

2020-21

Annual Report





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The Australian Livestock Export Corporation Limited (LiveCorp) was established in April 1998 and operates under the *Australian Meat and Livestock Industry Act 1997 (Cth)* (AMLI Act) to deliver marketing and research, development and extension (RD&E) outcomes on behalf of Australia's livestock exporters. LiveCorp does not engage in agri-political activities. Responsibility for policy and advocacy rests with the Australian Livestock Exporters' Council (ALEC). This demarcation is a requirement of the AMLI Act and helps to reinforce that LiveCorp's operations are focused on service delivery within the industry.

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LiveCorp Vision

Leading the world in the health and welfare of livestock exports

LiveCorp Mission

- Generate positive animal health and welfare outcomes along the length of the livestock export supply chain
- Introduce innovative solutions and technical improvements to the performance of the livestock export supply chain
- Contribute to the opening and development of livestock export market access



LiveCorp is the service provider and research body for the Australian livestock export industry. LiveCorp works closely with exporters and other stakeholders to continuously improve performance in animal health and welfare, supply chain efficiency and market access.

Chair's Report

Australian livestock prices set records again during 2020-21, which combined with the lingering effects of COVID-19 to create a perfect storm for the industry which looks set to continue for at least another year.

Low herd and flock numbers have had an impact not just on livestock export numbers, but the processing and lot feeding sectors, as they compete with producers looking to restock at a time when many others are holding onto existing stock.

Although the industry settled into a kind of 'COVID normal' for most of the year, the pandemic continued to have an impact. There has been a high level of concern for communities in our markets as case numbers ebbed and flowed, with the situation particularly grave in Indonesia toward the middle of 2021.

It has also increased the focus on mental health for our own community, including the stockies and Australian Accredited Veterinarians spending enormous amounts of time on ships or in hotel quarantine. This intensified after the tragic loss of the Gulf Livestock 1, and LiveCorp has done all it can to provide support, including access to counselling.

Livestock export volumes have declined across all categories in 2020-21, year on year, while values per head have increased. This has put real economic stress on exporters, importers and LiveCorp.

Total cattle numbers have fallen by almost a third, to just over 900,000 head. The high price of cattle, particularly dairy heifers, has seen total value fall less than 20%. Exports to key destinations such as Indonesia and Vietnam have fallen, while the number of dairy cattle being exported to China has risen 11% through the year.

Sheep exports have continued their downward trend, 44% lower in volume than 2019-20. The trade has been experiencing significant competition following drought-breaking rains in the eastern states, with more than two million sheep transported across the Nullarbor in the 18 months from January 2020.

Goat numbers have seen the smallest decline, down just 8% year on year. Strong prices have seen the overall value of exported goats rise by almost 19%.

In the past 12 months, with the reduction in sheep exports and the statutory dairy cattle levy coming into effect, we have seen dairy cattle become LiveCorp's second biggest income source behind beef cattle. The LiveCorp team has been adjusting to ensure our income and programs are aligned. Regrowing sheep exports remains a priority for all involved.

Reduced export numbers have put pressure on LiveCorp's budget – with revenue down 25% from 2019-20 – and numbers are expected to drop further in 2021-22, to around 50% lower than two years ago. Reserves have been built up during periods of high turn-off in recent years, so LiveCorp remains in a strong financial position despite these trends.

Key events in 2020-21:

- ASEL 3.0 came into effect, increasing shipboard reporting requirements, among other changes. As part of LiveCorp's support to industry with the rollout, it worked with the Department of Agriculture, Water and the Environment to identify the details of each measure to be collected and develop standardised tools and guidelines via LIVEXCollect.

- Regulatory efficiency has been a focus for both industry and the department, with Minister Littleproud setting up a roundtable which met regularly to discuss opportunities for improvement. This was given extra impetus with the release of a Cost Recovery Impact Statement showing the timeline for a move to full cost recovery by the department. LiveCorp has been providing technical advice and input, with benefits starting to be realised from the process.
- LiveCorp has released its first community sentiment survey report. The findings have informed the development of the *Strategic Plan 2025*, preparation for Senate Estimates and all our communications. They have also been of value to the Australian Livestock Exporters' Council (ALEC) and other industry groups. The report has been well received by the government, which has a strong focus on community sentiment when considering responses to issues that arise and potential changes to regulation.
- Beef Australia provided an opportunity to get in front of producers and others in the supply chain. LiveCorp's seminar, with its panel of exporters, attracted almost 100 people and generated many conversations about the industry's operations and performance.
- The Strategic Response Group has continued to meet, when necessary; also conducting a simulation exercise to ensure maintenance of the disciplines required to establish a coordinated, whole of industry response to matters of concern.

LiveCorp welcomed Prue Bondfield to the board in 2020. She has made a great contribution to our strategic thinking, as well as providing additional understanding of producer and other perspectives.

I thank ALEC, led by David Galvin and Mark Harvey-Sutton, for its efforts throughout the year. Focusing on the strengths from each organisation makes for a strong, constructive working relationship which is delivering for our collective members.

I also acknowledge Meat & Livestock Australia's Chair, Alan Beckett, and Managing Director, Jason Strong, for their contribution to the Livestock Export Program (LEP), in recognition of the live trade being producers' fourth biggest international market. There is a strong commitment from both LiveCorp and MLA to ensure the LEP's in-market and research activities provide benefits for both producers and exporters.

Finally, farewell and thank you to Sam Brown, who has led the LiveCorp team through significant growth and challenges. Sam has spent the past 13 years rolling up his sleeves and doing whatever is needed in a practical sense, being available to members whenever they needed advice or a sounding board, and using his knowledge and relationships to create positive outcomes and progress for the industry.

I wish Sam all the best with his future endeavours, and welcome Wayne Collier into the CEO role with confidence he will continue the good work.




Troy Setter
Chair

CEO's Report

It has been a year of extreme highs and lows for the industry. Through it all, LiveCorp has delivered in a range of areas, creating momentum that will continue to carry us forward.

One of the biggest challenges for exporters has been the combination of supply constraints and high prices, compounded by COVID-19 continuing to limit the ability to spend time face-to-face to maintain relationships with customers.

Significant change has also occurred on the regulatory front, with ASEL 3.0 and the *Export Control Act 2020* coming into effect, and the department beginning its move to full cost recovery.

LiveCorp has always had a constructive and professional relationship with the department, and the regulatory reform working group set up by Minister Littleproud has provided an opportunity to work together in new ways to deliver improvement and efficiency for both industry and the regulator.

This is also true of LIVEXCollect. Once the reporting requirements of ASEL 3.0 were made clear by the department, LiveCorp went into action to identify the best way to help industry meet those requirements. A co-design process with the department has allowed us to incorporate many of the findings of the animal welfare indicators research project and standardise the methods of data collection.

For the first time, LIVEXCollect will allow exporters access to their own data, in an easy-to-use format, and enable them to use it to guide management decisions. Ultimately, it will also provide an opportunity for industry-level analysis (of de-identified data) to improve transparency, as well as guide research and policy development.

A big change for LiveCorp has been assuming the management of the LEP RD&E Program. It is an exciting opportunity to enhance our program capacity and drive adoption with our members. We appreciate the enormous amount of work MLA has put in over the years and continue to work closely with them through the LEP to deliver outcomes for both exporters and producers.

LiveCorp has also delivered its own research projects, continuing to explore the role of challenge-led thinking. This included a trial of Bluetooth mesh technology to tackle the shipboard connectivity issue limiting the industry's ability to use automated monitoring systems.

Along with the rest of the world, we have moved many events online, including our stockperson training course and annual AAV Forum. COVID has tested us all, and LiveCorp has provided support for the mental health of our stockpersons and Australian Accredited Veterinarians, who have not only had to deal with travel restrictions and hotel quarantine, but the tragic loss of the Gulf Livestock 1 and our dear friend and colleague Greg Smith through the year.

These tragedies prompted many conversations around topics such as insurance and work health and safety. LiveCorp responded to requests for more information by running a webinar to ensure members were across current WHS responsibilities for staff and employers. This was well received and there are plans to run more information series

on areas of concern and emerging issues. For instance, cyber security, given the rise in unauthorised access and online criminal activity during COVID.

On the corporate side, we were delighted by a successful independent performance review of our operations for 2016-2020, showing LiveCorp was valued and appreciated by its members. We have never shied away from criticism and know the importance of listening and asking questions. Looking forward, we released our *Strategic Plan 2025*, which sets out an ambitious but realistic vision of where the industry wants to be in five years' time: *leading the world in the health and welfare of livestock exports*.

LiveCorp's project to track community sentiment about livestock exports continues to guide our communications. We have been pleased to have its value recognised by the government and department, along with the Australian Livestock Exporters' Council (ALEC) and industry more generally.

After many years, we finally have a statutory dairy cattle levy in place. Given the growth in importance of dairy cattle to Australia's live export trade, we have already been providing extensive support in areas such as market access and biosecurity. The additional funds will help to ensure we can dedicate appropriate resources to the sector.

With overall export volumes down 35.9%, there has been enormous pressure on LiveCorp's budget, and that looks set to continue for some years. The board has agreed to access the reserves set aside for just this situation – but has also challenged management to extract maximum value from every dollar. This has given us a laser focus on projects like LIVEXCollect, which has been a game-changer for the industry. We also continue to identify other sources of income, such as grants, to increase our capacity.

This is my final report as CEO. It is such a dynamic space, and I have learnt so much from some amazing people and watched the industry evolve. The mindset and even language have shifted over that time: from knowing animal welfare was important to having it ingrained in business planning; and from talking about 'importers' to acknowledging them as 'partners'.

I thank the staff of LiveCorp, the board, exporters, ALEC and so many others – not just for the past 12 months but the past 13 years. I am confident that LiveCorp will continue to serve its members well and wish Wayne, the leadership team, staff and everyone the best for the future.




Sam Brown

Chief Executive Officer

Industry Overview

Total livestock export volumes decreased 35.9%, year on year, in 2020-21. This was consistent across all species, with the most significant declines being seen in sheep (down 43.6%) and beef cattle (down 32.0%).

There was a 20.6% decrease in total livestock export values. However, due to high prices, dairy cattle and goat export values increased by 17.6% and 18.5% respectively, year on year.

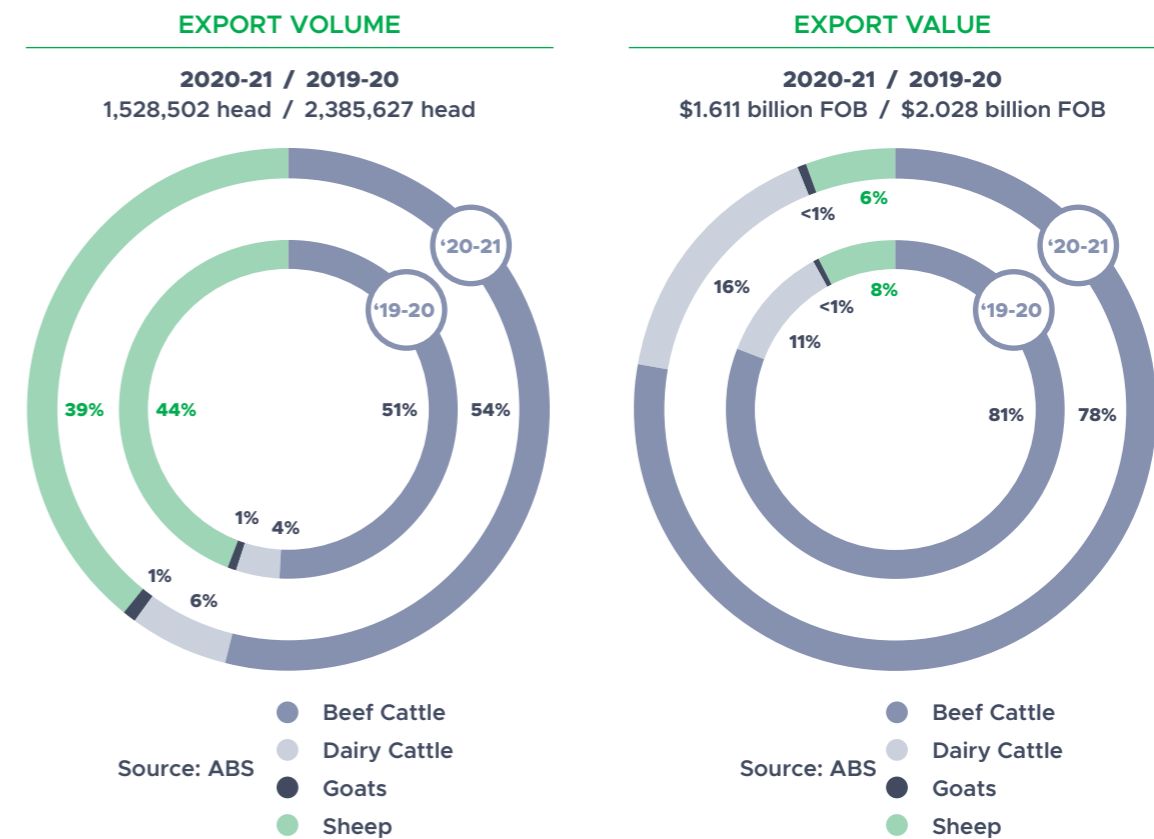
The export of cattle, sheep and goats by air made up 3.4% of the total trade volume in 2020-21 and 1.6% of the value.

The industry faced significant supply challenges after Australia's livestock production sector entered a rebuilding phase towards the end of 2020 alongside improved seasonal conditions, particularly in northern Australia. As producers retained animals as breeders, this was also reflected in low domestic slaughter rates.

Unlike previous rebuilding phases, livestock prices have remained at record highs. This has impacted live export volumes, despite some markets expanding their specifications in response to take heavier animals that require fewer days on feed.

Generally, the industry has focused on market maintenance and supporting a return to normal business following disruption from the COVID-19 pandemic, rather than seeking out new customers.

Australia is a world leader in the export of live cattle, sheep and goats, underpinned by a commitment to animal welfare which extends into importing countries



Cattle

Overall cattle exports (beef and dairy) reached 910,446 head, down 30.0% on the previous year. Total value was \$1.51 billion in 2020-21, down 19.1%. Generally, feeder and slaughter export volumes declined 32.0% and breeder cattle exports were down 4.5%. Cattle prices set new records throughout the year, with the Eastern Young Cattle Indicator (EYCI) above 1000c/kg cwt in July 2021. For comparison, it was around 500c/kg cwt in July 2019. Cattle prices are anticipated to ease by the end of 2021, but in the interim will remain a challenge for the industry.

Indonesia remained the key market for the live beef cattle trade in 2020-21, importing 442,633 head valued at \$583 million. This was 27.8% down year on year in volume, and 10.4% down in value. This illustrates the impact of high Australian cattle prices and, given Indonesia is a price-sensitive market, why competition increased from cheaper Indian buffalo meat. COVID restrictions also continued to impact overall demand.

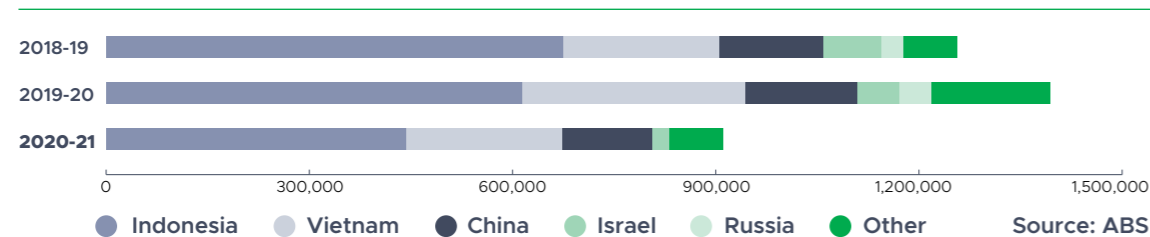
Vietnam, which has solidified itself as Australia's second largest market for beef cattle, also experienced contraction in 2020-21. Volumes dropped 29.1% on last financial year to 230,146 head, while the value declined 27.7% to \$420 million.

