

Strategic Plan 2025-2030

A prosperous, resilient, and sustainable future



AMPC

AUSTRALIAN
MEAT PROCESSOR
CORPORATION





The Australian Meat Processor Corporation (AMPC) is the specialist research and development corporation for the red meat processing industry in Australia. AMPC invests in research, development, and marketing activities to benefit red meat processors.



Acknowledgement of Country

AMPC acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and pays respect to Elders past and present across all the lands on which we operate.

2050 VISION

A thriving, trusted, and sustainable red meat processing industry

Contents

| | |
|---|----|
| Executive summary | 2 |
| Australian red meat processing | 3 |
| Trends affecting the red meat processing industry | 4 |
| AMPC vision and purpose | 6 |
| Our strategy | 7 |
| Industry excellence | 8 |
| Innovation and technology leadership | 9 |
| Growth and global competitiveness | 10 |
| Enablers | 11 |
| Measures of success | 12 |
| A balanced investment | 13 |
| Financial outlook | 14 |
| Strategic partnerships | 15 |
| Consultation | 16 |

Executive summary

The Australian Meat Processor Corporation (AMPC) has built on the success of its previous strategic plan, which funded more than 500 projects and delivered \$6.40 for every dollar invested.

These projects helped the red meat processing industry reduce costs, increase revenue, and build a more sustainable industry.

This progress was achieved despite unprecedented challenges, including the COVID-19 pandemic, demonstrating the industry's resilience and adaptability.

Looking ahead, the new strategic plan reflects a comprehensive approach to future-proofing the industry. AMPC engaged with a broad range of stakeholders — from processors and government bodies to research institutions and industry organisations — to understand the needs and goals of the entire value chain.

This plan considers emerging opportunities and threats while focusing on delivering sustainable, innovative, and transformative solutions that support long-term growth and global competitiveness.

Over the next five years, AMPC will invest in three strategic pillars to advance the red meat processing industry in Australia.

Our strategic pillars

Industry excellence

Build a trusted and transparent industry renowned for integrity, safety, sustainability, and innovation. Respond to community expectations of the industry, including by continual improvement of animal welfare outcomes, developing a dynamic and future-ready workforce, and identifying opportunities for more sustainable industry practices.

Innovation and technology leadership


Drive productivity and competitiveness through cutting-edge research and development and the adoption of advanced technologies. By fostering collaboration with global and local innovators, the industry will accelerate transformative change, improve efficiency, and adapt to future demands.

Growth and global competitiveness


Expand market opportunities and carcase value by aligning with emerging consumer needs and lifting the value of Australian red meat. Research will expand market access, strengthen the industry's global reputation, and maximise revenue growth and competitiveness.

Our enablers


The following enablers will form the foundation of industry and AMPC success:




Industry capacity and capabilities




Strategic partnerships and collaboration



Science, data, and insights



Growing investment in innovation



Knowledge transfer and adoption

Investing in research and development through these strategic pillars and enablers ensures the Australian red meat processing industry will be positioned to overcome challenges, harness opportunities, and drive a prosperous, resilient, and sustainable future for all stakeholders.

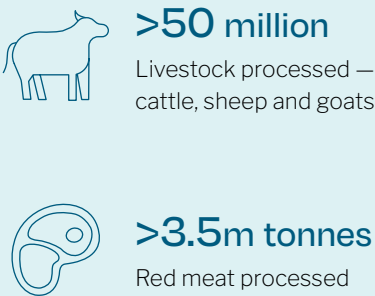
Australian red meat processing

The demand for affordable, safe, and sustainably produced protein is rising rapidly as the global population grows. Change is inevitable and challenges lie ahead.

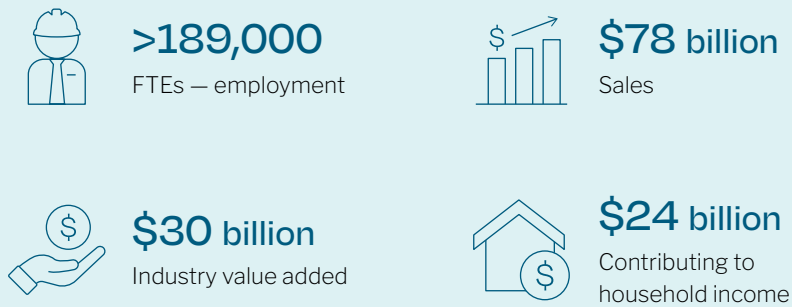
The Australian red meat processing industry is primed to deliver. With cutting-edge research and development, a commitment to efficiency and sustainability, and a reputation for quality and trust, the red meat processing industry is well placed to meet global demand and set new benchmarks for excellence.

