



ALFA

AUSTRALIAN LOT FEEDERS' ASSOCIATION

Year in Review

2025-2026



Contents

2025-2026 Highlights	3
ALFA Membership	4
Our Vision	6
Our Mission	6
Our Representation	7
Our Core Business	7
President's Foreword	8
CEO Message	8
Delivered on Behalf of Lot Feeders 2025-2026	9

OUR PEOPLE & CULTURE 10

Snapshot 2025-2026	11
Training	12
Feedlot TECH Recognised with Platinum LearnX Award	15
From Emerging Talent to Executive Leadership	17
Professional Development	18
Technical Support and Extending Research	19

OUR CUSTOMERS, CONSUMERS & COMMUNITY 20

ALFA Future Feeders Network	21
Promote Industry Career Opportunities	23
Stakeholder Engagement	24
30 years of The ALFA Journal	24
Member Communication	25

OUR LIVESTOCK 26

Biosecurity Commitment	27
Continual Improvement of Feedlot Animal Welfare Practices	29

OUR ENVIRONMENT 32

ABSF	33
------	----

OUR MARKETS & SYSTEMS 34

Quarterly Surveys July 2025-June 2026	35
Policy & Advocacy - Strengthening Government Relations	35

OUR CRITICAL INPUTS 38

Partnering with MLA on Feedlot Research & Development for the Betterment of Grain Fed Levy Payers	39
Strengthening Quality Assurance	41

OUR GOVERNANCE 42

ALFA's Enhanced Operating Model	43
Strong Governance and Policy Management	43
ALFA Board - New and Returning Directors at the 2025 AGM	43
Industry Facts	46

2025-2026 Highlights



TRAINING

3,596 users accessed Feedlot TECH to upskill, with **205 feedlots** using the platform.

ALFA delivered **33 group training sessions**, engaging **191 feedlots** and training **810 staff**.

Development of **13 new online courses**, launched during the year or scheduled for release shortly after year end.

Launched the new **Feedlot TECH Educator Subscription**, bringing feedlot education into the classroom.



SUPPLY CHAIN

ALFA through the **SAFEMEAT framework** progressed data access to assist feedlots in addressing evolving trade and market access requirements.



ATTRACTING LABOUR

Attended **6 career fairs** across the country, with students actively seeking further information about careers in the feedlot industry.



BIOSECURITY

Delivered ALFA's EAD Biosecurity Project final report: **Strengthening Australia's Readiness for Emergency Animal Disease**.



POLICY AND ADVOCACY

Increased policy and advocacy presence, lodging **48 policy submissions** to government reviews impacting lot feeders.



PROFESSIONAL DEVELOPMENT

Produced **24 graduates** from ALFA's Margin & People Management program and **20 graduates** from ALFA's Emerging Leaders program.



ALFA'S SHADE INITIATIVE

Released the report on **ALFA's Shade initiative** - our journey towards having all feedlot cattle with access to shade with coverage reaching **75%** of feedlot cattle capacity in **December 2025**. This **rose to 77%** by **June 2026**.



RESEARCH AND DEVELOPMENT

Partnered with MLA to deliver feedlot R&D for the betterment of **grain fed levy payers**.



ANIMAL WELFARE

Trained **25 new Animal Welfare Officers**, providing greater capacity for animal welfare assurance.



GOVERNANCE

Development of ALFA's strategic plan out to 2030.

ALFA Membership

ALFA membership delivers value to individual businesses while strengthening Australia's grain fed beef industry through representation, practical resources and professional development.

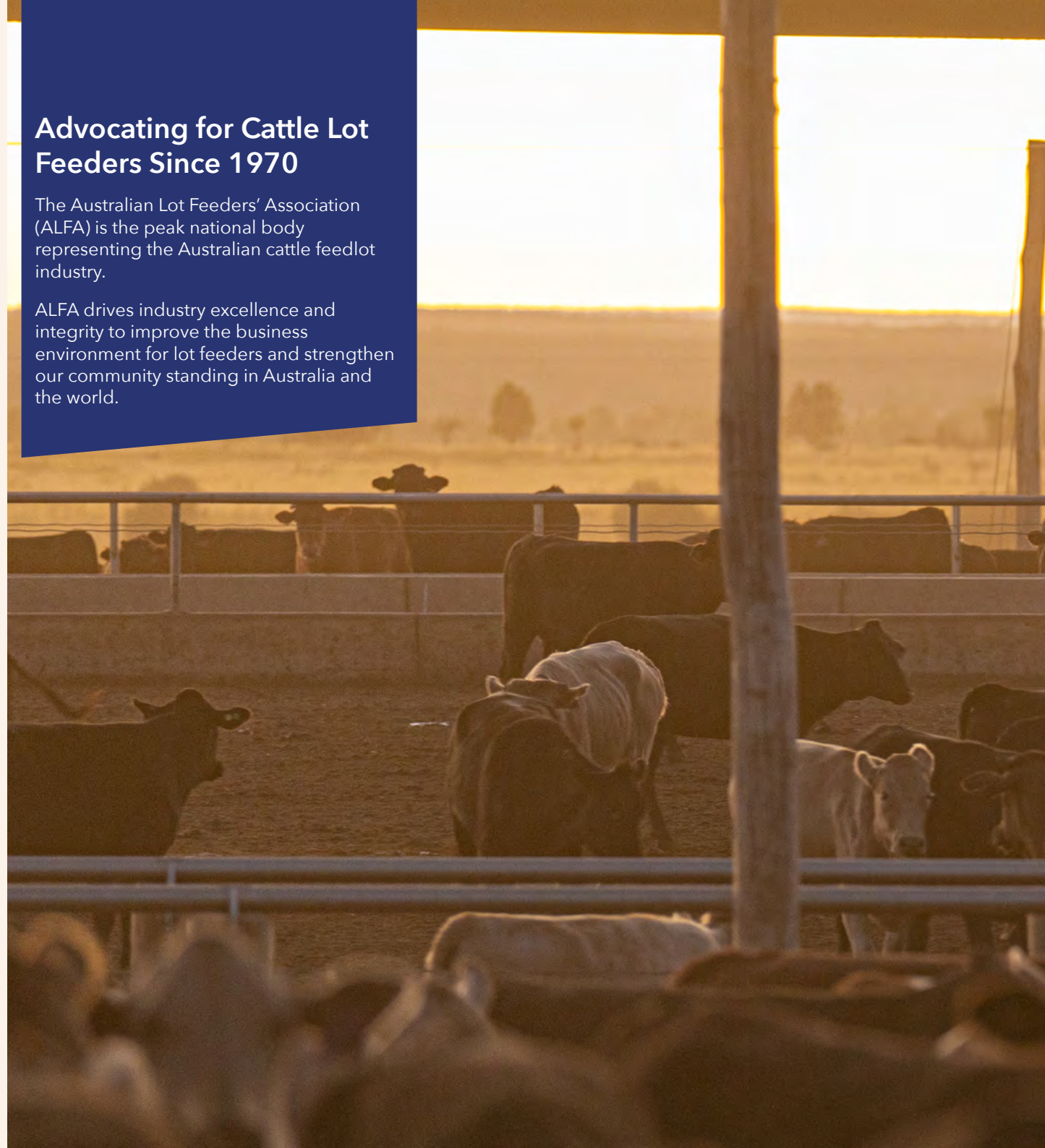
Members have a voice on the issues that matter to their businesses, including compliance, trade and industry standards. They also have access to training, professional development and major industry events, as well as a connected network of feedlot operators, service providers and supply chain partners.

Beyond individual business benefits, membership supports the collective reputation and long-term success of the Australian grain fed beef industry. Through leadership in quality assurance, animal welfare, food safety and sustainability, ALFA and its members help maintain the trust, integrity and market access on which the sector depends.

Advocating for Cattle Lot Feeders Since 1970

The Australian Lot Feeders' Association (ALFA) is the peak national body representing the Australian cattle feedlot industry.

ALFA drives industry excellence and integrity to improve the business environment for lot feeders and strengthen our community standing in Australia and the world.





Our Vision

To be the trusted voice of a sustainable, ethical, and profitable Australian feedlot industry, delivering world-class grain fed beef to nourish communities at home and abroad, and contributing to Australia's food security.

Our Mission

ALFA strives to improve the professionalism, community standing, and profitability of the feedlot industry via:

- **Industry Representation:** ALFA drives effective and strategic policy and advocacy at a government and industry level aimed at influencing the business environment through representing the interests of our members and the feedlot industry.
- **Industry Development:** ALFA advances the feedlot sector's capability and growth through targeted initiatives that enhance professional standards, foster community and consumer trust, and promote sustainable practices that nourish cattle, land, and communities.
- **Strategic Levy Investment:** ALFA guides and oversees grain fed cattle transaction levy investment through Industry Service Providers to maximise returns for the feedlot sector and broader industry.
- **Membership Services:** ALFA delivers tailored services that empower members to seize growth opportunities, enhance operational excellence, and strengthen industry connections.





Our Representation

ALFA was established in 1970 and is proud to have a strong membership of feedlot operators that collectively represents over 90% of Australia's cattle feedlot capacity.

ALFA is prescribed by legislation as the peak industry body for the Australian cattle feedlot industry with a crucial responsibility to ensure strategic alignment with broader industry priorities set out in the Red Meat 2030 strategic plan. This includes guiding grain fed cattle transaction levy investment through Industry Service Providers, a crucial function aimed at maximising returns for the feedlot sector and the wider industry.

Our Core Business

ALFA's operations and services support the strategic direction of Australia's red meat and livestock industry, as outlined in Red Meat 2030 (RM2030).

Delivered through three strategic pillars:

POLICY & ADVOCACY

Advancing industry priorities and government relations

MEMBER SERVICES & COMMUNITY ENGAGEMENT

Supporting members, capability and community connections

GOVERNANCE & FINANCE

Providing effective governance and organisational stewardship

President's Foreword

It has been a year of continued progress for our industry, demonstrating once again the strength, resilience, and adaptability of Australia's lot feeders. This Year in Review captures the breadth of work undertaken by ALFA on behalf of its members, from training and professional development to advocacy, research, and the industry programs that drive continual improvement.

Our achievements this year reflect the dedication of the ALFA team and Board, and equally the commitment of members across the country who continue to invest in their people, their businesses, and their communities.

Whether through the training of new AWO officers to strengthen animal welfare assurance, bolstering biosecurity, or expanding access to shade, these collective efforts show an industry ready to adapt and lead.

Looking ahead, I am confident that our new Strategic Plan 2025-2030, together with the foundations we have built year on year, will strengthen the future of lot feeding as a sustainable, profitable, and respected part of the Australian beef industry.

Thank you to every member and stakeholder who contributes to this shared success, and for the part you play in delivering high-quality Australian grain fed beef to customers at home and abroad.



CEO Message

At its core, ALFA exists to build a feedlot industry that is profitable, sustainable, and respected, and that mission plays out through advocacy, member services, and close collaboration with stakeholders across the supply chain.