In contrast to the major markets, there was some growth in total cattle exports to smaller Asian markets such as Malaysia (up 27.1% year on year) and the Philippines (up 26.0% year on year). However, beef cattle exports to Europe and the Middle East significantly decreased. As many cattle exported to the Middle East travel on ships predominately carrying sheep, this is reflective of the changes in the live sheep trade.

China is an important market for both beef and dairy cattle. Beef cattle volumes declined 46.8% year on year to 47,102 head, but dairy increased 11.1% to 86,228 head. Due to the high value of dairy cattle, the value of the overall Chinese market only decreased 4.2% year on year, to \$337 million.

Those strong prices saw a 17.6% increase in total value for dairy cattle compared to last financial year, despite a drop in volumes. China was the destination for the majority of dairy cattle exports (95.0%). Pakistan, Oman and the Philippines, which were the next biggest markets in 2019-20, did not import any Australian dairy cattle in 2020-21.

CATTLE EXPORTS BY DESTINATION



Sheep

Just over 600,000 sheep were exported during 2020-21, down 43.6% on the previous year. Overall value decreased 39.7% to \$92 million.

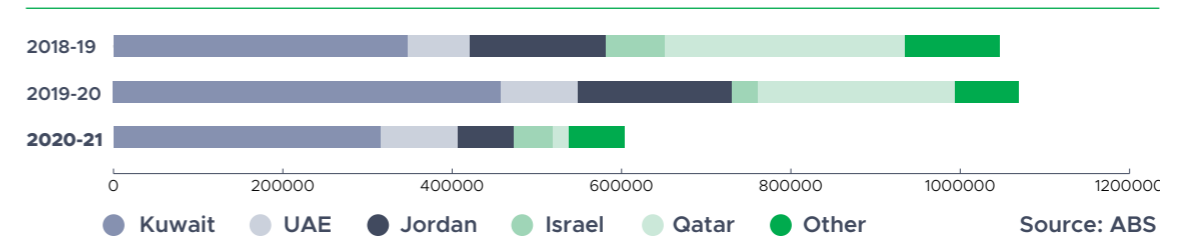
Ongoing dry conditions in Western Australia (which supplies the majority of live sheep for export) saw a significant movement of sheep to the eastern states through the year, limiting availability for export. The northern summer moratorium also continued to restrict trading activity from June to September.

The Europe, Middle East and North Africa (EMENA) region continued to dominate exports, with a market share of 94%; the rest being sent to the Asia Pacific.

Qatar removed a subsidy on Australian sheepmeat and live sheep, which significantly decreased demand. It went from being Australia's second largest sheep export market to importing just 20,000 head during the financial year.

On a positive note, the Department of Agriculture, Water and the Environment (the department) announced a revised protocol in April 2021, allowing the export of slaughter sheep and goats to Saudi Arabia to resume, after a significant hiatus. No animals have been exported under this new protocol to date, but interest remains high.

SHEEP EXPORTS BY DESTINATION



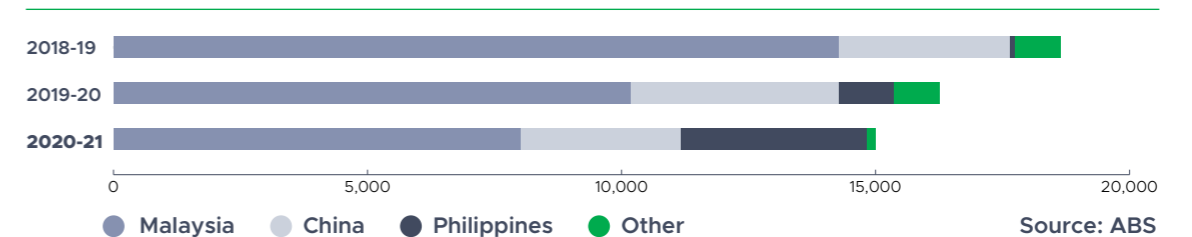
Goats

Goat exports declined to 15,008 head, a decrease of 7.6% on 2019-20. However, values increased to \$7.13 million, up 18.5% on the previous year, due to continuing strong prices.

Goats are exclusively exported by air, and continued to be impacted by disruption to passenger flights and demand for cargo planes due to the COVID-19 pandemic.

Malaysia remained the dominant market for live goats (53%), followed by the Philippines (24%) and China (21%). According to the department, 58% of exported goats were breeders and 42% for slaughter purposes.

GOAT EXPORTS BY DESTINATION



LiveCorp 2020-21 achievements at a glance

“VALUED & APPRECIATED”

Independent performance review finds LiveCorp “valued and appreciated”; only four recommendations identified

LEP RD&E

The \$2.4M LEP RD&E Program transitioned to LiveCorp management

90+

delegates at Beef Australia attended live export seminar

32

stockpersons trained virtually

64,000

views of the new website

NEW PROTOCOLS

New market access protocols agreed with Saudi Arabia and the Philippines

DAIRY CATTLE

Statutory levy introduced 1 January 2021

SHIPBOARD

digital connectivity trial conducted on a vessel

5%

increase in the use of stunning in Indonesia

ANIMAL WELFARE

Animal welfare indicators adopted as part of ASEL review

LIVEXCollect

approved as the industry data collection tool for ASEL reporting

TRACEABILITY GRANT

approved for LIVEXCollect to develop a mobile application

4,830

Australians surveyed about live exports

This year was the first for LiveCorp under its *Strategic Plan 2025*. This sets the aims, objectives and outcomes of the company to guide the investment of levy payer funds.

1 Animal welfare

Lead in materially advancing animal health and welfare along the export supply chain through research, development and extension.

STRATEGIC GOALS

- By 2025, LiveCorp will have developed and introduced in the Australian livestock export industry an effective framework for monitoring and reporting on the health and welfare of animals across the various stages of the export supply chain.

KEY DELIVERABLES DURING 2020-21:

- Completed the animal welfare indicators research project and incorporated the findings into a comprehensive framework for animal welfare surveillance alongside the ASEL 3.0 requirements (see p38)

- By 2025, LiveCorp will have generated, through investment in R&D, information to increase the skills, knowledge and capability of people in the livestock export supply chain.

KEY DELIVERABLES DURING 2020-21:

- Delivered ASEL 3.0 training to LiveCorp Accredited Stockpersons (see p32)
- Completed the shipboard provision of animal health equipment and medications research project and began developing guides for the treatment of livestock on vessels (see p39)

- By 2025, LiveCorp will have extracted maximum value from its research by investing in extension and adoption pathways from research inception to completion, and effectively communicating the progress and outcomes.

KEY DELIVERABLES DURING 2020-21:

- As part of the implementation of the RD&E review recommendations, revised research project concept briefs to include considerations for extension and adoption pathways at the project planning phase
- Delivered two RD&E Update magazines and regular updates of R&D activities through monthly e-newsletters (see p36)
- Delivered an AAV RD&E Forum and two AAV newsletters (see p33)

- By 2025, LiveCorp will have raised knowledge and awareness of the livestock export sector and its commitment to animal health and welfare through engagement and communication activities among the audiences that matter, including exporters, but also in the wider community, industry partners, and with the department as the industry regulator.

KEY DELIVERABLES DURING 2020-21:

- Redesigned the LiveCorp website and enhanced all content to appeal to a wider audience (see p35)
- Delivered a seminar at Beef Australia, "what's driving commercial performance in a world of shifting pressures?" (see p35)

INVESTMENT

Research	\$360,494	Marketing	\$1,139,343	Total	\$1,499,837
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2 Livestock export supply chain efficiency improvement

Spearhead efficiency gains in the livestock export supply chain through innovative solutions and technical and technological improvements, within the framework of relevant regulation (e.g. ASEL and ESCAS).

STRATEGIC GOALS

- By 2025, LiveCorp will have assisted the industry to introduce the information and communication technology (ICT) capabilities required for the close monitoring, management and reporting of animal health and welfare throughout the supply chain and the operational and environmental conditions that underpin it.

KEY DELIVERABLES DURING 2020-21:

- Commenced implementation of a digital transformation initiative to enable efficiency, integration and standardisation in the collection of data for insights, analytics and reporting (see p31)
- Developed and refined a model to understand the effect of combined cooling and dehumidification on a vessel (see p29)
- Supported the use of innovative environmental monitoring technologies in the Middle East (see p44)

- By 2025, LiveCorp will have put in place (a) those mechanisms that enable it to access industry-wide, reliable and quality live export data essential to its evidence-based research and advice; as well as (b) the data gathering, quality control, management and storage infrastructure that offers the robustness, resilience and functionality required to serve the organisation's purpose.

KEY DELIVERABLES DURING 2020-21:

- Deployed the LIVEXCollect system for data collection (see p33)
- Developed a data strategy and data governance framework (see p31)

- By 2025, LiveCorp will have produced effective research that translates to real, measurable performance enhancements along the livestock export supply chain.

KEY DELIVERABLES DURING 2020-21:

- Conducted trials exploring stocking density, bedding and ammonia (see p39)
- Delivered a shipboard digital connectivity trial (see p29)

INVESTMENT

Research	\$129,159	Marketing	\$1,067,060	Total	\$1,196,219
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3 Livestock export market access

Advance the export of Australian livestock to overseas countries through services in market access, development and growth.

STRATEGIC GOALS

- By 2025, LiveCorp will have maintained and enhanced its reputation as a particularly valuable expert in, and contributor to, the development and maintenance of market access for Australian livestock.

KEY DELIVERABLES DURING 2020-21:

- Engaged with the Australian Ambassadors to Jordan and Vietnam (see p27)
- Supported the agreement of protocols with the Philippines and the Kingdom of Saudi Arabia (see p29)

- By 2025, LiveCorp will have established a solid reputation for innovative approaches and contributions to the promotion of Australian livestock in overseas countries.

KEY DELIVERABLES DURING 2020-21:

- Partnered with a vertically integrated business in Indonesia to increase access to modern retail channels (see p41)
- Worked with a business in Vietnam to modernise its abattoirs and increase throughput (see p42)

- By 2025, LiveCorp will be able to point to a record of continuous investment in, and technical advice on, priority livestock biosecurity systems, as a material contribution to the development and advancement of market access priorities.

KEY DELIVERABLES DURING 2020-21:

- Provided representation and technical advice to the National Arbovirus Monitoring Program (see p27)

INVESTMENT

Research —	Marketing \$612,472	Total \$612,472
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4 Livestock export industry advancement

Contribute materially to a growing acceptance of the livestock export industry within the community; to the industry's ability to present its case; and to the ongoing development of a world-leading regulatory framework for the export of livestock.

STRATEGIC GOALS

- By 2025, LiveCorp will have made a material contribution to the greater acceptance of the livestock export industry in the community at large.

KEY DELIVERABLES DURING 2020-21:

- Released the findings from our first community sentiment survey of 4,830 Australians (see p34)

- By 2025, LiveCorp will have fostered a significantly better understanding of the industry's nature, of its operations and of its performance among influential stakeholder audiences.

KEY DELIVERABLES DURING 2020-21:

- Delivered a seminar at Beef Australia, "what's driving commercial performance in a world of shifting pressures?" (see p35)
- Released two RD&E Update magazines (see p36)
- Regularly updated content on the LiveCorp website (see p35)

- By 2025, LiveCorp will have demonstrated its unique expertise and value in the collaborative shaping of well-balanced regulation for the livestock export industry, through research products that speak to the insightful use of high quality data.

KEY DELIVERABLES DURING 2020-21:

- Participated in the Live Animal Exports Roundtable Working Group set up by Minister for Agriculture, Drought and Emergency Management, David Littleproud (see p30)
- LIVEXCollect adopted as the approved reporting system for regulatory compliance (see p33)

INVESTMENT

Research —	Marketing \$780,639	Total \$780,639
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LiveCorp delivers its RD&E and marketing activities through two mechanisms: LiveCorp Programs and the Livestock Export Program, a collaboration with Meat & Livestock Australia.

LiveCorp Program Overview

LiveCorp receives both research and marketing levies, as well as government grant funding on occasion. These are used to deliver activities that directly benefit members and the Australian livestock export industry.

The Exporter, Industry Capability, Services & Innovation and Communications Programs are funded through the marketing levy and support activities such as LiveCorp's engagement with the department, work on market access, training of shipboard stockpersons and corporate services.

Key Performance Indicators

Key performance area	Measure	Performance
Member consultation and engagement	75% of members contributing to 80% of export levies are consulted at least twice in 2020-21.	
Access to reliable industry data	LIVEXCollect is used by 80% of active exporters.	
Member satisfaction with market access activities	There is continued member support and demand for LiveCorp's input and technical advice in the development of market access opportunities.	
Livestock export industry is aware of the new regulatory framework under ASEL 3.0	100% of members and stockpeople are provided with access to training resources and materials on the new regulatory requirements under ASEL 3.0.	
Improved visibility of R&D	Recent and current R&D projects are accessible on the new LiveCorp website by 31 December 2020.	
Community acceptance	Year on year improvement in knowledge and awareness of the livestock export industry.	

Not achieved Partially achieved Achieved

Investment of Levies

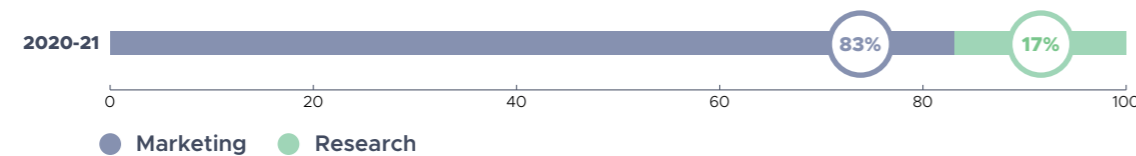
LiveCorp is primarily funded by statutory levies on exports of beef cattle, dairy cattle (since the introduction of a statutory levy on 1 January 2021), sheep and goats. Export levies are collected, administered and disbursed by the Department of Agriculture, Water and the Environment on a cost-recovered basis and invested into the industry through marketing and research activities in proportion to the allocation of funding received.

The current levy rates are:

LEVIES FROM	MARKETING \$	RESEARCH \$	TOTAL \$
Beef cattle	\$0.007936 / kg	\$0.001587 / kg	\$0.009523 / kg
Dairy cattle	\$5.00	\$1.00	\$6.00
Sheep	\$0.50	\$0.10	\$0.60
Goats	\$0.40	\$0.10	\$0.50

The levy rates are divided into a marketing and a research component as presented in the chart below:

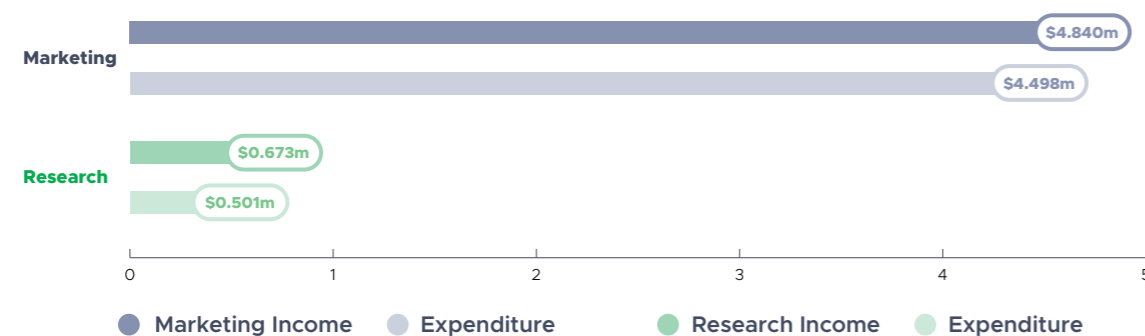
LEVY ALLOCATION (%)



Investment of 2020-21 levies

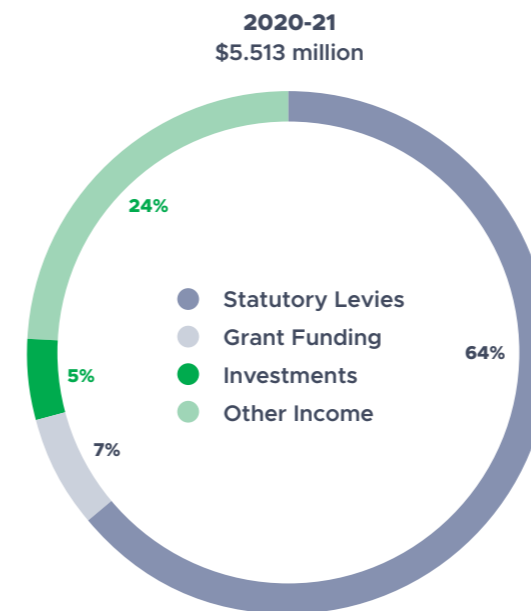
The majority of the levy funding received by LiveCorp is marketing dollars and in accordance with the Cost Allocation Policy, the ratio of levy income informs LiveCorp's allocation of expenditure across research and marketing activities.

