using all the secondary cuts, which are still premium Australian beef, but come at a lower price," Adrian said.

By establishing a new partnership with Trade and Investment Queensland during the last financial year, the Aussie Beef Mates program has successfully executed 65 global events which have attracted a substantial number of attendees. Collectively, these events have generated an impressive \$36.5 million in media value, resulting in a remarkable return on investment of 12:1.

Five of these events were held in China, with 358 attendees, showcasing over 50 Australian beef products and generating a media value of A\$5.3 million and a 97% satisfaction rating from attendees.

\*Reach estimates the potential viewership of any particular article based on the number of visitors to the specific source on both desktop and mobile.

### Launch of Market Developments Partnerships a boost for business

MLA's newly launched Market Development Partnerships (MDP) program is making a significant impact as it supports red meat brand owners to implement effective business development activities, increase market knowledge and finesse their brand marketing strategies.

The MDP program educates international consumers and trade partners about the quality of Australian red meat and amplifies the visibility of our red meat brands, while also creating a platform for ongoing growth and development in this sector.

A total of 119 collaborative marketing activities with 31 export participants have been undertaken so far, enhancing brand recognition, building consumer trust and expanding market presence for Australian red meat. The program, which incentivises commercial brand owners to invest in global marketing activities, has resulted in an additional \$1.85 million being invested in global marketing activities throughout 2023–2024.

### 'Darling Downs Gold'

Australian Agricultural Company (AACo) launched a premium tier in its Darling Downs brand in Korea during the last financial year, with the support of the MLA co-investment MDP program.

The brand used bespoke 'Darling Downs Gold' point-of-sale materials on its high marbled score products in Emart stores located in higher socio-economic areas, which imparted a superior shopping experience to customers.

The 'Darling Downs Gold' label supported the positioning of a 'first-class' product, setting the brand apart from others on shelf. The existing Darling Downs product label is blue, and the use of gold elevated this new tier's appearance on shelf, enabling AACo to capture a price premium for the higher marbled score product. This new premium range sold at a higher price point on shelf and encouraged local consumers to try a new Australian Wagyu product that offers a high-quality alternative to domestic Hanwoo beef. The objective of driving an increase in average sales price was achieved, demonstrating that Korean consumers are willing to spend more on higher marbled product when enticed by an exclusive shopping experience.

The program's collaborative approach ensures the benefits of its marketing activities are shared across the entire industry, driving innovation and opening new avenues for Aussie beef, lamb and goatmeat market expansion.

### Improved access pursued via Free Trade Agreements

Along with the wider industry, MLA has continued to pursue an ambitious outcome during negotiations with the European Union on a Free Trade Agreement (FTA). Following insignificant red meat access offers, negotiations stalled in October 2023 – however work continues to ensure any future deal addresses Australia's disproportionately low beef and sheepmeat/goatmeat quota arrangements.

Attention was also directed to seeking further trade reform benefits via ongoing negotiations with India as well as by pursuing outcomes from negotiations that commenced with the United Arab Emirates. Both these negotiations will be the focus of the industry's trade reform advocacy in the 2024–25 financial year.

An estimated \$65 million of non-tariff barriers (NTB) were alleviated in the 2023–24 financial year, including the adoption of meat messaging for beef exports to the United States of America,



Nelson Millán, Executive Chef at the Vaquero Club – Dallas, Texas (left) and Kelly Payne, Meat Standards Australia’s Retail Training Facilitator (right) hit the kitchen during the Aussie Beef Mates international delegation visit to Queensland in October 2023.

and Qatar’s extension of chilled shelf-life regulations. MLA made a significant contribution to this effort, resulting in the cumulative alleviation of NTBs totaling \$535 million since 2020. This is above the trendline required to achieve \$1 billion in NTB alleviation by 2030.

Another welcome access improvement was the lifting of suspensions by China for a number of Australian red meat export establishments, following continued high-level engagement by MLA and industry in-market and via ongoing representations in Canberra.

**Biosecurity initiatives protect live export trade**

The Indonesian and Australian cattle industries have benefited from the ongoing improvement in biosecurity measures implemented to reduce the risk of Australian cattle becoming infected with foot-and-mouth disease (FMD) and lumpy skin disease (LSD). MLA’s Indonesia biosecurity support project, co-funded through a Department of Agriculture, Fisheries and Forestry grant, has delivered

several positive outcomes over the past financial year, aimed at protecting Indonesian feedlots and facilities from FMD and LSD.

The project empowers local commercial operators to manage disease threats to their businesses and supports the Indonesian feedlot industry to implement cost-effective and sustainable biosecurity practices. These outcomes include:

- more than 30 feedlot and abattoir sites visited
- 228 technical recommendations made
- 65% of recommendations followed
- feedlots engaged represent at least 75% of the industry.

**COP28 and other international delegations**

MLA and other industry stakeholders supported the Australian Government and likeminded nations in demonstrating agriculture’s importance in climate change leadership at several international events and dialogues in 2023–24.

In partnering with the Australian Government at COP28, MLA highlighted industry’s leadership and significant investment in research, development and adoption to support climate change and food security. The event was highly successful in building stronger relations with the Australian Government, as well as providing crucial networking opportunities with global climate leaders. There have now been increased requests for Australian industry stakeholders to present to other country dialogues.

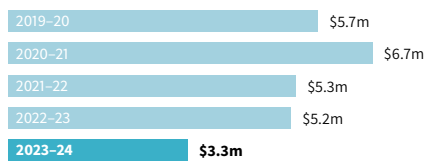
In addition, the Australian red meat industry was well represented at the FAO Global Conference on Sustainable Livestock Conference in Rome in September, the Global Agenda for Sustainable Livestock (GASL) 13th Multi-Stakeholder Partnership Meeting in Thailand in October and the Global Forum for Farm Policy and Innovation international workshop in Paris in October. These increasing engagements indicate a growing recognition of the Australian industry’s contribution to mitigating negative climate impacts and the importance of cross country and sector collaborations to finding climate solutions.



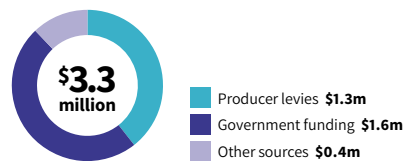
## / Eating quality

MLA's eating quality program, Meat Standards Australia (MSA), is integral to the red meat industry's 2030 goal of doubling the value of Australian red meat sales and ensuring continued trust in Australian red meat. The program also plays an important role in transitioning the red meat industry to value-based marketing. The MSA program delivers significant benefits and value across the whole red meat supply chain through greater farm gate returns, maximising the value extracted from the carcass, and providing consistency and confidence in brands to ensure eating quality for consumers. This builds consumer trust and increases demand for Australian red meat.

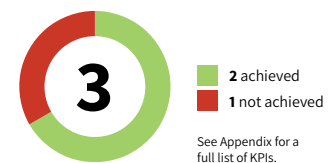
### Investment over time



### 2023–24 investment by funding source



### Key performance indicators



### MSA continues to lock-in farm gate returns

MSA's farm gate returns continue to be strong, with a record \$326 million in estimated additional returns delivered to participating producers during 2023–24. This was driven by continued good compliance to MSA specifications 94.0% (95.5% in FY23), continued strong carcass weights (300kg non-grainfed, 350kg grainfed) and more MSA graded carcasses compared to 2022–23, totalling 3.88 million – a new record.

### Record MSA Index results achieved

MSA Index results have continued to reach new heights. In 2023–24, the national average Index for MSA compliant carcasses was 58.36, marking a new record and an increase of 0.84 from the 2022–23 average of 57.52, and an increase of 1.56 from 10 years ago (FY2013–14).

This impressive improvement in MSA Index and ultimately, the eating quality of beef, means there are 11% more 5-star tenderloins, 12% more 4-star cube rolls, and 9% more 4-star striploins than 10 years ago.

The significant improvement in the MSA Index was primarily due to a lower proportion of MSA graded cattle being treated with Hormonal Growth Promotants (HGPs). This is a reflection of more favourable seasonal conditions for grass finished cattle, so a lower proportion of MSA graded carcasses came from grainfed cattle this year – where a higher percentage of cattle are treated with HGPs. In addition, there were minor improvements in carcass traits e.g. increase in MSA Marbling and decrease in ossification for many categories and regions, particularly grainfed steers in Queensland.

### MSA continues to deliver prosperity to the red meat industry

Continued growth and participation in the MSA program occurred in 2023–24, ensuring the ongoing prosperity of the red meat industry:

- A record estimated \$326 million in farm gate returns were delivered to participating producers in 2023–24.
- 3.88 million head of cattle were MSA graded in 2023–24, up from 3.4 million head graded in 2022–23 and a new record.
- This constitutes 50.4% of national cattle slaughter in Australia.
- Non-grainfed cattle made up 47% of MSA graded cattle – up from 41% in 2022–23.
- Grainfed cattle represented 53% of MSA graded cattle – down from 59% in 2022–23.
- The increased non-grainfed trend has continued from last year, as seasonal conditions, in conjunction with the herd rebuild have supported more grass-finished animals.
- A total of 13,923 beef producers consigned cattle for MSA grading at 42 MSA licenced processing plants – an increase from the 11,320 beef producers who consigned cattle in 2022–23.
- 2.37 million sheep followed MSA pathways, representing 10% of total lambs processed in Australia.
- 76% of national lamb slaughter was through MSA licenced plants which follow processes that optimise eating quality.
- An additional 3,042 beef producers and 1,440 sheep producers became MSA registered in 2023–24, taking the total number of MSA registered producers to 53,279.

### Education fuelling international demand

Key to achieving industry's goal to double the value of Australian red meat is a commitment to activities that champion the quality of our meat both at home and internationally. The activities undertaken during the 2023–24 financial year clearly prioritised this goal and informed the roll-out of a global suite of eating quality educational activities.

Over the 2023–24 financial year, MSA worked with five large supply chains and their trade customers in international markets, delivering eight online and in-person workshops to 372 participants.

Collaborating with MLA's international offices throughout the process ensured activities were culturally relevant, timely and made the most of their well-developed international networks. Impacts of these activities included:

- greater awareness of MSA and the marketing opportunities it presents for exporters' brands around eating quality and consistency
- increased confidence among exporters to discuss MSA as a point of differentiation with their customers.

The educational tools and resources developed by MSA working closely with brand owners, have helped build exporters' confidence to utilise MSA as a differentiator in markets. They are also well timed to support the strong increased demand for Australian product globally.

### Eating quality R&D accelerates market, emissions reduction opportunities

A number of research projects conducted during the 2023–24 financial year have delivered promising results which offer opportunities to expand current and new saleyard pathways for beef and sheepmeat. These include:

- completed research for the beef saleyard pathway with a recommendation to extend the current pathway for MSA eligible cattle from 36–48 hours
- a current project investigating the impact on saleyard consignment on sheep eating quality, and appropriate timelines from farm to processing, for MSA eligible sheep.

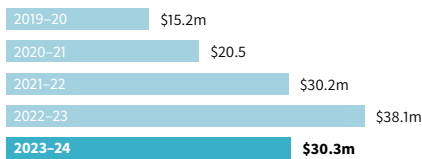
A notable example of MSA research to support industry to reduce net emissions is the sensory evaluation of mid- and long-fed cattle being fed red asparagopsis oil – a feed additive being studied for its potential to drive both productivity and methane emission reductions.

Results to-date have shown minimal impact on eating quality as well as the ability for the MSA model to accurately predict the eating quality of cuts from animals fed the additive – a crucial milestone required to drive more widespread adoption of the supplement.

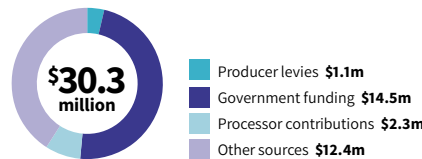
# Environmental sustainability

Through the environmental sustainability program, MLA places investments in innovations and systems for stewardship of environmental resources. This priority reflects the desire for MLA to invest in research, development and adoption activities demonstrating leadership in the management of land, water, waste, energy, biodiversity, climate variability and biosecurity.

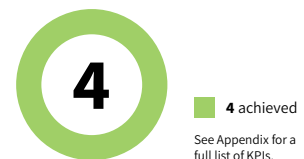
### Investment over time



### 2023–24 investment by funding source



### Key performance indicators



### Working towards Zero Net Emissions

In line with the red meat sector’s commitment to emissions reduction, MLA has committed as a Tier 1 sponsor of the Zero Net Emissions (ZNE) Agriculture Cooperative Research Centre (CRC). This joint venture acts as a catalyst for industry, community and government to achieve zero net emissions from agriculture by 2040. Currently, the agricultural sector contributes 14% of Australia’s national emissions.

The CRC will invest in four pillars:

- low-emissions plant solutions, including anti-methanogenic plants and mixed-species pastures
- activities towards lower methane emissions for cattle and sheep
- whole-farm and mixed-enterprise systems analysis
- delivering value from net zero, including circular economy, renewables and social research.

The CRC’s overarching education and training program includes a national network of demonstration sites, 50 PhD projects, a training syllabus and an Indigenous engagement initiative.

A collective effort, the CRC brings together over 73 industry, commercial and state government partners who contribute funding and expertise totalling \$217 million, in addition to the Australian government’s \$87 million of funding over 10 years. This makes it the largest CRC in the program’s history.

### Environmental Credentials Platform launched

MLA’s new Environmental Credentials Platform was formally launched in May 2024 at Beef Australia, by Federal Minister for Agriculture, Fisheries and Forestry, the Hon Murray Watt.

The concept for the platform was formed in 2020, after it was recognised that there was a gap for producers to demonstrate their sustainable on-farm practices to the supply chain.

The platform was co-designed with over 50 beef producers and members across the

supply chain who identified five key focus areas related to land stewardship:

- biodiversity
- ground cover
- tree cover
- carbon balance
- drought resilience.

Red meat producers are now able to engage in learning and generate reports demonstrating their environmental sustainability data to share along the supply chain. By integrating satellite imagery technology, MLA’s Carbon Calculator, self-guided learning modules and self-assessment checklists, producers can share these reports with a range of end users, including processors, retainers, banks and government. Producers have full control over their data and can show changes to their sustainable on-farm practices over time.

The Environmental Credentials Platform was funded by a Federal Government’s Smart Farming Partnerships grant and was developed by a consortium with MLA, WWF Australia and the University of Queensland.

### Reducing methane on-farm

A key focus during the 2023–24 financial year was to accelerate research trials of methane-reducing additives in grazing systems. MLA engaged in a number of in-paddock trials involving commercial partners that tested several approaches to achieving this – including remote water delivery, a lick-block, and a biodegradable bolus.

### Water delivery

The water delivery approach is a low-intervention/low-touch option for automated dosing of methane-reducing additives or nutritional supplements into the water supply.

MLA partnered with Central Queensland University and DIT Agtech to deliver the livestock water supplementation technology on two grazing properties. The ongoing trials will measure the methane and productivity impacts of this method.

One of the trials, based in Richmond, Queensland, involves 120 steers across four breeds, with each steer allocated to one

of three different water-based treatments delivered by DIT’s water injection technology.

These trials follow earlier controlled pen trials that have shown dosing supplements such as Agolin in water, to be effective at reducing methane. Of note, previous trials in extensive systems have shown that results can be highly dependent on whether other natural water sources are available for stock.

### Bolus

A slow-release bolus is another delivery form being explored for methane mitigants, with a focus on application in extensive systems.

Early animal trials of a prototype bolus indicate strong methane suppression is achievable with a rumen inserted bolus. Research will focus on extending the active lifespan of a rumen bolus, ensuring product viability to deliver methane supplements over time.

### Big Bag Recovery recycling scheme

Responsible management of on-farm waste resources and circularity were other key focus areas during the last financial year.

MLA’s member base was surveyed to determine producer interest in trialling an on-farm collection scheme with MLA project partner, Big Bag Recovery. The scheme would trial the accessibility and feasibility of collecting and recycling large seed, grain and fertiliser bags made from woven polypropylene (WPP) and low-density polyethylene (LDPE).

The MLA member survey received 594 responses, with 81% of respondents stating they would support on-farm collection, once Big Bag Recovery’s Toowoomba facility was fully commissioned in late 2024.

Collaborative initiatives such as this partnership between MLA and the Big Bag Recovery scheme highlight the importance of collective action in addressing waste management challenges. These partnerships can facilitate the efficient recovery and recycling of materials – contributing to a more sustainable and circular approach within the industry.



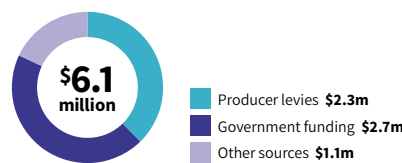
# Feedlot

The feedlot program addresses the specific research, development and adoption requirements of the beef feedlot sector. The key undertaking of the program is implementation of initiatives to enable the Australian feedlot industry to be world-leaders in animal health, welfare, sustainability and production practices.

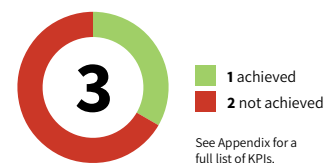
## Investment over time



## 2023–24 investment by funding source



## Key performance indicators



## Bovaer®10 increases backgrounding cattle efficiency

Results from a project conceived and designed by MLA, and supported by Australian lot feeders, have shown in what is a world first – an increase in animal performance, when the methane-reducing feed additive Bovaer®10 was provided to cattle on pasture during a backgrounding phase of production.

A study involving 150 head of cattle supplied by the North Australia Pastoral Co (NAPCo) assigned cattle to three treatment groups:

1. Grazing
2. Grazing plus 2kg of energy pellets/day
3. Grazing plus 2kg of energy pellets containing Bovaer®10.

In comparison to cattle on energy pellets, when delivered to backgrounding cattle, Bovaer®10 was found to:

- reduce emissions intensity (methane per kilogram of average daily gain) by 24.8%
- increase average daily gain by 6.6%.

Cattle given Bovaer®10 in a small allocation of a grain-based supplement and pasture would therefore reach their target backgrounding finishing weight 28 days earlier than cattle given just the grain-based supplement and pasture alone – and 54 days faster, compared with grazing only, for a typical backgrounding period (200kg targeted weight gain).

The net benefit of a reduction in days grazing would amount to a reduction of 340kg of CO<sub>2</sub> equivalent per head, compared to energy pellet grazing groups per animal.

The next steps identified as part of the research include further validation in large scale field studies to determine if the performance benefit holds true in a variety of production systems, and further research to increase the stability of the active ingredient for these kinds of products.

Bovaer®10 is available through direct engagement with DSM.

## New equation for Australian feedlot cattle emissions

Being able to accurately quantify emissions is at the core of Australia's sustainability journey and our ability to meet national and international climate change and emission reduction agreements.

Currently, the Moe and Tyrell equation – developed in 1979 – is used in Australia's National Greenhouse Gas Emissions inventory, which is reported to the United Nations Framework Convention on Climate Change (UNFCCC) as part of Australia's commitments to the Paris Agreement.

MLA has undertaken several studies now – the first of which involved data collection from flux towers at Australian feedlots that indicated actual feedlot cattle enteric methane emissions were much lower than would be reported using the Moe & Tyrell 1979 equation. Several other studies whose main focus was on evaluating products to reduce enteric methane emissions also identified this apparent disparity when comparing the observed emissions to those that would be predicted using the equation for control animals.

Subsequently, MLA conceived and designed a large project, as prioritised by the Australian Lot Feeders' Association (ALFA), that assembled quite possibly the world's largest database of enteric methane emissions from feedlot cattle, measured using gold standard respiration chambers.

Significantly, the project demonstrated that the Moe & Tyrell equation overpredicted enteric methane emissions by 59% above actual emissions. To better account for enteric methane emissions from feedlot cattle, a new equation has been developed. This is currently being developed into a report to be provided to the national inventory team at the Department of Climate Change, Energy, the Environment and Water, for potential adoption into the national inventory.

## Adoption of bunk scanning technology optimises feed intake

Over the last year there has been increased demand adoption for the feed bunk scanning technology developed by MLA and Manabotix. This now equates to the bunk scanning technology being used on 250,000 head of Australian feedlot cattle on an ongoing, daily basis, in seven different feedlots.

The bunk scanner was designed to reduce the risk of human error in bunk calling. The scanning technology, which has been designed as both a ute-mounted system and as an autonomous vehicle (Bunk Bot), builds a 3D profile of the feed remaining in the bunk at different time points each day – very precisely. Being able to more efficiently determine feed quantity allocation maximises feed intake, while also minimising feed wastage and digestive disorders such as bloat and acidosis. It also directly determines feed intake and carcass-weight gain of pens of feedlot cattle.

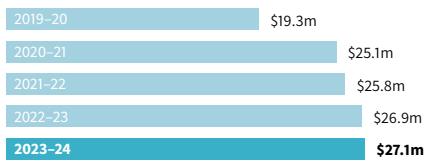
Consistent and optimal bunk management, therefore, provides the opportunity for significant efficiency improvements. Automation of bunk management and feeding continues to be a high priority determined by ALFA.

As a next step in this area, a new project is developing a customisable software package with user-specified algorithms to fully and autonomously feed cattle without the need for human decision making. It will also have the ability to incorporate weather and feed consumption history into the Manabotix bunk scanner data for more informed decision making.

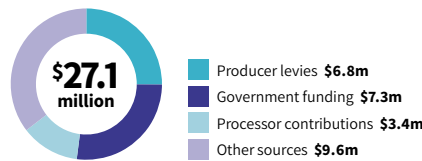
# Integrity systems

**MLA's integrity systems program assists MLA to foster the prosperity of the Australian red meat and livestock industry by helping to protect its disease-free status and underpinning the marketing of Australian product as clean, safe and traceable. It also helps Australia capture price premiums from customers and consumers willing to pay more for higher levels of product assurance.**

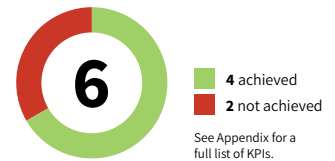
### Investment over time



### 2023-24 investment by funding source



### Key performance indicators



### Building a future-proofed National Livestock Identification System

Integrity Systems Company (ISC) began developing a new, improved and user-friendly National Livestock Identification System (NLIS) platform in July 2023.

The NLIS Database Uplift Project is a three-year multi-stage plan to replace the existing NLIS traceability database with a more efficient platform that is fit-for-purpose and able to meet growing user needs over the coming decades.

An uplifted NLIS will deliver a range of enhancements, including a vastly improved user interface, near real-time traceability, deliver superior data processing capability, speed and reliability and seamless integration with the electronic National Vendor Declaration (eNVD) including third-party systems.

To ensure the new system responds to industry and user needs, one of the project's first actions was to develop the NLIS Project Governance Framework, which underpins ongoing consultation with a number of reference and co-design groups.

Stages one and two of the NLIS Database Uplift Project concluded in 2023-24, with stage three commencing in June 2024.

This significant project is supported by a \$22.5 million funding grant from Australia's Department of Agriculture, Fisheries and Forestry, as part of the Australian Government's 'Bolstering Australia's biosecurity system' package.

### Improvements to the existing NLIS

Ongoing improvements were also made to the existing NLIS system to ensure it can continue to meet the traceability requirements of producers and industry up until the new system is available in 2026.

In April 2024, the modernisation of the NLIS transaction engine was completed, along with a full transition to Amazon Web Services (AWS) cloud-based services. This important change

ensures the NLIS has the capacity required to meet the anticipated increase in data inputs when compulsory sheep and goat electronic identification comes into effect from 1 January 2025.

In addition, the NLIS Analytics and Reporting Project was delivered, bringing enhanced reporting capabilities for users, as well as providing improved access to traceability data.

### Enhanced and expanded eNVD system

Following the launch of the electronic National Vendor Declaration (eNVD) Livestock Consignment mobile app in November 2022, ISC has continued to expand access to and functionality of the eNVD system.

In March 2024, the eNVD app and web-based system were brought into alignment to deliver significant improvements in performance with the addition of 13 new features.

Access to the eNVD mobile app was expanded beyond producers to include other parts of the supply chain.

Adoption continued to grow over 2023-24, with downloads of the eNVD mobile app more than doubling in number compared to the previous year – rising from 17,000 to 40,000.

Almost a third of all consignments now use an eNVD (29%), accounting for around a quarter of all livestock movements in Australia.

Following the relaunch earlier this year, ISC worked to build awareness of the enhanced eNVD across the supply chain and to support user capability with a suite of online materials and webinars.

### An evolving Livestock Production Assurance program

In 2023-24, the new Livestock Production Assurance (LPA) Program Strategy was endorsed by the Supply Chain Taskforce, which includes representatives from each of the key red meat peak industry groups.

Initiatives within the strategy are designed to enhance the program, ensure its future

sustainability, and add value to producers.

A key change is the introduction of the new Self-Assessment Tool for accreditation and reaccreditation. This tool replaces and improves the existing multiple-choice style accreditation process.

At the end of the assessment, producers will also be able to access a customised Recommendations Report, which provides guidance, links to resources and insights to help producers improve performance and productivity.

### Cold chain management tools

MLA's cold chain management tools provide important validation to support retailers' shelf-life claims and those of exporters and the domestic supply chain – helping to reduce waste from product loss and increase consumer confidence. Adoption rates have been estimated with an annual benefit in 2023, of \$6.18 million across the beef and small stock supply chains – delivered through a reduction in cold chain waste, an increase in consumer confidence and a decline in product loss.

