



Annual Investment Plan

2026-27

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Cover: Cam Griffin, Binowee Family Grazing, South Burnett, Queensland – demonstrating how thoughtful grazing practices can deliver for both productivity and the environment.

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MLA acknowledges the Traditional Custodians of the lands on which we live, work and care for.

We pay our respects to Elders past and present, as we recognise their history, culture, connection to land and water, and share in their commitment to caring for Country.

MLA acknowledges the matching funds provided by the Australian Government to support the research and development detailed in this plan. Numbers in graphs and tables within the plan may be affected by rounding. View MLA’s acronyms table: mla.com.au/acronyms

Introduction

This Annual Investment Plan (AIP) has been developed to inform levy payers, Peak Industry Bodies, the Australian Government and the wider industry about Meat & Livestock Australia’s (MLA) planned work program in 2026–27.

MLA is a research, development and marketing service provider to the Australian red meat and livestock industry. MLA’s purpose is to foster the long-term prosperity of the Australian red meat and livestock industry, by collaborating with stakeholders to invest in research, development and marketing initiatives that contribute to producer profitability, sustainability and global competitiveness. It is funded by levy payers, the Australian Government and value chain partners.

MLA prepares an AIP each financial year to guide the practical delivery of MLA’s long-term investment priorities and outcomes which are set out in MLA’s new five-year *Strategic Plan 2030*.

The AIP demonstrates alignment with the Australian red meat industry through its own strategic plan, *Red Meat 2030* and the Australian Government’s science and research priorities, its rural research, development and extension priorities, and the National Agricultural Innovation priorities. It also outlines the programs, sub-programs, product groups, key performance indicators and budgets that will guide MLA’s activities in 2026–27. Successful delivery of this plan will act as a stepping-stone towards achieving MLA’s *Strategic Plan 2030*.

This AIP also denotes the sub-programs and product groups carried out by MLA’s subsidiaries, MLA Donor Company (MDC) and Integrity Systems Company (ISC).

Figure 1: The six industry priorities outlined in *Red Meat 2030*

 Our people	<p>People see being part of the Australian red meat and livestock industry as attractive now and into the future.</p>
 Our customers, consumers and communities	<p>People feel good about eating Australian red meat. Our customers, consumers and communities recognise the vital role our industry plays in food production and food security, and trust us to deliver high value, high quality products.</p>
 Our livestock	<p>We set the standard for world class animal health, welfare, biosecurity and production practices.</p>
 Our environment	<p>We demonstrate leadership in sustainability, delivering on community expectations in the areas of land, water, biodiversity, climate variability and biosecurity.</p>
 Our markets	<p>We improve the economic resilience for our industry by increasing access to, and the performance of, existing and new markets.</p>
 Our systems	<p>We are a trusted brand because of our integrity systems, built on trust and respect that supports strong partnerships and sharing of information, reducing unnecessary industry and government regulation.</p>

MLA's strategic priorities

MLA's *Strategic Plan 2030* lays out a bold roadmap to drive industry growth, trust, resilience and global competitiveness.

MLA's *Strategic Plan 2030* sets the direction for how we will grow the prosperity of our industry over the next five years. Guided by insights, driven by market demand and underpinned by innovation, the plan outlines the key priorities and partnerships needed to ensure Australian red meat remains globally competitive, environmentally sustainable and highly valued by customers and consumers.

From advancing value-based marketing and genetic evaluation to strengthening market access, building social capital, and contributing to Australia's net zero ambition, this is a whole-of-industry effort to deliver impact from paddock to plate.

Vision

Productivity and profitability will underpin the sustainability and prosperity of our great industry. By focusing on value creation and capture along the supply chain, we will deliver benefits that translate into profitability for the production sector and continue to improve emissions intensity.

To achieve this vision, we are committed to three key strategic priorities:



Optimising demand by expanding markets and creating and capturing value

- Position Australian red meat as the most trusted protein of choice in both domestic and international markets.
- Expand high-value markets, strengthen trade relationships and identify and capitalise on global trends to maximise value across the supply chain.



Driving profitable, productive and sustainable growth

- Invest in research, development and adoption to ensure long-term success to enhance productivity and resilience for producers and the supply chain.
- Strengthen national traceability and quality assurance programs to reinforce Australia's global reputation and maintain our competitive advantage in premium markets.
- Accelerate the adoption of cutting-edge technology and innovation.
- Lead the industry's path to sustainability and contribute to Australia's net zero ambition.



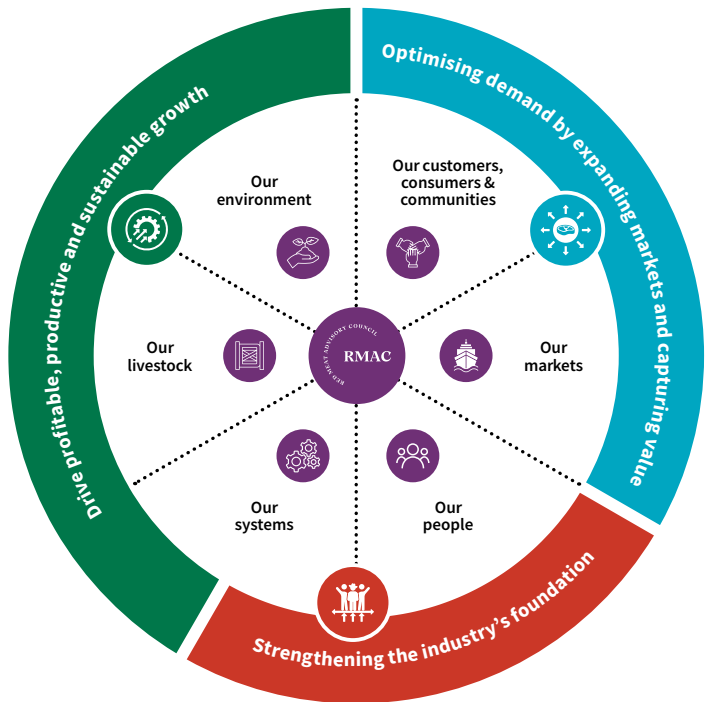
Strengthening the industry's foundation

- Ensure MLA is an agile, responsive service company delivering real impact for levy payers by collaborating with industry to respond to global uncertainty.
- Maximise the impact of our funding by partnering with world-leading research organisations to drive innovation, foster thought leadership and support disruptive solutions that deliver cutting-edge outcomes for industry.
- Collaborate and engage with institutional partners including government agencies and other Rural Research and Development Corporations (RDCs) to maximise the value delivered by MLA's investments.

How MLA’s Strategic Plan 2030 strategic priorities align with Red Meat 2030 strategic priorities

Red Meat 2030 is the industry’s 10-year strategic plan. It was the foundation of MLA’s Strategic Plan 2025 and will continue to guide MLA’s strategic vision to 2030. Together, we will ensure that Australian red meat remains the world’s premier choice – trusted, sustainable and unmatched in quality.

Figure 2: Red Meat 2030 priorities mapped to MLA’s Strategic Plan 2030 strategic priorities



Aligning MLA’s programs to the three strategic priorities

Table 1: MLA’s Strategic Plan 2030 strategic priorities aligned to MLA’s programs

	Optimising demand by expanding markets and creating and capturing value	Driving profitable, productive and sustainable growth	Strengthening the industry's foundation
Animal wellbeing		●	
Domestic market	●		
International markets	●	●	
Value realisation	●	●	
Meat science research and development		●	
Environmental sustainability		●	
Feedlot		●	
Integrity systems		●	
Objective measurement		●	
Producer adoption		●	
Product and packaging innovation		●	
Productivity (on-farm)		●	
Productivity (off-farm)		●	
Capability building		●	
Communication			●
Livestock technology fund	●	●	
Corporate services			●

Budget summary

In 2026–27, MLA plans to invest \$373.2 million in research, development, adoption and marketing activities across 17 program areas.

Tables 2–4: Projected 2026–27 investment by industry priority, funding source and program (\$ millions)

*Total may not add up due to rounding








Table 2: Industry priorities		Total \$373.2 million*
	Our people	24.5
	Our customers, consumers and community	40.9
	Our livestock	128.1
	Our environment	45.3
	Our markets	68.8
	Our systems	43.1
	Our essential services	22.5


























Table 3: Funding source		Total \$373.2 million*
	Sheep levies	42.0
	Grainfed cattle levies	18.6
	Grassfed cattle levies	64.0
	Goat levies	1.3
	Government	121.1
	Australian Meat Processor Corporation (AMPC)	20.1
	LiveCorp	1.1
	External	105.0

Table 4: Program		Total \$373.2 million*
	Animal wellbeing	13.0
	Domestic markets	25.5
	International markets	48.6
	Value realisation	26.4
	Meat science research and development	3.2
	Environmental sustainability	31.9
	Feedlot	16.5
	Integrity systems	42.8
	Objective measurement	17.4
	Producer adoption	23.3
	Product and packaging innovation	5.2
	Productivity (on-farm)	36.7
	Productivity (off-farm)	33.0
	Capability building	7.4
	Communication	9.9
	Livestock technology fund	10.0
	Corporate services	22.5

Funding by industry priority

Tables 5-11: Red Meat 2030 objectives, projected 2026-27 investment by funding source (\$ millions)

*Total may not add up due to rounding

Table 5: Our people People see being part of the Australian red meat and livestock industry as attractive now and into the future.










 Sheep levies	3.1	 Goat levies	0.2	 LiveCorp	0.0
 Grainfed cattle levies	1.3	 Government	8.4	 External	7.6
 Grassfed cattle levies	3.6	 AMPC	0.2	 Total \$24.5 million*	

Table 6: Our customers, consumers and communities People feel good about eating Australian red meat. Our customers, consumers and communities recognise the vital role our industry plays in food production and food security, and trust us to deliver high value, high quality products.










 Sheep levies	8.8	 Goat levies	0.1	 LiveCorp	0.0
 Grainfed cattle levies	4.0	 Government	6.6	 External	5.8
 Grassfed cattle levies	14.8	 AMPC	0.7	 Total \$40.9 million*	

Table 7: Our livestock We set the standard for world class animal health, welfare, biosecurity and production practices.










 Sheep levies	5.1	 Goat levies	0.3	 LiveCorp	0.3
 Grainfed cattle levies	2.9	 Government	58.4	 External	42.7
 Grassfed cattle levies	5.0	 AMPC	13.6	 Total \$128.1 million*	

Table 8: Our environment We demonstrate leadership in sustainability, delivering on community expectations in the areas of land, water, biodiversity, climate variability and biosecurity.










 Sheep levies	2.0	 Goat levies	0.1	 LiveCorp	0.0
 Grainfed cattle levies	1.6	 Government	19.7	 External	18.7
 Grassfed cattle levies	3.1	 AMPC	0.1	 Total \$45.3 million*	

Table 9: Our markets We improve the economic resilience for our industry by increasing access to, and the performance of, existing and new markets.










 Sheep levies	14.1	 Goat levies	0.1	 LiveCorp	0.6
 Grainfed cattle levies	4.9	 Government	11.2	 External	8.5
 Grassfed cattle levies	25.1	 AMPC	4.4	 Total \$68.8 million*	

Table 10: Our systems We are a trusted brand because of our integrity systems, built on trust and respect that supports strong partnerships and sharing of information, reducing unnecessary industry and government regulation.



















 Sheep levies	3.9	 Goat levies	0.2	 LiveCorp	0.2
 Grainfed cattle levies	1.8	 Government	13.3	 External	18.0
 Grassfed cattle levies	4.6	 AMPC	1.2	 Total \$43.1 million*	

Table 11: Our essential services We continue to invest in the essential services which underpin the competitiveness of our industry and support the overall activity of the company.

 Sheep levies	5.0	 Goat levies	0.2	 LiveCorp	0.0
 Grainfed cattle levies	2.2	 Government	3.5	 External	3.6
 Grassfed cattle levies	7.9	 AMPC	0.0	 Total \$22.5 million*	

Operating environment – opportunities and challenges

Over the past year the national herd has remained stable, supported by favourable conditions in northern Australia. In contrast, the national flock has continued to decline, reflecting difficult seasonal conditions across southern Australia since 2023.

The large national herd translated into high cattle slaughter in 2025 – the highest since 1978 – and record beef production and exports, including strong growth in live cattle exports. Goat production and exports also remained an important and growing component of total export performance. Lamb slaughter in 2025 was the third highest on record, just behind 2024 and 2023, despite a smaller flock. This reflects both challenging seasonal conditions in southern Australia and continued improvements in flock productivity.

Despite sustained production of both beef and lamb, livestock prices reached record or near-record levels, underpinned by strong global demand for red meat in the context of a global protein supply deficit.

Opportunities

Market access

In an increasingly uncertain international trading environment, decades of industry investment in market access continues to deliver strong returns. Exports have remained resilient despite geopolitical tension, tariff shocks, safeguard measures and ongoing protectionism. However, further gains, particularly in premium markets, are becoming more difficult to secure.

Recent developments illustrate this tension. Progress on the United Arab Emirates trade agreement has been disrupted by the conflict in Iran, while the recently concluded European Union Free Trade Agreement will lock in relatively low perpetual quotas, with implementation still months away.

On non-tariff barriers, progress remains incremental but positive, with several pipeline issues showing promise.

Despite these challenges, Australia entered 2026 in a strong competitive position across both domestic and international markets. Record export volumes

and values in 2025 reflect long term investment in supply chain integrity, eating quality and market diversification, alongside sustained demand for both boxed meat and live export.

Overall, the Australian red meat and livestock industry remains well positioned to leverage its strong market access foundation and respond to ongoing global consumer demand.

Strong export demand

The United States (US) remained the largest export destination for Australian beef, lamb and goat in 2025. Australia's reputation for reliability, quality and strong customer relationships continues to underpin demand across both foodservice and retail channels.

US demand remains strong against a backdrop of constrained domestic supply, with the US herd size at historically low levels and rebuilding expected to be slow and costly. These conditions are supporting firm beef pricing and ongoing demand for imported

product, creating opportunities for Australian exporters to maintain and grow market share.

In parallel, trade with the United Kingdom (UK) has accelerated following the implementation of the Australia-UK Free Trade Agreement (FTA), with export volumes reaching a new high in 2025. Increased engagement across UK retail and foodservice channels is evident, supported by MLA-led industry engagement and growing commercial interest in supply diversification.

