

2022-23

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

The resilience of the industry and its customers in the face of headwinds is amazing to see.

During 2022–23, the trade to Indonesia continued to be affected by foot and mouth disease (FMD) and lumpy skin disease (LSD) incursions. Australia remains free of both diseases.

LiveCorp worked with the wider red meat industry and the Department of Agriculture, Fisheries and Forestry (the department) to provide support in Australia and Indonesia through multiple avenues.

This included receiving an Australian Government grant to provide reimbursements for vaccines, which helped to support the industry's commitment to assisting Indonesia and the capacity building work being done with importers, facilities and local farmers.

The live sheep trade was put under the spotlight with consultation over the Australian Government's policy to phase it out. In the midst of this, mortality rates hit yet another record low (0.14% in 2022), export numbers jumped, and negotiations continued with multiple new markets expressing an interest in buying quality Australian sheep.

Economic and social analysis highlighted the mutual benefits of the live sheep, dairy cattle and northern cattle export sectors to those producers and their communities, and to the economy as a whole. With forecasts suggesting Australia is heading back into drier conditions, it is likely the livestock export industry will once again provide an outlet for producers looking to destock to protect their land.

Meanwhile, the latest community sentiment research showed growing confidence in the industry, and more young people took their first steps toward realising the opportunities of a career in livestock exports by participating in the shipboard stockperson training course held by LiveCorp in Darwin.

LiveCorp also welcomed an invitation to appear at Senate Estimates for the first time in some years. It provides an opportunity to help build trust, through transparency about the company's activities and the industry's performance.

Looking at trade volumes during 2022–23, exports of sheep and goats roared back to life, while an increase in dairy cattle exports could not make up for another drop in beef cattle numbers. Across all species, export numbers were up 16% while value dropped 3%.

The value of live sheep exports for the year highlighted the impact of a significant fall in farmgate prices, with a marginal decrease despite an increase of 41% in volume to 691,797 head. Strong underlying demand prompted the return of buyers from many key markets as the price fell from record highs in recent years.

China re-entered the goat market, pushing export numbers back toward long term averages after a steep drop in 2021–22. A total of 11,356 goats were exported, up 237% year on year.

China and other countries' demand for dairy cattle continued, with exports increasing by 11% to 109,157 head, and value up 8% year on year.

In contrast, demand for beef cattle continued to slide, down 8% to 477,455 head. However, the trade was returning to normal toward the end of the financial year.

Overall, cattle numbers fell 5% to 586,612 head.

Key events in 2022–23:

- The LIVEXchange conference was a marvellous opportunity to get together in person, post COVID-19, and generated overwhelmingly positive feedback. The theme was *From here to there together: strengthening our foundations and creating connections*, and it attracted 400 participants to Darwin, including international delegates and speakers. Video messages were provided as part of the conference program by the head of the OECD Mathias Cormann and Minister for Agriculture, Fisheries and Forestry, Senator the Hon. Murray Watt.
- The FMD and LSD situation in Indonesia called for contributions from every member of the LiveCorp team. Through the Strategic Response Group (SRG), considerable progress was made on implementing the industry's LSD action plan, and the grant facilitated the vaccination of almost 171,000 cattle in Indonesia.
- The third community sentiment survey showed growing awareness of the industry's work to improve animal welfare outcomes, and around three quarters of respondents agreed the benefits of the industry outweighed, or equalled, the costs.
- LiveCorp provided technical input into consultation over the policy to phase out live sheep exports, including data from a project on the economic value of the trade.

Angus Adnam completed his maximum allowed term of nine years on the LiveCorp board, and my thanks for his insights over that time from a lifetime in the industry. Will McEwin was elected as the new exporter representative director, and brings a wealth of commercial experience.

My thanks also to David Galvin, Mark Harvey-Sutton and the team at the Australian Livestock Exporters' Council (ALEC), along with Alan Beckett, Jason Strong, the Livestock Export Program in-market managers, and the rest of Meat & Livestock Australia (MLA). The three organisations worked together closely throughout the year, to advance the industry's interests on multiple fronts.

Finally, thanks to Wayne Collier and the LiveCorp team. It was a tough year, and they went above and beyond to deliver for our members.




Troy Setter
Chair

CEO's Report

It was a big year for LiveCorp, continuing to deliver on strategic priorities while responding to new and ongoing challenges.

Understanding the impact of FMD and LSD on Indonesia, and on the industry, was a huge learning curve. LiveCorp had representatives on multiple committees, including the writing group to update the Australian Veterinary Emergency Plans (AUSVETPLANS) for both diseases.

In December 2022, LiveCorp received a \$1.1 million grant from the Australian Government to support the vaccination of both local and Australian-bred cattle in Indonesia. Around \$260,000 was approved for vaccine reimbursement within the financial year, primarily for LSD.

As part of the grant, work also began on a project with the Indonesian Society of Animal Science (ISPI) and the Indonesian Feedlot Association (GAPUSPINDO) to get more information to Indonesian smallholders and help boost vaccination rates in local cattle.

Meanwhile, implementation of the industry's LSD action plan began. The SRG worked with the department to identify ways to improve coordination and information sharing, should Australia have an exotic animal disease (EAD) outbreak, and research projects were commissioned to update biosecurity materials for Registered Establishments and develop plans for livestock export ships in the event of an EAD incident.

Regulation was a focus throughout the year, including ongoing meetings of the Regulatory Reform Roundtable and the data and digital working group with the department.

The Australian Government commenced consultation on its policy to phase out live sheep exports and, within its role as a research and development corporation, LiveCorp focused on making sure relevant information was available. This included an economic analysis of the value of the trade, and findings from the annual national survey of community sentiment. LiveCorp also met with the sheep phase out consultation panel and provided its own submission.

LiveCorp also provided input into reviews of the Australian Standards for the Export of Livestock (ASEL), the Exporter Supply Chain Assurance System (ESCAS), and the Export Control (Animals) Rules. It also made a submission in relation to the proposed office of the Inspector-General of Animal Welfare and Live Animal Exports.

The LIVEXchange conference took an enormous amount of effort, from identifying interesting and informative speakers who could also challenge the industry's thinking, to the logistics of making it run smoothly. My thanks to everyone involved in the planning, and who supported the event through sponsorships, trade stands and participation.

The digital transformation strategy progressed significantly during the year, with many activities completed in the background to support a secure and well-governed environment for the industry data being managed by LiveCorp.

Insights from LIVEXCollect and analysis of other data informed ALEC's discussions with the department on regulatory changes, supported thinking on new research ideas, and were used in submissions. The analysis also helped to guide development of the LIVEXCollect digital platform, which began during the year. The rollout of LIVEXCollect dashboards continued, providing exporters with easy access to their on-board data.

Trials of technology to overcome connectivity issues on ships were successfully completed, and resulted in the system being installed on multiple ships. LiveCorp also progressed trials of body camera technology, as a potential complement to the department's Independent Observer program.

Activities continued across the business in the animal welfare space.

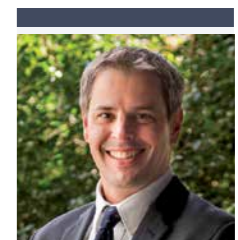
This included research into stocking density, ammonia and bedding, with a shipboard trial to validate the lab-based findings. Good progress was also made in the development of a project to identify ways to combine and interpret individual environmental and behavioural indicators collected by industry to provide a comprehensive picture of overall animal welfare.

A successful shipboard stockperson training course was run in Darwin in conjunction with the Young Livestock Exporters' Network, which included hands-on training in low stress handling of buffalo.

Meanwhile, in-market support of industry partners included continued training and certification of Animal Welfare Officers in Indonesia, assistance with the development of animal welfare laws in Vietnam, and consultation on the design of facilities in the Middle East.

My thanks go to the staff at ALEC, MLA and the department, for the close collaboration during the year.

Finally, thank you to the LiveCorp team for responding so well to the challenges of the year, and delivering great service to our members.



W.P. Collier

Wayne Collier
CEO



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.

Credit: Alex Snape

Industry Overview

Total livestock export volumes increased 16% year on year in 2022-23. Overall cattle numbers were down 5%, with beef cattle exports down 8% and dairy cattle exports up 11%. Sheep exports jumped 41%, while goat exports leapt 237% from 3,366 to 11,356 head.

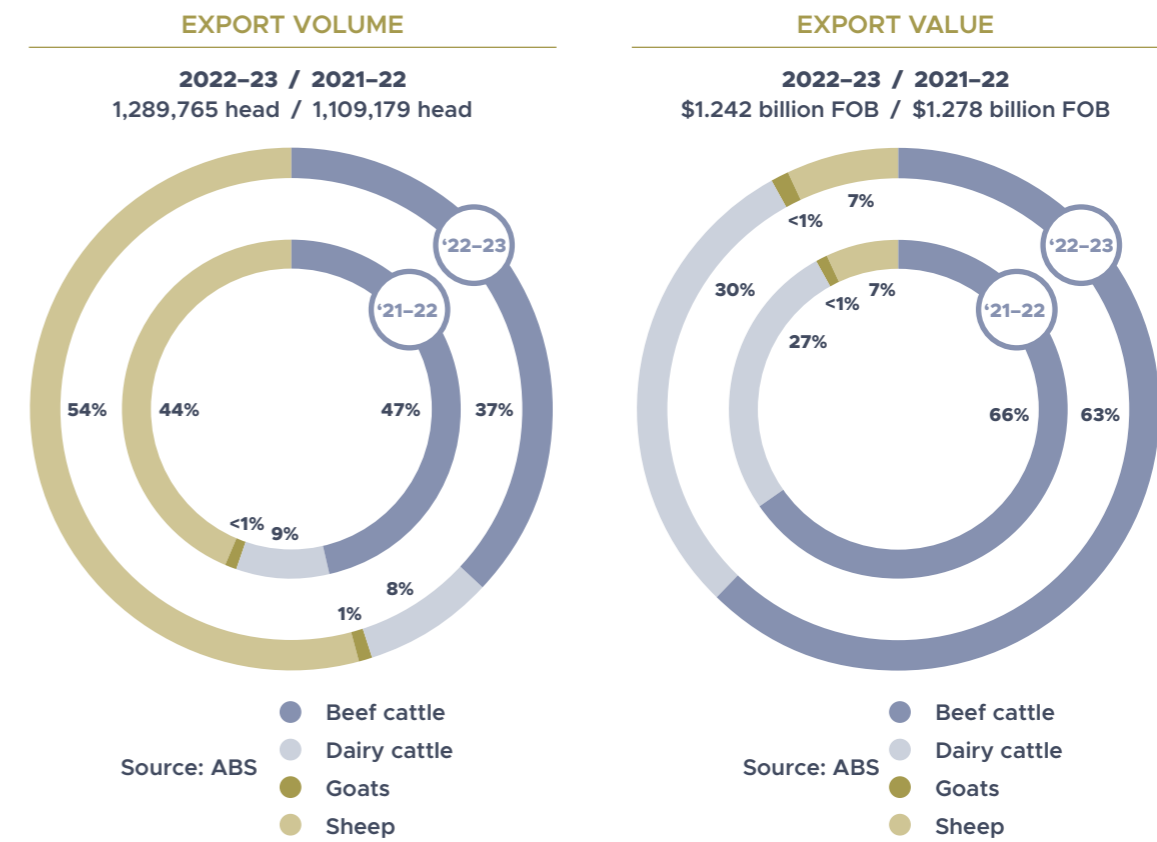
Total livestock export values fell 3%, year on year, with sheep values steady despite the dramatic increase in numbers. There was an 8% shift in the value of both dairy cattle (up) and beef cattle (down). Goat export values increased 227%.

Exports by air increased year on year, to make up 4.3% of the total trade volume and 2% of the value in 2022-23, helped by freight costs beginning to return to pre-COVID-19 levels. Malaysia took 79% of air exports, primarily sheep and high value dairy cattle.

The decrease in beef cattle exports was primarily due to the ongoing impact of FMD and LSD in Indonesia, including the disruption of its domestic livestock sector, combined with continuing high cattle prices in Australia for much of the year.

Demand for dairy products saw increased exports of both cattle and goats to China. Goat export numbers to other markets were driven by a significant decrease in the price of slaughter goats in Australia.

The strength of the demand for Australian sheep in the Middle East was highlighted by the boost in export numbers as falling farmgate prices in early 2023 made Australian sheep more competitive in the international market.



Cattle

Another year on year increase in dairy cattle exports could not offset the continued decline for beef cattle exports across 2022–23, with the total number of cattle down 5% to 586,612 head. The overall value fell 3% to \$1.15 billion.

