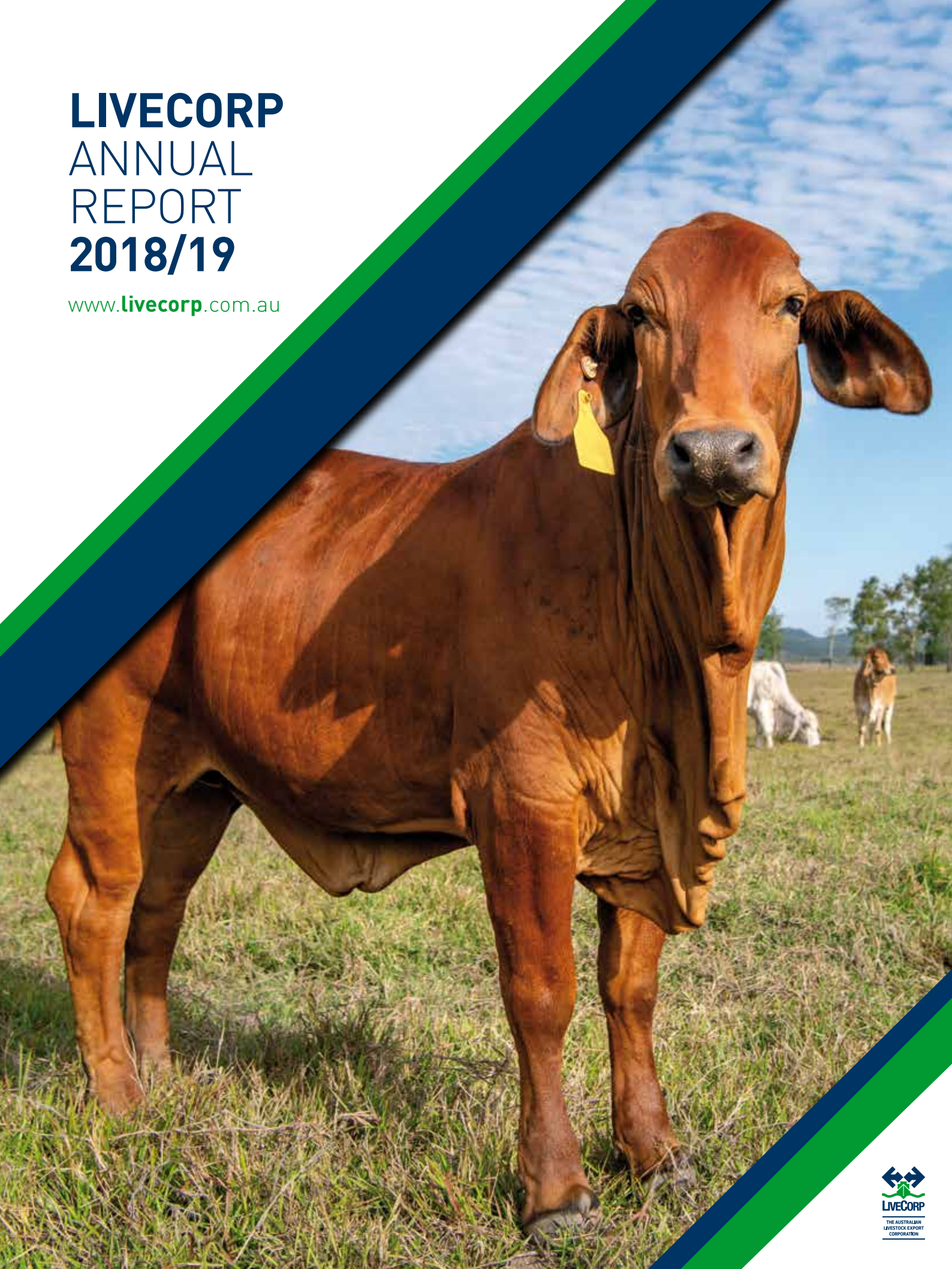


LIVECORP ANNUAL REPORT 2018/19


www.livecorp.com.au





VISION

Driving world leading research, development and extension, supported by innovative services, that underpins the sustainability of the livestock export sector as a trusted, valued and connected contributor to animal health and welfare.



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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CHAIRMAN'S REPORT

It has been a year of challenge and change. For live sheep exporters, a suspension of shipments to the Middle East from June to October was followed by a federal election with uncertain policy outcomes for live exports, continuing reviews, and more uncertainty. The cattle industry was devastated by floods in Queensland, with live exports proving their worth as this and ongoing drought in other areas saw massive de-stocking.

Through it all, LiveCorp has continued to support members and the industry in their unrelenting pursuit of improvement, through the provision of research and development (R&D), marketing and technical services.

Total livestock export volumes dropped by almost 22%, although values increased almost 17% year-on-year.

With no shipments in live sheep for the first months of 2018-19, decreased stocking densities, and an industry-imposed moratorium for the last month, total numbers dropped below one million head, down 47% on the previous year. Kuwait and Qatar were the key markets for sheep shipped by sea, and Malaysia for those sent by air.

The on-going drought across large parts of Australia resulted in further turn-off, and live cattle exports increased more than 29% on the previous year as the trade provided competition for those animals. Indonesia and Vietnam continued as the key destinations, both up more than 30%, while the China dairy heifer trade increased 164% year-on-year, due to cyclical demand.

Exports of breeder goats to China increased by a similar amount, to total 3,368 head. Overall, breeders made up almost half of the number of goats exported, pushing up value by 49% despite a slight decline in volume to 18,650 head.

The numbers demonstrate very clearly the on-going demand for live animals by our trading partners, and the skill of our exporter members in maintaining supply despite some challenges. Meanwhile, research released through the year highlighted the benefits to Australia, with almost 10,000 people employed across the live cattle supply chain, and farmers retaining 40-57% of the value of the trade.

A key responsibility of the board is the company's financial position. I am pleased to say we have adequate reserves to meet contingencies and provide the flexibility to support members if unforeseen circumstances arise. We have also once again had a completely clean audit, a credit to our highly skilled management team.

Key events of 2018-19:

- For the first three months of the reporting period, there were no live sheep exported to the Middle East. This had a profound effect on the trade and our customers, as did ongoing uncertainty due to multiple ongoing regulatory reviews.

LiveCorp dedicated enormous resources to providing advice to industry on the outcomes of the McCarthy

review, making submissions to the Heat Stress Risk Assessment (HSRA) review, responding to the draft report from the ASEL review, and ensuring Pen Air Turnover audits were carried out on vessels.

While it is true the sheep trade has dominated the year's activities, the effort has been vital to the entire live export industry as there are significant potential implications for cattle in the outcomes of these reviews.

- LiveCorp managed Commonwealth Government grants at unprecedented levels, totalling almost \$4 million.

Important research into the possibilities offered by dehumidification technology was fast-tracked, with a trial on board an empty vessel carried out and modelling now being developed. It is blue sky research that it is hoped may one day allow a step-change in our ability to export sheep to the Middle East, but there are many questions still to be answered.

The establishment of an independent, not-for-profit company to deliver the Livestock Global Assurance Program (LGAP) builds on many years of investment by LiveCorp. With a Board under Chairman Jim Cudmore and CEO Dr Eliot Forbes now in place for AniMark, the industry has taken a major step toward greater supply chain accountability that should help to maintain market access.

Two projects also provided monitoring, on the spot health and welfare advice and reporting to support an Indonesian government program providing breeding cattle to small holders.

- The Red Meat Advisory Council initiated two projects through the year. One was to develop the Meat Industry Strategic Plan (MISP) 2030, which is expected to be launched in October 2019.

The second involved a review which recommended significant structural change in the Memorandum of Understanding (MoU) outlining the relationship between peak bodies and R&D Corporations. As part of the MoU review, members of the Australian Livestock Exporters' Council (ALEC) voted to explore the potential for amalgamation with LiveCorp, and work is now underway to investigate the benefits, costs, and legislative impediments.

LiveCorp will continue to work constructively to ensure, whatever the outcome, a structure remains in place that delivers a strong marketing and R&D effort on behalf of its live export members.

Under the services agreement with ALEC, LiveCorp has supported a number of initiatives to assist with ALEC's industry re-set program and implement the recommendations of its governance review. It is pleasing to note the establishment of a Code of Conduct Committee.

Looking ahead, a number of questions continue to hang over the industry.

CHAIRMAN'S REPORT

The sheep trade is now looking into how to implement an eight month shipping schedule. Trade resumed in October 2018 under new conditions and there were very successful shipments through to the end of May 2019, when an industry-led voluntary moratorium on shipments through the northern summer was mandated by the regulator.

Unpredictable seasons continue to impact supply. On top of half a million head of cattle lost in the north Queensland floods, female slaughter has hit new records as drought bites across several states, leading to fears on the ability to recover herd numbers once conditions return to normal.

There is continuing demand for live animals and, supply aside, LiveCorp will continue to assist Meat & Livestock Australia (MLA) and the Livestock Export Program (LEP) to gather and analyse data and work to ensure protocols are in place to allow the trade to participate in those markets.

Given dairy cattle exports are double that of the previous year, it is essential to see the implementation of the statutory dairy levy, which has been under discussion for several years, to allow LiveCorp to better service that sector.

I also look forward to AniMark implementing the next stage of LGAP, to have it up and running in its first markets within 12 months.

As this is my final report as Chairman, I have been looking back on my years on the LiveCorp Board.

I joined LiveCorp a few months before the suspension of the Indonesian cattle trade in 2011 – a baptism of fire! The introduction of ESCAS to all species and markets had a profound impact on the industry and lifted the bar on animal welfare globally. More recently, it has been the sheep trade at the centre of high profile issues that have impacted on the industry.

Throughout it all, LiveCorp has remained an important part of the process. I have been privileged to see a level of service to the industry that, had it not been there, would have made the task all the harder.

As a sheep and cattle producer in Western Australia, I have relied on the strength of the trade for most of my farming life. Working with LiveCorp provided an opportunity to visit the Middle East and experience the complexity of what is not just one, but many different markets. On three occasions I assisted handling sheep in Kuwait during the Eid al-Adha festival. There is no doubt exporter and importer efforts, supported by LEP programs, have transformed the animal welfare outcomes in these markets. In Indonesia, our largest cattle market and home to some 268 million people, I saw first-hand what happens when you have buy-in to adopt ESCAS and allow the trade to continue.

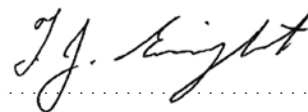
The ingenuity and resilience of our exporter members has been impressive, as they dealt with the challenges of regulatory, market and economic issues. The export figures in this report demonstrate the capacity to overcome those challenges and maintain exports across the world.

In closing, my thanks go to fellow LiveCorp Directors for their support and advice in providing the governance of the company. I particularly thank company secretary Liesel Alexander for her work managing board operations. We reviewed board performance this year and a number of recommendations to improve board function have been implemented. To the ALEC Board under the leadership of the Hon. Simon Crean, my thanks also for their continuing cooperation and support.

I acknowledge MLA chair Dr Michele Allan, former Managing Director Richard Norton, and new MD Jason Strong, as well as MLA staff, for their efforts on behalf of exporters through the Livestock Export Program and R&D Program. It is a key relationship, linking the industry from producer to customers.

Over the past year, I have been impressed more than ever by the dedication of LiveCorp staff in the face of enormous pressure. It is a tribute to the leadership of CEO Sam Brown and the management team that so much has been done to support the ongoing needs of the industry while making comprehensive submissions to multiple enquiries.

Lastly, I thank our members and the state and territory exporter associations for their strong engagement with LiveCorp. This takes many forms, both formal and informal, but is so necessary to ensure LiveCorp programs meet expectations, add value to the live export business and assist with the challenges ahead.



Terry Enright
Chairman





CEO'S REPORT

Our industry came under enormous pressure throughout 2018-19. LiveCorp drew on every ounce of knowledge and experience as the only research and development corporation solely focused on livestock exports to navigate the trade towards a stronger and more sustainable future.

The need to get it right comes from knowing the importance of the trade to rural communities, and in some cases their total dependence on a stable livestock export industry. This was highlighted by economic analysis through the year showing Australian cattle producers capture the greatest share of the value generated by the trade.

The LiveCorp team stepped up to the challenge at every turn, working tirelessly and with a great sense of care and dedication. We responded to multiple reviews, supported ALEC, and provided technical advice to help exporters understand, adjust and implement regulatory changes, while also delivering on a range of industry priorities and major government grant projects.

An extraordinary level of technical input was included in LiveCorp's submissions to the Heat Stress Risk Assessment (HSRA) review, with major analysis carried out by some of Australia's foremost scientific authorities to challenge the recommendations put forward by the technical panel. The fact that both sides of the debate referenced LiveCorp's research in their submissions speaks volumes of our contribution to research into heat stress over many years, which was acknowledged by those conducting the reviews.

The acceleration of the review of the Australian Standards for the Export of Livestock (ASEL) added to the workload, but also provided the industry with greater certainty. It was pleasing to see LiveCorp's advice and research accepted in several of the recommendations, and we commend the committee for taking time to question and understand the implications of potential changes.

Along with the reviews, LiveCorp was kept busy managing government grants. Funding was provided to assist with the establishment of AniMark Limited – the company which will implement and manage the Livestock Global Assurance Program (LGAP). LiveCorp supported the development of a constitution, and operational and governance arrangements, as well as the appointment of directors and a Chief Executive Officer. We delivered on time and under budget while also ensuring AniMark is built on strong foundations, given its importance to the industry.

LiveCorp also attracted a grant to support our Open Innovation project, which began in early 2018 to identify technologies that may address the challenges of humidity and heat stress. As our first venture into this type of research pathway, we were fortunate to receive funds that allowed the completion of a series of trials. Analysis is now underway on the considerable amounts of data collected from the trials.

The result of the high-pressure year has been a renewed focus for LiveCorp and the industry as a whole.

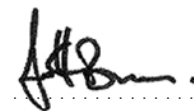
The exporter-led moratorium on sheep shipments to the Middle East marked a key turning point, sharpening the focus on areas of risk and taking proactive steps to mitigate them through research, management and policy. Shipments in May 2019, ahead of the moratorium, broke records for the successful delivery of sheep that set new targets and identified means of further improvements.

The industry also embraced transparency, with the rise of 'The Sheep Collective' and the spread of its mantra of 'nothing to hide'. LiveCorp has been proud to support and drive leadership in the industry, and is ready to stand side by side with our members and stakeholders in taking on the challenge.

We are also working with the red meat industry more widely, following a review of the Memorandum of Understanding outlining the relationship between the Peak Industry Councils and service providers such as LiveCorp. New structural arrangements are being investigated, in an effort to modernise organisations and create efficiencies. LiveCorp is open to change – provided the changes achieve a positive outcome for the industry. In our mind, this includes a focus on the most important issues, not the most agreeable; ensuring there continues to be specialised expert knowledge of the livestock export industry; and a culture of looking at failure constructively and learning from it.

Throughout the year, the trade has relied on LiveCorp's stability and its positive, can-do attitude, and I thank the team for their enormous effort and commitment. I also acknowledge the support and collaboration of the Board, along with MLA, the LEP and ALEC.

We still have more to do. LiveCorp is investing in research to understand public sentiment, in tools and channels to better communicate with industry and the community, and in more effective approaches to extension and adoption. We are confident the industry has a strong future and will continue to push the boundaries to carry out projects better and faster in support of its efforts.



Sam Brown
CEO

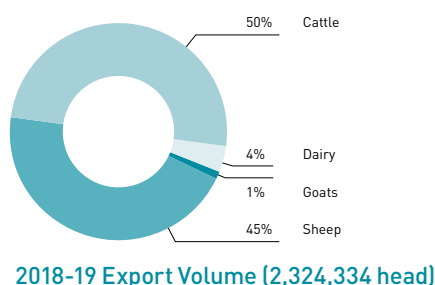
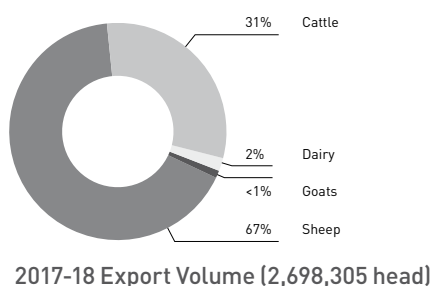


INDUSTRY OVERVIEW

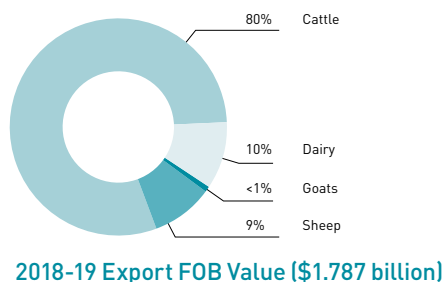
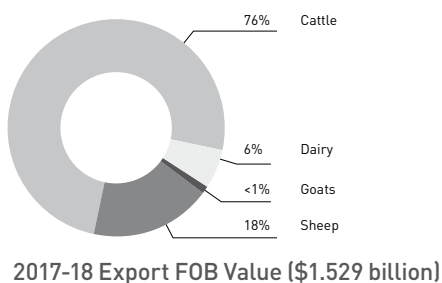
VOLUMES AND VALUES

Total livestock export volumes decreased 21.7%, with a 16.9% uplift in livestock export values year-on-year in 2018-19. The significant decline in export volumes was caused by the interruption to live sheep exports to the Middle East between July and October 2018 and the industry self-imposed three month moratorium that came into effect in June 2019. However, in overall terms, the trade reported an increase in export value as a result of a 29.3% increase in live cattle exports.

The trading environment for cattle was favourable with prices declining on the prior year, averaging \$3.00/kg liveweight delivered Darwin, and a depreciating Australian dollar. The widespread dry conditions persisted across many key production regions forcing producers into herd liquidation.