This is the time to invest, innovate, and drive the next evolution in red meat processing — building a future that is smarter, more sustainable, and globally competitive.

Production¹



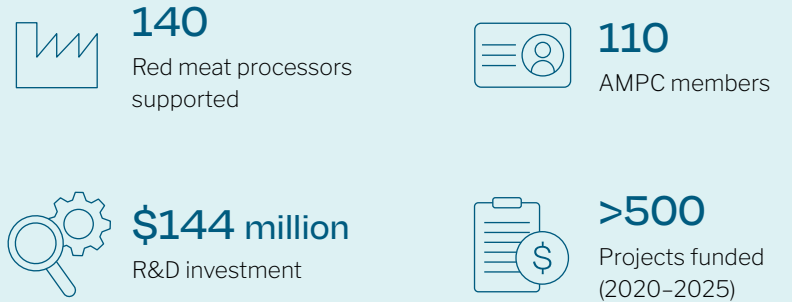
Economic benefits² Direct and flow on impacts



Exports³

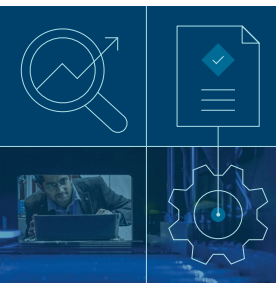


During the 2020–25 Strategic Plan, AMPC supported⁴



1 2024 calendar year figures based on ABS (2025) *Livestock Products*, MLA (2025) *National Livestock Reporting Service*
2 2023/24 financial year, based on AMPC (2025). *Red Meat Processing Socio-Economic Impact Study*. Australian Meat Processor Corporation.
3 2024 figures based on FAO
4 AMPC internal data

Trends affecting the red meat processing industry



As part of the strategic plan development, AMPC consulted extensively with stakeholders across the red meat processing value chain. While there are many trends shaping the red meat processing industry, several key themes have emerged. By embracing innovation, sustainability, and collaboration, the industry has the potential to lead globally, turning obstacles into catalysts for growth, resilience, and alignment with evolving consumer expectations.

Labour shortages and workforce development

Labour shortages continue to be a significant challenge across the red meat processing value chain, driven by a range of factors, including accessing sufficient workers, retention of staff, and in some cases, affordable housing. AMPC has a strong emphasis on addressing this challenge through upskilling, talent attraction, and workforce development. Key solutions include leveraging automation, artificial intelligence, and digitisation to enhance labour efficiency and reduce dependency on manual processes. These technologies decrease labour requirements and also position the industry as a hub for developing highly relevant technical skills, making it an attractive field for a new, diverse, and innovative workforce.

Regulatory pressures and compliance

The high cost of compliance with Environmental Social Governance (ESG) standards, food safety protocols, maintaining current compliance, and biosecurity measures poses a significant challenge to expanding international markets for the red meat processing industry. These expenses limit profitability and competitiveness across the industry. Simplifying and streamlining complex requirements could reduce costs, support industry compliance, and open new export opportunities, strengthening the industry's global position.

Technological innovation

Technological advancements, including automation, artificial intelligence, and data-driven decision-making, were identified as transformative opportunities for the industry. These innovations have the potential to optimise operations, improve traceability, and enhance yield across the value chain. They are seen as essential for meeting growing consumer demands for transparency, sustainability, and premium-quality products, positioning the industry at the forefront of modern, data-enabled agriculture.

Global leadership and innovation

The Australian red meat processing industry is recognised as a global leader in sustainability, innovation, and product quality. Stakeholders emphasised the importance of building on this strong foundation by supporting research-backed innovative solutions to maintain a competitive edge over international competitors, who also continue to innovate. They also highlighted the need to improve communication about the industry's exceptional standards, particularly in human health, animal welfare, and sustainability, to achieve greater recognition domestically and internationally.



Above: International exports

Sustainability and environmental credentials

Sustainability remains a central focus for the Australian red meat processing industry. Key themes included low emissions food production, waste reduction, resource efficiency, clean energy, and the use of circular economy principles. Achieving robust sustainability credentials is essential to meeting consumer and regulatory demands while maintaining a competitive edge globally. Processors identified significant opportunities to enhance value by reducing resource use and increasing the use of by-products through innovative circular economy strategies.