Representing more than 90% of Australia's cattle feedlot capacity, we work with our members to advocate for the industry and deliver services that support our members, their businesses and their people. This Year in Review reflects the progress we have made together throughout 2025-2026.

Training and professional development continued to grow, alongside our animal welfare initiatives and biosecurity capability. Our policy and advocacy work continued to influence the issues that matter most to members.

Across the year, we have strengthened the capability of our people, invested in the next generation of industry leaders, supported animal welfare and biosecurity, progressed research and education, continued to advocate for the operating environment our members need to succeed.

None of this happens in isolation. It is the product of steady guidance from the ALFA Board, the hard work of our committees, and the backing of members, industry partners, and sponsors alike. I particularly thank the ALFA team, whose commitment, professionalism and hard work throughout the year have made this progress possible. I am proud of what we have achieved together and grateful for the contribution each member of the team makes to our industry.



Delivered on Behalf of Lot Feeders | 2025-2026

ALFA continues to deliver against the goals and activities set under the seven priority focus areas within the strategic operating plan:

1. **Our People & Culture**
2. **Our Customers, Consumers & Community**
3. **Our Livestock**
4. **Our Environment**
5. **Our Markets & Systems**
6. **Our Critical Inputs**
7. **Our Governance**

A STRATEGIC DIRECTION TO 2030

In September 2025, ALFA introduced its Five Year Strategic Plan, setting the Association's strategic direction to 2030. The plan reflects the priorities of ALFA members, staff, committees and Board, and provides a framework for the Association's activities and services.

ALFA thanks everyone who contributed to the development of the strategy and provided guidance throughout the process.

The plan aligns with Red Meat 2030, the red meat and livestock industry's long-term strategy developed collaboratively under the Red Meat Advisory Council (RMAC). This alignment helps ensure ALFA's activities support broader industry objectives while delivering value to members and the wider red meat supply chain.





OUR PEOPLE & CULTURE

ALFA Strategic Priority:

Enhance workforce capacity and capability across the Australian feedlot sector

Our focus on workforce development directly contributes to the RM2030 goal of attracting and retaining talent within the broader industry. This includes initiatives for training, upskilling, and fostering a positive work environment, recognising workforce and skills as a key challenge.

A key priority of ALFA is to provide the Australian cattle feedlot sector, its businesses and current and prospective employees with a clear career development pathway and to provide the associated training, professional development and support networks to attract, retain and grow the capacity of the feedlot workforce. We know building capable, high-performing teams is key for operational excellence and attracting future talent.

We achieve this through our training programs, online courses via Feedlot TECH, workshops, webinars, tours, events, professional development courses, scholarships, and our conference.

Snapshot 2025-2026



3,596 users upskilling on Feedlot TECH.



205 feedlots using Feedlot TECH as part of their onsite training program.



810 enrolments into ALFA training courses, sessions, and professional development programs.

Since launching in July 2023, ALFA has delivered **33 monthly** group online training sessions on **Feedlot TECH Feedlot Fundamentals** courses, with over **191 feedlots** joining a session.

13 new courses were developed during the year, they were launched during the year or scheduled for release shortly after year's end.

Developed and launched three new online training courses; **Cyber Security Basics, Feedlot Shade Fundamentals**, and **Managing Summer Heat Fundamentals**. In addition, the **Foot and Mouth Disease (FMD) Simulation Training** for Lot Feeders was also developed and delivered.



24 lot feeders graduated ALFA's Margin & People Management Programs this year.



20 lot feeders graduated ALFA's Emerging Leaders Program.



Delivered the **ALFA Animal Health Workshop** series, providing valuable in-person training for those new to their roles or seeking a refresher.

Feedlot TECH Livestock Health Fundamentals course won the **Platinum Award for Best eLearning Course - Industry Specific** at the international **LearnX Awards**.



Hosted the inaugural Future Feeders Network Forum, with **200+ people** attending the sold-out event.



Delivered a **webinar** on discovering the **value of your manure**, with the recording now accessible as a resource on Feedlot TECH.



Hosted a **summer heat preparedness webinar** that provided a great foundation for feedlots ahead of summer.

Launched our new **Executive Leaders Program** which has selected **5 industry leaders** from feedlots across the country to equip them with the strategic, commercial and governance capability required to lead in a complex and evolving industry.

Training

Feedlot TECH

Now in its fifth year, ALFA's online training, education and careers hub, Feedlot TECH, continues to showcase career, employment, and professional development opportunities available within the feedlot sector, across all career stages.

The tool provides the Australian cattle feedlot sector, its businesses, and current and prospective employees with a clear career pathway and associated training, professional development and support networks.

A joint project between ALFA and MLA, continued industry investment relies on continual feedlot adoption. We encourage you to take advantage of the resources and training available on feedlots.com.au/feedlot-tech.



What's new?

During 2025-2026, the ALFA team designed and built 13 new online courses that complement the wider Feedlot TECH training series. The courses were available either during the year or scheduled for release shortly after the year's end.

CYBER SECURITY BASICS

Feedlots rely on digital systems every day to manage livestock, track performance, process payments, and communicate with suppliers and customers. Protecting these systems is essential to keep operations running smoothly and to safeguard valuable business information.

BIOSECURITY FUNDAMENTALS

Biosecurity is a critical component of feedlot cattle welfare and productivity. This module explores the principles, risks, and practical applications of biosecurity management in Australian feedlots. Drawing on established MLA research and industry standards, the module highlights evidence from studies on disease prevention, contamination control, risk pathways, animal health outcomes, and best-practice management planning. Learners will gain a clear understanding of how biosecurity practices support cattle health, farm productivity, and industry sustainability across different climates and feedlot systems.

IDENTIFYING FOOT AND MOUTH DISEASE SIMULATION TRAINING FOR LOT FEEDERS

Foot and Mouth Disease preparedness is a critical component of feedlot cattle welfare and productivity. This module explores the science, recognition, and practical applications of FMD detection and response in Australian feedlots.

The three module course was funded through the Cattle Compensation Fund and provides its user with skills on identifying signs and transmission pathways of foot and mouth disease, notification requirements, and emergency response planning. Learners will gain a clear understanding of how early detection and rapid action support containment efforts and recovery of feedlot supply chains.

MANAGING SUMMER HEAT FUNDAMENTALS

Managing summer heat in a feedlot is vital to protect cattle from heat stress, which can cause poor welfare, reduced feed intake, and even death in extreme cases. High temperatures can also impact productivity, leading to weight loss, slower growth rates, and lower profitability. By actively managing heat, feedlots can maintain animal health, performance, and overall business sustainability.

FEEDLOT SHADE FUNDAMENTALS AND RESEARCH

Shade is a critical component of feedlot cattle welfare and productivity. This course explores the science, research, and practical applications of shade and covered housing in Australian feedlots. Drawing on over 15 years of MLA research, the course highlights evidence from studies on shade allocation, environmental control, heat load management, animal welfare outcomes, and best-practice design. Learners will gain a clear understanding of how shade and shelter strategies support cattle comfort, performance, and industry sustainability across different climates and feedlot systems.

POST MORTEM FUNDAMENTALS

Feedlots play a critical part in protecting cattle health, identifying disease early and improving overall herd performance. Post mortems (also called necropsies) are one of the most valuable tools available for understanding why an animal became sick or died and for preventing similar issues in the future. This course introduces the core principles, skills and responsibilities involved in conducting effective post mortem examinations in Australian feedlots. Learners are taught how to work safely, observe accurately and use findings to support better animal health outcomes across the feedlot.

ANTIMICROBIAL STEWARDSHIP FUNDAMENTALS

Feedlots play a vital part in protecting cattle health and ensuring antimicrobials remain effective for the future. This course introduces the core principles and responsibilities that support safe, responsible and compliant antimicrobial use. Teaching practical strategies to prevent disease, refine treatments and use alternatives to reduce reliance on antimicrobials.

FEEDLOT CARBON FUNDAMENTALS

This course is designed to help lot feeders understand carbon and how feedlots contribute to lower emission beef production. It also helps lot feeders understand carbon accounting, why it matters to feedlots, and how it can be used a practical business tool.

BACKGROUNDING FUNDAMENTALS

This course provides training on preparing cattle for feedlot entry to help protect animal health and welfare, reduce stress and improve performance. The course introduces preparing cattle for feedlot entry helps protect animal health and welfare, reduce stress and improve performance. This course introduces the key principles of cattle backgrounding, including sourcing, low-stress handling, health preparation, risk identification and transport. Teaching how effective backgrounding helps cattle adapt more smoothly to feedlot conditions. Completing this module helps you support better cattle health, welfare and feedlot performance.

PEN CLEANING AND MANURE MANAGEMENT BASICS

This course provides an overview of best-practice pen cleaning and manure management in Australian feedlots, including when and how pens should be cleaned, safe machinery operation, manure handling and storage, and key environmental considerations.

EXPLORING FEEDLOT ENERGY BASICS

Energy is one of the largest controllable operating costs in many feedlots. Understanding how energy is used, where costs occur, and which technologies can improve efficiency allows businesses to reduce operating costs while supporting sustainability goals. This course explores practical opportunities for improving feedlot energy performance, including energy monitoring, electricity management, renewable energy options, and boiler efficiency technologies.

FEEDLOT AUTOMATION BASICS

Automation is transforming the feedlot industry, creating new opportunities to improve efficiency, consistency, animal welfare, workplace safety, and data collection. From automated bunk management systems to advanced cattle induction technologies, these innovations are helping feedlots make more informed decisions and streamline daily operations.

FEEDLOT TRANSPORT AND LAIRAGE BASICS

This course explores the key principles of Fit to Load, Chain of Responsibility, fatigue management, effluent management and short-duration lairage. Through practical examples and real-world scenarios, learners are taught how effective planning, communication and risk management contribute to positive transport and welfare outcomes.

Resources

Feedlot TECH brings together feedlot-specific resources in one easily accessible location, including up-to-date information on new technologies, best practices, 'how to' guides and links to standards and guidelines, to assist lot feeders with daily feedlot operations.

Central to the initiative is the provision of training, learning and educational resources housed in a learning management hub which provides feedlot operators and individuals better access to training, professional development and career path opportunities.

Group Training

ALFA delivers monthly online group training sessions, led by a facilitator, designed to support feedlot staff in completing training in the fundamentals of lot feeding, one course at a time. The 60-minute interactive session sees participants successfully completing a course in a friendly group environment by the end of the session. Feedlots have found it an efficient way to introduce online learning to their teams and provide fundamental training to all staff in an engaging way. Group training is included in all Feedlot TECH subscriptions or can be purchased separately.

Subscription and access

A subscription offers full access to Feedlot TECH's library of online training. Offering unlimited access to all courses - helping build capability, meet compliance requirements and save on individual enrolment costs. Providing a cost-effective way to invest in staff development. Courses are also available via an individual enrolment fee, without a subscription.

Rookie of the month draw

Proudly sponsored by Zoetis, the Rookie of the Month Draw recognises the most active users on the Feedlot TECH training platform. Each month, the top five point scorers on the Leaderboard go into the draw to win a limited-edition vest. In 2025-2026 twelve hardworking lot feeders were rewarded for continuously engaging with the available training and development courses.