Source: ABS



Source: ABS

CATTLE

Over the reporting period, cattle exports reached 1.26 million head, up 29.3% on the previous year. Total live cattle exports were valued at \$1.64 billion in 2018-19, up 29.4% on the previous year.

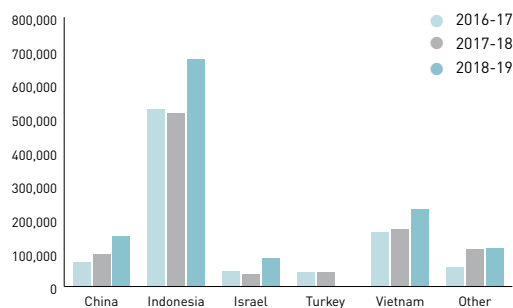
2018-19 saw the continuation of drought conditions from the prior year across many parts of Australia which will further delay herd rebuilding efforts and resulted in continued turn-off, causing cattle prices to ease slightly. Across the year, the average price for a light steer ex-Darwin was \$3.00/kg liveweight, marginally down on the 2017-18 average of \$3.12/kg liveweight.

Indonesia continues to demonstrate its importance to the livestock export industry, importing 671,000 head in 2018-19 (up 30.5% year-on-year). Market conditions were favourable as importers sought to build feedlot numbers to meet strong consumer demand for fresh beef. However, Indonesian feed lotter's have experienced a level of uncertainty as a result of the 5:1 feeder for breeder cattle policy audit in December 2018.

Vietnam exports reached 231,000 head (up 35% year-on-year). The combination of African swine fever and low numbers of local cattle are driving demand for Australian cattle. Following a period of consolidation and restructuring, there have been improvements to the capacity and efficiency of supply chains to extract value from Australian cattle. This has seen the market evolve from a slaughter only market to importing 35,000 head of feeder cattle in 2018-19.

Overall cattle exports to China increased 55.5%, to 151,000 head in 2018-19. The exports were evenly spread at 76,000 head of slaughter and breeder cattle and 75,000 head of dairy heifers. The China dairy heifer trade experienced a 164% increase year-on-year. The uplift in dairy exports has been due to cyclical demand for dairy breeder replacements from China's dairy sector.

Turkey stopped issuing import permits in 2018-19 resulting in a halt to the importation of all feeder and slaughter cattle. This was a 43,000 head market in 2017-18. As a result, export capacity was directed to Israel which reached 86,000 head (up 129% year-on-year). All other markets across South East Asia (SEA) and the Middle East remained static.



Cattle Exports By Destination

Source: ABS

INDUSTRY OVERVIEW

SHEEP

One million head of sheep were exported during 2018-19, down 47.0% on the previous year. Total live sheep export values decreased 45.1% year-on-year, to \$142 million.

Following the 60 Minutes footage of poor animal welfare with sheep on-route to the Middle East during the Northern Hemisphere summer, the Department of Agriculture (department) undertook a wide range of regulatory reviews of the live sheep trade to the Middle East which saw the introduction of several new measures. The new requirements included: independent observers on-board all livestock export shipments, changes to the stocking density, Pen Air Turnover audits of all vessels transporting sheep to the Middle East, a reduction in the reportable mortality threshold, and the introduction of the Independent Inspector General for Live Animal Exports.

Due to the wide sweeping changes introduced by the government, exporters took a cautious approach in navigating the new regulations, which resulted in no shipments of live sheep for the four months of July to October 2018.

In late 2018, ALEC announced a three month moratorium on sheep shipments to the Middle East during the Northern Hemisphere summer that came into effect on 1 June 2019.

Consequently, exports to Israel, Jordan, Kuwait, Oman, Qatar and United Arab Emirates declined by 49% year-on-year from 1.92 million head to 989,000 head to reflect the seven months the trade operated and the capacity of the shipping vessels that service the region.

Exports to SEA and Russia were static at 58,000 head.

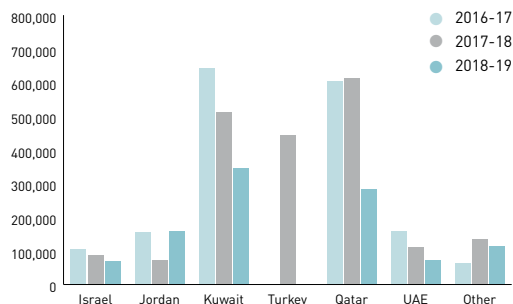
GOATS

In 2018-19 goat exports declined year-on-year by 2.8% to 18,650 head. However, the total value of these exports increased by 49.0% on the 2017-18 value to \$7.2 million.

The increase in value is driven by breeder goats accounting for 48% of the number exported. The average Australian Bureau of Statistics (ABS) value for breeder goats was \$665/head against \$146/head for slaughter goats.

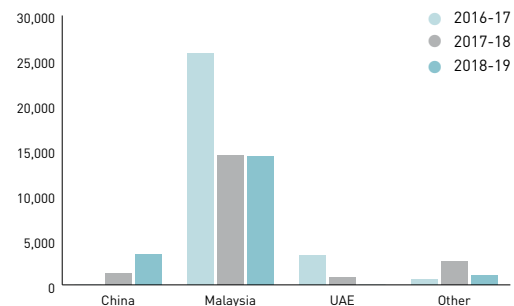
Exports to Malaysia, Australia's largest market for live goats, decreased 1.2% year-on-year, to 14,268 head. Australian goat production and exports are exposed to the somewhat volatile supply of the rangeland goat flock and seasonal conditions. The surge in live goat prices in 2017 has resulted in a dramatic decline in trade (down 77% to 18,650 head in 2018-19 from 80,730 head in 2015-16). This led Malaysian importers to seek alternative, more affordable sources of live goats and other substitute products like sheep, as sheepmeat can be used interchangeably with goatmeat in many Malaysian dishes.

Exports of breeder goats to China increased by 163% year-on-year, to 3,368 head.



Sheep Exports By Destination

Source: ABS



Goat Exports By Destination

Source: ABS

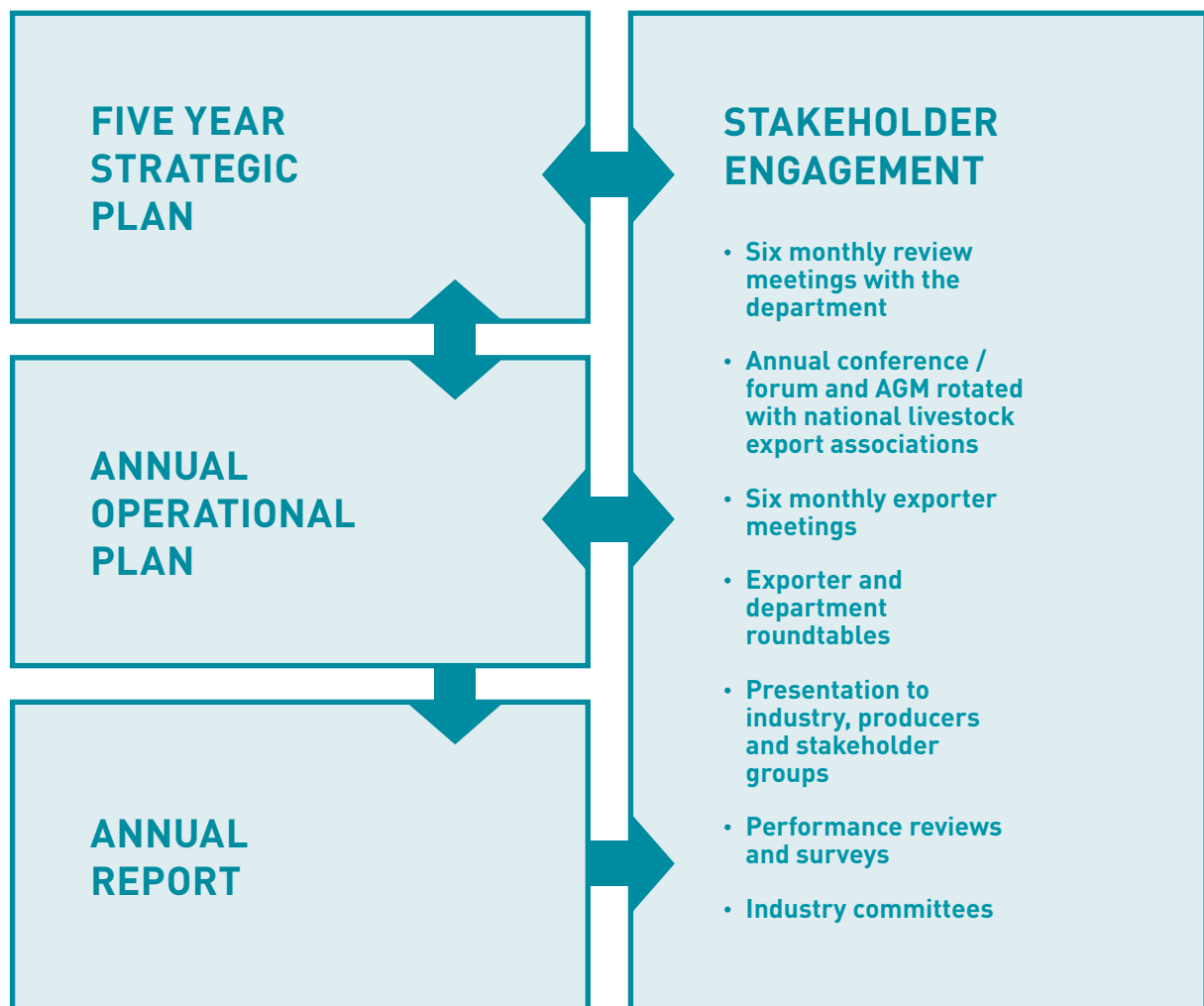
THE ROLE OF LIVECORP

LiveCorp is the rural Research and Development Corporation (RDC) for the Australian livestock export industry. LiveCorp's role is to provide research, development, extension (RD&E) and marketing services (promotion of animal welfare standards and preference for Australian livestock overseas) to enhance the productivity, sustainability and competitiveness of the livestock export industry for the benefit of Australia's livestock exporters.

As a recipient of statutory levies on the export (by sea and air) of live beef cattle, sheep and goats, LiveCorp is party to a Funding Agreement (FA) with the Commonwealth of Australia represented by the Department of Agriculture (department) which sets out provisions on the use of levy funds as well as associated reporting and accountability obligations.

To deliver its programs and services, LiveCorp continually monitors its operating environment and, in consultation with its members and key stakeholders, regularly considers, reviews and evaluates its priorities and activities.

The review and consultation process is represented in the diagram below:



PROGRESS AGAINST LIVECORP'S STRATEGIC PLAN 2016-2020

The 2018-19 financial year marked LiveCorp's fourth year of operation under the 2016-2020 Strategic Plan.

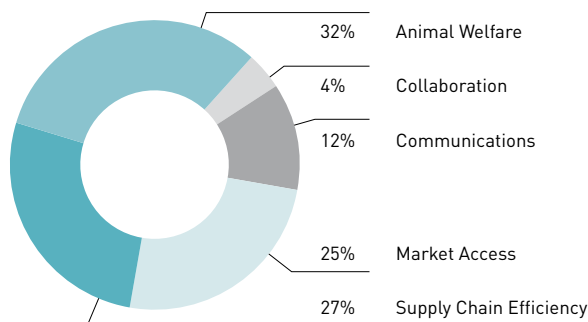
The LiveCorp 2016-2020 Strategic Plan sets the aims, objectives, outcome statements and Key Performance Indicators (KPIs) to direct investment of levy payer funds to meet defined livestock export industry needs.

The Strategic Plan identifies five Strategic Objectives:

- Achieve continuous improvement in animal health and welfare across the supply chain.
- Improve supply chain efficiencies and regulatory performance.
- Enhance market access and conditions for both existing and new markets.
- Develop and deliver targeted exporter, government and other stakeholder communications that serve to secure, promote and inform the activities of the livestock export sector.
- Maximise collaboration with key Australian and international stakeholders involved in the livestock export industry.

To deliver against the Strategic Objectives, LiveCorp develops an Annual Operational Plan (AOP) to identify the priorities for the year ahead and fund programs to undertake activities in pursuit of the agreed outcomes. The AOP defines the deliverables and KPIs for each program. This Annual Report is reporting against the 2018-19 AOP.

The chart below represents LiveCorp's 2018-19 expenditure as a percentage against each of the Strategic Objectives.



LiveCorp Expenditure by Strategic Objectives

ACHIEVEMENTS AGAINST THE 2018-19 AOP

The table on the following pages shows LiveCorp's achievements against the 2018-19 AOP and deliverables against the Strategic Plan as of 30 June 2019.

STRATEGIC OBJECTIVE 1

Achieve continuous improvement in animal health and welfare across the supply chain

Objectives and Outcomes	Performance in 2018-19
<p>2016-20 Strategic Objective Outcomes</p> <ul style="list-style-type: none"> ● The provision of animal welfare technical support is identified through market research as adding significant value to exporters' businesses and the Australian livestock export industry. ● Training programs are undertaken domestically and in-market with demonstrable improvements in animal welfare and implementation of regulatory requirements. ● Increased adoption of training and support programs is evidenced through reduced animal health and welfare issues reported. ● R&D outcomes that improve animal health and welfare are extended and communicated to industry stakeholders effectively. <p>2018-19 AOP Outcomes</p> <ul style="list-style-type: none"> ● People in livestock export supply chains have the skills, knowledge, capacity and access to resources to deliver good animal health and welfare outcomes. ● Livestock export supply chains use infrastructure that supports good animal health and welfare outcomes. ● Livestock export supply chains understand and implement Australian animal welfare regulatory requirements. ● Reporting framework adopted and refined to support the RD&E animal welfare indicators pilot project and broader ongoing research data collection. ● RD&E projects that support improved animal health and welfare are commissioned. 	<ul style="list-style-type: none"> • Two Shipboard Stockperson Accreditation courses were delivered to 36 attendees. • LiveCorp delivered the second Australian Accredited Veterinarians (AAV) Forum in 2018. The Forum was recognised by the Australian Veterinary Association (AVA) as a professional development activity. • With grant funding from the Commonwealth, LiveCorp provided monitoring of the 2,675 Australian breeding cattle imported under the Government of Indonesia's smallholder-breeding program. • LiveCorp reviewed the Veterinary Handbook for Cattle, Sheep and Goats, to reflect advances in information and knowledge about conditions affecting livestock during the export process and changes in the monitoring of animal health and welfare during export. The updated content was made available online in July 2018. • The Collaborative Funding Program was delivered with 24 in-market projects receiving \$400k of LEP funding that was matched by the exporters. • The LEP continued to assist with the delivery of the \$1.4 million Managing Abattoirs, Training and Exchange of Skills (MATES) program, funded by the Australian Department of Foreign Affairs and Trade (DFAT) over two years, to improve animal welfare and training to Vietnamese abattoir owners. The initial program has evolved from a skills training program to the development of a framework for businesses to deliver their own Quality Assurance systems. • In Indonesia, the LEP delivered: <ul style="list-style-type: none"> • two animal welfare seminars, focussing on stunning and halal slaughter, with 100 participants in total attending the seminars • two workshops, to 73 participants, on animal behaviour and good handling practices, animal health, breeding and reproduction, and lairage design that supports good workflow and low-stress animal handling • three cohorts of feedlot managers and operators received training in the areas of breeding, nutrition and reproduction, under the Indonesia Australia Red Meat and Cattle Partnership (IA-RMCP) skills development program. • The LEP supported three Supply Chain Business Development Managers in three Vietnamese supply chains to respond to animal health and welfare and regulatory requirement related issues on a daily basis and create alternative behaviour pathways to respond to matters as they arose. • The LEP provided technical support during the key festival periods of Eid al-Adha, Eid al-Fitr, Ramadan and Korban. • Research projects and extension materials underway or completed can be found on pages 65 to 69.

Investment in 2018-19:

\$1,793,000 (M\$1,290,000, R\$503,000)*

● On target to deliver
● In progress
● Not on target to deliver
● Achieved
● Not achieved
* Unmatched Research \$






STRATEGIC OBJECTIVE 2

Improve supply chain efficiencies and regulatory performance

Objectives and Outcomes	Performance in 2018-19
<p>2016-20 Strategic Objective Outcomes</p> <ul style="list-style-type: none"> Improved regulatory systems are adopted by industry and the level of red tape is reduced. Peak Councils and the Australian Government regard LiveCorp's advice on livestock export industry issues as significantly valuable. Improvements to skills development, infrastructure, port facilities, registered premises and other supply chain elements are identified to support supply chain efficiencies. R&D input and support for the development and improvement of key regulatory or industry standards and systems (e.g. ASEL, ESCAS) leads to a more co-regulatory process. The RD&E program outcomes are adopted and deliver new innovations and technical materials improving the performance of livestock throughout the Australian livestock export supply chain. <p>2018-19 AOP Outcomes</p> <ul style="list-style-type: none"> New and/or improved livestock export regulatory processes are implemented to increase regulatory performance by livestock exporters. People in export supply chains have the knowledge, skills and tools to improve control, traceability, sustainability and productivity. RD&E projects that support ongoing improvements to existing regulation and industry quality assurance are commissioned. 	<ul style="list-style-type: none"> With grant funding provided by the Commonwealth, LiveCorp established a not-for-profit company to implement, administer and manage the Livestock Global Assurance Program (LGAP). The new company, AniMark Limited, was incorporated in June 2018 with an inaugural board of directors. Over the following months AniMark's establishment, governance and administration requirements were put in place and in April 2019 the funding agreement and balance of the grant funds were novated to AniMark. Following the release of the McCarthy Review in May 2018, LiveCorp provided considerable support and technical advice to ALEC and individual exporters on what the recommendations meant for them. LiveCorp provided two detailed submissions to the Technical Reference Panel that was established by the department to consider the HSRA specific recommendations of the McCarthy Review. LiveCorp developed several submissions to the Australian Standards for the Export of Livestock (ASEL) Review, which covered both sea transport and air exports, and provided technical support and advice, including in relation to relevant R&D, towards ALEC in preparing its contributions. LiveCorp continued to be a key member of the industry / government roundtables held at various intervals. The roundtables provide the consultative mechanism for the Department to discuss proposals with livestock export industry bodies. The LEP delivered a strategic program in Vietnam with six supply chains to understand bottlenecks in specific businesses and capture more value from Australian cattle. This program has demonstrated results such as one abattoir increasing throughput from 10 to 140 head per night; and an importer shifting from trading with small separate abattoirs to processing 200 head per month in their own facility and looking to expand further and import feeder cattle to add greater value. The Vietnamese Government engaged with the LEP on their animal welfare and movement control legislation, creating opportunities for harmonisation with Australian expectations. The LEP in-market programs delivered technical advice including: <ul style="list-style-type: none"> infrastructure design and flow at feedlots and slaughterhouses flow of livestock and reduced human intervention measures to ensure good handling practices and generate better efficiencies for supply chains disseminating information about heat management, and supported heat stress trials and monitoring projects through the Co-funding Program providing supply chains with the relevant tools, skills and knowledge on animal welfare, traceability and control Research projects and extension materials underway or completed can be found on pages 65 to 69.