While imported red meat remains sensitive within the UK market, engagement is increasing through strategic, non-public channels. The Australian industry is well positioned to complement domestic UK supply and respond to demand for quality, provenance and reliability.

South-East Asia continues to emerge as a key growth region, with demand expanding at an estimated 8–10% per year. The region remains critical across beef, sheepmeat, goat and live export markets. Strong

population growth, rising incomes and increasing protein consumption are underpinning long-term demand. Australia's established supply chains, strong in-market presence and reputation for quality, position the industry well to capture continued growth in this region.

Domestic market

Domestic sentiment towards red meat remains strong. MLA's 2025 Australian community sentiment research shows more Australians are increasing rather than reducing their red meat consumption, particularly among younger demographics.

More than 60% of consumers agree that cattle and sheep producers make a positive contribution to Australian society, reinforcing the industry's social capital and providing a strong platform for continued engagement.

Sustainability, productivity and adoption

Australian red meat producers continue to lead in the adoption of systems, technologies and practices that support high standards of animal welfare and environmental performance.

All Livestock Production Assurance-accredited producers are now required to maintain an Animal Welfare Management Plan aligned with national standards. More than 72% of the Australian beef feedlot industry has access to shade – an outcome that positions the sector as a global leader. Supply chain assurance is also strengthening, with increasing volumes processed through establishments

accredited under the Australian Animal Welfare Certification System.

Productivity improvements, driven by advances in genetics and on-farm management, are reducing emissions intensity across both beef and sheep production systems, supporting both environmental outcomes and producer profitability.

The development of a proposed Livestock Sector Method for Australian Carbon Credit Units represents a significant opportunity. If implemented, it will create new revenue streams for producers adopting emissions-reducing practices, while contributing to national emissions reduction targets.

Live export

Demand for live export remains a key pillar for the industry. Live cattle demand in South-East Asia remained strong in 2025, with exports reaching approximately 706,000, driven primarily by Indonesia. This trade continues to underpin the viability of northern production systems. Ongoing investment through the Livestock Export Program supports supply chain resilience, biosecurity and animal welfare outcomes.

Demand for live sheep in the Middle East and North Africa also remained structurally strong, driven by population growth and cultural consumption patterns. However, trade was significantly disrupted by vessel constraints and geopolitical conflict affecting key shipping routes during peak demand periods.

Producer consultation and priority setting

Engagement with Peak Industry Bodies (PIBs) and Research Advisory Councils (RACs) has streamlined MLA's research and development (R&D) consultation process. Priorities are consolidated every two years and translated into investments on a rolling basis, funded through levies and the MLA Donor Company. This approach provides flexibility to adapt to changing conditions and emerging industry needs.

Challenges

Volatile global trading conditions

Global trade dynamics continue to shift rapidly, with changing conditions, partners and supply chains impacting export performance.

Recent developments highlight this volatility. China's introduction of a global beef safeguard in early 2026 will result in significant tariff increases once quota thresholds are reached. Similarly, Korea's FTA safeguard will increase tariffs materially for the remainder of 2026.

In this environment, Australia must both defend existing market share and accelerate diversification into new markets and segments.

Global uncertainty and input costs

Geopolitical conflict, particularly in the Middle East, has heightened global uncertainty and driven volatility across energy, shipping and input markets.

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Operating environment – opportunities and challenges

The closure of key trade routes has disrupted supply chains and increased costs for fuel, fertiliser and other critical inputs.

Input prices have risen sharply since early 2026, placing pressure on producers and the broader supply chain. At the same time, inflationary pressures and higher interest rates are increasing the cost of borrowing and constraining consumer demand.

Producers are facing increasingly complex decisions regarding capital investment, sowing programs and fertiliser application, with outcomes further complicated by seasonal variability and pre-existing input purchasing cycles.

Cost-of-living pressures

Rising cost-of-living pressures continue to influence consumer behaviour globally. Consumers are dining out less, choosing smaller portions and, in some cases, shifting toward lower-cost proteins such as chicken and pork.

This trend is affecting both retail and foodservice demand for red meat and is expected to persist as consumers reassess value and prioritise affordability.

Live export transition

The planned phase-out of live sheep exports by sea by 1 May 2028, presents significant challenges for parts of the industry, particularly in Western Australia.

MLA will play a key role in supporting the industry through this transition, with the development of alternative supply chains, expansion of

sheepmeat markets, and targeted adoption and extension programs, while continuing to support live cattle exports.

Exotic animal diseases

The ongoing presence of foot-and-mouth disease (FMD) and lumpy skin disease (LSD) in Indonesia, and the detection of new FMD strains in China, highlight the continued biosecurity risk facing Australia.

An incursion of either disease would have catastrophic consequences for the red meat and livestock industry, including severe production losses and immediate loss of market access. MLA continues to work with government and international partners to strengthen protection and response capabilities.

Sustainability and climate variability

Producers continue to face significant sustainability and climate-related challenges, including extreme weather variability, rising input costs and increasing regulatory requirements.

In 2026, northern Australia experienced flooding and cyclone impacts, while large parts of southern Australia, including northern and western NSW, have faced drought conditions. These extremes are affecting productivity, infrastructure and livestock outcomes.

At the same time, regulatory requirements are increasing. Climate-related financial disclosures, which commenced in 2025, are placing new reporting expectations on supply chains, with flow-on impacts for producers. Reforms to environmental legislation

are also creating additional complexity around land management practices.

Addressing these challenges will require continued investment in research, data systems and practical tools that reduce reporting burden, support compliance and improve on-farm decision making.

Recent reforms to the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) are increasing complexity for land managers. Producers can no longer rely on continuation of use exemptions to clear vegetation that has not been cleared for at least 15 years (outside forestry operations), and Commonwealth requirements may apply where activities impact Matters of National Environmental Significance, regardless of state or territory frameworks. This regulatory overlay is creating greater uncertainty for producers managing historically cleared or routinely worked land, with implications for land use decisions, productivity and long-term planning.

This is an emerging priority for industry, requiring targeted investment in data systems, decision support tools and coordinated industry engagement to reduce uncertainty, manage compliance burden, support informed decision making, and ensure producer perspectives are reflected in evolving requirements.



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Stress-free stock handling is a strategy WA producer Sean D'Arcy has implemented to reduce shrinkage in his herd.



Program

Animal wellbeing

MLA's investment in animal wellbeing research, development and adoption (RD&A) aims to safeguard Australia's livestock wellbeing while maintaining and improving farm profitability and efficiency. Consideration of animal health, welfare and biosecurity are inextricably linked when defining livestock wellbeing.

Sub-programs

- Animal wellbeing

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Animal wellbeing

The animal wellbeing sub-program works to reduce the impacts of animal disease through the delivery of safe, effective and long-acting vaccines and therapeutics, reinforcing the premise that disease prevention is better than disease treatment.

The adverse impacts of human interventions on livestock wellbeing, such as surgical husbandry, will be reduced through ongoing research that looks to replace these techniques or mitigate the pain that they cause. This demonstrates our industry's commitment to continually improve the welfare of Australia's livestock.

Product group	Core activities
Animal wellbeing research, development and adoption	<p>The 'animal wellbeing research, development and adoption' product group includes the following initiatives:</p> <ul style="list-style-type: none"> ■ developing safe, effective, long-acting vaccines and therapeutics – investments include development of vaccines for diseases such as lumpy skin disease, utilising modern technology ■ a new and targeted approach to improve control of the cattle tick and buffalo fly ■ use of the Sterile Insect Technique approach to target eradication of blowflies on Kangaroo Island ■ collaboration with the Centre for Invasive Species Solutions for the management of invasive animals ■ large-scale integrated Producer Demonstration Site (PDS) activities to facilitate translation of science into impact. These include broad uptake of effective reproductive vaccines, validating best practice preparation prior to transport, improving welfare outcomes and reducing the prevalence of sheep pneumonia in flocks. <p>Program investments include the integration of effective adoption of producer on-farm focused outcomes, via extension or commercial adoption pathways.</p>

Key performance indicators in 2026–27

1. **Vaccine prototypes ready for testing and vaccine antigens expressed and formulated into a vaccine delivery system.**
2. **Long-acting Gonadotropin-Releasing Hormone (GnRH)-based contraceptive formulated and ready for field efficacy validation.**
3. **Baseline morbidity and mortality benchmarks in two northern weaner yard systems established and the feasibility of five intervention strategies to improve weaner yard outcomes critically evaluated.**

Table 12: Projected 2026–27 investment by funding source – animal wellbeing (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Animal wellbeing	-	-	49	-	373	-	87	-	-	-	-	-	-	-	5,579	6,089	819	12,178	819	12,997
Total*	-	-	49	-	373	-	87	-	-	-	-	-	-	-	5,579	6,089	819	12,178	819	12,997



Backed by strategic investment planning, MLA's Summer Lamb campaign continues to deliver impact – driving record engagement, strengthening consumer demand and reinforcing lamb's place at the centre of Australian moments that matter.



Program

Domestic market

MLA's investment in the domestic market program delivers value to participants across the supply chain, from providing timely livestock market reports and indicators, to insight-led customer and consumer programs that drive demand for red meat amongst current and future Australians.

Sub-programs

- Market knowledge (domestic)
- Marketing and promotion (domestic)

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Market knowledge (domestic)

MLA's market knowledge (domestic) sub-program collects, analyses and interprets signals across the supply chain, reporting these to industry and transforming data into insights. The insights allow the red meat industry to anticipate and respond to future opportunities and disruption.

Product group	Core activities
National Livestock Reporting Service (NLRS)	<p>The 'National Livestock Reporting Service' (NLRS) product group captures and produces timely, accurate and independent Australian livestock price data. Initiatives include:</p> <ul style="list-style-type: none"> ■ collection of key sheep and cattle datapoints at saleyards and reporting with pricing data across major saleyards to cover throughput in line with the saleyard strategy ■ reporting livestock pricing data across all selling methods (including online) ■ transforming current process through improving the market transparency of livestock (cattle, sheep and goat) by providing a greater throughput of transactions reporting, supporting the development of innovative supply chain data connectivity, and improving how the industry accesses industry reporting and insights.
Market information	<p>The 'market information' product group interprets and transforms livestock production data from the NLRS and other sources into insights to assist stakeholders in making informed business decisions. Ongoing improvements seek to improve the transparency of livestock (goat, sheep and cattle) markets by producing a range of new indicators that are both relevant to and reflective of new market trends.</p>
Domestic market consumer insights	<p>The 'domestic market consumer insights' product group collects, interprets and transforms data and signals into insights from the end of the supply chain, focusing on customers, consumers and those who purchase red meat (shoppers). Initiatives include:</p> <ul style="list-style-type: none"> ■ channel insights: retail and foodservice ■ consumer insights: consumption behaviour, shopper insights and consumer tracking ■ collaboration: cross-functional collaboration across MLA for all domestic market research projects.

Key performance indicators in 2026–27

1. **High levels of satisfaction (above 85%) by industry stakeholders with MLA's market information services, sourced from the annual MLA Subscriber survey and with a baseline of 85%.**
2. **Maintain utilisation of MLA's key market information reports (e.g. State of the Industry report, Beef projections, Sheep projections) at 2026 levels, measured by Google Analytics and other data sources.**
3. **Revise market indicators to better represent the saleyard and online trading environments.**

Marketing and promotion (domestic)

MLA's marketing and promotion (domestic) sub-program delivers initiatives to ensure red meat is positioned as a protein of choice for consumers and customers, recruit future generations of Australian red meat consumers and collaborate with domestic customers to optimise the retailing and menuing of Australian red meat.

Product group	Core activities
Domestic business development	<p>Initiatives within the 'domestic business development' product group include:</p> <ul style="list-style-type: none"> ■ collaboration with retail customers on new insights, inspiration and ideation for red meat category enhancements and aligned investment and support for joint initiatives and brand campaign integration activities ■ training to ensure red meat in foodservice delivers an optimum experience and drive uptake of new/more red meat occasions through new products or dishes that optimise opportunities or solve business challenges ■ support for the butcher channel via communications, resources and sponsorships that deliver education, inspiration and community-building to engage and strengthen the presence of red meat in the butcher channel ■ Market Development Partnerships co-fund and support eligible Australian businesses with activities that grow or defend the value of their Australian red meat share against competitor proteins.
Domestic brand building	<p>Initiatives within the 'domestic brand building' product group include:</p> <ul style="list-style-type: none"> ■ ensuring marketing activities are targeted against consumer purchase drivers and focused on building long-term relevance of Australian red meat with current and emerging domestic consumers ■ developing insight-led campaigns that recruit and retain future red meat consumers, such as younger and culturally diverse demographics ■ leveraging the strong emotional bonds consumers have with beef to continue to ensure they perceive beef as a superior protein to competitors through the promotion of beef's quality, ease and versatility, as well as its taste and health credentials ■ ensuring beef is top-of-mind in mid-week meal decision making with consumers, by disrupting with 'always-on' media and messaging ■ creating top-of-mind brand awareness for lamb and its attributes at key occasions during the year, with the iconic Summer Lamb campaign and targeted activity throughout the year ■ leveraging MLA nutrition and sustainability programs, resources and subject matter experts to contribute to the positive consumer and customer perception of red meat's sustainable role in a healthy diet ■ evaluating the impacts of marketing activity, sharing the results and taking corrective action as required.

Key performance indicators in 2026–27

1. Maintain consideration scores at 83% for beef and at 56% for lamb, based on consideration as a proxy for demand and multi-year data collected via the Domestic Consumer Tracker.
2. Maintain 'worth paying more' for beef at 37% and lamb at 28%, based on likely cost-of-living influences and data collected via the Domestic Consumer Tracker.
3. Customer development plans in place with key retail and foodservice customers, with at least two case studies completed that demonstrate impact.

Table 13: Projected 2026–27 investment by funding source – domestic market (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Market knowledge (domestic)	28	13	33	37	412	1,136	420	1,857	202	443	191	344	2	16	-	1,288	16	2,575	3,862	6,437
Marketing and promotion (domestic)	-	3	-	179	-	7,511	-	8,678	-	2,079	-	593	-	-	-	-	-	-	19,042	19,042
Total*	28	17	33	216	412	8,646	420	10,535	202	2,523	191	936	2	16	-	1,288	16	2,575	22,904	25,479

Recently inducted Australian Lambassador David Finlayson – ALH Group, Brisbane and Lambassador Tristan Acevedo – Flashpoint Innovation, Chicago (left to right), bring Australian lamb to life in MLA Sydney's commercial kitchen. Through MLA's Lambassador program, leading food professionals experience Australia's sheepmeat production systems and take that story back to global menus, showcasing quality, inspiring innovation and building demand worldwide.