Feedlot TECH Recognised with Platinum LearnX Award

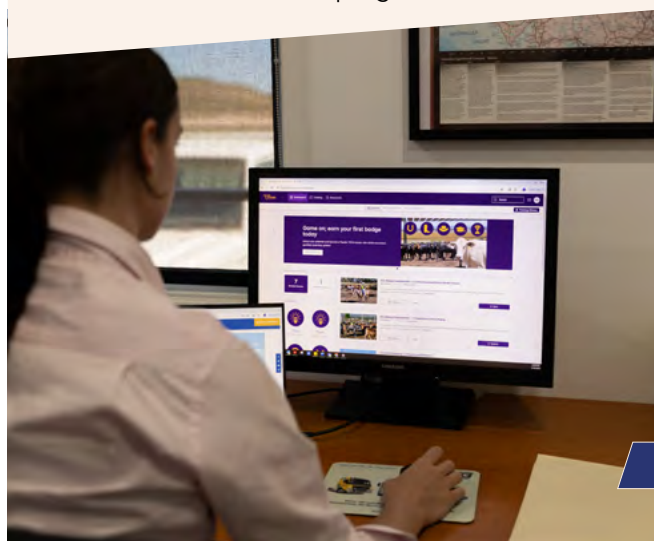
The Feedlot Training, Education and Careers Hub is an initiative of ALFA, in collaboration with MLA as part of the Australian Feedlot Sector Career Development and Training Strategy (2016).

Originally established in 2021, the Hub is an online platform that has continued to grow its course offerings and reach more students over the last year. Feedlot TECH provides a useful collection of fundamental online training designed by lot feeders for lot feeders. Courses are practical and relatable, ideal for seasoned lot feeders and new staff members alike. These courses offer a balance of structure and flexibility, allowing users to complete at any time or location. This has enabled students to undertake a number of courses covering the core feedlot skills essential for daily operations. ALFA recognises the importance of inclusive and accessible learning, noting that different feedlots have different training needs and budgets. Feedlot TECH Lite provides this option, users can find several essential Feedlot Fundamental courses to explore free of charge. Beyond Feedlot TECH Lite, the full suite of Feedlot Fundamental courses is available on the platform; the suite is available through a one-time purchase or an annual subscription. ALFA members are provided with a discount on the annual fee.

ALFA is proud to share that the Feedlot TECH Livestock Health Fundamentals course received the Platinum Award for Best eLearning Course – Industry Specific at the 2025 International LearnX Awards. Demonstrating independent recognition of ALFA's leadership, innovation and commitment to quality, accessible learning. ALFA President Grant Garey said the award marks an important milestone for both ALFA and the wider feedlot sector.

"Receiving a Platinum Award at LearnX is a proud moment for our industry. It recognises the long-term investment ALFA, our members and our partners have made in building the capability of our people, something that sits at the heart of our strategy and the RM2030 vision. Feedlot TECH continues to raise the bar for accessible, industry-led training, and this award is a testament to the quality, commitment and expertise behind it."

Emily Litzow, ALFA's Training & Education Manager, said the award reflects years of collective effort, industry expertise, high-quality content development, and a shared commitment to building workforce capability. Having led the design and delivery of the Livestock Health Fundamentals course, Ms Litzow said the recognition was a testament to the strength of the collaboration behind the program.



ALFA has continued to build on the platform's success, and launched the new Educator Subscription, bringing the feedlot into the classroom. This subscription provides Australian teachers with a ready-to-use platform featuring short instructional videos and real-time feedlot data aligned to the national curriculum across Agriculture, Maths, Science and Geography. The initiative is designed to strengthen the feedlot sector's presence in agricultural education and to support earlier engagement between students and industry.

As Feedlot TECH continues to grow, ALFA remains committed to delivering practical, industry-led training that supports a skilled and capable feedlot workforce. By continuing to invest in and expand the platform, ALFA is ensuring it remains a valuable resource for the industry, both now and into the future.

Animal Welfare Officer (AWO) Certified Training

ALFA's Animal Welfare Officer Certified Training continued to deliver critical skills to the cattle feedlot industry in 2025. The July 2025 program, delivered online, saw 25 participants graduate, building on ALFA's commitment to ensuring excellent animal health and welfare outcomes across Australia's feedlot sector.

The AWO training is held annually, alternating between in-person and online delivery to maximise accessibility for lot feeders nationwide. Assisted through the continued support of MLA, enabling ALFA to deliver this important training.



Biosecurity Entry-Exit Training

From April to June 2026, ALFA ran a series of Entry-Exit Training workshops across Australia, a practical, face-to-face half-day course designed specifically for feedlot managers and staff. With Emergency Animal Diseases (EADs) differing in how they spread, strong entry-exit biosecurity practices are critical to protecting feedlot operations, and this hands-on workshop focused on what to do, how to do it, and why it matters particularly in the event of an EAD incursion.

Participants built practical skills and confidence in understanding key EAD transmission pathways, managing biosecurity risks at feedlot entry and exit points, using appropriate personal protective equipment (PPE), selecting suitable chemicals and disinfection methods, and applying effective hot and cold zone protocols in day-to-day operations.

In total, 96 lot feeders completed this practical training course, equipping them with immediately applicable skills to strengthen preparedness, protect animal health, and reduce the biosecurity risk associated with everyday movements on and off site.

In addition to this, ALFA ran Exercise Peacetime, a cross-industry exercise bringing intensive livestock sectors together with government and technical experts to examine mass depopulation methodologies and stress-test national emergency disease response arrangements. It fits directly into ALFA's Biosecurity 2030 ambitions, translating response learnings into stronger feedlot preparedness, faster recovery and continued protection of animal welfare, business continuity and market access.





From Emerging Talent to Executive Leadership

How the ALFA Professional Development Pathway develops industry leaders at every stage

ALFA, in partnership with MLA, proudly supports the professional development of individuals in the lot feeding industry, offering multiple programs, awards and scholarships.

The pathway begins with the **Emerging Leaders Program**. First established following an idea pitched by a previous ALFA Young Lot Feeder of the Year Award winner and guides 20 participants per year across three days in elevating their leadership capabilities. The core elements the program focuses on are strengthening team dynamics, practical problem-solving, communication skills, networking opportunities and enhanced leadership skills.

The next step is the opportunity to participate in the **Margin & People Management Program**, the first of the three programs launched back in 2008. Since then, the MPM program has built a strong alumni network of almost 200 lot feeders and industry professionals, many of whom are now prominent leaders in the industry. The program equips participants with the skills required to successfully manage a business, from people management to understanding business financials. Graduates leave with practical tools they can implement within their own operations, putting their newly developed skills into action from day one.

In March 2026, ALFA opened registrations for the newest addition to the Professional Development Programs – **Executive Leaders**. Designed with

senior leaders and business owners in mind, the Executive Leaders Program provides participants with the strategic commercial and governance capability required to lead as the industry continues to grow and evolve.

With a strong field of applicants, five participants were selected for a pilot program. Commencing in July 2026, the program welcomed industry leaders: **Edward Thomas** from Gundamain Feedlot, **Phil Lambert** from Teys Australia - Condamine Beef, **Ali Hart** from Stockyard Beef, **Russell Byrne** from Condabri Beef and **Andrew Slack** from Stanbroke - Rangers Valley. This inaugural cohort will complete the Executive Leaders Program in November 2026 at ALFA's end-of-year function, marking an important milestone in the continued development of the industry's future.



Ali Hart, Stockyard Beef



Edward Thomas, Gundamain Pastoral Co.



Phil Lambert, Teys Australia



Andrew Slack, Stanbroke - Rangers Valley



Russell Byrne, Condabri Beef

Professional Development

ALFA Margin & People Management (MPM) Program

The MPM Program continues to offer valuable insights as it reaches its 20th cohort. This program is tailored for a cohort of up to 12 lot feeders and industry professionals per program, run twice yearly. The group convenes three times for interactive sessions led by various facilitators, and once further for an industry tour of a feedlot and processing facility. Its purpose is to provide participants with an in-depth comprehension of modern feedlot business management.

COURSE 18 GRADUATES



Aimee Van Duyn, Feeding Manager, Myola feedlot



Samantha Gladman, Livestock Manager, Teys Australia Charlton



Jake Aird, Feedmill Supervisor, Condabri Beef



Jack Jansen, Trainee Manager, Sapphire Feedlot, Smithfield Cattle Co



Chloe Gordon, Livestock Manager, Australian Country Choice, Opal Creek Feedlot



Brandon Brown, Mill Supervisor, Brisbane Valley Feedlot



Joseph Lawrence, Feedlot Graduate, Thomas Foods International



Angus Cooper, Feedlot Manager & Livestock, Procurement, Bellevue Feedlot 2DE Pty Ltd



Daniel Synnerdahl, Feeding, Milling & Maintenance Supervisor, Yarranbrook Feedlot, Mort & Co



Ben Schweitzer, Feedlot Operations Manager, Stockyard Beef



Alex Segura, Mill Leading Hand, Stanbroke



Bill Brown, Livestock Manager, Wonga Plains Feedlot

COURSE 19 GRADUATES



Tahlija Sheahan, Compliance Officer, Teys Charlton



Charlotte Thompson, Feedlot Graduate, Myola Feedlot



Temeka Woosley, Animal Health Supervisor, Myola Feedlot



Jerson Gagarin, Feedmill Supervisor, Brindley Park Feedlot



Isaac Lynch, Feedmill Manager, Opal Creek Feedlot



Lauren Clark, Assistant Livestock Manager, Condabri Beef



Ben Pratt, Stockman, Bottlejac Trading



Aron Froese, Feedlot Manager, Tallawanta Feedlot



Chandelle Brown, Livestock Health & Compliance Coordinator, Whyalla Feedlot



Janene Hughes, Livestock Supervisor, Grassdale Feedlot



Jack Berry, Operations Manager, Teys Jindalee



Luke Cheney, Livestock Supervisor, JBS Riverina

Emerging Leaders



Alexander Rochfort, Teys Australia - Charlton



Bayden Reeves, Barmount Feedlot



Chloe Taylor, Central Stockcare - Sendem Downs



Dylan Hyatt, Bindaree Foods - Myola



Gemma Rosser, Southern Cross Feedlot



Giovanna Rossi, Gundamain Feedlot



Jaimie Cooper, JBS Australia - Riverina



Jess McKenzie, Jeogla Pastoral Co.



Jessica Maunder, Wonga Plains Feedlot - Camm Agricultural Group



Katja Zapf, AACo - Goonoo Feedlot



Kiara Henderson, Ironbark Premium Beef



Loni Carter, Opal Creek Australian Country Choice



Daniel Devera, Australian Country Choice - Opal Creek



Patrick Hogan, Palmer Agricon



Reynaldo Rivera, NH Foods - Whyalla Beef



Rylee Perkins, Roxborough Ag



William York, JBS Australia - Beef City



William Carr, Paraway Pastoral Company - Nullamanna Station



William McMillan, JBS Australia - Mungindi Feedlot



Zoe Crandall, Mort & Co - Grassdale Feedlot

For more information or to register your interest in a future program, please visit feedlots.com.au/professional-development.