Investment in 2018-19:

\$1,466,000 (M\$1,128,000, R\$186,000)*

 On target to deliver
  In progress
  Not on target to deliver
 Achieved
  Not achieved
 * Unmatched Research \$

STRATEGIC OBJECTIVE 3

Enhance market access and conditions for both existing and new markets

Objectives and Outcomes	Performance in 2018-19
<p>2016-20 Strategic Objective Outcomes</p> <ul style="list-style-type: none"> Industry and government confirm their support of LiveCorp market access activities. Maintain and improve access activities to existing markets and assist with the opening of new markets. Facilitation of trade delegations to and from Australia in support of market access objectives is increased. RD&E projects are conducted to facilitate continued access to existing markets and the opening of new markets. <p>2018-19 AOP Outcomes</p> <ul style="list-style-type: none"> The livestock export industry is coordinated and united in its priorities and advice on market access issues and support for delegations. Strong relationships and on-going engagement exist between the livestock export industry and overseas and Australian governments that establish market priorities and monitor in-market conditions. Australia's animal health systems and structures are efficient and effective in supporting market access and improving Australia's animal health reputation. RD&E projects that facilitate continued and new access to markets are conducted. 	<ul style="list-style-type: none"> One face-to-face Protocol Committee meeting was held. New market access agreements were completed in 2018-19 with Sri Lanka for breeder goats, and India for breeder sheep and goats. Key market access maintenance in 2018-19 included: <ul style="list-style-type: none"> Japan - negotiations are continuing to progress towards an agreement of the Japan breeder cattle protocols China - dialogue continues on the additional pre-export requirements applied by China on the feeder and slaughter cattle protocol Thailand - negotiations for the establishment of new breeder cattle protocol The Philippines - negotiations for the establishment of new breeder cattle protocol LiveCorp provided logistical support and coordination of industry involvement for a senior delegation from the Japanese Ministry of Agriculture, as part of ongoing cattle protocol negotiations. LiveCorp attended briefings with the ambassadors of Vietnam and Qatar. LiveCorp commenced an Open Innovation program to identify and assess the feasibility of existing and developing technologies from across the global innovation and technology ecosystem that may address the significant challenge of humidity and heat stress during export. The program received a \$2 million grant from the Commonwealth to undertake research into the potential for technological solutions to mitigate the issue of heat stress of sheep on board livestock vessels and in on-shore facilities. The LEP in-market programs undertook a range of activities to build and support ongoing trade and market access. These included: <ul style="list-style-type: none"> a strategic approach in Vietnam to align Australian industry stakeholders and the Australian Government to promote business development and trade relationships, supporting diplomacy efforts, and delivering training and support to Vietnamese abattoir owners contributing to Vietnam's animal welfare and movement control programs exploring ways to address discrepancies between ESCAS and the Malaysian Department of Veterinary Services registration for abattoirs and collaboration on movement and animal welfare controls of Australian livestock in Malaysia delivering an interactive session at the Ruminant Conference in China which explored key market issues for importers and exporters working closely with the department and all major trading partners in EMENA to ensure communication of important changes and accuracy of information following the reviews and regulatory changes resulting from the Awassi Express incident linking industry with Australia's in-market agricultural counsellors to share information on industry priorities and to garner support for beneficial trading relationships and conditions monitoring developments around the Indonesian Government's 5:1 feeder to breeder import policy and providing information back to industry. The Indonesian Ministry of Agriculture is considering a new approach based on 5% of feedlot capacity The LEP released a set of 12 ESCAS factsheets for meat quality, food safety and hygiene in December 2018. Research projects and extension materials underway or completed can be found on pages 65 to 69.

Investment in 2018-19:

\$1,357,000 (M\$1,272,000, R\$85,000)*

● On target to deliver
● In progress
● Not on target to deliver
● Achieved
● Not achieved
* Unmatched Research \$

STRATEGIC OBJECTIVE 4

Develop and deliver targeted exporter, government and other stakeholder communications that serve to secure, promote and inform the activities of the livestock export sector

Objectives and Outcomes	Performance in 2018-19
<p>2016-20 Strategic Objective Outcomes</p> <ul style="list-style-type: none"> ● LiveCorp communications are delivered to target audiences in a timely, accessible and professional manner. ● Annual reviews of the effectiveness of LiveCorp communications are held with key stakeholder groups. ● R&D programs and the benefits that they provide are reported to exporters and the Australian community via managed LiveCorp, ALEC and MLA channels. ● Briefings are provided to producers, exporters and governments on key issues. <p>2018-19 AOP Outcomes</p> <ul style="list-style-type: none"> ● The livestock export industry, livestock producers and government are appropriately and effectively informed of LiveCorp activities and LEP projects. ● Extension of R&D that improves animal health and welfare is communicated to the industry, exporters and the community. ● The Australian community is aware of the livestock export industry's actions and commitment to achieving the industry reform strategy. ● The Australian community is aware of the contribution made by the livestock export industry to improving animal welfare practices and outcomes. 	<ul style="list-style-type: none"> • Delivered the fortnightly LEP e-newsletter outlining the latest industry developments, statistical information, events, trade, market access and media updates and the progress of industry programs and RD&E. • Developed and published the LEP RD&E Update, focused on sheep. • Developed a new publication - In-Market Insights: A look into the Northern Cattle Supply Chain. • Following the LambEx 2018 conference, the LEP hosted a field day entitled: "The future for live exports", attended by approximately 90 people. • A series of infographics was developed and distributed at the LambEx post-conference field day, outlining: <ul style="list-style-type: none"> • the domestic livestock export industry – its importance, size, revenue, participants • animal welfare – with a focus on board vessels • the importance of the industry – globally and the benefits of exporting Australian livestock. • Three e-newsletters were developed and distributed to all AAVs currently registered (approximately 100 recipients). This is in response to a commitment LiveCorp made at the November 2017 AAV Forum to ongoing engagement with AAVs and to keep them informed on developments in the industry. • Other communication activities included: <ul style="list-style-type: none"> • technical advice to support ALEC in responding to media inquiries and general issues such as country briefings, protocol negotiations, incident management and contingency planning • regular coordination of teleconferences with members and relevant stakeholders to facilitate the sharing of industry information and discussion • producing articles for publications such as AHA's Animal Health In Agriculture and The Link magazine • presenting at and attending industry functions and producer forums, including the AgTech Summit in Melbourne, a workshop with the Animal Welfare Collaborative, and the evokeAg conference. • The LEP developed a suite of market intelligence which it communicated formally and informally to stakeholders and delivered weekly Indonesian updates of key market access issues, along with monthly monitoring of cattle retail prices.

Investment in 2018-19:
\$667,000 (M\$667,000, R\$nil)*

● On target to deliver ● In progress ● Not on target to deliver
 ● Achieved ● Not achieved * Unmatched Research \$






STRATEGIC OBJECTIVE 5

Maximise collaboration with key Australian and international stakeholders involved in the livestock export industry

Objectives and Outcomes	Performance in 2018-19
<p>2016-20 Strategic Objective Outcomes</p> <ul style="list-style-type: none"> Key projects involving collaboration with Australian and international livestock and livestock export related, health or welfare organisations including aid programs are investigated and developed. Linkages with major international organisations with an interest in collaborating on animal health and welfare projects are investigated and developed. Collaboration is achieved at a national level with RDCs, research providers and the Australian livestock export industry delivering RD&E and marketing services. <p>2018-19 AOP Outcomes</p> <ul style="list-style-type: none"> RD&E collaboration is developed with other RDCs, research providers and industry participants. 	<ul style="list-style-type: none"> LiveCorp participated in the National Animal Welfare RD&E Strategy and is contributing to the following collaborative project: "Monitoring public attitudes to livestock industries and livestock welfare." LiveCorp also participated and supported the National Animal Biosecurity RD&E Strategy. LiveCorp provided funding, representation and advice on the ongoing management of the National Arbovirus Monitoring Program (NAMP). This included input to the independent review of NAMP and its processes and procedures following the placement of a temporary BTV zone in Victoria in late 2017. The LEP RD&E Program entered into a four year Project Partnership with the University of New England (UNE) as a pathway to strengthen ties with scientific institutions to enable investment in infrastructure and resources that will support the continuity and outputs of research.

Investment in 2018-19:

\$239,000 (M\$239,000, R\$0)*

 On target to deliver
  In progress
  Not on target to deliver
 Achieved
  Not achieved
 * Unmatched Research \$



PROGRAMS

LiveCorp focused its RD&E and marketing activities across two program streams to deliver on its strategies:

1. The LiveCorp Programs
2. The Livestock Export Program

Below is a summary of each program's purpose with further detail of the activities and outcomes completed in 2018-19 provided on pages 55 to 69.

LIVECORP PROGRAMS

Exporter Program

To provide and coordinate technical advice, support and activities that directly benefit LiveCorp members and the Australian livestock export industry, including issues management, time critical projects, consultation, driving specific animal welfare related initiatives, and preparing and responding to government inquiries or reviews. It is also the main source for regular consultation with ALEC on industry issues, planning, policy support and implementation.

Industry Capability Program

To gain access to new markets, maintain markets and improve existing market protocols to ensure market diversity and increase opportunities for Australian exporters and producers. It supports regulatory reform and improvements in supply chain activities by identifying efficiencies that are government and exporter priorities.

Services and Innovation Program

To enhance member knowledge, skills, capacity and capability through the delivery of training services designed to support compliance and reporting obligations for the Australian livestock export industry. It also develops improved and/or innovative information systems and tools to create deeper understanding, enhance communication methods, increase uptake and create regulatory efficiencies.

Communications Program

To provide for the effective transfer of targeted information and knowledge to exporters and key industry stakeholders, including governments, on research and marketing activities undertaken by LiveCorp and the LEP to enhance the transparency and accountability of industry's commitment to improving animal welfare outcomes.

Dairy Cattle Export Program

LiveCorp receives a voluntary contribution on exports of live dairy cattle and receipts can therefore vary significantly. Consequently, LiveCorp monitors program expenditure against receipts and refines export dairy cattle activities and deliverables accordingly. The activities under this program include providing advice and support for market access and funding representation and advice on the National Arbovirus Monitoring Program (NAMP) to underpin market access opportunities.

JOINT LIVESTOCK EXPORT PROGRAM

In recognition of the intrinsic benefit the livestock export industry provides to both producers and national businesses throughout the supply chain, LiveCorp invests in partnership with Meat & Livestock Australia (MLA) into the Livestock Export Program (LEP). MLA manages and administers the LEP.

LEP In-Market Programs

There are three in-market programs that deliver animal health and welfare services and technical and market access support overseas. They are Indonesia; Asia Pacific; and Europe, the Middle East and North Africa (EMENA).

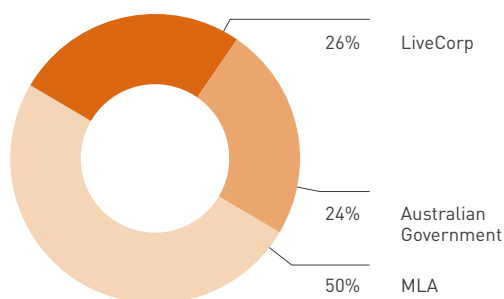
The programs target activities that support the growth, productivity and sustainability of the livestock export industry through the delivery of risk mitigation strategies, activities to build capability and address issues specific to the regions and extension and adoption of best practice livestock management.

LEP RD&E Program

The LEP RD&E Program provides the outputs that underpin LiveCorp and the LEP's ability to deliver against the strategic objectives of animal health and welfare, supply chain efficiencies and market access through the generation of information, knowledge, analysis, data and project reports.

The research is targeted at progressively identifying, understanding and seeking to resolve key animal welfare risks, market access issues or supply chain inefficiencies. This is achieved through investment in projects to gather and analyse data, build knowledge, increase productivity and fill gaps in understanding and develop, trial and implement practical extension outputs.

LEP INVESTMENT IN 2018-19



Sources of LEP Funding (\$6.27 million)

COLLABORATION

NATIONAL ANIMAL WELFARE RD&E STRATEGY (NAWRDES)

The NAWRDES is one of eight cross-sectoral strategies under the National Primary Industries RD&E Framework. The purpose is to deliver strong collaboration to address the seven strategic themes:

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

LiveCorp contributed to the following NAWRDES project in the 2018-19 financial year:

Monitoring public attitudes to livestock industries and livestock welfare		ONGOING
Delivery Organisation: University of Melbourne		Project Value: \$104,665
Description	Partners	
Development of a tool to identify public attitudes, knowledge and behaviour relating to livestock practices and animal welfare in the Australian livestock industries, and will assist in the development of communication strategies designed to inform the community on welfare related developments in these industries. The project is due for completion in June 2019.	AgriFutures Australia Australian Meat Processor Corporation Australian Pork Limited Meat and Livestock Australia	

NATIONAL ANIMAL BIOSECURITY RD&E STRATEGY (NABRDES)

The NABRDES is another cross-sectoral strategy LiveCorp continued to support in 2018-19 through the provision of funding and committee representation. This strategy aims to provide Australian livestock industries with innovative and integrated ways of preparing for, responding to and recovering from disease, pest and weed incursions. It has engagement from all nine animal based RDCs, Animal Health Australia (AHA) and the Australian Government. NABRDES has the following key areas of focus:

- prevention
- preparedness
- eradication
- containment
- management
- communication, community attitudes and awareness

There were no NABRDES projects funded by LiveCorp in 2018-19.

NATIONAL ARBOVIRUS MONITORING PROGRAM (NAMP)

Since 1989, AHA has used the NAMP to monitor the distribution of arboviruses (insect-borne viruses) of ruminant livestock and associated insect vectors in Australia. This has provided industry and government with valuable information to support international market access for Australian livestock and to provide early warning of potential changes to arboviral livestock diseases.

There continues to be an interest in Australia's bluetongue virus (BTV) status and monitoring from overseas countries, particularly China. LiveCorp provides funding and support for this valuable program along with Cattle Council of Australia (CCA), Sheep Producers Australia (SPA), Wool Producers Australia, Goat Industry Council of Australia (GICA), Australian Dairy Farmers, Australian Lot Feeders' Association and ALEC.

COLLABORATION

AUSTRALIAN GOVERNMENT GRANTS

LiveCorp works in partnership with the Australian Government, fellow RDCs and research providers on grant funded projects. Projects in progress or completed during 2018-19 were:

On-board heat stress mitigation project	ONGOING
Project Lead: LiveCorp	Project Value: \$2,000,000
Grant type: Commonwealth funding grant	
The grant was provided by the Commonwealth of Australia to research the potential for technological solutions to mitigate the issue of heat stress of sheep on board livestock vessels and in on-shore facilities. This research project has been designed with four phases and during 2018-19, an animal free (static) trial was conducted on board a livestock vessel in the Middle East to test if dehumidification may be a suitable technology to reduce humidity and therefore the incidence of heat stress for livestock during transit. The project links in with LiveCorp's work in open innovation (refer page 56) and is planned for completion in 2020.	
Support for the 2018 Indonesian breeder import program	COMPLETE
Project Lead: LiveCorp	Project Value: \$136,363
Grant type: Commonwealth funding grant	
The grant was provided by the Commonwealth of Australia to observe Australian sourced breeder cattle sent to Java and Sumatra under the Indonesian Government's breeding program.	
Extended support for the 2018 Indonesian breeder import program	ONGOING
Project Lead: LiveCorp	Project Value: \$270,000
Grant type: Commonwealth funding grant	
The grant was provided by the Commonwealth of Australia to extend the support for the Indonesian breeder import program by a further five months to the end of August 2019.	
LGAP establishment grant	COMPLETE
Project Lead: LiveCorp	Project Value: \$1,400,000
Grant type: Commonwealth funding grant	
The grant was provided by the Commonwealth of Australia in December 2017 to support the livestock export industry to implement the Livestock Global Assurance Program (LGAP). LiveCorp was tasked with establishing a not-for-profit company that would implement, administer and manage LGAP. The new company, AniMark Limited, was incorporated in June 2018 with an inaugural board of directors. Over the following months AniMark's establishment, governance and administration requirements were put in place and in April 2019 the funding agreement and balance of the grant funds were novated to AniMark. (For additional information refer to page 55)	
China-Australia Bluetongue Virus (BTV) collaboration 2017	ONGOING
Project Lead: LiveCorp Supported by: The department, Elizabeth Macarthur Agriculture Institute and Australian Animal Health Laboratory	Project Value: \$278,450*
Grant type: Agricultural Trade and Market Access Cooperation (ATMAC) program	
In 2017, LiveCorp received grant funds to engage with the Chinese Government on collaborative research on BTV and strengthen the scientific basis for government-to-government protocol negotiations. Despite repeated requests through the Australian Government, difficulty was experienced in moving the project forward, and LiveCorp is continuing to work with the department to identify alternative options.	