Throughout 2023-24, Market Access Science continued the extension, promotion and adoption of this suite of predictive tools, which includes the MLA Meat Shelf-life Calculator, Refrigeration Index, and Refrigeration Cost and Emissions Calculator.

The MLA Meat Shelf-life Calculator, which had previously been limited to export vacuum-packaging, was extended to include shelf-life predictive modelling for domestic retail packaging during 2023-24.



/ NSW cattle producer, Hannah Russell, checks a consignment on her phone.

*Continued from last page*

### **Ambient temperature research unlocks potential new market access trade**

Promising results have been received from a study conducted into the efficacy of a new technology to dehydrate red meat products. The technology uses low-temperature, molecular-selective dehydration under a closed, recirculating stream of air to dehydrate the meat.

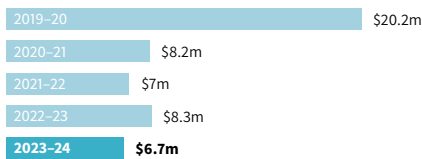
The trial delivered good results for packaged red meat products in three markets – mince, stir-fry and cubed beef. The impact on industry from the successful adoption of this technology would provide opportunity for market access extension into geographical regions that currently have limited access to red meat due to poor cold chain management.



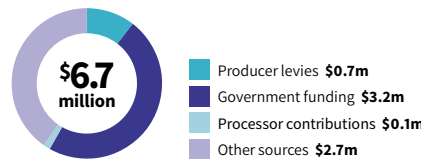
# X / Objective measurement

**Objective measurement of livestock and carcass attributes is an essential enabler for industry to improve grading accuracy, transparency and enable value-based marketing (VBM) that underpins the industry's *Red Meat 2030* goal to double the value of Australian red meat sales as the trusted source of the highest quality protein. These include unlocking decisions informed through data measurements across key traits to describe carcass value, such as lean meat yield, eating quality, health attributes and sensing to drive meat-cutting automation.**

## Investment over time



## 2023–24 investment by funding source



## Key performance indicators



### Successful trials of objective measurement technology move industry forward

Following an early adoption open call at the start of the 2023–24 financial year, 14 early adoption projects have successfully trialled seven newly developed objective measurement (OM) technologies.

OM technologies were evaluated across 32 supply chains, and while the split of projects was heavily focused towards the beef industry, the success of the commercial evaluation has added momentum for plans to complete further evaluation of sheep-specific OM solutions. This key step will enable implementation of the MSA sheepmeat model with inputs from objective measurement data – allowing processors and brand owners to differentiate by eating quality and capture value across the carcass.

The conclusion of the early adoption trials means industry supply chains have moved one step closer to being able to fully implement OM grading technologies into business systems and use them in full day-to-day business operations.

As an example of the success of these early adoption trials, the Frontmtec Q-fom rib eye camera has obtained final accreditation for all possible grading traits, making it feasible to now use this one device to collect all achievable MSA beef rib eye traits.

### Positive results from open call to trial live animal OM solutions

A successful open call to investigate the early phase of live animal OM solutions is yielding positive results, with the trials representing a key step in the journey towards wider adoption of this technology. Seven projects are trialling four different live animal measurement base technologies across multiple lamb and beef supply chains with a particular focus on quality traits – an approach that is set to provide industry with the promise of substantial gains.

Since being commissioned, the MEQ LIVE solution has commenced trials at multiple beef feedlots and corresponding abattoirs on approximately half the targeted 45,000 live animals. These trials are showing promising results as they work to measure a commercial range of live animal traits in cattle, including intramuscular fat (IMF%), Eye Muscle Area (EMA) and fat depth.

By capturing objective measurement data from live animals, it will be possible to validate an animal's 'whole of life' alongside carcass end-point data, to create additional value through enhanced carcass compliance.

The proposition is to use these live animal measures – such as marble score prediction – to ascertain turnoff potential and assist with both pen sortation and allocation of animals crush-side during feedlot induction. This will contribute to productivity gains and cost savings from significantly reduced time on feed.

### Hyperspectral camera system delivers greater insights into animal disease and defects

A new pre-commercial hyperspectral camera system has been trialled and validated to measure disease and defects in beef offals, with the aim to provide producers with in-depth feedback on livestock health. More accurate detection of disease and defects in beef offals will open the door to increased value of offal cuts throughout the supply chain and meet the increasing demand for powdered organ meat for nutraceuticals (Read more on page 28: 'Product and packaging innovation' highlights).

The system has been demonstrated to operate successfully at commercial line speed on a full range of disease and defects in various beef offal types.

A current independent feasibility and value proposition review is looking to identify the specific value of implementing OM technology, including this offal vision system, in daily business operations.

Analysis so far indicates there will be significant benefit to Australian supply chains through the provision of precise and actionable animal health feedback, such as that provided by reliable machine advanced imaging systems.

This technology stands to make a big impact on industry, with current condemnments costing the beef processing sector between \$11.8–\$50 million/year. Health4Wealth red meat pilot trials delivered 549,059 animal disease records which have been made available to producers and feedlots via either Livestock Data Link or their own company-based feedback system. Further, a November 2021 MSA publication stated that disease status impacts negatively on the MSA Index, with non-diseased animals scoring a higher MSA Index than diseased animals.

### System to measure intramuscular fat in lamb soon to be validated

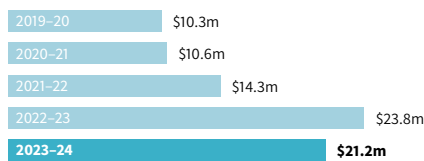
An automated system to measure intramuscular fat percentage (IMF%) in lamb has been designed and built and will shortly be validated for use within the supply chain. A lamb processor host has been engaged and the project approved to host commercial trials upon completion of the automated system.

By removing a barrier to the adoption of the technology through the reduction of labour requirements, the validation of this automated system is further hoped to contribute to the adoption of the MSA sheep cuts model. This model allows both producers and brand owners to differentiate by eating quality and capture value across the carcass.

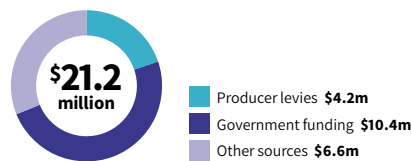
# / Producer adoption

The producer adoption program provides the vehicle to convey and support implementation of the findings from MLA's latest research and development investments to red meat producers with the aim of ultimately improving productivity in livestock farming businesses. The program engages producers in large scale awareness events, capability building and practice change projects that lead to productivity outcomes as a result of the adoption of R&D.

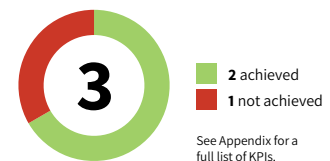
## Investment over time



## 2023–24 investment by funding source



## Key performance indicators



As reported in MLA's most recent *Producer Adoption Outcomes Report*, MLA's adoption programs have delivered an annual net benefit of \$74.3 million to those producers engaged in MLA adoption programs during FY24.

### Grazing Fundamentals for southern producers

In August 2023, MLA launched the Grazing Fundamentals (Southern Rangelands) EDGE course, aimed at providing producers with an introduction to animal production and grazing land management strategies to support their success in their unique environment.

The development and pilot of this one-day workshop was funded by SA Arid Lands Landscape Board through the Future Drought Fund.

During the pilot phase, the workshop was delivered 11 times across South Australia, to a total of 146 participants who manage more than 22 million hectares, 150,000 cattle and 371,000 sheep.

The outcomes so far include 92% of participants intending to make a change in their business as a result of attending.

The course is now available for delivery nationally under the EDGENetwork program.

### Launching Carbon EDGE

Another addition to the EDGENetwork – Carbon EDGE – was launched as an industry-first program for red meat producers to support the CN30 target.

The new two-day workshop takes participants through key terminology and concepts, supply chain and policy drivers, environmental markets, carbon accounting, and on-farm interventions for reducing and storing carbon.

The course was developed specifically for red meat producers by an industry Working Group and was piloted across

six locations, in five states and territories.

It was further refined based on the experiences of participating producers.

Designed to equip participants with information to make confident decisions and form an action plan aligned to their own production system and business goals – the course has received excellent feedback from participants. Over the 2023–24 financial year, 85 red meat producers and 22 other industry representatives have attended the pilot workshops.

Carbon EDGE is now available for delivery nationally under the EDGENetwork program.

### BredWell FedWell

MLA's BredWell FedWell workshops have been delivering practical information on increasing productivity and profitability through good breeding and feeding over the livestock production cycle since 2011.

In late 2023, MLA launched a re-developed version of the workshop to reflect evolving best practice in genetics and nutrition management.

The review included input from a panel of industry experts, each providing advice in areas ranging from practical breeding and nutrition strategies, cattle and sheep production in both northern and southern regions, and approaches to capability building and adult learning.

In 2023–24, 19 workshops across five states were held, with 347 producers in attendance.

The outcomes so far include 94% of participants intending to make a change in their business as a result of attending.

### Producer Demonstration Sites

MLA's Producer Demonstration Site (PDS) program enables producers to discover and implement new management practices on-farm through working with other producers while being supported by a coach, to trial, measure and learn together over a multi-year period.

In 2023–24, the program supported 67 PDS projects across 314 sites, engaging over 700 core producers. Its wider audience extended to 6,500 producers and service providers who attended related events and received project communication updates.

On average, 72% of producer participants in PDS projects that were successfully completed during 2023–24, indicated they adopted at least one of the demonstrated practices as normal practice on-farm. Some practice changes made by participating producers included:

- developing and implementing predator control programs
- pregnancy scanning ewes and management of ewes according to pregnancy status
- recording herd performance data
- developing a breeding objective
- using EBVs for bull selection
- incorporating autumn fodder crops into pasture systems
- using hard seeded legumes.

A two-year PDS focused on confinement feeding systems led to significant productivity benefits for the six participating host producers. Confinement feeding was shown to be economically beneficial to their businesses, with gross margin increases ranging from \$5.62/ha–\$30/ha. Additional benefits included pasture production gains ranging from 64kg/DM/ha and labour efficiency gains of 3.75–24 hrs/week.

### Leading with livestock advisors

MLA's investment in building the capacity of livestock advisors recognises their critical role in exposing producers to new practices, products and technologies, and supporting them to implement these practices or products into their businesses.

The Livestock Advisor Network consists of multiple programs funded through MLA to engage and upskill professionals to provide this advice to red meat producers. Australian





/ PGS group engaged in learning in the Riverina, NSW.

livestock advisors work with an average of 20–50 producers each per year – as such, an investment into capability building within this cohort results in a multiplying impact.

During 2023–24, the MLA Livestock Advisor Network directly engaged 110 advisors in training programs. These included the Livestock Advisor Updates webinars, Livestock Advisor Essentials, the Livestock Consulting Internship and a new partnership with the Rural Marketing Agents (RMA) Network and Wodonga TAFE to deliver stock agent and supply chain training. Attendees to these programs gained an increase in confidence of up to 80%, to better deliver information to producer clients.

### Profitable Grazing Systems

Profitable Grazing Systems (PGS) is a group-based training program where participants can develop and practice skills to improve business performance. In 2023–24, 28 new PGS groups were established, with a total of 43 active groups engaging with 441 producers. The three most popular supported learning packages for the year were Grass to Dollars, Pasture Principles and Grazing Matcher. During the year, the newest-off-the-shelf supported learning package ‘Managing Climate for Decision Making’ was developed and will be made available in late 2024.

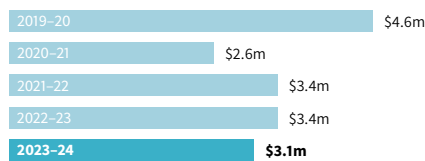




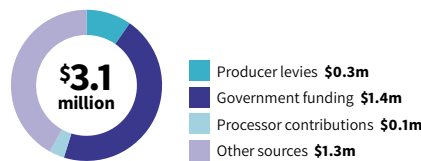
# / Product and packaging innovation

MLA's product and packaging innovation program explores new products and occasions, packaging and business model innovations to transform commodity red meat (and its components) into higher valued solutions. It supports the industry's *Red Meat 2030* goal to double the value of Australian red meat sales as the trusted source of the highest quality protein by identifying and understanding consumer segments and preferences and capturing high value opportunities through new product concepts and innovations. By evolving from commodity meat trading to more value-adding, this program also contributes to changing the diversity of people in our industry with subject matter experts from adjacent sectors to the meat industry innovating and making it a more inclusive place to work.

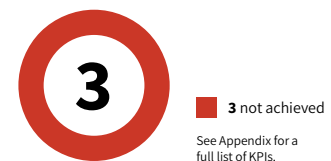
## Investment over time



## 2023–24 investment by funding source



## Key performance indicators



### Kilcoy Global Foods launch a range of highly functional ingredients using 5th quarter carcass parts

Building on MLA's recent partnership with Kilcoy Global Foods, the company has launched a new food series called 'Kilcoy Nutrition'.

Developed as part of the partnership's initiative to build innovation capability, the series focuses on converting beef liver, lung and heart into a super-fine powder rich in iron, B vitamins and trace elements.

Currently being used within nutraceutical and pet food products, these powders – derived from nutrient-dense beef organs – deliver goodness to both man and his best friend.

Using an innovative spray-drying process, the end result is a powder rich in protein, essential vitamins and minerals. Its fine texture makes it easy to mix, readily bioavailable and consistent. Early results have demonstrated that a 10x–40x value multiplier can be achieved when converting a current low value 5th quarter input into a highly functional ingredient suitable for both pet and human nutrition.

The initiative marks another way MLA is supporting industry to add value to traditionally low value agricultural by-products. By making use of the whole carcass, this powder is having an impact on waste reduction and contributing to the wider industry's sustainability goals.

Kilcoy Global Foods has recently launched a website promoting these products: [kilcoyglobalfoods.com/nutrition](http://kilcoyglobalfoods.com/nutrition)

### Red meat could be an ingredient in your cake...and you could eat it too

CSIRO, in partnership with MLA, has developed a protein powder from red meat. The powder serves as a highly nutritious soluble ingredient that can give an allergen-free protein boost to foods and beverages.

If required, meat flavours and odour profiles can be removed from the powder – making it the perfect go-to ingredient for any meal or drink to get that essential protein and vitamin boost.

Targeting a \$3.8 billion health and wellness market opportunity, investigations into commercialising this development are currently underway.

### Thomas Foods International exploring opportunities for Australian goatmeat

Founded in 1988, Thomas Foods International (TFI) has evolved over the last three and a half decades into Australia's largest family-owned meat processing company.

Their annual revenue currently exceeds \$1 billion AUD, with operations branching beyond Australia and into the USA, China, Japan and Europe.

TFI has recently started to complete research investigating the opportunity for value added Australian goatmeat in the North American and Central American markets.

Based on their findings from research and marketing testing, they are planning to deliver a commercialisation and marketing strategy that prioritises Australian goat products that align with specific USA market channels.

TFI currently believe there are options in North America for goatmeat beyond the traditional six-way cut.

### Australian Meat Packaging Product Stewardship

During 2023–24, MLA led the establishment phase of the Australian Meat Packaging Product Stewardship program.

The program provides a forum for the broader industry – including processors, packaging manufacturers, and peak industry body representatives – to discuss new sustainable packaging formats and any challenges that may arise from the Commonwealth-mandated packaging designs and regulations which came into force in November 2023.

The Commonwealth Government will now:

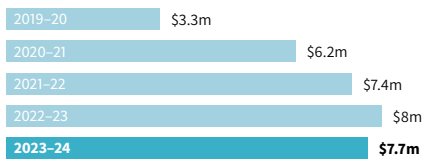
- be the regulator in the mandating of packaging design
- set minimum recycled content requirements
- prohibit harmful chemicals being used in packaging.

The design requirements for packaging are scheduled to be finalised in consultation with industry, by the end of 2024 and will come into effect under the new regulatory scheme commencing 1 January 2026.

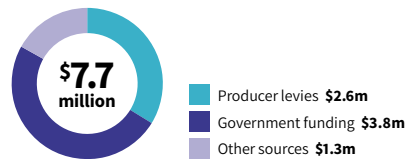
# / Value chain information and efficiency

**MLA's value chain information and efficiency program assists MLA to foster the prosperity of the Australian red meat and livestock industry by capturing and appropriately managing data for increased productivity, integrity, market access and consumer trust in the red meat value chain.**

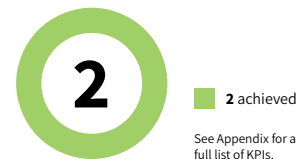
## Investment over time



## 2023-24 investment by funding source



## Key performance indicators



### myFeedback launched

MLA's new myFeedback system was launched in December 2023, enabling the previous feedback database, Livestock Data Link, to be decommissioned shortly thereafter.

myFeedback consolidates and benchmarks multiple data sources from cattle and sheep processors, including disease and defect data, and myMSA data.

Additional data sources include the National Livestock Identification System (NLIS), Meat Standards Australia (MSA), Animal Health Australia (AHA), National Sheep Health Monitoring Project (NSHMP) and the National Livestock Reporting Service (NLRS).

A comprehensive communications and engagement strategy was developed and executed to educate processors and producers about the new platform and to drive adoption.

In 2023-24, 29 individual processor sites and over 1,800 Property Identification Codes (PICs) have linked to myFeedback, enabling them to supply or access a wide range of data relating to their consigned animals via a single platform.

Access to this combined data allows the supply chain to easily analyse feedback and benchmark data as well as identify opportunities for improvement. It also provides producers with clearer insights into why certain livestock are not meeting market specifications. When used alongside the Solutions to Feedback Library, producers can better identify ways to solve those performance issues.

Since its launch, myFeedback has attracted more than 1,000 new subscribers – a 20% increase compared to the sunsetted Livestock Data Link 2022-23 subscribers

### Digital Product Officers

This year, ISC continued to grow the number of Digital Product Officers (DPOs) embedded within red meat processors – with four DPOs in place at the end of the 2023-24 financial year.

The DPO program supports the drive towards a data culture in the red meat industry by helping develop supply chain capability and adoption of digital systems. These roles are primarily focused on:

- driving supply chains to shift to digital consignments
- collection and sharing of disease and defect data
- driving carcass feedback reporting to suppliers and supporting suppliers to get value from feedback.
- DPOs play an important role in ensuring that company-specific data from processors is shared with ISC, while also demonstrating that producers are using this feedback data.

To date, the program has delivered a number of benefits, including:

- providing ISC with regular product, integration, and customer feedback
- helping de-risk the release of products such as myFeedback and eNVD by piloting them with stakeholders
- promoting ISC products and tools at producer workshops and extension programs.

In the coming year, the DPO program will continue to grow, with plans to employ new officers, including two officers who started in July 2024.

### New data exchange launched

After three years' work behind the scenes, the Australian Agricultural Data Exchange (AADX) will launch in late 2024. Hosted by Charles Sturt University at their AgriPark, MLA will remain a lead founding partner.

The AADX platform will enable the free flow of data between parties to reduce costs, increase accuracy and compliance, and add value to the Australian agricultural sector as a whole.

A foundational piece of digital infrastructure, it will assist Australian agricultural data to better align with that of other leading agrifood-exporting nations.

Importantly, the linking of disparate data sets across different agricultural sectors will provide new opportunities for traceability, benchmarking and streamlining of compliance processes.

Eratos (Aust) Pty Ltd has been engaged to deliver the Minimal Viable Product by August 2024, with three demonstrable use cases presented in July 2024 as part of a webinar.

MLA will continue working to ensure the systems and processes are well-prepared for the launch of the AADX – ensuring the red meat industry will be able to leverage the benefits of the new exchange as soon as possible.

### Data strategy

A refreshed data strategy was delivered in June 2024 to help guide MLA's data-related investments and govern how MLA collects, stores, uses, manages and shares data.

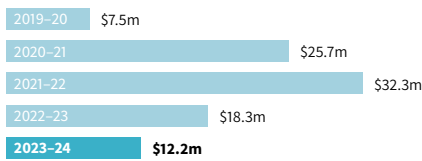
It aims to foster a data-driven culture, enhance data capabilities, and ensure the long-term sustainability and continuous improvement of MLA's data initiatives.

The strategy will be implemented in 2024-25, maximising the value of data across the organisation and ensuring MLA is making data-driven decisions.

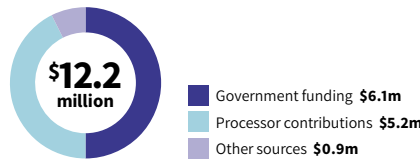
# Productivity (off-farm)

The productivity (off-farm) program focuses on the development and adoption of supply chain technologies that deliver productivity benefits to the red meat value chain by reducing costs, improving yield, optimising production, improving feedback and transparency. Improving supply chain productivity enhances Australia's global competitiveness and contributes towards the industry's *Red Meat 2030* goal of doubling the value of Australian red meat sales as the trusted source of the highest quality protein from these improved systems.

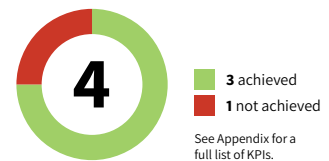
### Investment over time



### 2023–24 investment by funding source



### Key performance indicators



### Increased carcass yield through improved accuracy and efficiency

MLA's investments in processing technologies have resulted in \$90 million of increased productivity to the red meat industry in the 2023–24 financial year.

A LEAP4Beef module, developed in partnership with Scott's Automation Robotics (SAR) and the Australian Meat Processor Corporation (AMPC) has delivered increased yield via advances in processing technology and moves industry one step closer towards developing the world's first fully-automated beef boning program.

The robotic beef striploin chine removal system delivered improved cutting accuracy and value of key primal cuts. Successfully trialled in a major beef processing company in early 2024, it has delivered impressive accuracy and throughput results.

Drawing on learnings from MLA and SAR's earlier automated lamb LEAP cutting systems – which now process 60% of Australian lambs – this new beef middle system uses smart sensors to direct the cutting lines and realise the full benefits of accurate automated cutting.

A second project trialling the Nuctech Aviation Computed Tomography (CT) scanner, has delivered high-quality image scanning of beef carcass cutting lines and the ability to measure dimensions in a scaled and highly repeatable way.

Future integration options for objective measurements and carcass processing automation were also explored during the development of this prototype.

Both projects contribute towards LEAP4Beef's long-term vision to deliver a whole-of-animal beef boning carcass solution, supported by MLA and AMPC.

Once fully developed and integrated, the LEAP4Beef system will unlock large-scale, high throughput and sophisticated automation to maximise cutting accuracy and yield – with an estimated \$29/head benefit or \$10M per annum return for high throughput beef processors.

Besides the economic benefits, realisation of an automated whole-of-animal beef boning carcass solution will deliver work health and safety benefits and eliminate meat contamination via human contact – resulting in improved product shelf-life.

### Rinse & Chill™ technology

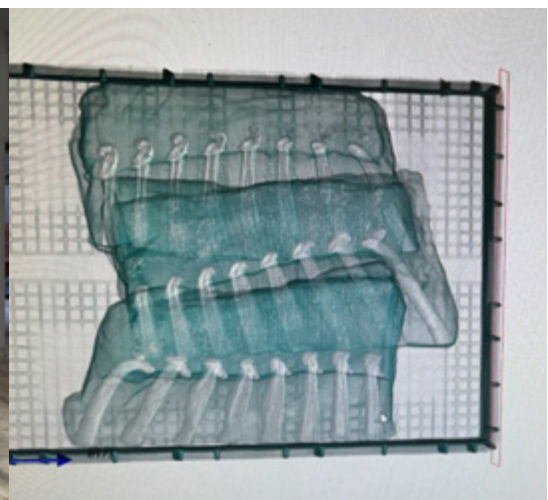
In 2023–24, MLA revisited the latest advancements in Rinse & Chill™ technology – an offering that has been commercially available for a number of years through MPSC. By flushing an isotonic solution through the carcass, Rinse & Chill™ delivers an improved yield, along with other attributes in meat quality and appearance.

Results have found the process to consistently deliver on average a 1.5% and a 3% increase in yield on over-the-hook (OTH) sheep and cattle carcass weight respectively, without any excess purge or negative impact on shelf-life.

If their existing Australian customers were to adopt Rinse & Chill™, MSPC estimates a \$10.8M in yield value could be recovered annually. AMPC are now further exploring this option with interested processors and brand owners.



The Nuctech Aviation CT scanner, has delivered high-quality image scanning of beef carcass cutting lines and measures dimensions in a scaled and highly repeatable way.

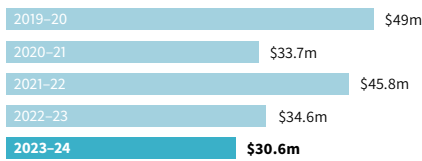




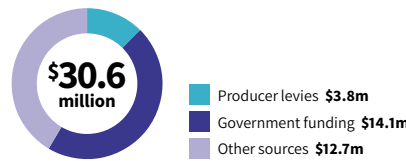
# Productivity (on-farm)

MLA's productivity (on-farm) program assists MLA to foster the prosperity of the Australian red meat and livestock industry by supporting new research which leads to increased productivity and profitability across the beef, sheepmeat and goat production sectors.