Consumer preferences and market trends

Shifting consumer preferences toward sustainable, ethical, and transparent production are reshaping the landscape of the Australian red meat processing industry. These changes are driving demand for innovative and high-value products that align with these standards and values. The rise of alternative proteins and global sustainability trends presents a challenge and an opportunity for the industry to differentiate itself through the superior quality and natural attributes of Australian red meat.

Collaboration and data integration

Enhanced collaboration across the supply chain, supported by transparent and integrated digital data flows, is essential for achieving alignment and optimisation within the Australian red meat processing industry. Processors, governments, and value chain stakeholders emphasised the importance of shared data and traceability to meet industry-wide goals. Currently, the challenges are in accessing and using data that is not digitised. Further investment in streamlining data systems could unlock significant value, particularly if data is integrated with commercial and regulatory reporting requirements, transforming data into a powerful resource for the industry.

Strategic alignment and public trust

Building public trust through transparent communication and strong social license initiatives is essential for ensuring long-term sustainability in the Australian red meat processing industry. Aligning industry goals with global trends and consumer values is crucial for maintaining relevance, competitiveness, and the confidence of domestic and international stakeholders.

AMPC vision and purpose



Vision

Australia's red meat processing industry is globally recognised for its sustainability, innovation, and competitiveness, delivering safe and high-quality products that nourish people while driving long-term industry and community prosperity.

Purpose

To enable transformative innovation and sustainable value creation, empowering red meat processors, regardless of size, to respond to emerging industry needs and seize future opportunities.



2050 VISION

A thriving, trusted, and sustainable red meat processing industry

World-leading animal welfare and community support

Australia is globally recognised as a leader in animal welfare, consistently meeting or exceeding the highest standards. Strong science and evidence-based systems have built strong community trust and support, reinforcing the industry's reputation as clean, green, and ethical. Ongoing community engagement ensures sustainability and animal welfare outcomes deliver benefits for all stakeholders.

Environmental sustainability and innovative leadership

By 2050, the industry will lead in sustainability through circular economy practices, carbon neutrality, and real-time emissions tracking. Bioresource recovery and waste reduction strategies maximise resource use and minimise environmental impacts, driving continuous innovation.

Safety, automation, and workforce excellence

The industry has set global benchmarks for safety and workforce excellence, attracting skilled talent through advanced training and emerging opportunities. Increased automation, data-driven insights, and human-robot collaboration improve efficiency, productivity, and safety across the supply chain.

Global market leadership and competitive edge

The Australian red meat processing industry maintains its global leadership by offering premium, innovative products and adapting swiftly to market needs. Diversified processing and a commitment to innovation ensure competitiveness while meeting global demand for tailored, high-value solutions.

Consumer-centric and value of products

The Australian red meat processing industry delivers affordable, high-quality, and sustainable products tailored to evolving consumer preferences. Trusted globally for its nutrition and proven sustainability credentials, the industry continues to innovate and create new value for consumers.

Our strategy

Three strategic pillars will guide the AMPC Strategic Plan 2025-2030.

Industry excellence

A sustainable industry built on integrity, innovation, and skilled people.

FOCUS AREAS

Building community awareness and industry confidence through transparency.

Sustainability leadership by leading the way in reducing environmental impact.

Building a future-ready workforce that is skilled and diverse.

Championing safety and wellbeing.

Advancing animal welfare.

Innovation and technology leadership

Driving the future with bold leadership and transformative technology.

FOCUS AREAS

Technology innovation through forward-thinking research and development.

Leading the adoption and scalability of technologies.

Powering the industry with excellence in digital transformation.

Process innovation to create value that sets new standards.

Growth and global competitiveness

Expanding markets, increasing value, and leading the world in red meat.

FOCUS AREAS

Improving market access, including reducing costs and streamlining compliance.

Supporting continuous improvement to streamline compliance and industry standards.

Delivering value opportunities, including premium offerings worldwide.

Lead with ethical products that meet future consumer needs in food safety, quality, and nutrition.