COLLABORATION

Developing new tools for surveillance of chlamydial infections in sheep	TERMINATED
Project Lead: University of the Sunshine Coast Supported by: LiveCorp, University of Technology Sydney, University of Tasmania, the department, McGarvie Smith Institute and Department of Primary Industries NSW.	Project Value: \$1,207,083*
Grant type: Australian Research Council (ARC) Linkage Grants program	
A three-year project that sought to improve sheep health, reduce on-farm losses for Australian producers and loss of trade in the livestock export industry by evaluating existing chlamydia tests, developing new serological tests for chlamydial infections in sheep and taking initial steps to understand vaccine possibilities. Two initial studies were completed and were due for publishing; however, due to changes within the University of Sunshine Coast, the lead scientist had to step away from this project and it was terminated in early 2019.	

*the total project values include both cash and in-kind contributions.

RD&E PROCESS

LiveCorp is committed to ensuring it invests, manages and participates in a balanced portfolio of RD&E activities which is appropriate to meeting the industry's needs and provides a positive benefit from investment for members and levy payers.

In order to attract Commonwealth matching payments and maximise the return on research dollars received from levies, LiveCorp directs its investment through MLA's R&D framework, via the LEP RD&E Program.

The LEP RD&E Program has well established governance, systems and processes that have evolved over time to support the delivery of RD&E. These systems include a representative advisory committee (LERDAC) and an industry body management committee (the LEP R&D Management Committee), which operate in concert with MLA R&D administrative, management and governance structures.

The primary objectives of LERDAC and the Management Committee are to provide structured decision-making to ensure the transparent, independent and robust review of all RD&E projects funded by LiveCorp, MLA and government. In this way, all projects are selected for investment based on merit, as well as against industry and government priorities.

In delivering a balanced portfolio of RD&E activity, LERDAC and the Management Committee undertake to:

- identify short, medium and longer-term projects for funding, on merit, against industry priorities, government priorities and LiveCorp's Strategic Plan
- address current gaps in the existing research portfolio
- increase industry return on research investment
- focus on industry benefit and the adoption of research outputs
- evaluate the risk profile of research projects against the risk appetite
- foster high-quality, relevant research which delivers benefits across multiple timeframes
- increase industry participation in research, development and adoption activities.

The figure on page 64 reflects the investment of the LEP RD&E Program for 2018-19.

In 2017-18 an external performance review of LiveCorp and the LEP recommended an independent review of the LEP RD&E arrangements, with particular focus on governance, decision-making and processes to ensure the RD&E structure continues to meet the research needs of levy payers and stakeholders. The external review was undertaken and in August 2018 the consultant provided their final report, which included nine recommendations around four broad design principles of clarity, reach, structure and knowledge.

In 2018-19 the LEP RD&E Program began implementing changes that will strengthen the decisions and management of R&D. The initial focus is on the governance structure and framework, including the appointment of an independent chair for LERDAC and Management Committee, development of a strategic blueprint to guide investment, and development of a communications, extension and adoption strategy. Implementation of the review recommendations is expected to be complete by June 2020.

INTELLECTUAL PROPERTY AND THE COMMERCIALISATION OF RD&E

Intellectual property (IP) and its ownership is decided and clearly defined at the time of project establishment. LiveCorp's aim is to maintain an ownership position in relation to IP that is appropriate to the level of LiveCorp's investment in the creation of that project IP and the intended commercialisation/adoption pathway. MLA negotiates, administers and manages any agreement that provides for the commercialisation of IP from the LEP RD&E Program.

There were no commercialisation agreements in 2018-19.

RESEARCH PRIORITIES

The primary objective of LiveCorp and LEP RD&E investment is to improve and implement best practice animal health and welfare outcomes as directed by LiveCorp's Constitution and FA. Investment is made, where possible, into areas that align with the Australian Government's Rural RD&E Priorities and Science and Research Priorities that came into effect from 1 July 2016.

RURAL RD&E PRIORITIES

The Australian Government developed clear, farmer-oriented priorities to target rural RD&E funding to deliver tangible and sizeable on-farm benefits that improve farm gate returns. The Rural RD&E Priorities are designed to complement the national Science and Research Priorities. While these agriculture priorities do not cover all of the important issues facing primary industries, they are the highest priority research areas.

Adoption of RD&E	Focus on flexible delivery of extension services that meet primary producers' needs and recognise the growing role of private service delivery.
Advanced technology	Enhance innovation of products, processes and practices across the food and fibre supply chains through technologies such as robotics, digitisation, big data, genetics and precision agriculture.
Biosecurity	Improve understanding and evidence of pest and disease pathways to help direct biosecurity resources, minimising biosecurity threats and improving market access for primary producers.
Soil, water and natural resources	Manage soil health, improve water use efficiency and certainty of supply, sustainably develop new production areas and improve resilience to climate events and impacts.

LEP RD&E Investment in 2018-19: **\$0.44m**

NATIONAL SCIENCE AND RESEARCH PRIORITIES

The Government has established a set of national Science and Research Priorities and corresponding Practical Research Challenges 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.

Food	Develop internationally competitive, sustainable, profitable, high-intensity and high-production capacity in new and existing food products and maintain Australia's reputation for clean, safe and quality-controlled food production.
Soil and water	Focus on Australia's critical soil and water assets, build capacity for improved accuracy and precision in predicting change to enable better decision-making.
Transport	Develop low-cost, reliable, resilient and efficient transport systems that respond to Australia's changing urban, regional and remote communities and meet business needs.
Cybersecurity	Position Australia as a leader in cutting-edge cybersecurity research and innovation to safeguard the country's security, enhance resilience and enable economic growth.
Energy	Enable the Australian energy sector to improve efficiency and reduce emissions, integrate diverse energy sources into the electricity grid and, as a result, create jobs, growth and export opportunities.
Resources	Support the exploration of traditional resources, rare earth elements and groundwater, and develop new technologies and knowledge to allow safe, environmentally sensitive and economically viable resource extraction.
Advanced manufacturing	Develop and support existing industries while enabling the development of a new and advanced manufacturing sector.
Environmental change	Build Australia's capacity to respond to environmental change and integrate research outcomes from biological, physical, social and economic systems.
Health	Build healthy and resilient communities throughout Australia by developing treatments, solutions and preventative strategies to improve physical and mental well-being and improve the efficiency and effectiveness of Australia's health care system.

LEP RD&E Investment in 2018-19: **\$0.77m**

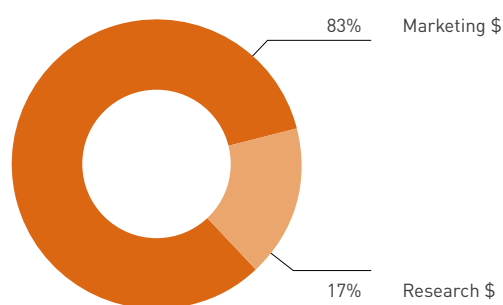
INVESTMENT OF LEVIES

LiveCorp is primarily funded by statutory levies on exports of beef cattle, sheep and goats. A voluntary contribution is also received for dairy cattle exports. The current levy rates are:

	Marketing \$	Research \$	Total \$
Beef cattle	\$0.007936 / kg	\$0.001587 / kg	\$0.009523 / kg
Sheep	\$0.50	\$0.10	\$0.60
Goats	\$0.40	\$0.10	\$0.50
Dairy cattle (voluntary)	\$4.80	\$1.20	\$6.00

ALLOCATION OF 2018-19 LEVIES

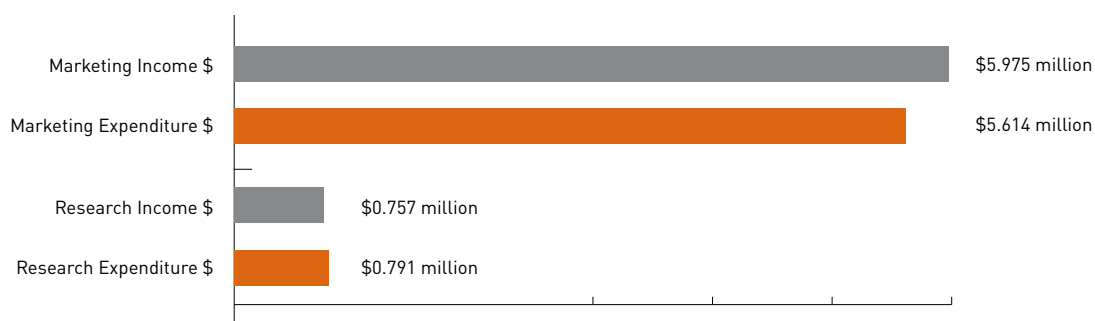
The levy rates are divided into a marketing and a research component as presented in the chart below:



Levy Allocation

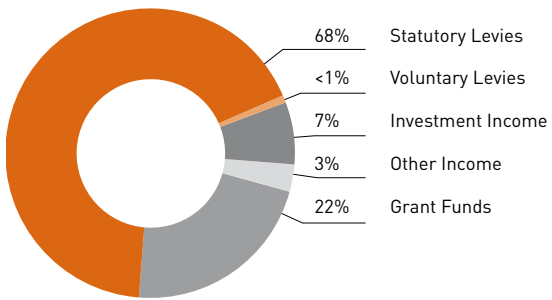
INVESTMENT OF 2018-19 LEVIES

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

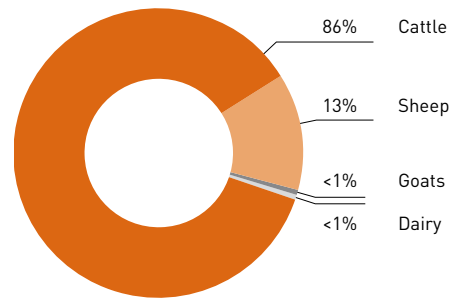


Allocation across Marketing and Research Activities

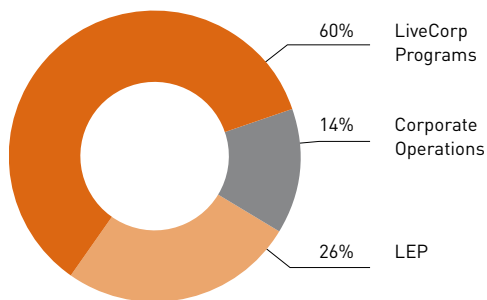
INVESTMENT OF LEVIES



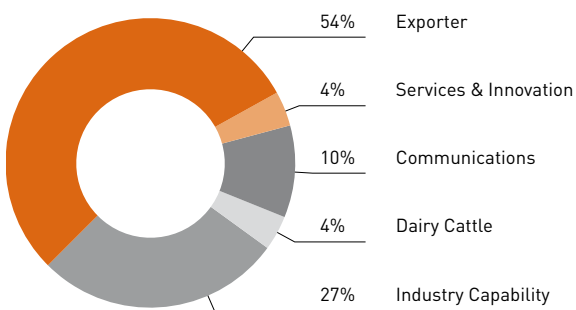
Sources of Income (\$6.73 million)



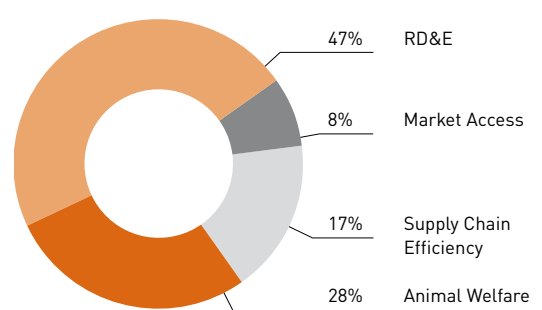
Levy Income (\$4.56 million)



Total Expenditure (\$6.41 million)



LiveCorp Program Expenditure (\$3.87 million)



LEP Expenditure (\$1.65 million)

CORPORATE GOVERNANCE

LiveCorp's corporate governance framework is set by the Board having regard to the best interests of members, the values of the company, obligations set out under the FA, and in accordance with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (3rd edition) where relevant.

This framework has been implemented to ensure that LiveCorp remains accountable to its stakeholders. LiveCorp's governance arrangements are reviewed regularly to reflect industry developments, stakeholder expectations and regulation.

BOARD COMPOSITION

LiveCorp has a six-member Board, consisting of three skills based independent Directors nominated by the Selection Committee, two exporter representative Directors nominated by members and an Ex-officio Director appointed by 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 reapply. Each director can serve no longer than nine consecutive years. The Chair of the Board is an independent Director and was elected by Members in 2010 and appointed as Chair by the Directors in 2017.

BOARD MEMBERS

The LiveCorp Board at 30 June 2019 were:

1. Mr Terry Enright, Independent Chairman
2. Mrs Lisa Dwyer, Independent Non-executive Director
3. Ms Melissa Holzberger, Independent Non-executive Director
4. Mr Angus Adnam, Non-executive Director
5. Mr Michael Gordon, Non-executive Director
6. The Hon Simon Crean, Ex-officio Non-executive Director (ALEC)

RESPONSIBILITIES OF NON-EXECUTIVE DIRECTORS

The roles and responsibilities of directors are set out in the Governance Manual, which underpins the conduct of the Board.

Functions include:

- providing leadership and setting the strategic direction, targets and performance indicators
- 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 performance of the CEO, overseeing senior management appointments, and approving the remuneration framework.

BOARD EVALUATION

In 2018-19 an independent external performance evaluation of the Board was undertaken. The report identified that LiveCorp is a strongly performing organisation with a well-developed culture and sense of good corporate governance. The report concluded with a number of recommendations to further enhance the Board's performance.

EXPERTISE

The LiveCorp Board is a skills-based board, with directors collectively bringing expertise and experience in export; transportation; livestock husbandry, management and welfare; international markets and trade; business and financial management; legal, compliance and risk management; and research and development. The Board includes at least one director who can demonstrate that they are highly skilled in corporate governance.

Directors may obtain independent legal and professional advice at LiveCorp's expense to enable them to discharge their duties effectively, subject to approval from the Chair, in consultation with the Board and CEO.

INDUCTION

Following appointment to the Board, each director is provided with an appropriate level of 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 and may include an in-market visit for the skills based directors to meet operators and experience facilities throughout the supply chain to provide for a comprehensive overview of activities and practices in international markets.

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.

CORPORATE GOVERNANCE

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 are independent and all three skills based Non-executive Directors are currently independent.

CONFLICTS OF INTEREST

In accordance with 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 the meeting and, 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 director's interests that is tabled and reviewed at each meeting.

BOARD MEETINGS

The Board planned and convened eleven meetings during 2018-19. Meeting agendas are formulated in preparation for each meeting and also 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.

BOARD COMMITTEE

The Board operated the Finance, Audit and Remuneration Committee (the FAR Committee) in 2018-19. 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 annual financial statements.

The FAR Committee oversees remuneration practices across LiveCorp and reviews the policies and systems in place for managing remuneration and expenditure to ensure they are appropriate and consistent with LiveCorp's objectives and values.

The Chair of the FAR Committee for 2018-19 was Lisa Dwyer. Lisa Dwyer is supported on the FAR Committee by Michael Gordon and Melissa Holzberger, with the CEO and Commercial Manager/Company Secretary attending all committee meetings by invitation. The FAR Committee met four times during 2018-19.

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 is Nexia Australia and 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 Australia, including:

- making recommendations to the Board about the appointment of the auditors based on their qualifications, independence, engagement, fees and performance
- reviewing and assessing the performance, independence and objectivity of Nexia Australia
- reviewing Nexia Australia'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 election as a director 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 in nominated fields 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 accordance with good governance practice, appropriate checks of each candidate are undertaken before each nominee is put forward to members as a candidate for election as a director.

The Board established the Selection Committee in 2018-19 as the terms of two Non-executive Directors are due to terminate at the annual general meeting in October 2019.

The Selection Committee consists of:

- three people nominated by livestock export associations
- one person nominated by ALEC
- one person appointed by the Board (non-voting).

CORPORATE GOVERNANCE

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 2019.

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.

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.

LiveCorp also recognises the importance of gender, as well as the need to focus on other areas of diversity such as age, ethnicity and disability, and flexibility for care givers.

The Selection Committee is directed by the Board to ensure that its selection practices are appropriately structured so that a diverse range of candidates are considered and that conscious or unconscious biases that might discriminate against certain candidates on matters of age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity are minimised or eliminated.

At 30 June 2019 LiveCorp director and staff gender diversity was:

	Directors	Employees
Male	4	2
Female	2	8
Total	6	10

Full Time	—	7
Part Time	—	3
Total	—	8.6

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 does report to members and the Australian Securities and Investments Commission (ASIC) in the form required by the Corporations Act 2001 (Cth).

LiveCorp also operates under a FA with the Commonwealth of Australia. The FA 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 R&D 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
- six monthly meetings with the department to report on LiveCorp's performance against the FA and any significant matters
- the Risk Management Plan which specifies measures to manage risk
- the Fraud Control Plan which sets out measures to minimise the risk of fraud and corruption within LiveCorp
- the Intellectual Property Management Plan which specifies procedures for the management, adoption and commercialisation of intellectual property.

CORPORATE GOVERNANCE

RISK MANAGEMENT

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

LiveCorp's risk management policies and assessments are documented in the Risk Management Plan. Individual risks are identified, assessed, categorised and entered into a risk register, which forms part of the plan. During 2018-19 several reviews of the risk register were undertaken.

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:

- Active Exporter Member (those that have paid levies in the past four quarters and are not in arrears by more than one month)
- 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. In the event that a Member is unable to attend the AGM they are encouraged to appoint a proxy to express their views by completing and lodging an approved Proxy Form.

LiveCorp currently has 35 Exporter Members and 1 Associate Member.

MINISTERIAL DIRECTIONS

LiveCorp complies with written Ministerial directions and legislative requirements of the Australian Government. LiveCorp received no Ministerial directions during 2018-19.