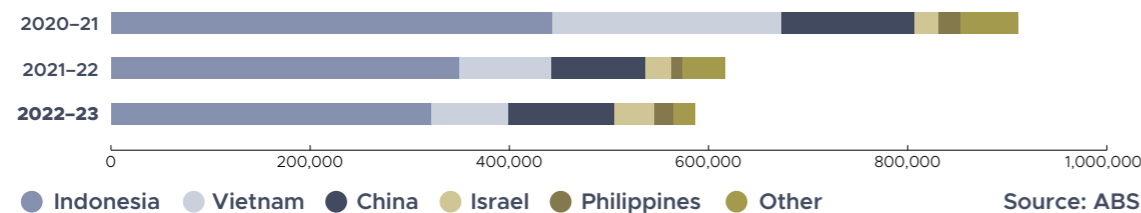
After hitting record highs in January 2022, Australian cattle prices remained strong throughout the calendar year and the herd rebuild in northern Australia continued to lag behind southern states. Combined with the FMD/LSD situation in Indonesia and weaker demand across South East Asia post COVID, this kept beef cattle exports low.

Numbers started to pick up as prices returned to longer-term averages in 2023, and were closer to normal levels in the last few months of the financial year. However, total exports of beef cattle were down 8% in both volume and value, year on year, at 477,455 head worth \$781 million.

Indonesia remained the key beef cattle market, despite volumes dropping 8% to 320,791 head. It made up 67% of total exports for beef cattle. Vietnam was down 16% to 77,664 head. Exports to Israel strengthened, with a 51% increase to 40,237 head, and the Philippines and China also increased beef cattle numbers.

Meanwhile, China’s demand for dairy cattle continued to grow, up 7% to 100,207 head, representing 92% of the market. Malaysia was the next biggest market, taking 3,859 head. Total dairy cattle exports were up 11% to 109,157 head, with a value of \$369 million.

CATTLE EXPORTS BY DESTINATION



Sheep

The downward trend in live sheep exports was reversed in 2022–23, as customers in the Middle East and North Africa (MENA), along with Malaysia, responded to a significant decrease in farmgate prices in Australia.

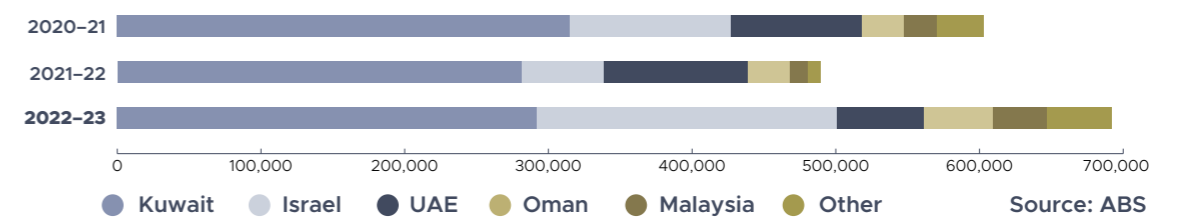
Total sheep exports rose 41% year on year, to 691,797 head. Value remained relatively steady, down 0.44% to \$85 million.

Kuwait remained the biggest market, taking 291,744 sheep. Exports to Israel increased almost four-fold, up from 57,600 in 2021–22 to 208,600, putting it in second place. After a year out of the market due to the removal of subsidies, Qatar imported 25,000 sheep to help meet demand as it hosted the FIFA World Cup. The United Arab Emirates saw a 39% fall in volume to 61,000 head.

In total, MENA accounted for 94% of all sheep exports.

Malaysia was the main sheep market in Asia, almost doubling its primarily air imports, year on year, to 37,578 head.

SHEEP EXPORTS BY DESTINATION

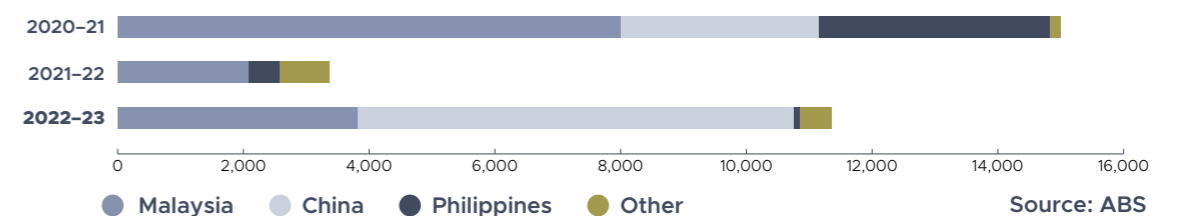


Goats

Goat exports recovered to near the five-year average after declining in 2021–22, with a total of 11,356 head and a value of \$7 million. This was due, in part, to improvements in the availability of aircraft as all goats are exported from Australia by air.

China had the biggest influence in both years. After a year out of the market, demand for dairy goats saw it import 6,940 goats in 2022–23, 61% of the total number of goats exported. Malaysia was the other key market as the price of slaughter goats dropped dramatically. It imported 3,807 head, which was more than total goat exports in 2021–22.

GOAT EXPORTS BY DESTINATION



LiveCorp 2022-23 achievements at a glance

COMMUNITY SENTIMENT

toward livestock exports improved

\$1.1 MILLION

grant to support FMD/LSD vaccination in Indonesia

ANIMATED VIDEO

created, showing how the industry works

171,000

cattle vaccinated for LSD in Indonesia

64%

satisfaction with the LEP RD&E Program (up 13%)

LIVEXCOLLECT

digital prototypes demonstrated to industry

16

new RD&E projects initiated

400+

views of dairy economics videos

ICT REVIEW

conducted and roadmap developed

400

delegates at LIVEXchange

32

local students attended LIVEXchange

COMMERCIAL PARTNER

signed up for sheep counting technology

\$150,000

raised for charity at LIVEXchange

DARWIN STOCKIES COURSE

held with 23 participants

This year was the third 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 2022-23:

- Developed a prototype LIVEXCollect digital application (see p35)
- Commenced the development of a full LIVEXCollect digital platform (see p35)
- Conducted a shipboard trial to validate lab-based findings on stocking density, bedding and ammonia (see p39)

- 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 2022-23:

- Delivered a shipboard stockperson training course in Darwin (see p35)
- Developed training materials focused on the shipboard collection of animal welfare measures (see p36)
- Released factsheets on the best practice treatment of cattle during export by sea (see p43).
- Developed a virtual reality platform for training in stunning techniques (see p42)

- 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 2022-23:

- Delivered quarterly webinars to allow exporters to hear from consultants delivering research projects (see p43)
- Delivered regular updates of RD&E activities through monthly e-newsletters (see p43)

- 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 2022-23:

- Published multiple articles on the value of the northern cattle export trade in Meat & Livestock Australia's (MLA) *Feedback* magazine (see p42)
- Developed a series of videos in conjunction with Dairy Australia to demonstrate the value of the live dairy cattle trade (see p42)
- Published content about the industry's activities in the Australian Beef Sustainability Framework annual report (see p38)

INVESTMENT

Research	\$1,450,835	Marketing	\$862,568	Total	\$2,313,403
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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 2022-23:

- Conducted an ICT review and developed an action plan (see p34).
- Continued the implementation of a digital transformation initiative to enable efficiency, integration and standardisation in the collection of data for insights, analytics and reporting (see p34)

- 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 2022-23:

- Developed a prototype LIVEXCollect digital application (see p35)
- Commenced the development of a digital platform for LIVEXCollect (see p35)
- Continued the rollout of LIVEXCollect dashboards to exporters (see p35)

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

KEY DELIVERABLES DURING 2022-23:

- Conducted a shipboard trial to validate lab-based findings on stocking density, bedding and ammonia (see p39)
- Commercialised sheep counting technology (see p40)

INVESTMENT

Research	\$155,447	Marketing	\$736,042	Total	\$891,489
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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

1. 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 2022-23:

- Managed an Australian Government grant to support feedlots and smallholders in Indonesia with vaccination against foot and mouth disease (FMD) and lumpy skin disease (LSD) (see p30)
- Conducted a simulation exercise and held a workshop with the Department of Agriculture, Fisheries and Forestry (the department) to increase coordination in the event of an exotic disease outbreak (see p28)
- Progressed the implementation of the industry's LSD action plan, aimed at improving preparedness and planning for an exotic disease outbreak (see p28)
- Contributed to the development of a national LSD action plan (see p28)
- Managed Protocol Committee and maintained a strong relationship with the department to deliver technical advice on market access discussions (see p30)
- Engaged with Australia's Agricultural Counsellors to Indonesia and China, and supported delegations from Japan (see p28)

2. 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 2022-23:

- Supported a leading processor in Vietnam to increase production and quality gained from Australian-bred cattle (see p48)
- Collaborated with commercial operators and governments overseas to build relationships and support the Australian trade (see p49)

3. 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 2022-23:

- Participated in a range of committees and other activities to support Australia's response to exotic disease detection in Indonesia, and provide technical advice on market access protocols (see p27)
- Contributed technical input into updates of AUSTVETPLAN (see p27)
- Reviewed biosecurity templates and guidelines for Registered Establishments (see p28)
- Developed standard operating procedures for livestock export ships in the event of an exotic animal disease outbreak (see p28)
- Provided funding, representation and technical advice to the National Arbovirus Monitoring Program (see p31)

INVESTMENT

Research		\$310,893		Marketing		\$502,161		Total		\$813,054
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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

1. 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 2022-23:

- Released findings from the third community sentiment survey of more than 4,000 Australians, showing improved confidence in the industry (see p42)

2. 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 2022-23:

- Successfully delivered the LIVEXchange 2022 conference (see p38)
- Developed an animated video of the supply chain in conjunction with The Livestock Collective (see p38)
- Released the second edition of *Ruminations* magazine (see p38)
- Released reports analysing the value of the northern cattle, dairy cattle, and sheep live export sectors (see p42)

3. 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 2022-23:

- Provided technical input into consultation regarding the Australian Government's policy to phase out the live sheep export trade (see p28)
- Provided technical input into consultation regarding the proposed Inspector-General of Animal Welfare and Live Animal Exports (see p31)

INVESTMENT

Research		\$673,602		Marketing		\$662,944		Total		\$1,336,546
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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, along with support activities such as LiveCorp's engagement with the Department of Agriculture, Fisheries and Forestry (the department), work on market access, management and further development of industry data systems, training of shipboard stockpersons and corporate services.

A separate Dairy Program was introduced for 2021–22 following the establishment of a statutory levy for the export of dairy cattle. While it represents a unique part of the industry, dairy-related activities are now incorporated into LiveCorp's established programs, recognising that many core services, research and marketing activities support the dairy trade.

LiveCorp delivers its RD&E and marketing activities through two mechanisms: LiveCorp Programs and the Livestock Export Program, a collaboration with Meat & Livestock Australia.



Investment of Levies

LiveCorp is primarily funded by statutory levies on exports of beef cattle, dairy cattle, sheep and goats. Export levies are collected, administered and disbursed by the department on a cost-recovered basis and invested on behalf of the industry through marketing and research activities in proportion to the allocation of funding received.

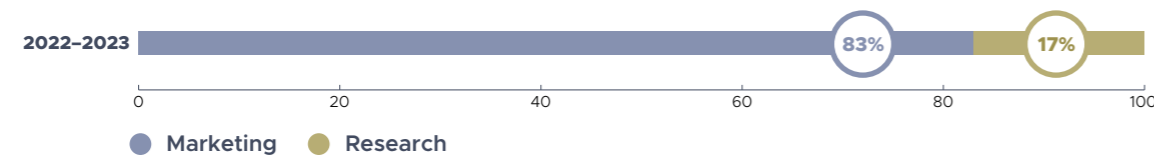
The current levy rates are:

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:

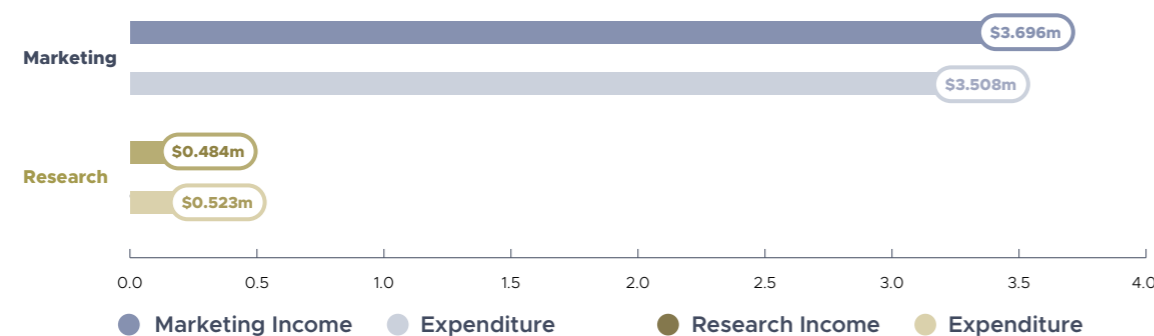
Investment of 2022–23 levies

LEVY ALLOCATION (%)



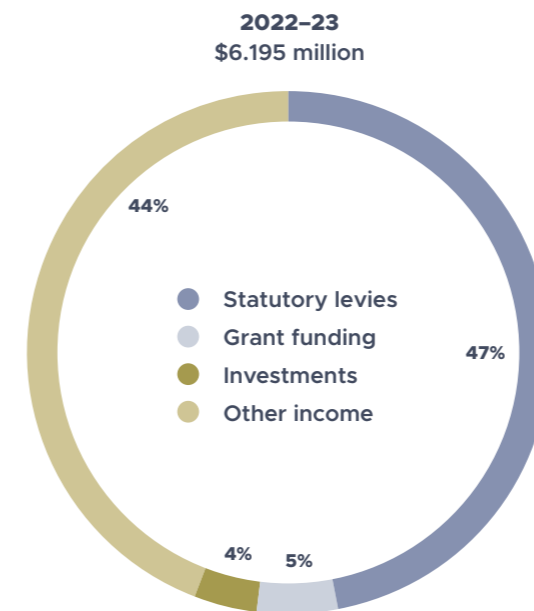
The majority of the levy funding received by LiveCorp is marketing dollars and in accordance with the Cost Allocation Policy, the ratio of levy income informs LiveCorp's allocation of expenditure across research and marketing activities.