ALLOCATION ACROSS MARKETING & RESEARCH ACTIVITIES (\$m)

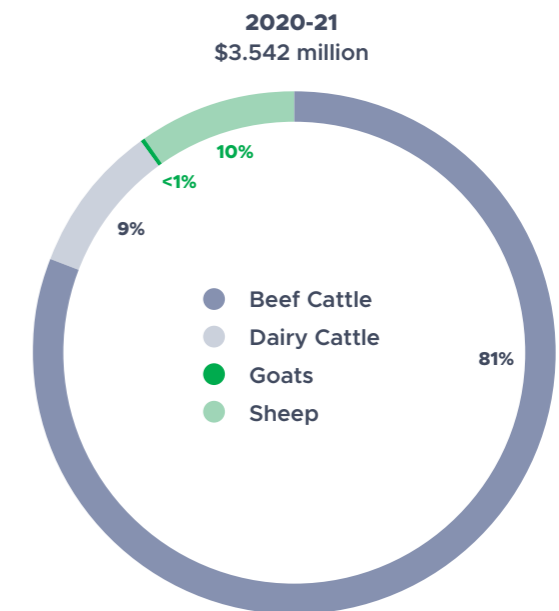


Investment of 2020-21 levies cont.

SOURCES OF INCOME (%)



LEVY INCOME (%)



TOTAL EXPENDITURE (%)



LiveCorp acknowledge the provision of funding by livestock export levy payers and the Commonwealth of Australia.

Livestock Export Program Overview

Collaboration between LiveCorp and Meat & Livestock Australia (MLA) through the Livestock Export Program leverages both exporter and producer levies.

The LEP RD&E Program, which also receives government matching of expenditure for eligible RD&E projects, has traditionally been managed by MLA. A transition to LiveCorp management began in early 2021 and was completed in May 2021.

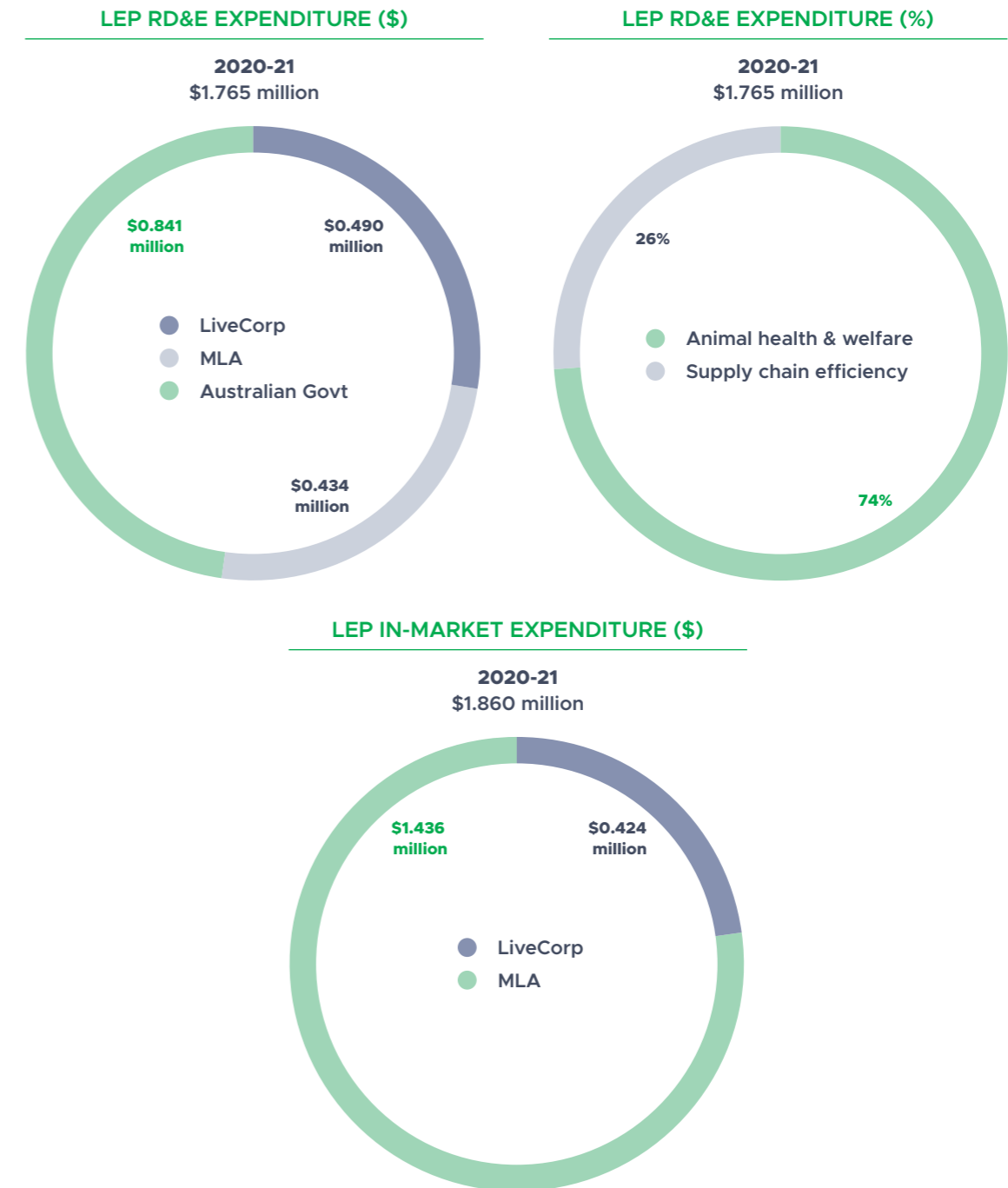
MLA administers the LEP in-market program, which operates in three key livestock export regions – Indonesia, the Asia Pacific and Europe, the Middle East and North Africa (EMENA). It targets activities that support the growth, productivity and sustainability of the livestock export industry through the delivery of risk mitigation strategies, activities to build capability and address issues specific to the regions, and extension and adoption of best practice livestock management.

In-market progress against 2020-21 live export priorities

Key performance area	Performance
Increase stunning rates by 10% <i>(increased by 5% during financial year)</i> .	
Undertake a stocktake project to consolidate all past in-market heat stress R&D activities and design a 3-5 year research investment plan.	
Develop a strategy to support 'increasing beef production in Indonesia' that considers: genetics and improvement of local cattle; smallholder management and feed practices; locally sourced breeders; and extension of proven production models.	
Design and implement an Indonesian wet market consumer campaign at an industry wide (producer/ exporter/importer) level to promote fresh locally produced beef from Australian cattle.	
Incorporate support activities for the adoption of the Livestock Global Assurance Program (LGAP) in export supply chains.	

● Not achieved ● Partially achieved ● Achieved

LEP Investment



Contributions made by LiveCorp to MLA for RD&E investment totalled \$407,214.

(As per Section 12 of the Funding Agreement dated 23 March 2021, these contributions are the 'donations made by LiveCorp to MLA'.)

Exporter Program

The Exporter Program facilitates and coordinates activities that directly benefit LiveCorp members and the Australian livestock export industry, including issues management, time-critical projects, consultation, driving specific animal welfare-related initiatives, and preparing and responding to government inquiries or reviews.

The program is also responsible for regular consultation with the Australian Livestock Exporters' Council (ALEC) on industry issues, planning and technical support for policy development and implementation.

Dairy-related activities continued as part of the Exporter Program in 2020-21. With an expected increase in revenue following the introduction of a statutory dairy cattle levy on 1 January 2021, there will be a stand-alone Dairy Export Program in 2021-22.

Key activities

- ◆ Consulted with ALEC as the peak industry council on industry priorities, issues, planning, policy direction and implementation.
- ◆ Identified and responded to key emerging sensitivities and issues relating to market access and the supply chain, and provided technical advice.
- ◆ Provided funding, representation and advice on the ongoing management of the National Arbovirus Monitoring Program (NAMP) to support market access.
- ◆ Supported the implementation of initiatives that enhanced animal welfare and sustainability of the trade, including the Livestock Global Assurance Program (LGAP).
- ◆ Provided technical advice regarding a review of fees and charges applied to the livestock export industry.
- ◆ Participated in Strategic Response Group meetings.
- ◆ Provided funding to SAFEMEAT, which oversees and promotes sound management systems to deliver safe and hygienically produced meat products.

Progress against AOP 2020-21 objectives

Key performance area	Performance
LiveCorp and ALEC are aligned and coordinated on industry priorities.	
LiveCorp's technical advice and submissions to industry and government reviews are well-informed and support best practice animal welfare.	

● Not achieved
 ● Partially achieved
 ● Achieved

Key project updates

Engagement with members

LiveCorp engages regularly with its members to ensure a thorough understanding of their businesses and operating environments, to provide updates on activities, and to consult on priorities for R&D and market access. This includes two formal meetings each year, several rounds of one on one meetings, and having exporter representatives on a range of committees. LiveCorp also responds to ad hoc request for support from individual exporters, such as assistance with presentations and statistics.

Engagement with international agricultural representatives

In 2020-21, representatives of LiveCorp met with the Australian Ambassador-designate to Jordan, Miles Armitage, and the Australian Ambassador to Vietnam, Robyn Mudie, to provide an overview of the trade and discuss market access and market development opportunities.

Industry Response Plan

The industry's Strategic Response Group (SRG) met over three issues during the year, including the loss of the Gulf Livestock 1. It also carried out a crisis simulation exercise to ensure members of the SRG maintained a well-practiced, coordinated and systematic approach to industry risk.

Members of the SRG, which is the cornerstone of the Industry Response Plan, are senior representatives from LiveCorp, ALEC and MLA.

National Arbovirus Monitoring Program

LiveCorp provided funding, representation and technical advice to NAMP to support market access. This included active engagement with Animal Health Australia on previous changes to the NAMP Bluetongue virus (BTV) zone map and advice to support ongoing trade relationships, particularly with China.

The ongoing promotion of NAMP to exporters, importing country governments /officials and funding partners is critical in maintaining and improving market access to BTV-sensitive markets.

Dairy cattle-related activities

LiveCorp liaised with dairy cattle exporters regularly on key issues such as market maintenance, particularly with Japan, China and the Philippines. With the implementation of the statutory dairy cattle levy, consultation was initiated with a range of stakeholders on priorities for the next financial year.

There was also engagement with both exporters and the department to support an upcoming review of heat and cold stress in *Bos taurus* cattle crossing the equator by sea, and regulatory changes such as the requirement for competent stock handlers on air consignments.

Industry Capability Program

The Industry Capability Program supports the industry in gaining access to new markets and maintaining and improving access to existing markets, to ensure market diversity and increased opportunities for Australian exporters and producers.

It also supports regulatory reform and improvements in supply chain activities by identifying and implementing efficiencies that reduce the regulatory burden.

Key activities

Regulatory reform and implementation

- ◆ Participated in and prepared submissions to industry and government reviews, including the Inspector-General of Live Animal Exports reviews, Export Control (Animals) Rules 2021 and initial stages of a review of *Bos taurus* cattle on long haul voyages.
- ◆ Supported the implementation of the Australian Standards for the Export of Livestock (ASEL) versions 3.0 and 3.1, including the provision of technical advice into the development of ASEL policies and updating LiveCorp's training materials and resources.
- ◆ Participated in industry and government committees, working groups and consultative engagements, including the Livestock Export Government and Industry Regulatory Committee (including Approved Arrangements and LGAP Working Groups), the Live Animal Exports Roundtable Working Group and the Livestock Exports Animal Welfare Collaborative Working Group.
- ◆ Supported updates to the LEP heat stress risk assessment (HSRA) model and software.

Market access

- ◆ Provided secretariat support and technical advice to the Protocol Committee to set market access priorities and develop technical strategies to guide discussions for priority markets (including associated exporter consultation).
- ◆ Provided expert advice to support the Australian Government in its export protocol and market access negotiations, protocol issues management and engagement with trade partners.
- ◆ Provided exporters with technical support and advice on export certification, market access and the department's negotiation and policy activities.

Other

- ◆ Provided technical advice and expertise to the department as part of its Business Research and Innovation Initiative (BRII) challenge into technologies for remote and automated monitoring of animal health and welfare.
- ◆ Managed special grants associated with research and extension activities to mitigate on-board heat stress risk and improve connectivity.

Progress against AOP 2020-21 objectives

Key performance area	Performance
Improvements and efficiencies in the livestock export regulatory framework identified and implemented.	● ● ●
Preferential market access for Australian livestock maintained and developed.	● ● ●
Special grant activities to research on-board heat stress mitigation completed.	● ● ●

● Not achieved ● Partially achieved ● Achieved

Key project updates

Open innovation – on-board heat stress mitigation and connectivity

Detailed modelling was developed to understand the effect of combined cooling and dehumidification to manage heat stress in the shipboard environment. It used data collected during a 2019 trial on a livestock vessel to determine the viability of dehumidification equipment, and will support the evaluation of future technologies or solutions.

An investigation was also carried out into technologies that could improve network connectivity on livestock export vessels and allow greater access to automated and real-time environmental monitoring. A Bluetooth mesh network solution, developed for the marine and oil and gas industries, was trialled in 2021. It successfully aggregated data from sensors around the vessel to a central computer, and allowed remote access from the shore.

Protocol Committee and market access developments

Agreement on a health protocol for breeder cattle was reached between the Australian and Philippines Governments. Regulatory arrangements for the export of sheep and goats to the Kingdom of Saudi Arabia were also established with the finalisation of the *Export Control (Animal) Rules 2021*.

Two Protocol Committee meetings were held in 2020-21, with LiveCorp consolidating exporter feedback and providing advice on whether proposed health protocols were practical and commercially viable.

LiveCorp also worked closely with exporters and the department to support agreement for changes to the health conditions regarding Bovine Viral Diarrhoea for exports of feeder cattle to Japan.

Negotiations are progressing on the following protocols:

- breeder cattle to Taiwan, Thailand and the Eurasian Economic Union
- feeder cattle to Japan
- breeder sheep and goats to the Philippines
- feeder and breeder sheep and goats to Peru and Argentina
- feeder and slaughter sheep and goats to Iraq and Iran
- feeder cattle and slaughter sheep to Turkey.

Regulatory and government engagement

LiveCorp had representatives on multiple government/industry committees through the year. This included the high level Live Animal Exports Roundtable Working Group, set up by Minister for Agriculture, Drought and Emergency Management, David Littleproud, to identify constructive opportunities to find efficiencies and improve the regulatory framework, including Approved Arrangements.

The Livestock Export Government and Industry Regulatory Committee (LEGIRC) also examined these areas, while the Livestock Global Assurance Program (LGAP) was another significant focus.

There was extensive liaison on LGAP through the year, with the department, AniMark, ALEC and exporters. It received interim regulatory recognition in October 2020, and the establishment of third-party providers of assurance services was included in the *Export Control (Animals) Rules 2021*.