Enablers

Industry capacity and capabilities

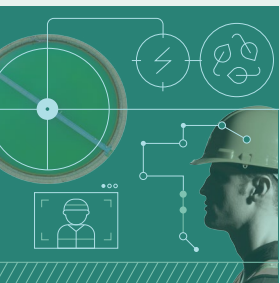
Science, data, and insights

Knowledge transfer and adoption

Strategic partnerships and collaboration

Growing investment in innovation

Industry excellence



Ambition

Build a trusted and transparent industry renowned for integrity, safety, sustainability, and innovation. Ensuring community expectations and values of the industry are met with continuous improvement of animal welfare outcomes, developing a dynamic and future-ready workforce, and identifying opportunities for more sustainable industry practices.

Building community awareness and industry confidence

Building awareness is essential to the industry's success. By fostering transparency, ethical practices, and proactive communication, the industry can align with societal expectations and strengthen public confidence. A focus on excellence, environmental stewardship, and community engagement will reinforce trust with stakeholders and the broader community. Creating a confident and proud industry and openly sharing its achievements will ensure long-term success.

Sustainability leadership

Sustainability is going to be at the core of all businesses in the next decade. Red meat processors require support to exceed sustainability goals, focusing on emissions and broader resource use, and waste management, to enhance profitability and outcomes.

Building a future-ready workforce

A skilled and inclusive workforce is critical for future success. By improving attraction, retention, and upskilling strategies, the industry will position itself as a workplace of choice. Promoting diversity, equity, and inclusion at every level will foster a dynamic, resilient workforce, ready to meet evolving challenges.

Safety and wellbeing

The wellbeing of all people in the industry is paramount. Through the development and implementation of cutting-edge technology, comprehensive training programs, enhanced workplace ergonomics and a proactive approach to safety culture and wellbeing initiatives, the industry can reduce injuries, improve productivity, and foster pride in the workplace. Ensuring safe, respectful, supportive and inclusive environments will attract and retain talent while strengthening industry resilience.

Advancing animal welfare

Animal welfare is central to industry integrity and community trust. With a commitment to continuous improvement, ongoing investment in science and technology, and a strong welfare culture, the industry strives to enhance animal welfare practices. These initiatives enable the industry to demonstrate leadership, address community needs, and align with societal values.

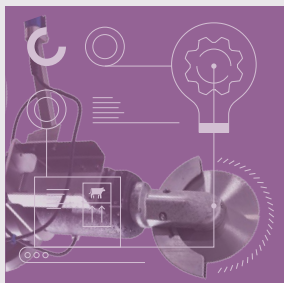


Right: AMPC Careers Portal

Innovation and technology leadership

Ambition

Drive productivity and competitiveness through cutting-edge research and development and the adoption of advanced technologies. By fostering collaboration with global and local innovators, the industry will accelerate transformative change, improve efficiency, and adapt to future demands.



Technology innovation

The industry is committed to driving transformative and applied research to address its most pressing challenges and future opportunities. By fostering advancements in automation, artificial intelligence, robotics, and alternative energy solutions, the industry aims to unlock new efficiencies, reduce environmental impacts, and enhance sustainability. These innovations will improve productivity and bolster the industry's global competitiveness, ensuring its long-term success in an evolving market.

Technology adoption and scalability

Adopting proven technologies at scale is critical to improving efficiency, safety, and sustainability. By supporting industry-wide standards and integration pathways, we will accelerate the uptake of solutions that deliver real impact for processors of all sizes.



Left: AI-driven automated beef scribing system

Digital transformation

Digital tools and platforms will enable smarter decision-making and operational insights. Investment in technologies such as *digital twins* and *virtual processing capabilities* will drive innovation, improve training outcomes, and ensure the industry remains future-ready.

Process innovation

AMPC will work with the industry to identify and enable process performance improvements tailored to red meat processors of all sizes, scales, and technical capacities. By leveraging insights into best-fit operations and industry-wide insights, AMPC will enhance efficiency, reduce waste, and improve sustainability. Research and development will also focus on improvements such as innovative materials and processing techniques to enhance product quality, extend shelf life, and meet evolving market demands.



Far left: Shadow robot system

Growth and global competitiveness



Ambition

Expand market opportunities and carcass value by aligning with emerging consumer needs and lifting the value of Australian red meat. Research will expand market access, strengthen the industry's global reputation for producing safe, nutritious and quality red meat products, to maximise revenue growth and competitiveness.

