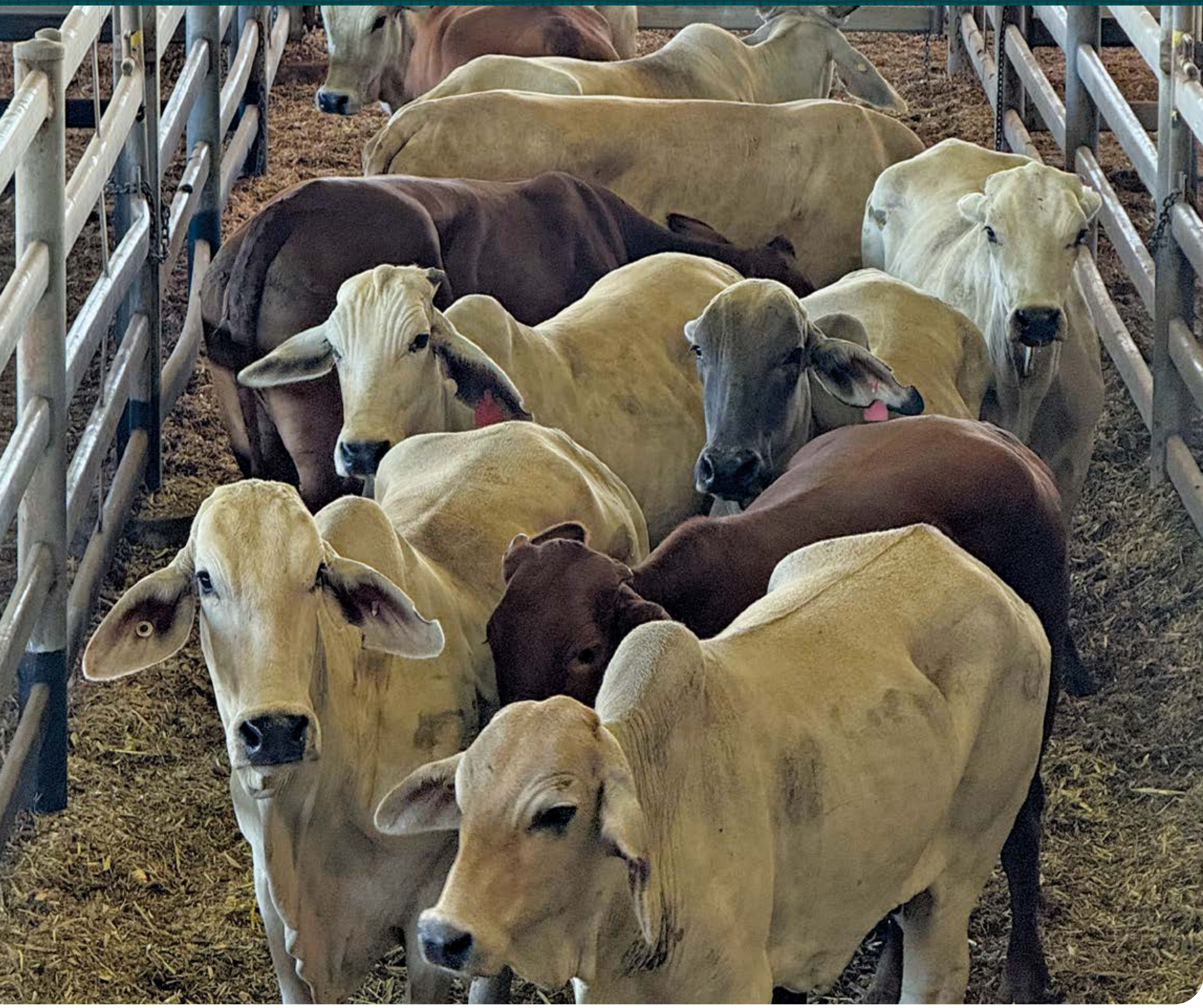
GOVERNMENT OF
WESTERN AUSTRALIA

WESTERN AUSTRALIAN MEAT
INDUSTRY AUTHORITY

Western Australian Meat Industry Authority

ANNUAL REPORT 2025-26



Acknowledgement of Country

The Western Australian Meat Industry Authority respectfully acknowledges the Traditional Custodians of the many lands that we work on throughout Western Australia.

We recognise their culture and connection to the land and waters, and pay our respects to Elders past and present.

Contact

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Alternative formats

Copies of this publication are available in alternative formats upon request.

This report was published by the Western Australian Meat Industry Authority, September 2026.

WAMIA is committed to quality services to its customers and makes every attempt to ensure accuracy, currency and reliability of data contained in this annual report. The information in this annual report is not to be used or interpreted out of context and no inference is to be made from it.