ALLOCATION ACROSS MARKETING & RESEARCH ACTIVITIES (\$m)

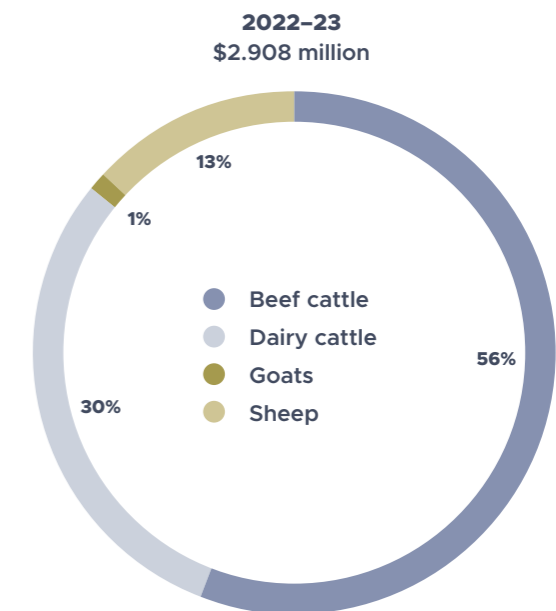


Investment of 2022–23 levies cont.

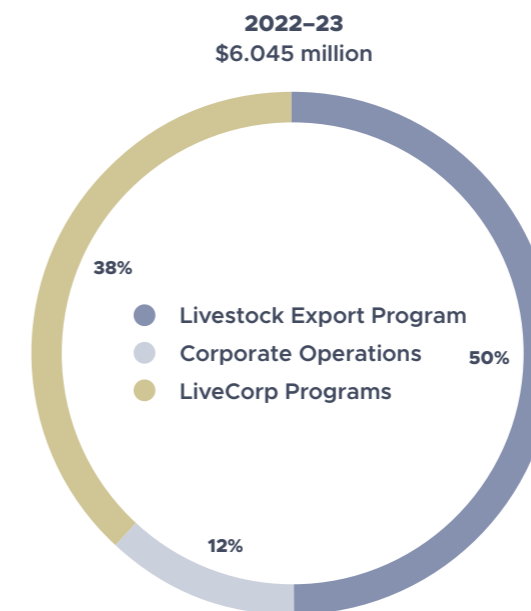
SOURCES OF INCOME (%)



LEVY INCOME (%)



TOTAL EXPENDITURE (%)



LiveCorp acknowledges the provision of funding by livestock export levy payers, producers (through MLA) and the Australian Government.

Livestock Export Program Overview

The Livestock Export Program (LEP) is a collaboration between LiveCorp and Meat & Livestock Australia (MLA) which allows the industry to leverage both exporter and producer levies to progress animal welfare, supply chain efficiency and market access imperatives.

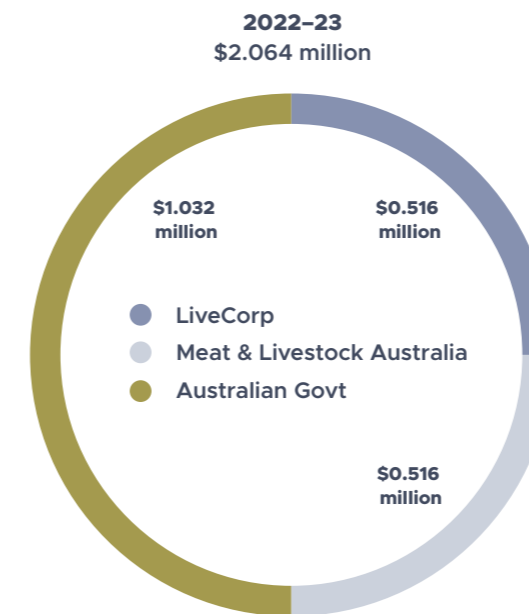
The LEP RD&E Program, which also receives Australian Government matching of expenditure for eligible projects, is managed by LiveCorp.

MLA administers the LEP in-market program, which operates in three key livestock export regions – Indonesia; 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.

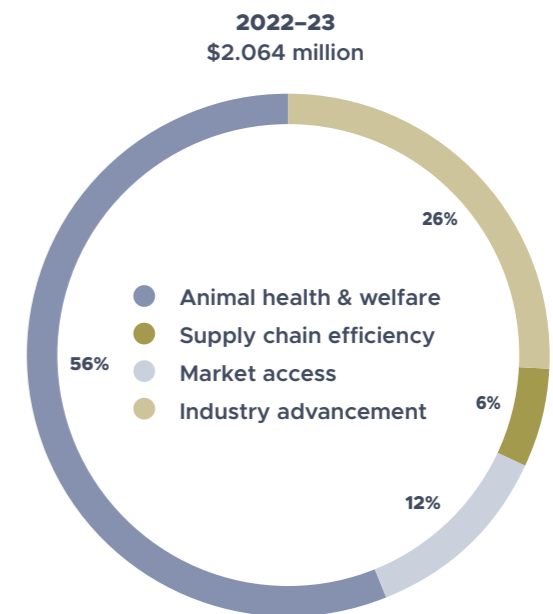


LEP Investment

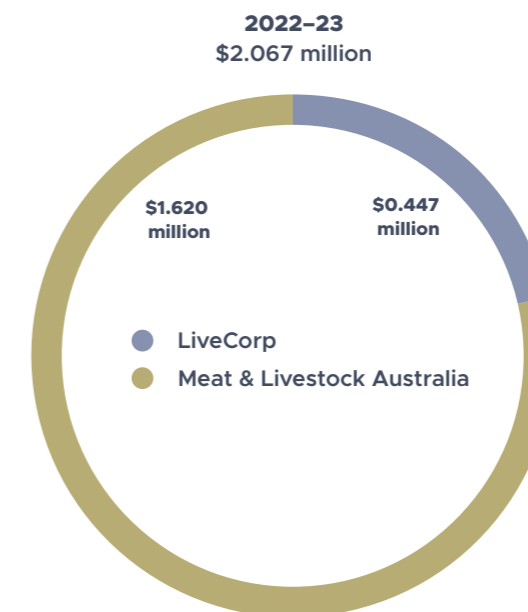
LEP RD&E EXPENDITURE BY SOURCE (\$)



LEP RD&E EXPENDITURE BY IMPERATIVE (%)



LEP IN-MARKET EXPENDITURE (\$)



While LiveCorp manages the LEP RD&E Program, MLA is responsible for administering the process to access matching funding from the Australian Government. The contributions made by LiveCorp to MLA for the RD&E investments in 2022-23 totalled \$515,912.

(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. These include issues management, time-critical projects, consultation, driving specific animal welfare-related initiatives, and preparing and responding to government inquiries and reviews.

The program is also responsible for regular consultation with the Australian Livestock Exporters' Council (ALEC) on industry issues, strategy and planning, and technical support for policy development and implementation, and cross-sectoral engagement with the red meat industry and other research and development corporations (RDCs).

Key activities

- ◆ Consulted with ALEC as the peak industry council on industry priorities, issues, planning, policy direction and implementation.
- ◆ Engaged with state Livestock Export Associations and LiveAir to provide updates on activities.
- ◆ Identified and responded to key emerging sensitivities and issues relating to market access and the supply chain, including providing technical advice.
- ◆ Participated in committees and discussions with industry and government in Australia, and industry in Indonesia, regarding foot and mouth disease (FMD) and lumpy skin disease (LSD) to provide technical advice related to trade access and preparedness.
- ◆ Participated in Strategic Response Group (SRG) meetings, including exotic disease preparedness simulations and to progress the industry's LSD action plan.
- ◆ Engaged with industry and government stakeholders in Indonesia, including to promote the FMD and LSD vaccination support program.
- ◆ Contributed to industry-government roundtables and working groups to bring about improvements and efficiencies in regulatory processes, including the Live Animal Exports Regulatory Roundtable.
- ◆ Supported industry, ALEC and the department with expert advice and resources to respond to the Australian Government's policy to phase out the live sheep export trade and establish an Inspector-General of Animal Welfare.
- ◆ Participated in community sentiment steering group meetings with ALEC and The Livestock Collective to ensure a strategic response to the community sentiment survey findings.
- ◆ Supported initiatives that enhance animal welfare and the sustainability of the trade, including the AniMark ESCAS Assurance Program (LGAP).
- ◆ Engaged with the LEP on priority in-market projects, including support for biosecurity activities.
- ◆ Provided funding to SAFEMEAT, which oversees and promotes sound management systems to deliver safe and hygienically produced meat products.

- ◆ Supported investment and collaboration in cross-industry agricultural issues of national importance, including through AgriFutures Australia and Agricultural Innovation Australia.
- ◆ Explored opportunities to develop new livestock export indicators for inclusion in red meat sustainability frameworks, and to better communicate livestock export-specific positioning on ESG-style topics.

Progress against AOP 2022–23 key performance indicators

Measure	Performance
75% of members contributing 80% of export levies are consulted at least twice during 2022-23, including on RD&E priorities.	
LiveCorp and ALEC are aligned and coordinated on industry priorities.	
LiveCorp is represented at, and contributes to, relevant national red meat industry and department exotic disease (FMD/LSD) risk management and preparation meetings.	
LiveCorp maintains governance arrangements and practices which fulfil legislative requirements and align with best practice, including obligations set out in the Funding Agreement and Corporations Act 2001 (Cth).	

● 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, industry services 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 requests for support from individual exporters, such as assistance with presentations and statistics.

Exotic disease response

Responding to the detection of FMD and LSD in Indonesia in early 2022 created a significant, and ongoing, stream of work for LiveCorp which involved all parts of the company.

LiveCorp continued its involvement in discussions and multiple committees set up by the red meat industry and Australian Government, including involvement in cross-industry taskforces and the national standstill working group. LiveCorp also provided technical input to reviews of the FMD and LSD Australian Veterinary Emergency Plans (AUSVETPLAN).

Support and advice were provided to Indonesia through the LEP in-market team, and LiveCorp joined ALEC in regular discussions with importers and Indonesian cattle industry representatives to maintain those relationships and share information.

The CEO also travelled to Indonesia to meet with industry, importers and government representatives, and to promote LiveCorp's vaccination support program.

Industry Response Plan

To improve preparedness and ensure a more effective response from industry should an exotic animal disease incursion occur in Australia, the SRG continued to progress the implementation of its LSD action plan.

Its development fed into the government's National LSD Action Plan, which included livestock export specific activities, and LiveCorp attended the launch in Darwin.

SRG activities included a further simulation exercise to test and refine the actions; aligning the industry's plan with the national plan; and holding a roundtable with representatives from relevant areas of the department to discuss opportunities to streamline information sharing and cooperation. Research projects also began to develop standard operating procedures for livestock export ships in the event of a suspected exotic disease incident, and to review biosecurity resources for Registered Establishments.

The SRG is responsible for maintaining and managing the Industry Response Plan and is made up of senior representatives from LiveCorp, ALEC and MLA.

Phase out of live sheep exports

As a research and development corporation, LiveCorp's role is to provide factual information and technical advice to support the industry; it does not engage in agri-political activity.

LiveCorp met with the panel and provided a submission to the consultation process around the Australian Government's policy to phase out the live sheep export trade. It also responded to requests for data and other information from ALEC and exporters.

Research projects already underway when consultation was announced helped to provide evidence for industry submissions. These were an economic study of the value of the live sheep export trade, and the latest in a series of surveys regarding community sentiment toward live exports, to which several sheep-specific questions were added.

Engagement with international agricultural representativess

During 2022–23, representatives of LiveCorp met with Australia's Ambassador to Indonesia, Penny Williams, Australian consular officials Dean Merilees, Dane Roberts, and Donna Bennett, and visited the Australian Embassy in Indonesia. Staff also met with Anthony Aspden, Australia's Head of Post - designate to Guangzhou, China, and supported visits by a Japanese trade organisation advising the Ministry of Agriculture, and a Japanese delegation viewing the feeder cattle supply chain.

Industry Capability Program

The Industry Capability Program supports the industry in maintaining and improving access to existing markets, and gaining access to new 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 regulatory burden or improve effectiveness.