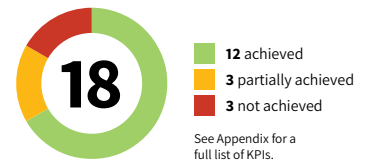
## Investment over time



## 2023-24 investment by funding source



## Key performance indicators



## Picking the top performers

An outcome of the Northern Genomics research project conducted with the University of Queensland was the commercialisation and launch in May 2024, of Repro BI. This product delivers Northern Genomic Breeding Values (GBV) for commercial and crossbred tropical beef herds. It also offers genomic predictions linked to key traits that drive productivity, with the aim to assist cattle producers to make genetic progress and gains in fertility in their livestock, and to more effectively breed for animal health traits such as fly and tick resistance.

The test, designed for the northern Australian cattle producer, can be applied across an entire herd – regardless of breed – to benchmark for key traits including body condition score, age at puberty, fly and tick resistance, and temperament.

The tool helps producers make better informed genetic selection and bull purchasing decisions and identify which animals to cull. It also provides a herd-profile to assist in developing breeding objectives.

## Sheep Genetics analysis enhancements

Each year Sheep Genetics releases annual analysis enhancements to ensure sheep producers have access to the latest research and development through the national genetic evaluation. Key highlights from this year's enhancements follow.

### MERINOSELECT indexes

Sheep Genetics released four new MERINOSELECT indexes this year:

- Fine Wool (FW)
- Wool Production (WP)
- Sustainable Merino (SM)
- Merino Lamb (ML).

Using these new selection indexes, producers can select simultaneously for improvements in production traits, along with improved health and welfare outcomes.

### Carcass data used in the evaluation

Lean Meat Yield and intramuscular fat data collected from processors using accredited devices, is now able to be used in the evaluation to underpin the Australian Sheep Breeding Values (ASBVs) for these traits. This will allow producers to make more accurate selection decisions and ultimately faster genetic progress for these traits.

### Productivity in shedding sheep

Over the past financial year, research and development investments have focused on improving survival and maximising lifetime productivity of Merino and non-Merino sheep breeds. Across Australia, data on the reproductive performance of shedding sheep has been captured from 137,326 breeding ewes, across 57 producer sites, representing 565,500 hectares.

Preliminary data from other research and development investments have shown that a combination of lower ewe lamb stocking rates and heavier target joining weights may improve lamb and maiden ewe survival.

### Working more with individual data

In anticipation of the rollout of sheep and goat electronic identification (eID) from 1 January 2025 for newborn lambs and kids and managed sheep and goats, the Sheep Productivity program is developing a precision sheep management project to best utilise data captured from individual sheep.

### Goat data collation and tracking

This year marked the commencement of the third phase of the goat data collation and tracking project, creating an accurate and robust estimate of the Australian goat supply.

Research, development and adoption projects have engaged more than 200 producers through programs including the National Goat Roadshow, KIDS+, Managed Rangeland Goats and Sustainability Credentials workshops.

More than 12,600 goats across 17 properties have been enrolled in the KIDS+ project – the goat industry's largest investment to date – focused on improving reproductive performance in goats.

## Queensland Pasture Resilience Program

Pasture dieback, land condition decline and pasture rundown are all significant threats to beef productivity in northern Australia. The Queensland Pasture Resilience Program (QPRP) is designed to help grazing businesses improve:

- land condition and carrying capacity
- animal growth and reproduction rates
- capacity to manage drought
- carbon market and methane reduction opportunities across a five-year period.

In 2023-24, the \$24.4 million partnership with Queensland Department of Agriculture and Fisheries (QDAF) saw extension activities rolled out across Queensland to improve grazing land management practices. Activities have included field days, workshops, neighbour days and one-on-one support activities.

Since July 2023, the program has engaged 648 producers, managing more than 800,000 cattle across more than 11 million hectares. Although in its early stages, the QPRP team has reported that 30 producers intend to change their practices across more than 100,000 hectares as a result of project activities.



This year marked the commencement of the third phase of the goat data collation and tracking project, creating an accurate and robust estimate of the Australian goat supply.

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### Remote mustering

Attendees at Beef Australia witnessed a world-first remote muster of cattle 200km away undertaken by MLA technology partner, SkyKelpie.

Reducing barriers to wider adoption of beyond visual line of sight drone operations will improve safety and deliver time and cost savings for producers and livestock. Trials of the latest drones and in-paddock docking stations for autonomous recharging will open the door to wider applications of drone technology, including on-farm monitoring and management of livestock, pasture invasive pests, fence lines, crops and water.

### A powerful decision-making tool for producers

MLA has partnered with Food Agility CRC and Agriwebb to develop 'Foragecaster', a tool that brings together a suite of user-friendly analytical capabilities in one comprehensive dashboard. It then leverages machine learning to deliver automated forecasting of pasture, animal growth and farm sustainability.

To date, the project has identified a range of existing platforms and technologies for inclusion in Foragecaster, including:

- satellite and drone data used to analyse pasture growth, identification and quality
- machine learning livestock weight prediction models
- sustainability metrics from the analysis of remote sensing and spatiotemporal datasets.

In coming years, the project will work to develop carbon emission sequestration algorithms, as well as other land condition, water and soil prediction and monitoring tools.

### Ag-tech ROI Calculator

With co-funding from the Federal Government's Department of Agriculture, Fisheries and Forestry, MLA partnered with the Southern NSW Drought Innovation Hub to develop a web-based Return on Investment (ROI) Calculator to help producers de-risk their ag-tech investments.

The ROI Calculator identifies where on-farm investment and deployment of ag-tech solutions can benefit farming operations and helps producers understand the investment case for water-sensors and other devices.

Expected to launch on the myMLA platform in late 2024, the ROI Calculator will be an important tool in building a datacentric culture across the red meat industry.

### Northern Breeding Business

The Pathways to Practice project is part of the ambitious Northern Breeding Business (NB2) target to deliver an estimated \$20million/year in net benefits by 2027 to 250 northern beef enterprises.

The Pathways to Practice pillar engages six groups of beef breeding producers across Australia in an adoption program that critically assesses their current businesses, focusing on cash flow and feedbase analysis. As of June 2024,

47 businesses had completed the program.

To date, the NB2 program has influenced more than 400,000 cattle across 12 million hectares. Phase 2 of the NB2 program has commenced and will continue with cohorts of businesses starting in 2024.

### Honing in on heifers

To maximise the value of heifers, producers need to achieve maximum lifetime reproductive performance. This requires heifers to conceive early, calve unassisted, raise a viable calf and re-breed early.

As part of the 'Optimising heifer development and management to increase whole herd profit' project, MLA partnered with the University of Adelaide to research heifer productivity and encourage the adoption of management techniques that are developed within that research.

In the 2023–24 financial year, the growth and productivity of 14,229 heifers in southern Australia were measured, with joining weight and weight gain demonstrated (both prior to and during joining) to be key determinants of early pregnancy success.

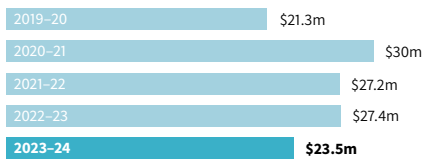
These results provided participating producers with greater confidence to increase productivity by:

- managing pasture utilisation
- investing in heifer growth
- focusing on cow body condition.

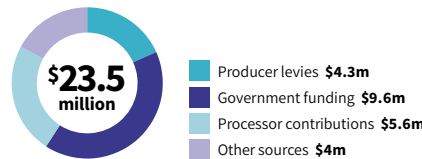
# Capability building

**MLA's capability building program fosters the prosperity of the Australian red meat and livestock industry by investing in current and emerging industry leaders, innovators, scientists, value chain partners and representative organisations. It aims to enhance professional leadership and business skills, support industry advocates, accelerate adoption and build a culture of innovation and cross-sectoral performance.**

### Investment over time



### 2023-24 investment by funding source



### Key performance indicators



### Zanda McDonald Award builds industry connections

During the 2023-24 financial year, MLA partnered with the Zanda McDonald Award Association in a collaborative research program to support and further develop the Zanda McDonald Award program over the coming three years. MLA's support of the award has bolstered the ongoing development of the Impact Innovation Summit – an event held annually as part of the program.

This year's summit, held in March 2024 in Queenstown, New Zealand, was well attended – with 133 Australian and New Zealand delegates making the most of the event's professional development and networking opportunities.

Attendees had the chance to get up to speed with the latest industry innovations and witness the crowning of this year's award winners, Tessa Chartres (Australia) and Nancy Crawshaw (New Zealand).

Tessa's role as General Manager of Business Development at Murray Irrigation involves overseeing the delivery of Commonwealth funded projects, water policy, Information and Communication Technology (ICT) transformation and commercial business contracts. Tessa is focused on the growth and sustainability of regional and remote economies.

Nancy Crawshaw, based in New Zealand as the Extension Officer for Angus Australia, uses her understanding of the beef supply chain to inform the facilitation of a range of engaging educational events. These include field days, youth programs and workshops for primary producers to add value to their businesses.

The continuation of this program will ensure that future industry leaders can connect with and be exposed to the latest research and development within the agricultural sector.

### Co-Innovation project fires up genetics at LAMBPRO

LAMBPRO is a Maternal and Terminal seedstock business that influences the genetics of up to one million lambs per year across Australia. It provides feedback on 100,000+ lambs each year under two of its programs, 'Kinross Station' and 'Willow Bend'.

MLA has partnered with LAMBPRO in a Co-Innovation project to explore sheep genetics using Objective Measurement (OM) technologies (initially SOMA and MEQ), to identify the best combination of genetics when making breeding decisions. The project is working to identify which combination of genetics consistently achieves 5%+ of intramuscular fat (IMF), while maintaining high lean meat with primal yields. Ultimately, it is working to achieve MSA grading compliance from low-cost and easy-to-manage production systems.

The objective areas being evaluated during this project include:

- carcass assessment
- producer engagement
- genetic data
- supply chain management
- brand differentiation.

These objectives are used to help categorise data collected throughout the project and evaluate milestone progress.

The project's successful completion of its milestones to date, along with increasing producer engagement, bodes well for its continued success and future adoption outcomes.

The LAMBPRO field day, held in June 2023, hosted 400 attendees, made up of existing LAMBPRO clients and members of the public. The highly engaging event included presentations from experts in the fields of commerce, food sales and marketing, and covered topics ranging from the current state of the lamb industry to how producers can maximise value along the supply chain.

The project recognises the challenges faced by many producer-owned and operated brands when marketing their products – particularly in an environment of commodity market fluctuations. It aims to support producers to build resilient brands that their customers can count on.

As this project progresses, final project outcomes and impacts will be evaluated. LAMBPRO is one of 14 Co-Innovation programs MLA supported during 2023-24 as part of building industry's innovation capability.

### Hewitt Foods partnership to shed light on supply chain trends

A partnership between MLA and Hewitt Foods has delivered the first and largest collaborative program of its kind in Australia – 'Food for the Future'. The program aims to drive sustainable performance among suppliers and to demonstrate how combined environmental, social and governance (ESG) actions can be successfully implemented and monetised within red meat supply chains.

Implemented with the assistance of Soil Land Food, Integrity AG & Environment and Bush Heritage Australia, 'Food for the Future' has been rolled out in two stages across 2023-24. It involves face-to-face workshops with graziers and livestock producers across Australia who make up Hewitt's supplier network. It also delivers educational opportunities such as assistance with supply chain certifications, new technologies and processes including carbon baselining and greenhouse gas reporting. The program will review current and emerging supply chain trends across the following five pillars:

- carbon management
- biodiversity
- natural capital
- regenerative agriculture
- market opportunities.

*Continued from last page*





/ Zanda McDonald awardees Nancy Crawshaw (New Zealand) and Tessa Chartres (Australia).

*Continued from last page*

To-date, it has successfully quantified the current footprint throughout the Hewitt Food group supply chain – both across varied regions as well as operations. Findings have informed realistic goals to identify market-access opportunities for well-credentialed red meat.

Extension materials, sustainability improvement deliverables and case studies show real action across the identified sustainability parameters. They also provide industry with a clearer understanding of how a major enterprise is developing and implementing a strategy

towards carbon neutrality. Providing insights into its enhancements of biodiversity and natural capital outcomes and its expansion of regenerative agriculture techniques will provide the wider industry with value.

Once concluded, the project will provide three years of documentation on the identified supply chain trends which can be used to inform sustainable future planning and decision making for producers and the industry on a larger scale.

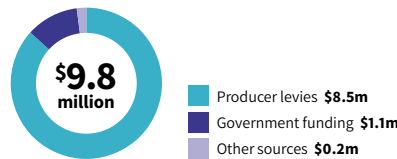
# Communication

MLA's communication program assists MLA to foster the prosperity of the Australian red meat and livestock industry by ensuring that MLA's marketing, research, development and adoption products and services are known and accessible to levy payers and stakeholders. It also seeks to build confidence in the industry, ensuring the community support and have increasing trust in the Australian red meat and livestock industry.

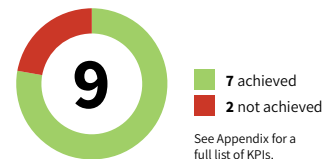
### Investment over time



### 2023-24 investment by funding source



### Key performance indicators



### Crowds drawn to Bendigo for MLA Updates

More than 350 stakeholders descended on Bendigo in November 2023 for one of the biggest events on the red meat industry calendar – MLA Updates.

Post-event surveys show that >96% of attendees were 'very satisfied' with the event, which included practical demonstrations of the latest innovations and technologies, a carcass breakdown with MLA's chef Sam Burke and Kelly Payne, presentations from industry experts and engaging displays from teams across the organisation.

The event also featured a keynote address from Holly Kramer, who serves on the boards of Woolworths, Fonterra and ANZ. As Sustainability Chair at Woolworths, Holly shared her insights into sustainability and the rise of 'paddock to plate' supply chains.

The 2024 MLA Updates event will be held in Perth on 10 October and will be the first to be hosted by new Managing Director, Michael Crowley.

### New and improved myMLA platform

A new version of myMLA – the one-stop shop for everything related to our products and services – was launched at MLA Updates in November 2023. As at 30 June 2024, more than 200,000 users had signed up to the platform.

The myMLA portal was created as a single login point to make it easier for people to access MLA's catalogue of products and services, including:

- National Livestock Identification System
- National Vendor Declarations (and eNVDs)
- Livestock Producer Assurance accreditation
- Meat Standards Australia
- myFeedback
- Sheep Genetics subscriptions
- Australian Feedbase Monitor
- Carbon Calculator
- Aussie Meat Trade Hub.

The portal is also a gateway to content, events, tools and resources tailored to the user account, based on the account's set preferences. This means that MLA can provide information relevant to producers' region and production system.

myMLA is a free portal and can be used by anyone interested in the Australian red meat industry.

### Australian beef's sustainability scorecard

The Australian Beef Sustainability Framework (ABSF) Annual Update was launched to a sold-out audience at Beef Australia in May 2024, detailing the industry's extensive achievements in sustainability over the preceding 12 months.

According to the report, which serves as Australian beef's sustainability scorecard, the area of grazing land being managed for biodiversity has surpassed the entire farmed area of the European Union. In fact, 55.07% of Australia's cattle-producing land was managed for biodiversity outcomes in 2023.

Other notable achievements from the annual snapshot include:

- The number of cattle exported live increased by 13% while maintaining the record low 0.05% mortality rate.
- Renewable energy is being generated or produced by 58% of beef producers.
- Carbon sequestration through on-farm vegetation increased to 31.31 million tonnes CO<sub>2</sub>e.

[Read ABSF's Annual Update.](#)

### Influencer partnership targets Gen Z with 'Return to the farm' series

Social media influencers Jaxon and Lachlan Fairbairn partnered with MLA's Australian Good Meat program to launch a new campaign sharing positive messages about red meat producers caring for their livestock and the environment as they produce healthy beef and lamb.

The Fairbairn brothers are both familiar with the red meat industry, having grown up on a mixed farming property near Murray Bridge in SA.

Known for their humorous takes on a wide range of topics, Jaxon and Lachlan have grown a substantial following, especially among Gen Z audiences, via YouTube Fairbairn Films (with 1.71m subscribers), TikTok @lachlanfairbairn (1.7m followers) and Instagram @fairbairnfilms (199,000 followers).

The campaign features videos of the brothers visiting four red meat producing properties: SA Cattle Company and Wunderbar Lamb in SA and The Food Farm and Yeo Farm in NSW.

Campaign highlights include:

- 36.4 million impressions
- 9.4 million video views.

## / Corporate services

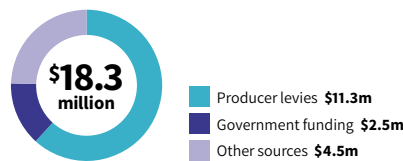
MLA's corporate services program assists MLA to foster the prosperity of the Australian red meat and livestock industry by:

- effectively managing levy and government matching investments through accounting, contracting, project management, foreign exchange management, advice, IP transfer, evaluation and reporting
- ensuring MLA meets its statutory and legislative requirements through a robust corporate governance framework including audit, risk and legal services
- providing the frameworks to attract and retain a diverse and talented workforce.

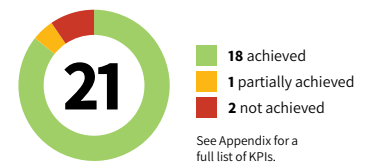
### Investment over time



### 2023–24 investment by funding source



### Key performance indicators



### MLA receives full marks in independent performance review

Reflective of MLA's firm commitment to operating in line with the agreed Performance Principles and associated Commonwealth Guidelines and Priorities, an independent performance review conducted over the 2023–24 financial year showed full compliance with the Commonwealth's Statutory Funding Agreement (SFA).

MLA and its subsidiaries were found to be delivering value for red meat producers and for those across the value chain. The comprehensive review was based on a desktop review of 2,500 documents and consultation with 75 internal and external stakeholders.

Some standout key findings included:

- MLA has demonstrated a commitment to continuously improving its approach to stakeholder engagement through both formal and informal review and feedback processes.
- MLA has in place appropriate processes for monitoring performance against plan KPIs and has a high level of transparency in performance reporting.
- MLA actively engages in cross-industry and cross sectoral collaboration through a range of RD&E activities with industry and RDCs to address common challenges and opportunities.
- MLA's governance arrangements strongly align with the ASX Corporate Governance Principles and Recommendations and the relevant guidelines provided by the Not-for-Profit Governance Principles published by the Australian Institute of Company Directors.
- Keeping monitoring and evaluation a central function of MLA continues to drive accountability and shape its culture.

### Updated voting entitlements

In a further boost to MLA's operating efficiencies, MLA AGM voting entitlements are now determined by the data from the levy payer register, which records all transactions for the relevant financial year. The Department of Agriculture, Fisheries and Forestry notifies MLA of these transactions. This change has both streamlined the voting entitlement process and ensured increased rigour around the determination of voting entitlements. Previously, data was derived from self-declared levy notices, requiring extra time, resources and cost to ensure the data declared was accurate.

### Project application and contracting process revamped

#### Contract terms

MLA undertook a detailed review of 50 sets of its contract terms over the 2023–24 financial year to reduce the risk of penalties due to non-compliance with Unfair Contract Terms Legislation (UCT).

Of note, a breach of the UCT regime under the Australian Consumer Law is now \$50M, or three times the value of the benefit received, or 30% of adjusted turnover during the breach period, for each contravention.

#### Streamlining funding applications has flow-on benefits

MLA and MLA Donor Company's (MDC) project applications and funding guidelines were revamped over the 2023–24 financial year. This has delivered increased business efficiencies internally and made the application process simpler and more accessible for external applicants. The refresh involved the consolidation of six sets of forms and procedures into one single webpage, housing the updated templates and associated guidelines.

Now easier to navigate, the structure of the new guidelines and forms are better aligned with MLA's research and consulting contracts, project approval processes, project/product hub requirements and MLA's Triple Bottom Line evaluation framework.



# / Consultation and collaboration

## Strategic Plan 2025

Consultation with stakeholders was a critical component in the development of the MLA *Strategic Plan 2025*.

Throughout the strategy development, different models were used to ensure we captured stakeholders' voices.

Consultation included co-design workshops, one-on-one meetings and discussions with representatives from across the cattle, sheep and goat industry supply chains to explore their priorities and gather input into our strategy. We also shared our development process with levy payers, producers and other stakeholders via MLA's online communication channels and invited feedback on the emerging themes.

These conversations provided valuable contributions to our strategy. The priorities, issues and outcomes from our consultation were considered in relation to MLA's purpose, and formed a key input into the development of this plan.

Figure 7: Design-led strategy development process



## / Consultation and collaboration *continued*

### Industry consultation arrangements

The Red Meat Advisory Council (RMAC) is the peak body that represents the collective interests of the Australian red meat industry. RMAC is responsible for the development of the red meat industry's strategic plan (*Red Meat 2030*) which provides the overarching strategic framework that enables the direction, measurement and reporting of overall industry progress to government and industry stakeholders. Levy payers and the wider industry were consulted by RMAC during the development of *Red Meat 2030*.

Decisions on levy investments, across all levy streams, are never made in isolation and MLA consults regularly with the peak industry bodies on strategy, budget allocations and key performance indicators. The red meat industry provides MLA with advice on strategic direction for a wide range of programs including marketing, research and development.

Regular consultation is a priority for MLA. The red meat industry Memorandum of Understanding specifies MLA's responsibility to develop a five-year business plan and an Annual Operating Plan in consultation with the peak industry bodies.

Livestock producers influence the investment of their levies through several industry consultation mechanisms and can do so through their state farm organisation or peak industry body. The Peak Industry Council Engagement Framework and Quarterly Consultation Updates with peak industry bodies, LiveCorp and Australian Meat Processor Corporation are both mechanisms where industry informs MLA on the priorities of each sector.

Examples of areas where consultation occurs include:

#### Planning and whole-of-red-meat-industry priority areas

- *Red Meat 2030*
- *MLA Strategic Plan 2025*
- *MLA Annual Investment Plan*
- Australian Beef Industry Sustainability Framework and Sheep Sustainability Framework.

#### Research and development

- Red Meat Panel
- Regional consultation model that sits under the Red Meat Panel through the Southern Australia Meat Research Council, the Western Australian Livestock Research Council and the North Australia Beef Research Council
- Sheep and beef forecasting committees
- Sheep Genetics Advisory Committee
- BREEDPLAN owners
- Supply Chain Taskforce
- MSA Beef and Sheepmeat R&D Pathways Committee
- Producer Adoption Reference Group
- Live Export Research & Development Advisory Committee
- Objective Measurement Advisory Committee
- National Livestock Genetics Consortium Taskforce.

#### Marketing

- Region-specific global marketing and market access strategies for beef, sheepmeat and goatmeat (Australia, Japan, Korea, North America, Middle East, Europe/Russia, Indonesia, China and South Asia)
- Market Access Taskforce supporting red meat market access initiatives – China working group, Halal working group and EU & UK FTA Taskforce.

#### Industry engagement events

MLA runs and participates in numerous industry engagement activities each year. Recent examples include BeefUp and MeatUp forums, MLA's Annual General Meeting, Beef Industry Breakfasts, cattle projections and sheep projections meetings, Northern Pastoral Group meetings and the Northern Territory Cattleman's Association Conference. MLA staff also attend a range of industry-led events throughout the year to speak and engage with producers and industry.

#### Contributions to cross-sectoral strategies

Cross-sectoral projects account for a growing share of MLA's investment portfolio. To view the full list of projects, visit [mla.com.au/rd-stocktake](http://mla.com.au/rd-stocktake)

#### Agreements with third parties

For a list of all third parties that MLA entered into research and development and marketing agreements with, please visit [mla.com.au/mla-agreements](http://mla.com.au/mla-agreements)



# / Financial report

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/ High quality Australian beef produced by Aminya Pastoral for Paradigm foods under the regenerative, grassfed beef brand, Roots Regenerative.

# Financial summary

Table 3: Revenue and expenditure summary (\$m)

Status	2019-20	2020-21	2021-22	2022-23	2023-24	% change 2023-24 compared with 2022-23
Grassfed cattle levies	63	52.8	49	47.3	53.7	13.5%
Grainfed cattle levies	13.9	12.8	11.6	12.7	13.5	6.3%
Lamb/mutton levies	37	35.2	36.6	37.1	40.7	9.7%
Goat levies	0.5	0.4	0.6	0.6	0.9	50.0%
<b>Total producer levies</b>	<b>114.4</b>	<b>101.2</b>	<b>97.8</b>	<b>97.7</b>	<b>108.8</b>	<b>11.4%</b>
Government contributions	78.5	85.7	98.8	94.3	85.4	-9.4%
Other	76.7	73.1	91.5	95.8	88.8	-7.3%
<b>Total revenue</b>	<b>269.6</b>	<b>260.0</b>	<b>288.2</b>	<b>287.9</b>	<b>283.1</b>	<b>-1.7%</b>
Marketing, market access and insights	101.8	103	104.8	111.4	101.1	-9.2%
Research and development	171.9	179.5	205.9	196.6	175.2	-10.9%
<b>Total expenditure</b>	<b>273.7</b>	<b>282.5</b>	<b>310.7</b>	<b>308.0</b>	<b>276.3</b>	<b>-10.3%</b>

## Revenue

MLA's total income of \$283.1 million for 2023-24 was \$4.8 million or 1.7% lower than the previous corresponding period (PCP). The decrease was primarily attributable to government and third party contributions to R&D investment, which decreased during the period.

Total levy income of \$108.8 million increased \$11.1 million or 11.4% compared to the PCP, with all levy streams increasing year-on-year. The increase in levies was largely a function of record supply coupled with strong export demand.