ALFA Supports Emerging Leadership through ARLF's TRAIL Program

At ALFA, we're proud to invest in the people who will shape the future of the feedlot industry.

In March 2026, we sponsored Noel Barker to take part in the Australian Rural Leadership Foundation's TRAIL Emerging Leaders Program, an immersive, challenge-based experience designed to build self-awareness, resilience and leadership capability.

Through time spent Out on Country with Outward Bound Australia, participants stepped away from the everyday to reflect, connect and learn through experience. These moments, shaped by challenge, uncertainty and honest conversation, are where leadership begins to take form.

Supporting programs like TRAIL reflects ALFA's ongoing commitment to building industry capability and backing emerging leaders with the skills, confidence and perspective to lead into the future.



Technical Support and Extending Research

One-on-one technical support for lot feeders

As a complimentary service, ALFA, in partnership with MLA, offers a dedicated Technical Services Officer, Jeff House, to all lot feeders. Jeff delivers the latest technical information, education, training and on-site support to feedlot operators. Each visited feedlot receives a Research Extension Information Pack containing ALFA and MLA's latest research and development resources. In 2025-2026, Jeff provided technical support to feedlots, conducting more than 100 feedlot visits.

For more information contact ALFA/MLA Feedlot Technical Services Officer, contact Jeff House on:

M. 0419 262 207

E. jeff.house@feedlots.com.au



OUR CUSTOMERS, CONSUMERS & COMMUNITY



ALFA Strategic Priority:

Enhance public trust and awareness of Australian grain fed beef by transparently communicating the industry's role in sustainable food production and food security

Our commitment to engaging with customers, consumers, and the community strengthens trust and recognition of the feedlot sector's contribution to high-quality red meat production and food security. This addresses challenges related to consumer sentiment and maintaining social license, directly supporting RM2030's objectives, and aims to bridge the divergence of metropolitan and primary industry views.

ALFA Future Feeders Network

Future Feeders Network

Established in early 2025, the ALFA Future Feeders Network (FFN) was initiated to foster a vibrant, inclusive community for next-generation professionals in Australia's grain fed beef industry. Driven by a youth-led FFN Committee, including inaugural members:

- April Kratzmann (Smithfield Cattle Company)
- Brianna Meacle (Whyalla Beef)
- Caitlin Herbert (Gundamain Pastoral Co)
- Edwina Warby (Glynn Agriculture)
- Kassandra Lees (Koojan Downs, Harvest Road)
- Timothy Mitchell (Condabri Beef)
- Tom Harrington (Australian Country Choice)

This committee will complete its term in November 2026.

ALFA offers membership to the FFN, visit feedlots.com.au/ffnetwork to learn more.



Inaugural Future Feeders Network Forum & Soirée

In September 2025, ALFA welcomed more than 200 delegates to The Empire Theatre in Toowoomba, Queensland, for the inaugural Future Feeders Network (FFN) Forum. Launched at BeefEx 2024, the FFN was created to connect, support, and empower young professionals under 35 working in the feedlot sector.

Led by MC and 2023 Nuffield Scholar, Claire Taylor, the forum brought together an impressive lineup of industry leaders and emerging professionals for a full day of panels, workshops, discussions and networking. Speakers offered valuable insight on the power of mentorship, shaping your career narratives, skills for the future and more. The event offered opportunities to learn and share, helping shape the future of Australia's grain fed beef sector - from the current industry leaders to the young people that will step into these roles in the future.

The day opened with a warm welcome from ALFA's president, Grant Garey, alongside FFN Committee Chair, Tim Mitchell, who has played a key role in developing the event. Speaking ahead of the forum, Tim said the event was about "bringing young people in the industry together, learning from each other and building confidence for the future," adding that it was "shaping up to be an energising day".

Looking to the future of the feedlot industry, Jack Sher of BeefCorp, Tom Coggan of Coggan Agriculture and Darren Hamblin of Strathdale Wagyu and Masterbeef shared perspectives on the challenges and opportunities ahead. Jack leads a large-scale Wagyu operation and holds

deep family ties to the introduction of Wagyu to Australia; not only did he bring commercial insight, but he offered a clear perspective on the industry's direction.

The owner of a mixed farming operation, Tom brought valuable insight on succession planning, growth and diversification in smaller, family-run enterprises. Ensuring all bases were covered, ALFA welcomed Darren, an engineer by trade, to provide a unique lens to lot feeding. Darren shared lessons learned throughout the founding of his own Wagyu operation and his thoughts on the importance of innovation and resilience.

Moving into a different yet equally important theme, delegates were brought a panel of speakers who did not hesitate to dive into the power of networks and mentorship. Assistant livestock manager at Sandalwood, Megan Krause, offered her time and expertise alongside respected leader and current ALFA Director, Jeff Dight. Attendees were able to get involved with an interactive leadership and storytelling workshop led by Lyndsey and Patrice Douglas from Centred for Success, handing participants the tools to build their own professional narratives and elevate their influence within the sector.

More sessions continued throughout the day, displaying collaborative reflections and insight from a range of speakers across the industry. Delegates were treated to reflections and discussions from ALFA's Recognition of Excellence awardees as well as Professor Frances Cowley, Dr Matt Van Der Saag, ALFA President Grant Garey and more. In addition to educational offerings from experienced industry professionals, participants were able to engage directly with a reflective panel and Q&A sessions to close the Forum. Ending the day on a high with a

wealth of inspiration, aspiration and motivation, attendees enjoyed the Soiree at Gip's Restaurant. The evening allowed the perfect opportunity for participants to reflect on the day, forge new connections in a relaxed social setting and to celebrate the sector in a truly memorable event.

The Future Feeders Network Forum and Soiree was a display of true passion, expertise and talent among the current and future leaders within Australia's feedlot industry. Participants came together from around the country, with the same goals in mind – connecting with each other, learning from our leaders and building unshakeable foundations that will see the industry move forward into a successful and exciting future.

ALFA thanks the generous sponsors who supported the Future Feeders Network Forum and Soiree, without whose contributions the event would not be possible. ALFA also extends a heartfelt thank you to Tim Mitchell and the FFN Committee, speakers and participants; every single person involved helped make this inaugural event a success. Through FFN, ALFA is investing in more than professional development; it is helping build the capabilities and connections needed to support the future of Australia's grain fed beef sector.

ALFA Student Scholarship to attend the FFN Forum & Soirée

Thanks to the generous support of MLA and grain fed levies, ALFA was able to award 10 student scholarships to attend the inaugural Future Feeders Network Forum and Soirée. Scholarships were awarded to Alicia Nixon, Emily Jade Greer, Georgia Barnett, Georgiana Boon, Jack Mayhew, Jamie Hagan, Madison Luke, Pauline Krause, Sam Platts, Suzannah Koch.



R&D Symposium

On 18 September 2025, the progress of research and development within the Australian feedlot sector was highlighted at the Grain Fed Research & Development (R&D) Symposium – hosted by MLA and ALFA. The event, held in Toowoomba, was attended by nearly 250 people.

In the opening remarks Tom Green, ALFA Vice President and Chair of the R&D Committee at ALFA, highlighted the demand for the platform the Symposium provided.

“The idea of this symposium was first born out of a two-hour session at BeefEx 2024. We had a much larger response than expected for the session. This really highlighted to us that there was strong demand and need for an event such as this,” Tom said.

MLA Feedlot Program Manager Matt Van der Saag, echoed this sentiment in his opening remarks.

“It’s great to see and feel the energy in this space this morning. There are people who have travelled far and wide to attend today, which really highlights the importance of the event.”



Grainfedbeef.com.au

Launched at Beef Australia 2021, grainfedbeef.com.au showcases the strengths of grain fed beef production and the dedicated professionals behind it. The platform empowers the feedlot industry to tell its story, one of nurturing cattle, land, and communities.

Created to highlight industry practices, educate curious consumers, and answer questions about where their food comes from, the site offers a unified voice against misinformation about the lot feeding sector. It underscores the sector’s commitment to livestock care, environmental stewardship, and community support, while also helping brand owners, suppliers, and foodservice providers respond to queries about Australian grain fed beef production.

In March 2026, ALFA hosted its second Meat the Makers event in partnership with Mort & Co. Guests enjoyed a curated menu showcasing premium Australian grain fed beef and heard from producers, chefs, and industry leaders in an interactive panel discussion, offering rich insight into the people, processes, sustainability, and ethics behind Australia’s beef supply chain.



The website, @grainfedbeef Instagram account, and blog bring these stories to life, spotlighting grain fed beef production, the professionals behind it, and the distinctive flavours that set it apart. Educational videos on the site dig deeper into topics like the role of feedlots, animal welfare, community impact, and NFAS standards.

Visit www.grainfedbeef.com.au to explore these informative resources.

Promote Industry Career Opportunities

On behalf of the feedlot industry, ALFA actively represents lot feeders at various career expos and events across the country. In 2025-2026, ALFA attended Moo Baa Munch Toowoomba, ICMJ North, ICMJ South, UNE Armidale’s Farming Futures, Approaching Ag, and Tamworth Careers Fair. We also attended ConASTA73 2026 with thanks to the AgForce School to Industry Partnership Program to promote feedlot education in the classroom with our new Feedlot TECH Educator Subscription.

ALFA also presented at the 36th Australian Association of Animal Sciences Biennial Conference, themed “Transforming Animal Management through Sustainable Innovations.” The presentation showcased Feedlot TECH and ALFA’s Livestock Health Fundamentals course, highlighting how the industry is investing in education and training to support best practice in animal management.

Through this presence, ALFA aims to spotlight the career paths and prospects available in lot feeding, with a focus on student memberships, scholarships, graduate programs, and traineeships. PhD candidates are also invited to join ALFA's Communicate Your Research Competition, a forum for presenting and gaining insights on feedlot-related studies. ALFA is placing a focus on embedding feedlot education within the school curriculum, ensuring the next generation of students engages with the industry earlier than ever before.

In 2025, ALFA launched a careers pathways webpage at feedlots.com.au/careerpathways, showcasing available career pathways in the feedlot industry.

ALFA Teacher Development Days - 2025

At the end of 2025, ALFA ran two Teacher Development Days as part of its Feedlot TECH program, giving educators a firsthand look inside the beef feedlot industry.

The first was held on 5 September 2025 in Oakey, QLD, and covered an introduction to the feedlot industry, a detailed look at ALFA's classroom resources, an overview of feedlot career pathways, and a tour of a local feedlot. The day was accredited against the Australian Professional Standards for Teachers (2.1, 2.2, 2.3, 3.3, 3.4).

The second, held on 20 October 2025, was delivered in collaboration with Mort & Co, building on the same goal of connecting teachers with practical industry knowledge and classroom-ready resources to bring the feedlot sector to life for their students.

Together, the two days reflect ALFA's ongoing commitment to strengthening ties between the classroom and the paddock, equipping teachers with the tools and firsthand experience to inspire the next generation about careers in the red meat and feedlot industries.