Program

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 make Australia the preferred choice of customers and consumers globally.

Sub-programs

- Market access
- Market knowledge (international)
- Marketing and promotion (international)
- Livestock export market activities
- Livestock export (research and development)

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Market access

MLA's market access sub-program aims to:

- defend/maintain existing favourable access conditions
- improve access in high value markets via favourably positioning the sector in trade negotiations
- alleviate technical trade barriers.

Product group	Core activities
Economic access	<p>Initiatives within the 'economic access' product group include:</p> <ul style="list-style-type: none"> ■ supporting industry to defend existing favourable market access conditions ■ reducing economic barriers to trade through the delivery of targeted advocacy strategies.
Technical access	<p>Initiatives within the 'technical access' product group include:</p> <ul style="list-style-type: none"> ■ supporting industry to mitigate access risks through monitoring access conditions and providing a strategic response ■ prioritising reform initiatives in conjunction with the Australian Meat Industry Council (AMIC) and government to avoid/alleviate/reduce non-tariff barriers to trade.

Key performance indicators in 2026–27

1. Industry positions/submissions prepared by MLA on priority trade defence and/or reform issues are acknowledged and acted on by government and support trade facilitation.
2. MLA makes a significant contribution to alleviating \$100 million worth of non-tariff trade barriers as part of the joint industry goal of \$1 billion between FY21 and FY30.

Market knowledge (international)

MLA's market knowledge (international) sub-program collects, analyses and interprets signals into insights across key export markets for red meat. The insights allow the red meat industry to anticipate and respond to future opportunities, risks and disruption.

Product group	Core activities
International market insights	<p>Initiatives within the 'international market insights' product group include:</p> <ul style="list-style-type: none"> ■ monitoring macro and geopolitical trends ■ monitoring market and channel trends ■ monitoring competitors ■ regular reporting of red meat exports.
International consumer insights	<p>Initiatives within the 'international consumer insights' product group include:</p> <ul style="list-style-type: none"> ■ translating market signals and data into insights that positively influence the supply chain ■ updating <i>Market factbooks</i> and <i>Market snapshots</i> across key export markets, containing market and consumer insights to support incremental ranging and improved execution with local customers ■ undertaking market research of the consumer, shopper, trade, retail and foodservice sectors (as agreed with stakeholders in key Australian red meat markets) ■ translating insights from across both product groups (market insights and consumer insights) and from across other MLA programs' market research into strategic growth drivers ■ identifying opportunities and risks by understanding global markets and the evolving preferences of consumers and customers ■ enabling greater adoption of red meat exporter tools via the Global Insights online tool in the Aussie Meat Trade Hub portal ■ Annual <i>Global beef/sheep industry</i> and trade reports (including competitor analysis) and annual <i>Goat snapshot</i> ■ developing MLA's global market strategic portfolio model ■ evaluation of visual identity and branding of Meat Standards Australia (MSA) and perception versus United States Department of Agriculture (USDA) eating quality system.

Key performance indicators in 2026–27

1. Maintain stakeholder utilisation of the Global Insights online tool, as measured by Google Analytics, above the Q3 2026 baseline of 8,300 annual views.
2. Complete at least two customer case studies and two MLA internal case studies that demonstrate the impact of MLA insights.

Marketing and promotion (international)

MLA's marketing and promotion (international) sub-program aims to position Australian red meat as a protein of choice for global customers and consumers.

Product group	Core activities
International marketing and development	<p>Initiatives within the 'international marketing and development' product group include:</p> <ul style="list-style-type: none"> ■ creative, impactful and locally relevant communications to targeted consumer segments (both media campaigns and 'always-on' components such as websites, public relations and social media messaging) ■ promotional activities conducted with key customers (e.g. point of purchase promotions) ■ building and maintaining a strong network of informed key accounts, strategic stakeholders and key influencers to ensure industry is responsive to consumers' changing needs and wants ■ delivery of events, trade shows, seminars and other communications that educate customers and drive positive awareness, attitudes and behaviours towards Australian red meat ■ strategic supply/value chain projects with commercial partners to help extend the penetration and breadth of Australian red meat globally.

Key performance indicators in 2026–27

1. Net positive impact on customer preference for Australian red meat amongst customers attending an MLA event in international markets, based on a survey of event attendees.
2. Improvement in export market consumer preference above FY24 benchmarks for Australian beef (8.1/10) and lamb (8.5/10) derived from a survey of international consumers.

Livestock export market activities

MLA and LiveCorp jointly invest in the Live Export Program (LEP), which funds research and development to improve animal health, welfare and productivity throughout the livestock export supply chain.

The LEP supports the growth, productivity improvements and sustainability of the livestock export industry through the delivery of risk mitigation strategies and extension, as well as adoption of best practice livestock management.

Product group	Core activities
Livestock export welfare, market access and productivity	<p>The 'livestock export welfare, market access and productivity' product group supports industry with initiatives that:</p> <ul style="list-style-type: none"> ■ identify and mitigate animal welfare risks ■ implement adoption of best practice welfare systems ■ maintain and develop access to key overseas markets ■ improve supply chain efficiency. <p>Key investments include animal welfare capability in Indonesia and the LEP Co-Funding Program, which supports commercial participants to develop and implement strategic welfare and supply chain improvements.</p>

Key performance indicators in 2026–27

1. Through surveys, maintain in-market stakeholder satisfaction (8.0/10) for trade insights and services provided by the livestock export program.
2. Produce one 'program of work' case study per region showcasing live export activities that have mitigated industry trade risk, improved industry's ability to maintain and grow market access and/or contributed to industry's trade competitiveness, resulting in demonstrated supply chain change and positive economic benefit to industry.
3. 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.

Livestock export (research and development)

MLA's livestock export (research and development) sub-program, undertaken in collaboration with LiveCorp, provides industry with the tools, technologies, knowledge and capability to improve its productivity, profitability and sustainability at an individual business and industry level.

Product group	Core activities
Livestock export welfare, integrity and productivity	<p>Initiatives within the 'livestock export welfare, integrity and productivity' product group include:</p> <ul style="list-style-type: none"> ■ integrity initiatives such as building industry capability in data collection and analysis to enable benefits from transparency, benchmarking, reduced subjectivity, boosted supply chain productivity and efficient regulatory reporting to be achieved ■ animal welfare-related initiatives such as facilitating better stunning outcomes, facilitation of feedback of information on the health and welfare of livestock supplied to live export, and improve understanding of, and identify effective controls for, animal health and welfare risks that operate along the supply chain and for transparency, to address public expectations ■ developing tools and techniques for more effective and timely identification and assessment of animal health and welfare and promote their uptake and adoption ■ supporting and promoting the adoption of better health and welfare practices in market, including understanding the cultural and social factors affecting animal handling practices and facilitating better stunning outcomes through the uptake and use of industry leading tools and practices ■ enhancing supply chain risk and opportunity identification, assessment and management capability across regions, species and environmental factors in a way that supports a risk-based regulatory approach ■ improving the training environment to encourage uptake of leading animal health and welfare practices across industry.
Livestock export extension and adoption	<p>Initiatives within the 'livestock export extension and adoption' product group include:</p> <ul style="list-style-type: none"> ■ supporting industry extension and adoption of best practice systems and procedures to achieve continuous improvements in animal welfare and mitigate risk of trade suspension or closure ■ driving adoption of tools and techniques for identifying and assessing animal health and welfare risks through the supply chain ■ targeted communications for key projects such as interpreting animal welfare, international development goals, University of New England (UNE) partnership project, and lifecycle carbon assessment ■ communicating research, development and adoption outcomes and program performance to stakeholders ■ consulting with industry through the Livestock Export Research and Development Advisory Committee (LERDAC) ■ implementing the new Livestock Export Program research, development and extension (LEP RD&E) systems and processes, including investment management training of management committee personnel implementing the LEP RD&E strategic goals ■ supporting adoption of practices to improve livestock performance through the livestock export supply chain.

Key performance indicators in 2026–27

1. **Implement and trial a practical framework for aggregating and interpreting animal welfare indicators across the livestock export supply chain, enabling improved operational insights, benchmarking and decision making.**
2. **Generate and communicate insights from research, development and extension (RD&E) projects examining the efficiency and competitiveness of Australia's live cattle export supply chain, supporting industry understanding of key cost drivers and opportunities across export markets.**
3. **Support industry uptake of RD&E outputs through targeted engagement and extension activities, including implementation of new tools, technologies and best practice guidance arising from Live Export Program RD&E projects.**
4. **Use industry data, including LIVEXCollect and RD&E project outputs, to guide project development, inform RD&E priorities and support continuous improvement in livestock export practices, with progress measured by the number of projects that use or are informed by industry data.**

Table 14: Projected 2026–27 investment by funding source – international markets (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Market access	2	9	2	24	26	577	26	1,095	13	264	10	321	0	14	-	78	-	156	2,303	2,459
Market knowledge (international)	-	7	-	23	19	941	83	1,246	4	297	-	-	-	-	-	106	-	212	2,514	2,726
Marketing and promotion (international)	-	144	-	356	-	8,836	-	22,576	-	4,022	-	179	-	-	-	-	2,440	-	38,554	38,554
Livestock export market activities	-	6	-	146	-	807	-	1,445	-	-	-	-	-	500	-	-	-	-	2,904	2,904
Livestock export (research and development)	-	-	21	-	261	-	213	-	-	-	-	-	500	-	-	995	-	1,991	-	1,991
Total¹	2	167	24	549	305	11,161	323	26,362	16	4,584	10	499	500	514	-	1,179	2,440	2,359	46,276	48,634



Program

Value realisation

The value realisation program aims to fast-track supply chain adoption of research and development outputs and new technologies to deliver value across the supply chain. This program delivers commercial services that drive adoption of MLA's genetics tools and eating quality program (Meat Standards Australia). The combination of genetics, livestock credentials, objective measurement technology, carcass quality and yield traits, and brand specifications will determine future livestock value. Seamless two-way information flow across the supply chain – both feedback and forward sharing – will be key to unlocking the full value of data. Digital tools will deliver timely data across the supply chain to support decision making and value creation and capture incentives.

Sub-programs

- Genetics commercial services
- Carcass value
- Supply chain implementation

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Through advanced genetic evaluation, BREEDPLAN calculates Estimated Breeding Values (EBVs) across key traits, combining performance, pedigree and genomic data to drive faster genetic gain and more informed decisions. As part of ongoing delivery of genetic tools and technologies, its continued development and commercialisation ensure these services remain accessible, competitive and impactful.

Genetics commercial services

MLA's livestock genetics commercial services sub-program focuses on delivering world-class genetic evaluation services to all red meat producers. The services intend to help buyers and breeders integrate genetics into livestock production systems to better meet customer expectations through making genetic gains for traits of economic importance. These services include breeding values delivered through BREEDPLAN for cattle, Sheep Genetics for sheep and goats, multibreed genetic evaluations to enable comparison of animals across different breeds, and genomic tools for commercial breeders.

Product group	Core activities
Delivery of genetic tools and technologies	<p>Delivery of breeding value services</p> <p>Initiatives within the 'delivery of genetic tools and technologies' product group include:</p> <ul style="list-style-type: none"> ■ ensuring effective and competitive commercialisation of BREEDPLAN and Sheep Genetics ■ delivering world-class Sheep Genetics services such as LAMBPLAN, MERINOSELECT and KIDPLAN ■ ensuring the effective and competitive commercialisation of beef and sheep genomic tools via a diverse industry delivery network.
Adoption of genetic tools and technologies	<p>Breaking through the barriers to adoption of genetic improvement technologies</p> <p>Initiatives within the 'adoption of genetic tools and technologies' product group include:</p> <ul style="list-style-type: none"> ■ customised adoption programs to support the use of breeding values ■ supporting customers in the use of Sheep Genetics, including working with livestock consultants and service providers ■ a strategic adoption effort on supporting commercial producers to engage with and access new genomic technologies as part of their on-farm decision making.

Key performance indicators in 2026–27

1. The commercialisation pathway for the delivery of multibreed beef genetic evaluations is developed to operational readiness.
2. Genomic-only products (Flock Profile, Australian Sheep Genomic Values) are commercially available for non-Merino breeds for at least five economically important traits.
3. Increase genetic progress across selection indexes in Sheep Genetics by three index points, from a baseline weighted average of 140.1.

Carcase value

MLA's carcass value sub-program involves delivery of the Meat Standards Australia (MSA) commercial service, including the measurement of carcass value traits of eating quality, carcass and cut yields and animal health, and is accompanied by myFeedback development and adoption.

The program involves participation along the entire Australian red meat value chain. This includes education and adoption initiatives to enable on-farm practice changes to maximise returns and productivity. This is alongside leveraging off-farm supply partnerships to educate and support increased value, consistency of brands and consumer demand. Through this, there is year-on-year growth in the proportion of Australian red meat being MSA-graded, along with enabling price differentials in the market for producers that can meet MSA and customer specifications.

Product group	Core activities
Standards and systems	<p>Initiatives within the 'standards and systems' product group include:</p> <ul style="list-style-type: none"> ensuring robust MSA integrity standards are maintained by industry developing and continually improving systems, namely myFeedback and myMSA, to capture supply chain data and provide feedback that can inform decisions on how to extract the greatest value from the MSA program capturing extensive carcass value traits such as eating quality, animal health information and carcass and cut yield expanding systems to capture yield specifications and other value traits to underpin brand structures, as well as continually improving functionality to enable data flow across the supply chain.
Business development	<p>Initiatives within the 'business development' product group include:</p> <ul style="list-style-type: none"> developing practice change programs with supply chains to improve on-farm and carcass outcomes, which include eating quality, yield and animal health and welfare, with myFeedback enabling these programs as the primary source of carcass feedback partnering with processors and brand owners to extract maximum value from the MSA program, including eating quality, yield and carcass health data supporting the further education and confidence of supply chain participants to differentiate MSA brands in all markets, particularly international opportunities partnering with brand owners to support continued producer improvement through long-term practice change programs enabling industry to extract value through eating quality principles for sheepmeat, including the commercialisation of the MSA cuts-based model ensuring greater capture of value from the whole carcass through including carcass and cut yields, animal health and other value traits.