COMPANY CHANGES

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





FINANCIAL STATEMENTS

DIRECTORS' REPORT

The Board of Directors present their report on LiveCorp for the financial year ended 30 June 2019.

Directors

The following persons were directors of LiveCorp during the financial year and up to the date of this report:

Terry Enright	Chairman (Non-Executive)
	<p>Experience</p> <p>Mr Enright is a Western Australian primary producer and as well as operating a successful farming operation with sheep, beef cattle and grain, he maintains a leading role in the administration of agricultural research in the grains industry.</p> <p>Mr Enright is currently the Chairman of the Australian Export Grains Innovation Centre, Chairman of the Advisory Board for the Institute of Agriculture at the University of WA, Chairman of Future Seed Technology Company and Chairman of the Grains, Legumes and Nutritional Council.</p>
Lisa Dwyer	Non-Executive Director
	<p>Qualifications</p> <p>GCert (AgrBus), AdvDip(Agr), Grad AICD, ARLF, GCert Australian Rural Leadership</p> <p>Experience</p> <p>Mrs Dwyer is a primary producer in Purnim in Western Victoria and as well as operating a successful dairy operation with a beef and dairy heifer export enterprise, she is a dairy industry leader with extensive experience in the engagement and representation of multiple groups and concentrates on strong governance, animal welfare and strategic input.</p> <p>Mrs Dwyer was a Director of Dairy Australia Limited and is currently a Director of Murray Goulburn Co-operative Co Ltd, Managing Director of Kangertong Farming Pty Ltd and a member of the Great South Coast Regional Partnership.</p> <p>Special Responsibilities</p> <p>Mrs Dwyer is the Chair of the Finance, Audit and Remuneration Committee.</p>
Angus Adnam	Non-Executive Director
	<p>Experience</p> <p>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.</p> <p>Mr Adnam was a Director of the Australian Livestock Exporters' Council, Director of Beef Australia Ltd., Chairman of Flinders Land Access Advisory Board, President of the Queensland Livestock Export Association and President of the Northern Territory Livestock Export Association.</p> <p>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 Chairman of Flinders International Pty Ltd.</p>
Michael Gordon	Non-Executive Director
	<p>Qualifications</p> <p>Diploma of Export</p> <p>Experience</p> <p>Mr Gordon has over 35 years' experience as an exporter, feedlot and ship operator, principally to Middle Eastern markets. Mr Gordon is the General Manager and 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 is currently a Director for the Australian Livestock Export Reserve Fund and an industry representative on the Livestock Export Research and Development Advisory Committee.</p> <p>Special Responsibilities</p> <p>Mr Gordon is a member of the Finance, Audit and Remuneration Committee.</p>

FINANCIAL STATEMENTS

Melissa Holzberger



Non-Executive Director – Appointed 14 November 2017

Qualifications

LLM (Distinction) (Scotland), Dip. International Law (Hons) (France), LLB(Adel), BA (Adel), GDLP, GAICD, FGIA

Experience

Ms Holzberger is a commercial lawyer and experienced company director having served on ASX-listed, public, government and not-for-profit boards spanning a wide range of sectors. She brings over 20 years of legal, risk, compliance and corporate governance expertise, together with valuable experience in international commodity trade, marketing, logistics and product stewardship.

Ms Holzberger is currently a Non-Executive Director of Silex Systems Ltd, chairs its Audit Committee and is a member of the People and Remuneration Committee; a Non-Executive Director of Tyre Stewardship Australia Ltd and chairs its Governance and Risk Committee; a member of the Federal Government's Australian Radiation Protection and Nuclear Safety Agency's Radiation Health and Safety Advisory Council; and founding Principal of Sloan Holzberger Lawyers.

Special Responsibilities

Ms Holzberger is a member of the Finance, Audit and Remuneration Committee.

Simon Crean



Ex-Officio Director

Qualifications

Bachelor of Economics and Bachelor of Law

Experience

Mr Crean served as the Member for Hotham in the Australian Parliament from 1990 to 2013.

During this time he was leader of the Australian Labor Party and Federal Leader of the Opposition and held various ministerial portfolios, including as Minister for Primary Industries and Energy, Minister for Trade and most recently, Minister for Regional Australia, Regional Development and Local Government. Prior to joining politics, Mr Crean worked in a number of trade unions and was President of the Australian Council of Trade Unions (ACTU) from 1985 to 1990.

Mr Crean is currently Chairman of the Australian Livestock Exporters' Council, Chairman of the Advanced Manufacturing Advisory Group at Deakin University, Chairman of the Australia – Korea Business Council, Co-Chairman of Cornerstone Advisory Board, Deputy Chairman of the European Australian Business Council, a Director of Linfox International Group, a Director of Old Parliament House, a Director of the Red Meat Advisory Council and a Member of the Monash University Council.

Meetings of Directors

During the period 1 July 2018 to 30 June 2019 the LiveCorp Board held eleven meetings of directors. The attendances of the directors at meetings of the Board and its committee were:

Directors	Director's Meetings		Finance, Audit and Remuneration Committee Meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Terry Enright	11	11	–	–
Lisa Dwyer	11	11	4	4
Angus Adnam	11	10	–	–
Michael Gordon	11	11	4	4
Melissa Holzberger	11	10	4	4
Simon Crean	10	10	–	–

FINANCIAL STATEMENTS

Objectives and Strategies

LiveCorp's mission is to enhance the productivity, sustainability and competitiveness of Australia's livestock export industry by undertaking research, development and extension (RD&E), providing technical services/support and monitoring and reporting on programs and issues that facilitate:

- Continuous improvement in livestock management, health and welfare throughout the supply chain.
- Improved market access and market development for Australian livestock exporters.
- Improved efficiency and productivity in the livestock export industry's supply chain capability and performance.
- Through engagement, education and communication, build government and community acceptance of the industry and increase stakeholder awareness and satisfaction.
- Build member and stakeholder confidence and deliver value through strong governance, planning, evaluation and review.
- Compliance with the Funding Agreement (FA), which provides the major revenue source for the company.

Principal Activities

The principal activities of LiveCorp during the financial year comprised undertaking livestock export industry services to among other things, promote Australian livestock overseas, undertake industry research and development, and provide services for the benefit of Australian livestock exporters.

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

Operating Result

The surplus of LiveCorp for the financial year amounted to \$327,169 (2018: Surplus of \$807,604). This was significantly greater than the budgeted deficit of \$1.19 million forecast for the financial year ended 30 June 2019. The variation is primarily attributable to \$1.24 million more in operating revenue as a result of stronger than forecast cattle exports.

Performance Measure

LiveCorp undertook an external performance evaluation of the Board in 2018-19. The report identified that LiveCorp is a strongly performing organisation with a well-developed culture and sense of good corporate governance. The report concluded with a number of recommendations to further enhance the Board's performance.

LiveCorp's performance against its Strategic Plan and AOP takes into account:

- a. The performance of LiveCorp in meeting its obligations under the FA which is reviewed twice annually by the Department of Agriculture and Water Resources. At both times LiveCorp was confirmed to be meeting its commitments under the FA
- 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 (KPI's) have been developed 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 2019 the number of members was 35 (2018: 38) and the maximum amount which could be contributed is \$3,500 (2018: \$3,800).

Company Secretary

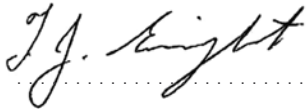
The company secretary during the year and to the date of this report is Liesel Alexander - BCompt (South Africa), ACMA, CGMA, CPA.

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.

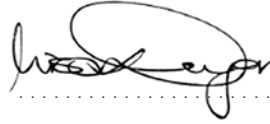
FINANCIAL STATEMENTS

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



Terry Enright

Chairman



Lisa Dwyer

Director

Dated this: 22 August 2019

To the Board of Directors of Australian Livestock Export Corporation Limited

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

As audit partner for the audit of the financial statements of Australian Livestock Export Corporation Limited for the financial year ended 30 June 2019, 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 Partnership



Mark Boyle
Partner

Dated this: 22 August 2019, Sydney

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FINANCIAL STATEMENTS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Year Ended 30 June 2019	Note	2019 [\$]	2018 [\$]
Revenues from continuing operations	2(a)	6,541,120	5,294,078
Other income	2(c)	192,180	150,016
Total revenue		6,733,300	5,444,094
Stakeholder communication program		(386,674)	(717,022)
Exporter program		(2,107,022)	(1,058,864)
Industry capability program		(1,064,060)	(447,068)
Services and innovation program		(160,470)	(238,630)
Dairy export program		(154,783)	(162,667)
Joint program	3	(1,648,986)	(1,254,779)
Corporate costs		(884,136)	(757,460)
Total expenditure		(6,406,131)	(4,636,490)
Net surplus from continuing operations		327,169	807,604
Other comprehensive income		-	-
Total comprehensive income		327,169	807,604

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

As at 30 June 2019	Note	2019 [€]	2018 [€]
Current Assets			
Cash and cash equivalents	5	3,506,448	3,389,025
Trade and other receivables	6	807,082	947,725
Other current assets	7	32,170	61,470
Total Current Assets		4,345,700	4,398,220
Non-Current Assets			
Financial assets	8	6,272,476	5,926,439
Property, plant and equipment	9	6,770	10,615
Total Non-Current Assets		6,279,246	5,937,054
Total Assets		10,624,946	10,335,274
Current Liabilities			
Trade and other payables	10	1,818,079	962,634
Other liabilities	11	320,632	1,288,827
Employee entitlements	12	181,245	146,254
Total Current Liabilities		2,319,956	2,397,715
Non - Current Liabilities			
Employee entitlements	12	65,335	25,073
Total Non - Current Liabilities		65,335	25,073
Total Liabilities		2,385,291	2,422,788
Net Assets		8,239,655	7,912,486
Equity			
Statutory Marketing accumulated funds	13(a)	7,364,163	7,004,196
Statutory R&D accumulated funds	13(b)	875,492	908,290
Total Equity		8,239,655	7,912,486

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2019

Retained Earnings [\$]

Balance at 30 June 2017	7,104,882
Total comprehensive income	<hr/> 807,604
Balance at 30 June 2018	7,912,486
Total comprehensive income	<hr/> 327,169
Balance at 30 June 2019	<hr/> 8,239,655

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2019	Note	2019 [\$]	2018 [\$]
Cash Flows from Operating Activities			
Receipts from customers		6,013,670	6,977,857
Payments to suppliers and employees		(5,988,986)	(4,867,164)
Net cash flows from operating activities	15(a)	24,684	2,110,693
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		-	(2,644)
Net payments for investments		(153,856)	(1,313,670)
Dividends received		218,787	208,631
Interest received		27,808	10,618
Net cash flows from investing activities		92,739	(1,097,065)
Net increase in cash held		117,423	1,013,628
Cash and cash equivalents at beginning of the year		3,389,025	2,375,397
Cash and cash equivalents at end of the year	5	3,506,448	3,389,025

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2019

1. Statement of Significant Accounting Policies

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

a. Basis of Preparation

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

Reporting Basis and Conventions

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

New or amended Accounting Standards and Interpretations adopted

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

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

The following Accounting Standards and Interpretations are most relevant to the company:

AASB 9 Financial Instruments

The company has adopted AASB 9 from 1 July 2018. The standard introduced new classification and measurement models for financial assets.

A financial asset shall be measured at amortised cost if it is held within a business model whose objective is to hold assets in order to collect contractual cash flows which arise on specified dates and that are solely principal and interest.

A debt investment shall be measured at fair value through other comprehensive income if it is held within a business model whose objective is to both hold assets in order to collect contractual cash flows which arise on specified dates that are solely principal and interest as well as selling the asset on the basis of its fair value.

All other financial assets are classified and measured at fair value through profit or loss unless the entity makes an irrevocable election on initial recognition to present gains and losses on equity instruments (that are not held-for-trading or contingent consideration recognised in a business combination) in other comprehensive income ('OCI').

Despite these requirements, a financial asset may be irrevocably designated as measured at fair value through profit or loss to reduce the effect of, or eliminate, an accounting mismatch. For financial liabilities designated at fair value through profit or loss, the standard requires the portion of the change in fair value that relates to the entity's own credit risk to be presented in OCI (unless it would create an accounting mismatch). New simpler hedge accounting requirements are intended to more closely align the accounting treatment with the risk management activities of the entity.

New impairment requirements use an 'expected credit loss' ('ECL') model to recognise an allowance. Impairment is measured using a 12-month ECL method unless the credit risk on a financial instrument has increased significantly since initial recognition in which case the lifetime ECL method is adopted. For receivables, a simplified approach to measuring expected credit losses using a lifetime expected loss allowance is available.

AASB 15 Revenue from Contracts with Customers

The company has adopted AASB 15 from 1 July 2018. The standard provides a single comprehensive model for revenue recognition. The core principle of the standard is that an entity shall recognise revenue to depict the transfer of promised goods or services to customers at an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard introduced a new contract-based revenue recognition model with a measurement approach that is based on an allocation of the transaction price. This is described further in the accounting policies below. Credit risk is presented separately as an expense rather than adjusted against revenue. Contracts with customers are presented in an entity's statement of financial position as a contract liability, a contract asset, or a receivable, depending on the relationship between the entity's performance and the customer's payment. Customer acquisition costs and costs to fulfil a contract can, subject to certain criteria, be capitalised as an asset and amortised over the contract period.

Impact of adoption

AASB 9 and AASB 15 were adopted using the modified retrospective approach and as such comparatives have not been restated. There was no impact on opening retained profits as at 1 July 2018.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2019

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 and Equipment	25%

d. Investments and Other Financial Assets

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

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

Financial assets at fair value through profit or loss

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

Financial assets at fair value through other comprehensive income

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

Impairment of financial assets

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

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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2019

e. Fair Value Measurement

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

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

f. Impairment of Non-Financial Assets

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

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

g. Research and Development

Expenditure on research is recognised as an expense when incurred.

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 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.

Grants are recognised at their fair value where there is a reasonable assurance that the grant will be received and all attached conditions will be complied with.

All revenue is stated net of the amount of goods and services tax.

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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2019

l. Comparative Figures

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

m. Trade Receivables

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

n. 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.

o. Deferred Income

The liability for deferred income is the unutilised amounts of grants received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided or the conditions usually fulfilled within twelve (12) months of receipt of the grant. Where the amount received is in respect of services to be provided over a period that exceeds twelve (12) months after the reporting date or the conditions will only be satisfied more than twelve (12) months after the reporting date, the liability is discounted and presented as noncurrent.

p. 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.

q. 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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS CONT.

For the Year Ended 30 June 2019

Note

2019 [\$]

2018 [\$]

2. Revenue

a) Revenue from continuing operations

Statutory levies	2b)	4,545,008	4,316,065
Voluntary contributions		15,132	38,892
Dividends received		218,787	208,631
Interest received		27,808	10,618
Grant funding		1,514,925	256,511
Event income		14,667	295,610
LEP project management fees		133,982	133,980
Other revenue		70,811	33,771
		6,541,120	5,294,078

b) Statutory Levies

Marketing levies	3,787,430	3,611,824
R&D levies	757,578	704,241
	4,545,008	4,316,065

c) Other Income

Revaluation of investments	192,180	150,016
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3. Joint Program Expenses

Livestock Export Program

Animal welfare	463,000	541,127
Market access	125,363	78,421
Research and development	773,159	470,542
Supply chain efficiency	287,464	164,691
	1,648,986	1,254,781

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS CONT.

For the Year Ended 30 June 2019	Note	2019 [\$]	2018 [\$]
4. Auditor's Remuneration			
Remuneration of Nexia Sydney Partnership for auditing the financial report		20,680	19,995
5. Cash and Cash Equivalents			
Cash at bank		3,506,448	3,389,025
6. Trade and Other Receivables			
Trade receivables		156,486	653,390
Other receivables		6,206	-
Other receivables - statutory levy accrual		644,390	294,335
		807,082	947,725
7. Other Current Assets			
Prepayments		32,170	61,470
8. Financial Assets			
Designated as at fair value through profit and loss:			
Fixed interest securities		2,610,641	2,231,629
Managed funds		3,661,835	3,424,810
Term deposits		-	270,000
		6,272,476	5,926,439
9. Property, Plant and Equipment			
Office and computer equipment			
At cost		55,290	55,290
Accumulated depreciation		(48,520)	(44,675)
Total Property, plant and equipment		6,770	10,615

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS CONT.

For the Year Ended 30 June 2019	Note	2019 [\$]	2018 [\$]	
		Office and Computer Equipment	Plant and Equipment	Total
		\$	\$	\$
Movements in carrying amounts:				
Balance at 1 July 2017		13,321	-	13,321
Additions		2,644	-	2,644
Disposals		-	-	-
Depreciation expense		(5,350)	-	(5,350)
Balance at 30 June 2018		10,615	-	10,615
Additions		-	-	-
Disposals		-	-	-
Depreciation expense		(3,845)	-	(3,845)
Carrying amount at 30 June 2019		6,770	-	6,770

10. Trade and Other Payables

Payables and accrued expenses	872,798	342,749
Unearned income	6,000	40,904
Other liabilities	939,281	578,981
	1,818,079	962,634

11. Other Liabilities

Deferred income	320,632	1,288,827
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Deferred income consists of government grants received in advance for services to be rendered by the Company. Deferred income is amortised over the life of the contract.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS CONT.

For the Year Ended 30 June 2019	Note	2019 [\$]	2018 [\$]
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12. Employee Entitlements

Current

Annual leave	113,347	87,874
Long service leave	67,898	58,380
	181,245	146,254

Non-current

Long service leave	65,335	25,072
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13. 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 2017-2021:

Movements during the financial year:

Opening balance	7,004,196	6,389,508
Allocation of current year surplus	359,967	614,688
	7,364,163	7,004,196

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 2017-2021:

Movements during the financial year:

Opening balance	908,290	715,374
Allocation of current year surplus	(32,798)	192,916
	875,492	908,290

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS CONT.