Stakeholder Engagement

ALFA is committed to fostering meaningful and constructive engagement with a broad range of stakeholders to advance the interests of the lot feeding sector. Through proactive communication, collaboration, and consultation, ALFA builds strong, trusted relationships with members, industry partners, government, research bodies, and the broader supply chain. These connections enable ALFA to influence decision-making, shape policy, and ensure that outcomes are informed, practical, and aligned with the needs of feedlot operators and the industry more broadly.

Red Meat Ambassador Program

The Red Meat Ambassador Program continued to equip industry participants with the skills and confidence to communicate the Australian red meat story to customers, policymakers and the broader community. Through training, industry engagement and communication activities, participants gained greater understanding of advocacy, market awareness and consumer engagement. The program plays an important role in building trusted industry advocates who can positively represent modern cattle feeding and Australian beef production.

30 years of The ALFA Journal

For 30 years, the ALFA Journal has been produced in partnership with publisher ACM Agri, serving as a trusted record of the Australian grain fed beef industry's journey and capturing the milestones, challenges and achievements that have shaped the sector. Time and again, it's the industry's people who stand out as the true driving force behind its growth and success, a story the Journal continues to tell issue after issue. More than a publication, the Journal brings together members' insights and experiences, connecting operators, agribusinesses and supply chain partners across the country as the industry continues to evolve.



Member Communication

ALFA remains dedicated to keeping its members well-informed about the latest industry news, research and development, policy changes, and government updates through various communication channels, including:

'Around the Pens' newsletter

This regular update features the latest industry matters, events and training, recognition of excellence, and tools and resources.

The ALFA Journal

Printed every two months by Australian Community Media, this publication is an in-depth roundup of all things lot feeding.

Website & Resource Hubs

www.feedlots.com.au hosts ALFA's growing resource library, including dedicated hubs for Carbon Neutrality, Shade, and Biosecurity, plus quarterly survey results and best-practice guides covering everything from feedlot management to feeding and nutrition.

Fact sheets

ALFA develops and distributes fact sheets addressing a range of issues to keep lot feeders informed as matters arise.

General messages

Used to keep members up to date as matters arise; prime examples include major weather event updates; available industry and government support; biosecurity advice and fact sheets.

Media releases

Distributed to members and media, releases facilitate the distribution of key information and talking points from ALFA, including quarterly survey data, awards announcements, and event promotion.

Awards, Scholarships and Professional Development opportunities

ALFA regularly distributes information on upcoming Awards, Scholarships and Professional Development Programs directly to our members' inboxes, helping industry to be aware of the opportunities available to them.

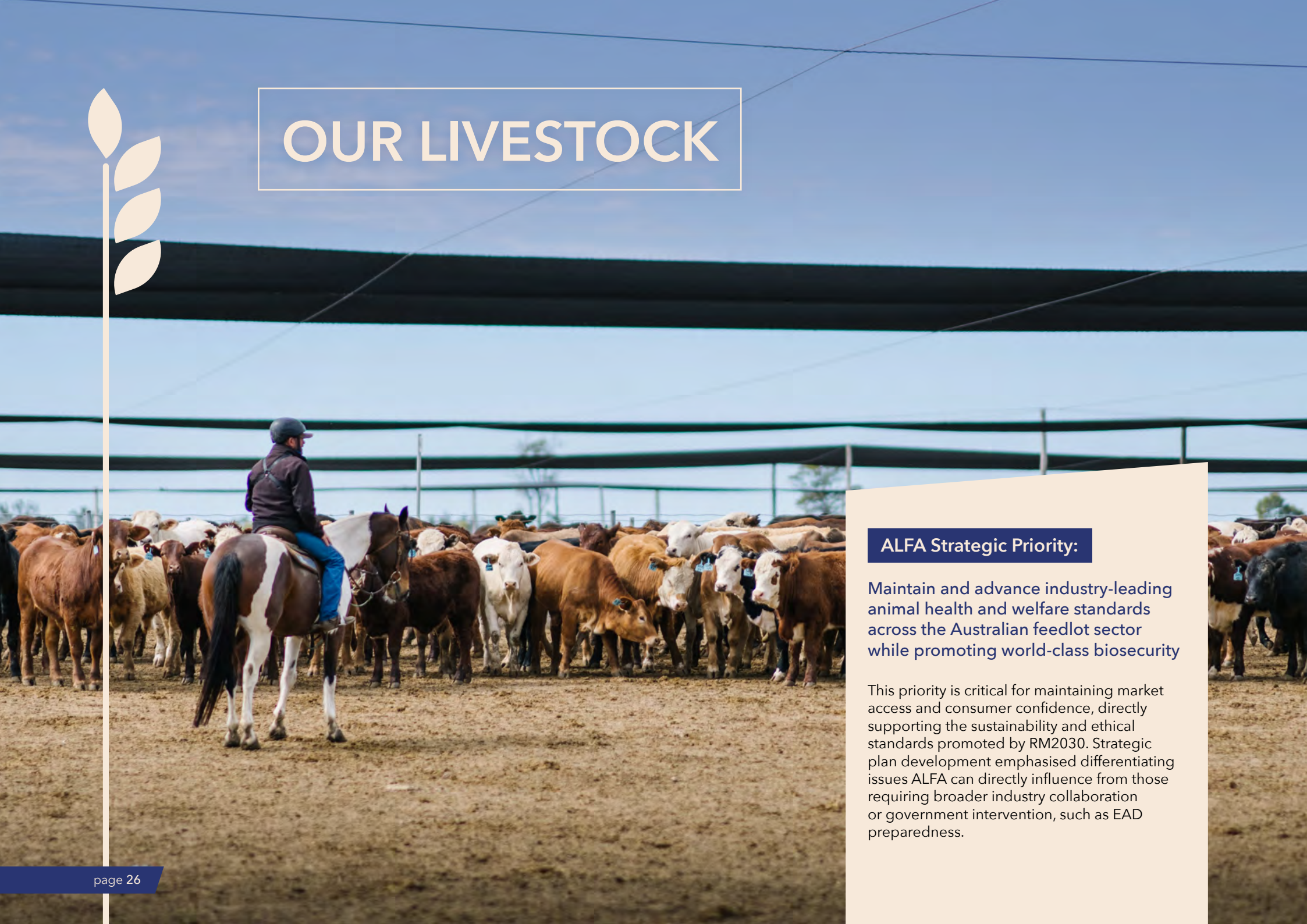
Training and events communications

ALFA keeps members abreast of new training programs and events targeted towards the lot feeding sector. This includes ALFA run training and events, such as workshops, webinars and conferences, as well as broader industry upskilling opportunities.





OUR LIVESTOCK



ALFA Strategic Priority:

Maintain and advance industry-leading animal health and welfare standards across the Australian feedlot sector while promoting world-class biosecurity

This priority is critical for maintaining market access and consumer confidence, directly supporting the sustainability and ethical standards promoted by RM2030. Strategic plan development emphasised differentiating issues ALFA can directly influence from those requiring broader industry collaboration or government intervention, such as EAD preparedness.

Biosecurity Commitment

As a member of Animal Health Australia and a signatory to the Emergency Animal Disease Response Agreement (EADRA), ALFA continues to play an active role in evaluating Australia's response strategies to protect feedlots.

ALFA remains focused on strengthening preparedness across the feedlot industry, with Rachael O'Brien continuing in her full-time role as Feedlot Industry Biosecurity Manager supported by the ALFA Policy Committee. Rachael brings extensive expertise in livestock biosecurity, animal welfare, and supply chain management, along with a proven track record of developing practical tools that enhance biosecurity readiness.

Our sector is proactively adopting best biosecurity practices to protect livestock health, ensure business continuity, and secure a sustainable future. At ALFA, biosecurity is recognised as the foundation of a thriving industry - extending beyond disease prevention to also safeguard people, improve animal welfare, reduce risks, and increase productivity.



To support industry-wide biosecurity efforts, ALFA launched the Biosecurity Hub, developed with support from MLA and grain fed levies. The Hub provides comprehensive training and free resources designed to assist feedlot operators in implementing and refining effective biosecurity strategies tailored to their operations. This initiative reflects ALFA's ongoing commitment to protect the lot feeding sector and secure its future in Australia.

Access the Biosecurity Hub at feedlots.com.au/resources/biosecurity

Be Aware, Be Prepared

Early detection and reporting is essential to containing the spread of an EAD. If you suspect an EAD is present, you must report it immediately by calling the Emergency Animal Disease Hotline on 1800 675 888 or your feedlot vet.

Make sure you:

1. Know the signs of animal diseases
2. Inspect animals regularly
3. Report unusual signs in animals to your vet or 1800 675 888
4. Implement a Feedlot Biosecurity Management Plan on your feedlot
5. Review your Emergency Animal Disease (EAD) Action Plan

Biosecurity

ALFA recognises the integral role of effective biosecurity systems to protect Australian cattle from emergency animal diseases (EADs). Following the detection of Lumpy Skin Disease and Foot-and-Mouth Disease in Indonesia in 2022, the organisation recognised the risk this posed to Australia's own feedlot biosecurity, acting quickly with the formation of the ALFA EAD Biosecurity Project. The project enhanced national EAD frameworks and provided Australian feedlots the tools to be prepared and capable in the event of operational biosecurity emergencies. The five key focus areas for the project included updating the AUSVETPLAN Enterprise Manual for Beef Feedlots, developing practical operational procedures aligned with AUSVETPLAN and National Feedlot Accreditation Scheme (NFAS) requirements, improving feedlot enterprise capability to prevent and respond to disease incursions, increasing awareness and understanding among feedlot industry service providers, and strengthening ALFA's emergency animal disease response capability through dedicated technical and operational support.

In March 2026, ALFA proudly launched the final report detailing the project's multi-layered approach championing three key areas of prevention, response and recovery. The ALFA EAD Biosecurity Project combined practical tools and enhanced NFAS biosecurity standards - including feedlot-specific EAD action planning and improved destruction, disposal and decontamination (DDD) preparedness. ALFA delivered a national series of Biosecurity EAD Preparedness Workshops in August, September and October 2025, equipping participants with the knowledge and confidence to prevent, prepare for and respond to an EAD event. In-person workshops gave participants a stronger



understanding of national EAD frameworks, thus supporting the development of a more resilient feedlot industry with clearer response arrangements and faster recovery and return-to-trade potential.

Teys Condamine Feedlot General Manager Phil Lambert shared his experience, citing the workshop as “a great opportunity to better understand the risks of an outbreak while providing a practical framework for implementing the required changes at our yard.” He said, “Topics of this nature can be quite hard to navigate, but the open-style forum ensured all participants could participate in thought-provoking discussions.”

Following the workshops, results showed a positive shift: 61.33% of participants already rated biosecurity as highly important, and a further 37.33% increased their rating from important to very important. This demonstrates a strong shift in recognition of the importance of biosecurity and the need to address exotic animal diseases. Participants identified DDD planning, particularly destruction and disposal, as the most challenging aspect of EAD preparedness – an important insight that has informed ongoing ALFA priorities.