Government contributions of \$85.4 million decreased by \$8.9 million or 9.4% during the period, which mainly stems from lower investment in post-farmgate research activity, coupled with a reduction in investment via MLA Donor Company.

## Expenditure

Total investment decreased by 10.3% in 2023-24 to \$276.3 million. The reduction was primarily attributable to R&D investment, which decreased by \$21.4 million or 10.9% as a result of the completion of the remaining Rural Research & Development for Profit (RRnDfP) grants and a reduction in post-farmgate investment.

Marketing, market access and insights investment of \$101.1 million decreased by \$10.3 million or 9.2%. The decrease reflects the lower pool of marketing levy reserves to start the financial year, which had been gradually drawn down over the preceding five years to approach reserve balances required by the MLA Board.

## Retained earnings

MLA returned a surplus of \$6.8 million in 2023-24, which increased the Group's retained surplus as at 30 June 2024 to \$51.6 million. The surplus reflects an uplift in levy income receipts during the period. Integrity Systems Company returned a deficit of \$92,000, while MLA Donor Company returned a small deficit of \$3,100.

## Cash flow

MLA's cash balance decreased by \$6.5 million in 2023-24 to \$71.1 million which was primarily attributable to the timing of grant funds (received in 2022-23) in relation to the rebuild of the NLIS database platform.

Figure 8: Revenue summary

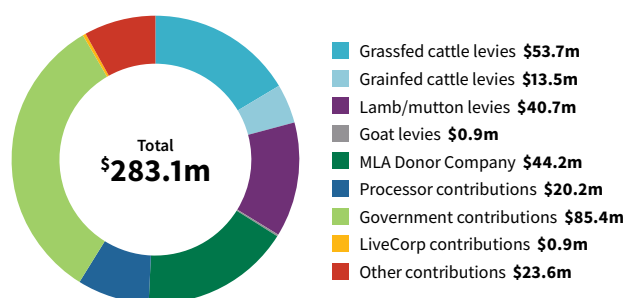


Figure 9: Expenditure summary

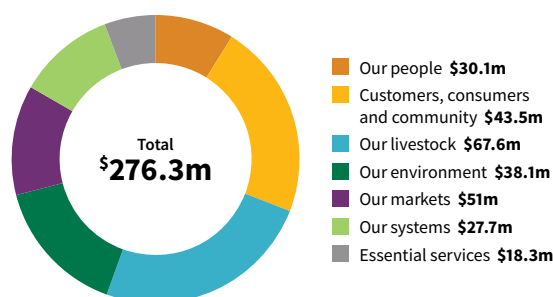
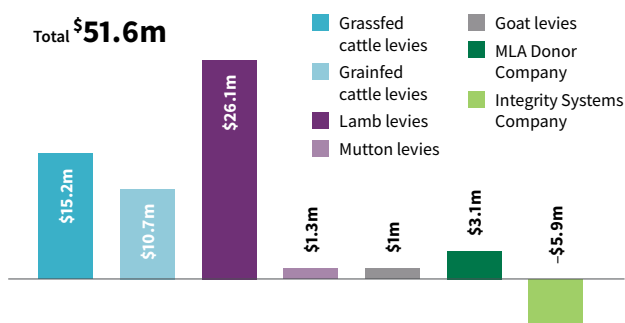


Figure 10: Retained earnings by funding source 2023-24



## / Financial summary *continued*

Table 4: Income and expenditure by funding source 2023–24

Program	Goat		Mutton		Lamb		Total sheep		Grassfed cattle		Grainfed cattle		
	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	
Animal wellbeing	-	-	45.3	-	362.3	-	407.6	-	140.4	-	3.6	-	
Domestic market	10.8	23.0	39.2	142.5	337.6	8,020.6	376.8	8,163.1	334.6	8,548.1	188.5	1,508.3	
International markets	0.6	93.3	112.3	543.0	269.4	9,423.6	381.7	9,966.6	221.4	21,357.7	10.7	3,087.8	
Eating quality	-	-	41.5	-	406.2	-	447.7	-	542.9	-	286.5	-	
Environmental sustainability	7.0	-	56.0	-	529.9	-	585.9	-	554.4	-	-0.1	-	
Feedlot	-	-	-	-	-	-	-	-	-	-	1,692.1	618.8	
Integrity systems	51.9	14.5	173.8	75.1	1,505.1	871.9	1,678.9	947.0	1,454.8	1,368.9	819.9	423.1	
Objective measurement	2.4	-	38.2	31.4	289.7	181.4	327.9	212.8	62.3	-	42.0	-	
Producer adoption	36.0	-	225.6	-	2,098.1	-	2,323.7	-	1,793.4	-	-	-	
Product and packaging innovation	-	-	25.0	8.3	141.5	65.3	166.5	73.6	52.6	30.9	8.0	2.7	
Value chain information and efficiency	38.1	-	116.1	-	1,084.5	-	1,200.6	-	917.7	-	428.9	-	
Productivity (off-farm)	-	-	-	-	-	-	-	-	-	-	-	-	
Productivity (on-farm)	47.4	-	64.9	-	2,019.7	-	2,084.6	-	1,604.7	-	83.7	-	
Capability building	2.2	68.2	26.4	62.3	82.7	1,542.8	109.1	1,605.1	96.9	1,824.0	29.7	599.8	
Communication	6.4	2.0	26.5	143.1	536.6	2,405.3	563.1	2,548.4	342.2	3,558.4	61.4	1,421.5	
AUS-MEAT	-	1.7	-	8.9	-	184.7	-	193.6	-	291.1	-	63.6	
<b>Total expenditure pre corporate services</b>	<b>202.8</b>	<b>202.7</b>	<b>990.8</b>	<b>1,014.6</b>	<b>9,663.3</b>	<b>22,695.6</b>	<b>10,654.1</b>	<b>23,710.2</b>	<b>8,118.3</b>	<b>36,979.1</b>	<b>3,654.9</b>	<b>7,725.6</b>	
Corporate services	23.7	22.7	112.3	114.8	1,092.7	2,558.1	1,205.0	2,672.9	915.7	4,160.5	412.5	872.0	
Levy collection costs	-	4.3	-	10.8	-	155.5	-	166.3	-	203.0	-	55.8	
<b>Total expenditure</b>	<b>226.5</b>	<b>229.7</b>	<b>1,103.1</b>	<b>1,140.2</b>	<b>10,756.0</b>	<b>25,409.2</b>	<b>11,859.1</b>	<b>26,549.4</b>	<b>9,034.0</b>	<b>41,342.6</b>	<b>4,067.4</b>	<b>8,653.4</b>	
Income available	Levies	543.8	341.9	1,134.9	1,282.2	11,089.7	27,174.3	<b>12,224.6</b>	<b>28,456.5</b>	10,803.5	42,926.0	4,430.2	9,096.6
	Government												
	Processors												
	Live export												
	R&D partnerships												
	External												
<b>Total actual income 2023–24</b>	<b>543.8</b>	<b>341.9</b>	<b>1,134.9</b>	<b>1,282.2</b>	<b>11,089.7</b>	<b>27,174.3</b>	<b>12,224.6</b>	<b>28,456.5</b>	<b>10,803.5</b>	<b>42,926.0</b>	<b>4,430.2</b>	<b>9,096.6</b>	
<b>Surplus/(deficit)</b>	<b>317.3</b>	<b>112.2</b>	<b>31.8</b>	<b>142.0</b>	<b>333.7</b>	<b>1,765.1</b>	<b>365.5</b>	<b>1,907.1</b>	<b>1,769.5</b>	<b>1,583.4</b>	<b>362.8</b>	<b>443.2</b>	



Total cattle		Total levy funds		Processor		LiveCorp		External		Government	MLA
R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	M \$000	R&D \$000	Total \$000
144.0	-	551.6	-	-	-	-	-	4,371.7	483.1	4,923.3	10,329.7
523.1	10,056.4	910.7	18,242.5	344.7	1,870.8	4.2	12.7	-	807.6	1,259.6	23,452.8
232.1	24,445.5	614.4	34,505.4	17.4	1,604.5	513.1	377.9	21.8	3,960.3	1,166.7	42,781.5
829.4	-	1,277.1	-	-	-	-	-	266.5	164.6	1,543.6	3,251.8
554.3	-	1,147.2	-	2,270.7	-	-	-	11,013.0	1,405.7	14,431.0	30,267.6
1,692.1	618.8	1,692.1	618.8	-	-	-	-	995.5	149.6	2,687.6	6,143.6
2,274.7	1,792.0	4,005.5	2,753.5	2,254.2	1,125.2	16.7	21.2	1,015.7	8,600.5	7,292.2	27,084.7
104.3	-	434.6	212.8	139.2	-	-	-	2,621.3	54.0	3,195.1	6,657.0
1,793.4	-	4,153.1	-	-	-	-	-	6,245.0	394.6	10,398.1	21,190.8
60.6	33.6	227.1	107.2	56.3	-	-	-	1,100.6	191.8	1,384.0	3,067.0
1,346.6	-	2,585.3	-	-	-	-	-	1,173.1	173.7	3,758.4	7,690.5
-	-	-	-	5,239.4	-	-	-	838.6	71.4	6,078.0	12,227.4
1,688.4	-	3,820.4	-	-	-	-	-	10,271.1	2,415.8	14,091.5	30,598.8
126.6	2,423.8	237.9	4,097.1	5,467.6	115.2	-	2.0	3,898.0	47.4	9,603.5	23,468.7
403.6	4,979.9	973.1	7,530.3	35.0	-	-	-	34.0	164.8	1,042.1	9,779.3
-	354.7	-	550.0	-	-	-	-	-	-	-	550.0
11,773.2	44,704.7	22,630.1	68,617.6	15,824.5	4,715.7	534.0	413.8	43,865.9	19,084.9	82,854.7	258,541.2
1,328.2	5,032.5	2,556.9	7,728.1	-	-	-	-	-	4,474.9	2,556.9	17,316.8
-	258.8	-	429.4	-	-	-	-	-	-	-	429.4
13,101.4	49,996.0	25,187.0	76,775.1	15,824.5	4,715.7	534.0	413.8	43,865.9	23,559.8	85,411.6	276,287.4
15,233.7	52,022.6	28,002.1	80,821.0	-	-	-	-	-	-	-	108,823.1
-	-	-	-	-	-	-	-	-	-	85,411.6	85,411.6
-	-	-	-	15,824.5	4,715.7	-	-	-	-	-	20,540.2
-	-	-	-	-	-	534.0	413.8	-	-	-	947.8
-	-	-	-	-	-	-	-	43,845.6	-	-	43,845.6
-	-	-	-	-	-	-	-	-	23,491.6	-	23,491.6
15,233.7	52,022.6	28,002.1	80,821.0	15,824.5	4,715.7	534.0	413.8	43,845.6	23,491.6	85,411.6	283,059.8
2,132.3	2,026.6	2,815.1	4,045.9	-	-	-	-	-20.3	-68.2	-	6,772.4

# / Directors' report

The Board of Directors of Meat & Livestock Australia Limited ("MLA" or "the Company") has pleasure in submitting its report for the financial year ended 30 June 2024.

## Directors

The names and details of the company's directors in office during the financial year and until the date of this report are as follows. All directors were in office for the entire year unless otherwise stated.

### Names and special responsibilities

The names of the company's directors in office during the financial year and until the date of this report are as follows:

- Mr Alan Beckett (Chair)
- Mr Michael Crowley (Managing Director) – from May 2024
- Mrs Tess Herbert
- Mrs Lucinda Hogan
- Mr Jack Holden
- Mr Russell Lethbridge
- Mr John Lloyd
- Dr Manny Noakes
- Mr Jason Strong (Managing Director) – resigned December 2023
- Ms Jacqueline Wilson-Smith.

All directors were in office for the entire year unless otherwise stated. See pages 5–7 for director biographies.

### Company secretary

- Mrs Joanne Taylor-Craig (appointed March 2020) joined MLA in April 2012.

### Retiring directors

- Mr Andrew Michael (November 2017–November 2023).

## Subsidiaries

### MLA Donor Company Limited

At 30 June 2024, the members of the board were Mr Michael Crowley, Mr Alan Beckett and Mr Andrew Ferguson.

### Integrity Systems Company Limited

At 30 June 2024, the members of the board were Mr Alan Beckett, Mr Russell Lethbridge, Mrs Tess Herbert, Dr Kathleen Giles and Ms Belinda Vassallo.

## Remuneration and performance arrangements

The total limit for directors' remuneration (excluding the Managing Director) is \$850,000. This limit was determined by members at the 2023 Annual General Meeting. The total cost for non-executive directors in FY24 was \$702,639.

## Directors' meetings

During the period 1 July 2023 to 30 June 2024 the MLA Group Board and its Committees held six meetings of directors. The attendances of the directors at meetings of the Board and of its committees were:

Board member	Scheduled meetings	Committees of the Board of Directors		
		Audit, Finance & Risk	Remuneration, People & Culture	Research & Development Investment
A Beckett	6 (6)	-	3 (3)	-
T Herbert	6 (6)	4 (4)	-	-
L Hogan	3 (3)	-	-	2 (2)
J Holden	6 (6)	-	-	3 (3)
R Lethbridge	6 (6)	4 (4)	-	-
J Lloyd	6 (6)	4 (4)	-	1 (1)
A Michael	3 (3)	-	1 (1)	1 (1)
M Noakes	6 (6)	-	-	3 (3)
J Wilson-Smith	6 (6)	-	3 (3)	-

The number of meetings for which the director was eligible to attend is shown in brackets.

## Selection Committee

During the year, the Selection Committee held four meetings. The current members of the Selection Committee and their attendance at meetings are listed below. The number of meetings for which the selection committee member was eligible to attend is shown in brackets.

	Scheduled meetings
<b>MLA directors</b>	
Alan Beckett	4 (4)
John Lloyd	4 (4)
<b>Peak council representatives</b>	
Jamie Heinrich	4 (4)
David Foote*	2 (2)
Garry Edwards*	2 (2)
Barb Madden	1 (4)
<b>MLA member elected representative</b>	
Tony Fitzgerald	4 (4)
Dan Radel*	2 (2)
Trent Radel*	2 (2)
Mark Wootton*	2 (2)
Michael Craig*	2 (2)
Julie McDonald	4 (4)

\*Retired from the Committee December 2023. \*\*Commenced with the Committee December 2023.

## Short and long-term objectives

The purpose of Meat & Livestock Australia Limited is to foster the prosperity of the Australian red meat and livestock industry by investing in research and marketing activities. Through our subsidiary companies, we also accelerate innovation across the value chain and deliver the industry's integrity and on-farm quality assurance programs.

## Strategies for achieving the objectives

The *Strategic Plan 2025* sets out the priorities, strategic focus areas and guiding principles to help:

- double the value of Australian red meat sales
- Australian red meat become the trusted source of highest quality protein.

The MLA *Strategic Plan 2025* uses the Australian red meat industry's 10 year strategic plan, *Red Meat 2030*, as its foundation. The Plan is also based on the Australian Government's Science and Research Priorities and Rural RD&E Priorities.

## Principal activities

The major activities of Meat & Livestock Australia Ltd and its subsidiaries (the Group) during the financial year comprised:

- providing research and development support to the Australian red meat and livestock industry
- providing marketing and promotion services to the Australian red meat and livestock industry both domestically and overseas.

There have been no significant changes in the nature of these activities during the year.

## Review and results of operations

### Operating result for the period

The result of the Group for the financial year was a net surplus from continuing operations of \$6,772,000 (2023: net deficit of \$20,160,000). The surplus is primarily attributable to levy income, with all levy streams exceeding the previous corresponding period. The increase in levy receipts was largely underpinned by record cattle and sheep supply, coupled with strong export demand.

### Group overview

The Group earned total revenue of \$283,060,000 (2023: \$287,856,000) which is comprised of the following:

- Transaction levies \$108,824,000 (2023: \$97,686,000)
- Research and development matching grants \$85,412,000 (2023: \$94,340,000)
- Research and development contributions (unmatched) \$6,173,000 (2023: \$7,891,000)
- Other income and revenues \$82,651,000 (2023: \$87,939,000)

Total income received/receivable was more than total expenditure, which resulted in a net surplus from continuing operations of \$6,772,000 for the year.

## Significant changes in the state of affairs

There were no significant changes in the state of affairs of the Group.

## Significant events after the balance date

No significant events after balance date.

## Environmental regulation and performance

The Group does not have a material exposure to any environmental regulations.

## Indemnification and insurance of directors and officers

Under its constitution, the Company may indemnify each director and each executive officer against any claim or any expenses or costs which may arise as a result of work performed in their respective capacities.

The Company paid an insurance premium in respect of a contract insuring all the directors, secretaries and executive officers of the group entities against all liabilities and expenses arising as a result of work performed in their respective capacities, to the extent permitted by law. The terms of that policy prohibit disclosure of the premium paid or the monetary limit of this indemnity.

## Indemnification of auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young Australia, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the financial year.

## Rounding of amounts

The amounts contained in the financial report have been rounded to the nearest thousand dollars (where rounding is applicable) where noted (\$000) under the option available to the Company under ASIC Corporation (rounding in Financial/directors' reports) Instrument 2016/191. The company is an entity to which this legislative instrument applied.

## Registered office and principal place of business

Level 1, 40 Mount Street, North Sydney NSW 2060  
(02) 9463 9333


## Auditor independence

The auditor's independence declaration which forms part of the Directors' report for the financial year ended 30 June 2024 has been received and can be found following this report.

This report has been made in accordance with a resolution of directors.



Alan Beckett  
Chair



Michael Crowley  
Managing director

18 September 2024



# / Auditor's independence declaration



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## **Auditor's Independence Declaration to the Directors of Meat & Livestock Australia Limited**

In relation to our audit of the financial report of Meat & Livestock Australia Limited for the financial year ended 30 June 2024, and in accordance with the requirements of Subdivision 60-C of the *Australian Charities and Not for profits Commission Act 2012*, to the best of my knowledge and belief, there have been:

- (a) No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (b) No contraventions of any applicable code of professional conduct in relation to the audit.

Ernst & Young

A handwritten signature in black ink, appearing to read 'Daniel Cunningham', written over a white background.

Daniel Cunningham  
Partner

18 September 2024

## / Income statement

For the year ended 30 June 2024	Notes	Consolidated \$ '000	
		2024	2023
<b>Continuing operations</b>			
Revenues from continuing operations	3	283,060	287,856
<b>Expenditure from continuing operations</b>			
Animal wellbeing		10,330	5,392
Feedlot		6,144	6,924
Capability building		23,469	27,373
Communication		9,779	9,358
Environmental sustainability		30,268	38,077
Integrity systems		27,085	26,948
International markets		42,781	48,861
Objective measurement		6,657	8,329
Producer adoption		21,191	23,804
Product and packaging innovation		3,067	3,407
Productivity (off-farm)		12,227	18,283
Productivity (on-farm)		30,599	34,616
Eating quality		3,252	5,210
Domestic market		23,453	25,731
Value chain information & efficiency		7,690	7,973
AUS-MEAT		550	550
Corporate Services		17,746	17,180
<b>Total expenditure</b>		<b>276,288</b>	<b>308,016</b>
<b>Net surplus/(deficit) from continuing operations</b>		<b>6,772</b>	<b>(20,160)</b>
<b>Total change in members' funds</b>		<b>6,772</b>	<b>(20,160)</b>

The accompanying notes form an integral part of this Income statement.

## / Statement of comprehensive income

For the year ended 30 June 2024	Consolidated \$ '000	
	2024	2023
<b>Net surplus/(deficit) from continuing operations</b>	<b>6,772</b>	<b>(20,160)</b>
<b>Other comprehensive income</b>		
Items that may be subsequently reclassified to the income statement		
<b>Cash flow hedges</b>		
(Loss) taken to equity	(334)	(211)
Transferred to Statement of comprehensive income	211	6
<b>Other comprehensive (loss) for the year</b>	<b>(123)</b>	<b>(205)</b>
<b>Total comprehensive surplus/(deficit) for the year</b>	<b>6,649</b>	<b>(20,365)</b>

The accompanying notes form an integral part of this Statement of comprehensive income.

# / Statement of financial position

As at 30 June 2024	Notes	Consolidated \$ '000	
		2024	2023
<b>Current assets</b>			
Cash and cash equivalents		71,058	77,563
Trade and other receivables	7	39,451	38,928
Prepayments and deposits	8	2,581	2,449
<b>Total current assets</b>		<b>113,090</b>	<b>118,940</b>
<b>Non-current assets</b>			
Property, plant and equipment	12	846	789
Intangible assets	13	8,934	5,776
Right of use assets	14	14,752	14,358
Other financial assets	15	29,692	26,510
<b>Total non-current assets</b>		<b>54,224</b>	<b>47,433</b>
<b>Total assets</b>		<b>167,314</b>	<b>166,373</b>
<b>Current liabilities</b>			
Trade and other payables	16	57,729	54,716
Provisions	17	3,134	2,818
Lease liabilities	14	629	3,059
Other liabilities	18	23,420	33,190
<b>Total current liabilities</b>		<b>84,912</b>	<b>93,783</b>
<b>Non-current liabilities</b>			
Provisions	19	1,657	1,844
Lease liabilities	14	17,938	14,110
Other liabilities	20	2,510	2,988
<b>Total non-current liabilities</b>		<b>22,105</b>	<b>18,942</b>
<b>Total liabilities</b>		<b>107,017</b>	<b>112,725</b>
<b>Net assets</b>		<b>60,297</b>	<b>53,648</b>
<b>Equity - members' funds</b>			
Contributed equity	27	9,031	9,031
Retained surplus		51,600	44,828
Cash flow hedge reserve	21	(334)	(211)
<b>Total equity - members' funds</b>		<b>60,297</b>	<b>53,648</b>

The accompanying notes form an integral part of this Statement of financial position.



## / Statement of changes in equity

For the year ended 30 June 2024	Consolidated \$ '000			
	Contributed equity	Retained earnings	Cash flow hedge reserve	Total
<b>As at 1 July 2022</b>	<b>9,031</b>	<b>64,988</b>	<b>(6)</b>	<b>74,013</b>
Deficit for the year	-	(20,160)	-	(20,160)
Other comprehensive (loss)	-	-	(205)	(205)
<b>Total comprehensive (loss)</b>	<b>-</b>	<b>(20,160)</b>	<b>(205)</b>	<b>(20,365)</b>
<b>As at 30 June 2023</b>	<b>9,031</b>	<b>44,828</b>	<b>(211)</b>	<b>53,648</b>
Surplus for the year	-	6,772	-	6,772
Other comprehensive (loss)	-	-	(123)	(123)
<b>Total comprehensive gain</b>	<b>-</b>	<b>6,772</b>	<b>(123)</b>	<b>6,649</b>
<b>As at 30 June 2024</b>	<b>9,031</b>	<b>51,600</b>	<b>(334)</b>	<b>60,297</b>

The accompanying notes form an integral part of this Statement of changes in equity.

## / Statement of cash flows

For the year ended 30 June 2024	Notes	Consolidated \$ '000	
		2024	2023
<b>Cash flows from operating activities</b>			
Net surplus/(deficit)		6,772	(20,160)
<b>Adjustments for</b>			
Net loss/(gain) on disposal of property, plant and equipment		1	(16)
Depreciation of property, plant and equipment and right-of-use assets		4,272	4,321
Amortisation of software		2,891	2,755
Proceeds from other financial assets		-	(36,000)
Interest received		(2,069)	(341)
<b>Working capital changes</b>			
(Increase)/decrease in trade and other receivables		(522)	20,368
(Increase) in prepayments and deposits		(132)	(720)
(Increase)/decrease in other financial assets		(3,182)	30,426
Increase/(decrease) in trade and other payables		3,013	(6,358)
(Decrease)/increase in other liabilities		(10,371)	14,021
Increase in provisions		128	356
<b>Net cash flows from operating activities</b>		<b>800</b>	<b>8,652</b>
<b>Cash flows from investing activities</b>			
Proceeds from disposal of property, plant and equipment		(1)	16
Purchase of property, plant and equipment and right-of-use assets		(686)	(480)
Purchase of software		(6,049)	(3,136)
Proceeds from other financial assets		-	36,000
Interest received		2,069	341
<b>Net cash flows from investing activities</b>		<b>(4,667)</b>	<b>32,741</b>
<b>Cash flows from financing activities</b>			
Net repayments of lease liability		(2,638)	(3,368)
<b>Net cash flows from financing activities</b>		<b>(2,638)</b>	<b>(3,368)</b>
<b>Net decrease/increase in cash held</b>		<b>(6,505)</b>	<b>38,025</b>
<b>Add opening cash brought forward</b>		<b>77,563</b>	<b>39,538</b>
<b>Closing cash carried forward</b>		<b>71,058</b>	<b>77,563</b>

The accompanying notes form an integral part of this Statement of cash flows.

## / Statement of consolidated entity disclosure

As at 30 June 2024

Entity name	Entity Type	Body corporate country of incorporation	Body corporate % of control	Country of tax residence
Meat & Livestock Australia Limited	Body corporate	Australia		Australia
MLA Donor Company Limited	Body corporate	Australia	100	Australia
Integrity Systems Company Limited	Body corporate	Australia	100	Australia

# / Notes to the financial statements

## 1. Corporate information

The financial report of Meat & Livestock Australia Limited and its subsidiaries ("the Group") for the year ended 30 June 2024 was authorised for issue in accordance with a resolution of the directors on 18 September 2024.