LiveCorp also supported the industry and provided technical advice to the department on several regulatory reviews, including the *Export Control Act 2020* and accompanying Rules, and the preparatory phase of the *Bos taurus* review.

Detailed technical advice was provided to the department to support the implementation of ASEL 3.0, in areas such as feed and water provision for livestock, alternate stocking densities, and calculation of voyage length and the Average Daily Mortality Rate.

There was also engagement with the department on the potential impacts of new data collection and reporting requirements.

COVID-19 support

LiveCorp provided regular communication and support to industry with regard to the ongoing impact of COVID-19. This included working collaboratively with ALEC to identify solutions to regulatory and operational issues such as remote ESCAS auditing, ensuring in-market compliance and maintaining access to LiveCorp Accredited Stockpersons and Australian Accredited Veterinarians (AAVs).

Services and Innovation Program

The Services and Innovation Program supports the industry in increasing its capacity and capability by delivering training services to meet and exceed standards, compliance, and reporting obligations for the Australian livestock export industry. The Program also develops improved and innovative information systems and tools to create regulatory efficiencies.

Key activities

People, skills and capability development

- ◆ *Delivered the Shipboard Stockperson Accreditation Program, including two training courses, to educate participants on best practice animal handling and husbandry and enhance their knowledge of animal welfare and regulatory requirements.*
- ◆ *Updated the Shipboard Stockperson Accreditation Program materials and resources to align with ASEL 3.0 and the introduction of LIVEXCollect.*
- ◆ *Delivered ASEL 3.0 implementation and professional development training modules to ensure stock people were competent in the new regulation.*
- ◆ *Developed and delivered training and one-on-one user support to facilitate the roll-out of LIVEXCollect.*
- ◆ *Updated the online and mobile ASEL Handbook application for ASEL 3.0 and 3.1.*
- ◆ *Administered and then closed out the short-term stockperson accreditation program, which was introduced in response to COVID-19 pandemic travel restrictions.*
- ◆ *Supported skills and capability development in the next generation of talented people in the industry.*

Digital transformation

- ◆ *Commenced implementation of a digital transformation initiative to enable efficiency, integration and standardisation in the collection of data for insights, analytics and reporting.*
- ◆ *Developed and rolled out the infrastructure, tools and governance framework to support adoption of the digital transformation strategy – this included the LIVEXCollect data management platform aligned to ASEL 3.0 and the integration of animal welfare indicators.*
- ◆ *Developed and rolled out software and tools for data collection, analytics and reporting to support exporters to meet regulatory obligations.*
- ◆ *Investigated opportunities to provide commercially relevant products and insights.*

Progress against AOP 2020-21 objectives

Key performance area	Performance
Livestock exporters have access to shipboard stock people trained in best practice animal handling, husbandry and ASEL 3.0 requirements.	
The LIVEXCollect data collection system is designed, developed and adopted by industry to enable standardisation and reporting of animal health and welfare data.	

● Not achieved ● Partially achieved ● Achieved

Key project updates

Short-term stockperson accreditation

In response to the COVID-19 pandemic, LiveCorp established a short-term stockperson accreditation pathway in early 2020 to ensure the availability of LiveCorp Accredited Stockpersons for voyages. This was closed out in early 2021 as the industry adjusted to new systems of operation. The majority of short-term accredited stockpersons completed further training and met additional requirements to enable them to transition to full accreditation.

LiveCorp also supported the industry by establishing a jobs board on its website to collate a register of stockpersons and AAVs willing to travel on vessels and facilitate contact with exporters offering work.

Shipboard Stockperson Accreditation Program

An online training module on ASEL 3.0 requirements was developed and rolled out as part of the LiveCorp Shipboard Stockperson Accreditation Program. Stockpersons were required to complete the module as evidence of their awareness and understanding of the new regulatory standards to maintain their accreditation.

LiveCorp also engaged with stockpersons to keep them informed of travel restrictions and operational changes due to COVID-19, mental health services, regulatory changes and key research activities.

Shipboard stockperson training course

Two shipboard stockperson training courses were delivered virtually in 2020-21. This required significant adaptation to ensure the course continued to provide opportunities for practical learning, to allow attendees to demonstrate their skills in animal husbandry and to ensure the integrity of the accreditation process.

Sixteen participants attended each course (a total of 32) and achieved an average of 89% for the final examination. They included exporter nominated participants, self-funded attendees and members of the Young Livestock Exporter Network (YLEN).

Since the inception of the Shipboard Stockperson Accreditation Program, LiveCorp has delivered training to 775 participants. There are currently 142 stockpersons who have full accreditation, with 59 provisionally accredited.

Engagement with Australian Accredited Veterinarians

Regular updates were provided to AAVs throughout the year to support and inform them of travel restrictions and operational changes due to COVID-19, mental health services, regulatory changes and key research activities.

Two dedicated e-newsletters were also distributed as part of LiveCorp's ongoing commitment to keep AAVs informed of industry developments. Content included key R&D projects, details of the connectivity trial, information about LIVEXCollect, and the activities of the Australian Veterinary Association's AAV Working Group. The e-newsletters were delivered to more than 120 recipients and achieved an average open rate of 47%.

An online AAV RD&E Forum was held during October 2020, with LiveCorp and MLA partnering with the Australian Cattle Veterinarians. The detailed program included discussion on pre-export inspection procedures, shipboard management and current industry research projects such as LIVEXCollect, the shipboard veterinary medicines and equipment review, and trials on stocking density, bedding and ammonia conducted by the University of New England.

Several shipboard AAVs mentioned the difficulty of sourcing travel and professional indemnity insurance, and LiveCorp has since sourced a broker able to provide cover. The forum is a unique opportunity for AAVs to network and share insights on common issues, and provides a valuable extension platform for the LEP RD&E Program.

LIVEXCollect

During 2020-21, LiveCorp worked to successfully design, develop, and deploy LIVEXCollect, a data collection, storage, and visualisation platform. This is one of the key tools supporting the implementation of LiveCorp's digital transformation strategy.

Through a collaborative approach with the department, plus industry stakeholder interviews, LIVEXCollect was developed to support the industry to meet increased regulatory reporting requirements introduced under ASEL 3.0. It has been approved by the department as the mandatory form for ASEL 3.0 reporting, and is now used for all sea voyage, air export and Registered Establishment regulatory reporting.

The LIVEXCollect platform consists of programmed Microsoft Excel-based reporting tools, databases and dashboards. It standardises and streamlines data collection to ensure that it is consistent, meaningful and comparable, and for the first time gives exporters access to quality analysis. Structured governance frameworks have been implemented to ensure effective management, security and integrity of the data.

LiveCorp continues to provide training resources, one-on-one support and administration services to exporters, AAVs, LiveCorp Accredited Stockpersons and other users transitioning to the new reporting platform.

Ultimately, LIVEXCollect will enable the analysis of large volumes of data collected by the industry and the regulator to inform performance benchmarking, operational efficiencies, decision making, policy setting, and RD&E priorities.

Communications Program

The Communications Program provides the effective transfer of information to exporters, industry stakeholders, government and the community on research and marketing activities undertaken by LiveCorp and the LEP. There is a strong focus on understanding community sentiment, and supporting the industry's response by developing communication materials that provide greater visibility in areas of concern, including animal welfare.

Key activities

- ◆ Continued the community sentiment research, supporting the industry to demonstrate and communicate to the community its commitment to animal health and welfare throughout the supply chain.
- ◆ Developed informative materials and publications to support increased awareness and understanding of industry practices, requirements and regulations.
- ◆ Launched the new LiveCorp website, with an improved user experience and greater focus on ensuring content is accessible to the community as well as industry.
- ◆ Developed resources and participated in select events to communicate to exporters and stakeholders on LiveCorp's marketing and research activities, and to encourage adoption of the outcomes and outputs of R&D.
- ◆ Delivered a range of communications activities for the LEP in-market team and RD&E Program.

Progress against AOP 2020-21 objectives

Key performance area	Performance
Communication materials and resources developed to enable the industry to raise community knowledge and awareness of those aspects of acceptance identified from the first year of the community sentiment research.	● ● ●
Livestock exporters and stakeholders informed of LiveCorp's activities and research and development projects.	● ● ●

● Not achieved ● Partially achieved ● Achieved

Key project updates

Community sentiment survey

Results of a widespread survey of the Australian public, carried out to understand community views on various facets of the livestock export industry, were released in September 2020 and used to guide communications activities through the year.

The survey found that, while animal welfare was a concern for many, there were aspects of the industry that the community valued. It also highlighted there are many knowledge gaps to address regarding the industry's operation and performance.

The project is being run over several years, to support a more constructive relationship between the industry and the community, with a second survey to be conducted in mid-2021.

LiveCorp website

In August 2020, LiveCorp launched its reinvigorated website. Content was written with the general public in mind, to help fill information gaps identified by the community sentiment survey, as well as to provide greater information to the industry about LiveCorp's research and in-market activities. Features added through the year included animal welfare FAQs, a jobs board facilitating contact between exporters, stockpersons and AAVs, and a research tenders page.

Beef Australia

In May 2021, LiveCorp attended Beef Australia in central Queensland. A key event for the red meat and cattle industry, it was an opportunity for LiveCorp to connect with producers and other supply chain participants and share information on the livestock export trade.

As part of the event, LiveCorp supported a producer tour to a pre-export quarantine yard, had a trade stand and hosted a seminar. The seminar featured a panel of exporters, presenting first-hand insights into the industry's management of commercial pressures and meeting community expectations, and attracted more than 90 people.



LIVEXchange 2021

In late 2020, planning began in earnest for LIVEXchange, the major event for Australia's livestock export industry. The conference was scheduled to be held in Darwin on 10-11 November 2021 with the theme *From here to there together: strengthening our foundations and creating connections*.

Along with the development of the program, communications activities included promotional videos, regular e-newsletters and social media posts.

Subsequent to 30 June 2021 and during the preparation of this annual report, the LiveCorp board has made the decision to postpone LIVEXchange due to the impact of COVID-19 lockdowns and continuing uncertainty over travel restrictions. The conference will now be held 9-10 November 2022.

RD&E Update magazines

The sheep-focused 2020 RD&E Update magazine was published in September, just before ASEL 3.0 came into effect. The magazine explored what the Livestock Export Program (LEP) and LiveCorp were doing to help the industry prepare for the new standards. It also outlined findings from the community sentiment research, and the latest moves toward using animal welfare as a measure of performance and improving the quality of industry data collection.

The cattle-focused 2020 RD&E Update followed in December. It covered the LEP's Project Partnership with UNE to identify interactions between stocking density, bedding and ammonia production; data collection through LIVEXCollect; and a global search for connectivity solutions for livestock export ships.

Other industry communications

A re-vamp of communications with industry saw the development of the *LiveCorp Insider*, a new format monthly e-newsletter with a focus on LiveCorp's progress in key operational areas and service delivery to members.

Alongside this, the *Live Feed* was developed to provide an in-depth look at some of the in-market issues that industry is dealing with, opportunities that may arise, and projects that are being carried out by the LEP's in-market team.

LiveCorp CEO Sam Brown was also given the opportunity to provide a regular opinion piece to the Stock & Land newspaper and Farmonline group of rural news websites.

RD&E Program

In May 2021, LiveCorp assumed the primary administration for the LEP RD&E Program; the latest step in its evolution since a formal review several years ago. The move is an exciting opportunity for LiveCorp to enhance its program capacity, and build on its connection with members to increase extension, adoption and communications.

LiveCorp is committed to ensuring it invests, manages and participates in a balanced portfolio of RD&E activities. Investments are guided by the RD&E Blueprint, which was developed through extensive consultation with producers and livestock exporters to provide visibility and clarity on the industry's priorities.

Projects are designed to gather and analyse data, build knowledge and capability, increase productivity, and develop, trial and implement practical extension outputs. The largest area of investment for the RD&E Program in 2020-21 remained the delivery of animal health and welfare improvements (74%). Supply chain efficiency and regulatory performance received 26%. There were no specific strategic issues in market access requiring RD&E investment during 2020-21.

The Program has well-established governance, systems and processes. This includes the representative Livestock Export Research and Development Advisory Committee (LERDAC) and an industry body RD&E Management Committee. Both committees are chaired by an independent RD&E Program Chair and supported by an independent scientist.

Intellectual property (IP) and its ownership is decided and clearly defined at the time of project establishment. LiveCorp aims to maintain an ownership position of IP that is appropriate to the level of LiveCorp's investment in the creation of that project IP and the intended commercialisation/ adoption pathway. No intellectual property license agreements were made in 2020-21.

Key activities*Animal welfare*

- ◆ Supported ongoing research to improve heat management during shipping, through an update to the Heat Stress Risk Assessment Model.
- ◆ Identified practical animal welfare measures, and collected preliminary data, through the animal welfare indicators project.
- ◆ Continued research in bedding management and stocking densities and identification of on-board environmental monitoring technologies that support animal welfare indicators through the ongoing partnership with UNE.
- ◆ Supported industry extension and adoption of best practice systems and procedures to achieve continuous improvements in animal welfare.

Supply chain efficiency

- ◆ Supported the implementation of the Livestock Global Assurance Program (LGAP) through projects to develop an IT system and a new standard for control and traceability.

- ◆ Improved information recording to facilitate automation of data collection through the development of animal welfare surveillance protocols on live export vessels.
- ◆ Supported the adoption of practices to improve livestock performance through the livestock export supply chain.

Market access

- ◆ Enabled and supported better risk assessment and risk management across regions, species and environmental factors to support a risk-based regulatory approach as a component of several projects.

Progress against AOP 2020-21 objectives

Key performance area	Performance
An IT Conformance System is delivered to support Livestock Global Assurance Program (LGAP) implementation and required research is completed for control and traceability.	
The roll out is completed, of new systems and processes developed from the LEP research, development and extension review recommendations.	
Winter trials for a salmonella vaccine completed (incomplete due to COVID-19 restrictions)	
Investment continued into research projects that improve and manage heat stress, bedding and stocking densities during shipping and in respective destination markets.	
Animal welfare surveillance framework adopted and refined according to outcomes from the animal welfare indicators research and in line with the ASEL 3.0 reporting requirements.	

● Not achieved ● Partially achieved ● Achieved

Key project updates

Animal welfare indicators

A long-term project with Murdoch University developed a series of scientifically valid animal welfare indicators. To translate the findings into a practical, implementable framework, a technical committee was established including members with industry knowledge and expertise in animal welfare, veterinary epidemiology, and statistics. The project aligned the welfare measures from the research with the new reporting requirements under ASEL 3.0 to create a framework for animal welfare measurement for industry. Data collection against these measures commenced via LIVEXCollect in November 2020 and will provide an important basis for informing future research activities.

Shipboard provision of animal health equipment and medications

Appropriate treatment of sick or injured livestock is essential to ensuring the health and welfare of cattle and sheep being exported by sea. A set of recommendations was developed, regarding the most appropriate animal health equipment and medications to carry on livestock export ships, with the results intended to inform future updates of ASEL. Work is also underway to develop a quick and easy guide for shipboard stockpersons and Australian Accredited Veterinarians (AAVs).

UNE project partnership

A series of trials conducted this year have provided greater understanding of how sheep use space in a confined environment, and the synchronicity of their behaviour during export. The next phase will examine cattle stocking density, along with bedding and ammonia emissions.

This is part of a long-term project partnership established between the livestock export industry and the University of New England (UNE) to explore the shipboard infrastructure, environmental and management factors that affect animal health and welfare.

LGAP control and traceability standard

A dedicated standard for control and traceability was developed and released for public consultation, as part of the Livestock Global Assurance Program (LGAP). As one of the critical requirements of the Exporter Supply Chain Assurance System (ESCAS), and therefore LGAP, exporters must ensure they always know the whereabouts of all animals in their supply chains.

The project involved extensive consultation with exporters, the regulator and other industry bodies; an analysis of historical reports of non-compliance with ESCAS; a review of current control and traceability systems, including those provided by third parties; and a review of the current Standards and Rules developed for LGAP.