For the Year Ended 30 June 2019

Note

2019 [\$]

2018 [\$]

14. Capital and Leasing Commitments

a) Operating lease commitments

Minimum lease payments payable:

- Within 12 months	37,574	36,963
- Later than 12 months but not later than 5 years	136,633	163,240
- Later than 5 years	-	14,797
	174,207	215,000

Commitments include a sub-lease of premises.

The sub-lease has an expiry date of 31 October 2023.

Lease expenses during the year amounted to \$36,128 (2018: \$38,645)

b) Other commitments

Service agreement - ALEC

- Within 12 months	386,100	310,800
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c) Research and development expenditure commitments

Livestock Export Program

- Within 12 months	600,000	600,000
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d) Marketing expenditure commitments

Livestock Export Program

- Within 12 months	1,000,000	1,000,000
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FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS CONT.

For the Year Ended 30 June 2019	Note	2019 [\$]	2018 [\$]
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15. Cash Flow Information

a) Reconciliation of cash flows from operations with surplus after income tax

Surplus	327,169	807,604
Depreciation	3,845	5,350
Revaluation of investments	(192,180)	(150,016)
Investment income recognised in surplus or deficit	(246,595)	(219,249)
Decrease/(increase) in receivables	140,642	(20,151)
Decrease/(increase) in other current assets	29,300	(35,582)
Increase in payables	855,445	397,374
(Decrease)/increase in deferred income	(968,195)	1,288,827
Increase in provisions	75,253	36,536
Cash flows from operations	24,684	2,110,693

b) Credit standby facilities

LiveCorp has a facility within investments held to enable a cash recall as required within 10 working days.

16. Key Management Personnel Compensation

Remuneration paid to key management personnel	763,850	724,927
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Key management of the Company are the members of LiveCorp's Board of Directors and senior management.

17. 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.

18. Post-reporting Date Events

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

19. Contingent Liabilities

The company had no contingent liabilities as at 30 June 2019 and 30 June 2018.

20. 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

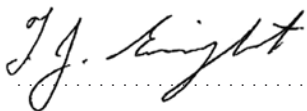
FINANCIAL STATEMENTS

DIRECTORS' DECLARATION

In the Directors' opinion:

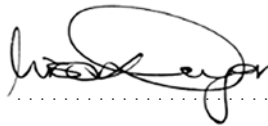
- a) The financial statements and notes, as set out on pages 35 to 48, are in accordance with the Corporations Act 2001, including:
- complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001; and
 - giving a true and fair view of the company's financial position as at 30 June 2019 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.



Terry Enright

Chairman



Lisa Dwyer

Director

Dated this: 22 August 2019, Sydney

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 2019, 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:

1. giving a true and fair view of the Company's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
2. complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's responsibilities for the audit of the financial report' section of our report. We are independent of the Company in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (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 2019, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

Directors' responsibility for the financial report

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

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

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Auditor's responsibility for the audit of the financial report

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

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



Nexia Sydney Partnership



Mark Boyle
Partner

Dated this: 22 August 2019, Sydney

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INDEPENDENT AUDITOR'S REPORT TO THE COMMONWEALTH OF AUSTRALIA

Opinion

We have undertaken a reasonable assurance engagement on Australian Livestock Export Corporation Limited's (the 'company') compliance, in all material respects, with clauses 25 and 26, as evaluated against the Statutory Funding Agreement 2017-2021 between the Commonwealth of Australia, represented by the Department of Agriculture and Water Resources and Australian Livestock Export Corporation Limited (the 'agreement'), for the year ended 30 June 2019. This Statement will accompany our report, for the purpose of reporting to the Commonwealth of Australia.

In our opinion, the company has complied with clauses 25 and 26 (other than specific requirements not to engage in or finance Agri-Political Activity and to apply funds in a manner that is efficient, effective and ethical, which we are specifically not required to form an opinion on), in all material respects, fairly presented as evaluated against the agreement between the Commonwealth of Australia and Australian Livestock Export Corporation Limited for the year ended 30 June 2019.

Basis for Opinion

We conducted our engagement in accordance with Standard on Assurance Engagements ASAE 3100 Compliance Engagements issued by the Auditing and Assurance Standards Board.

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

Directors' Responsibilities

The directors of the company are responsible for:

- Providing a Statement with respect to the outcome of the evaluation of the compliance activity against clauses 25 and 26 of the agreement, which accompanies this independent assurance report;
- Identification of clauses 25 and 26 of the agreement if not identified by law and regulation;
- The compliance activity undertaken to meet clauses 25 and 26 of the agreement; and
- Identification and implementation of controls which will mitigate those risks that prevent the clauses 25 and 26 of the agreement being met and monitor ongoing compliance.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and apply Auditing Standard ASQC 1 Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements in undertaking this assurance engagement.

Auditor's Responsibilities

Our responsibility is to express a conclusion on compliance with clauses 25 and 26, in all material respects as evaluated against the agreement between the Commonwealth of Australia and the company for the year ended 30 June 2019. ASAE 3100 requires that we plan and perform our procedures to obtain reasonable assurance about whether the company's compliance with clauses 25 and 26, in all material respects, fairly presented as evaluated against the agreement for the year ended 30 June 2019.

An assurance engagement to report on the company's compliance with clauses 25 and 26 involves performing procedures to obtain evidence about the compliance activity and controls implemented to meet the agreement between the Commonwealth of Australia and the company. The procedures selected depend on our judgement, including the identification and assessment of risks of material misstatements in the company's compliance are likely to arise.

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Inherent Limitations

Because of the inherent limitations of an assurance engagement, together with the internal control structure it is possible that fraud, error, or non-compliance with compliance requirements may occur and not be detected.

A reasonable assurance engagement for the year ended 30 June 2019 does not provide assurance on whether compliance with clauses 25 and 26 of the agreement will continue in the future.

Use of Report

This compliance audit report has been prepared for the Commonwealth of Australia in accordance with Statutory Funding Agreement 2017-2021. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the Commonwealth of Australia, or for any purpose other than that for which it was prepared.



Nexia Sydney Partnership



Mark Boyle
Partner

Dated this: 22 August 2019, Sydney

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EXPORTER PROGRAM

INDUSTRY REFORM & REVIEWS

Following the 60 Minutes program in April 2018 of footage showing poor animal welfare during a sheep export voyage to the Middle East, the then Minister for Agriculture and Water Resources, the Hon. David Littleproud MP, announced an independent review of the conditions for the export of live sheep to the Middle East during the northern hemisphere summer. He also commenced a review into the regulatory capability and culture of the department, as the regulator of live animal exports.

The review of the conditions for the export of live sheep to the Middle East during the northern hemisphere summer was conducted by Dr Michael McCarthy. In May 2018, the McCarthy Review delivered a report with 23 recommendations, including several specifically focused on the industry Heat Stress Risk Assessment (HSRA) model. The department supported all of the review recommendations in full, part or principle, with some identified as requiring further research, testing or consultation.

Following the release of the McCarthy Review, LiveCorp provided considerable support and technical advice to ALEC and individual exporters on what the recommendations meant for them.

In August 2018, the department established an independent Technical Reference Panel (TRP) to consider the HSRA specific recommendations of the McCarthy Review. In particular, the TRP was tasked with providing advice on moving from a risk assessment based on mortality, to one based on the risk of sheep becoming affected by heat.

On 13 September 2018, the TRP released an issues paper and on 13 December 2018 released its recommendations for feedback. LiveCorp completed detailed submissions to both TRP papers, which required a significant commitment of resources and multi-disciplinary contributions due to the complex nature of the topic. The TRP final report is due to be released in September 2019.

The department also developed and applied interim regulatory conditions to Middle Eastern sheep shipments for May and September. Where opportunity was provided, LiveCorp provided technical submissions to these processes.

The review into the regulatory capability and culture of the department, as the regulator of live animal exports, was conducted by Mr Philip Moss AM and the final report released on 27 September 2018 with 31 recommendations supported or supported in principle by the department and Minister.

LIVESTOCK GLOBAL ASSURANCE PROGRAM (LGAP)

Following ALEC members' unanimous support for the implementation of LGAP in April 2018, and with a funding grant from the Commonwealth, LiveCorp established AniMark Limited, a not-for-profit company limited by guarantee to implement, administer and manage LGAP.

The following activities were completed during the year to enable the establishment of AniMark Limited:

- working with the Founding Members, the constitution was developed and approved
- through a director selection committee, the five independent skills based non-executive directors were appointed
- nine Board meetings and one members meeting were supported with agendas, papers and minutes
- the Board's recruitment of the Chief Executive Officer was supported
- working with the AniMark Board, the LGAP Implementation Plan was revised and submitted to the department
- the code of conduct for officeholders was developed, and operational and governance arrangements established, including appointment of auditors, bank accounts, insurances, place of business, taxation registrations, templates, trademark registrations, company policies and procedures and staff position descriptions.

On 3 April 2019 a deed of novation and variation was executed between the Commonwealth, LiveCorp and Animark, enabling the balance of the grant funds of \$693,000 to be transferred to AniMark.

CONSULTATION AND ENGAGEMENT

A key focus of the Exporter Program is to engage with Australian and international diplomats to build capability and enable improved understanding of Australian livestock systems and the livestock export supply chain.

In 2018-19, LiveCorp met with:

- Agriculture Counsellor to Dubai – David Kim
- Australian Ambassador to Vietnam – Robyn Nudie
- Australian Ambassador to Qatar – Axel Wabenhorst
- Australian Ambassador to Qatar – Jonathan Muir (appointed 2 March 2019)

NATIONAL ARBOVIRUS MONITORING PROGRAM (NAMP)

LiveCorp provides funding, representation and advice on the ongoing management of the NAMP to support market access. The ongoing promotion of NAMP to exporters, importing country governments/officials and funding partners is critical in maintaining and improving market access to BTV sensitive markets.

NAMP Independent Review

Animal Health Australia (AHA) carried out an independent review of NAMP and its processes and procedures following the placement of a temporary BTV zone in Victoria in late 2017. LiveCorp provided input and has been liaising with industry representatives since the draft report was released in November 2018 to address the findings and outcomes.

INDUSTRY CAPABILITY PROGRAM

AUSTRALIAN STANDARDS FOR THE EXPORT OF LIVESTOCK REVIEW

A comprehensive review of the Australian Standards for the Export of Livestock (ASEL): sea transport was completed in 2018-19, led by a Technical Advisory Committee (TAC) established by the department. The Review was undertaken in two stages, with three consultation periods between February and September 2018. LiveCorp provided submissions to both stages of the Review, and provided technical support and advice to ALEC, including in relation to relevant R&D, in preparing its contributions.

The department released the final report of the ASEL: sea transport review, together with its response, on 19 March 2019. The report made 49 recommendations, including moving to allometric stocking densities, reducing notifiable mortality levels, increasing reporting and transitioning the industry HSRA to include all shipments crossing the equator. Several of the recommendations accepted advice and/or research put forward by LiveCorp in its submissions.

The TAC commenced the review of ASEL: air export in April 2019 and it followed a two stage review process releasing an issues paper and draft report between April and July 2019. LiveCorp provided submissions to both the issues paper and draft report, working closely with industry stakeholders, including LiveAir. The final report of the ASEL: air export is due to be released in September 2019.

OPEN INNOVATION – ON BOARD HEAT STRESS MITIGATION PROJECT

LiveCorp commenced an Open Innovation program in 2018 to identify and assess the feasibility of existing and developing technologies from across the global innovation and technology ecosystem that may address the significant challenge of humidity and heat stress during export. Consultation with industry in August 2018 helped to pinpoint technologies with the potential to solve part of the defined problem.

Desktop studies were conducted with selected technology providers to determine their suitability to progress to trials on board a vessel. A number of technologies, including dehumidification, were identified for trialling.

On 22 March 2019, LiveCorp was granted \$2 million in funding from the Commonwealth of Australia to complete a series of trials, including dehumidification and route optimisation technology.

A static trial of dehumidification technology on board an empty livestock export was carried out portside in the Middle East during late June 2019. Considerable volumes of data were collected over four consecutive days of testing. Thermodynamic experts from the University of Technology Sydney, supported by veterinary expertise from consultancy firm Herd Health, are undertaking detailed analysis of the data. The trial report is due to be completed in September 2019.

PROTOCOL COMMITTEE

LiveCorp worked closely with the department and exporters throughout the year on protocol negotiations, prioritising market access opportunities or issues, consolidating the industry position and providing advice on whether protocols were practical and commercially viable. LiveCorp also contributed technical advice to progress identified priority market access negotiations and to understand potential or developing issues.

One face-to-face Protocol Committee meeting was held in 2018-19, with key representatives from the department, LiveCorp, exporters and industry bodies.

MARKET ACCESS DEVELOPMENT

China remained a priority market, and LiveCorp continued to engage with exporters and the department to seek opportunities to improve the feeder and slaughter cattle and slaughter sheep protocols, and progress protocols for breeder sheep and goats.

LiveCorp provided technical advice and coordination support to exporters and the department, as negotiations continued regarding the health protocol for breeder cattle to Japan.

In 2018-19, successful agreements were reached for the following protocols:

- Breeder goats to Sri Lanka
- Breeder sheep and goats to India.

Negotiations are also continuing on the following protocols:

- Breeder cattle to the Philippines
- Slaughter sheep and goats to Iran
- Slaughter sheep and goats to the Kingdom of Saudi Arabia

TRADE DELEGATIONS

Japan

The department hosted a senior delegation from the Japanese Ministry of Agriculture from 29 July to 4 August 2018, as part of ongoing cattle protocol negotiations. The delegation met with government, industry, exporter, producer and laboratory representatives, and visited breeder cattle properties in Western Australia and New South Wales. LiveCorp provided logistical support and coordination of industry involvement.

COMMUNICATIONS PROGRAM

LiveCorp appointed a dedicated Communications Manager in December 2018 in recognition of the importance of communication both to members and the industry, and to the wider community. By expanding its capabilities, the program increased its support of LiveCorp and the LEP across all activities, improved the flow of information, and introduced new elements including a greater social media and traditional media presence.

RD&E UPDATE

The 2018 sheep-focused RD&E Update was released at the LambEx conference. The style and presentation of the document was updated and the content was reduced in an attempt to enhance the relevance and readability of the publication.

IN-MARKET INSIGHTS

In-Market Insights: A look into the Northern Cattle Supply Chain was released at the Northern Territory Cattlemen's Association conference in March 2019. The publication provided northern cattle producers in particular with an update on the work being done by LiveCorp, the LEP and exporters to protect and advance the industry. It included case studies of some of the work being done in-market by exporters and their supply chains.

LAMBEX LIVE EXPORT POST-CONFERENCE FIELD DAY

Following the LambEx 2018 conference, the LEP hosted a field day entitled: "The future for live exports", attended by approximately 90 people. Discussions ahead of the field day ensured the program delivered relevant and meaningful content, allowing a discussion on the issues faced by industry and the path forward.

FACTSHEETS

A series of infographics was also distributed at the LambEx post-conference field day, outlining:

- the domestic livestock export industry – its importance, size, revenue, participants
- animal welfare – with a focus on board vessels
- the importance of the industry – globally and the benefits of exporting Australian livestock.

The LEP released a set of 12 ESCAS factsheets for meat quality, food safety and hygiene in December 2018.

Further factsheets are being designed to support the extension of key LEP research, covering projects and topics such as heat stress, the HotStuff model, animal welfare indicators, Salmonella/infection, bedding management, air quality, stocking density and allometrics.



COMMUNITY SENTIMENT SURVEY

LiveCorp has engaged CSIRO spin-off Voconiq to undertake a study into community sentiment regarding the livestock export industry. The project will include a nationally representative survey and an opportunity for any member of the public to provide input. The results will help the industry understand the underlying values driving community attitudes, and provide opportunities to better engage on those factors as well as to respond through communication and research priorities. It is a three-year project, with the first results expected in late 2019.

COMMUNICATIONS SUPPORT ACTIVITIES

Other ongoing communications support during the year included:

- technical advice to support ALEC in responding to media inquiries and general issues such as country briefings, protocol negotiations, incident management and contingency planning
- regular coordination of teleconferences with members and relevant stakeholders to facilitate the sharing of industry information and discussion
- distribution of a fortnightly LEP Update e-newsletter to members and stakeholders outlining the latest industry developments, statistical information, events, trade, market access and media updates and the progress of industry programs and RD&E
- articles produced for publications such as AHA's Animal Health In Agriculture publication, the AHA The Link magazine, and for promotion of the Shipboard Stockperson's training course
- media releases regarding the on-board heat stress mitigation project
- presenting at and attending industry functions and producer forums, including the AgTech Summit in Melbourne, a workshop with the Animal Welfare Collaborative, the evokeAg conference and a MP and producer tour of a vessel loading sheep in Fremantle
- providing media training to the incoming ALEC CEO and the Young Livestock Exporter's Network (YLEN).



SERVICES AND INNOVATION PROGRAM

SHIPBOARD STOCKPERSON ACCREDITATION PROGRAM

Two Shipboard Stockperson training courses were delivered in 2018-19 to support the understanding and continuous improvement of livestock management, health and welfare. The courses were attended by a total of 36 individuals. Attendees included exporter nominations, self-funded attendees, LEP-supported veterinary students, and representatives from the WA Department of Primary Industries and Regional Development (DPIRD), the department and CCA.

LiveCorp has delivered shipboard stockperson training to 294 participants in total, achieving an average 86% pass rate for the final examination. Approximately 140 stockpersons currently have valid accreditation.

LiveCorp developed an online platform to assist in the administration and delivery of its training courses, which was successfully piloted in conjunction with the Shipboard Stockperson training course in April 2019.

The course content was reviewed in 2018-19 and will be updated again in line with any new requirements once the new ASEL are released.