MLA has prepared a consolidated financial report incorporating the Company and the entities that it controlled during the financial year.

MLA is a company limited by guarantee incorporated in Australia.

The nature of the operations and principal activities of the Group are described in the Directors' report.

## 2. Summary of significant accounting policies

### (a) Basis of preparation

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the Not-for-profits Commission Act 2012, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board. The financial report has also been prepared on a historical cost basis except for derivative financial instruments and financial assets which have been measured at fair value.

The financial report is presented in Australian dollars and all values are rounded to the nearest thousands (\$000).

### (b) Statement of compliance

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### New standards and interpretations not yet adopted

A number of new accounting standards (including amendments and interpretations) have been issued but were not effective as at 30 June 2024. The following are the pronouncements that the Group has elected not to early adopt in these financial statements:

- amendments to AASB 16: Lease liability in sale and leaseback – Effective date: 1 January 2024
- amendments to AASB 101: Classification of Liabilities as Current or Non-current – Effective date: 1 January 2024
- amendments to AASB 107 and AASB 7: Disclosures of Supplier Finance Arrangement
- AASB 2022-10 Amendments to AAS – Fair Value Measurement of Non-financial Assets of Not-for-Profit Public Sector Entities – 1 January 2024
- AASB 18 Presentation and Disclosure in Financial Statements – 1 January 2027.

The above standards are not expected to have a significant impact on the Group's financial statements in the year of their initial application.

### (c) Principles of consolidation

The consolidated financial statements comprise the financial statements of MLA and its subsidiaries (the Group) as at 30 June 2024 (as outlined in Note 10). Controls are achieved where the Group has power over the investee, exposure, or rights to variable returns from its involvement with the investee and the ability to use its power to affect its returns. The results of subsidiaries acquired or disposed during the year are included in the consolidated income statement and statement of comprehensive income from the effective date of acquisition or up to the effective date of disposal, as appropriate.

The financial statements of the subsidiaries are prepared for the same reporting period as the Group, using consistent accounting policies. All intercompany balances and transactions have been eliminated in full.

### (d) Cash and short-term deposits

Cash on hand and at banks and short-term deposits are stated at nominal value.

For the purposes of the consolidated Statement of cash flows, cash and cash equivalents includes cash on hand and at banks, and money market investments readily convertible to cash within two working days, net of outstanding bank overdrafts.

### (e) Trade and other receivables

Trade receivables are recognised and carried at original invoice amount less a provision for any uncollectible debts. An estimate for doubtful debts is made when there is objective evidence that the Group will not be able to collect the debt. Bad debts are written-off as incurred.

### (f) Taxes

#### Income tax

The Group is exempt from income tax under section 50-40 of the *Income Tax Assessment Act 1997*.

#### Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST except:

- where GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable
- receivables and payables (except accrued income and expenditure) are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of financial position.

Cash flows are included in the Statement of cash flows on a gross basis and the GST component of cash flows arising from investing activities, which is recoverable from or payable to the taxation authority are classified as operating cash flows.

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



## / Notes to the financial statements *continued*

### (g) Revenue recognition

The Group recognises revenue under AASB 15 or AASB 1058 when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. In other cases, AASB 1058 applies when a NFP entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives and the excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately.

The Group recognises revenues from the major business activities as follows:

- Transaction levies – revenue is recognised in the period to which it relates based on confirmations received from the Levies and Revenue Service who collect and distribute levies to the Group.
- Research and development Commonwealth matching payments – revenue is recognised for the matching funding from the Australian Government to the extent that the entity obtains control of the funding, it is probable that the economic benefits comprising the funding will flow to the entity and the funding can be measured reliably. These conditions are considered to be met when approved eligible research and development expenditure has been incurred. Accrued matching payments represent unclaimed funding for the amount incurred on research and development.
- Research and development contributions (unmatched) – the company receives funding from various external parties (including the Department of Agriculture and the Australian Government) to conduct collaborative research and development programs. Revenue is recognised when the company obtains control of the contribution or the right to receive the contribution based on conditions around expenditure incurred.
- Processor and Live Exporter contributions are recognised as revenue when the company obtains control of the contribution or the right to receive the contribution when it is probable that the economic benefits comprising the funding will flow to the entity and the funding can be measured reliably. These conditions are considered to be met based on conditions around expenditure incurred.
- Interest income are taken up as income on an accrual basis.
- Income generated from financial assets is recognised at fair value through profit or loss.
- Government grants are recognised when the Group obtains control of the grant or the right to receive the grant, which is considered to occur when all attaching conditions have been met. The grant received or receivable will be recognised as income when it is probable that the economic benefits of the grant will flow to the entity and the amount of the grant can be measured reliably.

### (h) Derivative financial instruments and hedging

The Group uses derivative financial instruments such as forward currency contracts and options contracts to hedge against the risks associated with foreign currency fluctuations. These contracts are initially recognised at fair value on the date they are entered into and are subsequently remeasured to fair value. Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives, except for those that qualify as cash flow hedges, are taken directly to net surplus or deficit for the year.

The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles.

For the purposes of hedge accounting, hedges are classified as cash flow hedges when they hedge exposure to variability in cash flows that is attributable either to a particular risk associated with a recognised asset or liability or to a forecast transaction.

A hedge of the foreign currency risk of a firm commitment is accounted for as a cash flow hedge.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- there is 'an economic relationship' between the hedged item and the hedging instrument.
- the effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet the strict criteria for hedge accounting are accounted for as follows:

#### Cash flow hedges

Cash flow hedges are hedges of the Group's exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction and that could affect the surplus or deficit. The effective portion of the gain or loss on the hedging instrument is recognised directly in equity while the ineffective portion is recognised in the Statement of comprehensive income.

Amounts taken to equity are transferred to the Statement of comprehensive income when the hedged transaction affects the surplus or deficit, such as when hedged income or expenses are recognised or when a forecast sale or purchase occurs. When the hedged item is the cost of a non-financial asset or liability, the amounts taken to equity are transferred to the initial carrying amount of the non-financial asset or liability.

If the forecast transaction is no longer expected to occur, amounts previously recognised in equity are transferred to the Statement of comprehensive income. If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover, or if its designation as a hedge is revoked, amounts previously recognised in equity remain in equity until the forecast transaction occurs. If the related transaction is not expected to occur, the amount is taken to the Statement of comprehensive income.

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

#### (i) Foreign currency translation

Both the functional and presentation currency of the Company and its subsidiaries is Australian dollars (\$). For each entity, the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are initially recorded in the functional currency by applying the budget exchange rate and subsequently revaluing it to the average exchange rate of the month. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date.

All exchange differences in the consolidated financial report are taken to the Income statement. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item.

#### (j) Impairment of assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

#### (k) Intangible assets

Intangible assets acquired are initially measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite

useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, which is a change in accounting estimate. The amortisation expense on intangible assets with finite lives is recognised in the Income statement in the expense category consistent with the function of the intangible asset.

Intangibles are amortised as follows:

- Computer software - 1-5 years

#### (l) Leases

Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position. Right-of-use assets are depreciated over the term of the lease (included in operating costs) and interest expenses recognized in lease liabilities (included in finance costs). For classification within the statement of cash flows, the interests and principal portion of the lease payments are disclosed in financing activities. For lessor accounting, the standard does not substantially change how a lessor accounts for leases.

#### Right-of-use assets and lease liabilities

The Group applied a single recognition and measurement approach for all leases except for short-term leases and leases of low-value assets.

The right-of-use assets for most leases were recognised based on the amount equal to the lease liabilities, adjusted for any related prepaid and accrued lease payments previously recognised. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

#### Depreciation

Depreciation is provided on a straight-line basis on all right of use assets.

	Term of lease
Leasehold properties	1-10 years
Motor vehicles	1-5 years

#### Leasehold improvements

The cost of improvements to or on leasehold property is capitalised, disclosed as leasehold improvements, and amortised over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is the shorter, if there is no certainty the Group will obtain ownership by the end of the lease.

#### (m) Property, plant and equipment

##### Cost

All classes of property, plant and equipment are measured at cost, net of accumulated depreciation and accumulated impairment losses if any.

## / Notes to the financial statements *continued*

### Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment.

	Life
Leasehold improvements	Remaining term of lease
Plant and equipment	2–5 years
Furniture and fittings	3–5 years

The assets' residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate at each financial year end.

### Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the income statement in the year the asset is derecognised. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

### (n) Trade and other payables

Liabilities for trade and other payables are carried at amortised cost, which is the fair value of consideration to be paid in the future for goods and services received prior to the end of the financial year and which are unpaid. These amounts are unsecured and will be paid when due.

### (o) Financial assets

Financial assets are classified, at initial recognition, as subsequently measured at fair value through profit or loss.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss, and includes derivative instruments and listed equity investments. Fair values of these equity shares are determined by reference to published price quotations in an active market.

The classification of the financial asset is dependent on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. The Group holds financial assets with the objective to collect contractual cash flows and not in the business model of both collecting contractual cash flows and selling. The Group therefore measures financial assets at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. The financial assets are subsequently measured at fair value through profit and loss.

### Financial Assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss. This category includes derivative instruments and listed equity investments.

Dividends on listed equity investments are recognised as income in the statement of profit or loss when the right of payment has been established. A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

### (p) Financial liabilities

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

### (q) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

### (r) Unearned income

Unearned income consists of funds which have been received or invoiced but income recognition has been deferred to future years because the project milestones have not been met or the expenditure to which they relate has not been incurred.

### (s) Employee benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries, annual leave, long service leave and other 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 as 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 corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.



**(t) Fit-out contribution and rent-free period**

The Company negotiated the lease of new premises in North Sydney in November 2023 which included incentives that involved a combination of a fit-out contribution and rent-free period. These incentives are treated as per AASB 16 lease standard.

**(u) Investment in associate**

The Group's investment in its associate is accounted for using the equity method of accounting in the consolidated financial statements. The associate is an entity over which the Group has significant influence and that are neither subsidiaries nor joint ventures.

Under the equity method, investment in the associate is carried in the consolidated statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associates. After application of the equity method, the Group determines whether it is necessary to recognise any impairment loss with respect to the Group's net investment in associates.

Pursuant to the constitution of the associate (AUS-MEAT), the Group has no entitlement to a share of the associate's net results. The Group is also not entitled to the net assets of the associate except in the event of a winding up of the associate.

The reporting dates of the associate and the Group are identical and the associate's accounting policies conform to those used by the Group for like transactions and events in similar circumstances.

Interests in associated entities are included in non-current assets at the recoverable amount. Detailed equity accounting information concerning the Group's material interests in its associate is provided in Note 9.

**(v) Leasehold make good provision**

The Company has entered into a number of office premises lease agreements which include make good clauses. A make good clause requires the Company to restore the premises to its original condition at the conclusion of the lease. The provision has been calculated as the present value of the expected cost, which has been based on management's best estimate.

**(w) Current versus non-current classification**

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle
- held primarily for the purpose of trading
- expected to be realised within twelve months after the reporting period.

A liability is current when:

- it is expected to be settled in the normal operating cycle
- it is held primarily for the purpose of trading
- it is due to be settled within twelve months after the reporting period.

Or:

- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

**3. Revenue from continuing operations**

	Notes	Consolidated \$ '000	
		2024	2023
<b>Revenues from contracts with customers</b>			
Transaction levies	4	108,824	97,686
R&D Commonwealth matching payments		85,412	94,340
R&D contributions (unmatched)		6,173	7,891
Other income	5	78,970	83,945
<b>Total revenues from operating activities</b>		<b>279,379</b>	<b>283,862</b>
<b>Revenues from non-operating activities</b>			
Bank interest		2,122	491
Unrealised gain/(loss) from financial asset at fair value through profit or loss		1,559	3,503
<b>Total revenues from non-operating activities</b>		<b>3,681</b>	<b>3,994</b>
<b>Total revenues from continuing operations</b>		<b>283,060</b>	<b>287,856</b>

## / Notes to the financial statements *continued*

### 4. Transaction levies

	Notes	Consolidated \$ '000	
		2024	2023
<b>Transaction levies</b>			
Grainfed cattle		13,527	12,701
Grassfed cattle		53,730	47,262
Lambs		38,264	35,041
Sheep		2,417	2,064
Goats		886	618
<b>Total transaction levies</b>		<b>108,824</b>	<b>97,686</b>

### 5. Other income

	Notes	Consolidated \$ '000	
		2024	2023
Processor contributions		20,214	23,269
Live exporter contributions		948	1,001
Co-operative funding		2,611	1,724
R&D partnership income		39,708	44,135
Sale of products or services		8,576	7,170
Other		6,913	6,646
<b>Total other income</b>		<b>78,970</b>	<b>83,945</b>

### 6. Expenses and losses

	Notes	Consolidated \$ '000	
		2024	2023
<b>Depreciation and amortisation of non-current assets included in the Income statement</b>			
Leasehold improvements		151	614
Plant and equipment		389	331
Furniture and fittings		76	58
Right of use assets		3,658	3,318
Intangible assets		2,891	2,755
<b>Total depreciation and amortisation of non-current assets</b>		<b>7,163</b>	<b>7,076</b>
<b>Loss/(gain) on sale of assets</b>		<b>1</b>	<b>(16)</b>
<b>Operating lease rentals included in the Income statement</b>	<b>14</b>	<b>1,210</b>	<b>1,122</b>
<b>Employee benefit expense</b>			
Wages and salaries		41,923	38,439
Workers compensation costs		310	179
Annual leave provision		2,824	2,730
Long service leave provision		852	797
Superannuation expense		3,982	3,547
<b>Total employee benefit expense</b>		<b>49,891</b>	<b>45,692</b>

## 7. Trade and other receivables (current)

	Consolidated \$ '000	
	2024	2023
<b>Trade receivables, net</b>	<b>5,271</b>	<b>6,364</b>
<b>Accrued revenue</b>		
Levies	9,852	7,900
R&D Commonwealth matching payments	16,577	17,466
Other	6,160	5,526
<b>Total accrued revenue</b>	<b>32,589</b>	<b>30,892</b>
Other receivables	1,591	1,672
<b>Total current receivables, net</b>	<b>39,451</b>	<b>38,928</b>

There has been a \$2,000 impairment of trade receivables (2023: \$4,000).

The ageing analysis of trade receivables (net of impairment) is as follows:

Trade receivables (net of impairment)	Total	Current	Past due but not impaired \$ '000				
			1-30 days	31-60 days	61-90 days	91-120 days	>120 days
30 June 2024	5,271	5,040	211	16	2	1	1
30 June 2023	6,364	6,260	100	2	1	1	-

### a. Allowance for impairment of receivables

A provision for impairment loss is recognised when there is objective evidence that a trade receivable is individually impaired (refer Note 2(e)). Financial difficulties of the debtor or defaulting in payments are considered objective evidence of impairment.

Receivables past due but not impaired are: \$231,000 (2023: \$104,000). Each business unit has been in contact with the relevant debtor and is satisfied that payment will be received in full. Other balances within trade and other receivables do not contain impaired assets and are not past due. It is expected these balances will be received when due.

### b. Interest rate risk

Trade debtors, R&D matching grants, levies and other accrued revenue are non-interest bearing and generally on 14 to 30 day terms.

### c. Security

The Group does not hold any collateral or security on trade receivables.

### d. Credit risk

The carrying value at the reporting date approximate the fair value for each class of receivable. Details regarding credit risk exposure are disclosed in Note 28 (iii).

## 8. Prepayments and deposits

	Consolidated \$ '000	
	2024	2023
Prepayments	1,962	1,866
Deposits	619	583
<b>Total prepayments and deposits</b>	<b>2,581</b>	<b>2,449</b>



## 9. Investment in associate

	Consolidated \$ '000	
	2024	2023
<b>Unlisted</b>		
AUS-MEAT Limited	-	-

AUS-MEAT Limited became an associated entity in 1998/99 and is jointly owned (50% each) by MLA and Australian Meat Processor Corporation Limited.

AUS-MEAT Limited is an independent company limited by guarantee with operations split into two principal areas, the Standards division and the Services division. It is incorporated in Australia.

MLA has a continuing commitment to support AUS-MEAT Limited. The contribution for the financial year ended 30 June 2024 was \$550,000 (2023: \$550,000).

Summary results of the associate entity	AUS-MEAT Limited \$ '000	
	2024	2023
Revenue	26,246	24,191
Accumulated surplus at beginning of the year	2,984	3,490
Net surplus/(deficit) for the year	601	(507)
Accumulated surplus at end of the year	3,585	2,984
<b>Financial summary of associated entity</b>		
Total current assets	10,248	8,860
Total non-current assets	3,678	3,818
Total current liabilities	5,048	4,199
Total non-current liabilities	443	645
<b>Net assets</b>	<b>8,435</b>	<b>7,834</b>

The investment in AUS-MEAT Limited has been taken up at nil value (2023: \$nil). There is no entitlement to a share of the net results or net assets except in the event of a winding up of the entity.

## 10. Investments in subsidiaries

The consolidated financial statements include the financial statements of MLA and the subsidiaries listed in the following table.

Name	% Equity Interest		Investment \$ '000	
	2024	2023	2024	2023
a) MLA Donor Company Limited	100	100	-	-
b) Integrity Systems Company Limited	100	100	-	-
			-	-

a) MLA Donor Company Limited was incorporated in Australia on 6 August 1998 and is limited by guarantee. If the company is wound up, its Constitution states that MLA is required to contribute a maximum of \$5 towards meeting any outstanding obligations of the company.

b) Integrity Systems Company Limited was incorporated in Australia on 24 December 2008 and is limited by guarantee. If the company is wound up, its Constitution states that MLA is required to contribute a maximum of \$5 towards meeting any outstanding obligations of the company.

## 11. Parent entity information

Information relating to Meat & Livestock Australia Ltd	\$ '000	
	2024	2023
Current assets	112,757	117,737
Total assets	161,145	160,865
Current liabilities	61,527	62,449
Total liabilities	80,968	78,259
Contributed equity	9,031	9,031
Reserves	(334)	(211)
Retained surplus	54,363	47,494
Total equity – Members' funds	63,060	56,314
<b>Surplus/deficits for the year</b>	<b>6,861</b>	<b>(17,369)</b>
<b>Other comprehensive (loss) for the year</b>	<b>(334)</b>	<b>(211)</b>

As at balance date, the parent entity has not entered into any material contractual commitments for the acquisition of property, plant or equipment other than as noted in the financial statements.

## 12. Property, plant and equipment

	Consolidated \$ '000	
	2024	2023
<b>Plant and equipment</b>		
At cost	3,718	3,070
Accumulated depreciation	(3,063)	(2,689)
<b>Total plant and equipment</b>	<b>655</b>	<b>381</b>
<b>Furniture and fittings</b>		
At cost	398	398
Accumulated depreciation	(285)	(211)
<b>Total furniture and fittings</b>	<b>113</b>	<b>187</b>
<b>Leasehold improvements</b>		
At cost	6,284	6,285
Accumulated depreciation	(6,208)	(6,064)
<b>Total leasehold improvements</b>	<b>76</b>	<b>221</b>
<b>Total property, plant and equipment</b>		
At cost	10,401	9,753
Accumulated depreciation	(9,556)	(8,964)
<b>Total written down value</b>	<b>846</b>	<b>789</b>

## / Notes to the financial statements *continued*

### 12. Property, plant and equipment *continued*

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year.

	Consolidated \$ '000	
	2024	2023
<b>Plant and equipment</b>		
Carrying amount at beginning	381	615
Additions	664	119
Disposals	(1)	(22)
Depreciation expense	(389)	(331)
	<b>655</b>	<b>381</b>
<b>Furniture and fittings</b>		
Carrying amount at beginning	187	127
Additions	-	119
Disposals	-	(1)
Depreciation expense	(74)	(58)
	<b>113</b>	<b>187</b>
<b>Leasehold improvements</b>		
Carrying amount at beginning	221	831
Additions	6	8
Disposals	-	(5)
Depreciation expense	(143)	(613)
Foreign exchange translation	(8)	-
	<b>76</b>	<b>221</b>

### 13. Intangible assets

	Consolidated \$ '000	
	2024	2023
<b>Software</b>		
At cost	18,888	12,838
Accumulated amortisation	(9,953)	(7,062)
<b>Total software</b>	<b>8,934</b>	<b>5,776</b>
<b>Reconciliation</b>		
Carrying amount at beginning	5,776	5,395
Additions	6,049	3,136
Disposals	-	-
Amortisation expense	(2,891)	(2,755)
	<b>8,934</b>	<b>5,776</b>



## 14. Right of use assets

The Group leases motor vehicles, office and residential premises. Information about leases for which the Group is a lessee is presented below:

	Consolidated \$ '000	
	2024	2023
<b>Property – right of use</b>		
At cost	28,656	24,860
Accumulated depreciation	(14,216)	(10,813)
<b>Total written down value</b>	<b>14,440</b>	<b>14,047</b>
<b>Reconciliations</b>		
<b>At cost</b>		
Carrying amount at beginning	24,860	20,718
Additions	3,919	4,824
Disposals	(315)	(734)
Foreign exchange translation difference	192	52
	<b>28,656</b>	<b>24,860</b>
<b>Accumulated depreciation</b>		
Carrying amount at beginning	10,813	6,678
Additions	3,311	3,177
Disposals	(280)	(662)
Revaluation	146	1,596
Foreign exchange translation difference	226	24
	14,216	10,813
<b>Total written down value</b>	<b>14,440</b>	<b>14,047</b>
<b>Motor vehicle – right of use</b>		
At cost	574	528
Accumulated depreciation	(262)	(217)
<b>Total written down value</b>	<b>312</b>	<b>311</b>
<b>Reconciliations</b>		
<b>At cost</b>		
Carrying amount at beginning	528	433
Additions	191	289
Disposals	(142)	(202)
Foreign exchange translation difference	(3)	8
	<b>574</b>	<b>528</b>
<b>Accumulated depreciation</b>		
Carrying amount at beginning	217	294
Additions	150	116
Disposals	(104)	(195)
Foreign exchange translation difference	(1)	2
	262	217
<b>Total written down value</b>	<b>312</b>	<b>311</b>
<b>Total right of use asset, net</b>	<b>14,752</b>	<b>14,358</b>

## / Notes to the financial statements *continued*

### 14. Right of use assets *continued*

	Consolidated \$ '000	
	2024	2023
<b>Lease Liabilities</b>		
Less than one year	629	3,059
More than one year	17,938	14,110
<b>Amounts recognised in Profit and Loss</b>		
Lease interest on lease liabilities	853	645
Rent expenses relating to short term and low value leases	1,210	1,122

The Group leases motor vehicles and properties under agreements between 1 to 10 years in Australia and Overseas. There are options to extend under the property lease agreements.

### 15. Other financial assets

	Consolidated \$ '000	
	2024	2023
Financial assets at fair value through profit or loss	27,972	24,889
Other	1,720	1,621
	<b>29,692</b>	<b>26,510</b>

Financial assets at fair value through profit or loss include investments in a portfolio of listed equity shares and fixed income financial assets. Fair values of these assets are determined by reference to published price quotations in an active market.

Other financial assets consist of restricted cash which relates to cash held as rental bonds in a bank account which is pledged as collateral to landlords for risks retained by the group.

### 16. Trade and other payables (current)

	Consolidated \$ '000	
	2024	2023
Trade payables (a)	25,267	21,017
Accrued R&D and other creditors (a)	28,860	30,232
Derivative financial instruments (b)	334	211
<b>Employee entitlements</b>		
Annual leave	2,647	2,639
Other	621	617
	<b>57,729</b>	<b>54,716</b>

a) Trade payables, accrued R&D and other creditors are non-interest bearing and are normally settled on 30-day terms. In the case of accrued R&D, any payments are further subject to milestones being satisfactorily completed.

b) Pursuant to Note 2(h), the Group remeasured to fair value its outstanding forward currency and option contracts as at year end.

## 17. Provisions (current)

	Consolidated \$ '000	
	2024	2023
Long service leave	3,062	2,818
Leasehold make good	72	-
	<b>3,134</b>	<b>2,818</b>

Movements in provisions	\$ '000		
	Long service leave	Leasehold make good	Total
Carrying amount at the beginning of the financial year	2,818	-	2,818
Additional provisions	479	-	479
Utilised	(362)	-	(362)
Amounts transferred from non-current during the year	127	72	199
<b>Carrying amount at the end of the financial year</b>	<b>3,062</b>	<b>72</b>	<b>3,134</b>

## 18. Other liabilities (current)

	Consolidated \$ '000	
	2024	2023
Unearned income	22,613	31,295
Other	807	1,895
<b>Total current other liabilities</b>	<b>23,420</b>	<b>33,190</b>

## 19. Provisions (non-current)

	Consolidated \$ '000	
	2024	2023
Long service leave	1,023	1,130
Leasehold make good	634	714
<b>Total non-current provisions</b>	<b>1,657</b>	<b>1,844</b>

Movements in provisions	\$ '000		
	Long service leave	Leasehold make good	Total
Carrying amount at the beginning of the financial year	1,130	714	1,844
Additional provisions	193	-	193
Utilised	(45)	-	(45)
Amounts transferred to current during the year	(127)	(72)	(199)
Write back in provisions	(128)	(9)	(137)
<b>Carrying amount at the end of the financial year</b>	<b>1,023</b>	<b>634</b>	<b>1,657</b>



## / Notes to the financial statements *continued*

### 20. Other liabilities (non-current)

	Consolidated \$ '000	
	2024	2023
Unearned income	2,510	2,988
<b>Total non-current other liabilities</b>	<b>2,510</b>	<b>2,988</b>

### 21. Cash flow hedge reserve

	Consolidated \$ '000	
	2024	2023
At the beginning of the financial year	(211)	(6)
Net deficit on cash flow hedges	(334)	(211)
Transfer of cash flow hedge reserve to Statement of comprehensive income	211	6
<b>Total cash flow hedge reserve (a)</b>	<b>(334)</b>	<b>(211)</b>

a) The full amount of hedged cash flows as at 30 June 2024 are expected to affect the Statement of comprehensive income within one year.