Independent pen air turnover audits

Independent pen air turnover (PAT) audits were completed for all ships carrying sheep to or through the Middle East, as ventilation is crucial in ensuring the safety and welfare of the animals on a livestock export ship. The information is being used to update the industry's Heat Stress Risk Assessment (HSRA) model, which adjusts the number of sheep allowed on each ship depending on factors such as time of year, and the ability of the ventilation systems to remove heat from the pens.

Current project list**Objective 1: Achieve continuous improvement in animal health and welfare across the supply chain**

Project	Start date	End date	Investment in 2020-21	Status
Animal welfare indicators pilot for the livestock export industry	07/2017	05/2021	\$50,000	Complete
In-flight environmental monitoring and management	03/2019	03/2021	\$10,000	Terminated
UNE Project Partnership investigating bedding, ammonia and stocking density	05/2019	01/2024	\$120,000	Ongoing
Shipboard provision of animal health equipment and medications	11/2019	03/2021	\$24,938	Complete
Collection of animal welfare indicators on board live export vessels	03/2020	12/2020	\$58,734	Complete
National livestock export industry sheep, cattle and goat transport performance report 2019	05/2020	08/2020	\$26,000	Complete
National livestock export industry sheep, cattle and goat transport performance report 2020	01/2021	04/2021	\$51,602	Complete
HSRA tool upgrade	01/2021	01/2022	\$327,250	Ongoing
Validation of shipping routes to ports in the HSRA model	01/2021	11/2022	\$100,000	Ongoing

Objective 2: Improve supply chain efficiencies and regulatory performance

Project	Start date	End date	Investment in 2020-21	Status
LGAP control and traceability system	03/2020	06/2021	\$92,490	Complete
LGAP implementation of an information technology (IT) system	06/2020	03/2021	\$99,517	Complete
Updates to the ASEL Handbook for ASEL 3.0 standards	09/2020	11/2020	\$52,300	Complete
Best practice manual for the export of livestock by air	05/2021	06/2022	\$10,000	Ongoing

Objective 3: Enhance market access conditions for both existing and new markets

Project	Start date	End date	Investment in 2020-21	Status
Nil.	-	-	-	-

In-market Program: Indonesia**Operating environment**

The situation in Indonesia remained challenging in 2020-21, with the COVID-19 pandemic continuing to depress market conditions. The demand for beef fell again, year on year, with lockdowns resulting in reduced customer spending power, and muting the purchasing spike usually experienced around key religious festivals.

Indonesian feedlots and abattoirs continued to struggle to remain profitable in the face of record-high Australian cattle prices, due to reduced supply, rising feed grain prices and sales margins constrained by the Indonesian government-imposed beef reference price.

Significantly increased competition from other importing countries such as India, Spain, and Brazil have also contributed to the softer market for Australian fresh beef. As a result, Australian feeder cattle imports to Indonesia were down 27.7% on 2019-20 figures and 34.4% on 2018-19.

Imports of Indian buffalo meat (IBM) were well short of the government quota, at 31,440 tonnes, resulting in short supply of meat in many Indonesian markets. Although beef remains the preferred choice for key celebrations, the growing acceptance of IBM among price-conscious consumers is expected to continue impacting its market share.

Capacity development across the Indonesian supply chain had a strong focus on improved animal welfare outcomes and research. As a result, training, workshops and webinars were delivered on best practice animal welfare, ESCAS standards, feedlot and abattoir operation, pre-cut stunning, beef processing, supply chain improvement, and personnel development.

The LEP also conducted numerous research projects to inform and trial market development activities. These included market research identifying the purchasing priorities of consumers, with the findings informing trial marketing projects; and working with industry partners to support feedlot operations in exploring feed cost efficiency and methods for increasing production.

Case study: Improving the beef supply chain for PT PAM

Lack of differentiation of fresh red meat products for sale in the wet market presents a challenge to capturing the intrinsic value of Australian beef's clean, lean, healthy image. PT PAM (Pramana Austindo Mahardika) was formed in 2019 with a vision to play the game differently – a vertically integrated feedlot-to-consumer supply chain capitalising on modern retail channels. The company wanted to expand its business from selling live cattle for wet markets to supplying beef products into alternative distribution channels.

The business strategy aligns with the LEP's plan of increasing market opportunities for locally produced Australian beef, so the LEP partnered with PAM to explore marketing strategies across modern retail pathways. This provided essential learning that could potentially be applied across the entire supply chain to diversify and reduce single market risk, increase market share, and profitability.

PAM's Healthy Beef was launched in September 2019, using a multi-channel sales approach and branding developed through LEP market research to target middle and upper-class consumers. Healthy Beef generated demand for a high quality, Australian fresh beef branded product and the profit margin was substantially higher compared with expected returns from traditional wet market retail sales.

A consolidated supply chain was identified as integral to decreasing fragmentation and maintaining control over the end product, including consistent production levels, yield and quality. A feedlot and modern abattoir in Bogor were therefore purchased, and operational changes were implemented to improve production systems at both facilities.

Once the product had been tried, research showed that most consumers were willing to convert to chilled product and further spread the word about the quality of different cuts and the Healthy Beef product.



WWW.INSTAGRAM.COM/HEALTHYBEEF_OFFICIAL

In-market Program: Asia Pacific

Operating environment

Vietnam is the dominant market for cattle imports in the Asia Pacific region, taking around 66% of the feeder/slaughter animals (excluding Indonesia). For most of the 2020-21 financial year, Vietnam was one of the most successful countries in the world in managing the impacts of the COVID-19 pandemic, resulting in limited domestic restrictions. However, borders were closed to international arrivals, limiting tourism and international business development. Fluctuations in live cattle imports were driven mainly by pricing and supply from Australia, with 2020-21 volumes into Vietnam down 29%.

The LEP continued its strong relationship with the Department of Animal Health (DAH) in Vietnam, which was initiated with an MoU between MLA and the DAH in August 2019. The partnership has been working on developing animal welfare standards and one of the significant achievements through the year was the legalisation of captive bolt stunners. In addition, the LEP continued focusing on business development activities to improve the capabilities of Vietnamese importers.

The LEP also explored new opportunities for Australian feeder/slaughter cattle after trade deals were initiated between Myanmar and China, and Laos and China. Despite initial indications that substantial opportunity may exist, political instability in Myanmar stifled any short to medium-term prospects. Meanwhile, the Laos/China trade agreement does not support the concept of cattle imported into Laos being re-exported to China. Instead, Laos is looking to develop its domestic herd and processing capabilities to meet its obligations, which may offer opportunities for Australian breeder cattle.

Sheep and goat exports to the region are primarily destined to Malaysia and Brunei and were down almost 14% off the back of Australia's high livestock prices and low supply.

Case study: Abattoir consolidation program

Vietnam has more than 100 approved ESCAS abattoirs across several supply chains and operators. The majority of these facilities have low throughput; some processing as few as one head a night.

With the increasing price of cattle in Australia during the financial year, one large importer in Vietnam recognised a significant need to create efficiencies. To offset the cost of the cattle, the challenge was clear: reduce its supply chain from 40+ facilities to fewer than ten over the next few years.

The LEP worked with the company to consolidate and modernise its northern and southern supply chains, offering assistance to convert low throughput abattoirs (processing around ten cattle per night) to facilities that could meet the importer's goals in the long term.

The LEP developed a pilot program with three abattoirs to increase their throughput. By working with a local Vietnamese abattoir designer, facilities made relatively inexpensive upgrades to their slaughter floors, including the installation of hoists, dressing beds and boning tables and, in some cases, climate controls. The upgrades were accompanied by training in how to process cattle using the new infrastructure.

The developments reduced the workforce required, increased the chain speed, and resulted in food safety and hygiene upgrades which created the ability for these facilities to supply modern retailers as well as wet market traders. Overall, the facilities can now increase their throughput per night from 10 head to more than 30. With a relatively small initial capital expenditure, there is a strong return on investment and, in the long term, substantial benefits for the partners involved.



In-market Program: Europe, the Middle East and North Africa

Operating environment

Live sheep exports to the EMENA region saw record low volumes in 2020-21, dropping to a modest 567,038 head. Live cattle exports were down by an even greater margin, to fewer than 30,000 head.

The most significant change was seen in Qatar, with imports driven down 91.4% by the removal of a government subsidy on Australian sheep and sheepmeat. The subsidy covered at least 50% of the cost of the product, and its removal on 31 December 2020 saw consumers immediately pivot from Australian sheepmeat to alternate proteins (chicken) and competitor suppliers.

The move had broader consequences for the region. Paired with COVID-19 impacts on food service and regional economies and delays in protocol negotiations with Saudi Arabia, there was insufficient demand to operate the regular shipping schedule.

The prohibition on exporting sheep from Australia during the northern summer, which limits supply to an eight month window, restricts the ability for the trade to grow, especially as the peak demand around the region's main religious festival, Eid al-Adha, currently falls in the middle of summer. Stockpiling sheep to cover this period is not without heat risks to livestock, and the high cost of feed and the upkeep of animals impacts profitability for importers. The LEP instigated a technology pilot to collect environmental data for importers to inform their management strategies for the summer period to address heat risks, which is ongoing.

Price and availability of Australian cattle was the main driver for the significant drop in exports. Russia did not take any cattle during the financial year off the back of a strong 2019-20, and volumes to Israel were down due to competition from Portuguese cattle and chilled imports. Substantial opposition to the trade still exists in Israel, and the LEP conducted a deep dive into the political drivers behind this. A strategy for maintaining market access has been developed and will drive ongoing work in Israel.

Case study: Innovative environmental monitoring technology pilot

Heat management remains one of the biggest challenges for the live sheep trade to the EMENA region. Environmental conditions, particularly during the Middle Eastern summer, can be extreme in specific markets at times, with very high humidity and temperatures. The legislated summer shipping prohibition has reinforced the significance of heat management, with some importers holding large volumes of sheep imported in May/early June for up to four months to cover demand during this period.

Through conversations with importers, exporters and market insights, the LEP identified an opportunity to strengthen data collection and its use in importers' heat management strategies.

While importers are aware of their local area conditions and have experience managing heat, most have very manual systems for recording conditions and some did not record this information at all. This makes it more complex to demonstrate the impact of heat management strategies, and management may be based on outdated, historical data or no data at all rather than current real-time data.

The LEP engaged interested importers to undertake an environmental monitoring technology trial using cloud-based data loggers, which record temperature and humidity and feed this information in real time to the cloud. The loggers required minimal installation, and upkeep only required charging the batteries every 1-2 months. Importers could then view their data on an online portal. The data loggers were placed around feedlots in Qatar, Saudi Arabia, Oman, Jordan and at test sites in the UAE.

Importers were very pleased with the results of the technology pilot, which was extended from a 12-month to an 18-month project. The key finding was that some importers were able to demonstrate that the conditions in their feedlots were suitable for holding Australian sheep over the summer months; data which will be valuable to demonstrate performance to the broader industry and Australian Government. Importers were also able to view the difference in performance between sheds/shade types and make management decisions in real-time, to prevent poor animal welfare outcomes.



Progress against AOP 2020-21 objectives

Key performance area	Performance
Two case studies per country or region showcase how the LEP's insights have resulted in a direct impact on government/industry policy.	● ● ●
Two case studies per country or region showcase how LEP programs have improved industry's ability to maintain existing market share position or increase the industry's competitiveness.	● ● ●
Two major supply chains per country or region undertake adoption of industry research and development (R&D) or direction of investment in R&D from market insights	● ● ●
Successful adoption of the Livestock Global Assurance Program (LGAP), assessed by >80% of eligible Tranche 1 facilities signing onto the program	● ● ●

● Not achieved ● Partially achieved ● Achieved

Collaboration

Agricultural Innovation Australia

Agricultural Innovation Australia (AIA), a new company targeting transformational innovation across agriculture, was formed in October 2020. All 15 Rural Research and Development Corporations (RDCs), including LiveCorp, were its founding members.

AIA was established to catalyse public and private sector investment, and enhanced collaboration, in solving the biggest cross-sectoral challenges in Australian agriculture. As a single point of contact for cross-industry strategies, AIA will make it easier for investors from around the world to navigate and partner with the Australian agricultural system.

LiveCorp contributes a subscription fee and will benefit from enhanced collaboration and more effective leveraging of funding, knowledge and resources.

The scope of AIA's strategies will cover the agriculture, fisheries and forestry value chains.

grow^{AG}.

LiveCorp is one of 15 RDCs supporting the grow^{AG} program, along with the department. It was launched in April 2021 to create a global gateway into the Australian research and innovation system, with a focus on attracting capital investment and driving collaboration.

The grow^{AG} website positions Australia as a global agrifood innovation hub and makes it easy to explore, find and connect with potential partners and opportunities. It also makes research and development outcomes transparent for growers and the community, featuring more than 2000 research projects including 12 led by LiveCorp.

National Animal Welfare RD&E Strategy

The NAWRDES is one of eight cross-sectoral strategies under the National Primary Industries RD&E Framework. In 2020-21, LiveCorp supported the strategy through participation in its annual forum and strategy review discussions.

The purpose is to deliver strong collaboration to address the seven strategic themes:

- animal welfare assessment
- pain assessment and management
- management, housing and husbandry
- transport, euthanasia and slaughter
- public attitudes, social science and community
- education, training and extension
- policy and market access.

Collaboration allows LiveCorp to leverage its levy investments, share knowledge with other industries, and ensure its activities align with priorities across the red meat sector.

National Animal Biosecurity RD&E Strategy

The NABRDES is a cross-sectoral strategy LiveCorp continued to support in 2020-21 through the provision of membership funding and committee representation. This strategy aims to provide Australian livestock industries with innovative and integrated ways of preparing for, responding to and recovering from disease, pest and weed incursions.

It has engagement from all nine animal based RDCs, Animal Health Australia (AHA) and the Australian Government.

NABRDES focuses on prevention, preparedness, eradication, containment, management, communication, community attitudes and awareness.

National Arbovirus Monitoring Program

Since 1989, AHA has used the NAMP to monitor the distribution of arboviruses (insect-borne viruses) of ruminant livestock and associated insect vectors in Australia. This has provided industry and government with valuable information to support international market access for Australian livestock and to provide early warning of potential changes to arboviral livestock diseases. There continues to be an interest in Australia's bluetongue virus status and monitoring from overseas countries, particularly China.

LiveCorp provides funding and support for this valuable program along with the Cattle Council of Australia, Sheep Producers Australia, WoolProducers Australia, Goat Industry Council of Australia, Australian Dairy Farmers, and Australian Lot Feeders' Association.

Community trust in rural industries

The community trust in rural industries program is a partnership across multiple agricultural industries and research organisations, to build the capacity of food and fibre industries to productively engage with the community and improve trust.

Key project: Community trust in rural industries

*Delivery organisation: AgriFutures Australia | Project value: \$1,445,622
Status: Ongoing*

Partner organisations: Australian Eggs, Australian Pork Limited, Cotton Research and Development Corporation, Dairy Australia, Fisheries Research and Development Corporation, Grains Research and Development Corporation, Hort Innovation, Meat & Livestock Australia, Sugar Research Australia, National Farmers' Federation, NSW Department of Primary Industries.

Over a three-year period, an annual survey will provide insights on changes in community trust in rural and agricultural industries. The program is a capacity building initiative to drive a productive and cohesive response to these cross sector issues and promote best practice approaches. It complements community sentiment work undertaken separately by LiveCorp, also being run by Voconiq.

Australian Government grants

LiveCorp works in partnership with the Australian Government, fellow RDCs and research providers on grant funded projects.

Key project: On-board heat stress mitigation project

Project lead: LiveCorp | Project value: \$1,000,000 | Status: Complete

The grant was provided by the Commonwealth of Australia to research the potential for technological solutions to mitigate the risk of heat stress experienced by sheep exported to the Middle East. This included an animal free (static) trial on a livestock vessel in the Middle East in June 2019 to test if dehumidification may be a suitable technology to reduce humidity and therefore the risk from heat stress for livestock during transit. The subsequent phase of the project completed in 2020-21 involved refinement of the predictive thermodynamic model to incorporate the effect of air-conditioning as well as dehumidification. An investigation into improving network connectivity on livestock export vessels, using a global scout and trial of selected technologies, was undertaken with successful results. The original project value was \$2 million, with the scope and budget revised following completion of the initial project phase. The project and grant have now concluded.