Key performance indicators in 2026–27

- Price differentials for Meat Standards Australia compliant cattle demonstrate an annual return to the farm gate of more than \$400 million, compared to the FY26 baseline estimate of \$300 million.**
- At least two sheepmeat supply chains are using the Meat Standards Australia Sheepmeat model to segregate carcasses, representing 30% of national slaughter.**
- 25% of beef carcasses in myFeedback have animal health data captured.**

Supply chain implementation

MLA's supply chain implementation sub-program connects research and development with commercial practice to accelerate adoption of objective measurement, digital capability and value-based business models across the red meat supply chain. It enables Digital Product Officers and Co-Innovation Managers to make profitable impacts right along the supply chain in the adoption of carcase and live animal objective measurement to measure value traits, strengthen traceability and utilise feedback systems that connect customer insights to genetics and integration of products such as electronic National Vendor Declarations (eNVD).

Product group	Core activities
Digital capability adoption	<p>Initiatives within the 'digital capability adoption' product group include:</p> <ul style="list-style-type: none"> working with supply chains to support digital transformation and use of digital products via the Digital Product Officer program.
Collaborative co-innovation capability adoption	<p>Initiatives within the 'collaborative co-innovation capability adoption' product group involve:</p> <ul style="list-style-type: none"> supporting leading Australian red meat value chains to fast-track their innovation strategies customised investments that match the specific business and innovation goals of participating enterprises and their value chains, with a deliberate focus on partners who share MLA's strategic innovation focus areas focusing on commercial partnerships that will accelerate MLA's innovation agenda including sustainability, value-based marketing, high value foods and animal wellbeing building human capability to better equip our industry to succeed in a highly competitive environment.
Supply chain objective measurement adoption	<p>The 'supply chain objective measurement adoption' product group supports the adoption of objective measurement-based solutions that can be applied to live animals, carcasses or 'fifth quarter' products to measure traits describing compliance, productivity and carcase value. Initiatives include:</p> <ul style="list-style-type: none"> supporting the further implementation of carcase measurement solutions and value/quality attributes that enhance Meat Standards Australia (MSA) and AUS-MEAT grading, including investigating opportunities for hot (pre-chiller) beef grading, lean meat yield, and enabling adoption of the cuts-based MSA sheepmeat model. It also includes companies using objective measurement data to underpin brand-based strategies supporting the adoption of proven traceability solutions in abattoirs that deliver improved end-to-end traceability and integration from objective measurement data supporting the adoption of proven supply chain feedback solutions that improve feedback and feed-forward and facilitate implementation of objective measurement-enabled value propositions.

Key performance indicators in 2026–27

- 100% of all Digital Product Officers businesses will adopt eNVD, collect disease and defect data to national standards, and provide suppliers with carcase feedback.**
- Support at least three new supply chains to implement objective measurement-enabled systems and data feedback that enables value-based pricing.**
- A minimum of 13 co-innovation program partners achieve 80% or more of their individual program partnership key performance indicators that reflect MLA strategic innovation priorities, as measured by case study-based independent evaluations and pre-MLA investment baselines.**

Table 15: Projected 2026–27 investment by funding source – value realisation (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Genetics commercial services	-	-	-	-	32	-	22	-	46	-	-	-	-	-	4,052	4,151	2,800	8,303	2,800	11,103
Carcase value	33	-	39	-	474	-	608	-	405	-	-	-	-	-	341	1,899	235	3,799	235	4,033
Supply chain implementation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,251	5,251	744	10,502	744	11,246
Total*	33	-	39	-	506	-	630	-	451	-	-	-	-	-	9,644	11,302	3,779	22,604	3,779	26,383

Program

Meat science research and development

The meat science research and development program invests in initiatives to identify new traits and measures to explain variation in quality and carcass value, as well as research that will enable sheep and cattle to be Meat Standards Australia (MSA) graded. This includes new traits that may be measured on live animals and carcasses and a deeper understanding of red meat traits such as flavour. This research is a key enabler for value-based marketing that supports differentiated price signals and reward mechanisms across the supply chain.

It will also expand the MSA sheepmeat cuts-based model to include new traits that describe eating quality and value of non-lamb products. The program will leverage international partnerships in red meat research and ensure Australia's eating quality language remains globally relevant and commercially recognised.

Sub-programs

- Meat science research and development

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



New research is advancing objective measurement in sheep using x-ray based technology to identify traits like bone density that describe sheepmeat and/or beef eating quality variations.

Meat science research and development

MLA's meat science research and development sub-program strives to develop new traits that describe quality and carcass value.

As a leader in global eating quality, MLA will collaborate with partners in the aim to identify and capture greater value for the red meat supply chain.

Product group	Core activities
Meat science research and development	<p>Initiatives within the 'meat science research and development' product group include:</p> <ul style="list-style-type: none"> investments that enable all cattle and sheep pathways and production systems to be eligible for MSA grading supporting greater technology adoption to improve supply chain efficiencies, new traits that explain carcass value and meat science research that will incentivise greater uptake and expansion of the MSA program for beef and sheepmeat leveraging international research that drives positive outcomes for the Australian red meat industry and an increased recognition of our eating quality language.

Key performance indicators in 2026–27

1. Identify meat science research required to support development of at least one new x-ray based technology to identify traits like bone density that describe beef and/or sheepmeat eating quality variations.
2. Identify methods and partners for flavour research.

Table 16: Projected 2026–27 investment by funding source – meat science research and development (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Meat science research and development	-	-	18	-	222	-	317	-	210	-	-	-	-	-	716	1,483	187	2,965	187	3,152
Total*	-	-	18	-	222	-	317	-	210	-	-	-	-	-	716	1,483	187	2,965	187	3,152

The 'From method to market – unlocking ecosystem service opportunities for livestock producers' project helped Queensland graziers identify and overcome technical/economic barriers to participating in environmental markets. Real-life case studies from this project contribute to the identification, revision, improvement and development of current and proposed carbon market, natural capital and carbon insetting methods.



Program

Environmental sustainability

The environmental sustainability program invests in research, development and adoption activities for fostering the natural capital base, improving grazing land stewardship, and resource use intensity with beneficial impacts on global climate, food security and farm profitability.

Within MLA's *Strategic Plan*, the program directly aligns to the bold ambition of 'Contributing to Australia's net zero ambitions' through the following key initiatives:

- carbon storage and emissions avoidance
- climate resilience
- environmental credentials.

To achieve this, the primary focus for the program will be on the following areas:

- investing in natural capital and land productivity
- accelerating adoption
- ensuring trust, market access and industry integrity.

Sub-programs

- Environmental sustainability

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Environmental sustainability

The environmental sustainability sub-program invests in research, development and adoption activities to foster the natural capital base and improve grazing land stewardship and resource use intensity with beneficial impacts on global climate, food security and farm profitability.

The sub-program also assists the supply chain with emerging sustainability requirements and opportunities, along with the delivery of the Australian Beef and Sheep Sustainability Frameworks.

Product group	Core activities
Sustainability technologies and practices (on-farm)	<p>Initiatives within the ‘sustainability technologies and practices (on-farm) product group include:</p> <ul style="list-style-type: none"> herd management strategies that improve efficiency, profit and emissions intensity accelerating pathways to revenue generation by producers in emissions reduction and carbon sequestration national validation site network for carbon sequestration methods development of a new Livestock Sector Australian Carbon Credit Unit (ACCU) method upgrades to environmental credentials tools, including an industry review of the Environmental Credentials Platform, assisting producers to cost effectively demonstrate best practice land management and enabling them to profit from doing so climate resilience: weather forecast and grazing management innovation and extension, assisting producers to more effectively manage risk and land productivity, along with income diversification opportunities such as integrated commodities including timber production, biodiversity and water credits.
Sustainability Frameworks	<p>Initiatives within the ‘sustainability frameworks’ product group include:</p> <ul style="list-style-type: none"> Australian Beef and Sheep Sustainability Frameworks, proving Australia’s sustainability credentials to domestic and global markets.

Key performance indicators in 2026–27

- Feasibility study completed on establishment of a national validation site network for soil carbon, woody and grassland biomass with decision made on progression to pilot site establishment in each state/territory.**
- Livestock sector Australian Carbon Credit Unit (ACCU) scheme method working groups established and development of a detailed workplan accepted by Australian government.**
- National climate program launched with Climate Mate extension network expanded from only northern Australia to a national footprint.**

Table 17: Projected 2026–27 investment by funding source – environmental sustainability (\$ ‘000)

^{*}Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Environmental sustainability	38	0	31	17	455	260	1,187	689	543	335	64	-	-	-	11,564	13,881	2,813	27,762	4,114	31,876
Total*	38	0	31	17	455	260	1,187	689	543	335	64	-	-	-	11,564	13,881	2,813	27,762	4,114	31,876

Program

Feedlot

The feedlot program is designed to drive profitable, productive and sustainable growth in Australia's beef feedlot sector, strengthening the resilience and efficiency of the wider red meat supply chain. Recognising the critical role of feedlots in supply consistency, carcass quality and value-based marketing, the program delivers integrated research, development and adoption that balances productivity gains with animal wellbeing, environmental performance and workforce capability.

Sub-programs

- Feedlot productivity

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Providing shade in feedlots is delivering measurable gains for both animal welfare and productivity. The Research for Accelerated Adoption (RAAD) program is working to increase the number of feedlots with shade or shelter infrastructure, while improving average daily gain and feed efficiency.

Feedlot productivity

MLA's feedlot productivity sub-program aims to increase productivity and profitability to underpin the sustainability of feedlot businesses and the sector through research, development and adoption activities that:

- reduce the impacts of animal disease
- achieve and demonstrate to the community the continuous improvement of the welfare of feedlot animals
- increase animal productivity and enterprise profitability through development and implementation of technologies that reduce feedlot operational inputs and costs and increase efficiency and productivity
- address natural resource challenges that impact feedlot production and influence community perceptions of the industry
- build the capability of producers and advisors to increase feedlot productivity and profitability from research and development.

These investments will be complemented by producer adoption activities that will create opportunities to achieve impact and practice change.

Product group	Core activities
Feedlot animal wellbeing	<p>Initiatives within the 'feedlot animal wellbeing' product group include:</p> <ul style="list-style-type: none"> ■ developing and evaluating vaccines, immunostimulants, immunobiologicals and probiotics to prevent feedlot disease and provide alternatives to medically important antimicrobials ■ development of a feeder cattle preparation program to communicate best practice management principles to cattle producers during cattle backgrounding to lower disease incidence upon feedlot entry ■ development of best practice guidelines on veterinary feed additive safety and usage ■ shade and shelter research projects to ameliorate the effects of wet weather and heat on feedlot cattle ■ development of a novel technology and advanced statistical model solution for feedlot welfare assessment ■ adoption programs for preventative health and welfare across the grainfed beef supply chain, including publications, communications, workshops, conferences, industry meetings, demonstration sites, extension officers, monitoring and evaluation activities.
Feedlot technology innovation	<p>Initiatives within the 'feedlot technology innovation' supports the following:</p> <ul style="list-style-type: none"> ■ development and evaluation of automated feeding systems for feedlot cattle – bunk scanning, feed allocation and feed delivery ■ developing and evaluating sensor technologies for feedlot disease and heat load prediction, detection and diagnosis ■ commencement of a project to use computer vision to improve feedlot cattle heat load forecasting ■ adoption programs for feedlot technology innovation including publications, communications, workshops, conferences, industry meetings, demonstration sites, extension officers, monitoring and evaluation activities ■ implementation of feedlot technology innovation and technology evaluation partnerships with commercial lot feeders, and integration of research managers into partnerships so as to objectively evaluate and screen new opportunities.

Key performance indicators in 2026–27

1. **Through the Research for Accelerated Adoption (RAAD) program, increase by 8 the number of feedlots with shade or shelter infrastructure, while improving average daily gain and feed efficiency.**
2. **New in-feed probiotic for feedlot cattle demonstrates a net benefit of \$50 per head for a 110-day feeding period.**
3. **35% of grainfed cattle slaughtered/production is from short duration lairage, an increase from the FY24 baseline of 21.8%.**

Product group	Core activities
Feedlot productivity and compliance	<p>Initiatives within the ‘feedlot productivity and compliance’ product group include:</p> <ul style="list-style-type: none"> ■ research to support continued adoption of short duration lairage and best practice transportation practices including animal welfare, food safety, carcase value and economic considerations ■ developing solutions to ensure compliant ante-mortem inspection of grainfed cattle e.g. cattle cleanliness ■ research on next generation performance enhancing technologies such as feed additives, live microbials, implants and novel application technologies ■ conducting feedlot cattle composition of gain research to predict days on feed to a set carcase endpoint (including lean meat yield), and potential integration with dual-energy X-ray absorptiometry (DEXA) or computed tomography (CT) composition analysis ■ evaluating cattle sorting systems to maximise profit for a purchased population of cattle ■ adoption activities for feedlot cattle performance and compliance including publications, communications, workshops, conferences, industry meetings, demonstration sites, extension officers, monitoring and evaluation activities ■ exploration with lot feeders and brand owners on strategies to remove reliance on days on feed from label claims, instead focusing on objective carcase quality and productivity specifications.
Feedlot environmental sustainability	<p>Initiatives within the ‘feedlot environmental sustainability’ product group include:</p> <ul style="list-style-type: none"> ■ commissioning research to reduce greenhouse gas emissions from feedlots and the grainfed supply chain (e.g. feed additives and novel microbiome and hydrogen utilisation approaches) ■ researching the environmental management of covered housing systems (odour, water, manure and effluent) to guide regulatory approvals across Australia ■ developing novel strategies to value add and manage integrity of feedlot manure and effluent ■ developing or evaluating strategies to improve feedlot energy and water use efficiency ■ developing best practice guidelines to guide voluntary and regulatory approaches to feedlot design and management ■ implementing sustainability partnerships with commercial feedlots to host research on greenhouse gas suppression and associated sustainability projects ■ adoption activities for feedlot environments including publications, communications, workshops, conferences, industry meetings, demonstration sites, extension officers, monitoring and evaluation activities.
Feedlot labour	<p>Initiatives within the ‘feedlot labour’ product group include:</p> <ul style="list-style-type: none"> ■ building professional and research capability for the feedlot sector through investment in training for feedlot operators and staff, industry leaders, service providers and researchers, including funding of scholarships for PhDs, and leadership scholarships/workshops and the Feedlot Research for Accelerated Adoption (RAAD) program ■ funding development of online training materials for the ‘Feedlot Tech’ Training Hub ■ funding development of labour indicators for the national feedlot industry ■ co-funding the Feedlot Research Manager Partnership for commercial feedlot research capability building and technology evaluation ■ adoption activities for feedlot labour including publications, communications, workshops, conferences, industry meetings, demonstration sites, training strategy officers, monitoring and evaluation activities.