As at 30 June 2024, the Company did not have any portion of cash flow hedges deemed ineffective.

### 22. Employee entitlements

	Consolidated \$ '000	
	2024	2023
<b>The aggregate employee benefit liability is comprised of</b>		
Provisions – current (refer note 17)	3,062	2,818
Provisions – non-current (refer note 19)	1,023	1,130
Payables – current (refer note 16)	3,268	3,256
	<b>7,353</b>	<b>7,204</b>

### 23. Remuneration of auditors

	Consolidated \$	
	2024	2023
<b>Amounts received or due and receivable by Ernst &amp; Young for</b>		
Auditing or reviewing of the financial report of the entity and any other entity in the consolidated entity	261,144	250,328
Other services in relation to the entity and any other entity in the consolidated entity		
Other non-audit services	128,556	20,000
	<b>389,700</b>	<b>270,328</b>

## 24. Director and executive disclosures

### a. Details of key management personnel (KMP)

(i) Directors		(ii) Executives	
Alan Beckett	Chair	Kevin Argyle	General Manager – Research and Development (until January 2024)
Tess Herbert		Andrew Cox	General Manager - International Markets
Lucinda Hogan	Director (since November 2023)	Andrew Ferguson	Chief Operating Officer
Jack Holden		Nathan Low	General Manager – Marketing and Insights
Russell Lethbridge		Joanne Quigley	Chief Executive Officer – ISC (since October 2023)
John Lloyd		Jane Weatherley	Chief Executive Officer – ISC (until August 2023)
Andrew Michael	Retired November 2023	Jane Weatherley	General Manager – Communications (since August 2023 until July 2024)
Manny Noakes			
Jacqueline Wilson-Smith			
Michael Crowley	Managing Director (since May 2024)		
Jason Strong	Managing Director (resigned December 2023)		

(iii) Compensation of key management personnel by categories	Notes	Consolidated \$	
		2024	2023
<b>Directors (a)</b>			
Short-term benefits		1,472,598	1,370,550
Post-employment benefits		88,796	88,845
Other long-term benefits		(24,506)	11,987
	<b>(a)</b>	<b>1,536,889</b>	<b>1,417,383</b>
<b>Executives (b)</b>			
Short-term benefits		2,337,971	2,075,149
Post-employment benefits		157,543	141,990
Other long-term benefits		41,107	(59,559)
	<b>(b)</b>	<b>2,536,621</b>	<b>2,462,826</b>

- a) Compensation includes all benefits paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered to the entity. Compensation includes wages, salaries, superannuation and other employees' provisions.
- b) Executive compensation refers to all compensation earned by the General Managers of the Company with the exception of the Managing Director whose compensation has been included under Directors' compensation.

### b. Related party transactions

Directors of the Group and directors of its related parties, or their director-related entities, conduct transactions with entities within the Group that occur within a normal employee, customer or supplier relationship on terms and conditions no more favourable than those which it is reasonable to expect the entity would have adopted if dealing with the director or director-related entity at arm's length in similar circumstances. These transactions include the following and have been quantified below where the transactions are considered likely to be of interest to users of these financial statements:

- Mrs Tess Herbert:
  - is a member of Cattle Australia which invoiced the company 2023–24 \$1,620,318 (2022–23 \$970,750) for Annual Service Level Agreement between MLA and Cattle Australia. The company has also invoiced Cattle Australia 2023–24 \$60,588 (2022–23 \$0) for *Developing a definition for deforestation in Australia* project.
  - is a member of Australian Lot Feeders' Association (ALFA) which invoiced the company 2023–24 \$1,651,021 (2022–23 \$1,086,113) for Annual Service Agreement between MLA and ALFA.
- Mrs Lucinda Hogan:
  - is an Employee of University of New England which invoiced the company 2023–24 \$17,138,797 (2022–23 \$12,139,414) for various

## / Notes to the financial statements *continued*

MDC programs including 'Building and delivering effective genomic selection for northern Australian cattle', 'Delivering resource populations for multi-breed genomic evaluation in beef cattle', 'Building faster and improve genetic evaluation tools and system' and 'EAP – Genetic improvement pipeline to reduce methane and improve productivity in the Australian beef industry' projects. The company has invoiced 2023–24 \$4,202,044 (2022–23 \$3,967,910) for the same MDC programs.

- is a member of Agrifutures Emerging Industries Consultative Committee which invoiced the company 2023–24 \$97,899 (2022–23 \$103,400) for 'Horizon Scholarships' and 'Rural Safety and Health Alliance Joint Agreement'. The company has invoiced 2023–24 \$8,937 (2022–23 \$14,775) for the 'Secretariat for the Animal Industry Antimicrobial Stewardship Research, Development, and Extension Strategy' project.
- is a contractor (project leader for an MLA project) of GLENRAC Inc which invoiced the company 2023–24 \$23,412 (2022–23 \$23,412) for 'Restoring pasture productivity in the Northern Tablelands' project.
- Mr Jack Holden:
  - is a member at Committee of Management of Sustainable Agriculture Initiative which invoiced the company 2023–24 \$17,600 (2022–23 \$8,800) for SAI platform membership fees.
- Mr Russell Lethbridge:
  - is a member of Agforce Queensland which invoiced the company 2023–24 \$5,891 (2022–23 \$23,913) mainly for the 'Pasture Dieback' project and Sponsorship of AgForce Northern Forum.
- Mr John Lloyd:
  - is a member of Charles Sturt University which invoiced the company 2023–24 \$4,409,193 (2022–23 \$3,907,808) for various projects including 'Evaluating a hyperspectral image analysis prototype for offal health and tissue integrity quality assurance', 'Australian Agricultural Data Exchange Phase 4' and 'Determining optimal space allocation and bedding rate of feedlot cattle under covered housing systems'. The company has invoiced 2023–24 \$729,278 (2022–23: \$1,062,806) for various MDC projects including 'Dung beetle ecosystem engineers', 'Australian Agricultural Data Exchange Phase 4' and 'Evaluating a hyperspectral image analysis prototype for offal health and tissue integrity'.
  - is a director for Elders which invoiced the company 2023–24 \$38,955 (2022–23 \$0) mainly for 'PDS: Sheep Containment in Focus' project. The company has invoiced Elders 2023–24 \$22,410 (2022–23 \$2,448) for 'National Livestock Reporting Service (NLRs)' and 'PDS: Sheep Containment in Focus' projects.
  - is a selection committee member for Agrifutures Australia Selection Committee which invoiced the company 2023–24 \$97,899 (2022–23 \$103,400) for 'Horizon Scholarships' and 'Rural Safety and Health Alliance Joint Agreement' projects. The company has invoiced 2023–24 \$8,937 (2022–23 \$14,775) for 'Secretariat for the Animal Industry Antimicrobial Stewardship Research, Development, and Extension Strategy' project.
- Mrs Jacqueline Wilson-Smith:
  - is the chair of Agrifutures Ginger Advisory Panel which invoiced the company 2023–24 \$97,899 (2022–23 \$103,400) for 'Horizon Scholarships' and 'Rural Safety and Health Alliance Joint Agreement'. The company has invoiced 2023–24 \$8,937 (2022–23 \$14,775) for 'Secretariat for the Animal Industry Antimicrobial Stewardship Research, Development, and Extension Strategy' project.

## 25. Expenditure commitments

	Consolidated \$ '000	
	2024	2023
<b>Expenditure (primarily research and development) contracted for is payable as follows</b>		
Not later than one year	135,660	137,534
Later than one year but not later than five years	63,426	66,229
Later than five years	3,046	4,761
<b>Aggregate R&amp;D expenditure contracted for at balance date</b>	<b>202,132</b>	<b>208,524</b>
<b>Operation expenditure contracted for is payable as follows:</b>		
Not later than one year	2,621	2,625
Later than one year but not later than five years	842	795
Later than five years	-	-
<b>Aggregate operation expenditure contracted for at balance date (a)</b>	<b>3,463</b>	<b>3,420</b>

a) The operation commitments include maintenance contracts and existing leases for properties.

## 26. Members' funds

The Company is incorporated in Australia and is a company limited by guarantee. If the Company is wound up, its Constitution states that each member is required to contribute a maximum of \$5 each towards meeting any outstanding obligations of the Company. At 30 June 2024, the number of members was 50,521 (2023: 50,137).

## 27. Contributed equity

	Consolidated \$ '000	
	2024	2023
Capital contribution	9,031	9,031

This amount represents contributions from the Commonwealth Government as initial working capital and property, plant and equipment at written down value transferred from the Australian Meat and Live-stock Corporation and the Meat Research Corporation at nil consideration.

## 28. Financial risk management objectives and policies

MLA's principal financial instruments include derivatives, cash and cash equivalents. The Group has various other financial assets and liabilities such as trade receivables and trade payables which arise directly from its operations.

MLA enters into derivative transactions, including forward currency contracts and currency option contracts. The currency option contracts are limited to vanilla options and collar options. The purpose is to manage the currency risks arising from the Group's overseas operations. The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk.

The Board reviews and agrees policies for managing each of these risks and they are summarised below.

Oversight responsibility for identification and control of financial risks rests with the Audit and Risk Committee under the authority of the Board.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial instrument are disclosed in note 2 to the financial statements.

### Risk exposures and responses

#### (i) Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's cash and short-term deposit holding with a floating interest rate. Cash at bank earns interest at floating rates based on daily bank deposit rates. On call deposits are made for varying periods of between one day and twelve months, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates.

Cash deposits and short-term cash assets are held at floating interest rates. Some of these assets are held in foreign currency accounts.

#### Sensitivity analysis:

At 30 June 2024, if interest rates moved, as illustrated in the table below, with all other variables held constant, the effect on the Group's net surplus would have been as follows:

Judgements of reasonable possible movements	Consolidated \$ '000	
	2024	2023
+0.50% (2023: +0.50%)	311	363
-0.50% (2023: -0.50%)	(311)	(363)

There is no direct impact on other comprehensive income.



## / Notes to the financial statements *continued*

### (ii) Foreign currency risk

The Group has a policy of hedging the offshore component of its annual expenditure. In doing so, it works within Board-approved risk management bands which establish the upper and lower limits of hedge cover for each period out on a rolling twelve month basis. The objective is to ensure that the annual budget allocation for offshore expenditure for the next financial year is fully hedged by 30 June.

The Group is primarily exposed to the risk of adverse movements in the Australian dollar relative to certain foreign currencies and uses derivative financial instruments to manage these specifically identified foreign currency exposures.

Forward exchange contracts and options are purchased to hedge a majority of the Australian dollar value of United States dollar, Japanese yen, Chinese yuan and Korean won payments arising from the activities of overseas branches.

These contracts hedge highly probable forecasted future cash outflows and they are timed to mature when the payments are scheduled to be made.

Foreign exchange contracts commit the Group to purchase specific amounts of foreign currency at an agreed rate of exchange maturing at specific times up to 12 months from balance date.

Option contracts give the Group the right to purchase specific amounts of foreign currency at an agreed rate of exchange maturing at specific times up to 12 months from balance date.

At 30 June 2024, the Group held forward exchange contracts designated as hedges of forecasted future cash outflows to its overseas offices. The cash flows are expected to occur within 12 months from 30 June 2024.

#### Sensitivity analysis:

There is minimal sensitivity to foreign currency risk exposures on the Group's net surplus/deficit for the year and on equity as overseas spending is subject to a fixed budget which is determined in Australian dollars. As there is no material impact on the net surplus/deficit or equity in local currency, a sensitivity analysis has not been prepared.

### (iii) Credit risk

Credit risk arises from the financial assets of the Group, which comprise cash and cash equivalents, trade and other receivables and derivative instruments. The Group's exposure to credit risk arises from the potential default of the counter party, with a maximum exposure equal to the carrying amount of these instruments. Exposure at balance date is addressed in each applicable note.

The Group's objectives in relation to credit risk are to ensure minimum impairment of its financial assets and minimise the possibility of loss.

The Group's financial assets are largely due from government related bodies, recognised creditworthy third parties and highly credit-rated financial institutions that have minimal risk of default. No collateral is held as security.

All receivable balances are monitored on an ongoing basis with the result that the Group's experience of bad debts has not been significant.

There are no significant concentrations of credit risk and financial instruments are spread amongst a number of financial institutions to minimise the risk of default of counterparties.

The Group's maximum exposure to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of these assets.

### (iv) Liquidity risk

Liquidity risk arises from the financial liabilities of the Group and the Group's subsequent ability to meet its obligations to repay its financial liabilities as and when they fall due.

Pursuant to its reserving policy, the Group maintains minimum levels of reserves by specie. The Group's objective is to invest the surplus funds represented by these reserves in financial instruments with maturities that match its forecast payment obligations. The surplus funds are invested primarily in term deposits with differing maturity terms that can be easily liquidated in the event of an unforeseen interruption of cash flow.

The Group manages its liquidity risk by monitoring the cash inflows and outflows expected on a weekly basis.

#### Non-derivative financial liabilities

The table below summarises the maturity profile of the Group's financial liabilities as at the reporting date based on contractual undiscounted repayment obligations. The Group ensures that sufficient liquid assets are available to meet all the short-term cash payments.

Financial liabilities	Consolidated \$ '000	
	Less than 6 months	6 to 12 months
Trade and other payables	54,127	-

**(v) Fair value**

The carrying values of all financial assets and liabilities approximate their fair value at the balance date. The net fair value of a financial asset is the amount at which the asset could be exchanged in a current transaction between knowledgeable and willing parties after allowing for transaction costs.

The Group uses various methods in estimating the fair value of a financial instrument. The methods comprise:

- Level 1 – the fair value is calculated using quoted prices in active markets.
- Level 2 – the fair value is estimated using inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 – the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

The fair value of the financial instruments as well as the methods used to estimate the fair value are summarised in the table below.

Financial assets	Consolidated \$ '000 – year ended 30 June 2024		
	Level 1	Level 2	Total
Financial assets at fair value through profit or loss	27,972	-	27,972
Derivative instruments - forward currency contracts	-	(386)	(386)
	<b>27,972</b>	<b>(386)</b>	<b>27,586</b>

Financial instruments that use valuation techniques with only observable market inputs include forward currency contracts. The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles.

MLA presents derivative assets and derivative liabilities on a gross basis. Certain derivative assets and liabilities are subject to enforceable master netting arrangements with individual counterparties if they were subject to default. As at 30 June 2024, if these netting arrangements were to be applied to the derivative portfolio, derivative assets are reduced by \$386,393 (30 June 2023: \$290,236) and derivative liabilities are reduced by \$386,393 (30 June 2023: \$290,236).

## 29. Financing arrangements

MLA has access to two funding facilities which are available under special circumstances in response to industry crisis from the Red Meat Advisory Council Limited (RMAC):

- A \$500,000 (2023: \$500,000) emergency fund can be accessed by MLA for scoping purposes following consultation with the affected species sector/sectors.
- A \$5 million (2023: \$5 million) contingency fund for the management of industry crisis may be accessible. Use of this facility requires a two-thirds majority decision of RMAC directors with terms and conditions as agreed by RMAC and the Commonwealth Government.

No amount has been withdrawn from these funding facilities.

## / Directors' declaration

In accordance with a resolution of the directors of Meat & Livestock Australia Limited, we state that:

In the opinion of the directors:

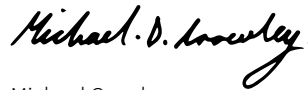
- (a) the financial statements and notes of Meat & Livestock Australia Limited for the financial year ended 30 June 2024 in accordance with the *Not-for-profits Commission Act 2012*, including:
  - (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2024 and of its performance for the year ended on that date; and
  - (ii) complying with Australian Accounting Standards (including Australian Accounting Interpretations) and *Australian Charities and Not-for-profits Commission Regulation 2013*; and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable
- (c) the consolidated entity disclosure statement required by section 295(3A) of the *Corporations Act* is true and correct.

This declaration has been made after receiving the declarations required to be made to the directors by the managing director and chief operating officer in accordance with section 286 of the *Corporations Act 2001* and section 55-5 of the *Australian Charities and Not-for-profits Commission Act 2012* for the financial year ended 30 June 2024.

On behalf of the Board



Alan Beckett  
Chair



Michael Crowley  
Managing Director

18 September 2024

# / Independent auditor's report



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## Independent Auditor's Report to the Members of Meat & Livestock Australia Limited

### Opinion

We have audited the financial report of Meat and Livestock Australia Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2024, the consolidated income statement, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2024 and of its consolidated financial performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Regulations 2022*.

### 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 Group in accordance with the ethical requirements of the Accounting Professional and 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Information other than the financial report and auditor's report thereon

Information other than the financial report and auditor's report thereon The directors are responsible for the other information. The other information is the directors' report accompanying the financial report.

Our opinion on the financial report does not cover the other information and accordingly 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 this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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



## / Independent auditor's report *continued*



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### **Auditor's responsibilities 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.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern. Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report.

We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young

Daniel Cunningham  
Partner

18 September 2024



# / Supporting information

/ MLA's Retail and Corporate Butcher, Doug Piper.

# / Key performance indicators – status

as at 30 June 2024

## Key performance indicator

Status Commentary

■ Achieved ■ Partly achieved ■ Not achieved

### Animal wellbeing

#### Animal wellbeing

In-vivo testing of an mRNA lumpy skin disease vaccine construct completed.	■	The lumpy skin disease vaccine has been in-vivo tested to show neutralising capacity.
A scour worm vaccine construct produced and in-vivo testing underway.	■	Candidate vaccines are currently in the identification phase but in-vivo testing is some way off.
A 5% increase in polledness across 15 commercial pastoral enterprises and 100,000 animals.	■	The project has delivered a 3% increase in polled numbers across 21 businesses and 125,000 animals.
A 50% reduction demonstrated in flystrike incidence on Kangaroo Island after island-wide release of sterile blowflies.	■	Project delays have meant that the first release of sterile flies will now be in FY25.

### Domestic market

#### Market knowledge (domestic)

High levels of satisfaction (above 85%) by industry stakeholders with MLA's market information services.	■	Survey of industry stakeholders indicated a 87.5% satisfaction level with MLA's market information services.
Increase utilisation of MLA's key market information reports (State of the Industry report, Beef projections, Sheep projections) by 10% year-on-year.	■	Increased utilisation of market information tools with an engagement increase of 40%. Sheep and cattle projections utilisation increased by 27% and 19% respectively.
Revise market indicators to better represent the trading environment – this includes implementing two new indicators.	■	Two new indicators were launched in FY24. These were the online Cattle and Sheep indicators, as well as the National Young Cattle Indicator (NYCI).
Successful expansion and implementation of the domestic 'Insights Week' program.	■	A successful 'Insights Week' program and agenda was held in FY24, with a 30% increase in attendees as compared to FY23.

#### Nutrition

Increase the percentage of GPs and dietitians who claim recommending red meat three to four times a week or equivalent to ≥45%.	■	48% of GPs and dietitians claim recommending red meat three to four times a week or equivalent as per the Australian Dietary Guidelines.
Increase the percentage of main grocery buyers who agree beef makes healthy meals to ≥50%.	■	52% of main grocery buyers agree beef makes healthy meals.
At least 60% of GPs and dietitians agree MLA's resources are relevant and credible.	■	67% of GPs and dietitians agree MLA's resources are relevant and credible.

#### Marketing and promotion (domestic)

Maintain main grocery buyer endorsement of the statement 'willing to pay more for beef/lamb' to 29% (beef) and 27% (lamb).	■	Main grocery buyer endorsement of the statement 'willing to pay more for beef/lamb' achieved 31% (beef) and 27% (lamb).
Customer Development plans in place with all key retail and foodservice customers, with at least two case studies demonstrating impact of implemented initiatives completed.	■	Customer Development plans were put in place with all key retail and foodservice customers, with more than two case studies that demonstrated impact of implemented initiatives completed.
Launch the combined Rare Medium and Rare Medium Academy digital hub for foodservice customers and achieve 15% increase in usage of the content.	■	The combined Rare Medium and Rare Medium Academy digital hub for foodservice customers was launched and achieved 20% increase in usage of the content.
Maintain mean number of serves per week at 1.7 for beef and at 0.7 for lamb.	■	Mean number of serves per week achieved at 2.02 for beef and 0.99 for lamb.

### International market

#### Market access

Industry positions/submissions prepared by MLA on priority trade reform issues (particularly A-EUFTA, A-I CECA, A-UAE free trade agreement negotiations) are acknowledged and acted on by government and support future delivery of import regime reform.	■	Ongoing engagement with the Australian Government by MLA, in conjunction with industry, has resulted in priority trade reform issues being supported and incorporated in negotiations with the European Union, India and the United Arab Emirates.
MLA makes a significant contribution to the joint industry effort of alleviating an additional \$100 million of the impact of non-tariff barriers in 2023–24.	■	MLA contributed to an estimated \$65 million in alleviating non-tariff barriers (NTB) in FY24. The cumulative NTB alleviation since 2020 now totals \$535 million, with this above the trendline required to achieve \$100 million per year NTB alleviation by 2030.

Key performance indicator	Status	Commentary	Achieved	Partly achieved	Not achieved
<b>Market knowledge (international)</b>					
Increase utilisation of the Global Insights online tool by 10% year-on-year.	■	An increase of 83% in unique users and 27% in page views of the Global Insights online tool was achieved.			
Complete at least two customer case studies and two MLA internal case studies that demonstrate the impact of MLA insights.	■	Two customer case studies and two MLA internal case studies that demonstrate the impact of MLA insights were completed.			
Successful implementation of an 'Insights Week' in a key international market.	■	A pilot consumer deep dive 'Insights Week' was delivered in Korea.			
Develop and roll out the Aussie Red Meat Factbook for each major market (US, SEA, MENA, China, Japan, Korea, UK).	■	Aussie Red Meat Factbook was developed and delivered for each major market (US, SEA, MENA, China, Japan, Korea, UK).			
<b>Marketing and promotion (international)</b>					
Build or maintain customer awareness and preference of Australia's positive attributes (safe, quality, healthy and sustainable) within target range.	■	Customer awareness and preference of Australia's positive attributes (safe, quality, healthy and sustainable) has further increased, with Australian beef achieving a score of 0.43 (an improvement versus initial benchmark of 0.36 and 2023 value of 0.40) and Australian lamb achieving a score of 0.54 (an improvement versus initial benchmark of 0.46 and 2023 value of 0.53).			
Increase consumer preference for Australian red meat in key international markets to be above 23.4% for beef and 21.4% for lamb.	■	Consumer preference measured for Australian red meat in key international markets at 33.3% for beef and 32.6% for lamb.			
<b>Livestock export market activities</b>					
Provide biosecurity support to 33 overseas feedlots, 10 breeding centres and 10 abattoir facilities.	■	Biosecurity support in the form of visits and recommendations were made to 21 overseas feedlots, 11 abattoir facilities and two ranch sites that receive Australian live export cattle.			
Produce one 'program of work' case study per region showcasing live export activities that have either mitigated industry trade risk, improved industry's ability to maintain market access or contributed to industry's trade competitiveness, resulting in demonstrated supply chain change and positive economic benefit to industry.	■	A 'program of work' case study was produced for each of the three regions. These showcased live export activities that either mitigated industry trade risk, improved industry's ability to maintain market access or contributed to industry's trade competitiveness, and resulted in demonstrated supply chain change and positive economic benefit to industry.			
Produce one 'program of work' case study per region that has provided insights and informed government/industry policy, resulting in demonstrated capacity for decisions that reduce trade risk and allow trade to operate.	■	A 'program of work' case study was produced for each of the three regions. These provided insights and informed government/industry policy, resulting in demonstrated capacity for decisions that reduced trade risk and allowed trade to operate.			
<b>Livestock export (research and development)</b>					
Identify and trial innovative technology and initiatives, including those used in other industries, to enhance animal welfare, efficiency and sustainability.	■	Three trials were completed or are underway for technologies that enhance animal welfare, efficiency and sustainability.			
Initiate and progress the development of a system that describes the welfare of individual and/or groups of animals.	■	A project is underway for developing a system that describes animal welfare for individual and/or groups of animals.			
Industry stakeholders demonstrate increased awareness of RD&E investments and priorities.	■	A survey of industry stakeholders have demonstrated increased awareness of RD&E investments and priorities as compared to FY23.			
Industry stakeholders utilise outcomes of livestock export RD&E projects to assist improvements in animal welfare and productivity.	■	Outcomes of livestock export RD&E projects have delivered improvements in animal welfare and productivity.			
<b>🏆 / Eating quality</b>					
<b>Eating quality</b>					
Price differentials for MSA-compliant cattle demonstrate an annual return to farm gate of more than \$190 million.	■	Price differentials for MSA-compliant cattle demonstrated a record annual return to farm gate of \$326 million. Key reasons for this large increase were continued strong grass differentials, growth in grainfed differentials and record high grading numbers.			
57% of the national adult cattle slaughter is MSA graded.	■	50.4% of national adult cattle slaughter was MSA graded, below the target of 57%. Whilst the number of graded carcasses was the highest on record, FY24 also saw a large increase in the processing of non-MSA cattle.			
At least two sheepmeat supply chains are segregating carcasses based on eating quality (representing >25% of MSA graded carcasses).	■	Three supply chains, representing at least 25% of total lamb slaughter, are segregating product based on eating quality.			