Key activities

Regulatory reform and implementation

- ◆ Reviewed ad hoc regulatory updates from the department and provided technical advice.
- ◆ Participated in and/or prepared submissions to multiple government reviews.
- ◆ Supported the implementation of changes to regulatory and legislative frameworks.
- ◆ Trialled the use of body cameras on ships as a potential component of the regulatory assurance system and a possible alternative to physical deployment of Independent Observers.
- ◆ Participated in industry and government committees, working groups and consultative engagements, including the Live Animal Exports Roundtable Working Group, Live Export Data and Digital Working Group, Live Export Animal Welfare Advisory Group and the Livestock Exports Animal Welfare Collaborative Working Group.

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 trading partners, including assistance with the coordination of international delegations.
- ◆ Provided exporters with technical support and advice on export certification, market access and the department's negotiation and policy activities.
- ◆ Provided funding, representation and advice on the ongoing management of the National Arbovirus Monitoring Program (NAMP) to support access to livestock export markets (particularly for dairy cattle), including through participation in the steering and technical committees.
- ◆ Contributed to industry and government taskforces and committees set up to develop plans and identify preparation, response and support activities for FMD and LSD.
- ◆ Managed the delivery of an Australian Government grant to support FMD and LSD vaccination in Indonesia.

Progress against AOP 2022–23 key performance indicators

Measure	Performance
There is continued member support and demand for LiveCorp's input and technical advice in the development of market access opportunities, and 80% of priority one market negotiations identified by Protocol Committee are advanced.	
Strong relationships and on-going engagement exist between the livestock export industry and overseas and Australian governments, to establish market priorities and monitor in-market conditions.	
LiveCorp is represented and contributes to all relevant National Arbovirus Monitoring Program meetings.	
LiveCorp's technical advice to industry and government reviews is well informed and supports best practice animal welfare, with 50% of applicable regulatory review submissions making use of industry data.	

● Not achieved ● Partially achieved ● Achieved

Key project updates

Vaccination support in Indonesia

LiveCorp was awarded a \$1.1 million Australian Government grant in November 2022 to help the industry support its partners in Indonesia with the roll out of vaccines for FMD and LSD.

The grant is being used to partially reimburse costs for smallholder farmers, helping to protect their cattle and livelihoods, with a total of \$260,000 approved by 30 June 2023. This also helped to create a buffer zone around facilities holding Australian-bred cattle.

Working with Indonesian industry bodies, an assessment of smallholder capacity and resilience against the threat of LSD was also carried out. A project was developed as a result, which will support increased communications about biosecurity, create training materials and facilitate vaccination events for smallholders.

Protocol Committee and market access developments

The livestock export Protocol Committee's membership is composed of exporters, ALEC, the LEP, LiveCorp, Sheep Producers Australia, Cattle Australia, and the department. Its purpose is to prioritise the market access interests of the livestock export industry and to provide a consultative mechanism for the government to receive feedback on proposed protocols.

There were two Protocol Committee meetings in 2022–23, in Darwin and Canberra. LiveCorp also engaged throughout the year to provide technical advice to the department and coordinate input from the Committee and exporters on the practicality and effectiveness of proposed health conditions.

Market access priorities in 2022–23 included supporting the export of breeder cattle to Vietnam, and progressing protocol negotiations with Argentina, Ecuador, Papua New Guinea and South Korea as well as several Middle Eastern countries.

National Arbovirus Monitoring Program

LiveCorp provided funding, representation and technical advice to NAMP during 2022–23. Ongoing promotion of the surveillance program to exporters, importing country governments/officials and funding partners is critical in maintaining and improving market access.

LiveCorp is a member of the NAMP Steering Committee, which oversees the program delivery and strategic considerations, and is also an observer on behalf of industry on the NAMP Technical Committee.

Regulatory and government engagement

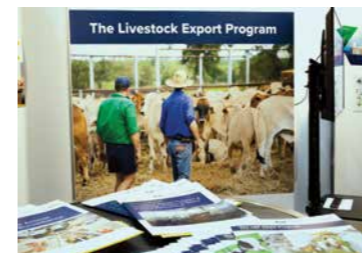
LiveCorp had representatives on multiple government/industry committees through the year. This included the high level Live Animal Exports Roundtable Working Group, which progressed activities identified in the previous year to increase efficiencies and improve the regulatory framework.

Work continued through the data and digital working group, allowing LiveCorp and the department to share information about projects being conducted, either independently or collaboratively, in this space. The group aims to share information on the high level strategic direction and objectives of the two organisations, to ensure they are aligned and duplication is avoided.

LiveCorp supported the industry and provided technical advice to the department on several regulatory reviews, including initial stages of reviews into both the Australian Standards for the Export of Livestock (ASEL) and the Exporter Supply Chain Assurance System (ESCAS), and the proposed Inspector-General of Animal Welfare and Live Animal Exports. LiveCorp also made a submission and appeared at a Senate inquiry into Australia's biosecurity response and made a submission to an inquiry into workforce development in Northern Australia.

LIVEXCHANGE 22

The LIVEXchange conference was held in Darwin in November 2022 (see p38)



Services and Innovation Program

The Services and Innovation Program is responsible for LiveCorp's data and digital transformation strategy, including the development and ongoing management of innovative systems and tools to create regulatory efficiencies.

It also increases the capacity and capability of Australia's livestock export industry by delivering training services to meet and exceed standards, compliance and reporting obligations.

Key activities

People, skills and capability development

- ◆ Delivered the Shipboard Stockperson Accreditation Program to provide key industry participants with training to achieve optimal animal welfare and regulatory outcomes, including a pilot course in Darwin and the addition of buffalo components.
- ◆ Supported the implementation and ongoing delivery of key research outcomes.
- ◆ Supported skills and capability development in the next generation of talented people in the industry, including through sponsorship of the Young Livestock Exporters' Network (YLEN).

Digital transformation

- ◆ Conducted an information and communication technology (ICT) review and developed an action plan for current and future activities.
- ◆ Continued to progress LiveCorp's digital transformation strategy to enable efficiency and standardisation in collecting and storing data, and facilitate integration with other data sources, to improve the industry's access to insights and analytics.
- ◆ Continued to develop and improve governance and IT systems to allow secure access to industry data managed by LiveCorp, in line with privacy policies. This included access by exporters and researchers, and to support industry submissions and LiveCorp projects.
- ◆ Administered and maintained the LIVEXCollect data system in line with the digital transformation strategy, including regulatory amendments and other routine updates.
- ◆ Investigated opportunities to include commercially relevant measures into LIVEXCollect, and to develop welfare performance reporting frameworks using the data.
- ◆ Managed the development of a LIVEXCollect digital application prototype, through a special grant.
- ◆ Initiated the development of a full LIVEXCollect digital platform.
- ◆ Supported the implementation and maintenance of the updated, online Heat Stress Risk Assessment platform.
- ◆ Provided input and support to the department as it reviewed its reporting requirements with a focus on improving quality in data collection.

Progress against AOP 2022-23 key performance indicators

Measure	Performance
Exporters have access to LiveCorp Accredited Stockpersons trained in best practice animal handling, husbandry and ASEL requirements.	
Training in the standardised collection of animal welfare monitoring data is delivered to 75% of active LiveCorp Accredited Stockpersons and 50% of active shipboard AAVs (development of training materials underway; project timelines were impacted by departmental dependencies).	
LiveCorp's input and technical advice contribute to the identification and implementation of efficiencies in the livestock export supply chain and in the regulatory framework.	
A prototype LIVEXCollect digital application is developed using special grant funding, is tested by users, and roll-out is commenced (project timelines were impacted by departmental dependencies).	
Standardisation and automation of export processes improves administrative efficiency by 10% for exporters who adopt the outcomes.	

● Not achieved ● Partially achieved ● Achieved ● Unable to determine measurement methodology

Key project updates

Shipboard Stockperson Accreditation Program

A pilot stockperson training course was held in Darwin at the request of exporters, in conjunction with the Young Livestock Exporters' Network.

AgriFutures Australia provided funding for training videos to help build capacity around the low-stress handling of buffalo, and support from the NT Buffalo Industry Council allowed participants to put those techniques into practice. The volume of buffalo exports has grown in recent years, and all are shipped out of Darwin port.

LiveCorp also supported a 'stockies forum' in Darwin alongside the LIVEXchange conference, which provided an opportunity for learning and networking among those responsible for the care of livestock being exported by sea.

Since the inception of the Shipboard Stockperson Accreditation Program, LiveCorp has delivered training to 813 participants. There are currently 100 stockpersons who have full accreditation, with 59 provisionally accredited.

LIVEXCollect

LIVEXCollect is the cornerstone of LiveCorp's data and digital strategy. It has put industry data in industry's hands for the first time, while helping to streamline and improve the quality of information being collected during the export process. More exporters signed up through the year for dashboards which provide access to their data in an easy to visualise format.

The development of LIVEXCollect continued in 2022–23, with a prototype digital application funded through an Australian Government traceability grant. Its success led to industry and the department agreeing to continue with the development of the full digital platform under a cost-sharing arrangement, in recognition of the efficiencies being created and changes the department requested.

The platform consists of a website for exporters and the department, and a program for ship computers. These allow greater standardisation and automation of the animal welfare and environmental data being captured, in turn providing further opportunities for analysis and data-driven decision making.

Many supporting activities were also carried out by LiveCorp, including a full review of ICT which resulted in an action plan outlining current and future activities, strengthening governance arrangements, and initiating the development of industry data standards to standardise collection and sharing of data.

Shipboard animal welfare surveillance

Many of the animal welfare indicators which are now collected daily during live export voyages, and reported to the regulator via LIVEXCollect, are largely subjective.

Development of a training program began through the LEP RD&E Program to increase the skill of the individuals recording these observations and improve the consistency, reliability and accuracy of the data.

One of the outputs will be a new online learning management system, which will also provide a resource library for the industry’s training materials.

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 interest, including animal welfare.

Key activities

- ◆ Supported the community sentiment research project and assisted the industry to demonstrate and communicate to the community its commitment to animal health and welfare throughout the supply chain.
- ◆ Provided briefings on the findings of the community sentiment research, including to a Livestock Leaders course.
- ◆ Developed informative, fit-for-purpose materials, and maintained the LiveCorp website, to support increased awareness and understanding of industry practices, requirements and regulations.

- ◆ Developed the second edition of Ruminations magazine, focused on sharing the stories of people in the industry and providing an engaging way to learn more about the trade.
- ◆ Developed resources and participated in select events to communicate LiveCorp’s marketing and research activities to exporters and stakeholders, including engagement with industry sustainability frameworks, grow^{AG} and other RDCs.
- ◆ Developed the program and successfully delivered the LIVEXchange conference.
- ◆ Communicated the contribution of livestock exports to sustainability goals for the wider red meat industry and international consumers.
- ◆ Developed resources to encourage the supply of dairy cattle for export.
- ◆ Supported communication activities carried out by the LEP RD&E Program.

Progress against AOP 2022–23 key performance indicators

Measure	Performance
75% of public communication materials developed by LiveCorp adopt learnings from the community sentiment research to enable the industry to increase community understanding of livestock exports, particularly in key areas identified to have an impact on trust and acceptance.	
The inaugural industry animal welfare performance report is published, using industry data from LIVEXCollect (analysis conducted for internal use, with next steps being considered).	
Livestock exporters and stakeholders are informed of LiveCorp’s activities and research and development projects.	
LiveCorp’s website provides a valued and well-utilised source of information and resources on the industry, RD&E activities and training resources.	
The LIVEXchange conference in Darwin is successfully delivered in November 2022	
Proposals are presented to relevant sustainability frameworks for improved livestock export indicators.	
60% of Australian producers supplying dairy cattle for export are provided with information on the value and benefits of the export of live dairy cattle.	

● Not achieved ● Partially achieved ● Achieved

Key project updates

LIVEXchange

LIVEXchange 2022 attracted speakers from Indonesia and Europe as well as Australia and was the first major opportunity for industry to come together since the start of the COVID-19 pandemic.

LiveCorp successfully applied for two grants from the Northern Territory Government to assist with running the conference in Darwin using Territory-based suppliers, and through Tourism NT to increase registrations from outside the Territory. Around 400 delegates attended, including some from Indonesia and Saudi Arabia, and the theme was *From here to there together: strengthening our foundations and creating connections*.

LiveCorp partnered with Taminmin College to provide an opportunity for students studying agriculture to tour the Territory Government's Berrimah Farm Science Precinct, the Berrimah Export Yards and Darwin port as well as attend conference sessions and network with industry participants. Feedback was particularly positive regarding interaction with members of YLEN about career pathways in the industry.

The next LIVEXchange will be held in November 2025.

Animated video

LiveCorp worked with The Livestock Collective (TLC) to develop an animated video showing the livestock export process and the regulations governing the trade. This has been shared on social media, shown at events, and included in presentations regarding the industry.

Educational materials for school children have been developed to accompany the video, including a quiz and discussion points to encourage further research.