Table 18: Projected 2026–27 investment by funding source – feedlot (\$ ‘000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Feedlot productivity	-	-	-	-	-	-	-	-	1,831	518	-	-	-	-	6,005	7,836	323	15,673	841	16,514
Total*	-	-	-	-	-	-	-	-	1,831	518	-	-	-	-	6,005	7,836	323	15,673	841	16,514



Vacuum-packed goatmeat prepared for export, will be supported by advanced predictive shelf life tools that help optimise storage, handling and product quality. By updating and trialling this tool with processors and exporters, the industry can better manage shelf life, reduce risk and strengthen market access, supporting confidence in Australian goatmeat across global markets.



Program

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.

Sub-programs

- Integrity systems
- Market access science

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Integrity systems

MLA's integrity systems sub-program delivers core services to underpin the red meat industry's on-farm assurance and through-chain traceability systems. The integrity system protects the disease-free status of the Australian red meat industry and underpins the marketing of Australian product as clean, safe and natural.

Product group	Core activities
Product assurance and traceability systems	<p>The 'product assurance and traceability systems' product group focuses on reducing the complexity for users of integrity system products and services and setting these services up to meet the needs of tomorrow, by leveraging technology to deliver a seamless and integrated customer experience.</p> <p>The key activities and enablers included within the 'product assurance and traceability systems' product group are:</p> <ul style="list-style-type: none"> ■ developing and transitioning to an uplifted National Livestock Identification System (NLIS) database and decommissioning of the legacy NLIS system ■ scoping and developing the integrity programs as a value creation vehicle for industry through verified credentials, connected datasets, and the delivery of simple and seamless – yet sophisticated – technology and data solutions ■ maintaining, reviewing and improving the integrity system rules and standards (National Livestock Identification System (NLIS), Animal Identification Technology Standards and Rules, and the Livestock Production Assurance (LPA) program Standards and Rules) ■ monitoring and assessing conformance with integrity program rules and standards through audit and compliance activities, and actioning non-conformances to ensure overall system integrity and performance ■ developing and maintaining the technology platforms that underpin the integrity system (including the NLIS database, the LPA database and electronic National Vendor Declaration (eNVD) system) ■ maintaining strong collaboration with third-party integrators utilising our Application Programming Interfaces (APIs) and supporting industry with required software upgrades ■ delivering robust and effective communication, extension and adoption programs to improve integrity system awareness, understanding and on-farm compliance with food safety, animal welfare and biosecurity ■ providing customer support services and innovative self-service functions ■ gathering insights through data and research to inform the roadmaps for the integrity system programs and products.
Data systems	<p>The 'data systems' product group supports the following:</p> <ul style="list-style-type: none"> ■ enhancing governance controls for the MLA data platform to support the connection of data sets and establish data access and sharing controls to allow participants to control how their data is shared and used ■ using the data platform to explore delivery of verified whole-of-life livestock credentials through the supply chain ■ increase the reporting and analytic capabilities across the MLA data platform to support real time analysis of connected data sets to inform product roadmaps and business priorities ■ enhanced data governance and data standards across national red meat traceability, carcass feedback and live animal inputs as an interconnected chain ■ comprehensive data catalogues and access policies enabling transparency and utilisation/exploitation of data assets ■ broader data interoperability via permissioned linkage of data with external data exchanges ■ application of artificial intelligence (AI) technologies to drive business efficiencies across operational areas like communications and compliance ■ using data science and AI/machine learning (ML) capability to deliver enhanced insights for MLA and industry ■ capability building to drive a data culture across MLA and industry ■ data and AI partnerships to build data and digital capability across MLA and industry.

Key performance indicators in 2026–27

1. **Livestock Production Assurance (LPA) is feeding forward two verified credentials from accredited producers through to the supply chain.**
2. **electronic National Vendor Declaration (eNVD) – National Livestock Identification System (NLIS) integration is extended and available to all supply chain stakeholders.**
3. **Five artificial intelligence (AI) or data use cases delivered demonstrating value through measurable operational efficiency gains or insights from linking datasets.**
4. **All MLA datasets are discoverable via the Data Hub and managed in line with MLA's Data Governance Framework.**
5. **The new NLIS platform is built.**

Market access science

MLA's market access science sub-program helps reduce non-tariff (technical) barriers to trade by applying science and technology to the supply chain, hence improving consumer trust in Australian red meat.

Product group	Core activities
Market access technical research	<p>Initiatives within the 'market access technical research' product group include:</p> <ul style="list-style-type: none"> ■ maintenance and ongoing refinement of the suite of tools, calculators and shelf-life data sets that allow industry to adopt best practices in red meat supply chain management ■ identifying at least one major potential non-tariff (technical) barrier as informed by an industry horizon scan, and developing a recommended action plan to address this.

Key performance indicators in 2026–27

1. Predictive shelf life tool updated with goatmeat and trialled with at least two processors.
2. At least one white paper or guideline developed that considers future technical trade barriers thereby supporting red meat exports.

Table 19: Projected 2026–27 investment by funding source – integrity systems (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Integrity systems	201	14	236	38	2,938	922	3,087	1,750	1,691	422	915	513	9	23	2,144	11,220	15,065	22,440	18,748	41,188
Market access science	6	-	7	-	94	-	96	-	46	-	44	-	0	-	527	821	-	1,642	-	1,642
Total*	207	14	244	38	3,032	922	3,183	1,750	1,737	422	958	513	9	23	2,671	12,041	15,065	24,082	18,748	42,830

Using objective measurement technologies at the feedlot, performance, health and carcass data are captured and fed back through the supply chain to producers, closing the loop between production and outcomes. This continuous flow of insights enables more informed decision making, helping producers refine breeding, nutrition and management practices, while strengthening industry-wide efficiency, enhancing carcass value and delivering more consistent results.



Program

Objective measurement

Objective measurement (OM) of livestock and carcass attributes is an essential enabler for industry to improve grading accuracy, transparency and enable value creation and capture incentives. This includes unlocking decisions informed through data measurements across key traits to describe carcass value, such as lean meat yield, eating quality and health attributes.

These technologies enable outcomes and value, as modelled in the following scenarios:

- OM-based processing of livestock to optimise processing efficiency and sales value
- genetic trait selection for improving lean meat yield (LMY) while maintaining or improving eating quality
- application in feedlots to increase marbling while optimising days on feed and turn-off times
- live animal objective measurement of LMY and eating quality traits for on-farm management and selling decisions.

Key enablers to deliver the impact from OM technologies include calibration of measurements, development of digital data and measurement standards, developing new meat industry language criteria, supporting feedback and producer extension programs, and decision support systems.

Sub-programs

- Objective measurement

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Objective measurement

MLA's objective measurement sub-program supports development and early adoption of a range of technologies that objectively measure or estimate key traits to describe livestock productivity and carcass value, for live animals, carcasses and 'fifth quarter' components.

Product group	Core activities
Supply chain objective measurement	<p>The 'supply chain objective measurement' product group supports the development and early adoption of technologies that can be applied to live animals, carcasses or 'fifth quarter' products to measure traits describing productivity and carcass value.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> ■ supporting the development and early adoption of emerging live animal technologies that focus on productivity, composition and welfare attributes for improved supply chain feedback ■ supporting the development and early adoption of carcass measurement solutions and value/quality attributes that enhance Meat Standards Australia (MSA) and AUS-MEAT grading, including investigating opportunities for hot (pre-chiller) beef MSA grading, lean meat yield, and enabling adoption of the cuts-based MSA sheepmeat model. It also includes companies trialling objective measurement data integration to underpin new brand-based strategies ■ 'fifth quarter' objective measurement technologies that support new grading and harvesting models for red meat products, including offal, hides, skins, blood, bones, by-product and co-product raw materials, for processing into higher value products such as food and nutraceutical ingredients ■ supporting the testing and early adoption of traceability solutions in abattoirs that deliver improved end-to-end traceability, improved sortation and scheduling integration from objective measurement data (e.g. hook tracking) ■ supporting the development of enabling OM tools that enhance supply chain efficiencies.

Key performance indicators in 2026–27

1. One new beef lean meat yield (LMY) trait and one refined beef or lamb trait being evaluated and validated for accreditation.
2. At least two OM technologies being used to inform live animal decisions on feedlots or farms.
3. One pre-commercial demonstration of surface and/or sub-surface measurement of offal defects detection.
4. New hook traceability solution tested in at least one processing site to underpin objective measurement platforms.

Table 20: Projected 2026–27 investment by funding source – objective measurement (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Objective measurement	5	-	31	29	245	195	117	56	83	30	218	-	-	-	7,334	8,032	1,045	16,065	1,356	17,420
Total*	5	-	31	29	245	195	117	56	83	30	218	-	-	-	7,334	8,032	1,045	16,065	1,356	17,420



Program

Producer adoption

The producer adoption program realises MLA's investments in research and development for red meat producers by delivering adoption programs and projects that support producers to implement new practices, technologies or products. 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. Success from the program is measured by the improvements in production and profitability of participating livestock producers.

MLA's producer consultation program operates alongside the producer adoption and related on-farm sub-programs as it engages producers directly in MLA on-farm investment decision making. This works through the setting of R&D priorities that provide guidance to MLA on the most impactful research and adoption investments.

Sub-programs

- Producer adoption

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



As a key part of MLA's producer adoption program, producer demonstration sites support long-term practice change by building skills, confidence and decision making, helping producers adopt proven strategies that lift productivity, profitability and sustainability. Alongside training, awareness and advisor support, these programs contribute to industry-wide KPIs, scaling impact across millions of hectares and accelerating adoption of best practice.

Producer adoption

MLA’s producer adoption sub-program builds the capability of red meat producers and advisors to increase on-farm productivity, profitability and sustainability through the implementation of R&D outcomes and new business practices.

The program does this through delivering awareness programs, training workshops, providing tools and resources to support adoption of practices relating, but not limited to, use of pain relief, feedbase utilisation, breeding and nutrition decisions, and business management. Producer adoption initiatives will also support resilient farm businesses through ensuring safe and supportive workplaces that attract and retain a skilled workforce, fostering a culture of wellbeing and long-term career sustainability.

Product group	Core activities
Adoption awareness programs	<p>Initiatives within the ‘adoption awareness programs’ product group include:</p> <ul style="list-style-type: none"> ■ creating awareness of adoption opportunities to red meat producers ■ informing producers and delivery partners of the latest practical research and development messages and integrated learning opportunities through campaigns and large-scale forums ■ providing educational materials to support producer decision making ■ providing materials to help producers improve workforce safety and on-farm practices.
Short-term training programs and workshops	<p>Initiatives within the ‘short-term training programs and workshops’ product group include:</p> <ul style="list-style-type: none"> ■ engaging producers with training and education opportunities to influence and motivate them to uptake improved practices and further skill development ■ strategically targeted workshops and seminars to motivate producers into further skills development and inform their decision making ■ strategic development of online tools and resources to support producer decision making and support workplace safety.
Long-term practice change programs	<p>Initiatives within the ‘long-term practice change programs’ product group include:</p> <ul style="list-style-type: none"> ■ involving and partnering with producers and service providers in integrated, long-term (>12 months) adoption programs that deliver transformational change to their business performance ■ partnering with producers, producer groups and supply chain partners to demonstrate, develop and adopt research and development outcomes by validating the commercial value proposition and benefits. <p>Adoption programs focused on long-term practice change include Profitable Grazing Systems (PGS) and Producer Demonstration Sites (PDS). MLA also invests in customised research, development and adoption programs to address shared regional priorities, which are expected to have a much larger impact on adoption in comparison to individual producer groups working in isolation.</p>
Adoption enablers	<p>Initiatives within the ‘adoption enablers’ product group include:</p> <ul style="list-style-type: none"> ■ specialised programs which build public and private service provider capacity and capability, and encourage participation in, and leadership of, MLA adoption programs ■ program evaluation and producer market research to establish qualitative and quantitative impacts of adoption programs and inform research, development and adoption needs ■ research to inform new and innovative adoption strategies ■ updating of existing training resources with the latest research findings and tools for use by producers.

Key performance indicators in 2026–27

- 1. Deliver annual net benefit of \$93 million to red meat producers responsible for up to 200 million hectares, nine million cattle, 10 million sheep and 350,000 goats, as compared to FY25 baseline of \$75.6 million impact on producers responsible for 199 million hectares, 6.1 million cattle, 7.7 million sheep and 114,076 goats.**
- 2. Total FY27 producer engagement of 12,000 producers participating in MLA adoption activities who value participation to their businesses at or above 7/10 via an adoption event survey.**
- 3. Increase number of livestock advisors actively delivering MLA adoption programs to 205 from FY25 baseline of 158 advisors.**

Product group	Core activities
Regional consultation for research, development and adoption	<p>Initiatives within the ‘regional consultation for research, development and adoption’ product group include:</p> <ul style="list-style-type: none"> work with producers from all regions of Australia through a consultation framework to prioritise relevant research and development initiatives to inform research investment calls that incorporate clear pathways to producer adoption and practice change facilitating participatory research through consultation with key stakeholders throughout the diverse regions of Australia equip producers with a clear understanding of MLA’s <i>Strategic Plan 2030</i> and <i>Red Meat 2030</i> to ensure there is a link between regional producer consultation and the objectives of these plans.
Animal wellbeing adoption	<p>Initiatives within the ‘animal wellbeing adoption’ product group include:</p> <ul style="list-style-type: none"> focusing on transitioning to a polled herd and the targeted adoption of four key reproductive vaccines on extensive beef properties implementation of Growing Beef from Dairy producer demonstration sites continued delivery of a dedicated extension and adoption strategy to support the Livestock Transport Hub and updated ‘Fit to load guide’ to assist with uptake of best practice preparation for livestock prior to transport.
Beef productivity adoption	<p>Initiatives within the ‘beef productivity adoption’ product group include:</p> <ul style="list-style-type: none"> development and delivery of the Northern Breeding Business (NB2) program to deliver extension activities and adoption practices that reduce calf mortality, improve growth rates and guide reproductive benefits for northern herds a southern beef cattle productivity strategy that focuses on adoption of known technologies to improve herd productivity in southern Australia. Improving pasture utilisation, grazing management and reproductive outcomes are focal areas.
Sheep productivity adoption	<p>Initiatives within the ‘sheep productivity adoption’ product group include:</p> <ul style="list-style-type: none"> focusing on the uptake of best practice sheep reproduction management practices by producers adopting optimised sheep production systems.
Goat productivity adoption	<p>Initiatives within the ‘goat productivity adoption’ product group include:</p> <ul style="list-style-type: none"> demonstrating and supporting the transition from harvested rangeland to managed goat enterprises recruitment of new goat businesses to research and development productivity investments increased engagement through continued investment in industry communication channels (e.g. Goats on the Move e-newsletter) and creation of updated research and development awareness and e-learning materials.
Feedbase adoption	<p>Activities within the ‘feedbase adoption’ product group include:</p> <ul style="list-style-type: none"> development of more feedbase advisors nationwide increased use of research and demonstration sites situated within key production regions use of workshops for producer and advisor training production of legacy resources (e.g. best practice guides) to retain knowledge within the adoption ecosystem 1:1 support to producers for selected key investments and regions use of on-farm research and producer advisory groups to integrate research, development and adoption activities and improve producer relevance of investments.