To continue this support, ALFA has partnered with MLA to provide an online hub for those hoping to improve their knowledge and understanding of best biosecurity practices. Feedlot operators and service providers can utilise the suite of tools and training initiatives on the ALFA Biosecurity Hub. Users have access to a wealth of resources covering day-to-day feedlot biosecurity management, including risk assessments and feedlot zoning advice. In addition, the hub hosts various downloadable EAD action plans, DDD plans and other resources.

This continues to be a focus for ALFA, to ensure the red meat industry maintains ongoing support for lot feeders through prioritisation of feedlot-focused EAD preparedness training, including practical DDD planning and further development of the ALFA Biosecurity Hub as a central repository for EAD resources, training and updates. Additionally, ALFA continues to foster relationships with veterinarians, nutritionists and auditors to ensure biosecurity knowledge remains current and consistent across service providers. The association will engage with vaccine companies and the supply chain to articulate the benefits of vaccine programs to reduce the movement of endemic disease via the supply chain. Finally, ALFA is committed to conducting an annual review and update of templates, fact sheets and

action plans to ensure alignment with national frameworks and emerging biosecurity risks.

From January 2026, updated LM7 Biosecurity standards apply to all NFAS-accredited feedlots, which must now have a site-specific Biosecurity Management Plan, a documented Destruction, Disposal and Decontamination (DDD) Plan, and mandatory staff training.

To support feedlots through the transition, ALFA delivered two training initiatives. On 16-20 March, a five-day “Destruction, Disposal and Decontamination” webinar series on the Feedlot TECH platform brought together operators, service providers and technical specialists to build emergency animal disease response capability. Collaboration between producers, service providers and government agencies was a key theme, and the full series remains available online. From April to June, ALFA also offered face-to-face Entry-Exit Training Workshops for feedlot managers and operational staff across regional NSW, Victoria, Western Australia, South Australia and Queensland, with hands-on sessions on disease transmission, spread prevention and decontamination.



Continual Improvement of Feedlot Animal Welfare Practices

Adopting Shade & Shelter

Australian cattle feedlot operators have embraced the welfare and productivity benefits of shade, backing that commitment with significant commercial investment.

This is the key finding of a report – ['ALFA's Shade Initiative - Our Journey Towards Having All Feedlot Cattle with Access to Shade'](#) – released by ALFA in December 2025. The report highlighted strong industry-wide progress on shade adoption since the initiative was first launched in 2020. Increasing to 77% as at June 2026.

ALFA launched the Shade Initiative in 2020 with the primary objective of ensuring all cattle on feed in NFAS accredited feedlots have access to shade by 2026.

The Shade Initiative seeks to advance animal welfare, production efficiency and long-term sustainability through the provision of shade and covered housing infrastructure within Australian feedlots. With investment in research, development and adoption from MLA – using grain fed levies matched by federal government investment – combined with ALFA's leadership

and strong support from its members, the initiative has been highly successful in accelerating industry awareness and adoption of shade.

Since the initiative launched, shade adoption has increased to 77% of constructed capacity, or 1,407,857 head of cattle – up from 56.3%, or 810,376 head, in 2020.

A range of shade and shelter designs have been evaluated, and new designs continue to emerge to suit the diverse range of feedlot operations and climatic conditions across the country. Despite cost and construction challenges, the feedlot industry has embraced the benefits of shade, with infrastructure continuing to be installed.

ALFA encourages shade adoption as a proactive measure that reflects the industry's commitment to continuous improvement in animal welfare. ALFA recognises that the ongoing success and sustainability of the feedlot sector depend on maintaining strong welfare outcomes and meeting evolving community expectations.



Shade

By the end of June 2026, 77% of all cattle in Australian feedlots had access to shade - a significant milestone driven by ALFA's Shade Initiative. Launched to drive animal welfare, production efficiency, and long-term sustainability, the initiative has encouraged all Australian feedlots to provide access to shade and covered housing. Animal welfare remains central to ALFA's values, and despite cost and construction challenges, ALFA has led the industry in encouraging uptake in shade across Australian feedlots.

Animal welfare has historically been described through the Five Freedoms. These state that, throughout its life, an animal should be free from hunger, thirst and malnutrition; free from thermal or physical discomfort; protected from pain, injury and disease; able to express normal behaviours; and free from fear and distress. More recently the model has been updated to the Five Domains. Since the launch of ALFA's Shade Initiative an additional 2,584,861 head of cattle in feedlots have been at less risk of heat, have higher comfort levels and can express natural behaviour through choice to thermo-regulate.⁵

This gain is an active advancement of the industry's commitment to the Five Domains model of animal welfare. The benefits go beyond welfare, with shade also delivering notable production gains. In 2025, providing shade during summer led to an average gain of 11.86 kg liveweight and 6.2 kg carcass weight per animal. Across 518,305 cattle, this equates to an additional 6,147 tonnes of liveweight, 3,213 tonnes of carcass weight, and an estimated \$28.1 million in extra returns for lot feeders.

5 ALFA Shade Initiative Report December 2025





ALFA and MLA have offered further support to lot feeders implementing shade and continued to promote shade adoption through engaging, practical content. Videos, case studies and articles have been housed on the dedicated ALFA Shade Hub and shared through the Around the Pens newsletter, the ALFA Journal and via direct communication channels. ALFA is committed to fostering meaningful and constructive engagement with a range of stakeholders to advance the interests of the lot feeding sector. Through the development, consultation and communication of the Shade Initiative, ALFA has focused heavily on our feedlot members and NFAS Accredited feedlot operators to demonstrate the benefits of shade and encourage adoption.

The Shade Initiative has also strengthened ALFA's relationships with industry partners, government, research bodies, and the wider supply chain. Through consultation and collaboration, ALFA has helped ensure that shade adoption is informed by hands-on experience and the needs of feedlot operators. These connections have allowed the association to influence decision-making, shape policy and conversations around animal welfare, productivity, sustainability and feedlot design.

The initiative has delivered substantial progress in building industry capability, demonstrating and improving welfare, delivering productivity benefits, and fostering innovation in feedlot design. The results demonstrate the scale of this industry-wide shift, with feedlot operators surveyed intending to invest in shade and shelter infrastructure. In conjunction with exponential growth within the industry, the number of cattle under shade in feedlots is expected to rise to approximately 84% of total constructed capacity by the end of 2026, and 85% by the end of 2029. This has positioned the Australian lot feeding industry as a proactive, forward-thinking sector, driving and assisting in the long-term sustainability of the industry. The success of the Shade Initiative to date is testament to the industry's willingness to embrace change and highlights the collective commitment to the welfare of the cattle under our care.

ALFA acknowledges and thanks its members, stakeholders, sponsors, research partners, suppliers, and feedlot operators for their valuable support and contribution to the success of the Shade Initiative. Through collaboration across the industry, the initiative has strengthened understanding of the benefits of shade for cattle welfare and productivity while helping shape a more sustainable future for Australian feedlots.



OUR ENVIRONMENT

ALFA Strategic Priority:

Lead environmental sustainability, biosecurity awareness, and responsible practices in the feedlot industry

Our emphasis on environmental sustainability and responsible practices aligns with RM2030's broader goals for a sustainable red meat industry, addressing climate change, resource management, and community expectations. The strategic planning process noted climate change as a significant risk requiring proactive measures.



Australian Beef Sustainability Framework

ALFA continued to play a leading role in the evolution of the ABSF, supporting annual reporting, governance reform and stakeholder engagement activities.

During the year, significant work was undertaken to modernise the framework and improve clarity around governance, accountability and industry engagement. The ABSF continues to provide evidence-based reporting on sustainability performance across animal care, environmental stewardship, economic resilience, and people and community outcomes, supporting market access and industry credibility.

Environmental sustainability research progressed across methane reduction, odour management and manure value-adding, with key trials and reports completed to guide future industry investment.





OUR MARKETS & SYSTEMS

ALFA Strategic Priority:

Strengthen and advance our world-leading industry integrity systems to drive growth, resilience, and market access, to strive to meet evolving customer expectations

By focusing on efficient systems and robust market structures (including NLIS, NFAS, LPA), ALFA contributes to the overall competitiveness and resilience of the red meat industry, supporting RM2030's market development and value chain objectives. This also addresses challenges related to regulations and compliance.

Quarterly Surveys

July 2025 – June 2026

It was a year of records for Australia's grain fed beef sector. Capacity climbed steadily from 1.7 million to 1.79 million head^{1,5}, numbers on feed broke 1.6 million for the first time³, and utilisation held near or above 92% through most of the year signalling that new pens were being filled, not just built^{2,3,4}.

The standout moment came in the March 2026 quarterly survey, when turnoff exceeded one million head for the first time in history⁴. Exports remained strong with China, Japan and Korea diversifying into a range of other markets.^{1,2}

The only note of caution came late in the year, as ALFA flagged global trade and cost pressure, including China's market access quota, Middle East instability and drought, as key watchpoints heading into the second half of 2026⁴.

1 June 2025 ALFA/MLA quarterly survey

2 September 2025 ALFA/MLA quarterly survey

3 December 2025 ALFA/MLA quarterly survey

4 March 2026 ALFA/MLA quarterly survey

5 June 2026 ALFA/MLA quarterly survey

Policy & Advocacy – Strengthening Government Relations

ALFA holds official recognition from the federal government as the Peak Industry Body representing grain fed cattle producers.

ALFA has again made significant progress in the past 12 months further advocating for policies that support the lot feeding industry and operating environment of our members. From regulatory reforms to sustainability initiatives, our efforts have been guided by the needs and interests of our members, the ALFA Policy Committee and the ALFA Board.

Throughout 2025–2026, ALFA engaged with both State and Federal Governments but also diligently cultivated crucial relationships with other Peak Industry Bodies and industry stakeholders to advance the operating environment for our members. ALFA, being a member of the Red Meat Advisory Council (RMAC), continued to advise and support them on a range of issues impacting ALFA members.

This year ALFA has actively lodged submissions and contributed to RMAC submissions addressing diverse challenges and opportunities, channelled through platforms such as government reviews, consultative processes, and direct engagement with politicians. ALFA stands as a steadfast advocate for its members and the feedlot industry, actively involved in submissions, meetings and stakeholder engagement activities that impact and influence the policy and operational landscape of feedlot operators.

EU Free Trade Agreement

In March 2026, ALFA responded to the newly announced Australia-EU Free Trade Agreement, criticising the outcome for grain fed beef exporters. Under the previous Australian EUFTA quota system, grain fed beef entered the EU tariff-free. Under the new agreement, a 7.5% tariff applies to grain fed volumes supplied under the new FTA quota, with only modest quota increases secured, not available for several years.

ALFA President Grant Garey said the deal fell short of the industry's expectations:

“By any measure, the Government's report card on this deal is a failing grade, delivering one of the weakest free trade agreement outcomes for our sector to date. For Australia's grain fed beef sector, the agreement falls far short of the meaningful improvements in market access that we consistently sought throughout negotiations. In practical terms, it represents a step backwards.”