Other industry communications

The *LiveCorp Insider* e-newsletter and website continued to provide opportunities to share information about LiveCorp's progress in key operational areas and to help fill information gaps identified by the community sentiment survey.

A second edition of *Ruminations* magazine was launched at LIVEXchange, telling stories of people working in the supply chain. LiveCorp's social media engagement continued through Twitter and LinkedIn, sharing individual stories from *Ruminations*, and generally seeking to increase awareness of LiveCorp services and activities among industry, producers and the community.

LiveCorp participated in working groups for the Australian Beef Sustainability Framework (ABSF) and the Sheep Sustainability Framework to ensure appropriate measures were included in annual updates. Several case studies were also published in the ABSF annual report, highlighting the industry's research projects and capacity building activities.

RD&E Program

The jointly funded LEP RD&E Program is managed to ensure that it has a balanced portfolio of projects. Investments are guided by the *RD&E Blueprint*, which was developed through extensive consultation with producers and livestock exporters.

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

RD&E projects are designed to gather and analyse data, build knowledge and capability, increase productivity, and develop, trial and implement practical extension outputs. Working groups are established, where appropriate, to allow exporters, producers and other relevant stakeholders to contribute in a meaningful way and ensure practical outcomes. Communication, extension and adoption activities are also delivered to increase awareness and impact from the research being carried out.

The largest area of investment for the RD&E Program in 2022-23 remained the delivery of animal health and welfare improvements (56%). Supply chain efficiency received 6% of the budget, market access 12% and industry advancement 26%.

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.

Key activities

Animal welfare

- ◆ Completed development of an online version of the heat stress risk assessment platform.
- ◆ Refined the action plan to guide industry preparedness for an exotic animal disease outbreak.
- ◆ Released factsheets on the best practice treatment of cattle during export by sea.
- ◆ Continued research into shipboard bedding management, stocking densities and environmental monitoring technologies, and validated those findings on a voyage, to support improved animal welfare and achieve efficiencies.
- ◆ Commenced the development of materials to help ship owners and exporters understand what may be required in the event of an exotic disease outbreak in Australia.
- ◆ Commenced the development of a virtual reality tool to teach stunning techniques in countries importing Australian cattle.
- ◆ Commenced the development of training materials and resources to support the consistency of subjective assessments of animal welfare indicators, and to encourage the uptake of best practice animal health and welfare practices.

- ◆ Reviewed domestic and international standards and guidelines for the export of livestock by air to identify opportunities for alignment or improvement.
- ◆ Successfully trialled connectivity solutions on livestock ships.
- ◆ Conducted an analysis of the economic benefits of live exports to the dairy industry.
- ◆ Commenced a project to build on the identification of animal welfare indicators and the data being collected by industry, to investigate thresholds for acceptable and unacceptable animal welfare along the supply chain.
- ◆ Engaged with the department regarding its Business Research and Innovation Initiative grant and, where appropriate, the recipient.

Supply chain efficiency

- ◆ Investigated the impact of regulations at a practical level, to identify potential areas for cost savings, increased efficiency, and improved animal welfare.
- ◆ Implemented the findings of the supply chain data stocktake.
- ◆ Identified innovative technology and initiatives, including those used in other industries, to enhance animal welfare, efficiency and sustainability.
- ◆ Commercialised the previously developed automated sheep counting technology.
- ◆ Developed standardised exporter declaration forms to support an efficient and consistent approach to meeting regulatory requirements.
- ◆ Commenced the development of industry data standards.

Market access

- ◆ Completed a review and shared updated biosecurity templates and guidelines with Registered Establishments (REs).
- ◆ Conducted an analysis of the economic benefits of live cattle exports to northern Australia.

Industry advancement

- ◆ Managed the ongoing community sentiment project to understand the expectations of the Australian public regarding the livestock export industry, including the release of findings from the third national survey.
- ◆ Conducted an analysis of the economic benefits of the live sheep export trade to Australia.
- ◆ Conducted a survey of producers and livestock exporters to identify knowledge gaps and priority areas for RD&E investment.
- ◆ Commenced a lifecycle carbon assessment of the livestock export supply chain.
- ◆ Tendered for a project looking at the management of effluent from livestock export ships.

Communication, extension and adoption

- ◆ Incorporated adoption pathways and goals into the planning phase of projects.
- ◆ Engaged with a range of stakeholders to gain feedback and provide updates on active projects and recent outputs, including through regular webinars for exporters and the LiveCorp Insider e-newsletter.
- ◆ Provided targeted communications to ensure stakeholders had visibility of RD&E investments, priorities and achievements.
- ◆ Developed communication and extension materials to encourage the adoption of best practice systems, tools and techniques to achieve continuous improvements in animal welfare and productivity.
- ◆ Engaged with the grow^{AG} platform to list appropriate research projects and commercialisation opportunities.

Progress against AOP 2022–23 key performance indicators

Measure	Performance
RD&E projects and commercialisation opportunities are listed on the grow ^{AG} website, where relevant, and updated at least annually.	
RD&E investments are aligned with the Strategic Plan 2025 and the RD&E Blueprint, with >65% support from industry stakeholders for those activities demonstrated through the annual snapshot survey.	
Satisfaction with communication about current RD&E activities and their impact increases, with an improvement of 5% against the 2021 baseline (5.9/10) in the annual snapshot survey (achieved 6.1/10).	
85% of approved research projects have extension and adoption plans.	
65% of exporters who participate in LiveCorp supported extension and adoption programs make changes to their existing practices, including the adoption of heat stress risk assessment and LIVEXCollect tools.	
Progress is demonstrated on the development of thresholds for acceptable animal welfare outcomes, informed by the animal welfare indicators and analysis of industry data managed by LiveCorp (discussions underway with preferred supplier).	
The third community sentiment survey demonstrates an improvement in trust and acceptance of the livestock export industry.	

● Not achieved ● Partially achieved ● Achieved

Key project updates

Community sentiment

The latest report on a series of national surveys conducted since 2019 demonstrated growing confidence in the livestock export industry. Several questions specifically on the sheep trade were included in 2023 as a focal study.

The project was commissioned to understand community sentiment and the drivers of trust and acceptance, allowing the industry to better communicate its progress and commitments in areas of concern.

The report found stronger than ever support for the role of live exports in regional communities, and recognition of the benefits of the industry to nutrition for people overseas. Animal welfare remains a key concern, but there has been a significant improvement in responses over time.

The report generated significant and ongoing media coverage through its initial release. The findings were also discussed by LiveCorp at a Senate Estimates appearance, shared through social media, and used in submissions to government reviews.

Economic analysis on the value of the trade

Understanding the value of live exports to livestock producers, regional communities and the Australian economy was the focus of several reports published in 2022-23. This information provided a factual basis for discussions of the benefits that industry provides to Australia and rural communities.

One study highlighted the relationship between the live cattle trade and communities in northern Australia. The findings were widely reported after the launch of the report, referenced by several speakers at the LIVEXchange conference, and used to support LiveCorp's submission to an inquiry into workforce development in northern Australia. Articles were also published in LiveCorp's *Ruminations* magazine and MLA's *Feedback* magazine.

A dairy-focused project outlined the importance of live exports as a market for surplus heifers. A series of videos produced in collaboration with Dairy Australia had more than 400 views in the months after their launch, and were shared with producers through Dairy Australia's regional newsletters.

Key findings of a project on the live sheep export trade supported submissions by LiveCorp and other stakeholders to the government's phase out consultation panel.

Virtual reality stunning training

Providing training on proper techniques can be difficult when there are not a lot of opportunities to practice. This is the case in some abattoirs overseas, which handle just a few animals a night.

The development of a highly engaging virtual reality tool will support new abattoir workers, as well as the ongoing professional development of experienced personnel, without the need for animals as they practise their skills.

Communication and extension

The increased focus on extension and adoption in the previous year resulted in substantially improved satisfaction (up 13%) and support of the RD&E Program in the second industry 'snapshot' survey.

Communication efforts continued, with multiple webinars being run for exporters on topics such as biosecurity, community sentiment and connectivity. Activities were also reported back to exporters via the *LiveCorp Insider* newsletter and quarterly CEO update emails.

Results of the community sentiment project and economic studies gained widespread media coverage and have been used extensively by various stakeholders. Factsheets on the best practice treatment of cattle during export by sea were provided to all participants of a forum for shipboard stockpersons.

2022-23 project list

Strategic imperative 1: Animal welfare

Project	Start date	Investment in 2022-23 (\$)	Status at 30 June 2023
UNE Project Partnership into stocking density, bedding and ammonia	May 2019	230,550	Ongoing
HSRA Online	Jan 2021	61,300	Completed
Livestock export lumpy skin disease action plan	May 2022	83,437	Completed
Videos on the value of the live dairy cattle export trade	Sep 2022	22,000	Completed
Virtual reality stunning training tool	Oct 2022	77,000	Ongoing
Connectivity trials	Dec 2022	27,100	Completed
Development of training material for shipboard animal welfare surveillance	Mar 2023	127,307	Ongoing
Exotic disease preparedness for livestock export ships	Mar 2023	160,000	Ongoing

Strategic imperative 2: Livestock export supply chain efficiency improvement

Project	Start date	Investment in 2022-23 (\$)	Status at 30 June 2023
Data stocktake quadrant analysis	Jul 2022	40,512	Completed
Open Innovation Pipeline	Nov 2022	88,360	Ongoing
Data standards	Apr 2023	19,986	Ongoing

Strategic imperative 3: Livestock export market access

Project	Start date	Investment in 2022-23 (\$)	Status at 30 June 2023
Update of the Registered Establishment biosecurity plan templates	Dec 2022	41,582	Ongoing

Strategic imperative 4: Livestock export industry advancement

Project	Start date	Investment in 2022-23 (\$)	Status at 30 June 2023
Community sentiment survey	May 2019	150,000	Completed
Livestock export industry snapshot (survey)	Sep 2022	24,250	Completed
Performance and value of the live sheep export trade	Jan 2023	180,339	Completed
Community sentiment survey – Phase 2	Jun 2023	45,000	Ongoing
Managing effluent produced by livestock vessels	Jun 2023	20,000	Ongoing
Undertaking a life cycle assessment of the livestock export supply chain	Jun 2023	67,462	Ongoing

In-market Program**Key activities**

- ◆ *Fostered collaborative relationships with importers, commercial operators, regulators and foreign governments to support and enhance the Australian industry's reputation and standing.*
- ◆ *Supported and collaborated with industry to diversify and expand export markets, including meetings with importers, and briefings to the department and key stakeholders.*
- ◆ *Delivered extension and adoption projects to support best practice livestock management, build industry capability, improve supply chain productivity, and increase regulatory compliance.*
- ◆ *Supported exporters through the co-funding program, including projects to address and reduce animal welfare risks.*
- ◆ *Prepared risk mitigation plans ahead of Eid Al Adha (Festival of the Sacrifice), where higher than normal volumes of livestock are processed.*

Indonesia

- ◆ *Provided support for biosecurity-related activities, including training and market insights.*
- ◆ *Delivered activities to increase consumer trust and preference towards Australian livestock and fresh beef in health, welfare, and halal aspects.*

Asia Pacific

- ◆ *Supported the capability of the Vietnamese Government to manage and control animal welfare through development of animal welfare standards, traceability systems and education.*
- ◆ *Worked with individual companies to develop their beef offerings and branded products, to access a greater number of trade channels, including modern retail.*

Europe, the Middle East and North Africa

- ◆ *Identified an end user for sheep counting technology once ready for adoption.*
- ◆ *Facilitated a visit to Australia by potential importers, to build relationships and knowledge of Australia's commercial landscape.*

Progress against AOP 2022–23 key performance indicators

Measure	Performance
Facilitate installation of four stunning boxes in existing non-stun abattoirs in Indonesia (one installation completed).	● ● ● ●
Produce one program of work case study per region that showcases livestock export activities that have mitigated industry trade risk or improved industry's ability to maintain market access or have contributed to industry's trade competitiveness, resulting in demonstrated supply chain change and positive economic benefit to industry.	● ● ● ●
Produce one program of work case study per region that showcases livestock export activities that have provided insights and informed government/industry policy, resulting in demonstrated capacity for making decisions that reduce trade risk and support on-going trade.	● ● ● ●

● Not achieved ● Partially achieved ● Achieved

Operating environment: Indonesia

The detection of FMD and LSD in Indonesia in the first half of 2022, combined with continuing high Australian cattle prices, resulted in subdued demand for Australian-bred cattle through the remainder of the calendar year. However, export numbers started to pick up in early 2023 as prices began to ease and Indonesian vaccination programs expanded.

At 30 June 2023, there were 27 provinces in Indonesia reported to have active FMD cases, and around 67% of FMD vaccines had been administered from the 21 million doses distributed by the Indonesian Government. LSD had been reported in 16 provinces, with a significant increase in the first half of 2023, and around 38% of the 1.5 million vaccine doses provided by the Indonesian Government delivered.

The Indonesian Government also continued to import Indian buffalo meat and beef from Brazil to mitigate the risk to beef supply, especially during festive seasons.