Table 21: Projected 2026–27 investment by funding source – producer adoption (\$ ‘000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Producer adoption	91	-	143	-	1,863	-	2,029	-	-	-	-	-	-	-	6,943	11,069	1,199	22,138	1,199	23,337
Total*	91	-	143	-	1,863	-	2,029	-	-	-	-	-	-	-	6,943	11,069	1,199	22,138	1,199	23,337



Increasing demand for dried 'fifth quarter' products and targeting at least 500 tonnes of fresh and frozen offal processed in FY27 will transform underutilised cuts into value-added ingredients, boosting profitability, reducing waste and strengthening whole-carcase utilisation.



Program

Product and packaging innovation

MLA's product and packaging innovation program explores, through eligible research, new products, usages and occasions for Australian red meat consumption. The program also investigates new packaging and business model innovations capable of transforming commodity red meat (and its components) into higher value products.

These activities underpin the industry's *Red Meat 2030* goal of having a net positive benefit on sustainable farm, processor and value adder profitability by providing today's and tomorrow's consumers with the highest quality, trusted source of protein.

New consumer trends, combined with new technology platforms, support the development of new value-adding products derived from the whole of the carcass.

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 pivoting to the meat industry.

Sub-programs

- Product and packaging innovation

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Product and packaging innovation

MLA's product and packaging innovation sub-program invests in new product development, novel technologies and value chain innovations that disrupt and provide alternate high value solutions from the inclusion of low value 'fifth quarter' red meat.

This includes exploring new nutrition science research that generates and connects compelling wellbeing evidence for value adding, primarily 'fifth quarter' red meat and new usage and occasion consumption options.

Product group	Core activities
Innovative products, packaging and insights	<p>Initiatives within the 'innovative products, packaging and insights' product group include:</p> <ul style="list-style-type: none"> ■ engaging with food technology, packaging experts and value-adding enterprises to design and deliver at least three new product solutions that grow overall red meat sales and are aligned to global mega trends ■ exploring and partially validating new sustainable packaging materials and/or formats for red meat ■ developing insights and red meat-related product development opportunities in key potential growth areas such as nutrition, functional foods, ageing population, snacking, pet food and circular economy waste usage.

Key performance indicators in 2026–27

1. Collagen production increases to 300 tonnes.
2. Increase the demand for dried 'fifth quarter' ingredients, with at least 500 tonnes of fresh and frozen offal ingredients being processed in FY27.
3. 'Fifth quarter' new product/process improvement investments deliver \$20 million in net value-adding benefit captured by the red meat industry, an increase from the FY25 baseline of \$1.75 million value-adding benefit.

Table 22: Projected 2026–27 investment by funding source – product and packaging innovation (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Product and packaging innovation	6	-	19	-	235	-	147	-	50	-	22	-	-	-	1,930	2,410	391	4,820	391	5,211
Total*	6	-	19	-	235	-	147	-	50	-	22	-	-	-	1,930	2,410	391	4,820	391	5,211

Program

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.

Sub-programs

- Beef productivity
- Sheep productivity
- Goat productivity
- Digital agriculture
- Livestock genetics
- Feedbase production

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



The Goat Industry Sustainability Framework (GISF) will guide the future of Australia's goat sector, defining clear sustainability priorities, benchmark progress and driving continuous improvement across meat, fibre, dairy and live export systems. By aligning with national livestock frameworks and MLA's *Strategic Plan 2030*, the GISF will support positive practice change, strengthen market access and showcase the industry's sustainability credentials to build trust and unlock growth opportunities.



Beef productivity

The beef productivity sub-program will increase the productivity and sustainability of pasture-based production systems. Program activities target improvement in reproductive efficiencies for breeder herds through delivering improved reproductive rates, higher survival rates for calves between conception and weaning, optimising the value chain through improved on-farm production efficiencies and growth path management, the integration of data to support management decisions, and the introduction of technologies which will reduce emissions intensity in beef production systems.

Product group	Core activities
Productivity practices and technologies for grassfed cattle	<p>Initiatives within the 'productivity practices and technologies for grassfed cattle' product group include:</p> <ul style="list-style-type: none"> ■ improving fertility through targeted management, achieving genetic potential and supplementation practices that deliver improvements in conception, gestation and lactation performance of breeder herds ■ understanding the causes of calf and herd loss through applied research ■ on-farm practices to improve sale weight and eating quality ■ research and development to support market diversification strategies and options for northern beef producers ■ improving herd management by developing and utilising animal monitoring, control technologies and on-farm sensors.

Key performance indicators in 2026–27

1. 18 additional beef businesses are engaged in the Northern Breeding Business 'Pathways to Practice' program resulting in a total of 93 NB2 businesses.
2. Participation in facilitated adoption activities by 18 previously graduated NB2 businesses.
3. 100 southern and western businesses are engaged in facilitated learning groups through adoption activities derived from beef productivity R&D program investments.
4. Development of diagnostic tool for phosphorous deficiency.
5. Development of a minimally invasive diagnostic tool for pregnancy detection.

Sheep productivity

The sheep productivity sub-program invests in research, development and adoption to lift reproductive performance, support the adoption of more productive and resilient sheep production systems and improve emissions intensity.

Investment is delivered through an integrated program of work, underpinned by the Sheep Reproduction Strategic Partnership (SRSP) and a new Optimised Sheep Intensive Feeding Strategic Partnership, which together align research, capability and system-level approaches.

Product group	Core activities
Sheep productivity practices and animal management	<p>Initiatives within the 'sheep productivity practices and animal management' product group include:</p> <ul style="list-style-type: none"> ■ reproductive performance to increase lamb production through increased weaning rates and decreased mortality ■ optimising sheepmeat production systems, including utilisation of precision sheep management data to help inform producer decisions on farm to improve farm productivity and profitability ■ sheep-related climate adaptation, preparedness and sustainability outcomes such as investigating the impact of shade and shelter on reproductive physiology and animal behaviour ■ development of a new sheep industry R&D intensive feeding strategic partnership to guide investments in the growing feedlot and containment feeding area.

Key performance indicators in 2026–27

1. Establishment of a minimum 25 red meat businesses actively enrolled in precision sheep management R&D activities, implementing and trialling changes to animal management to improve on-farm productivity.
2. Minimum of 90 red meat businesses engaged with sheep weaning R&D activities, with a least 25 businesses trialling or implementing one or more weaning management practice changes.
3. Development of Sheep Intensive Feeding Strategic Partnership and completion of a sheep intensive feeding RD&A gap and opportunity analysis to inform and underpin strategic partnership investments.

Goat productivity

MLA's goat productivity sub-program invests in the scale-up and consolidation of proven research, development and adoption activities that improve the productivity, profitability and sustainability of goat enterprises.

Investment focuses on strengthening industry benchmarks, improving herd performance and supporting management practices that enable producers to operate more predictable and resilient goat systems.

Product group	Core activities
Goat productivity research and development	<p>Initiatives within the 'goat productivity research and development' product group include:</p> <ul style="list-style-type: none"> ■ delivering goat population forecasts through targeted projection modelling investment to inform strategic industry-wide supply messaging ■ investments in further understanding goat animal health and welfare challenges, particularly around internal parasites and pain relief ■ identifying efficiencies to be adopted relating to herd management, particularly with relation to reproductive performance and benchmarking ■ developing accessible, accurate genetic tools for the goatmeat industry, supported by reference population data across key goat types and focused on traits that improve productivity and profitability across the value chain, from conception through to eating quality.

Key performance indicators in 2026–27

1. Increase the cumulative number of goats enrolled in industry benchmarking projects to 40,000, as compared to an FY26 baseline of 33,000 goats.
2. A minimum of 50 goat producers engaged through industry workshops and events, representing a minimum of 35,000 goats.
3. Successful completion of the Goat Industry Sustainability Framework.

Digital agriculture

MLA's digital agriculture sub-program invests in accelerating the adoption of ag-tech, data analytics and decision-support tools to improve on-farm productivity, animal wellbeing, sustainability and traceability across the red meat sector. It does this through focusing on practical technologies such as virtual fencing, smart tags, drones and predictive decision-making tools, while addressing adoption barriers and demonstrating clear producer value. Through integration of data, emerging AI capability and exploration of digital twin modelling, the program enables more informed and efficient farm decision making.

Product group	Core activities
Digital agriculture tools and technologies	<p>Initiatives within the 'digital agriculture tools and technologies' product group include:</p> <ul style="list-style-type: none"> ■ establish partnerships with enterprises wanting to develop and test ag-tech and dashboard decision tools/guidelines from deployed aerial platforms (satellite, drones) and ground devices (virtual fencing), for livestock and pasture management to improve on-farm decisions in efficiency, animal welfare, safety, traceability and sustainability ■ develop case studies that consider prototype use cases and/or key barriers to adoption and framed value propositions to drive further awareness of digital agriculture (including, but not limited to, digital credentials for value-based marketing) ■ explore new models that drive large scale, accelerated adoption and extension of ag-tech ■ develop new capabilities in evaluating digital twin scenario modelling and a virtual research and development stream to test and simulate alternate grazing, stocking and feedbase strategies and impacts of threats and pathways.

Key performance indicators in 2026–27

1. Foragecaster pasture/livestock predictive planning and management tool being trialled by 2,500 producers.
2. At least 100 producers and livestock consultants/advisors engaged in virtual fencing technology demonstration activities.
3. Demonstrate and partially validate with 25 producers at least one research and development on-farm benefit from digital twin modelling.

Livestock genetics

MLA's livestock genetics sub-program aims to improve the rate of genetic progress in the beef cattle and sheep industries by accelerating the development of genetic and genomic technologies. These will equip both seedstock and commercial producers in sheep, and tropical and temperate cattle production systems with world-leading tools and services to make well informed breeding decisions.

Research to address priorities that will advance livestock genetics will continue through partnership investments within the National Livestock Genetics Consortium (NLGC).

Product group	Core activities
Reference populations	<p>Initiatives within the 'reference populations' product group centre around investments in reference populations to build data sets relating to productivity and sustainability traits that underpin accurate delivery of genetic tools. These initiatives include:</p> <ul style="list-style-type: none"> ■ support of sheep and beef multibreed reference flocks/herds for novel and hard-to-measure phenotypes ■ new ways to capture data to support genomic prediction ■ evaluating new models to fund ongoing reference populations for easy-to-measure, harder-to-measure and future traits of importance ■ recording novel traits such as methane and feed intake on informative beef and sheep populations ■ partnerships with producer groups and corporate organisations to accelerate data capture on key traits.
Genetic improvement research and development	<p>Initiatives within the 'genetic improvement research and development' product group strive to develop technologies that maintain Australia's position as a world leader in genetic improvement science and application, underpinning genetic improvement across the value chain. These initiatives include:</p> <ul style="list-style-type: none"> ■ new genomic tools and technology development ■ alignment of new tools and technology developed with the genetic evaluation software (OVIS and BREEDPLAN) pipelines ■ ongoing development of genetics data platforms ■ continuous improvement of analytical engines for BREEDPLAN and OVIS for enhanced analysis, including multibreed analysis capabilities ■ development of genetic descriptions of commercial animals to describe fit for purpose or fit for market. These could accompany the animal through the supply chain.

Key performance indicators in 2026–27

1. **Develop and implement a research database for beef and sheep. Consolidate all genetics research data into those databases.**
2. **Increase the size of the multibreed reference populations by at least 2,000 phenotypes for beef and sheep for carcass and eating quality.**
3. **Release of methane research breeding values for sheep and beef into routine genetic evaluations.**

Feedbase production

MLA's feedbase production sub-program strengthens the foundation of livestock productivity by protecting and enhancing pasture and soil systems. The sub-program focuses on safeguarding land productivity, lifting long-term productivity through improved pastures, and accelerating adoption of feedbase innovations via demonstration sites and skilled pasture advisors.

Product group	Core activities
Feedbase productivity research and development	<p>Activities within the 'feedbase productivity research and development' product group are summarised under two broad themes:</p> <ul style="list-style-type: none"> ■ Safeguarding feedbase resources to protect land productivity and boost biosecurity. This investment theme seeks to protect the nationwide feedbase from soil degradation and pests that attack pastures. Key activities include: <ul style="list-style-type: none"> › improved monitoring of land productivity and land condition › developing techniques to address soil acidity › understanding, monitoring and managing pasture dieback › developing new weed control options › improving soil nutrition to address legume productivity gaps. ■ Future feedbase design to improve land productivity. This investment theme aims to raise productivity of pastures nationwide. Key activities include: <ul style="list-style-type: none"> › using novel and diverse pasture mixes (perennial or annual) to raise productivity and reduce greenhouse gas emissions › breeding of new pasture and forage species for a changing climate, including provision of variety/species comparison data through the Pasture Trial Network › development and delivery of agronomic packages for new varieties/species › addressing pasture rundown through improved adoption of legumes › identification of new tools/sensors for more accurate pasture biomass measurements.

Key performance indicators in 2026–27

1. Revised pasture dieback manual published by 30 June 2027.
2. Cumulative seed sales of Redlands Leucaena by new licensee exceed 1,000kg by 30 June 2027.
3. 'DroneDeploy' software commercially available to producers for improved unmanned aerial vehicle (UAV) weed control of Prickly Acacia and Parkinsonia.
4. Report on economic value of Buffel grass to the red meat sector complete and published.