AUSTRALIAN ACCREDITED VETERINARIAN (AAV) UPDATES

Three e-newsletters were developed and distributed to all AAVs currently registered (approximately 100 recipients). This is in response to a commitment LiveCorp made at the November 2017 AAV Forum to ongoing engagement with AAVs and to keep them informed on developments in the industry.

Topics included:

- current industry environment and ALEC commitments
- government reviews and regulatory changes (ASEL, Heat Stress Risk Assessment, Moss and McCarthy Reviews)
- updates to regulations and legislation
- key R&D (animal welfare indicators, on-board fodder and the LiveCorp on-board heat stress mitigation Open Innovation project)
- the 2018 AAV RD&E Forum in Melbourne
- industry advocacy groups.

The newsletter open rate for the AAV Update has continued to increase with an average of 55.6%.

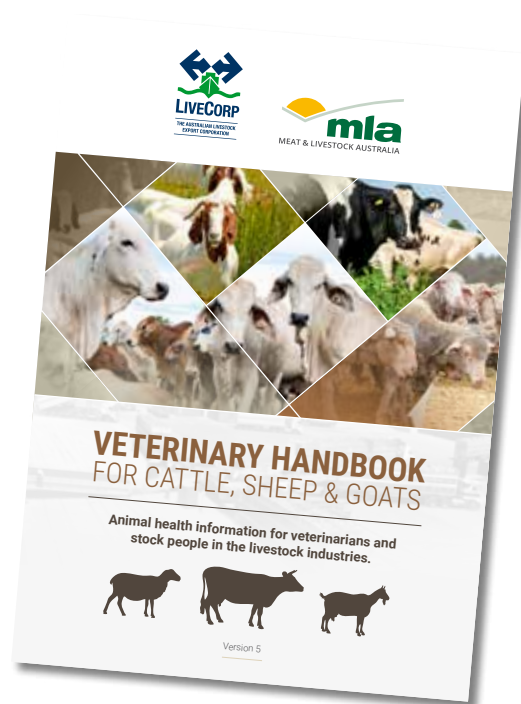
AAV RD&E FORUM

The 2018 AAV RD&E Forum was held in Melbourne. Despite a lower than anticipated attendance, the LEP delivered the event in recognition of the value to AAVs and industry, and the efforts made by those who attended.

In-depth discussions provided valuable insights on topics including the ASEL Review, heat stress, automated voyage reporting and other industry R&D priorities. The Forum also provided an opportunity for land based and on-board AAVs to meet each other, often for the first time.

REVIEW OF THE VETERINARY HANDBOOK FOR CATTLE, SHEEP AND GOATS

In 2017-18, LiveCorp commenced a review of the printed Veterinary Handbook, website and associated smart phone applications to reflect advances in information and knowledge about conditions affecting livestock during the export process and changes in the monitoring of animal health and welfare during export. The updated content was made available online in July 2018, while usability and technological updates continued into 2018-19.



DAIRY CATTLE EXPORT PROGRAM

The Program continued to be financially constrained in 2018-19 due to a further decline in the voluntary dairy cattle contributions by industry, representing a collection rate of just 4%.

On 1 June 2018, in accordance with the Levy Principles and Guidelines, LiveCorp made a submission for a Dairy Cattle Export Charge. This is currently with the department going through their internal processes to achieve legislative amendment which is anticipated by mid-2020.

BREEDING LIVESTOCK COMMITTEE

LiveCorp continued to coordinate and provide support for the breeding livestock committee, providing the opportunity for dairy cattle exporters to discuss issues relating to market access, export certification, pedigree arrangements and RD&E priorities.

TECHNICAL SUPPORT

LiveCorp provided technical advice to the department on operational breeding cattle market access issues.

This included the coordination and collation of exporter views to inform the department's considerations regarding exports of breeding cattle (e.g. to China and Japan) and processes/procedures that underpin the export certification of dairy cattle.

MARKET ACCESS

LiveCorp and the Protocol Committee worked closely with the department throughout the year on a range of dairy cattle market access issues.

Of particular importance was the technical input provided towards the negotiation of the breeder cattle protocol with Japan and support for consignments in the interim.

Japan is a long-term and important trading partner for Australia in dairy cattle and the department's support for the trade and exporters during these extended and technically complex negotiations was highly valued.

Negotiations are continuing for the establishment of new breeder cattle protocols for Thailand and the Philippines.



LEP IN-MARKET PROGRAMS

The LEP in-market programs covering Indonesia, Asia Pacific, and EMENA target their activities to build capability and address issues specific to the regions in areas such as capacity building, technical support and advice, trade relations and market intelligence, and extension and adoption of best practice livestock management.

SKILLS, KNOWLEDGE AND CAPACITY BUILDING

As established businesses and markets have developed a strong understanding of ESCAS requirements, the LEP has been able to transition from a direct training role to one of supporting and empowering supply chains to deliver their own training to staff. However, the LEP continues to support industry alignment to ensure that all stakeholders, including new market entrants and high-risk supply chains, have the capability to deliver high-level animal welfare outcomes for Australian livestock.

This transition has resulted in a more sustainable mechanism to train individual staff, placing the responsibility of ESCAS compliance for animal welfare back onto supply chain stakeholders. This approach has created an opportunity to explore ways to support market leaders to shift beyond baseline animal welfare outcomes towards greater future market sustainability.

Asia Pacific

In Vietnam, the LEP delivered a strategic program with six supply chains to understand bottlenecks in specific businesses and capture more value from Australian cattle. This program has demonstrated results such as one abattoir increasing throughput from 10 to 140 head per night; and an importer shifting from trading with small separate abattoirs to processing 200 head per month in their own facility and looking to expand further and import feeder cattle to add greater value.

Due to the work delivered by the LEP, supply chains have significantly consolidated in Vietnam and there is now a pathway for the industry and government to be more coordinated in knowledge and skills transfer for those importing Australian cattle.

The low livestock export volumes through other Asian markets means that skills and knowledge transfer to overseas stakeholders is dependent on exporter demands and delivered through the Co-funding Program.

EMENA

The LEP has invested heavily in developing skills and knowledge to comply with ESCAS in the EMENA region since its implementation. Continued skills development has been delivered by forming and maintaining strategic partnerships with key importers and supply chain participants and working closely with exporters to establish Co-funding projects in the region.

Indonesia

In 2018-19, two animal welfare seminars, focussing on stunning and halal slaughter, were held in Lampung and Tangerang with 100 participants in total attending both.

The participants included Animal Welfare Officers (AWO), exporter representatives and auditor companies. An important outcome from the seminars was the re-establishment of AWO Forums in Sumatera and Java.

To maintain and support this mature market, the LEP provided capacity building on breeders with two workshops in Lampung and Yogyakarta, Central Java with a total of 73 participants. The workshops delivered animal behaviour and good handling practices, animal health, breeding and reproduction, and lairage design that supports good workflow and low-stress animal handling.

The LEP also links with and provides advice to the Indonesia Australia Red Meat and Cattle Partnership (IA-RMCP) skills development program, where three cohorts of feedlot managers and operators received training in the areas of breeding, nutrition and reproduction.

COLLABORATIVE FUNDING (CO-FUNDING) PROGRAM

The Livestock Export Collaborative Funding (Co-funding) Program is available to exporters for activities and initiatives domestically and in market designed to ensure growth and sustainability of the industry through improvements in animal welfare, livestock performance, market access developments, supply chain efficiencies and uptake and extension of R&D outcomes.

In 2018-19, six Australian livestock exporters participated in 24 projects on a 50:50 cost-shared basis. The LEP provided \$400,000 which was matched by exporters for a total investment of \$800,000.

Projects included:

- technical support and preparation in-market during festival periods
- data collection on board vessels to determine the impact of environmental condition on livestock welfare
- support in communicating transparency of the live sheep export journey at key points of the supply chain, informing industry and the wider community of operational realities and improvements with valued trade partners
- identifying opportunities to value-add and improve efficiencies across relevant elements of the supply chain
- improving efficiencies for better animal welfare outcomes during livestock movement and handling at various points along the supply chain
- reviews of feedlot and abattoir infrastructure and recommendations to improve the flow of livestock and point of slaughter outcomes
- supporting advancements of abattoir and feedlot animal welfare standards through provision of on-the-job training to key importer facility staff
- increasing breeder sheep management capability, including advice on nutrition and livestock health programs

LEP IN-MARKET PROGRAMS

- supporting the integration and use of improved technologies into traceability systems for enhanced access to traceability data
- training of key importer staff to improve animal welfare standards and ensure continued and effective implementation of ESCAS compliance measures
- supporting developments in feedlot management for better assessment of livestock performance to determine improved weight, feed consumption and feed conversion ratios in livestock.

TECHNICAL SUPPORT DURING FESTIVAL PERIODS

Asia Pacific

The Korban festival occurred on 22 to 24 August 2018. Pre-Korban meetings were held with exporters and importers and industry initiated a six-week suspension of exports of slaughter sheep and goats to Malaysia prior to Korban. This resulted in only 300 slaughter sheep being available across three supply chains in Malaysia.

EMENA

Eid Al-Adha occurred on 21 to 24 August 2018. Historically, Eid al-Adha is the most difficult time of year to maintain control throughout supply chains due to the traditional culture of the festival for individuals to slaughter their own animals.

To assist exporters with the associated risks, the LEP formulated, alongside exporters and importers, an Eid al-Adha plan with detailed high-level recommendations and specific risks associated with relevant countries and provided oversight during the festival period.

Through the Co-funding Program, exporters were able to provide additional in-market resources to assist importers manage the increased demand. A de-brief was held at the conclusion of the festival to allow for reflection and recommendations for the 2019 festival.

Indonesia

Despite it being a mature market for ESCAS compliance, the LEP worked closely with Indonesian supply chains in advance of the month of Ramadan and Eid al-Fitr on 3 to 4 June 2019, due to the increased demand for livestock slaughter during the festival month compared to the remainder of the calendar year. Butchers and feedlots reported a 5-15% decrease in livestock numbers in 2018 compared with the previous year, attributed to the importation of Indian buffalo meat and the prolonged festive break.

TECHNICAL ADVICE AND SUPPORT

Asia Pacific

The Vietnamese market continued to evolve in 2018-19, with the LEP working hard to understand underlying reasons for specific behaviours and deliver more targeted technical training that is relevant and adds value.

This helped to disrupt the reliance on traditional sales and distribution methods and supported increased investment in infrastructure and the way businesses operate. It also addressed whole-of industry risks, especially concerning animal welfare and competitiveness.

Changing business behaviour is not easy and the LEP supported three Supply Chain Business Development Managers (SCBDMs) in three Vietnamese supply chains to respond to behaviour related issues on a daily basis and create alternative pathways to respond to matters as they arose.

The Vietnamese Government is engaging with the LEP on their animal welfare and movement control legislation, creating opportunities for harmonisation with Australian expectations and removal of residual supply chain animal welfare risks.

The relatively low volume of livestock delivered into some parts of South East Asia meant that support programs were often exporter-specific and therefore many technical programs were delivered through the Co-funding Program.

EMENA

Projects in the region had a strong focus on infrastructure design at feedlots and slaughterhouses. Increased ease of livestock flow and reduced human intervention measures helped to ensure good handling practices and generated better efficiencies for supply chains.

Much of the technical support was delivered through the Co-funding Program, which allowed greater buy-in from exporters and their associated importers, and increased willingness to proceed with support services.

The LEP also worked on disseminating information about heat management, as a key focus for supply chains, and supported heat stress trials and monitoring projects through the Co-funding Program.

Indonesia

The LEP supported exporters to meet their regulatory and ESCAS compliance obligations by providing supply chains with the relevant tools, skills and knowledge on animal welfare, traceability and control. In mature and established supply chains within Indonesia, provision of training by the exporters is increasing. This enables the LEP to be more focussed on providing updated information around ESCAS standards, industry trends and market outlooks through industry events such as the LEP Expo, the Indonesian Importers' Association (GAPUSPINDO) meetings and AWO Forums. The market intelligence and information obtained from these meetings as well as from the beef and cattle wet market monitoring project feeds back to exporters, with the LEP providing key issue briefs and risk management plans as required.

As competition intensifies in Indonesia, the LEP has supported a strategy that will enable businesses to move from wet markets to modern retail outlets and capture more value along the supply chain. Underpinning this strategy is the notion that consumers are increasingly demanding beef they can trust.

LEP IN-MARKET PROGRAMS

TRADE RELATIONS AND MARKET ACCESS

Asia Pacific

The LEP worked on a strategic approach in Vietnam to align Australian industry stakeholders and the Australian Government to promote business development, trade relationships, supporting diplomacy efforts, and delivering training and support to Vietnamese abattoir owners. The approach aims to enable a greater return on investment for all stakeholders interested in assisting market development in Vietnam.

In 2018-19, the LEP was able to direct the Department of Foreign Affairs and Trade (DAFT) towards greater utilisation of their aid funding through the Managing Abattoirs, Training and Exchange of Skills (MATES) program. The initial program has evolved from a skills training program to the development of a framework for businesses to deliver their own Quality Assurance systems. The LEP acted in the capacity of technical advisor, linking key commercial companies within an Australian Aid program.

The positive relationship between the LEP, Vietnamese Government and Australian Agriculture Counsellor to Vietnam positioned the industry to provide technical support and information on the animal welfare outcomes at the point of slaughter and led to an invitation to contribute to Vietnam's animal welfare and movement control programs. This demonstrates the commitment of industry to improvements beyond Australian livestock and will minimise the risk of poor outcomes for domestic cattle as well as any that erroneously move outside approved ESCAS supply chains.

Volumes of slaughter cattle increased into China during 2018-19, as exporters and importers continued to test the market acceptance of Australian cattle and the financial viability of the trade. However, health protocol conditions continued to make trade difficult.

The LEP initiated a workshop with importers, exporters and Chinese authorities which successfully identified several key issues for industry regarding market access. A new protocol for slaughter and feeder sheep was also negotiated with the support of the LEP and Protocol Committee.

Visits to Malaysia covered high-level market access issues, especially around Korban. The LEP and the Australian Agriculture Counsellor to Malaysia worked to explore ways to address discrepancies between ESCAS and the Malaysian Department of Veterinary Services (DVS) registration for abattoirs and collaboration on movement and animal welfare controls of Australian livestock in Malaysia.

The LEP participated in the World Halal Conference in Malaysia in April 2019 due to the importance of religious slaughter in Malaysia for Australian livestock.

EMENA

It was a turbulent year, with fallout from the Awassi Express footage leading to a halt in supplies from the largest live sheep exporter to the region and subsequent flow-on impacts to the live sheep trade more generally. Ongoing reviews and regulatory unknowns created additional uncertainty for in-market partners such as importers, facility operators and governments.

The LEP worked closely with the department, meeting with all major trading partners around the region to ensure communication of important changes and accuracy of information. These meetings were supported by a visit by the Australian Minister for Agriculture, the Hon David Littleproud MP, to communicate these changes to his foreign ministerial counterparts. The LEP also liaised with importers regarding changes and pathways for them to provide feedback to the Australian Government.

The significance of the changes to import requirements in Israel were communicated by the LEP to Australian government officials and the LEP helped to arrange a ministerial visit to Israel to support an active trade.

To establish the LEP as a reliable source of knowledge and expertise, the LEP presented at the United Arab Emirates (UAE) animal welfare conference and presented information regarding Australia's livestock systems at a workshop in Turkey.

The LEP continued its role in linking industry with Australia's in-market agricultural counsellors to share information on industry priorities and to garner support for beneficial trading relationships and conditions.

Indonesia

The LEP works closely with Australian government representatives, collaborating through programs such as the IA-RMCP, Indobeef and the Australia Indonesia Partnership for Promoting Rural Incomes through Support for Markets in Agriculture to ensure there is a coordinated approach around trade, market access and research and development issues.

The LEP closely monitored the developments around the Indonesian Government's 5:1 feeder to breeder import policy and provided information back to industry. As of 30 June 2019, the Indonesian Ministry of Agriculture was considering a new approach based on 5% of feedlot capacity.

At the Jakarta Indolivestock 2018 event, the LEP provided information regarding the Australian red meat and cattle industry, market updates and outlooks, consumer profiles and the latest R&D projects developed to support the industry.

MARKET INTELLIGENCE

Asia Pacific

A local Vietnamese agriculture statistics company was engaged to monitor imports of livestock into Vietnam for the LEP, providing valuable data based on official customs figures to quantify the purchasing behaviour of importers and identify the risk or sustainability of new market entrants.

The SCBDM program which is supporting three consultants in the three Vietnamese supply chain companies to determine pathways to transition the businesses into more sustainable models, provided the LEP with valuable insights into the root cause of issues and the opportunity to explore solutions, rather than only having a high-level understanding of market issues. More importantly, it also provided a collective pathway for other businesses to transition.

Continued close relationships with Australian Agriculture Counsellors, Austrade and DFAT in the region ensured the LEP

LEP IN-MARKET PROGRAMS

was informed when there were developments or concerns in other Asian markets, especially Malaysia and Thailand.

In March 2019 the LEP delivered an interactive session at the Ruminant Conference in China which explored key market issues for importers and exporters. These insights have facilitated a closer working relationship with the Chinese Animal Agriculture Association, which supports the trade with Australian livestock. The LEP will continue to explore ways to support Australian exporters in meeting Chinese expectations and to improve market access conditions.

EMENA

The EMENA office has access to strategic partners in each country around the region and information from market analysis companies. The LEP is able to pool this information from a range of sources to develop a suite of market

intelligence which it communicates formally and informally to exporters, with developments or issues flagged with them to allow Australian industry to perform at its best and strive for new opportunities.

Indonesia

The LEP continued its Cattle and Beef Monitoring project across six major cities – Medan, Jakarta, Surabaya, Bali, Kupang and Makassar – to capture prices, customer profiles, consumption trends, sales, competitors, market trends and the impact of Indian buffalo meat in wet markets and to build a year-on-year market profile.