Despite the market challenges, the LEP continued to deliver services to the industry. Training sessions, workshops and webinars were delivered to 2,223 participants, covering biosecurity, animal welfare standards, halal slaughterman competency certification, and professional development. Capacity building activities included collaboration with the animal welfare officer forum, the Red Meat and Cattle Partnership and the Halal Science Centre IPB.

Support for infrastructure upgrades in abattoirs helped to improve safety and efficiency as well as encourage greater use of stunning.

Case study: animal welfare and disease management training

Indonesia's biosecurity response to FMD and LSD was supported through multiple projects funded by the Australian Government and the Australian livestock industry. The LEP managed on-the-ground delivery in several cases, as well as developing its own program of work.



One project delivered by MLA included visits to more than 20 feedlots and 10 abattoirs to provide biosecurity management training and workshops to help prevent the spread of FMD and LSD into those facilities. The LEP identified the need for a complementary project providing information and training on the practical management of animal health and disease risks. This delivered five workshops and training at 20 sites, targeting vets and para-vets working in feedlots and abattoirs.

These 'train the trainer' sessions primarily covered disease mitigation, necropsy to confirm diagnosis, animal welfare, and preparation for a biosecurity incursion within facilities around the country. The sessions were successful in providing participants and trainers with new information and the confidence to apply their knowledge to protect and manage their facilities and livestock.

Operating environment: Asia Pacific

An increase in breeder cattle going to China and breeder and feeder cattle to the Philippines offset a further decline in the number of feeder and slaughter cattle going to Vietnam (down 16% year on year). The main drivers affecting feeder and slaughter cattle imports appeared to be regional trade dynamics, local purchasing power and a rise in the acceptance of frozen meat.

Restricted trade due to border closures with China reduced the cost of livestock in South East Asian countries, causing Australian cattle prices – which remained strong throughout much of 2022–23 – to be uncompetitive.

Exposure to frozen meat during COVID-19 lockdowns also appears to have changed consumer behaviour, with increased acceptance of Indian buffalo meat and boxed product from both Australia and elsewhere.

Without a clear value proposition for locally produced beef from Australian-bred cattle, volumes suffered as the level of price competition in the market continued to grow. To help counteract this, the LEP in-market team ran two projects with local processors in Vietnam to develop a chilled beef offering, resulting in significant improvements in sales.

The multi-year collaboration with the Department of Animal Health in Vietnam continued in 2022–23. The LEP provided assistance with the development of technical regulations for stunning, with the journey to develop animal welfare standards approaching its final stages.

Case study: market and product development in Vietnam

Traditional processing in Vietnam relies on fresh meat sales through wet markets.

When prices are competitive, Australian-bred cattle can out-compete local or regional cattle. However, a perfect storm of record high cattle prices in Australia, regional supply and demand dynamics, and local border restrictions in recent years saw the value of exports to Vietnam drop from \$420 million in 2020–21 to \$145 million in 2022–23.

The key to the competitiveness and longevity of the Australian trade is moving at least a proportion of production out of traditional markets and into high quality chilled beef. To demonstrate the opportunities, the LEP embedded a technical consultant into the business of a leading processor of Australian-bred cattle in the south of Vietnam for six months.

The aim was improving meat quality and sales, and the project resulted in a 65% increase in throughput compared to the previous six months, a switch from hot to chilled boning for 100% of the kill, an increase in sales and a decrease in unsold meat being returned by customers.

The improved quality of the product as a result of the project means the processor can supply the modern trade more effectively and has opened the door to supplying the food service channel in addition to their existing wet market trade.

Image: Vissan



Operating environment: Europe, the Middle East and North Africa

EMENA continued to be a major importer of live sheep, goats and dairy cattle, to cater for its growing population and increasing consumer demand for red meat and dairy products.

Livestock volumes from Australia started to recover in 2022–23, after several years of decline due to factors such as high Australian livestock prices, the prohibition on sheep shipments during the northern summer, and COVID-19 travel restrictions.

A strong rebound in demand saw the number of live sheep exported to the region in the first six months of 2023 increase by a remarkable 51% compared to the same period in 2022. Increased supply of livestock in Australia saw prices drop, with Kuwait, the United Arab Emirates (UAE), Jordan, Oman and Israel taking advantage of Australia's restored competitiveness for both sheep and cattle. Qatar also resumed small shipments of sheep in the lead up to the FIFA World Cup to cater for increased demand.

Global political, economic, and climatic conditions such as conflicts in the Horn of Africa and the Ukraine, and drought conditions across northern Africa, contributed to the high cost of livestock and feed. This exacerbated food inflation, with red meat retail prices in the region rising an average of 20–30%.

As a result, governments in MENA remained focused on ensuring food security, while the region's commercial operators continued to invest in expanding and improving processing facilities to ensure food safety, animal welfare and improved efficiency of meat processing. Several countries made efforts to diversify their livestock sources, which included approaches to Australia to establish health protocols to allow trade.

Case study: re-opening Saudi Arabia

The Kingdom of Saudi Arabia is by far the Middle East's largest buyer of sheep, at around 50% of total imports, and at one point was Australia's key market. However, it has not purchased Australian sheep for the past decade.

There was interest from commercial operators in both countries in 2022–23 to resume the trade in support of Saudi Vision 2030. This is a government program launched to increase economic, social and cultural diversification, in line with the vision of Saudi Crown Prince and Prime Minister Mohammed bin Salman.

The LEP worked throughout the year to support the resumption of trade, focussing on collaboration with government and commercial operators, including meeting with representatives of the Saudi Ministry of Agriculture and Saudi Ports, and key commercial operators to position Australia as a partner for livestock supply to the Kingdom.

Saudi company Amiral completed the construction of a large-scale modern slaughterhouse in Makkah, Saudi Arabia, with state of the art mechanical processing and high level food safety and testing standards. The LEP accompanied Amiral executives to Australia to build new relationships and knowledge of Australian practices, including visits to livestock exporters and related infrastructure in Perth, and participation in the LIVEXchange conference in Darwin.

Efforts are now underway to secure an approved supply chain under Australian regulations.

Image: Amiral



Collaboration

Research and development corporations

As well as formal structures in place to ensure collaboration between the 15 research and development corporations (RDCs), LiveCorp actively engages on an ad hoc basis to share and leverage knowledge.

Chairs and CEOs met as the Council of Rural Research and Development Corporations, with LiveCorp Chair Troy Setter chairing the meetings, and communities of practice developed amongst communications, business and finance managers.

LiveCorp participated in Emerging National Rural Issues (ENRI) workshops and was part of a joint RDC stand at the evoke^{AG} conference. Contributions were also made to discussions and projects on extension and adoption, sustainable lending, community trust and agricultural workforce needs.

LiveCorp partnered with Dairy Australia to conduct and communicate an economic analysis of the live dairy cattle export trade, and with AgriFutures Australia to develop buffalo related content for the shipboard stockperson training course.

Red meat industry

LiveCorp is one of ten organisations under the umbrella of the Red Meat Advisory Council (RMAC) and collaborated closely with peak industry councils and other service providers throughout the year, including participation in monthly meetings of Chairs and CEOs.

Representatives also attended Friends of Red Meat events at Parliament House in Canberra and the Good Meat summit, and participated in strategic planning workshops for the Australian Beef Sustainability Framework and Sheep Sustainability Framework.

grow^{AG}.

During 2022–23, collaboration with grow^{AG} allowed LiveCorp to reach a new audience of potential consultants from diverse industries, with tenders and articles posted on the website and in newsletters distributed to global technology providers. The first, for the LIVEXCollect digital platform, attracted applications from industries as diverse as fishing and mining. Meanwhile, listing challenges being addressed through the Open Innovation Pipeline resulted in eight enquiries through the grow^{AG} system and others directly to LiveCorp.

The grow^{AG} initiative is designed to create a global gateway into the Australian research and innovation system. The website makes it easy to explore, find and connect with potential partners and opportunities, and makes research and development outcomes transparent for growers and the community. In 2022–23, the website featured more than 3,000 research projects, including 36 led by LiveCorp, and attracted more than 170,000 total users (3000–5000 per month), from 194 countries.

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.

Agricultural Innovation Australia

Agricultural Innovation Australia (AIA) is a not-for-profit, public company established by the 15 RDCs to facilitate joint investment and collaboration in cross sectoral agricultural issues of national importance.

As a member of AIA, LiveCorp and its levy payers benefit from collaboration at scale and more effective leveraging of RDC funding, knowledge and resources to achieve whole-of-sector outcomes.

LiveCorp engaged with AIA's strategic planning process throughout 2022-23 and was involved in several initiatives, including as one of the RDCs supporting the development of a cross-sectoral environmental accounting platform.

The livestock export industry also benefited from an AIA-led project to develop a framework to provide best practice guidance for greenhouse gas accounting across Australian agriculture and support sector-level baselines, reporting and communication of a united Australian narrative around emissions.

National Animal Welfare RD&E Strategy

The National Animal Welfare RD&E Strategy (NAWDRES) is one of eight cross-sectoral strategies under the National Primary Industries RD&E Framework. LiveCorp's contribution concluded on 30 June 2023, with a focus going forward on new models of cross-sectoral collaboration.

NAWDRES' purpose is to deliver strong collaboration to address 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.

National Animal Biosecurity RD&E Strategy

The National Animal Biosecurity RD&E Strategy (NABDRES) is a cross-sectoral strategy which 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 focuses on prevention, preparedness, eradication, containment, management, communication, community attitudes and awareness, and has engagement from all nine animal-based RDCs, Animal Health Australia (AHA) and the Australian Government.

LiveCorp's contribution, through the provision of membership funding and committee representation, concluded on 30 June 2023. The focus going forward will be on new models of cross-sectoral collaboration.

National Arbovirus Monitoring Program

Since 1989, the AHA-managed National Arbovirus Monitoring Program (NAMP) has been used to monitor the distribution of specific 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.

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

Australian Government grants

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

Key project: Traceability grant

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

The grant provided to LiveCorp by the Australian Government developed a prototype to replace the original Excel spreadsheets for LIVEXCollect. Following its success, work began to create a fully functioning digital platform.

Transitioning to a website, software program and eventually smart-phone application will support the use of LIVEXCollect 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, provide near real-time reporting, and improve the quality of data being collected.

Key project: Vaccine support in Indonesia

Project lead: LiveCorp | Project value: \$1,115,152 | Status: Ongoing

The grant was provided to LiveCorp by the Australian Government to leverage the relationships and reach of the livestock export industry in Indonesia to increase the roll-out of vaccines for foot and mouth disease (FMD) and lumpy skin disease (LSD). The focus was creating buffer zones around feedlots and facilities holding Australian-bred cattle and supporting the welfare of smallholders in communities around these facilities through the vaccination of local cattle.

Under the grant, work also began on a project to help overcome barriers including low awareness and vaccine hesitancy among smallholders, by providing information and training to build capacity and understanding of biosecurity measures.

Young Livestock Exporters' Network

LiveCorp's valued relationship with the Young Livestock Exporters' Network (YLEN) continued in 2022–23, to support the next generation coming into the industry.

YLEN's vision is to build networks and leadership through pathways of professional development within the livestock export supply chain. It has more than 300 members across Australia and in destination markets.

YLEN members assisted with the school program at LIVEXchange, receiving positive feedback about the way they inspired the students with stories about their career paths and opportunities for employment.

There was also close collaboration on the shipboard stockperson training course held by LiveCorp in Darwin, which was attended by an enthusiastic and engaged group of YLEN members keen to play a greater role in the livestock export industry.



The Livestock Collective

LiveCorp partnered with The Livestock Collective (TLC) throughout the year to support the implementation of findings from the community sentiment research.

TLC is a not-for-profit organisation dedicated to sharing real, authentic information with the public about the livestock export supply chain. Its vision is for every person to have a connection with, and shared understanding of, agriculture in Australia.

Activities during 2022–23 included developing an animated video showing the livestock export process and the regulations governing the trade, which was launched at the Perth Royal Show. TLC also used LiveCorp's virtual reality headsets at the Show and other events, to help people experience parts of the supply chain, and used its social media reach to showcase the industry to the community.



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.

Investments align with the LiveCorp *Strategic Plan 2025* and contribute to the objectives outlined in *Red Meat 2030*, which is led by RMAC.






Where possible, investment is also made into areas that align with the Australian Government's priorities.

The Science and Research Priorities and corresponding Practical Research Challenges came into effect from 1 July 2016. They 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.