**Key performance indicator** **Status** **Commentary** ■ **Achieved** ■ **Partly achieved** ■ **Not achieved**

 / **Objective measurement**

Objective measurement	
Trial of a pre-commercial automated intramuscular fat (IMF) measurement solution in one lamb abattoir to support MSA sheepmeat model adoption.	<span style="color: green;">■</span> A pre-commercial automated system to measure IMF% in sheep carcasses was designed, built and validated through trials at one lamb abattoir to achieve line speed measurement and support MSA sheep model adoption.
Trial of a lower-cost, small footprint beef lean meat yield (LMY) and cuts prediction system.	<span style="color: green;">■</span> Two lower-cost OM technology platforms have been trialed with pre-commercial devices having achieved promising predictive capability for measuring LMY traits.
Complete three field trials of live animal trait measurement technologies.	<span style="color: green;">■</span> Four live animal objective measurement field trials measuring value traits completed in FY24 with a further three trials ongoing.

 / **Producer adoption**

Producer adoption	
Deliver annual net benefit of \$79 million to red meat producers from an impact on 100 million hectares, 6 million cattle, 7 million sheep and 200,000 goats.	<span style="color: red;">■</span> The annual net benefits delivered to red meat producers in FY24 totalled \$74.3 million, just under the target of \$79 million.
Total producer engagement over four years with 38,000 producers, with a value of participation rating of 7/10.	<span style="color: green;">■</span> Total producer engagement over four years is 42,926 with an average value of participation rating of 8.6/10.
Total engagement over four years with 2,500 advisors.	<span style="color: green;">■</span> Total advisor engagement over four years is now 6,266.

 / **Product and packaging innovation**

High value food frontiers	
17,000 hides processed using freeze dry technology and converted into food grade collagen, with capacity increased to 45,000 hides by 30 June 2024.	<span style="color: red;">■</span> The commercial partner has deferred large scale collagen production to FY25 or later.
250 tonnes of red meat organs freeze dried for consumer and wholesale markets, creating an additional \$1.2 million in net value-adding benefit for participating processors.	<span style="color: red;">■</span> While multiple organ based products have been developed and launched in domestic and overseas markets, no data was available on the value-adding benefit.
Deliver an additional net value-adding benefit of \$1.5 million for participating processors via increased demand for dysphagia meals.	<span style="color: red;">■</span> A range of food service red meat meals into multiple aged care facilities have been launched, but no data was available on the value-adding benefit.

 / **Value chain information and efficiency**

Digital value chain information	
myFeedback launched, with disease and defect data available to 10% more producers compared to 2022-23.	<span style="color: green;">■</span> myFeedback was successfully launched, with disease and defect data available to 20% more producers as compared to FY23.
Digital Product Officers (DPO) established as mechanisms to ensure company specific data is shared with Integrity Systems Company, as well as demonstrating that producers are using this feedback data.	<span style="color: green;">■</span> Four Digital Product Officers (DPO) were established as mechanisms to ensure company specific data is shared with the Integrity Systems Company. As a result, 80% of supply chain workshop producer attendees intend to use myFeedback and eNVD, and plan to make changes to their business.

## / Key performance indicators *continued*

Key performance indicator	Status	Commentary	Achieved	Partly achieved	Not achieved
<b>Productivity (off-farm)</b>					
Technologies adopted in 2023–24 and previous years deliver \$90 million of increased productivity for the red meat industry.	■	With the reduction in funding for this program as well as the transition to AMPC of processor focused R&D, only \$83 million was achieved.			
Prototype beef middle processing modules completed and trialled.	■	Prototype beef middle processing modules were completed and trialled at a processor.			
Validate image quality of alternative dual-energy computed topography (CT) technology to support beef automation and/or objective measurement.	■	An alternative dual-energy computed topography (CT) technology was successfully trialled and the image quality validated.			
Validate eating quality benefits of innovative Rinse & Chill® technology.	■	The yield benefits of the improved Rinse & Chill® technology were validated, with significant benefits expected from using this technology.			
<b>Productivity (on-farm)</b>					
<b>Beef productivity</b>					
At least 70 northern beef businesses with at least 300,000 breeders are engaged in benchmarking and peer-to-peer activities that identify intervention practices and improvement in reproductive performance.	■	75 northern beef businesses with more than 500,000 breeders have been engaged in benchmarking and peer-to-peer activities that identify intervention practices and improvement in reproductive performance.			
At least 500 southern beef and sheep producers actively using near-infrared spectroscopy (NIRS) to make decisions on herd and flock management.	■	Data on the use of near-infrared spectroscopy (NIRS) was not available and it is likely that this level of adoption was not achieved.			
Southern beef cattle strategy developed and agreed on for implementation by industry.	■	The southern beef cattle strategy was developed and agreed on for implementation by the Southern Australia Livestock Research Council. It will be implemented in FY25.			
<b>Sheep productivity</b>					
Total of 175 producers participating in sheep productivity projects and demonstrating an average improved reproductive performance of at least 10%.	■	While over 200 producers have participated in Sheep Productivity projects, data collection demonstrating an average improved reproductive performance of 10% has not yet been completed.			
Establishment of >10 research sites evaluating the impact of microclimates on sheep reproductive physiology, behaviour and lamb survival.	■	A total of 11 research sites have been established across Australia to evaluate the impact of microclimates on sheep reproductive physiology, behaviour and lamb survival.			
Best practice recommendations on the management of ewe lambs and triplet-bearing ewes integrated into MLA adoption programs.	■	Ewe lamb and triplet-bearing ewe management resources have been successfully integrated into the suite of sheep extension resources available to producers.			
<b>Goat productivity</b>					
At least 10,000 goats enrolled in the Kids+ program.	■	Despite challenging environmental and market conditions impacting producer recruitment, 12,600 goats have been enrolled in the Kids+ program.			
Engage 200 goat producers in extension activities, including the National Goat Roadshow, Kids+, Managed Goats workshops and Sustainability Credentials workshops.	■	360 goat producers and 65 advisors have been engaged across extension activities.			
<b>Livestock genetics</b>					
Increase the number of animals in the Sheep Genetics evaluation by at least 3% and increase genetic progress across all Sheep Genetics evaluations by at least 2% compared to previous year.	■	There was a 4.4% increase in the number of animals in the Sheep Genetics evaluation. The rate of genetic progress was 3.3%, 2.1% and 3.4% for Merino, Terminal and Maternal breeds respectively.			
Deliver genomic-only tools via a new pipeline to 100 sheep producers and pilot the delivery of genomic breeding values in beef.	■	The flock profile genomic-only tool has been delivered to 126 sheep producers and a new genomic breeding value for northern beef producers has been commercialised.			
Deliver and launch an on-farm genomics tool to supply genetic profiles on commercial beef cattle.	■	A new herd profile tool 'ReProBI' as well as individual animal genomic breeding values for northern beef producers was launched in FY24.			
<b>Feedbase production</b>					
Establish 10 new on-farm legume adoption/demonstration sites in northern Australia.	■	11 new on-farm legume adoption/demonstration sites were established in northern Australia.			
Expand the dieback producer network to >330 members across Queensland and NSW, managing more than 2 million hectares.	■	The dieback producer network was discontinued, with dieback extension resources to be incorporated into a broader communication forum.			

Key performance indicator	Status	Commentary	Achieved	Partly achieved	Not achieved
Improve monitoring of land condition on more than 15 million hectares of grazing land.	Not achieved	The proposed jointly funded MDC project to deliver this KPI did not proceed.			■
Report on the spread and impact of Parkinsonia from biological control agents released at >350 sites across northern Australia.	Achieved	The report on the spread and impact of Parkinsonia from biological control agents was completed, showing that these agents were unsuccessful in controlling Parkinsonia infestations.	■		
<b>Digital agriculture</b>					
GPS chip module successfully integrated and tested on 200 ear tags.	Partly achieved	The GPS chip module was successfully integrated with livestock tags. However testing has been delayed until FY25.		■	
Ag-tech return on investment (ROI) web selection tool launched on myMLA and used by at least 300 producers.	Partly achieved	Ag-tech return on investment (ROI) web selection tool was launched on myMLA and demonstrated at Beef Australia. However, usage has not achieved the 300 user target.		■	
Australian Feedbase Monitor used by at least 1,500 producers.	Achieved	The number of user accounts created within the Australian Feedbase Monitor website has now reached 2,830 with the total number of related farms at 3,802.	■		

 / **Capability building**

<b>Innovation capability building</b>					
Five CN30 co-innovation partners have completed enterprise level supply chain carbon emission baseline measures and developed carbon reduction strategies.	Achieved	The CN30 co-innovation cohort have completed their baseline activity. All have developed carbon reduction strategies which they are now implementing.	■		
Three 'high value foods' co-innovation partners' new product sales represent 10% of their enterprise level turnover.	Achieved	Three 'high value foods' co-innovation partners' new product sales have achieved at least 10% of their enterprise level turnover.	■		
Three value-based marketing co-innovation partners have implemented value-based marketing systems that provide feedback and pay premiums to suppliers.	Achieved	Three co-innovation partners have delivered feedback systems which enabled and delivered premium payments based on value-based marketing, organic certification and farm assurance programs.	■		

<b>Industry leadership and capacity building</b>					
85% of trained Red Meat Ambassadors using the strategies and skills from the training in their communications about the red meat industry.	Achieved	Following participation in MLA's Red Meat Ambassador program, 89% of workshop participants are using the strategies and skills from the workshops in their communications about the red meat industry.	■		
One crisis management simulation conducted with industry stakeholders by 30 June 2024.	Achieved	A industry crisis simulation exercise, facilitated by the Industry Corporate Affairs Unit, was completed in February 2024.	■		
Successful completion of all milestones in the peak industry council (PIC) annual service agreements by 30 June 2024.	Achieved	All milestones in the peak industry council (PIC) annual service agreements were successfully completed.	■		

 / **Communication**

<b>Communication (community)</b>					
Improved positive perceptions towards red meat and the industry compared to 2022-23 community sentiment survey results.	Achieved	Community sentiment research indicates that there has been a slight improvement in the key perceptions towards the red meat industry.	■		
A 15% increase from 2022-23 in average monthly Australian Good Meat website users.	Achieved	The average increase of monthly website visitors to the Australian Good Meat website was 20%.	■		
Overall average 10% increase from 2022-23 in community engagement – measured by a range of metrics for all Australian Good Meat social media channels.	Achieved	The average increase across key metrics of reach, impressions, video views and engagements was 258%.	■		
Achieve 12,000 page views of Australian Good Meat teacher resources.	Achieved	Over 14,000 page views of Australian Good Meat teacher resources were achieved.	■		

<b>Communication (stakeholder)</b>					
Positive feedback from supply chain stakeholders on the Australian beef and sheep sustainability frameworks.	Not achieved	Survey results from supply chain stakeholders showed small decreases in satisfaction for both frameworks.			■
Increase MLA membership by 200 members from 2022-23 baseline.	Achieved	MLA membership increased by 365 members from 2022-23 baseline.	■		
Increase of 0.1/10 pts in member satisfaction with printed and digital communications on 2022-23 survey.	Not achieved	Member satisfaction with printed and digital communications decreased by 0.4 and 0.3 respectively as compared to the 2022-23 survey.			■



## / Key performance indicators *continued*

Key performance indicator	Status	Commentary	Achieved	Partly achieved	Not achieved
Increase media activity by 5% above the 2022–23 benchmark.	■	Media activity increased by 45% above the 2022–23 benchmark, with MLA mentioned in 17,150 media items.			
High level of satisfaction (80%) and positive feedback on MLA activation events.	■	Attendee satisfaction indicated that over 96% of attendees were very satisfied with MLA's main event, MLA Updates. Positive feedback was also received on MLA activations at Beef Australia 2024.			

### Corporate services

Corporate services					
Maintain MLAs templates to ensure they remain current.	■	MLA's templates have been updated where required and remain current.			
Continued delivery of legal training to educate the business to ensure strong awareness of MLAs agreements, key terms, and legal obligations.	■	Delivery of legal training continued in FY24, continuing to educate the business and ensuring strong awareness of MLAs agreements, key terms, and legal obligations.			
Continue the journey of transforming the legal function with the roll out of the team's roadmap and new ways of working.	■	This has been achieved, with the 5-year road map now completed in three years.			
Continuous support to business in respect to the provision of legal advice.	■	Legal continue to support to business in respect to the provision of legal advice.			
Ensure an effective Crisis Response Plan is in place for managing MLA crises, including templates and relevant resources.	■	The Crisis Response Plan was updated in line with industry best practice. Key staff were trained on the updated plan, templates and other resources.			
Ensure efficient and effective identification and assessment of risks to MLA (operational) and industry, as well as implementation of action plans to address risk, and regularly report to the Audit, Finance and Risk Committee (AFRC).	■	Risk management (including updates to the Risk Management Plan and Register) and internal audit reporting were provided to the Audit, Finance and Risk Committee on a quarterly basis.			
Development and delivery of the 2023–24 Internal Audit Plan to the AFRC.	■	The FY24 Internal Audit Plan was developed and approved by the Audit, Finance and Risk Committee (AFRC). However two of the seven FY24 internal audits will only be completed in Q1 of FY25.			
Ensure a robust compliance management program, including reporting to the AFRC.	■	Risk management, compliance management and internal audit reports have been presented to the Audit, Finance and Risk Committee (AFRC) throughout FY24. There were no reportable breaches by MLA during the period.			
Submission of the annual <i>Modern Slavery Statement</i> to the Australian Border Force.	■	The Modern Slavery Statement was submitted to the Attorney-General's Department in December 2023 and published in Jan 2024.			
Clean audit report received.	■	FY23 external audit was finalised and a clean audit report was received.			
Ensure financial reporting to internal and external stakeholders is timely, accurate and insightful.	■	Quarterly reporting packs were distributed to the PICs/PIBs which included operating highlights, financials, risk and KPI performance.			
Continuous support to business in respect to contract administration.	■	The Contracts team continued to support the business with new and varied contracts.			
Implement the social and environment tranches of the Triple Bottom Line Evaluation Framework.	■	Social and environmental evaluation has been implemented, with a focus on greenhouse gas (GHG) emissions as well as innovation capability areas.			
Capture baseline KPI measures/data and implement a process for systematic collection of ongoing data to measure against established baseline.	■	Baseline, attribution, adoption and impact data against the Triple Bottom Line Framework is being systematically collected.			
At least 80% of high/medium impact commercial ready products have commercial partners or identified commercialisation pathways.	■	Over 80% of products currently identified as potentially as high/medium impact have commercial partners or identified commercialisation pathways.			
Employee engagement to support talent retention and organisational performance is greater than or equal to the Australian average and adopts a continuous improvement approach.	■	The full employee engagement survey returned a 68% engagement score, which is 1% point below the Australian benchmark average.			
A goal of zero harm in an environment where everyone is physically and psychologically safe in the workplace.	■	There were three workers compensation claims during the year where injury management and preventative actions were taken.			
Internal stakeholder satisfaction measures at 80% or more for MLA IT infrastructure and services.	■	The annual MLA IT survey showed internal user satisfaction rating of 98%.			
Ensure the IT platform is robust and secure.	■	Metrics relating to the robustness and security of the IT platform are collected and reported quarterly. All metrics were acceptable and within the KPI threshold.			
Deliver information technology projects on time and within budget.	■	Projects were completed on time and within budget.			
Deliver project and process improvements on time and within budget.	■	Current projects are on track and within budget.			

# / Strategic Plan 2025

## key performance indicators – status

Key performance indicator

Status Commentary

■ On track ■ Not on track

### Decisions informed through data and insights

We have established a central data and insights platform with year-on-year improvement in stakeholder satisfaction scores.

■ The Market Research Library as a central research document repository was launched in January 2023 and has been populated with past consumer and market research. Future research documents will be loaded on an ongoing basis. An online global insights tool was also launched in January 2023, containing export data, growth drivers, market classification and market snapshots. Access is available through myMLA and sits on the Aussie Meat Trade Hub. As at the end of March 2024, a +900% increase in utilisation has been realised compared to the previous year.

There has been an increase in the number of supply chains and % of livestock production utilising value based pricing (MSA/OM/productivity off-farm).

■ MLA priorities are focused on enhancing the accreditation of additional objective measurement (OM) devices and new traits programs so as to transform to value based trading (VBT). Now that chemical intramuscular fat (IMF%) trait for lamb and IMF% and Lean Meat Yield (LMY) traits for beef are approved within the AUS-MEAT beef and lamb trading language, these signal the importance that the industry places on these traits.

MLA continues to partner with supply chain leaders to enhance the uptake and adoption of VBT. With multiple devices now validated to measure accredited IMF% beef or lamb trait, these support new supply chains in adoption of the new VBT pricing model.

One sheepmeat processor partnering with MLA on OM and MSA sheepmeat has launched a new lamb pricing model with a bonus for higher IMF% (eating quality) balanced with LMY as a precursor to adopting the MSA sheepmeat cuts-based model. In addition, one new high-end branded lamb supply chain is utilising OM to trade and brand on high IMF%.

Two lower-cost OM technology platforms have been trialled with pre-commercial devices having achieved promising predictive capability for measuring beef LMY. This will support endorsement by AUS-MEAT for accreditation of a new LMY beef trait.

Having developed a feedback portal, one beef supply chain has commenced providing compliance data to producers. Four additional beef processors have installed a hot marble score device enabling investigation of hot preliminary MSA grading for feedback.

The current development of processor specific OM based value proposition models is targeted to further encourage processor uptake of value based pricing.

Increased compliance to industry quality assurance and integrity systems.

■ Due to changes in the approach for the assessment of non-conformances it is no longer possible to compare the FY20 benchmark with the results seen in FY21 and beyond. As such, KPI tracking is being assessed against the FY21 outcome of 104%. For FY24, percentage of non-conformances raised at audit was 107%. While this is higher than the FY21 benchmark, FY24 compliance levels are now trending downward compared to FY23 compliance levels (113%), and are lower again compared to what was observed in FY22, which was 116%.

### Targeted investment to address the industry's big, complex challenges

60% of Australians surveyed agree/strongly agree with the statement 'Australian cattle and lamb are farmed and raised in a humane manner'.

■ MLA's community sentiment survey for 2024 indicates that the percentage is remaining relatively stable at around 55% (for cattle) and a slight increase to 55% (for sheepmeat). The KPI requires an improvement in sentiment increasing to 60% which is unlikely to be achieved by 2025.

60% of Australians surveyed agree/strongly agree with the statement 'the Australian cattle and sheep industry are committed to sustainable production'.

■ MLA's community sentiment survey for 2024 indicates that the percentage has increased slightly from 50% to 51%. The KPI requires an improvement in sentiment increasing to 60% which is unlikely to be achieved by 2025.

Improvement in consumer perception of Australian production practices, relative to other beef and sheep producing nations.

■ 2019 baseline values for Australian beef are 0.36 and for lamb are 0.46 (versus US beef at 0.16, NZ beef at 0.27 and NZ lamb at 0.39). This KPI is measured through the annual consumer global tracker and is a combined one number score of the attributes 'The industry is environmentally sustainable' and 'The animal is well-cared for'. The maximum score is 1.0, with both attributes being weighted equally. FY24 one number scores for beef are 0.43 (versus US beef 0.22, NZ beef 0.37) and lamb 0.54 (versus NZ lamb 0.50).

Improved market specification compliance across defined quality, animal health and other value based pricing dimensions.

■ The MSA team are now managing the myFeedback product, and are focusing on creating awareness in industry of the myFeedback platform, including targeting all areas of the supply chain from processors to livestock advisors, producers, and feedlots. This has been done via targeted workshops, field day attendance, demonstrations and presentations, reaching more than 400 individuals for FY24. Producer registration numbers have continued to increase steadily since the November 2023 launch of myFeedback and the February 2024 decommissioning of Livestock Data Link, with 1,624 unique producers registered to myFeedback as of August 2024.

The MSA team has continued to focus on executing licence agreements with all MSA licenced plants to aid data transition into the myFeedback platform. This includes processor interest around capturing and reporting (through myFeedback) animal disease and defect data to the industry standards. Development is now complete to incorporate operators (brand owners and supermarkets who don't own an establishment), which means more data will flow through the system in the near future.

For FY24, MSA beef compliance was 94%, with this slightly behind FY23 compliance of 95.1% due to seasonal impacts. FY24 sheepmeat compliance was 99.25%, slightly higher than the FY23 average.

## / Strategic Plan 2025 key performance indicators *continued*

Key performance indicator	Status	Commentary	■ On track ■ Not on track
Objective measures of animal welfare for live export, feedlot and extensive production systems implemented, with year-on-year increase in practice change.	■	<p>LIVEXCollect is a data collection, storage and visualisation system which has been mandated by DAFF for the industry to meet its reporting requirements under the Australian Standards for the Export of Livestock (ASEL). Over the next year, standardised quality welfare indicator data will be available to monitor changes.</p> <p>MLA has met with ALFA around next steps for the Feedlot Animal Welfare Assessment Framework. A terms of reference for the refinement and implementation of the framework as a voluntary tool for accredited animal welfare officers and NFAS accredited feedlot internal animal welfare audits is being tabled with ALFA for support in mid-October 2024.</p> <p>Objective measures of livestock wellbeing are defined in the output of several now completed projects. Work is underway to aggregate these in a meaningful way and use test cases to demonstrate the value proposition of using these measures, to industry.</p> <p>myFeedback was soft launched in December 2023 with existing Livestock Data Link (LDL) users, and hard launched in January 2024. ISC and MLA's welfare team have commenced discussions as there is a requirement to upgrade the Animal Welfare Management plan that is part of Livestock Production Assurance (LPA) accreditation. Feedlots can now benchmark on a regional, state or national level across carcase performance and disease and defect outcomes through myFeedback.</p>	

### / Enabling new sources of revenue

The number of producers deriving revenue from environmental services and/or natural capital trading markets has increased year-on-year.	■	<p>The 2021–22 ABARES national farm income survey result remains unchanged, with the latest survey showing no increase from the 6% beef and sheep producers having had payments for environmental services over the previous three years. The number of ACCU units that have been issued in Environmental Planting and Soil Carbon methods have increased. The Nature Repair market in Australia is currently evolving with potential methods being workshopped for a voluntary biodiversity market, after the <i>Nature Repair Act 2023</i> came into effect in December 2023. A review of strategy in this space will inform MLA's engagement in the next five-year cycle.</p>	
Increase in the rate of adoption of data and evidence to inform production led environmental outcomes.	■	<p>KPI to be measured via MLA producer survey in MLA adoption programs. Four Grazing Fundamentals EDGE, 11 Grazing Fundamentals (Rangelands) EDGE and four Grazing Land Management EDGE workshops were hosted, reaching 216 producers who manage 42.3 million ha of land, 1.1 million cattle and 380,908 sheep respectively. These programs increased the skills and knowledge of producers to utilise pasture data.</p> <p>Six Carbon EDGE pilot workshops and one further revised workshop were delivered to 139 participants, with 92% intending to implement a change in their business. The Environmental Credentials for Grassfed Beef has been piloted with 335 producers and was officially launched at Beef Australia in May 2024.</p> <p>The Quick Start Carbon Calculator was released in November 2023 and has had 243 unique users with 62 using the package with a satisfaction score of 7.2/10. MLA's full version of the Carbon Calculator has had 3,872 unique users this financial year.</p> <p>The suite of Carbon eLearning modules has had a total of 1,074 unique users this financial year with an average satisfaction score of 8.06/10.</p>	
Progress towards CN30 with improvement in carbon net position.	■	<p>With respect to reported industry emissions, the latest MLA-CSIRO Emissions Update reported for 2021 a 78% net reduced position from the 2005 baseline. The impact of revised ABS Herd Figures which have not yet been incorporated into the National Inventory would have added 6.6 Mt CO<sub>2</sub>e in enteric methane, reducing progress to 75%, all else remaining unchanged.</p> <p>Despite these figures, the status has been updated to 'Not on Track' to reflect that the majority of reduction has been delivered by natural regeneration and land use changes with minimal impact so far from MLA funded direct emission reduction interventions. Plans to review the CSIRO methodology for attribution of emissions to the red meat sector are also underway and may impact reported progress.</p> <p>A comprehensive GHG focused evaluation framework has been developed that enables measurement of progress towards CN30 attributable to MLA investments. To catalyse investment in direct emissions reduction, MLA has committed to being a Tier 1 sponsor of the Zero Net Emissions (ZNE) Agriculture CRC. MLA's contribution will be leveraged by at least \$300 million, including \$213 million (cash and in-kind) from 72 partners and \$87 million from the Australian Government.</p>	