Weekly updates of key market access issues were provided to stakeholders, along with monthly monitoring of cattle retail prices.

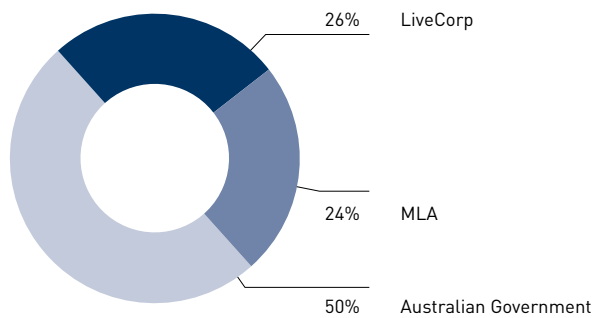


LEP RD&E PROGRAM

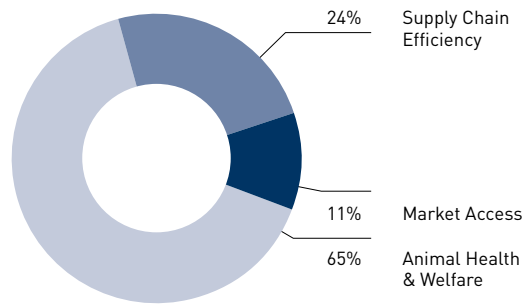
The LEP RD&E Program focuses on three key strategies:

- Improve animal health and welfare outcomes across the supply chain
- Improve supply chain efficiency and regulatory performance
- Enhance market access conditions for existing and new markets

The largest area of investment for the RD&E Program continued to be the delivery of animal health and welfare improvements (65%). Supply chain efficiency and regulatory performance received 24% of the funding and the remaining 11% was allocated to market access research.



Sources of LEP RD&E Funding (\$2.98 million)



LEP RD&E Expenditure (\$2.98 million)

LiveCorp would like to acknowledge the contribution from the Commonwealth of Australia to research and development undertaken in the LEP RD&E Program.



LEP RD&E PROGRAM

RESEARCH HIGHLIGHTS

Animal welfare indicators

Traditional measures of on-board mortalities and compliance with ESCAS requirements provided a narrow view of the industry's performance and commitment to animal welfare. To assist with moves toward measuring animal welfare, Murdoch University was engaged to identify internationally accepted indicators for cattle, sheep and goats. Defining animal welfare can be subjective, and the project is focused on scientific validation to ensure that 'the right things are collected the right way'. Rather than a simple pass/fail assessment, researchers are also developing a system to collect data on factors that influence welfare so steps can be taken to identify and remedy any issues. Analysis is underway to determine which of the indicators identified provide meaningful, practical and consistent data, and to develop protocols to ensure consistency in data collection. The project is due for completion in 2021.

Economic analysis of the live cattle export trade

Accurate information is essential to ensure a balanced and informed debate. In 2018, agricultural economics firm Mecardo was contracted to analyse the economic benefit that flows from live cattle exports to participants in the Australian supply chain.

The report found the industry provided jobs for regional Australians, sustained farm land values and supported cattle prices through additional buying competition, particularly during times of drought.

Some 40-57% of the revenue generated by the live export value chain (to the destination port) is retained by cattle farmers. Direct employment on farm averaged 2,029 for the 2012-2017 period, with total employment along the supply chain averaging 9,799 full time equivalent positions.

Automated sheep counting

A team from the University of Technology Sydney (UTS) has taken artificial intelligence technology already used regularly on roads to count cars and other vehicles, to develop a system of counting sheep. Accurate counting is vital for the livestock export industry, as stocking densities, pen space allowances and feed stores need to be calculated precisely.

Video footage was captured at feedlots and in Fremantle during a ship being loaded with sheep, and the computer 'taught' how to recognise individual animals. Under optimal conditions, with sheep moving freely, the technology demonstrated over 98% accuracy.

Work is continuing with UTS to refine the system and the project is expected to be completed in February 2020.

Power options for captive bolt devices

Captive bolt devices powered by gunpowder-based charges are subject to strict regulations in some countries. Research was conducted into finding alternative power options, to minimise reliance on these devices and provide a back-up in case of issues with availability of charges.

The project team carried out a literature review into stunning and standards, and investigated similar technology used in other industries, before developing a prototype hand-held pneumatic stunner.

The device uses traditional bottled gas (compressed air or carbon dioxide) as cylinders are readily available in-market and will hold enough for many hundreds of discharges. The final stages of the project will involve field-testing and developing the information required to assist with registration of the device.

Investigating on-board fodder rations

An analysis of previous research, existing standards and anecdotal evidence from within the industry was used to identify opportunities to improve the quality of on-board live export feed rations.

The project also considered how best to address the issue of pellets breaking apart into fines. Providing the correct quality and quantity of fodder is a significant and fundamental part of ensuring the welfare of the animals on board vessels. Progress was made in defining a 'standard' industry pellet that balances nutrition and animal welfare against ease of manufacturing and preventing both fines and fires on board vessels.

Further research is expected, including validation trials to ensure the specifications can be achieved in practice and do not lead to unexpected health outcomes.

LEP RD&E PROGRAM

RESEARCH, DEVELOPMENT & EXTENSION PROJECTS

Strategic Objective 1: Achieve continuous improvement in animal health and welfare across the supply chain

Outcome: Improve the skills, knowledge and capability of people and encourage increased adoption/ improvement of infrastructure in livestock export supply chains to support the delivery of good animal health and welfare outcomes and deliver against Australian animal welfare regulatory requirements.

Pinkeye on long-haul cattle voyages

Severe eye disease is a significant problem in Bos taurus cattle on long-haul and medium-haul voyages. The objective of this project was to identify microorganisms associated with the disease and develop prevention strategies to improve animal health and welfare on long haul voyages.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
03/2014	\$10,000	Complete	Murdoch University	W.LIV.0181

Heat management in the Middle East - Phase Three

The study is testing the effects of different shade structures in feedlots on the thermal load of sheep and whether using fans and ground wetting in a humid environment will alter the internal rumen temperature of sheep exposed to those interventions.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
09/2016	\$68,000	In-Progress	Murdoch University	W.LIV.3044

Upgrade the shipboard mortality database (Version 2)

The objective is to ensure secure website hosting, improve data security and the system interface for automated data entry directly from the vessel, as well as enhanced data retrieval.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
01/2017	–	In-Progress	AUSVET	W.LIV.0295

Animal welfare indicators pilot for the livestock export industry

This project will pilot and record animal welfare indicators through the supply chain and develop an industry dashboard for collecting data that will contribute towards benchmarking the industry. The welfare indicators to be used include resource, animal and management-based measures which have been identified from previous research as both important and practical.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
07/2017	\$362,258	In-Progress	Murdoch University	W.LIV.3047

Identifying opportunities for continued improvement of the livestock export feed ration

This project delivered two objectives: (1) a review of the findings of W.LIV.0256 - Review of fodder quality and quantity in the livestock export trade, identifying the reasons for non-adoption of some recommendations, confirming the ongoing validity of adopted recommendations and updating recommendations against developments in the last seven years; (2) an investigation of the quality and delivery mechanism of the pelleted feed during the voyage to minimise pellets turning to powder.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
02/2018	\$30,000	Complete	Michael McCarthy	W.LIV.0298

Data pipeline and LIVEX-Collect technology

This project aims to expedite and refine a smartphone app (LIVEX-Collect) and training materials that have been developed as part of the Animal Welfare Indicators Pilot. The aim of the app is to be a standardised data collection tool, integral for reporting and assessing animal welfare beyond mortality. A centralised database with analysis tools and a user interface platform will provide a more efficient and standardised system for the industry.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
11/2018	\$103,355	In-Progress	BSMG Consulting	W.LIV.2001

LEP RD&E PROGRAM

Independent pen air turnover audits

Australian livestock export industry resolutions and government regulatory requirements mandate that all ships travelling to or through the Middle East after 1 July 2018 must have their Pen Air Turnover (PAT) rates independently audited. This project will deliver and support independent PAT audits for all vessels departing Australia and carrying Australian livestock.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
11/2018	\$555,780	In-Progress	Stacey Agnew	W.LIV.2002

UNE Project Partnership investigating Bedding, Ammonia and Stocking Density

The Partnership will address identified issues associated with the export of sheep and cattle, including the effects of stocking density, bedding use and ammonia production, and their interactions, on animal welfare, health and performance outcomes. The objectives are to provide an understanding of space use by animals on board export vessels. This will ultimately provide recommendations to the industry on optimal stocking densities for both sheep and cattle that will have minimal impact on animal welfare.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
03/2019	\$120,000	In-Progress	UNE Armidale	W.LIV.0299

In-flight environmental monitoring and management

This project will explore the potential application of technology to identify environmental issues during the transport of livestock. In particular, the transport of livestock via aircraft, the monitoring of ammonia levels throughout the export process. The end goal will be that this technology is applied in a broader context, such as for real-time shipboard environmental monitoring.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
03/2019	\$27,000	In-Progress	Apex Flight Operations	W.LIV.2003

National livestock export industry sheep, cattle and goat transport performance report 2018

A comprehensive analysis of the performance of the livestock export industry in terms of mortality levels of sheep, cattle and goats exported by sea and air from Australia during 2018.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
06/2019	\$64,000	Complete	DPIRD	W.LIV.0297

LEP RD&E PROGRAM

Strategic Objective 2: Improve supply chain efficiencies and regulatory performance

Outcome: Support and encourage the efficiency, sustainability and productivity of Australian livestock export supply chains with the necessary knowledge, skills, systems, technologies and tools to comply effectively and efficiently with regulatory requirements and support industry led quality assurance systems.

Capacity constraints and inefficiencies in the livestock export supply chain

This project undertook a detailed analysis of the beef and sheep livestock supply chains between property, export depot and port, and overseas receipt port. It identified current and potential future logistics and infrastructure/operational bottlenecks which create critical delays, increase costs or restrict supply.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
07/2017	\$28,450	Complete	CSIRO Land and Water	W.LIV.3049

LGAP ITS holding/storage

The centralised management system developed as part of the Livestock Global Assurance Program (LGAP) is the fundamental element which draws together all components of LGAP. This project covered the LGAP Information Technology System holding costs.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
10/2017	\$55,896	Complete	Compliance Experts	W.LIV.3052

LEP R&D systems review

This review aimed to ensure the LEP RD&E program continues to uphold its reputation by undertaking targeted, prioritised, effective and transparent research that helps the live export industry succeed in the international market. The review also supported improvements to the extension and adoption activities undertaken by the program.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
11/2017	\$1,075	Complete	Noetic Group	W.LIV.0194

LGAP implementation – company establishment, control and traceability

This project supported the establishment of the LGAP company and further work towards an industry traceability and control system.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
02/2018	\$33,923	Complete	MRAG, Oliver Doam and Gaal Creative	W.LIV.3051

Review and update of the Industry Response Plan (IRP) for the Livestock Export Industry

This project will review and update the Industry Response Plan and Consignment Risk Management Plan, undertake a simulation exercise and develop an implementation plan for ongoing simulations and document review.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
06/2018	\$54,400	In-Progress	Noetic Group	W.LIV.0195

Live Export Student Development

Support for a scholarship program to allow industry personnel or undergraduate veterinary or agricultural students in Australia to participate in the LiveCorp Shipboard Stockperson training course.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
07/2018	\$24,124	Complete	LEP	W.LIV.1902

Automated sheep counting for the Livestock Export Industry

Researchers at the University of Technology Sydney (UTS) are working to develop technology for the automated counting of sheep. Initial proof of concept tests have been completed on actual sheep counting scenarios in Western Australia, including on and off trucks and loading onto a vessel. This project will use video technology and develop algorithms to count sheep within the supply chain with very high accuracy.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
07/2018	\$184,000	In-Progress	UTS	W.LIV.2000

LEP RD&E PROGRAM

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

Outcome: Overseas governments' policies and in-market conditions are monitored to determine potential changes in demand, which could materially affect Australian livestock exports, and actions are initiated to manage the effects of the changes.

Review of black organs (acquired visceral melanosis)

Acquired visceral melanosis is a naturally occurring black pigmentation of the liver, often with concurrent lung and kidney discolouration. The condition has caused carcase condemnation during the processing of affected sheep in the Middle East. The project reviewed available research to understand the extent to which ingested liver pigment is absorbed and how it is metabolised, to determine if there were any side effects from consumption.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
02/2013	\$9,000	Complete	DPIRD	W.LIV.0173

Alternative options to power captive bolt devices

This project assessed alternative options for powering captive bolt stunning devices, specifically for the Vietnam market.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
11/2016	\$99,985	Complete	Herd Health	W.LIV.3045

Economic analysis of the live cattle export trade

An economic analysis of the wide geographic spread of people who are currently employed or benefit from the cattle live export trade and the financial benefit that flows to the supply chain participants, including the contribution to regional areas of Australia.

Start Date	2019-19 Investment	Status at 30/6/19	Researcher	Project Code
05/2018	\$174,600	Complete	Mecardo	W.LIV.0196

LIVESTOCK EXPORTS BY DESTINATION 2018-19

COUNTRY	VOLUME				MARKET %			
	Cattle	Dairy	Sheep	Goats	Cattle	Dairy	Sheep	Goats
Brunei	4,339	-	-	-	0.4%	-	-	-
China	75,948	75,072	2,256	3,368	6.5%	81.2%	0.2%	18.1%
Indonesia	674,940	1,933	23	30	57.9%	2.1%	0.0%	0.2%
Israel	85,831	-	69,800	-	7.4%	-	6.7%	-
Japan	13,800	2,193	-	-	1.2%	2.4%	-	-
Jordan	300	-	159,500	-	0.0%	-	15.2%	-
Kuwait	826	-	346,916	-	0.1%	-	33.1%	-
Malaysia	22,986	3,002	39,957	14,268	2.0%	3.2%	3.8%	76.5%
Oman	-	3,500	54,788	-	-	3.8%	5.2%	-
Other	5,830	2,428	176	499	0.5%	2.6%	0.0%	2.7%
Philippines	15,415	240	-	99	1.3%	0.3%	-	0.5%
Qatar	1,348	-	284,000	-	0.1%	-	27.1%	-
Russia	32,036	-	11,725	27	2.7%	-	1.1%	0.1%
Singapore	-	-	3,980	43	-	-	0.4%	0.2%
Taiwan	184	1,827	-	-	0.0%	2.0%	-	-
Thailand	990	227	54	233	0.1%	0.2%	0.0%	1.2%
United Arab Emirates	480	1,803	74,000	-	0.0%	2.0%	7.1%	-
Vietnam	230,800	231	-	83	19.8%	0.2%	-	0.4%
Total	1,166,053	92,456	1,047,175	18,650				
FOB Value \$	1,449,009,703	188,534,848	142,173,293	7,179,122				

TOTAL BY REGION	VOLUME				MARKET %			
	Cattle	Dairy	Sheep	Goats	Cattle	Dairy	Sheep	Goats
EMENA	88,785	5,303	989,004	-	7.6%	5.7%	94.4%	-
Indonesia	674,940	1,933	23	30	57.9%	2.1%	0.0%	0.2%
SEA	133,662	82,561	46,247	18,011	11.5%	89.3%	4.4%	96.6%
Vietnam	230,800	231	-	83	19.8%	0.2%	-	0.4%
Other	37,866	2,428	11,901	526	3.2%	2.6%	1.1%	2.8%
Total	1,166,053	92,456	1,047,175	18,650				

LIST OF ABBREVIATIONS

AASB	Australian Accounting Standards Board	IA-RMCP	Indonesia Australia Red Meat and Cattle Partnership
AAV	Australian Accredited Veterinarian	IP	Intellectual property
ABS	Australian Bureau of Statistics	IRP	Industry Response Plan
AGM	Annual General Meeting	KPI(s)	Key Performance Indicator(s)
AHA	Animal Health Australia	LEP	Livestock Export Program
ALEC	Australian Livestock Exporters' Council	LERDAC	Livestock Export Research and Development Advisory Committee
AMLI Act	Australian Meat and Livestock Industry Act 1997 (Cth)	LGAP	Livestock Global Assurance System
AOP	Annual Operational Plan	LiveCorp	Australian Livestock Export Corporation Limited
ARC	Australian Research Council	MATES	Managing Abattoirs, Training and Exchange of Skills
ASEL	Australian Standards for the Export of Livestock	MISP	Red Meat Industry Strategic Plan
ASIC	Australian Securities and Investments Commission	MLA	Meat & Livestock Australia
ATMAC	Agricultural Trade and Market Access Cooperation	NABRDES	National Animal Biosecurity RD&E Strategy
AVA	Australian Veterinary Association	NAMP	National Arbovirus Monitoring Program
AWO	Animal Welfare Officer	NAWRDES	National Animal Welfare RD&E Strategy
BTv	Bluetongue virus	PAT	Pen Air Turnover
CCA	Cattle Council of Australia	R&D	Research & Development
CEO	Chief Executive Officer	RD&E	Research, Development and Extension
Department	Department of Agriculture	RDC	Research and Development Corporation
DFAT	Australian Department of Foreign Affairs and Trade	SCBDM	Supply Chain Business Development Managers
DPIRD	Department of Primary Industries and Regional Development	SEA	South East Asia
DVS	Malaysian Department of Veterinary Services	SPA	Sheep Producers Australia
EMENA	Europe, Middle East and North Africa	TAC	Technical Advisory Committee
ESCAS	Exporter Supply Chain Assurance System	TRP	Technical Reference Panel
FA	Funding Agreement	UAE	United Arab Emirates
FAR Committee	Finance, Audit and Remuneration Committee	UTS	University of Technology Sydney
GICA	Goat Industry Council of Australia	UNE	University of New England
GAPUSPINDO	Indonesian Importers' Association	YLEN	Young Livestock Exporter's Network
HSRA	Heat Stress Risk Assessment		

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