Market access

Expanding market opportunities will be key to driving global success. By prioritising non-tariff trade barriers, we will ensure smoother access to premium markets. Research and development will focus on enhancing biosecurity, food safety, and sustainability to meet global demands and strengthen Australia's competitive edge.

Streamline compliance and industry standards

Navigating complex regulatory environments is key to maintaining market access and reducing compliance costs. Targeted support will help processors address regulatory challenges efficiently, ensuring they remain competitive and agile in domestic and international markets.



Value opportunities

Diversifying product portfolios will enable processors to capture high-margin opportunities and deliver greater value. Research and development will focus on developing innovative, value-added products to meet emerging market demands.

Customer needs

Understanding and responding to evolving customer preferences will position Australian red meat as the global product of choice. Through involvement and support of industry-targeted research and innovative marketing strategies, AMPC will highlight premium attributes like quality, safety, and trust. Research and development into new capabilities will ensure Australian red meat remains ahead of competitors.



Right: More to Meat campaign

Enablers

Achieving AMPC's strategic goals requires critical enablers that create the conditions for success. These enablers ensure the industry has the capacity, tools, and connections to adapt, innovate, and deliver meaningful outcomes.

By focusing on skills, technology, data, investment, and partnerships, AMPC will strengthen the foundations needed to support progress, drive adoption, and secure long-term growth for red meat processors and the broader supply chain.



Industry capacity and capability building

The red meat processing industry is evolving rapidly, driven by advances in automation and technology. To seize these opportunities and remain globally competitive, the industry must equip its workforce and business leaders with the skills, tools, and resources needed to adopt new technologies and best practices. At the same time, developing strong leadership across the industry will be critical to guide this transformation and ensure long-term success.



Science, data, and insights

Funding scientific research is essential to provide the evidence to support changes and modernise industry processing. Increasing data coverage across the red meat processing industry will unlock significant opportunities for growth, efficiency, and innovation. By developing robust systems for data collection, analysis, and actionable insights, the industry can enhance traceability, enable benchmarking, and optimise operations. Shared data platforms and predictive analytics will empower smarter decision-making across the industry, improving understanding of consumer demand, aligning supply with market needs, reducing waste, and driving profitability.



Knowledge transfer and adoption

Bridging the gap between research and real-world application is essential to drive industry progress. Strengthening mechanisms to translate research and development outcomes into practical solutions will ensure innovation delivers tangible benefits. By fostering communities of practice, the industry can share knowledge, accelerate the adoption of new technologies, and build a culture of continuous improvement.



Growing investment in innovation

Increasing investment in science-based innovation is critical to the industry's future success. Scaling funding will support long-term, high-impact projects that drive transformation and competitiveness. By pursuing co-investment opportunities with government and private sector partners, the industry can leverage resources, amplify outcomes, and accelerate the delivery of innovative solutions.



Strategic partnerships and collaboration

Partnerships are fundamental to AMPC's model, driving innovation, technology adoption, and strategic policy development. Collaboration across the red meat processing value chain, Research and Development Corporation (RDC) ecosystem, and innovation sector ensures industry investments deliver maximum impact. AMPC's valued partners, including Meat & Livestock Australia (MLA) and the Australian Meat Industry Council (AMIC), play a crucial role in strengthening industry collaboration and maximising levy investments. Engagement with other protein-based RDCs, peak industry councils, and innovators unlocks cross-sector insights, accelerates advancements, supports collaboration between processors and producers, and enhances long-term competitiveness. This ensures Australian red meat processing remains a global leader in innovation.

Measures of success



AMPC is committed to ensuring that investments deliver tangible value to the red meat processing industry. AMPC has established a robust framework to assess project outcomes, track return on investment, and ensure strategic alignment across the portfolio. The approach balances financial, environmental, and social impacts, ensuring that projects contribute to a resilient and globally competitive industry.

Reviewing outcomes and impact

Each year, AMPC conducts structured evaluations to measure project success against key strategic goals. Independent impact assessments are undertaken to estimate the return on investment (ROI) across different program areas. A sample of ten projects is selected annually for evaluation, ensuring representation from all research areas. The results are aggregated by research area, considering financial and non-financial benefits. Each project is assigned specific key performance indicators, tailored to its unique outcomes, and tied back to the portfolio and the specific focus area it aims to address.