Key project: Traceability grant

Project lead: LiveCorp | Project value: \$150,000 | Status: Ongoing

The grant was provided to LiveCorp by the Commonwealth of Australia to development and test a prototype of a LIVEXCollect application. Transitioning LIVEXCollect from a spreadsheet data collection model to an application based model will support its use throughout the livestock export supply chain and provide end-to-end traceability of animal performance and welfare. It will also support the expansion of the platform up and down the supply chain, automation, and its ability to track information linked to individual animals and mobs of livestock.

Alignment of Research

The primary objective of research for the livestock export industry is to improve and implement best practice animal health and welfare outcomes as directed by LiveCorp's Constitution and Funding Agreement.

Investment is made, where possible, into areas that align with the Australian Government's Rural RD&E Priorities and Science and Research Priorities that came into effect from 1 July 2016.

The national Science and Research Priorities and corresponding Practical Research Challenges are designed to ensure that appropriate levels of public funding are allocated to research that addresses the most immediate and critical areas of importance to Australia.

LIVECORP'S ALIGNMENT TO RED MEAT 2030 OBJECTIVES	Programs in 2020-21							2020-21 Investment (\$M) LiveCorp exporter levies
	Exporter program	Industry capability program	Services and innovation program	Communications	Corporate operations	Livestock export program - in-market	Livestock export program - RD&E	
Our people			✓	✓	✓	✓	✓	0.330
 People see being part of the Australian red meat and livestock industry as attractive now and into the future.			✓	✓	✓	✓	✓	
Our customers, consumers and communities	✓	✓		✓	✓	✓		0.533
 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.	✓	✓		✓	✓	✓		
Our livestock	✓	✓	✓	✓	✓	✓	✓	1.393
 We set the standard for world class animal health, welfare, biosecurity and production practices.	✓	✓	✓	✓	✓	✓	✓	
Our environment	✓			✓	✓			0.525
 We demonstrate leadership in sustainability, delivering on community expectations in the areas of land, water, biodiversity, climate variability and biosecurity.	✓			✓	✓			
Our markets	✓	✓		✓	✓	✓	✓	0.828
 We improve the economic resilience for our industry by increasing access to, and the performance of existing and new markets.	✓	✓		✓	✓	✓	✓	
Our systems	✓	✓	✓	✓	✓	✓	✓	1.389
 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.	✓	✓	✓	✓	✓	✓	✓	

LIVECORP'S ALIGNMENT TO AUSTRALIAN GOVERNMENT RESEARCH PRIORITIES	Programs in 2020-21		
	Animal health and welfare	Supply chain efficiency	Market access
National Science and Research Priorities			
Food	✓	✓	
Soil and Water			
Transport	✓	✓	
Cybersecurity			
Energy			
Resources			
Advanced Manufacturing			
Environmental Change			
Health	✓		
Rural Research, Development and Extension Priorities			
Advanced Technology	✓		
Biosecurity			
Soil, Water and Managing Natural Resources			
Adoption of R&D	✓	✓	
2020-21 Investment Total Research (\$M)		Total \$	
LiveCorp exporter levies*		0.360	0.129
			0.00

*before matching dollars by the Australian Government

Board of Directors

The following persons were directors of LiveCorp during the financial year and at 30 June 2021:



Troy Setter

CHAIR (NON-EXECUTIVE)

Bachelor of Rural Science, ARLP, GAICD, Harvard Business School - Agribusiness program

Mr Setter is the Chief Executive Officer of Consolidated Pastoral Company Pty Ltd (CPC), Australia's largest private beef producer with two feedlots in Indonesia. Before this, Mr Setter was the Chief Operating Officer of the Australian Agricultural Company. Mr Setter has held key management and director positions in businesses including North Australian Cattle Company, Torrens Investments, Killara and Twynam Group. He has worked across the agribusiness industry from production through to processing, live export, and marketing for beef, sheep, grains, cotton, land development, and logistics. Mr Setter is currently Chair of non-profit Dolly's Dream, a member of the Indonesian Australian Red Meat Partnership, a member of the Rabobank advisory board and was previously a director of the Australian Livestock Exporters' Council.



Lisa Dwyer

NON-EXECUTIVE DIRECTOR

GCert (AgrBus), AdvDip(Agr), GAICD, ARLF, GCert Australian Rural Leadership

Mrs Dwyer is a primary producer in Purnim in Western Victoria. As well as operating a successful dairy operation with a beef and dairy heifer export enterprise, she is a dairy industry leader with extensive experience in the engagement and representation of multiple groups and concentrates on strong governance, animal welfare and strategic input.

Mrs Dwyer is currently a Director of Murray Goulburn Co-operative Co Ltd, Managing Director of Kangertong Farming Pty Ltd, Chair of the Great South Coast Regional Partnership and a member of the Victorian Government's Regional Development Advisory Committee and Victorian Agricultural Climate Change Council. She was previously a Director of Dairy Australia Limited.

Special Responsibilities

Mrs Dwyer is the Chair of the Finance, Audit and Remuneration Committee.

LiveCorp's corporate governance framework is set by its Board of Directors, having regard to the best interests of members, the values of the company, and obligations set out under its Funding Agreement.



Angus Adnam

NON-EXECUTIVE DIRECTOR

Mr Adnam was an Australian livestock exporter with an extensive background in the red meat and livestock sector, trade finance and international marketing and government relations.

Mr Adnam is currently Managing Director of AAA Livestock Services Pty Ltd, Vice President of the Royal National Agricultural and Industrial Association of Queensland Council and Chair of Flinders International Pty Ltd. He was a Director of the Australian Livestock Exporters' Council, Director of Beef Australia Ltd., Chair of Flinders Land Access Advisory Board, President of the Queensland Livestock Export Association and President of the Northern Territory Livestock Export Association.



Michael Gordon

NON-EXECUTIVE DIRECTOR

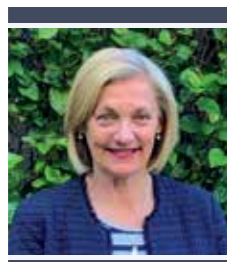
Diploma of Export

Mr Gordon has over 40 years' experience as an exporter, feedlot owner and ship operator, principally to Middle Eastern markets.

Mr Gordon is an Executive Director of Rural Export & Trading (WA) Pty Ltd, a wholly owned subsidiary of Kuwait importer and ship owner, Kuwait Livestock Transport and Trading Co. He was a Director of the Australian Livestock Export Reserve Fund and an industry representative on the Livestock Export Research and Development Advisory Committee.

Special Responsibilities

Mr Gordon is a member of the Finance, Audit and Remuneration Committee.



Prue Bondfield

NON-EXECUTIVE DIRECTOR (APPOINTED 5 NOVEMBER 2020)

LL.B, Dip(ProjMan), GAICD, FAIM

Mrs Bondfield and her husband David owned and operated Palgrove seedstock and commercial cattle enterprise for more than 30 years. Palgrove has been awarded numerous state and national business and industry awards, including the 2016 Coles/Weekly Times Australian

Farmer of the Year.

Mrs Bondfield has a background as a solicitor and securities advisor and is an experienced board director as well as an industry and government advisory committee member. She is currently a Director of the Regional Investment Corporation and the Palgrove Group of companies, and was the inaugural Chair of the Steering Group appointed to develop a Beef Sustainability Framework for the industry.

Special Responsibilities

Mrs Bondfield is a member of the Finance, Audit and Remuneration Committee.



David Galvin

EX-OFFICIO DIRECTOR

Master's Degree in International Development Studies, Bachelor of Arts

Mr Galvin comes from an extensive rural background in the Northern Territory and overseas. He is the former CEO of Indigenous Land Corporation (ILC), a position that he held for nearly 12 years before standing down in 2012. The ILC is a major beef producer and has considerable pastoral holdings and pastoral enterprise agreements on the Indigenous held land across Northern Australia to Tasmania.

Mr Galvin is currently Chair of the Australian Livestock Exporters' Council, the Chair of Woorabinda Pastoral Company Pty Ltd, a Director of the Red Meat Advisory Council, a Director of Paga Hill Development Company (PNG) Ltd, a Director of Aboriginal Medical Services Alliance Northern Territory (AMSANT), the Managing Director of Tubarao Investments Pty Ltd and member of the Advisory Board of the North Queensland Livestock Recovery Agency (NQLIRA).



Sam Brown

CHIEF EXECUTIVE OFFICER

Bachelor of Agricultural Science

Mr Brown graduated from the University of Melbourne in 2002 with a Bachelor of Agricultural Science. He has served as the CEO of LiveCorp since 2012. Prior to this, Mr Brown served as LiveCorp's Industry Capability Manager of the joint Livestock Export Program for four years.

Mr Brown has extensive experience in strategy development, research and project design, corporate affairs, crisis management and stakeholder extension and adoption planning. He has also had extensive exposure to both federal and state legislative development and policy issues across a range of controversial issues including single desk reform, equine influenza and industry reform program.

Working in a high pressure, socially sensitive agricultural industry, Mr Brown has experienced the pressures of change management and adaption arising from a volatile political and regulatory environment. This experience has also involved extensive international travel to engage, maintain and support commercial and diplomatic relationships.

Funding Agreement Principles

Stakeholder engagement

LiveCorp has a strong culture of engaging with its members, ALEC, the Minister and the department to seek input, provide updates on its key activities and identify RD&E activities that provide benefits to the industry. Strong relationships are also maintained with stockpersons, veterinarians, other RDCs and red meat bodies, and research providers. This is done through relationship management, regular communication updates, holding and participating in events, and other collaborative activities.

LiveCorp has a cycle of engagement with its members over the course of the year. This includes individual meetings with exporters, and an industry forum to identify and discuss priorities and emerging risks ahead of the development of the Annual Operational Plan. Exporters are provided updates with another round of individual meetings following the conclusion of the financial year, and brought together for the Annual General Meeting. The Chair, CEO and other staff are also in regular phone and email contact throughout the year, seeking feedback and providing advice and support on issues and operational matters.

Strategic and targeted RD&E and marketing activities

LiveCorp strives to deliver a balanced portfolio of RD&E activities, which includes identifying short, medium and longer-term projects with a mix of blue sky and practical outcomes. An advisory committee of producer and exporter representatives ensures projects contribute to improved profitability and productivity across the whole supply chain. Market access and in-market activities are targeted at improving competitiveness, collaboration with industry groups and governments overseas, and meeting challenges such as community expectations regarding animal welfare.

Research investments are guided by the RD&E Blueprint, a strategy document developed through extensive consultation with producers and livestock exporters to provide visibility and clarity on the industry's priorities. It identifies five clear goals and is reviewed each year to ensure it continues to reflect opportunities and challenges which need to be addressed, while maintaining alignment with LiveCorp's strategic objectives.

Collaboration

As the smallest RDC, leveraging levy investment through collaboration on cross-industry and cross-sectoral activities is vital. This includes the long-running collaboration with MLA through the LEP, in recognition of the contribution of producers in the livestock export supply chain. The ability to draw on experience from other RDCs and industries brings benefits and maximises the opportunity to address shared challenges.

LiveCorp is a partner in the Community Trust in Rural Industries project, which aims to provide insights on changes in community trust across the whole of the agricultural landscape. The partnership involves 10 other rural RDCs, the National Farmers' Federation and New South Wales Department of Primary Industries.

Governance

LiveCorp's corporate governance framework is set by its Board of Directors, having regard to the ASX Corporate Governance Principles and Recommendations, best interests of members, the values of the company, and obligations set out under its Funding Agreement with the Australian Government. As a public company limited by guarantee, LiveCorp also reports to members and the Australian Securities and Investments Commission (ASIC) in the form required by the *Corporations Act 2001* (Cth).

LiveCorp has a skills-based Board of Directors with the majority being independent directors. LiveCorp's financial statements are independently audited each year, after which they are provided to members in the Annual Report. The Annual Report is also tabled in Parliament and made available to the public on LiveCorp's website.

Monitoring and evaluation

Animal welfare has been a long-term focus of both RD&E and marketing activities, and its importance to both levy-payers and the Australian community has been highlighted by LiveCorp's community sentiment research. Positive outcomes are demonstrated by the delivery of in-market training, the incorporation of animal welfare indicators into ASEL 3.0 reporting, and increased communication about the industry's continuous improvement.

LiveCorp's independent Performance Review in 2020 found that LiveCorp was valued and appreciated by its members, and its performance was commendable. Four recommendations were made to improve performance, which the Board of Directors accepted and addressed.

Corporate Governance

LiveCorp's corporate governance framework is set by its Board of Directors, having regard to the best interests of members, the values of the company, obligations set out under the Funding Agreement dated 23 March 2021, and following the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition) where relevant. This framework has been implemented to ensure that LiveCorp remains accountable to its stakeholders. Governance arrangements are reviewed regularly to reflect industry developments, stakeholder expectations and regulation.

Board composition

LiveCorp has a six-member board, consisting of three independent skills-based directors nominated by the Selection Committee, two exporter representative directors nominated by members and an ex-officio director appointed by the Australian Livestock Exporters' Council (ALEC).

The ex-officio director has no roles, responsibilities or rights on the LiveCorp board except to attend meetings of the board and has no vote in any proceedings of the board.

Directors are appointed at LiveCorp's Annual General Meeting (AGM) for a three-year term, after which time a director may re-apply. Each director can serve no longer than nine consecutive years. The chair of the board must be an independent skills-based director.

Expertise

The LiveCorp board is a skills-based board, with directors collectively bringing expertise and experience in export, transportation, livestock husbandry, management and welfare, international markets and trade, business and financial management, legal, compliance and risk management, and research and development.

The board includes at least one director who can demonstrate that they are highly skilled in corporate governance.

Directors may obtain independent legal and professional advice at LiveCorp's expense to enable them to discharge their duties effectively, subject to approval from the chair, and in consultation with the board and Chief Executive Officer (CEO).

Responsibilities of non-executive directors

The roles and responsibilities of directors are set out in LiveCorp's governance manual, which underpins the conduct of the board. Functions include:

- providing leadership and setting the strategic direction, targets and performance indicators for the company
- establishing and upholding the values and ethical standards of the company
- ensuring long term viability through adequate financial resources and safeguarding the assets
- overseeing management's implementation of the strategic objectives and monitoring the performance of the company
- approving annual reports, financial statements and budgets

- approving and monitoring policies, procedures and internal controls to manage business and financial risk
- ensuring the integrity of accounting and corporate reporting systems and controls, including the external audit and legal and regulatory compliance
- appointing, setting expectations and evaluating the performance of the CEO, overseeing senior management appointments, and approving the remuneration framework.

Risk management

Due primarily to the small size of the board, it does not operate a separate risk committee as the directors maintain the view that oversight of the company's risk management is a whole of board responsibility and forms part of each board meeting agenda. The directors regularly review the adequacy and effectiveness of internal controls, including its policies and procedures, to assess, monitor and manage business risk and compliance.

LiveCorp's risk management policies and assessments are documented in the Risk Management Plan which was reviewed by the LiveCorp board during the year and a number of changes endorsed. These changes included amendments to the descriptions of risks, their mitigation strategies and the controls in place.

Finance, audit and remuneration committee

The board operated the Finance, Audit and Remuneration Committee (the FAR Committee) in 2020-21. The primary role of the FAR Committee is to ensure LiveCorp's financial reporting is a true and fair reflection of its financial position and transactions.

The FAR Committee has oversight responsibility of LiveCorp's financial reporting, internal control structure, remuneration structure and the external audit function. In keeping with the ASX Corporate Governance Principles, the chair of the FAR Committee is an independent director and is not the chair of the board.