Policy Submissions

ALFA remained highly active in representing members' interests through policy submissions and advocacy throughout the year. Key issues included food security, fuel security, water allocation and feedlot approvals, the European Union Deforestation Regulation (EUDR), livestock transport sustainability, climate and environmental reporting requirements, animal welfare matters, and national biosecurity initiatives. ALFA's policy work focused on ensuring practical, evidence-based regulation that supports industry productivity, competitiveness and sustainability. Through formal submissions, government consultations and industry forums, ALFA continued to communicate the importance of the feedlot sector's contribution to food production, regional communities and global market access.

Advocacy & Government Engagement

Government engagement remained a core component of ALFA's advocacy efforts throughout the year. ALFA worked constructively with Commonwealth and State governments, regulators and policymakers on issues affecting the feedlot sector, including biosecurity, labour, sustainability, animal welfare, water security, transport and planning frameworks. Regular meetings, consultations and formal submissions ensured industry views were considered in policy development and regulatory decision-making. ALFA's engagement approach focused on providing practical solutions, evidence-based information and constructive partnerships, helping to build understanding of the sector's economic contribution and role within Australia's broader red meat supply chain.

Parliamentary Engagement

ALFA participated in two events at Parliament House in Canberra, providing opportunities to engage with parliamentarians and industry stakeholders and represent the grain fed beef sector.

In October 2025, ALFA participated in the Parliamentary Friends of Primary Producers Grains Showcase, which brought together businesses and industry sectors that use grain, including livestock production, distilleries, bakeries and millers.

In March 2026, ALFA attended the Parliamentary Friends of Red Meat event, organised by RMAC, which had a similar focus on industry engagement while showcasing the red meat sector. Participation in both events provided valuable opportunities for ALFA to highlight the role of lot feeding and grain fed beef and strengthen relationships with key decision-makers in Canberra.

Fuel Security

Fuel security emerged as a major priority for ALFA during the year as industry raised concerns around access to fuel supplies during emergencies and periods of supply chain disruption. Reliable fuel access is essential for feed delivery, water supply systems, animal welfare management, transport movements and broader business continuity across feedlot operations. ALFA worked collaboratively with government, industry partners and members to advocate for recognition of feedlots as critical agricultural infrastructure within fuel security planning arrangements. Advocacy efforts focused on ensuring livestock operations can maintain animal welfare and operational continuity during future fuel shortages or emergency events.

Food Security and Feedlot Impact

ALFA continued to highlight the vital role feedlots play in Australia's food security system. Feedlots provide a reliable and efficient means of producing high-quality beef, helping maintain supply during seasonal variability, drought and changing market conditions. In 2025-2026, national feedlot utilisation reached record levels, reflecting strong demand for Australian grain fed beef in domestic and export markets. Through policy engagement and stakeholder communication, ALFA reinforced the sector's contribution to food production, affordability, productivity and regional economic development. Advocacy emphasised that feedlots are an essential component of a resilient Australian food system and global protein supply chain.

ALFA Policy Submissions, 2025-2026

- Re-making of the Agricultural and Veterinary Chemicals (Control of Use) (Ruminant Feed) Regulations 2015 (Victoria)
- Review of National Food and Fibre Education Strategy
- Review of ABSF Annual Update Content
- Feedback on definition of waste under the Environment Protection Act 2017
- Review of National Food Security Strategy Discussion Paper
- EPA climate change consultation - key changes made based on Advisory Group feedback
- Lifting Productivity in Agriculture, Fisheries and Forestry
- Review of European Union Deforestation Regulation
- House of Representatives Joint Standing Committee on Trade and Investment Growth - Inquiry into Creating Sustainable Economic Growth in Rural and Regional Australia
- Review of National Livestock Loading Scheme
- Grain Inventory & Import Pathways
- National Food Security Strategy
- Proposed Climate Change Licensee Requirements
- National Bioenergy Feedstock Strategy
- Review of the Carbon Credits -Carbon Farming Initiative Act 2021
- Draft Greenhouse Gas (GHG) Emissions Estimation and Reporting Guidelines for Agriculture, Fisheries and Forestry
- Feedback on proposed updates to the European Union Cattle Accreditation Scheme (EUCAS) Feedlot rules
- RMAC Pre-Budget Submission
- Queensland Government Prosper 2030
- Making development licence applications easier
- Livestock Chapter of Australian Animal Welfare Strategy
- Biosecurity Act 2025 Baseline Biosecurity Attitudinal Survey
- Draft Voluntary GHG Guidelines - Tranche 2
- Have your say on the ACCU Scheme's draft IFLM method
- Queensland Feral Pig Management Plan
- Implementation of horse land transport standards in Queensland
- Core Skills Occupation Consultation
- Victoria's Biosecurity Strategy Implementation Plan
- Review of National Environmental Biosecurity Response Agreement
- Review of the Food Production (Safety) Act 2000
- MLA Sustainability Work Plan - Comments
- 2027 OSCA Update
- Industry Funds Review 2026
- 2026 Basin Plan Review
- Voluntary GHG Emissions Estimation and Reporting Guidelines
- Consultation on proposed approaches to Australia's drone security
- Sunset review of Queensland's Biosecurity Regulation 2016
- Approved Methods for the Modelling and Assessment of Air Pollutants
- Improving the safety of quad bikes used in the workplace
- World Organisation for Animal Health's draft terrestrial animal health standards PART B
- Australian Standards for the Export of Livestock (ASEL) review version 4.0
- Reforms for the national biosecurity system (DEED review)
- P1067 - Health Star Rating System
- OOS 202601 Guidance document of the Role of industry personnel
- OOS202602 - Statistical data for EADRA cost sharing calculations
- IF2026 OOS03 AUSVETPLAN Response strategy: Bluetongue
- OOS03 EADRA - GS - Containment and Eradication
- IF OOS 04 EADRA Guidance document for Tracing & Surveillance



OUR CRITICAL INPUTS



ALFA Strategic Priority:

Work with broader industry and government to address vulnerabilities in critical inputs, to mitigate risks and ensure their sustainable availability amid external pressures

Ensuring the security and availability of critical inputs (including feed grain, water, energy) is fundamental to the profitability and sustainability of the feedlot sector. This new priority emerged from strategic planning discussions on supply chain disruptions and the need for scenario planning around critical inputs to enhance the broader red meat industry's capacity to meet RM2030 goals.



Partnering with MLA on Feedlot Research & Development for the Betterment of Grain Fed Levy Payers

MLA's Feedlot Program is funded by grain fed levies, with a matching contribution from the Australian Government.

It addresses the specific research, development and adoption requirements of the cattle feedlot sector, guided by the joint MLA-ALFA 5-year Feedlot Program R&D strategy, MLA's Strategic Plan 2030 and the shared industry plan, Red Meat 2030.

Across FY 2025-2026, MLA and the ALFA Research & Development Committee have continued to deliver against the strategy's five investment pillars of labour, automation, environmental sustainability, preventative health and welfare, and feedlot productivity and compliance.

The year has seen several projects move from early scoping into commercial deployment, several long-running studies reach completion, and new initiatives begin that will shape the next phase of the program.

This year, MLA commissioned Deloitte Access Economics to update the Regional Feedlot Investment Study, the fifth edition of this landmark research, confirming just how significant the sector's contribution really is. In FY 2023-2024, the feedlot industry added \$4.6 billion in value to the Australian economy, supported 24,000 full-time jobs, and accounted for 36% of national cattle slaughter, and 25% of the nation's total beef exports. The study also modelled the flow-on effect for regional economies: a new 30,000-head feedlot in the Western Downs alone would add \$25 million in regional value, and a proposed 15,000-head expansion would create 283 full-time equivalent jobs, generating over \$60 million in additional regional value. The research underlined just how deeply feedlots are woven into the broader beef value chain, with the sector's reach extending well beyond the farm gate into processing, grazing, and regional communities across the country.

MLA and ALFA's Feedlot R&D Program continues to deliver practical innovations that enhance the productivity, sustainability, profitability and competitiveness of the Australian feedlot industry.



Key R&D Project Highlights

Feedlot Labour

Strengthening workforce capability, leadership pathways and industry training is helping attract, develop and retain a skilled workforce to support the long-term growth, productivity and professionalism of the Australian feedlot sector. Projects included:

- Ten scholarships supported students and young lot feeders to attend the Future Feeders Network Forum and MLA R&D Symposium.
- The Emerging Leaders program reached its full target of 20 participants, and the Executive Leaders Program launched in March 2026, with its pilot commencing in July with five selected industry participants.
- Two ALFA directors completed the Company Directors Course.
- Feedlot TECH continued to expand, with course completion rates holding at 63%, enrolments rising to 283 per module, and total platform users growing to 3,596. All eleven courses in this year's development program are now complete, five launched, including Managing Summer Heat, Animal Health Workshop, Feedlot Shade Research, and the new Livestock Health Fundamentals series, with the remaining staged for release by mid-September 2026. The virtual tour has now been accessed by more than 4,700 people.



Feedlot Automation

Investment in automation technologies is improving operational efficiency, labour utilisation, decision-making and animal management, supporting more productive and resilient feedlot businesses. Projects included:

- Bunk scanning technology expanded to 13 scanners operational across Australian feedlots, supporting around 432,000 cattle (26.6% of one-time feedlot capacity), with six more units in factory testing.
- FeedMetrix 2.0 progressed into live pilot operation at ACC's Brisbane Valley Feedlot, with implementation continuing at Mort & Co's Grassdale Feedlot.
- DeliverEase 2.0 advanced through system integration, with upgraded propulsion, sensing and control systems now largely in place ahead of commercial deployment.
- MLA continued building the case for automated health detection through the MLA Donor Company; early ear tag trials provided valuable learnings, and MLA is now scoping collar-based technology for the next phase.
- The next-generation weather prediction system completed pilot data collection across NSW and WA, successfully identifying individual cattle and behavioural patterns ahead of full-scale deployment across eight feedlots.

Environmental Sustainability

Research into emissions reduction, odour management and resource recovery is providing lot feeders with practical pathways to improve environmental performance while maintaining profitability and community confidence. Projects included:

- The hydrogen-utilising probiotic project reached a key milestone, with more than 1,000 microbial isolates characterised and around 10 priority targets now being assessed for manufacturability.
- The large pen performance trial evaluating a lower dose of Bovaer was completed, delivering a full multi-year dataset for industry.
- The odour measurement and modelling project at Charles Sturt University continued building s-factor coefficients and a comprehensive odour dispersion model.
- The final report on the feasibility of manure and effluent value-adding technologies was completed, providing a baseline to guide future industry investment.



Preventative Health & Welfare

Advances in disease prevention, cattle management and adoption programs are improving cattle health, wellbeing and production outcomes while reducing the economic impact of disease and health-related losses. Projects included:

- A major milestone was reached in vaccine development, with field trials of autogenous vaccines for *P. multocida*, *H. somni* and *M. bovis* delivering measurable reductions in subclinical disease.
- An MDC-funded evaluation of a *Bacillus subtilis* probiotic concluded following an 8,000-head feedlot study, providing clear evidence to guide future investment.
- The covered housing project at the Charles Sturt University research facility has completed 2 replicates of 6 studying the impacts of varying stocking density and bedding rates on cattle performance, health and carcass characteristics under shelter with the parallel odour-modelling project running alongside this project.
- The Feedlot RAAD program commenced in March 2026, with three shade and shelter projects approved and a further four progressing through approvals or scoping.
- The Feeder Cattle Preparation Best Practice Guide was completed and launched to industry in June 2026.