Previous assessments have shown that investments in growth and global competitiveness yield the highest return on investment due to their potential to remove trade restrictions and generate immediate industry-wide benefits. Other research areas, such as sustainability, produce significant environmental, social, and risk management benefits, which may not be fully captured in traditional financial metrics. To ensure balanced investment decisions, AMPC integrates these qualitative factors into project reviews.

Investment tracking and strategic alignment

Beyond individual project assessments, portfolio-wide investment reviews are conducted to ensure alignment with the *AMPC Strategic Plan 2025–2030*. Budgeted versus actual investments across different research areas are compared, ensuring that spending reflects strategic priorities. Regular reviews track whether investments are effectively distributed across key outcome areas to maintain a well-balanced approach.

Continuous improvement and stakeholder engagement

AMPC's monitoring and evaluation framework ensures that project insights drive continuous improvement. AMPC engages with industry stakeholders, government bodies, and partners to validate outcomes and refine investment strategies. External benchmarking against global best practices helps maintain Australia's position as a leader in sustainable and innovative red meat processing.

By maintaining a rigorous approach to measuring success, AMPC ensures that it delivers financial returns and enhances industry resilience, sustainability, and long-term growth.



Right: AMPC Spotlight events

A balanced investment



A balanced portfolio ensures AMPC invests in areas that deliver the greatest impact for industry. Strategic priorities are allocated budgets based on the focus identified through stakeholder workshops and the level of investment required to drive meaningful outcomes. By carefully considering risk, return, and industry needs, AMPC balances immediate challenges with future opportunities.

This approach supports growth, innovation, and sustainability, delivering measurable value to processors, stakeholders, and the broader value chain.

AMPC manages risk by considering:



Feasibility

Has the research shown strong evidence of feasibility?



Utility

Will the research provide actionable insights to processors?



Adoption

Will the findings be suitable for adoption by processors of all sizes?



Niche

Do the outcomes of the investment align with the needs of processors, without biasing one membership group?



Left: Strategic Initiatives Manager

AMPC's investment strategy reflects a clear focus on delivering impact across priority areas. Budgets are allocated to ensure a balance between addressing immediate challenges, enabling innovation, and unlocking long-term opportunities.

Recognising that investment is a long-term commitment, funding has been directed to projects that drive measurable outcomes in sustainability, technology adoption, workforce capability, and market growth. Regular reviews for continued alignment with industry needs will ensure AMPC's investments continue to deliver value for processors and the broader supply chain.

Financial outlook



AMPC enters this five-year strategic plan with strong financial reserves, providing a solid foundation to achieve its goals.

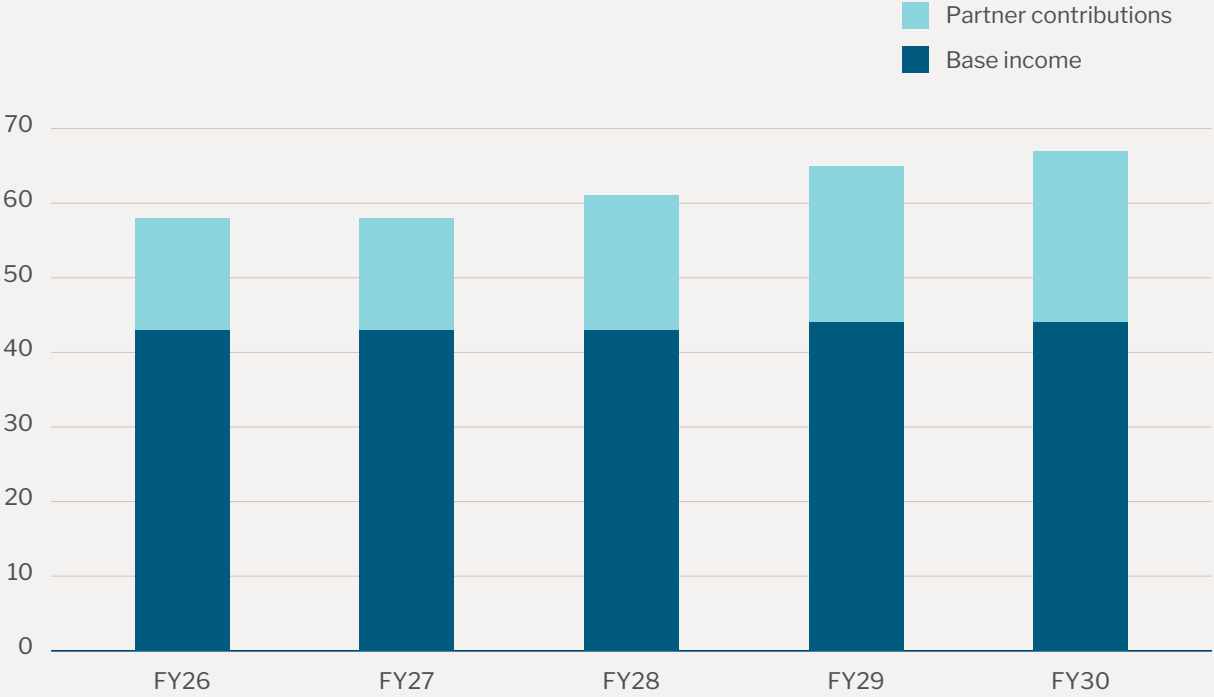
While levies and government matching will remain critical to funding the essential research, development, and marketing initiatives that support the red meat processing industry, this plan takes a further step forward by pursuing growth through strategic partnerships.