Table 23: Projected 2026–27 investment by funding source – productivity (on-farm) (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Beef productivity	-	-	0	-	3	-	107	-	-	-	-	-	-	-	794	904	56	1,808	56	1,864
Sheep productivity	-	-	89	-	812	-	-	-	-	-	-	-	-	-	1,808	2,709	482	5,418	482	5,900
Goat productivity	262	-	-	-	-	-	-	-	-	-	16	-	-	-	727	1,005	-	2,010	-	2,010
Digital agriculture	0	-	2	-	23	-	140	-	19	-	-	-	-	-	1,907	2,092	699	4,184	699	4,883
Livestock genetics	-	-	-	-	1,225	-	919	-	-	-	-	-	-	-	3,408	5,551	1,194	11,102	1,194	12,296
Feedbase production	6	-	40	-	502	-	711	-	-	-	-	-	-	-	3,376	4,635	449	9,269	449	9,718
Total*	268	0	131	0	2,564	0	1,877	0	19	0	16	0	0	0	12,021	16,896	2,881	33,791	2,881	36,672



Research and development investments in boning automations, including robotics and imaging technologies for cutting lines and automation, are now managed by AMPC.



Program

Productivity (off-farm)

The Productivity (off-farm) program has traditionally focused 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 and improving feedback and transparency.

The Australian Meat Processor Corporation (AMPC) manages and funds boning and warehousing automation technology initiatives that seek to drive operational efficiency for processors.

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Further research and development investments in automation, including robotics and imaging technologies for cutting lines and boning automation, are now managed by AMPC.

Table 24: Projected 2026–27 investment by funding source – productivity (off-farm) (\$ '000)

	AMPC R	Government R	Sum of R	Sum of AIP 2026–27
Total*	16,483	16,483	32,966	32,966

*Total may not add up due to rounding

Program

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.

Building these capabilities will attract, retain and grow a professional and skilled industry workforce that can deliver on the ambitious targets in our industry's strategic plan.

Sub-programs

- Innovation capability building
- Industry leadership and capacity building

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



University students assess meat quality as part of the Intercollegiate Meat Judging Competition, building practical skills and industry knowledge in a real-world setting. The program provides valuable learning opportunities while developing a strong pipeline of informed, capable red meat and livestock industry professionals, supporting long-term capability and innovation.

UNE
University of
New England



Innovation capability building

MLA's innovation capability building sub-program engages with scientists, researchers, rural professionals and innovators in a range of capability building initiatives to accelerate innovation adoption and increase the industry's investment in innovation.

Key focuses include attracting and retaining skilled persons in the fields of animal welfare, sustainability, value-based marketing, big data and new products.

Exploring innovation opportunities for a workforce that considers diversity, inclusivity and improved safety to drive capability for productivity and performance gains is also considered.

Product group	Core activities
People development	<p>Initiatives within the 'people development' product group include:</p> <ul style="list-style-type: none"> ■ the Intercollegiate Meat Judging Competition program, which provides university students with valuable learning opportunities while helping build a strong pipeline of informed, capable future representatives for the meat industry ■ supporting under/postgraduates to work on industry's complex problems by providing opportunities for them to enter the red meat industry ■ supporting postgraduate innovation capability required to deliver industry strategic innovation priorities (scholarship stipend top-ups) ■ enhanced leadership capability and education options for developing more impactful future industry leaders and ambassadors in areas such as producer safety and increased diversity and inclusivity opportunities.
New value chain design	<p>Initiatives within the 'new value chain design' product group include:</p> <ul style="list-style-type: none"> ■ partner with emerging value chains to pilot new business models to explore higher, longer-term prosperity for producers – including (but not limited to) Indigenous entrepreneurship, models based on circular economy principles, modernising regional hubs and value creation and capture ■ adopt a stewardship approach that positions MLA as a leader in sustainable value chain design, strengthening market access while advancing responsible waste management, including sustainable packaging and compliance with mandated packaging regulations.

Key performance indicators in 2026–27

1. **A minimum of 300 industry representatives participating in MLA-supported industry professional development and leadership development.**
2. **At least three supply chain partners have invested in diversified value chain models.**
3. **At least two projects commenced relating to on-farm safety and the mental wellbeing of producers.**

Industry leadership and capacity building

MLA's industry leadership and capacity building sub-program equips industry representatives with the skills, knowledge and confidence to be effective communicators, positive contributors and successful leaders.

Product group	Core activities
Industry development	<p>Initiatives within the 'industry development' product group include:</p> <ul style="list-style-type: none"> Red Meat Ambassador workshops for professional development to equip industry participants with skills to engage with the community and represent industry knowledge shared by MLA and industry participants with fellow industry representatives.
Industry corporate affairs unit	<p>Initiatives within the 'industry corporate affairs unit' product group include:</p> <ul style="list-style-type: none"> management and delivery of the Red Meat Industry Corporate Affairs Unit that works across the supply chain to support effective stakeholder engagement, issues, media and crisis management, provides resources and tools to equip industry leaders and helps to build capacity in peak industry bodies' (PIBs) policy development.
Peak industry body development	<p>Initiatives within the 'peak industry body development' product group include:</p> <ul style="list-style-type: none"> annual service agreements with the production PIBs (Cattle Australia, Australian Lot Feeders' Association, Sheep Producers Australia, Goat Industry Council of Australia) to support delivery to producers and members related to consultation, and may also include animal health/welfare and biosecurity, industry leadership and capability building, and adoption.

Key performance indicators in 2026–27

- 85% of trained Red Meat Ambassadors and Social Media Academy participants use the strategies and skills from the training in their communications about the red meat industry. Measured through surveying Red Meat Ambassadors.**
- One crisis management simulation conducted with industry stakeholders by 30 June 2027.**
- Successful completion of all milestones in the peak industry body annual service agreements by 30 June 2027. Measured through reporting conducted in partnership with peak industry bodies.**

Table 25: Projected 2026–27 investment by funding source – capability building (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Innovation capability building	8	-	87	5	76	19	149	21	46	21	-	-	-	-	629	995	372	1,990	438	2,427
Industry leadership and capacity building	1	148	2	96	37	1,527	64	2,139	21	727	5	56	0	3	-	131	-	262	4,696	4,958
Total*	9	148	90	101	113	1,546	213	2,160	67	749	5	56	0	3	629	1,126	372	2,252	5,134	7,385



Stakeholders connect at MLA Updates, a flagship event delivering clear, relevant insights on research, development and marketing across the red meat value chain. As part of MLA's Communication (stakeholder) program, these events build awareness, strengthen engagement and support adoption of industry initiatives that help ensure members and stakeholders stay informed, connected and confident in MLA's work.

Program

Communication

MLA's communication program builds trust, transparency and awareness of Australian red meat and its production, through strategic engagement with both community and industry stakeholders. The program plays a critical role in maintaining industry's social capital by proactively promoting the positive credentials of red meat production, as well as providing credible, evidence-based information on the role of red meat in a healthy diet.

Operating in a complex environment with a wide range of audiences – from levy payers and industry stakeholders to educators and the general public – this program ensures MLA's research, development and marketing outcomes are known, accessible, and understood. Through tailored, evidence-based communications, it helps stakeholders make informed decisions and supports the industry's long-term success.

Sub-programs

- Communication (community)
- Communication (stakeholder)
- Nutrition

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Communication (community)

MLA's communication (community) sub-program delivers the Australian Good Meat program which educates and engages the community about the Australian red meat and livestock industry to maintain community trust and social capital.

Key messaging focuses on animal welfare, environmental management and the role of red meat in a healthy, balanced and sustainable diet. It includes outreach to schools, teachers and students to provide educational resources on supply chain-wide topics.

Product group	Core activities
Community education	<p>The 'community education' product group includes the development of insights-driven, engaging digital content that maintains community trust in the industry's environmental sustainability, animal welfare credentials and the role of red meat in a healthy diet.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> ■ community sentiment research and insights on community trust, social capital and audience segmentation ■ content development and optimisation for all Australian Good Meat communication channels, including: <ul style="list-style-type: none"> › <i>Red Meat Green Facts Red Meat Health Facts</i>, videos, gifs, infographics, photos and animations › Australian Good Meat website ongoing management through the creation of new, and enhancement of existing, content to ensure currency, relevance and engagement › Search Engine Optimisation (SEO) to ensure searchability of content.
Community engagement	<p>The 'community engagement' product group focuses on utilising data and insights to nurture existing audiences and reach new, targeted community audiences to improve perceptions towards the industry.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> ■ participation at events to educate and engage the community on the red meat and livestock industry's credentials ■ Australian Good Meat campaigns and digital engagement through social media channels and website ■ social media content publishing and community management through Australian Good Meat social channels ■ social media influencers and use of Red Meat Ambassadors to communicate key industry messages ■ amplification of Australian Good Meat content to target community audiences.
School education	<p>The 'school education' product group delivers curriculum-aligned teaching resources, digital learning programs and wider educational initiatives to build industry knowledge. Initiatives will align with the recommendations within the 'National Schools Food and Fibre Education Strategy' (NSFFES).</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> ■ education alliances: enhance school program outcomes through membership of the Primary Industries Education Foundation Australia and the Research and Development Corporation (RDC)-led NSFFES implementation ■ education resources: improve industry knowledge amongst teachers and students through delivery of accessible and fit-for-purpose, curriculum-aligned educational resources and digital learning programs ■ education adoption: drive awareness and adoption of school education resources and programs using sponsorships, industry and education network opportunities, memberships and subscriptions, events, social and traditional media and digital marketing. Support increased uptake of industry education resources through teacher professional development and industry engagement initiatives.

Key performance indicators in 2026–27

1. **Maintain community trust in the red meat industry on FY26 community sentiment research survey levels.**
2. **80% of attendees at an Australian Good Meat activation say they have an improved perception of the Australian red meat industry, measured by surveys of activation participants at each event.**
3. **75% of teachers who have engaged with Australian Good Meat educational content agree that they meet their needs (rating of four or more out of five), measured by surveys of teachers utilising Australian Good Meat Education content.**

Communication (stakeholder)

MLA's communication (stakeholder) sub-program engages and communicates with MLA members, levy payers and stakeholders across the value chain about MLA's work in research, development and marketing.

Product group	Core activities
MLA communications content	<p>The 'MLA communications content' product group provides a targeted suite of print and digital communications to engage stakeholders (primarily levy payers) with clear, relevant, engaging and accessible content that empowers decision making. Initiatives include:</p> <ul style="list-style-type: none"> ■ fulfilling MLA's corporate reporting requirements under the <i>Corporations Act 2001</i> and the <i>Australian Meat and Live-stock Industry Act 1997</i> as per <i>MLA's Statutory Funding Agreement</i> with the Australian Government ■ producing and delivering relevant regional and seasonal content for printed and digital channels, including <i>Feedback</i> magazine ■ refining and evolving the delivery of content to a more digital-first approach to ensure MLA's communications achieve its mission and the needs of its stakeholders ■ delivery of reporting requirements for MLA's statutory performance review, as per <i>MLA's Strategic Plan 2030</i> and <i>MLA's Statutory Funding Agreement</i> with the Australian Government ■ delivery of communication campaigns that help to drive positive on-farm practice change and foster success by communicating adoption priorities.
MLA digital communications	<p>The 'MLA digital communications' product group delivers on MLA's digital communications strategy, to ensure digital platforms are clear, relevant, accessible, informative and engaging to identified audiences. Initiatives include:</p> <ul style="list-style-type: none"> ■ refining digital platforms and providing input, support and advice to MLA managers and service providers regarding relevant MLA projects and work programs ■ delivering MLA's relevant and engaging regional and seasonal content through e-newsletters, mla.com.au, myMLA and social media.

Key performance indicators in 2026–27

1. **Achieve and maintain a high level of satisfaction (80%) and positive feedback on MLA event activations, as measured by post-event surveys.**
2. **Increase MLA membership by 200 members from FY26 June baseline.**
3. **Maintain member satisfaction with customer service with a target score of 7.5/10, as measured by the MLA member survey results.**
4. **Improvement of 0.1/10 on the FY26 score in member satisfaction with MLA communications products and services, as measured by the MLA member survey.**

Product group	Core activities
MLA events and sponsorship	<p>The 'MLA events and sponsorship' product group covers MLA's activities to build stakeholder awareness and adoption of MLA programs.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> ■ MLA-hosted events to inform stakeholders and build awareness of MLA's program plans and outcomes ■ targeted industry event sponsorship, such as LambEx and Beef Australia ■ facilitation of MLA speakers at events ■ production of materials for use at MLA and sponsored events.
Media, corporate affairs and industry engagement	<p>The 'media, corporate affairs and industry engagement' product group covers MLA's activities to engage with industry stakeholders, including MLA members.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> ■ servicing and managing MLA's membership base ■ consolidating the key account management program internally ■ informing industry bodies of key activities and sharing key information with their members ■ quarterly consultation updates with peak industry bodies (PIBs) and Research and Development Corporations (RDCs) ■ engaging with key members and industry groups, memberships and subscriptions ■ ensuring MLA's corporate affairs activities are aligned with MLA's Strategic Plan and directed to the achievement of MLA's purpose ■ managing MLA's media and public relations activities, delivering against an implementation plan to build a consistent narrative to demonstrate MLA's work and achievements and promote the credentials of the red meat industry ■ demonstrating thought leadership to ensure MLA has a prominent voice on strategically important industry issues, setting the news agenda ■ proactively identifying, developing and managing opportunities for the Managing Director and MLA senior leaders to contribute to industry debate, news commentary and similar forums of influence ■ facilitating media training for MLA staff and industry stakeholders ■ proactively identifying relevant issues and trends in the communications environment.

Nutrition

MLA's nutrition sub-program incorporates research and communication activities that inform policy discussion on the role of Australian red meat and contribute to communicating an evidence-based narrative on its nutritional and health benefits in a sustainable diet.