A National Agricultural Innovation Policy Statement was released in October 2021, as the latest step in the modernisation of Australia's R&D system. The statement establishes four long-term priorities:

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



LIVECORP'S ALIGNMENT TO RED MEAT 2030 OBJECTIVES		Programs in 2022-23							2022-23 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				✓	✓	✓	✓	✓	0.752
	People see being part of the Australian red meat and livestock industry as attractive now and into the future.								
Our customers, consumers and communities		✓	✓		✓	✓	✓		0.612
	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		✓	✓	✓	✓	✓	✓	✓	2.069
	We set the standard for world class animal health, welfare, biosecurity and production practices.								
Our environment		✓			✓	✓		✓	0.389
	We demonstrate leadership in sustainability, delivering on community expectations in the areas of land, water, biodiversity, climate variability and biosecurity.								
Our markets		✓	✓		✓	✓	✓	✓	0.967
	We improve the economic resilience for our industry by increasing access to, and the performance of existing and new markets.								
Our systems		✓	✓	✓	✓	✓	✓	✓	1.256
	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 PRIORITIES		Animal health and welfare	Supply chain efficiency	Market access	Industry advancement
National Science and Research Priorities					
Food		✓		✓	✓
Soil and water					
Transport		✓	✓		
Cybersecurity			✓		
Energy					
Resources					
Advanced manufacturing					
Environmental change					
Health					
National Agricultural Innovation Priorities					
Premium food		✓		✓	✓
Climate resilience			✓		
Biosecurity		✓		✓	
Digital agriculture		✓	✓		

Board of Directors

The following persons were directors of LiveCorp during the financial year and at 30 June 2023:



Troy Setter

CHAIR (NON-EXECUTIVE)

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

Mr Setter is the Chief Executive Officer and Director 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 agribusinesses 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, marketing for beef, sheep, grains, cotton, land development, and logistics.

Mr Setter is currently Chair of not-for-profit Dolly's Dream and is the Chair of the Council of Rural Research and Development Corporations. He is a member of the Indonesian Australian Red Meat Partnership and a member of the Rabobank advisory board, and was previously a director of the Australian Livestock Exporters' Council.



Will McEwin

NON-EXECUTIVE DIRECTOR (APPOINTED 8 NOVEMBER 2022)

Bachelor of Business, Grad. Dip. Finance, Grad. Dip. Accounting, MBA, GAICD

Mr McEwin is Managing Director and part-owner of Frontier International Agri Pty Ltd, an Australian business focused on the export of cattle from northern Australia to Asian markets. He has held roles in Australia, Asia and Europe across the agricultural and manufacturing sectors, including key corporate, financial and executive management positions while working for Elders Limited and Nanshan Group Australia Limited.

Mr McEwin is a director of Frontier International Agri Pty Ltd and Frontier International Northern Pty Ltd. He was a director of the Australian Livestock Exporters' Council for six years, and a director of Harvey Industries Group, Kilcoy Pastoral Company Limited and not-for-profit No Barriers Education Foundation.

Special Responsibilities

Mr McEwin is a member 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 (RESIGNED 8 NOVEMBER 2022)

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 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. He 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.



Michael Gordon

NON-EXECUTIVE DIRECTOR
Diploma of Export

Mr Gordon has over 40 years' experience as an exporter, feedlot 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 former member of the Finance, Audit and Remuneration Committee.

Prue Bondfield

NON-EXECUTIVE DIRECTOR
Bachelor of Law, Dip(ProjMan), GAICD, FAIM



Mrs Bondfield and her husband David owned and operated Palgrove seedstock (one of Australia's largest herds) 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 industry and government advisory committee member.

She is currently a Director of the Regional Investment Corporation, Bush Heritage Australia and Black Box Co PL, and was the inaugural Chair of the Steering Group appointed to develop a Beef Sustainability Framework for the industry.

Special Responsibilities

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



Su McCluskey

NON-EXECUTIVE DIRECTOR
Bachelor of Commerce, MAICD, FCPA

Ms McCluskey has extensive experience across agriculture, rural research and regulation. She is Australia's first Special Representative for Australian Agriculture. She is also currently a Director of Australian Unity, Australasian Pork Research Institute and AWN Rural, a

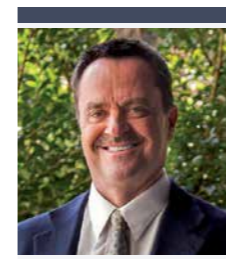
Commissioner for International Agricultural Research, as well as a beef cattle farmer at Yass, NSW.

Previous positions include Commissioner on the National COVID-19 Advisory Board, Director of the NSW Rice Marketing Board and the Foundation for Young Australians, and a member of the Deregulation Taskforce Advisory Panel, the Charities Review and the Small Business Digital Taskforce. Ms McCluskey was also a member of the Independent Review Panel for CPA Australia, the Harper Review of Competition Policy and the NSW Review of the Regulatory Framework

Ms McCluskey has been the Chief Executive Officer of the Regional Australia Institute and the Council of Rural Research and Development Corporations, and the Executive Director of the Office of Best Practice Regulation. She also held senior positions with the Business Council of Australia, the National Farmers' Federation and the Australian Taxation Office.

Special Responsibilities

Ms McCluskey 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 is Chair of the Australian Livestock Exporters' Council (ALEC) as well as a former director and Chair of LiveCorp.

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 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 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), and the Managing Director of Tubarao Investments Pty Ltd. He is also a former member of the Advisory Board of the National Recovery and Resilience Agency.

Chief Executive Officer



Wayne Collier

CHIEF EXECUTIVE OFFICER

Bachelor of Applied Science (Natural Resource Management), Bachelor of Law

During nine years working for LiveCorp before being appointed CEO in 2021, Mr Collier led the delivery of its activities in areas such as market access, regulation, innovation, training and research.

His experience in critical analysis and his understanding of the industry have allowed him to provide detailed technical advice and evidence-based submissions to the regulator, to feed into government reviews and policy development. Mr Collier has worked with the Australian Government and industry to facilitate market access for more than 21 markets, and represented LiveCorp and the industry multiple times in the Middle East, China and Indonesia.

His interest in land management and primary industries led to a lengthy career with first the Australian and then Victorian departments of agriculture. This provided Mr Collier with a strong knowledge of governance, program management, policy formulation and legislative processes, and experience analysing complex issues and providing technical advice.

Funding Agreement Principles

Stakeholder engagement

LiveCorp has a positive and cooperative working relationship with its members, the Australian Livestock Exporters' Council (ALEC), the Minister and the Department of Agriculture, Fisheries and Forestry (the department). This is built around a strong culture of engagement to provide updates on key activities, seek input on priorities and feedback on performance, and to collaborate in a meaningful way to identify activities that provide benefits to the industry.

Strong relationships are also maintained with stockpersons, other Research and Development Corporations (RDCs), red meat bodies and research providers. This is done through relationship management, regular communication updates, holding and participating in events, managing industry committees and other collaborative activities.

A stakeholder consultation plan is published on LiveCorp's website, outlining its approach to consultation and the mechanisms used. The *Strategic Plan 2025*, also on the website, provides details of stakeholders consulted as part of its development. ALEC is provided with a briefing on feedback received during the strategic planning process, including details of any input which was not incorporated and the reason for that decision.

LiveCorp has a cycle of engagement with its members and levy payers on research, development and extension (RD&E) and marketing activities 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 (AOP). 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 (AGM). Other industry events are held alongside the AOP and AGM to provide further opportunities for collaboration and engagement.

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. This includes a quarterly CEO email to provide visibility of LiveCorp's investments and achievements against strategic priorities and the AOP.

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 high and low risk, to deliver strategic as well as practical and adaptive research outcomes.

An advisory committee of producer and exporter representatives ensures projects contribute to improved profitability, productivity and competitiveness 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.

The Livestock Export RD&E Program develops extension and adoption plans at the outset of new projects, to ensure that research outputs are consistent with the primary objectives and identify optimal pathways for adoption. Regular webinars provide exporters with updates on RD&E activities and investments, and final reports are made available to the public on the LiveCorp website. Summaries of completed and current projects, and commercialisation opportunities, are also accessible through the grow^{AG} platform.

The annual report summarises LiveCorp's investment activities against the Strategic Plan 2025, as well as key extension and adoption activities.

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 Meat & Livestock Australia (MLA) through the Livestock Export Program (LEP) in recognition of the contribution of producers in the livestock export supply chain, participation in workshops as part of the Emerging National Rural Issues process, engaging with Agricultural Innovation Australia, and using grow^{AG} to publicise investment opportunities and showcase research projects. Details are outlined elsewhere in this annual report.

The ability to draw on experience from other RDCs and industries brings benefits and maximises the opportunity to address shared challenges.

LiveCorp contributed to a project on designing the integration of extension into research projects, along with seven other RDCs and the NSW Department of Primary Industries. It examined how the agricultural sector can achieve greater adoption of the outcomes from RD&E projects and proposed practical steps for RDCs to consider for future investments.

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. Regular meetings with the department are used to report on compliance with the Funding Agreement.

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 with the majority being independent directors. It is responsible for approving and monitoring corporate policies, procedures and internal controls to ensure they align with best practice and reflect any changes to legislative requirements. Relevant documents are published on the website or referenced in the annual report.

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. The outcomes of the project have been used to improve understanding of community attitudes, increase communication about the industry's continuous improvement and guide the development of further research activities.

In addition, select RD&E projects are subject to monitoring and evaluation review. The results are published in the annual report or communicated to stakeholders via email or newsletter, and implementation plans are developed for recommendations identified through those reviews.

As part of its commitment to continually improve communication, the LEP RD&E Program conducted its second snapshot survey during the year. This collected feedback from exporters and producers to assess attitudes toward the Program and its communication efforts, and to identify gaps in knowledge regarding its activities and investments. The survey will be conducted annually to inform both research and communications activities going forward.

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

LiveCorp has 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 is required to include 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 its Risk Management Plan, which was reviewed by the LiveCorp board during the year and a number of changes endorsed. These were primarily administrative amendments regarding the risk appetite of the company.

Finance, audit and remuneration committee

The Finance, Audit and Remuneration Committee (the FAR Committee) met four times in 2022–23. 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 2022–23 was Prue Bondfield. She was supported on the FAR Committee by Su McCluskey, Michael Gordon until November 2022, Will McEwin from November 2022, and the Company Secretary. The CEO attended all committee meetings by invitation.

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 Selection Committee operated in 2022–23, as the term of one non-executive director was due to expire at the AGM in November 2022.

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 convened eight meetings during 2022–23. 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 2023.

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

In 2022–23, the LiveCorp board endorsed a change to board performance evaluations, which are designed to identify opportunities for ongoing development and improvement. An external review will be conducted every five years, with an internal assessment each year in between.

An internal assessment was conducted in 2022–23, which identified minor opportunities for improvement. These were discussed and addressed during the year.

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 2023, LiveCorp director and staff gender diversity was:

GENDER DIVERSITY	DIRECTORS	EMPLOYEES
Male	4	3
Female	2	6
Total	6	9
STAFF DIVERSITY	DIRECTORS	EMPLOYEES
Full-time	-	7
Part-time	-	2
Total full-time equivalent	-	8

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 ASIC in the form required by the *Corporations Act 2001 (Cth)*.

LiveCorp also operates under a Funding Agreement with the Australian Government. 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 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 and Corruption Control Plan which sets out measures to minimise the risk of fraud and corruption within LiveCorp and from external perpetrators

- the Intellectual Property Management Plan which prescribes procedures for the management, adoption and commercialisation of intellectual property
- the Fraud and Corruption Control Plan which sets out measures to minimise the risk of fraud and corruption within LiveCorp and from external perpetrators.

Actions taken in 2022–23 to prevent fraud and corruption included staff training on cyber security, privacy laws and data breaches; an information, communication and technology services review; and an AWS well-architected review. There were no external IT security breaches, the whistleblower reporting system was not used, and the Declaration of Interest register was updated on a regular basis.

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.

As at 30 June 2023, LiveCorp had 42 active Exporter Members and 4 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 2022–23.

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 2023.

Meetings of Directors

During the period 1 July 2022 to 30 June 2023 the LiveCorp Board held eight meetings of directors. The attendances of the directors at meetings of the Board and its committees were:

DIRECTORS	DIRECTORS' MEETINGS		FINANCE, AUDIT AND REMUNERATION COMMITTEE MEETINGS	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Troy Setter	8	8	-	-
Will McEwin	6	5	2	2
Prue Bondfield	8	8	4	4
Angus Adnam	2	2	-	-
Michael Gordon	8	8	2	2
David Galvin	8	4	-	-
Su McCluskey	8	7	4	4

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 for the financial year amounted to \$149,776 (2022: deficit of \$1,177,394). This was an improvement on the budgeted deficit of \$1.28 million for the financial year ended 30 June 2023. The positive variance of \$1.4 million against budget is due to a number of factors including levy income being up \$435,000 as a result of better than forecast cattle and sheep exports and \$262,000 in investment income due to improved stock market conditions. In addition, operating costs including payroll, travel and accommodation, consultants and printing were down on budget by approximately \$600,000.

Operating environment

Indonesia faced continued challenges with foot and mouth disease (FMD) and lumpy skin disease (LSD), Australian cattle prices remained strong for much of the year, and growing consumer acceptance of frozen product has increased competition in South East Asia. This led to a further fall in feeder and slaughter cattle export numbers. Chinese demand for dairy cattle remained strong, and it resumed buying goats, overtaking Malaysia as the key market. There was a significant rebound in sheep numbers as prices fell, highlighting the ongoing demand for Australian livestock.