Feedlot Productivity & Compliance

New technologies, management practices and productivity tools are helping feedlots improve operational performance, profitability and supply chain outcomes while maintaining high standards of compliance and market assurance. Projects included:

- Adoption of short duration lairage continued to grow, reaching 826,730 head in FY 2025-2026, up from 700,350 in FY 2024-2025, with a winter-conditions study confirming increased revenue and no adverse impact on food safety or cold carcase weight.
- The Carcase Endpoint Sorting Model project was completed, delivering breed-specific empty body fat accretion factors for Charolais, Angus and Brahman cattle and enhanced computed tomography calibration models.
- The large-scale commercial study into next-generation performance-enhancing technology completed its first round of testing, with 12 of 36 pens finished. Early signals are encouraging with numerically higher marbling scores, fewer cattle requiring hospital treatment, and lower rates of liver abscesses and lung rejections in cattle receiving Lactipro treatments.

Source: MLA Feedlot R&D Program Information Papers to the ALFA Board August 2025, November 2025, February 2026, May 2026 and August 2026; Regional Feedlot Investment Study, Deloitte Access Economics, July 2026.

Strengthening Quality Assurance

ALFA is committed to bolstering quality assurance through continual improvement of NFAS, while driving profitability, sustainability, and leadership in animal welfare, environment and production standards.

NFAS Review

A targeted review of the National Feedlot Accreditation Scheme (NFAS) commenced during the year to strengthen reportable incident management processes and ensure the scheme continues to reflect contemporary industry expectations. Led by AgStrat Associates and supported by an industry steering committee comprising ALFA, MLA, AUS-MEAT and FLIAC, the review focused on incident response reporting, communications requirements and alignment of crisis management processes. Extensive consultation was undertaken with feedlots, veterinarians, regulators and other stakeholders. Feedback has been highly collaborative, with recommendations being developed to improve consistency, transparency and preparedness while maintaining NFAS as Australia's leading livestock quality assurance program.





OUR GOVERNANCE



ALFA Strategic Priority:

Fulfill our obligations as a recognised peak industry body by upholding robust governance frameworks that sustain our Association's strong reputation

Strong governance within ALFA ensures accountability, transparency, and effective decision-making, which is essential for the association to effectively contribute to and align with the overarching RM2030 strategic framework.

ALFA's Enhanced Operating Model

Delivering on ALFA's Strategic Plan 2025-2030

From its modest beginnings, ALFA has grown into a respected and influential Peak Industry Body, committed to delivering value to its members and advancing the interests of the Australian feedlot sector. Throughout the past year, ALFA has continued to strengthen its operating model to better serve the industry and support long-term growth.

A key focus has been the development of ALFA's Strategic Plan 2025-2030, which will set the direction for the organisation over the next five years and ensure it remains responsive to the evolving needs of members and the broader grain fed beef supply chain.

ALFA continues to operate to three Pillars:

- PILLAR 1: Policy & Advocacy
- PILLAR 2: Member Services & Community Engagement
- PILLAR 3: Governance & Finance

The pillars are supported by six committees:

- ALFA Policy Committee
- ALFA R&D Committee
- ALFA Marketing, Trade & Market Access Committee
- ALFA Industry Capacity Committee

- ALFA Community Engagement Committee
- Audit, Risk & Remuneration Committee

Learn more about the ALFA Board & Committees at feedlots.com.au/council

Strong Governance and Policy Management

ALFA places a strong emphasis on effective governance and robust financial standing, ensuring the provision of quality service to its members.

Over the year, the ALFA Board and the Secretariat continued to follow and refine ALFA's governance protocols. These encompass the execution of the Strategic Operating Plan, following ALFA's Corporate Governance Schedule, evaluating the Risk Framework, and sustaining the capacity to execute ALFA's Crisis Response Plan.

Best practice policy development framework

The ALFA Board remains steadfastly committed to implementing its best practice Policy Framework. This framework delineates procedures and tools that expedite streamlined and efficient policy development for ALFA and the feedlot sector. ALFA Committees are tasked with the annual review of existing and the creation of new ALFA policies pertinent to their respective areas of expertise. The Policy Register of ALFA remains dynamic, subject to regular review and updates to ensure the ongoing relevance, current status, and appropriateness of ALFA's policies.

ALFA Board - New and Returning Directors at the 2025 AGM

ALFA held its Annual General Meeting on 11 November 2025 in Brisbane, welcoming new and re-elected Board Directors and closing out the 2020-2025 Strategic Plan with the launch of the new 2025-2030 Strategic Plan to guide the industry's growth to 2030.

Amanda Moohen (Condabri Beef, QLD) was re-elected to the Board, joined by two newly elected Directors, Emily Perkins (Ravensworth Agriculture, NSW) and James Sage (TFI Southern Cross Feedlot, SA). Barbara Madden and Grant Melrose retired from the Board, with ALFA thanking them for their contributions to the Association and the industry.

Following the AGM, the newly elected Board unanimously re-elected Grant Garey as President and Tom Green as Vice President for a second term, continuing their leadership into 2026.



ALFA Board of Directors



Grant Garey
President



Paul Vogt



Jeff Dight



Tom Green
Vice-President



Marcus Doumany



James Sage



Andrew Talbot



Brad Robinson



Emily Perkins



Amanda Moohen



David Bailey
(Retired July 2026)



Barb Madden
(Retired August 2025)

ALFA Team



Christian Mulders
CEO



Michael "Bomber" Lancaster
General Manager - Policy and Biosecurity



Susan Mills
General Manager - Communications & Stakeholder Engagement



Jeff House
Feedlot Technical Services Officer



Emily Litzow
Training & Education Manager



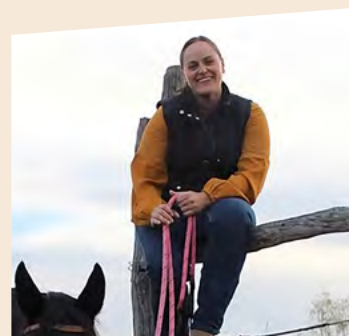
Niamh Bartley
Marketing & Communications Coordinator



Meg Rice
Manager - Policy



Abbey Stuart
Professional Development Coordinator



Rachael O'Brien
Manager - Feedlot Industry Biosecurity



Gunther Aguilan
Administration Coordinator

Industry Facts



Economic Impact

VALUE: In 2023-24, the feedlot industry contributed **\$4.6 billion** to the Australian economy⁴.

EMPLOYMENT: In 2023-24, the feedlot industry contributed a total of **24,172 FTEs** to the national economy. Approximately **22,016 FTEs** work in upstream industries supplying goods and services to feedlots, while **2,156 FTEs** are employed directly in feedlot operations⁴.

ECONOMIC IMPACT: If feedlots ceased to exist, the Australian economy would shrink by **\$59 billion**, and annual employment would decline by an average of **28,000 FTEs** between 2026-36⁴.

REGIONAL SIGNIFICANCE: Feedlots strengthen local economies in rural and regional areas. A **30,000 SCU feedlot in the Western Downs** is estimated to have generated approximately **\$86 million** in economic contribution in 2023-24, supporting **39 FTEs** directly and a further **69 FTEs** indirectly in businesses that supply inputs to the feedlot⁴.

SUPPLY CHAIN DEPENDENCY: Feedlots support the meat manufacturing and pasture-finished grazing sectors. If the feedlot sector ceased to exist, the meat manufacturing sector is estimated to lose **almost \$30 billion** in value added over the period 2026-36^{4, **}

EXPORT VALUE: While feedlots continue to underpin domestic beef supply, exports of grain fed beef generate significant revenue and value for the industry. In 2023-24, approximately **350,000 tonnes of grain fed beef**, worth **\$3.5 billion**, was exported (Department of Agriculture, Fisheries and Forestry [DAFF], 2024)⁴.



Production

ON FEED: Cattle on feed averaged **1.6 million** head per quarter in the year to June 2026⁵.

RECORD NUMBERS: Cattle on feed reached a record **1.66 million** head and national pen utilisation remained at **93%** in June 2026⁵.

GRAIN FED BEEF: Grain fed turnoff in FY 2025-2026 reached a record **4 million** head, a **18% lift** on FY 2025 levels⁵.

GROWTH: National comparisons over 5-years show the change in the feedlot system. Numbers on feed have **lifted 41%**, capacity has lifted 24% and turnoff is **up 51%**, while grain fed exports are **up 60%** when compared to FY 2020-2021⁵.

SHADE AND SHELTER: The feedlot industry has voluntarily increased cattle under shade from 810,376 head in June 2020, representing 56% of capacity, to 1,407,857 head in June 2026, representing **77% of Australia's feedlot capacity**⁵.



Size of Industry

FACILITIES: **329** NFAS accredited feedlots.⁶

CONSTRUCTED CAPACITY: **1.79** million head.⁵

EMPLOYMENT: Employs approximately **24,172** full-time equivalent (FTE) employees, consisting of **2,156 FTEs** directly, as well as a further **22,016 FTE** employees in upstream industries which supply the feedlot industry.⁴

OWNERSHIP: Australian feedlots are owned and operated by **families, businesses** and **corporate entities**.

DIVERSITY: Over 1/3 of employees are **female**.



Animal Welfare

Animal welfare processes and procedures achieved **91.5%** compliance.¹

ANIMAL WELFARE AUDITS: Compliance with the requirement to complete two animal welfare audits per year was **93.5%**.¹

ANTIMICROBIAL STEWARDSHIP: Compliance with the requirement to have an antimicrobial stewardship plan in place was **97.9%**. Most non-conformances related to plans not being reviewed by a vet, or treatment protocols not being reviewed.¹



Environment

Environmental compliance was **93.2%**.¹

Sources: 1: Independently verified via 2025 NFAS audits. AUS-MEAT | 2: ALFA/MLA Technical Services Officer survey, 2025 | 3: State of the Industry Report 2024, MLA | 4: 2025 regional feedlot investment study national findings' Deloitte Access Economics 2025 | 5: ALFA/MLA Quarterly Feedlot Surveys, 2025-2026 | 6: NFAS Annual Report 2025, AUS-MEAT | * \$58.8 billion refers to the present value of lost GDP over the 2026-2036 period, discounted at 7% per annum. | ** \$28.9 billion refers to the present value of lost industry value-added over the 2026-2036 period, discounted at 7% per annum.

Supporting *your* Industry & Association



zoetis





702

ALFA

AUSTRALIAN LOT FEEDERS' ASSOCIATION

 GPO Box 149, Sydney NSW 2001

 (02) 9290 3700

 info@feedlots.com.au

 www.feedlots.com.au