Product group	Core activities
Nutrition research	<p>The 'nutrition research' product group monitors, generates, connects and publishes compelling evidence to inform the public health discussion about Australian red meat consumption and healthy eating and alignment with <i>Australian Dietary Guidelines</i>.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> ■ publication of research findings on the MLA Healthy Meals website, providing key messages and underpinning evidence on the nutrition and health benefits of Australian red meat consumption and healthy eating ■ monitoring and consultation with key stakeholders to identify adoption pathways for promoting Australian red meat consumption and healthy eating in line with <i>Australian Dietary Guidelines</i>.
Nutrition communications	<p>The 'nutrition communications' product group provides health and nutrition professionals, in clinical and non-clinical settings, and relevant MLA programs with information and resources for communicating an evidence-based narrative on the nutrition and health benefits of Australian red meat consumption in a sustainable diet.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> ■ publication of practical resources on red meat and healthy eating and nutrition information about Australian red meat on the MLA Healthy Meals website ■ health professional campaigns to promote uptake of consumer material by general practitioners (GPs) and dietitians ■ effective integration of nutrition messaging through nutrition influencer channels, and MLA marketing and communications programs that target consumers in retail and consumer media.

Key performance indicators in 2026–27

1. Increase the percentage of general practitioners (GPs) and dietitians recommending red meat three to four times per week (or equivalent) +1% to 46%, as measured by IQVIA Medibus Survey.
2. ≥60% of GPs and dietitians agree MLA's resources are credible and relevant, as measured by IQVIA Medibus Survey.

Table 26: Projected 2026–27 investment by funding source – communication (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Communication (community)	1	2	5	26	102	411	216	813	60	513	-	-	-	-	-	385	-	769	1,765	2,534
Communication (stakeholder)	3	4	12	64	227	1,024	472	2,141	132	1,211	-	-	-	-	-	847	-	1,694	4,443	6,137
Nutrition	7	2	8	5	98	147	100	291	48	65	36	95	0	4	-	298	-	597	610	1,207
Total*	11	8	25	95	427	1,582	788	3,244	241	1,789	36	95	0	4	-	1,530	-	3,060	6,819	9,878

Program

Livestock technology fund

MLA's livestock technology fund program delivers accelerated delivery of commercial solutions via a scaled equity investment model and is a strategic portfolio opportunity for MLA and the Australian red meat industry. Under this program, MLA will invest up to \$10 million annually over five years via the MLA Donor Company in a red meat venture capital fund. This vehicle will provide meaningful and scalable support to early-stage tech companies as they develop innovative solutions that will benefit Australian producers and processors. It will link MLA's technical due diligence capability with a professional fund manager's experience in valuing and implementing equity investments.

The fund will focus on companies developing deep tech solutions for the Australian red meat sector. It will prioritise startups according to their potential domestic impact while maintaining a global investment mandate to provide optimal flexibility for attracting high quality innovations.

Sub-programs

- Livestock technology fund

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Through MLA's Livestock Technology Fund, investment in early-stage, deep tech solutions is accelerating innovation, supporting practical tools that improve productivity, efficiency and sustainability across the red meat and livestock industry.



Livestock technology fund

The livestock technology fund sub-program will establish and manage an early-stage red meat-focused investment fund that will drive growth and sustainability in Australia's red meat and livestock industry by investing in global deep tech solutions that enhance productivity, efficiency and environmental stewardship.

Product group	Core activities
Venture science	<p>Initiatives within the 'venture science' product group include:</p> <ul style="list-style-type: none"> ■ continued management of internal venture investment approval processes and development of associated capabilities which will ensure MLA's successful participation in a red meat venture capital fund ■ scout, evaluate and progress to approval opportunities for equity investments in early-stage, deep tech companies in aligned areas.

Key performance indicator in 2026–27

1. Complete at least five equity investments that meet MLA's equity investment criteria.

Table 27: Projected 2026–27 investment by funding source – livestock technology fund (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Livestock technology fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	-	10,000	-	10,000
Total*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	-	10,000	-	10,000

From left to right: Sienna Doolan – Producer Consultation Project Manager, Stuart Bull – Project Manager, Southern Livestock Adoption and Phoebe Johnson – Account Manager, Grocery. Through targeted human resources initiatives, such as implementing performance and capability frameworks, delivering a new HRIS and supporting a safe, inclusive workplace, MLA is building a skilled, engaged workforce to drive productivity, culture and long-term impact across the red meat and livestock industry.



Program

Corporate services

The corporate services program assists MLA to foster the prosperity of the Australian red meat and livestock industry. Areas of responsibility include accounting and reporting, commercialisation, contracts, evaluation, financial planning and forecasting, human resources, information and communications systems, legal, office services and risk and compliance.

Sub-programs

- Corporate services

Red Meat 2030 priorities



MLA Strategic Plan 2030 strategic priorities



Corporate services

MLA's corporate services sub-program provides operational and business-orientated support services across the spectrum of MLA activities and operations, by:

- effectively managing the levy and government matching investments through accounting, contracting, project management, foreign exchange management, intellectual property protection, commercialisation, 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 human resource frameworks to attract and retain a diverse and talented workforce.

Product group	Core activities
Board and executive	Initiatives within the 'board and executive' product group include providing strategic guidance for MLA and effective oversight of the management and performance of MLA in delivering its <i>Strategic Plan 2030</i> .
Legal	The 'legal' product group provides full-service legal advice and support to the business, including: <ul style="list-style-type: none"> ■ providing legal advice in a flexible delivery service model that supports the business and its preferred way of working ■ providing advice on contract structuring ■ providing advice on intellectual property and managing MLA's intellectual property portfolios ■ custodianship of MLA's contract template library ■ supporting and partnering with the business to deliver on its Strategic Plan and annual investment portfolio through partnership, consultation with key stakeholders, collaboration and delivery of training and education.
Risk and compliance	The 'risk and compliance' product group includes activities that support MLA's risk management and compliance frameworks such as: <ul style="list-style-type: none"> ■ regularly reviewing, maintaining and operationalising the Board's risk appetite ■ reflecting the industry's operating environment ■ monitoring compliance with statutory and other regulations applicable to the MLA group of companies.
Finance	The 'finance' product group captures the stewardship role of effectively managing levy and non-levy investments. Initiatives include: <ul style="list-style-type: none"> ■ management reporting to internal and external stakeholders ■ financial planning and analysis including the <i>Annual Investment Plan</i> and quarterly rolling forecasts ■ treasury, including the management of cash and foreign exchange ■ financial accounting services, including annual statutory accounts ■ contract support, including streamlining the contracting and project approval process.
Levy management	The 'levy management' product group contains costs associated with MLA's share of levy administration (including third party verification of voting entitlements).
Evaluation	The 'evaluation' product group implements and provides oversight of the MLA Triple Bottom Line Evaluation Framework, encompassing the entire suite of MLA's investments.

Key performance indicators in 2026–27

Legal

1. Continue to provide full-service legal advice to the business.
2. Maintain MLA's suite of templates (including agreements and other related templates) to ensure they remain current and fit-for-purpose.
3. Continued delivery of legal training to educate and enable the business to ensure strong awareness of MLA's agreements, key terms and legal obligations.

Risk and compliance

4. Efficient and effective identification and assessment of risks to MLA and industry, as well as implementation of action plans to address risks, and regularly report to the Audit, Finance and Risk Committee (AFRC).
5. Development and delivery of the FY27 Internal Audit Plan to the AFRC.
6. Ensure a robust compliance management program, including reporting to the AFRC.
7. Submission of the annual Modern Slavery Statement to the Commonwealth.

Finance

1. Clean audit report received.
2. Ensure financial reporting to internal and external stakeholders is timely, accurate and insightful.
3. Continuous support of the business in respect to contract administration.

Evaluation

4. Development of farm level emissions and related productivity evaluation model.
5. Deliver at least three sub-program evaluations as part of MLA's five-year rolling evaluation strategy.

Product group	Core activities
Commercialisation	The 'commercialisation' product group supports and provides advice on intellectual property (IP), licensing, knowledge and IP transfer, and commercialisation of research and marketing outputs. A key priority is further streamlining licensing and adoption of outputs from MLA investments, including technologies that require commercial partners to facilitate adoption and where the focus is on high impact products with appropriate IP protection.
Human resources	The 'human resources' product group supports MLA to attract, develop and engage a diverse and talented workforce through programs of work that aim to enhance performance and culture. This will develop our organisation for the future and drive transformational change for the industry. Initiatives include: <ul style="list-style-type: none"> ■ programs that support a high-performance culture in order to deliver MLA's strategic and operational priorities ■ implementing strategic initiatives aimed at improving representation, fostering a culture of belonging, and ensuring equal opportunities for all employees ■ providing the frameworks and advice to support a safe and compliant work environment.
Information technology	The 'information technology' product group provides information technology (IT) advice and support to the greater MLA group and across all facets of the technology platform including infrastructure, intranet, the customer relationship management (CRM) tool, websites, business intelligence, artificial intelligence, financials and project/contract management. The IT team's core focus is to ensure the technology platform is at all times both robust and scalable and one which the business can leverage off to achieve its objectives.
Project and process improvements	The 'project and process improvements' product group provides support and guidance to the greater MLA group on: <ul style="list-style-type: none"> ■ continuous improvements to systems and processes ■ process mapping ■ internal project management.
AUS-MEAT	The 'AUS-MEAT' product group contains MLA's investment in the standards division of AUS-MEAT. The costs included by the services division (AUS-QUAL) are met from revenues and from previous industry transition capitalisation.

Key performance indicators in 2026–27

Commercialisation

1. 90% or more of high/medium impact commercial ready products have commercial partners or an identified commercialisation pathway, as tracked by MLA's product hub database.

Human resources

1. Review and implement a Performance Management Framework that supports achievement of MLA's *Strategic Plan 2030*.
2. Review and implement a Capability Framework that supports achievement of MLA's *Strategic Plan 2030*.
3. Successfully deliver against initiatives outlined in our 'Reflect' *Reconciliation Action Plan*.
4. Successfully deliver the new HRIS.
5. Undertake activities to support our goal of zero harm where everyone is physically and psychologically safe in the workplace.

Information technology

1. Internal stakeholder satisfaction measures at 90% or more for MLA IT infrastructure and services, based on the annual survey of all MLA staff.
2. Action the findings from the FY27 internal and external penetration testing. This will help ensure the IT platform is robust and secure.
3. Deliver information technology projects on time and within budget.

Project and process improvements

1. Continue to develop Project HUB to be efficient and effective for all MLA's investment approval and management processes.
2. Ensure project and process improvements (PPI) projects are delivered on time and within budget.

Table 28: Projected 2026–27 investment by funding source – corporate services (\$ '000)

*Total may not add up due to rounding

Sub-program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	AMPC R	AMPC M	LiveCorp R	LiveCorp M	External R	Government R	External Unmatched	Sum of R	Sum of M & Unmatched	Sum of AIP 2026–27
Corporate services	88	133	104	142	1,311	3,466	1,333	6,578	650	1,579	-	-	-	-	-	3,484	3,617	6,969	15,515	22,484
Total*	88	133	104	142	1,311	3,466	1,333	6,578	650	1,579	-	-	-	-	-	3,484	3,617	6,969	15,515	22,484

Detailed budget tables by funding sources

Table 29: Expenditure by funding source 2026–27, \$ '000

*Total may not add up due to rounding

Program	Goat R	Goat M	Mutton R	Mutton M	Lamb R	Lamb M	Total sheep R	Total sheep M	Grassfed cattle R	Grassfed cattle M	Grainfed cattle R	Grainfed cattle M	Total cattle R	Total cattle M	Total levies R	Total levies M	AMPCR	AMPCM	LiveCorp R	LiveCorp M	External R	External Unmatched	Government R	MLA consolidated
Animal wellbeing	-	-	49	-	373	-	422	-	87	-	-	-	87	-	509	-	-	-	-	-	5,579	819	6,089	12,997
Domestic market	28	17	33	216	412	8,646	444	8,863	420	10,535	202	2,523	622	13,057	1,094	21,937	191	936	2	16	-	16	1,288	25,479
International markets	2	167	24	549	305	11,161	329	11,709	323	26,362	16	4,584	339	30,946	669	42,822	10	499	500	514	-	2,440	1,179	48,634
Value realisation	33	-	39	-	506	-	544	-	630	-	451	-	1,081	-	1,658	-	-	-	-	-	9,644	3,779	11,302	26,383
Meat science research and development	-	-	18	-	222	-	240	-	317	-	210	-	527	-	766	-	-	-	-	-	716	187	1,483	3,152
Environmental sustainability	38	0	31	17	455	260	486	277	1,187	689	543	335	1,730	1,024	2,254	1,301	64	-	-	-	11,564	2,813	13,881	31,876
Feedlot	-	-	-	-	-	-	-	-	-	-	1,831	518	1,831	518	1,831	518	-	-	-	-	6,005	323	7,836	16,514
Integrity systems	207	14	244	38	3,032	922	3,276	961	3,183	1,750	1,737	422	4,919	2,172	8,402	3,147	958	513	9	23	2,671	15,065	12,041	42,830
Objective measurement	5	-	31	29	245	195	276	224	117	56	83	30	200	86	480	310	218	-	-	-	7,334	1,045	8,032	17,420
Producer adoption	91	-	143	-	1,863	-	2,006	-	2,029	-	-	-	2,029	-	4,126	-	-	-	-	-	6,943	1,199	11,069	23,337
Product and packaging innovation	6	-	19	-	235	-	254	-	147	-	50	-	197	-	457	-	22	-	-	-	1,930	391	2,410	5,211
Productivity (on-farm)	268	-	131	-	2,564	-	2,695	-	1,877	-	19	-	1,896	-	4,859	-	16	-	-	-	12,021	2,881	16,896	36,672
Productivity (off-farm)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,483	-	-	-	-	-	16,483	32,966
Capability building	9	148	90	101	113	1,546	203	1,647	213	2,160	67	749	280	2,908	492	4,703	5	56	0	3	629	372	1,126	7,385
Communication	11	8	25	95	427	1,582	452	1,677	788	3,244	241	1,789	1,029	5,033	1,493	6,719	36	95	0	4	-	-	1,530	9,878
Livestock technology fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	-	5,000	10,000
Corporate services	88	133	104	142	1,311	3,466	1,415	3,608	1,333	6,578	650	1,579	1,982	8,157	3,484	11,898	-	-	-	-	-	3,617	3,484	22,484
Total*	785	486	979	1,188	12,062	27,779	13,041	28,967	12,650	51,374	6,100	12,528	18,750	63,902	32,576	93,355	18,004	2,100	512	560	70,036	34,946	121,128	373,218



Meat & Livestock Australia

Level 1, 40 Mount Street, North Sydney NSW 2060

Phone: 02 9463 9333 | Email: info@mla.com.au

mla.com.au/aip