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 in 2022–23 by the Department of Agriculture, Fisheries and Forestry. 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).
- 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 2023 the number of members was 42 (2022: 40) and the maximum amount which could be contributed is \$4,200 (2022: \$4,000).

Company secretary

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

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



Prue Bondfield
Director

Dated: 29 August 2023

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 director for the audit of the financial statements of Australian Livestock Export Corporation Limited for the financial year ended 30 June 2023, 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

Sydney

Dated: 29 August 2023

Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
Revenues from continuing operations	2(a)	5,931,717	5,362,344
Other income	2(c)	262,814	(556,986)
Total revenue		6,194,531	4,805,358
Stakeholder communication program		(384,444)	(494,727)
Exporter program		(1,287,682)	(1,204,907)
Industry capability program		(263,480)	(340,382)
Services and innovation program		(379,111)	(365,218)
Joint program	3	(3,039,775)	(2,792,015)
Corporate costs		(690,263)	(785,503)
Total expenditure		(6,044,755)	(5,982,752)
Net surplus/(deficit) from continuing operations		149,776	(1,177,394)
Other comprehensive income		-	-
Total comprehensive income		149,776	(1,177,394)

Statement of Financial Position

AS AT 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
Current Assets			
Cash and cash equivalents	5	1,929,636	1,018,189
Trade and other receivables	6	1,769,112	947,900
Other current assets	7	41,192	59,147
Total Current Assets		3,739,940	2,025,236
Non-Current Assets			
Financial assets	8	6,243,189	6,688,895
Property, plant and equipment	9	1,796	2,873
Right of use assets	10	22,909	91,636
Total Non-Current Assets		6,267,894	6,783,404
Total Assets		10,007,834	8,808,640
Current Liabilities			
Trade and other payables	11	1,454,908	1,152,026
Contract liabilities	12	965,056	138,359
Employee entitlements	13	169,863	180,356
Lease liability	14	29,085	82,148
Total Current Liabilities		2,618,912	1,552,889
Non - Current Liabilities			
Employee entitlements	13	57,401	44,283
Lease liability	14	-	29,723
Total Non - Current Liabilities		57,401	74,006
Total Liabilities		2,676,313	1,626,895
Net Assets		7,331,521	7,181,745
Equity			
Statutory Marketing accumulated funds	15(a)	6,280,436	6,092,294
Statutory R&D accumulated funds	15(b)	1,051,085	1,089,451
Total Equity		7,331,521	7,181,745

Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2023	RETAINED EARNINGS (\$)
Balance at 30 June 2021	8,359,139
Total comprehensive income	(1,177,394)
Balance at 30 June 2022	7,181,745
Total comprehensive income	149,776
Balance at 30 June 2023	7,331,521

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
Cash Flows from Operating Activities			
Receipts from customers		6,288,939	5,674,836
Payments to suppliers and employees		(6,220,563)	(6,183,404)
Net cash flows from operating activities	17(a)	68,376	(508,568)
Cash Flows from Investing Activities			
Net payments for investments		708,520	(215,625)
Dividends received		205,710	228,999
Interest received		14,275	6,165
Interest paid		(2,648)	(5,776)
Net cash flows from investing activities		925,857	13,763
Cash Flows from Financing Activities			
Repayment of lease liabilities		(82,786)	(76,371)
Net cash flows from financing activities		(82,786)	(76,371)
Net increase/(decrease) in cash held		911,447	(571,176)
Cash and cash equivalents at beginning of the year		1,018,189	1,589,365
Cash and cash equivalents at end of the year	5	1,929,636	1,018,189

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023

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

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards – Simplified Disclosures issued by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*, as appropriate for not-for-profit oriented entities.

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.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

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.

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%

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023

(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.

Impairment of financial assets

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

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

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

For financial assets 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.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023

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 input.

(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 or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

(g) Research and Development

Expenditure on research is recognised as an expense when incurred.

(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.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023

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.

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. The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023

(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.

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.

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023

(r) Current and Non-Current Classification

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

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

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no 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 2023	NOTE	2023 (\$)	2022 (\$)
2. Revenue			
a) Revenue from continuing operations			
Statutory levies	2b)	2,908,105	2,748,316
Dividends received		205,710	228,999
Interest received		14,275	6,165
Grant funding		335,938	220,192
LEP project management fees		2,368,649	2,044,760
Other revenue		99,040	113,912
		<u>5,931,717</u>	<u>5,362,344</u>
b) Statutory Levies			
Marketing levies		2,423,703	2,290,674
R&D levies		484,402	457,642
		<u>2,908,105</u>	<u>2,748,316</u>
c) Other Income			
Revaluation of investments		262,814	(556,986)
3. Joint Program Expenses			
Livestock Export Program			
Animal welfare		246,790	294,855
Market access		125,650	75,841
Research and development		2,590,776	2,320,666
Supply chain efficiency		76,559	100,653
		<u>3,039,775</u>	<u>2,792,015</u>
4. Auditor's Remuneration			
Remuneration of Nexia Sydney Audit Pty Ltd for auditing the financial report.		24,700	23,300
5. Cash and Cash Equivalents			
Cash at bank		<u>1,929,636</u>	<u>1,018,189</u>

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
6. Trade and Other Receivables			
Trade receivables		1,424,588	692,512
Other receivables		-	4,523
Other receivables - statutory levy accrual		344,524	250,865
		<u>1,769,112</u>	<u>947,900</u>
7. Other Current Assets			
Prepayments		41,192	59,147
8. Financial Assets			
Designated as at fair value through profit and loss:			
Fixed interest securities		1,939,178	2,091,378
Managed funds		4,304,011	4,597,517
		<u>6,243,189</u>	<u>6,688,895</u>
9. Property, Plant and Equipment			
Office and computer equipment			
At cost		9,807	9,807
Accumulated depreciation		(8,011)	(6,934)
Total Property, plant and equipment		<u>1,796</u>	<u>2,873</u>
		Office and Computer Equipment	Office and Computer Equipment
Movements in carrying amounts:			
Balance at 30 June 2022		<u>2,873</u>	<u>4,597</u>
Additions		-	-
Disposals		-	-
Depreciation expense		(1,077)	(1,724)
Carrying amount at 30 June 2023		<u>1,796</u>	<u>2,873</u>

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
10. Right of Use Assets			
At cost		297,817	297,817
Accumulated depreciation		(274,908)	(206,181)
Total right of use assets		22,909	91,636
11. Trade and Other Payables			
Payables and accrued expenses		966,876	543,615
Unearned income		2,000	24,778
Other liabilities		486,032	583,633
		1,454,908	1,152,026
12. Contract Liabilities			
Deferred income		965,056	138,359
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			
Current			
Annual leave		111,246	129,508
Long service leave		58,617	50,848
		169,863	180,356
Non-current			
Long service leave		57,401	44,283
14. Lease Liability			
Current			
Property lease		29,085	82,148
Non-current			
Property lease		-	29,723

Lease liability is a sub-lease of premises which has an expiry date of 31 October 2023. Interest expense relating to leases was \$2,648 (2022: \$5,776).

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
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		6,092,294	7,128,180
Allocation of current year surplus		188,142	(1,035,886)
		6,280,436	6,092,294
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		1,089,451	1,230,959
Allocation of current year surplus		(38,366)	(141,508)
		1,051,085	1,089,451
16. Commitments			
a) Other commitments			
Service agreement - ALEC			
- Within 12 months		250,000	250,000
b) Research and development expenditure commitments			
Livestock Export Program			
- Within 12 months		500,000	550,000
c) Marketing expenditure commitments			
Livestock Export Program			
- Within 12 months		500,000	500,000

Notes to the financial statements

FOR THE YEAR ENDED 30 JUNE 2023	NOTE	2023 (\$)	2022 (\$)
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17. Cash Flow Information**a) Reconciliation of cash flows from operations with surplus after income tax**

Surplus/(Deficit)		149,776	(1,177,394)
Depreciation		69,804	70,451
Revaluation of investments		(262,814)	556,986
Investment income recognised in surplus or deficit		(219,985)	(235,164)
Interest paid		2,648	5,776
(Increase)/decrease in receivables		(821,212)	39,254
Decrease in other current assets		17,955	17,826
Increase in payables		302,882	300,337
Increase/(decrease) in deferred income		826,697	(7,492)
Increase/(decrease) in provisions		2,625	(79,148)
Cash flows from operating activities		68,376	(508,568)

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		451,004	766,938
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Key management of the Company are the members of LiveCorp's Board of Directors and senior management.

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 2023 and 30 June 2022.

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 76 to 90, are in accordance with the *Corporations Act 2001*, including:
 - (i) complying with Australian Accounting Standards – Simplified Disclosures, the Corporations Regulations 2001 and other mandatory professional reporting requirements; and
 - (ii) giving a true and fair view of the company's financial position as at 30 June 2023 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



Prue Bondfield
Director

Dated: 29 August 2023

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 2023, 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 2023 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards - Simplified Disclosures and the Corporations Regulations 2001.

Basis for opinion

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

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

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

Other information

The directors are responsible for the other information. The other information comprises the information in Australian Livestock Export Corporation Limited's annual report for the year ended 30 June 2023, 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 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_responsibilities/ar4.pdf. This description forms part of our auditor's report.



Nexia Sydney Audit Pty Ltd



Mark Boyle
Director

Dated: 29 August 2023

Consultants and providers

PARTY/ CONSULTANT	PROJECT/ SERVICES	CONTRACT START DATE
ACIL Allen	Performance and value of the live sheep export trade	January 2023
AgriFutures Australia	Collaboration agreement - Operation of the grow ^{AG} website	July 2022
AgSTAR Projects	Update of the Registered Establishment biosecurity plan templates	December 2022
Anvil Media	Videos on the value of the live dairy cattle export trade	July 2022
AUSVET	Exotic disease preparedness for livestock export ships	March 2023
Canopi	Development of training material for shipboard animal welfare surveillance	March 2023
Exogee	HSRA Online	July 2022
Horticulture Innovation Australia	Research for impact	June 2023
Impact Innovation Group	Open Innovation Pipeline	November 2022
Indonesian Society for Animal Science	Strengthening smallholder farmers' resilience against the threat of lumpy skin disease	August 2023
Integrity Ag and Environment	Undertaking a life cycle assessment of the livestock export supply chain	June 2023
Intuitive Solutions	Livestock export industry snapshot (survey)	August 2022
KPMG	Data stocktake quadrant analysis	July 2022
Square V	LIVEXCollect digital platform	January 2023
Square V	Livestock export industry data standards	April 2023
The Livestock Collective	Communications support	July 2022
University of New England	Managing effluent produced by livestock vessels	June 2023
Virtually There Training	Virtual reality stunning training tool	November 2022
Voconiq (Reflexivity)	Community sentiment survey – Phase 2	June 2023
Young Livestock Exporters Network	2022–23 sponsorship agreement	July 2022

Livestock exports by destination 2022–23

COUNTRY	VOLUME				MARKET %			
	Beef cattle	Dairy cattle	Goats	Sheep	Beef cattle	Dairy cattle	Goats	Sheep
Brunei	4,832	-	-	-	1.0	-	-	-
China	5,831	100,207	6,940	500	1.2	91.8	61.1	0.1
Indonesia	320,791	340	500	490	67.2	0.3	4.4	0.1
Israel	40,237	-	-	208,600	8.4	-	-	30.2
Japan	2,607	-	-	-	0.5	-	-	-
Jordan	1,100	-	-	18,000	0.2	-	-	2.6
Kuwait	810	-	-	291,744	0.2	-	-	42.2
Malaysia	4,938	3,859	3,807	37,578	1.0	3.5	33.5	5.4
Oman	-	-	-	48,000	-	-	-	6.9
Other*	-	2,998	5	835	-	2.7	0.0	0.1
Philippines	17,521	1,753	104	50	3.7	1.6	0.9	0.0
Qatar	100	-	-	25,000	0.0	-	-	3.6
UAE	1,024	-	-	61,000	0.2	-	-	8.8
Vietnam	77,664	-	-	-	16.3	-	-	-
TOTAL	477,455	109,157	11,356	691,797				
FOB Value (\$)	\$781,226,560	\$368,923,311	\$7,050,897	\$84,943,146				

*Other includes Bangladesh, Hong Kong, New Zealand, Pakistan, Singapore

TOTAL BY REGION	VOLUME				MARKET %			
	Beef cattle	Dairy cattle	Goats	Sheep	Beef cattle	Dairy cattle	Goats	Sheep
Asia Pacific	113,393	105,819	10,851	38,948	23.7	96.9	95.6	5.6
EMENA	43,271	1,388	-	652,344	9.1	1.3	-	94.3
Indonesia	320,791	340	500	490	67.2	0.3	4.4	0.1
Other	-	1,610	5	15	-	1.5	0.0	0.0
TOTAL	477,455	109,157	11,356	691,797				

Source: Australian Bureau of Statistics



Credit: Ihsan Rabbani



**Australian Livestock Export
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