The FAR Committee is required to meet at least three times a year and meets separately with the external auditor at least once each year. The FAR Committee is responsible for making recommendations to the board for the approval of the annual audit plan and yearly financial statements.

The Chair of the FAR Committee for 2020-21 was Lisa Dwyer. She was supported on the FAR Committee by Michael Gordon, Troy Setter and Prue Bondfield, with the CEO and Company Secretary attending all committee meetings by invitation. The FAR Committee met four times during 2020-21.

The chair of the FAR Committee provides a verbal update of each meeting to the board and minutes of FAR Committee meetings are available to the board.

The external auditor for the reporting period was Nexia Sydney Audit Pty Ltd. The FAR Committee holds discussions with the external auditors and management before the annual financial statements are submitted to the board. The Committee oversees the relationship with Nexia Sydney Audit Pty Ltd, including:

- making recommendations to the board about the appointment of the auditor based on their qualifications, independence, engagement, fees and performance

- reviewing and assessing the performance, independence and objectivity of the auditor
- reviewing the auditor's proposed annual audit scope and audit approach.

Selection Committee

The role of the Selection Committee is to review the board for appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively. The Selection Committee nominates independent, skills-based director candidates for consideration by the board and upon approval, for election by members at annual general meetings.

LiveCorp's constitution sets out the requirements for the proceedings of the Selection Committee and the qualifications and skills of candidates which the Selection Committee must consider.

The Selection Committee assesses candidates against a range of criteria, including experience and skills, personal qualities and their available time commitment. In line with good governance practice, appropriate checks of each candidate are undertaken before each nominee is put forward to members as a candidate for election as a director.

The board established the Selection Committee in 2020-21 as one non-executive director elected to retire a year ahead of their term expiry, at the AGM in November 2021, to enable a staggering of director terms on the board.

The Selection Committee consists of:

- three people nominated by state-based livestock export associations
- one person nominated by ALEC
- one person appointed by the board (non-voting), and
- one person appointed by the board to chair the committee.

Induction

Following appointment to the board, each director is provided with information about LiveCorp, its operations and current environment and the rights, responsibilities and obligations of directors.

The induction process is tailored to the needs of the new directors. For skills-based directors in particular, it often includes an in-market or domestic supply chain visit to provide for an enhanced understanding of the trade and the relationship to LiveCorp's strategic objectives.

Independence

The board considers each director's independence annually and provides the opportunity at every board meeting for each director to disclose any new or changed interests.

Directors are considered to be independent if they are not a member of management and are free of any interest, position or relationship that materially interferes with, or could reasonably be perceived to materially interfere with, their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of LiveCorp and its members generally.

The board has determined that a majority of the board members are independent and all skills-based non-executive directors are currently independent.

Conflicts of interest

Under the requirements of the *Corporations Act 2001 (Cth)* and LiveCorp's Conflict of Interest Policy, a director who considers that he or she may have a direct or indirect pecuniary or non-pecuniary interest in a matter to be discussed by the board must disclose the existence and nature of the interest before the discussion. The onus of the obligation to disclose material and personal interests rests solely with the director.

All disclosures are recorded in the minutes of a meeting.

Depending on the nature and significance of the interest, directors may be required to absent themselves from the board's deliberations.

Further, at the time of appointment each director is required to provide disclosure about their business and other interests and the board has a standing notice of directors' interests that is tabled and reviewed at each meeting.

Board meetings

The board planned and convened nine meetings during 2020-21. Meeting agendas are formulated in preparation for each meeting and incorporate items from an annual agenda to ensure regular review of key aspects of the business. The board continually strives to ensure its meetings are conducted efficiently to enable sufficient discussion and contribution from all directors.

Remuneration

The total annual limit for directors' remuneration, in aggregate, is \$250,000. This limit was determined by members at the 2013 AGM when the LiveCorp constitution was amended. There was no increase to directors' remuneration in the financial year ended 30 June 2021.

The remuneration arrangements for each member of staff, including the CEO, are reviewed each year to ensure the remuneration structure aligns management effort with organisational objectives and attracts, retains and motivates quality personnel.

Board evaluation

Every three years an independent external expert conducts an evaluation of the board and its performance. The last review was completed in April 2019 and the report identified that LiveCorp is a strongly performing organisation with a well developed culture and sense of good corporate governance. The report concluded with a number of recommendations to further enhance the board's performance. At the date of this report 90% of the recommendations were complete and the remainder are near completion.

The next review will be conducted in 2021-22.

Diversity and equal employment opportunity

LiveCorp is committed to a merit-based, non-discriminatory recruitment policy where directors and staff are identified and chosen strictly according to their skills and qualifications for the job. The company recognises the importance of diversity in areas such as gender, age, ethnicity and disability, and flexibility for caregivers.

The Selection Committee is directed by the board to ensure that its selection practices are appropriately structured so that a diverse range of director candidates are considered.

The Selection Committee must be aware of conscious or unconscious biases that might discriminate against specific candidates relating to age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity. This ensures these biases are minimised or eliminated from the Selection Committee's assessment.

At 30 June 2021, LiveCorp director and staff gender diversity was:

GENDER DIVERSITY	DIRECTORS	EMPLOYEES
Male	4	3
Female	2	9
Total	6	12

STAFF DIVERSITY	DIRECTORS	EMPLOYEES
Full-time	-	10
Part-time	-	2
Total full-time equivalent	-	11

Code of business conduct and ethics

LiveCorp directors and employees are required to:

- act honestly, with integrity and in a way that upholds LiveCorp's values and reputation at all times
- act legally, professionally, ethically and responsibly in the performance of duties
- treat everyone with respect, courtesy, and without harassment and bullying
- act with due care and use LiveCorp's resources appropriately
- promote active, honest and effective communication
- protect confidential information
- disclose and take appropriate steps to avoid any conflict of interest (real or apparent) or business interests that may conflict with their employment
- be accountable to stakeholders
- create a safe, non-discriminatory workplace
- act responsibly in relation to safety, health and the environment
- comply with and promote best practice in corporate governance.

The Code also establishes a framework to enable employees to report any breach of the Code. A copy of the Code is provided to all directors and employees on commencement.

Reporting framework

LiveCorp is not a publicly listed company and is not subject to ASX listing rule disclosures. However, as a public company limited by guarantee, it reports to members and the Australian Securities and Investments Commission (ASIC) in the form required by the *Corporations Act 2001 (Cth)*.

LiveCorp also operates under a Funding Agreement with the Commonwealth of Australia. The Funding Agreement sets out the requirements for LiveCorp's expenditure of levy funds and provides a framework under which LiveCorp must report to the department.

Key reporting obligations include:

- the Strategic Plan which sets out LiveCorp's objectives, performance indicators and resource allocations
- the Annual Operational Plan (AOP) which covers intended operations of LiveCorp for the current year and RD&E and marketing programs and activities to be undertaken
- the Annual Report which covers sources of income and expenditure and progress against the Strategic Plan and AOP key performance indicators
- annual meetings with the department to report on LiveCorp's performance against the Funding Agreement and any significant matters
- the Risk Management Plan which specifies measures to manage identified risk
- the Fraud Control Plan which sets out measures to minimise the risk of fraud and corruption within LiveCorp
- the Intellectual Property Management Plan which prescribes procedures for the management, adoption and commercialisation of intellectual property.

Members

A person is eligible to be a member of LiveCorp in the following classes, provided they meet the criteria outlined in the LiveCorp constitution:

- Exporter Member
- Associate Member
- Industry Member

Two types of Exporter Member categories are available:

1. Active Exporter Member (those that have paid levies in the past four quarters and are not in arrears by more than one month)
2. Inactive Exporter Member

Only Active Exporter Members are eligible to vote on resolutions at general meetings. Ordinary Resolutions are considered on one vote per Active Exporter Member and Special Resolutions are determined by one vote for every \$100.00 of levy paid by the Active Exporter Member in the past four quarters.

The board encourages full participation of members and other stakeholders at the AGM to ensure a high level of organisational accountability and an understanding of LiveCorp's strategy and achievements.

If a member is unable to attend the AGM, they are encouraged to appoint a proxy to express their views by completing and lodging an approved Proxy Form.

LiveCorp currently has 36 active Exporter Members and 3 Associate Members.

Ministerial directions

LiveCorp complies with written Ministerial directions and legislative requirements of the Australian Government.

LiveCorp did not receive any Ministerial directions during 2020-21.

Company changes

LiveCorp did not form any subsidiary companies or joint ventures during the year.

Directors' Report

The Board of Directors present their report on LiveCorp for the financial year ended 30 June 2021.

Meetings of Directors

During the period 1 July 2020 to 30 June 2021 the LiveCorp Board held nine meetings of directors. The attendances of the directors at meetings of the Board and its committee were:

DIRECTORS	DIRECTORS' MEETINGS		FINANCE, AUDIT AND REMUNERATION COMMITTEE MEETINGS	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Troy Setter	9	9	3	3
Lisa Dwyer	9	9	4	4
Angus Adnam	9	9	-	-
Michael Gordon	9	9	4	4
Prue Bondfield	5	5	1	1
David Galvin	9	8	-	-

Objectives and Strategies

LiveCorp's mission is to generate positive animal health and welfare outcomes along the length of the livestock export supply chain; introduce innovative solutions and technical improvements to the performance of the livestock export supply chain; and contribute to the opening and development of livestock export market access.

This mission is being delivered through the following strategies:

1. Animal welfare - Lead in materially advancing animal health and welfare along the export supply chain through research, development and extension.
2. Livestock export supply chain efficiency improvement - Spearhead efficiency gains in the livestock export supply chain through innovative solutions and technical and technological improvements, within the framework of relevant regulation (e.g. ASEL and ESCAS).
3. Livestock export market access - Advance the export of Australian livestock to overseas countries through services in market access, development and growth.
4. Livestock export industry advancement - Contribute materially to a growing acceptance of the livestock export industry within the community; to the industry's ability to present its case; and to the ongoing development of a world leading regulatory framework for the export of livestock.

Principal Activities

The principal activities of LiveCorp during the financial year comprised undertaking research, development and extension (RD&E), and providing technical services/support for the benefit of Australian livestock exporters.

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

Operating Result

The surplus of LiveCorp for the financial year amounted to \$514,402 (2020: Deficit of \$394,558). This was a significant improvement on the budgeted deficit of \$1.18 million forecast for the financial year ended 30 June 2021. The positive variation is primarily attributable to \$452,000 more in operating revenue as a result of stronger than forecast cattle and sheep exports, \$354,000 more in investment income due to recovery in the stock markets, and a \$400,000 underspend of LiveCorp funds in the Livestock Export Program (LEP).

COVID-19

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been unfavourable up to 30 June 2021, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as vaccination rates, quarantine, travel restrictions, and any economic stimulus that may be provided or associated trade and supply chain impacts.

Performance Measures

LiveCorp's performance against its Strategic Plan and Annual Operational Plan (AOP) takes into account:

- a. The performance of LiveCorp in meeting its obligations under the Funding Agreement was reviewed twice during the year by the Department of Agriculture, Water and the Environment. At both times LiveCorp was confirmed to be meeting its commitments under the Funding Agreement;
- b. The development and implementation of the AOP measured by the effectiveness of LiveCorp in meeting the targets and budgets.
- c. Independent performance reviews of delivery of benefits to the industry.
- d. Increased collaboration between LiveCorp, MLA and other Research and Development Corporations (RDCs); and
- e. Adoption of RD&E outcomes and industry services.

Key performance indicators (KPIs) are in place to monitor performance against the strategic themes.

Members' Guarantee

LiveCorp is a company limited by guarantee. If LiveCorp is wound up, the constitution states that each member is required to contribute a maximum of \$100 towards any outstanding obligations of LiveCorp. At 30 June 2021 the number of members was 36 (2020: 37) and the maximum amount which could be contributed is \$3,600 (2020: \$3,700).

Company Secretary

The company secretary during the year and to the date of this report is Liesel Alexander - BCompt (South Africa), ACMA, CGMA, CPA, MAICD.

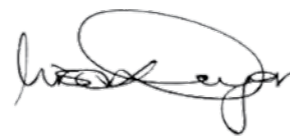
Auditor's Independence Declaration

A copy of the Auditor's independence declaration, as required under section 307C of the Corporations Act 2001, is set out immediately after this directors' report.

Signed in accordance with a resolution of the Board of Directors:



Troy Setter
Director



Lisa Dwyer
Director

Dated this: 26 August 2021

To the Board of Directors of Australian Livestock Export Corporation Limited

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

As audit partner for the audit of the financial statements of Australian Livestock Export Corporation Limited for the financial year ended 30 June 2021, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- a. the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b. any applicable code of professional conduct in relation to the audit.

Yours sincerely



Nexia Sydney Audit Pty Ltd



Mark Boyle
Director

Dated this: 26 August 2021, Sydney

Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
Revenues from continuing operations	2(a)	4,876,176	6,466,079
Other income	2(c)	636,621	(314,356)
Total revenue		5,512,797	6,151,723
Stakeholder communication program		(589,643)	(1,175,166)
Exporter program		(1,108,909)	(1,515,363)
Industry capability program		(828,064)	(1,032,305)
Services and innovation program		(649,074)	(316,048)
Joint program	3	(913,477)	(1,522,263)
Corporate costs		(909,588)	(985,137)
Total expenditure		(4,998,755)	(6,546,281)
Net surplus from continuing operations		514,042	(394,558)
Other comprehensive income		-	-
Total comprehensive income		514,042	(394,558)

Statement of Financial Position

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
Current Assets			
Cash and cash equivalents	5	1,589,365	2,193,027
Trade and other receivables	6	987,154	1,072,619
Other current assets	7	76,973	75,279
Total Current Assets		2,653,492	3,340,925
Non-Current Assets			
Financial assets	8	7,030,256	6,144,957
Property, plant and equipment	9	4,597	8,773
Right of use assets	10	160,363	229,090
Total Non-Current Assets		7,195,216	6,382,820
Total Assets		9,848,708	9,723,745
Current Liabilities			
Trade and other payables	11	851,689	1,053,044
Contract liabilities	12	145,851	303,344
Employee entitlements	13	218,308	205,230
Lease liability	14	79,498	78,988
Total Current Liabilities		1,295,346	1,640,606
Non - Current Liabilities			
Employee entitlements	13	85,479	58,456
Lease liability	14	108,744	179,586
Total Non - Current Liabilities		194,223	238,042
Total Liabilities		1,489,569	1,878,648
Net Assets		8,359,139	7,845,097
Equity			
Statutory Marketing accumulated funds	15(a)	7,128,180	6,785,917
Statutory R&D accumulated funds	15(b)	1,230,959	1,059,180
Total Equity		8,359,139	7,845,097

Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2021	RETAINED EARNINGS (\$)
Balance at 30 June 2019	8,239,655
Total comprehensive income	<u>(394,558)</u>
Balance at 30 June 2020	7,845,097
Total comprehensive income	<u>514,042</u>
Balance at 30 June 2021	<u>8,359,139</u>

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
Cash Flows from Operating Activities			
Receipts from customers		4,978,299	6,548,147
Payments to suppliers and employees		<u>(5,532,716)</u>	<u>(7,845,037)</u>
Net cash flows (used in)/ from operating activities	17(a)	<u>(554,417)</u>	<u>(1,296,890)</u>
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		-	(9,807)
Net payments for investments		<u>(248,678)</u>	<u>(186,836)</u>
Dividends received		268,018	203,450
Interest received		10,404	26,943
Interest paid		<u>(8,657)</u>	<u>(11,038)</u>
Net cash flows from investing activities		<u>21,087</u>	<u>22,712</u>
Cash Flows from Financing Activities			
Repayment of lease liabilities		<u>(70,332)</u>	<u>(39,243)</u>
Net cash flows from financing activities		<u>(70,332)</u>	<u>(39,243)</u>
Net (decrease) / increase in cash held		<u>(603,662)</u>	<u>(1,313,421)</u>
Cash and cash equivalents at beginning of the year		<u>2,193,027</u>	<u>3,506,448</u>
Cash and cash equivalents at end of the year	5	<u>1,589,365</u>	<u>2,193,027</u>

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021

1. Statement of Significant Accounting Policies

The following is a summary of the material accounting policies adopted in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(a) Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Reporting Basis and Conventions

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected financial assets. The amounts presented in the financial statements have been rounded to the nearest dollar.