By welcoming a wider range of partners into key investments, AMPC aims to amplify the reach and impact of its work. This approach is designed to benefit the entire industry, enabling research, development and extension efforts to progress further and faster while delivering greater value to members. It opens doors to new collaboration opportunities and fosters a spirit of innovation across the industry.



Strategic partnerships

AMPC budget forecast FY26-FY30
\$million







AMPC will adopt a strategic partnership approach to foster collaboration with key stakeholders across the red meat value chain, including processors, government bodies, research institutions, and industry organisations.

Above: AMPC
Careers Portal

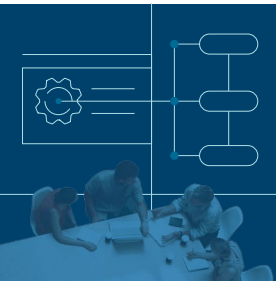
This approach focuses on leveraging partnerships to drive innovation, strengthen sustainability, build industry capability, amplify co-benefits, and maximise the global competitiveness of Australian red meat.

By working collaboratively, AMPC can amplify its impact, address shared challenges, and unlock opportunities that are beyond the reach of individual entities. Strategic partnerships enable better alignment with industry needs, access to global expertise, co-investment opportunities, and delivery of outcomes that benefit the entire processing industry.

Our goals

-  Strengthening alignment with partners to pursue shared goals
-  Drive the co-development of transformative projects
-  Expand mechanisms for sharing data, insights, and best practices
-  Collaborate with partners to co-invest in high-impact areas

Consultation



Inputs and alignment with national priorities

AMPC is committed to investing in research and development that aligns with national priorities and meets the evolving needs of all stakeholders across the red meat processing industry.

The AMPC Strategic Plan 2025–2030 has been developed through extensive consultation, ensuring it reflects industry priorities, supports processors of all sizes, and aligns with Red Meat 2030, the National Agricultural Innovation Policy Statement, and broader government objectives.

Stakeholder consultation summary

To shape this plan, AMPC engaged a broad range of stakeholders, ensuring diverse perspectives were heard and integrated. Workshops included representatives from processors of all sizes, AMPC staff and board, government officials, livestock producers, industry bodies, research institutions, and value chain partners.

Once priorities were identified, strategic goals and initiatives were assessed using an evaluation framework that considered workshop insights, strategic alignment, industry impact, stakeholder value, investment needs, and potential risks. This collaborative approach ensures the strategy is evidence-based, forward-looking, and designed to drive meaningful industry progress.

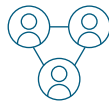
Aligning with government priorities

The red meat processing industry has been assigned four key priorities within the [National Agricultural Innovation Policy Statement](#). AMPC will continue to review these priorities when determining research grant suitability for funding, and it forms a key part of the evaluation framework used to develop this strategic plan.

- Adopting technologies and assurance systems (including traceability systems) to produce healthier and safer agrifood products and capture value from our international reputation.
- Enable mixed farming systems and more diverse enterprise mixes.
- World-class traceability and quality assurance systems that underpin confidence in the safety of Australian products while ensuring any biosecurity risks can be effectively traced and managed.
- Traceability assurance across the supply chain, from farm-gate to consumer.



122
Hours of
workshops



62
Stakeholders
engaged



376
Initiatives
contributed



>850
Votes on
strategic priorities



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