### / Developing new, high value products that allow us to maximise the whole carcase

Increase in value of currently low value items through new uses or new products.	■	<p>Kilcoy Global Foods has recently launched their Kilcoy Nutrition website as they commence wholesale supply of dried beef organ meat to domestic and international markets, following successful collaboration with MLA into value adding offal into nutraceuticals. Further success from Care Food Co. has seen the launch of a range of food service red meat meals into multiple aged care facilities after adopting past MLA research into high pressure processing technology and insights into foods for seniors. The mince valorisation project was completed during the last quarter of FY24 and successfully demonstrated the suitability of adding liver into existing mince production to create a significant nutrient boost to existing product specifications.</p>	
Improvement in customer endorsement of the quality of Australian Beef and Lamb.	■	<p>This is measured via the biennial trade survey. For key markets, the FY20 benchmark was Australia 75 (US 47, NZ 44). FY22 results were Australia 75 (US 53, NZ 28), with the FY24 results improving to 78 for Australia (US 60, NZ 19).</p>	

**Key performance indicator** **Status** **Commentary** ■ On track ■ Not on track

 / **Beyond today's farm gate**

<p>There has been an improvement in the rate of return to total capital for beef and sheep farms.</p>	<p>■</p>	<p>Monitoring and Evaluation Reporting (MER) data is collected and used to provide the annual net benefits that come from the Producer Adoption program. In FY24 annual net benefit from the adoption program was \$74.3 million. MLA's Livestock Genetics subprogram has commenced an impact assessment of MLA investment in genetic improvement, with results expected to be available in December 2024.</p>
<p>Cross-sectoral projects account for a growing share of MLA investment portfolio.</p>	<p>■</p>	<p>Investment via RDCs outside of the red meat sector was impacted by the phasing out of the RRnD4P grants which concluded in FY24. Agriculture Innovation Australia has not delivered a strong pipeline of cross-sectoral investment opportunities. The R&amp;D and Adoption teams were subsequently allocated a target of \$10 million for FY24 to secure new unmatched external funding. A component of this was to seek cross sectoral investment, including partnering with other RDCs. However, this did not lead to any material cross-sectoral projects in FY24.</p>
<p>Projects funded by commercial investment account for a growing share of MLA investment portfolio.</p>	<p>■</p>	<p>Commercial project investment via MDC has gradually increased over the Strategic Plan period until FY24, where it fell \$7.5 million relative to FY23, largely because of a reduction in matching cap. Despite this decrease, the budgeted drawdown of levy reserves over the Strategic Plan period has resulted in a proportional increase in relative commercial MDC investment in FY24.</p>

 / **Strengthening our core**

<p>Improvement in customer and consumer preference for Australian Beef and Australian Lamb.</p>	<p>■</p>	<p>For customers, Kantar Global Tracker indicates continued strong preference above target for Australian red meat in key international markets – 33.3% for beef and 32.6% for lamb. These are similar scores to those achieved in 2023. Consumer preference is best expressed as a summary of key consumer metrics across all markets. In a one number score system where 1.0 is the maximum possible, Australian beef achieved a score of 0.43 (improvement versus initial benchmark of 0.36 and 2023 value of 0.40) and Australian lamb achieved a score of 0.54 (improvement versus initial benchmark of 0.46 and 2023 value of 0.53).</p>
<p>Value sales growth in support of industry 2030 goal.</p>	<p>■</p>	<p>Whilst red meat production is tracking ahead of 2020 baseline (mainly driven by sheep) and a price recovery at the farmgate has been realised over the past 12 months, total 2024 versus 2020 industry value growth is only at 15%. The latest numbers show that the domestic consumption decline has been arrested and global consumption continues to grow. However, based on projected future production levels, price increases of &gt;45% (versus 2024) at the customer/consumer end of the supply chain are required to achieve &gt;\$50B sales for the red meat industry by 2030. Hence achieving this KPI target is unlikely.</p>
<p>Significant contribution to improving preferential access to key markets and to a \$1b reduction in technical trade barriers.</p>	<p>■</p>	<p>The Australian Government has been engaged on and has incorporated the positions in MLA-prepared (industry endorsed) submissions/correspondence on all trade reform issues. While A-EU Free Trade Agreement (FTA) negotiations have stalled, the Govt is in-sync with industry's position that greater access on beef and sheepmeat is required. Industry advocacy has continued in Canberra and will recommence in the EU in October. Lead negotiators are engaged on Aust-India CECA with comprehensive negotiations underway, but India is yet to table a market access offer. A-UAE FTA negotiations are underway with both sides aiming for an end '24 conclusion. MLA has provided significant input into three RMAC lodged Australian Parliament Standing Committee trade inquiries. MLA contributed to an estimated \$65 million in alleviated non-tariff barriers (NTB) in FY24, including the adoption of meat messaging by exporters to the USA and Qatar's extension of shelf life regulations (meaning all GCC countries are now aligned). The cumulative NTB alleviation since 2020 now totals \$535 million – above the trendline required to achieve \$1 billion in NTB alleviation by 2030. Several issues remain in the pipeline including receipt of a draft report from the UK on Aust's proposed HGP-free regime for the supply of beef. MLA also contributed (via high level engagement in-market and on-going advocacy in Canberra) to the reinstatement by China of eight suspended processing establishments, although this is outside the scope of the NTB baseline as it represents restoration of lost access since 2020 rather than an alleviation.</p>
<p>Improvement in member satisfaction with MLA products and services (+0.9pt).</p>	<p>■</p>	<p>Starting at a benchmark of 6.6/10 in 2019–20, this measure has improved +0.4pts to a high in 2023 of 7.0/10, but it has decreased to 6.8/10 in 2024. To achieve the 7.4/10 target in the next year will require a +0.6pts shift. Given the history and the pattern of scale of movement, this is unlikely to be achieved by 2025.</p>



# / Corporate governance principles

## Comparison to ASX corporate governance principles and recommendations

Principle/recommendation	Description/reference of disclosure/compliance
<b>Principle 1. Lay solid foundations for management and oversight</b>	
<b>Recommendation 1.1</b>	
<p>A listed entity should have and disclose a board charter setting out:</p> <ol style="list-style-type: none"> <li>the respective roles and responsibilities of its board and management; and</li> <li>those matters expressly reserved to the board and those delegated to management.</li> </ol>	<p>This is outlined in the <i>Board Charter</i> under section 2.3.4 Delegation of authority. The <i>Board Charter</i> is available at <a href="http://mla.com.au/board-charter">mla.com.au/board-charter</a></p>
<b>Recommendation 1.2</b>	
<p>A listed entity should:</p> <ol style="list-style-type: none"> <li>undertake appropriate checks before appointing a director or senior executive, or putting forward for election as a director; and</li> <li>provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.</li> </ol>	<p>As part of the Selection Committee process in relation to annual director selection, appropriate background checks are undertaken each year.</p> <p>Candidates are shortlisted by reference to the selection criteria that act as terms of reference for the committee to ensure there is an appropriate mix of skills in the candidates nominated for election.</p> <p>Candidates' biographical details, included in the MLA Notice of Meeting, are prepared from the material submitted through the Selection Committee process.</p>
<b>Recommendation 1.3</b>	
<p>A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.</p>	<p>MLA has written engagement letters for directors and executive employment contracts with all members of the Leadership Team.</p>
<b>Recommendation 1.4</b>	
<p>The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.</p>	<p>The company secretary is accountable to the Board through the Chair on all matters related to the proper functioning of the MLA Board.</p>
<b>Recommendation 1.5</b>	
<p>A listed entity should:</p> <ol style="list-style-type: none"> <li>have and disclose a diversity policy</li> <li>through its board or committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and</li> <li>disclose in relation to each reporting period: <ul style="list-style-type: none"> <li>■ the measurable objectives set for that period to achieve gender diversity</li> <li>■ the entity's progress towards achieving those objectives either: <ul style="list-style-type: none"> <li>– the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined 'senior executive' for these purposes)</li> <li>– if the entity is a 'relevant employer' under the <i>Workplace Gender Equality Act</i>, the entity's most recent 'Gender Equality Indicators, as defined in and published under that Act.</li> </ul> </li> </ul> </li> </ol> <p>If the entity was in the S&amp;P/ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	<p>The <i>Diversity and Inclusion Policy</i> is available at <a href="http://mla.com.au/di-policy">mla.com.au/di-policy</a></p> <p>The Board recognises and fosters a culture that encourages divergent views and robust discussion. In assessing candidates, the Selection Committee considers diversity of education, the nature of the businesses and business functions in which candidates have gained experience and the roles held, as well as the more obvious aspects of diversity such as gender, age, ethnicity and cultural background. In 2018 the Board also set a goal of 30% of females on the Board by 2019, which was actually realised in 2018 and has been maintained ever since.</p> <p>MLA also enunciates its commitment to diversity in other policies such as the <i>Equal Employment Opportunity and Fair Treatment Policy</i> and <i>Misconduct and Discipline Policy</i> which are regularly reported to, monitored by and adjusted with approval by the Board.</p> <p>The proportion of women as at the date of this report:</p> <ul style="list-style-type: none"> <li>■ Board members: 44%</li> <li>■ leadership team: 33%</li> <li>■ whole organisation: 55%.</li> </ul>
<b>Recommendation 1.6</b>	
<p>A listed entity should:</p> <ol style="list-style-type: none"> <li>have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</li> <li>disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</li> </ol>	<p>The Board evaluates its performance through an annual performance review, which is facilitated by an external specialist.</p> <p>As part of the Board's review process in 2023–24 it completed the Australian Institute of Company Directors Board Review Tool survey and reviewed this as part of the annual review.</p>
<b>Recommendation 1.7</b>	
<p>A listed entity should:</p> <ol style="list-style-type: none"> <li>have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</li> <li>disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</li> </ol>	<p>The Remuneration, People &amp; Culture Committee and Board conduct an annual assessment of the performance of the Managing Director and the Leadership Team against agreed KPIs.</p> <p>In accordance with the annual work plan, the performance evaluation process for the Managing Director and the Leadership Team was completed.</p>

**Principle/recommendation**

**Description/reference of disclosure/compliance**

**Principle 2. Structure the board to be effective and add value**

**Recommendation 2.1**

The board of a listed entity should:

- a) have a nomination committee which:
  - 1. has at least three members, a majority of whom are independent directors; and
  - 2. is chaired by an independent director, and disclose:
    - the charter of the committee;
    - the members of the committee; and
    - as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- c) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.

MLA's Constitution and operation of the Selection Committee reflects this requirement. Also refer to *How we are governed* at [mla.com.au/how-we-are-governed](http://mla.com.au/how-we-are-governed)

**Recommendation 2.2**

A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.

Biographical details of directors are published at [mla.com.au/board](http://mla.com.au/board)

**Recommendation 2.3**

A listed entity should disclose:

- a) the names of the directors considered by the board to be independent directors;
- b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and
- c) the length of service of each director.

The MLA Board currently considers the independence of its directors on an annual basis. Also refer to *Director Independence Policy* at [mla.com.au/director-independence-policy](http://mla.com.au/director-independence-policy). Length of service of each director is included in the Director biographies.

**Recommendation 2.4**

A majority of the board of a listed entity should be independent directors.

All of the directors are independent with the exception of the Managing Director.

**Recommendation 2.5**

The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.

The role of the Chair and the Managing Director are not performed by the same person.

**Recommendation 2.6**

A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.

MLA has a program for inducting new directors and provides appropriate professional development.

**Principle 3. Instil a culture of acting lawfully, ethically and responsibly**

**Recommendation 3.1**

A listed entity should articulate and disclose its values.

Values are published at [mla.com.au/about-mla/mla-at-a-glance](http://mla.com.au/about-mla/mla-at-a-glance)

**Recommendation 3.2**

A listed entity should:

- a) have and disclose a code of conduct for its directors, senior executives and employees; and
- b) ensure that the board or a committee of the board is informed of any material breaches of that code.

MLA has a *Code of Conduct* which covers the governance and sets the expectation for the Board and all MLA personnel. The *Code of Conduct* is available at [mla.com.au/code-of-conduct](http://mla.com.au/code-of-conduct)

## / Corporate governance principles *continued*

Principle/recommendation	Description/reference of disclosure/compliance
<b>Recommendation 3.3</b>	
A listed entity should: a) have and disclose a whistleblower policy; and b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	The <i>Whistleblower Policy</i> is available at <a href="https://mla.com.au/whistleblower-policy">mla.com.au/whistleblower-policy</a> . Any incidents emanating from the <i>Whistleblower Policy</i> are reported to the quarterly Audit, Finance and Risk Committee.
<b>Recommendation 3.4</b>	
A listed entity should: a) have and disclose an anti-bribery and corruption policy; and b) ensure that the board or a committee of the board is informed of any material breaches of that policy.	MLA has an <i>Anti-Bribery and Corruption (ABC) Policy and Procedures</i> as well as Guidelines to support the application of the policy. The <i>ABC Policy</i> is available at <a href="https://mla.com.au/abc-policy">mla.com.au/abc-policy</a> Any significant and material breaches to the <i>ABC Policy</i> will be reported to the Audit, Finance and Risk Committee.

### Principle 4. Safeguard the integrity of corporate reports

<b>Recommendation 4.1</b>	
The board of a listed entity should: a) have an audit committee which: 1. has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and 2. is chaired by an independent director, who is not the chair of the board, and disclose: 3. the charter of the committee; 4. the relevant qualifications and experience of the members of the committee; and 5. in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	The Board has established an Audit, Finance and Risk Committee which is structured so that it: ■ consists of only non-executive, independent directors; ■ is chaired by an independent chair who is not Chair of the Board; and ■ consists of at least three members of the Board. The charter of the Audit, Finance and Risk Committee is available at <a href="https://mla.com.au/afrc-charter">mla.com.au/afrc-charter</a> Biographical details of committee members are available at <a href="https://mla.com.au/board">mla.com.au/board</a> Also refer to <i>How we are governed</i> at <a href="https://mla.com.au/how-we-are-governed">mla.com.au/how-we-are-governed</a>
<b>Recommendation 4.2</b>	
The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	The wording of the declaration reflects the wording in the recommendation.
<b>Recommendation 4.3</b>	
A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	As MLA is an unlisted public company it is not an ASX disclosing entity but does report annually to members and to the Commonwealth Government on its operations and financial results.

### Principle 5. Make timely and balanced disclosure

<b>Recommendation 5.1</b>	
A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	As MLA is an unlisted public company it is not an ASX disclosing entity but does report annually to members and to the Commonwealth Government on its operations and financial results.
<b>Recommendation 5.2</b>	
A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	As MLA is an unlisted public company it is not an ASX disclosing entity.
<b>Recommendation 5.3</b>	
A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	As MLA is an unlisted public company it is not an ASX disclosing entity.

**Principle/recommendation****Description/reference of disclosure/compliance****Principle 6. Respect the rights of security holders****Recommendation 6.1**

A listed entity should provide information about itself and its governance to investors via its website.

MLA provides information about itself and its governance framework on its website.

**Recommendation 6.2**

A listed entity should have an investor relations program that facilitates effective two-way communication with investors.

MLA has a Communications team and program to promote effective two-way communication with members, levy payers, representative bodies and the Commonwealth Government.

**Recommendation 6.3**

A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.

Information about how MLA facilitates and encourages participation by members at meetings is available at [mla.com.au/agm](http://mla.com.au/agm)

**Recommendation 6.4**

A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.

Polls are conducted and managed by an independent external body for all substantive resolutions at the MLA AGM.

**Principle 7. Recognise and manage risk****Recommendation 7.1**

The board of a listed entity should:

- a) have a committee or committees to oversee risk, each of which:
  1. has at least three members, a majority of whom are independent directors; and
  2. is chaired by an independent director, and disclose:
    3. the charter of the committee;
    4. the members of the committee; and
    5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.

The Board has established an Audit, Finance and Risk Committee which is structured so that it:

- consists of only non-executive, independent directors;
- is chaired by an independent chair who is not Chair of the Board; and
- consists of at least three members of the Board.

The charter of the Audit, Finance and Risk Committee is available at [mla.com.au/afrc-charter](http://mla.com.au/afrc-charter)

Also refer to *How we are governed* at [mla.com.au/how-we-are-governed](http://mla.com.au/how-we-are-governed)

**Recommendation 7.2**

The board or a committee of the board should:

- a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and
- b) disclose, in relation to each reporting period, whether such a review has taken place.

Also refer to *How we are governed* at [mla.com.au/how-we-are-governed](http://mla.com.au/how-we-are-governed)

**Recommendation 7.3**

A listed entity should disclose:

- a) if it has an internal audit function, how the function is structured and what role it performs; or
- b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.

Refer to *How we are governed* at [mla.com.au/how-we-are-governed](http://mla.com.au/how-we-are-governed)

In addition to the internal audits undertaken by KPMG, MLA's own Group Risk and Compliance Manager works in parallel with KPMG and undertakes a number of reviews of overseas offices to ensure compliance with MLA policy and controls.

**Recommendation 7.4**

A listed entity should disclose whether it has any material exposure to environmental and social risks and, if it does, how it manages or intends to manage those risks.

A risk register is maintained to outline identified risks and how they are managed and monitored within the Board's risk appetite and is broadly engaged with across the business. Mitigation strategies are regularly monitored by both the Audit, Finance and Risk Committee and the Board. *MLA's Audit, Finance and Risk Committee Charter* is available at [mla.com.au/afrc-charter](http://mla.com.au/afrc-charter)



## / Corporate governance principles *continued*

### Principle/recommendation

### Description/reference of disclosure/compliance

## Principle 8. Remunerate fairly and responsibly

### Recommendation 8.1

The board of a listed entity should:

- a) have a remuneration committee which:
  1. has at least three members, a majority of whom are independent directors; and
  2. is chaired by an independent director, and disclose:
    3. the charter of the committee;
    4. the members of the committee; and
    5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.

The Board has established a Remuneration, People & Culture Committee which is structured so that it:

- consists of three non-executive, independent directors; and
- is chaired by an independent chair.

The *Remuneration, People & Culture Committee Charter* is available at [mla.com.au/rpcc-charter](https://mla.com.au/rpcc-charter)

Also refer to *How we are governed* at [mla.com.au/how-we-are-governed](https://mla.com.au/how-we-are-governed)

### Recommendation 8.2

A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.

Refer to *How we are governed* at [mla.com.au/how-we-are-governed](https://mla.com.au/how-we-are-governed)

### Recommendation 8.3

A listed entity which has an equity-based remuneration scheme should:

- a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and
- b) disclose that policy or a summary of it.

Not applicable as MLA does not have an equity-based remuneration scheme.

# / Acronyms

<b>A-EUFTA</b>	Australia-European Union Free Trade Agreement	<b>FTA</b>	free trade agreement	<b>PALM</b>	Pacific Australia Labour Mobility
<b>A-I CECA</b>	Australia-India Comprehensive Economic Cooperation	<b>FW</b>	fine wool	<b>PDS</b>	Producer Demonstration Sites
<b>A-UAE</b>	Australia-United Arab Emirates	<b>FY</b>	financial year	<b>PESTEL</b>	political, economic, social, technological, environmental and legal
<b>AACo</b>	Australian Agricultural Company	<b>GASL</b>	Global Agenda for Sustainable Livestock	<b>PGS</b>	Profitable Grazing Systems
<b>AADX</b>	Australian Agricultural Data Exchange	<b>GBV</b>	Genetic breeding value	<b>PIB</b>	peak industry body
<b>AASB</b>	Australian Accounting Standards Board	<b>GCC</b>	Gulf Cooperation Council	<b>PIC</b>	peak industry council
<b>AASB</b>	Australian Accounting Standards	<b>GHG</b>	greenhouse gas	<b>PCP</b>	previous corresponding period
<b>ABARES</b>	Australian Bureau of Agricultural and Resource Economics and Sciences	<b>GP</b>	general practitioner	<b>PIC</b>	Property Identification Codes
<b>ABC</b>	Anti-bribery and corruption	<b>GPS</b>	Global Positioning System	<b>QDAF</b>	Queensland Department of Agriculture and Fisheries
<b>ABS</b>	Australian Bureau of Statistics	<b>GST</b>	goods and services tax	<b>QPRP</b>	Queensland Pasture Resilience Program
<b>ABSF</b>	Australian Beef Sustainability Framework	<b>GVP</b>	gross value of production	<b>RD&amp;E</b>	research, development, and extension
<b>ACCU</b>	Australian carbon credit units	<b>HGP</b>	hormonal growth promotants	<b>RDC</b>	research and development corporation
<b>AFRC</b>	Audit, Finance and Risk Committee	<b>ICMJ</b>	Intercollegiate Meat Judging	<b>RDEA</b>	research, development, extension and adoption
<b>AGM</b>	Annual General Meeting	<b>ICT</b>	information and communication technologies	<b>REACS</b>	Rural Environment and Agricultural Commodities Survey
<b>AHA</b>	Animal Health Australia	<b>IMF</b>	intramuscular fat	<b>RMA</b>	rural marketing agents
<b>ALFA</b>	Australian Lot Feeders' Association	<b>IP</b>	intellectual property	<b>RMAC</b>	Red Meat Advisory Council
<b>AMPC</b>	Australian Meat Processor Corporation	<b>ISC</b>	Integrity Systems Company	<b>ROI</b>	return on investment
<b>APES</b>	Accounting Professional and Ethical Standards Board	<b>IT</b>	information technology	<b>RRnDFP</b>	Rural Research & Development for Profit
<b>ASBVs</b>	Australian Sheep Breeding Values	<b>KMP</b>	key management personnel	<b>S&amp;P</b>	Standard & Poor's
<b>ASEL</b>	Australian Standards for the Export of Livestock	<b>KPI</b>	key performance indicator	<b>SA</b>	South Australia
<b>ASIC</b>	Australian Securities and Investments Commission	<b>LDL</b>	Livestock Data Link	<b>SAI</b>	Sustainable Agriculture Initiative
<b>ASX</b>	Australian Stock Exchange	<b>LDPE</b>	low-density polyethylene	<b>SAR</b>	Scott's Automation Robotics
<b>AUD</b>	Australian dollar	<b>LMY</b>	lean meat yield	<b>SBF</b>	sheep blowfly
<b>AWS</b>	Amazon Web Service	<b>LPA</b>	Livestock Production Assurance	<b>SEA</b>	south-east Asia
<b>BI</b>	business intelligence	<b>LSD</b>	lumpy skin disease	<b>SFA</b>	statutory funding agreement
<b>BPIS</b>	Beef Producer Intention Survey	<b>LSDV</b>	lumpy skin disease virus	<b>SIT</b>	sterile insect technique
<b>CEO</b>	Chief Executive Officer	<b>MDC</b>	MLA Donor Company	<b>SM</b>	sustainable Merino
<b>CFO</b>	Chief Financial Officer	<b>MENA</b>	Middle East and North Africa	<b>SPA</b>	Sheep Producers Australia
<b>CN30</b>	Carbon Neutral 2030	<b>MER</b>	Monitoring, Evaluation and Research	<b>SPIS</b>	Sheep Producer Intention Survey
<b>CO2</b>	carbon dioxide	<b>ML</b>	Merino lamb	<b>SSF</b>	Sheep Sustainability Framework
<b>CO2e</b>	carbon dioxide equivalent	<b>MLA</b>	Meat & Livestock Australia	<b>SWOT</b>	strengths, weaknesses, opportunities and threats
<b>CRC</b>	Cooperative Research Centre	<b>MPD</b>	Market Development Partnerships	<b>TBL</b>	triple bottom line
<b>CT</b>	dual-energy computed topography	<b>mrRNA</b>	messenger ribonucleic acid	<b>TFI</b>	Thomas Foods International
<b>DAFF</b>	Department of Agriculture, Forestry and Fisheries	<b>MSA</b>	Meat Standards Australia	<b>UCT</b>	unfair contract terms
<b>DM</b>	dry matter	<b>NAPCo</b>	North Australia Pastoral Co	<b>UK</b>	United Kingdom
<b>DPO</b>	Digital Product Officers	<b>NB2</b>	Northern Beef Business	<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>EBV</b>	Estimated Breeding Value	<b>NFAS</b>	National Feedlot Accreditation Scheme	<b>USA</b>	United States of America
<b>eID</b>	electronic identification	<b>NFP</b>	not-for-profit	<b>VBM</b>	value-based marketing
<b>EMA</b>	eye muscle area	<b>NIRS</b>	near-infrared spectroscopy	<b>VBT</b>	value-based trading
<b>eNVD</b>	electronic National Vendor Declaration	<b>NLIS</b>	National Livestock Identification System	<b>WA</b>	Western Australia
<b>ESG</b>	environmental, social and governance	<b>NSHMP</b>	National Sheep Health Monitoring Project	<b>WP</b>	wool production
<b>EU</b>	European Union	<b>NSW</b>	New South Wales	<b>WPA</b>	Wool Producers Australia
<b>EYCI</b>	Eastern Young Cattle Indicator	<b>NTB</b>	non-tariff barriers	<b>WPP</b>	woven polypropylene
<b>FAO</b>	Food and Agriculture Organization of the United Nations	<b>NYCI</b>	National Young Cattle Indicator	<b>WWF</b>	World Wildlife Fund
<b>FMD</b>	foot-and-mouth disease	<b>NZ</b>	New Zealand	<b>ZNE</b>	zero net emissions
		<b>OJD</b>	ovine Johnes disease		
		<b>OLI</b>	Online Lamb Indicator		
		<b>OM</b>	objective measurement		
		<b>OTH</b>	over-the-hook		
		<b>OYCI</b>	Online Young Cattle Indicator		



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