New or amended Accounting Standards and Interpretations adopted

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period.

The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the company.

(b) Income Tax

LiveCorp is exempt from income tax under section 50-40 item 8.2 of the Income Tax Assessment Act 1997.

(c) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

The carrying amount of property, plant and equipment is reviewed annually by directors to ensure that it is not in excess of the recoverable amount of these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Office Equipment is depreciated on a straight line basis. Leasehold improvements are depreciated on a straight line basis over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements. Computer Equipment and Plant and Equipment is depreciated on a diminishing value basis.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021

The depreciation rates used for each class of depreciable asset are:

CLASS OF FIXED ASSET	DEPRECIATION RATE
Leasehold improvements	20%
Office equipment	20%
Computer equipment	37.5%
Plant & equipment	25%

(d) Investments and Other Financial Assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset, unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the consolidated entity has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

Financial assets at fair value through profit or loss

Financial assets not measured at amortised cost or at fair value through other comprehensive income are classified as financial assets at fair value through profit or loss. Typically, such financial assets will be either: (i) held for trading, where they are acquired for the purpose of selling in the short-term with an intention of making a profit, or a derivative; or (ii) designated as such upon initial recognition where permitted. Fair value movements are recognised in profit or loss.

Financial assets at fair value through other comprehensive income

Financial assets at fair value through other comprehensive income include equity investments which the consolidated entity intends to hold for the foreseeable future and has irrevocably elected to classify them as such upon initial recognition.

Impairment of financial assets

The company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021

Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses.

The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

For financial assets measured at fair value through other comprehensive income, the loss allowance is recognised within other comprehensive income. In all other cases, the loss allowance is recognised in profit or loss.

(e) Fair Value Measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

(f) Impairment of Non-Financial Assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset of cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

(g) Research and Development

Expenditure on research is recognised as an expense when incurred.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021

(h) Employee Benefits

Provision is made for LiveCorp's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

Provision for Long-term Employee Benefits

A provision has been recognised for employee benefits relating to long service leave for employees. In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data.

(i) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

(j) Revenue*Revenue from contracts with customers*

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Revenue from the collection of levies is recognised upon the export of livestock.

Notes to the financial statements**FOR THE YEAR ENDED 30 JUNE 2021**

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Dividend revenue is recognised when it is received.

Export Marketing Development Grant revenue is recognised on an accrual basis when the qualifying expenses are incurred, to the extent that it is probable that the grant will be received and the amount of the grant income can be reliably measured. Receipt of the grant is probable when a license has been granted by Austrade, and qualifying expenditure has been incurred during the licensed period. The grant is reliably measurable up to the initial payment ceiling when this is announced by the Minister for Trade and Investment, and the balance of the grant is recognised when notification of final distributions is received.

Grant revenue is recognised in profit or loss when the company satisfies the performance obligations stated within the funding agreements.

Other revenue is recognised when it is received or when the right to receive payment is established.

(k) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(l) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(m) Trade Receivables

Trade receivables are recognised at the amount invoiced and are generally due for settlement within 30 days, less any allowance for expected credit losses.

(n) Right of Use Assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Notes to the financial statements**FOR THE YEAR ENDED 30 JUNE 2021**

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

(o) Trade and Other Payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year which are unpaid. The amounts are unsecured and usually paid within 30 days of recognition.

(p) Contract Liabilities

Contract liabilities represent the company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the company has transferred the goods or services to the customer.

(q) Lease Liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the consolidated entity's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

(r) Current and Non-Current Classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

(s) Significant Management Judgement in Applying Accounting Policies and Estimation Uncertainty

When preparing the financial statements, management undertakes a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

Accrued levy revenue

Management uses the most up to date information available in determining the number of livestock exported to determine the year end accrual, together with uncertainties related to data provided by Live Animal Exports and the time delay of payments made by exporters.

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

Fair value of financial instruments

Management uses valuation techniques to determine the fair value of financial instruments (where active market quotes are not available) and non-financial assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. Management bases its assumptions on observable data as far as possible but this is not always available. In that case management uses the best information available. Estimated fair values may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021

NOTE 2021 (\$) 2020 (\$)

2. Revenue**a) Revenue from continuing operations**

Statutory levies	2b)	3,542,478	4,901,340
Voluntary contributions		1,200	5,940
Dividends received		268,018	203,450
Interest received		10,404	26,943
Grant funding		378,783	328,091
Event income		-	279,562
LEP project management fees		553,073	604,336
Other revenue		122,220	116,417
		4,876,176	6,466,079

b) Statutory Levies

Marketing levies		2,952,324	4,085,027
R&D levies		590,154	816,313
		3,542,478	4,901,340

c) Other Income

Revaluation of investments		636,621	(314,356)
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3. Joint Program Expenses**Livestock Export Program**

Animal welfare		237,839	553,389
Market access		42,627	146,934
Research and development		489,653	608,660
Supply chain efficiency		143,358	213,280
		913,477	1,522,263

4. Auditor's Remuneration

Remuneration of Nexia Sydney Audit Pty Ltd for auditing the financial report.

		21,744	21,225
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Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
5. Cash and Cash Equivalents			
Cash at bank		1,589,365	2,193,027
6. Trade and Other Receivables			
Trade receivables		486,472	645,847
Other receivables		85,960	-
Other receivables - statutory levy accrual		414,722	426,772
		987,154	1,072,619
7. Other Current Assets			
Prepayments		76,973	75,278
8. Financial Assets			
<i>Designated as at fair value through profit and loss:</i>			
Fixed interest securities		3,390,289	2,880,116
Managed funds		3,639,967	3,264,841
		7,030,256	6,144,957
9. Property, Plant and Equipment			
<i>Office and computer equipment</i>			
At cost		9,807	31,056
Accumulated depreciation		(5,210)	(22,283)
Total Property, plant and equipment		4,597	8,773
		Office and Computer Equipment	Office and Computer Equipment
<i>Movements in carrying amounts:</i>			
Balance at 1 July 2019		6,770	10,615
Additions		9,807	-
Disposals		(3,317)	-
Depreciation expense		(4,487)	(3,845)

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
<i>Movements in carrying amounts cont.</i>			
Balance at 30 June 2020		8,773	6,770
Additions		-	9,807
Disposals		(1,020)	(3,317)
Depreciation expense		(3,156)	(4,487)
Carrying amount at 30 June 2021		4,597	8,773
10. Right of Use Assets			
At cost		297,817	297,817
Accumulated depreciation		(137,454)	(68,727)
Total right of use assets		160,363	229,090
11. Trade and Other Payables			
Payables and accrued expenses		444,156	426,669
Unearned income		4,000	5,961
Other liabilities		403,533	620,414
		851,689	1,053,044
12. Contract Liabilities			
Deferred income		145,851	303,344
Deferred income consists of government grants and sponsorship income received in advance for services to be rendered by the Company. Deferred income is amortised over the life of the contract.			
13. Employee Entitlements			
<i>Current</i>			
Annual leave		135,316	128,962
Long service leave		82,992	76,268
		218,308	205,230
<i>Non-current</i>			
Long service leave		85,479	58,456

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
14. Lease Liability			
Current			
Property lease		<u>79,498</u>	<u>78,988</u>
Non-current			
Property lease		<u>108,744</u>	<u>179,586</u>
Lease liability is a sub-lease of premises which has an expiry date of 31 October 2023. Interest expense relating to leases was \$8,657 (2020: \$11,038).			
15. Accumulated Funds			
a) Statutory Marketing funds			
The Marketing funds records surpluses contributed by the Marketing portion of the exporter levy in accordance with the Statutory Funding Agreement 2021-2031:			
<i>Movements during the financial year:</i>			
Opening balance		<u>6,785,917</u>	<u>7,364,163</u>
Allocation of current year surplus		<u>342,263</u>	<u>(578,246)</u>
		<u>7,128,180</u>	<u>6,785,917</u>
b) Statutory R&D funds			
The R&D funds records surpluses contributed by the R&D portion of the exporter levy in accordance with the Statutory Funding Agreement 2021-2031:			
<i>Movements during the financial year:</i>			
Opening balance		<u>1,059,180</u>	<u>875,492</u>
Allocation of current year surplus		<u>171,779</u>	<u>183,687</u>
		<u>1,230,959</u>	<u>1,059,180</u>
16. Commitments			
a) Other commitments			
Service agreement - ALEC			
- Within 12 months		<u>325,000</u>	<u>350,000</u>

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2021	NOTE	2021 (\$)	2020 (\$)
b) Research and development expenditure commitments			
Livestock Export Program			
- Within 12 months		<u>550,000</u>	<u>600,000</u>
c) Marketing expenditure commitments			
Livestock Export Program			
- Within 12 months		<u>500,000</u>	<u>750,000</u>
17. Cash Flow Information			
a) Reconciliation of cash flows from operations with surplus after income tax			
Surplus/(Deficit)		<u>514,042</u>	<u>(394,558)</u>
Depreciation		<u>71,883</u>	<u>73,214</u>
Revaluation of investments		<u>(636,621)</u>	<u>314,356</u>
Investment income recognised in surplus or deficit		<u>(278,422)</u>	<u>(230,393)</u>
Interest paid		<u>8,657</u>	<u>11,038</u>
Loss on disposal of property, plant and equipment		<u>1,020</u>	<u>3,317</u>
Decrease/(increase) in receivables		<u>85,465</u>	<u>(265,538)</u>
Decrease/(increase) in other current assets		<u>(1,694)</u>	<u>(43,109)</u>
(Decrease)/increase in payables		<u>(201,355)</u>	<u>(765,035)</u>
Decrease in deferred income		<u>(157,493)</u>	<u>(17,288)</u>
Increase in provisions		<u>40,101</u>	<u>17,106</u>
Cash flows from operating activities		<u>(554,417)</u>	<u>(1,296,890)</u>
b) Credit standby facilities			
LiveCorp has a facility within investments held to enable a cash recall as required within 10 working days.			
18. Key Management Personnel Compensation			
Remuneration paid to key management personnel		<u>805,534</u>	<u>769,546</u>
Key management of the Company are the members of LiveCorp's Board of Directors and senior management.			

Notes to the financial statements**FOR THE YEAR ENDED 30 JUNE 2021****19. Capital Management**

LiveCorp's capital is its retained earnings. The capital is managed by the Board, which acts to ensure that LiveCorp has sufficient capital to fund its progress, program commitments and debts as they fall due.

20. Post-reporting Date Events

No adjusting or significant non-adjusting events have occurred between the reporting date and the date of authorisation.

21. Contingent Liabilities

The company had no contingent liabilities as at 30 June 2021 and 30 June 2020.

22. Company Details

The registered office and principal place of business of LiveCorp are at:

Australian Livestock Export Corporation Limited
Level 1, 40 Mount Street, North Sydney, NSW 2060

Directors' Declaration

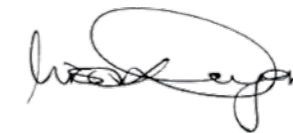
In the Directors' opinion:

- a. The financial statements and notes, as set out on pages 7 to 20, are in accordance with the *Corporations Act 2001*, including:
 - (i) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Regulations 2001*; and
 - (ii) giving a true and fair view of the company's financial position as at 30 June 2021 and of its performance for the period ended on that date; and
- b. There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Directors.



Troy Setter
Director



Lisa Dwyer
Director

Dated this: 26 August 2021

Independent Auditor's Report to the Members of Australian Livestock Export Corporation Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Australian Livestock Export Corporation Limited (the Company), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the Corporations Act 2001, including:

- i. giving a true and fair view of the Company's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- ii. complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's responsibilities for the audit of the financial report' section of our report. We are independent of the Company in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the information in Australian Livestock Export Corporation Limited's annual report for the year ended 30 June 2021, but does not include the financial report and the auditor's report thereon. Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information we are required to report that fact. We have nothing to report in this regard.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at The Australian Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_files/ar4.pdf. This description forms part of our auditor's report.



Nexia Sydney Audit Pty Ltd



Mark Boyle

Director

Dated this: 26 August 2021, Sydney

Consultants and providers

PARTY/ CONSULTANT	PROJECT/ SERVICES	CONTRACT START DATE
AgriFutures Australia	Collaboration agreement - development and operation of the grow ^{AG} website	Oct 2020
Altruistic Enterprises	Technical assessment service	Jul 2020
Australian Pork Limited	Executive support – National Animal Welfare RD&E Strategy	Nov 2020
Beanstalk Agtech Pty Ltd	Vessel connectivity problem definition and technology scout	Oct 2020
Beanstalk Agtech Pty Ltd	Vessel connectivity technology trials	Mar 2021
Beef Australia Ltd	Beef Australia 2021 sponsorship	Jul 2020
Cox Inall Communications	Development of user training resources	Sep 2020
Harris Park Group	LiveCorp Accredited Stockperson ASEL 3.0 online training modules and course materials	Aug 2020
Herd Health	Technical analysis, literature reviews and modelling	Jul 2020
Newton Green Technologies	ASEL handbook application update to ASEL version 3.0	Aug 2020
Noetic Solutions Pty Limited	Support for live export industry Strategic Response Group	Mar 2021
Oliver & Doam Pty Ltd	Technical analysis services	Aug 2020
Porter Novelli	Communication strategy	Feb 2021
Scandinavian Reach Technologies	Vessel connectivity trial	May 2021
Tech In Site Pty Ltd	LIVEXCollect for ASEL version 3.0	Aug 2020
The Livestock Collective	2020/21 sponsorship agreement	Jul 2020
University of Sydney	Dehumidifier performance analysis for marine livestock transport	Aug 2020
Young Livestock Exporter Network	2020/21 sponsorship agreement	Jul 2020

Livestock exports by destination 2020-21

COUNTRY	VOLUME				MARKET %			
	Cattle	Dairy	Goats	Sheep	Cattle	Dairy	Goats	Sheep
Brunei	15,410	—	—	6,652	1.9	—	—	1.1
China	47,102	86,228	3,154	2,007	5.7	95.0	21.0	0.3
Indonesia	442,633	338	101	78	54.0	0.4	0.7	—
Israel	23,700	—	—	45,866	2.9	—	—	7.6
Japan	12,706	350	—	—	1.6	0.4	—	—
Jordan	—	—	—	66,134	—	—	—	11.0
Kuwait	1,601	—	—	314,623	0.2	—	—	52.2
Malaysia	22,542	3,267	7,999	22,935	2.7	3.6	53.3	3.8
Oman	—	—	—	29,000	—	—	—	4.8
Other*	—	340	11	2,256	—	0.4	0.1	0.4
Philippines	22,502	—	3,666	2,016	2.7	—	24.4	0.3
Qatar	400	—	—	20,000	0.05	—	—	3.3
Thailand	108	200	57	—	0.01	0.2	0.4	—
UAE	873	—	—	91,415	0.1	—	—	15.2
Vietnam	230,146	—	20	66	28.1	—	0.1	—
TOTAL	819,723	90,723	15,008	603,048				
FOB Value (\$)	1,253,288,662	257,464,989	7,125,389	92,876,138				

*Other includes New Zealand, Kyrgystan, Uzbekistan and Taiwan

TOTAL BY REGION	VOLUME				MARKET %			
	Cattle	Dairy	Goats	Sheep	Cattle	Dairy	Goats	Sheep
Asia Pacific	350,516	90,045	14,896	33,676	42.8	99.3	99.3	5.6
EMENA	26,574	—	—	567,038	3.2	—	—	94.0
Indonesia	442,633	338	101	78	54.0	0.4	0.7	—
Other	—	340	11	2,256	0.0	0.4	0.1	0.4
TOTAL	819,723	90,723	15,008	603,048				

Source: ABS



**Australian Livestock Export
Corporation Limited**

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