Statement of Compliance

For year ended 30 June 2026

HON JACKIE JARVIS MLC

MINISTER FOR AGRICULTURE AND FOOD; FISHERIES; FORESTRY; SMALL BUSINESS; MID WEST

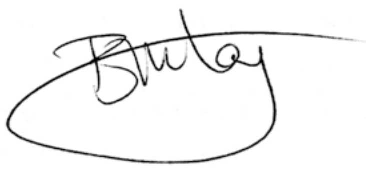
In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australian Meat Industry Authority for the financial year ended 30 June 2026.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006.*

The financial statements comply with Australian Accounting Standards – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board.

Louise Holding
Chair of the Western Australian Meat Industry Authority

4 September 2026



Belinda Lay
Board Member of the Western Australian Meat Industry Authority

4 September 2026

WESTERN AUSTRALIAN MEAT INDUSTRY AUTHORITY

Aerial view of the Muchea Livestock Centre.
Photo by Josh Fernandez, courtesy of The Livestock Collective.

Contents

Chair Foreword

It is a privilege to have commenced as Chair of the Western Australian Meat Industry Authority (WAMIA) on 1 July 2026 and to present this foreword to the Authority's 2025–26 Annual Report. I thank the outgoing Chair, Sarah Lang for her contribution and leadership during the period of this report.

This Annual Report highlights an important year of achievement and progress for WAMIA. It reflects the commitment of the Board, Chief Executive Officer, staff and stakeholders in supporting Western Australia's meat and livestock industry through the operation of the Muchea Livestock Centre, effective regulatory oversight and strong industry engagement.

I thank the Board, Chief Executive Officer, staff and stakeholders for their ongoing commitment to WAMIA and look forward to working together to deliver a strong future for the Authority and the industry it serves.

I would like to acknowledge the contribution of my predecessor, Sarah Lang, who provided dedicated leadership and guidance during a period of significant change for the Authority. On behalf of the Board, I thank Sarah for her service and the strong foundation she has helped establish for WAMIA's future.

As I commence my role as Chair, I do so at an exciting time for the Authority. During 2025–26, WAMIA released its Strategic Plan 2026–2030, which sets a clear direction for the organisation over the next five years. The Plan reaffirms WAMIA's vision for a successful, sustainable and respected Western Australian meat and livestock industry that delivers economic and social benefits to regional communities and the State.

The Strategic Plan provides focus across four key areas: livestock exchange and biosecurity, effective regulation, informed advice and organisational excellence. Together, these priorities will ensure WAMIA continues to evolve alongside industry needs while maintaining its important role as a trusted partner to producers, agents, processors, government and the broader community.

I look forward to working closely with my fellow Board members, Chief Executive Officer, I-Lyn Loo and the WAMIA team to deliver the outcomes of the Strategic Plan. This includes strengthening the long-term sustainability and relevance of the Muchea Livestock Centre, supporting industry initiatives that enhance traceability and biosecurity, providing informed advice to government, and ensuring WAMIA continues to operate as a contemporary and high-performing statutory authority.

Western Australia's meat and livestock industry is an important contributor to the State's economy and regional communities. It operates in an environment of change, opportunity and increasing expectations, and I am confident that WAMIA is well positioned to support the industry's continued success.

Louise Holding
Chair

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Chief Executive Officer Report

The 2025–26 year has been one of implementation, engagement and renewed strategic focus for the Western Australian Meat Industry Authority (WAMIA). It has also been a year in which the value of the Muchea Livestock Centre (MLC), and WAMIA's broader role in supporting Western Australia's meat and livestock sector, has continued to be demonstrated through practical delivery, strong partnerships and a clear commitment to industry service.

A central focus for the year was the continued implementation of electronic identification (eID) for sheep and goats. Following the commencement of mandatory saleyard scanning on 1 July 2025, we saw increasing percentages of sheep and lambs arriving at MLC with eID tags successfully scanned through our system. This progress reflects several years of planning, investment and collaboration with industry and government partners, and has positioned WAMIA well ahead of the next significant milestone, the requirement from 1 July 2026 for all sheep and goats leaving a property to be electronically identified. During the year, WAMIA was also pleased to share our experience and support the implementation of eID scanning systems at Katanning, contributing to broader industry readiness across Western Australia.

The year also reinforced the importance of engagement and collaboration across the supply chain. WAMIA welcomed a diverse range of visitors to MLC, including representatives from the Department of Primary Industries and Regional Development, the Muchea Volunteer Fire Brigade, Cunderdin Agricultural College and a delegation of livestock buyers from China. These visits provided valuable opportunities to showcase the scale and significance of MLC as a critical piece of industry infrastructure supporting livestock traceability, animal welfare, market access and supply chain confidence.

I was also fortunate to participate in the Ministerial trade delegation to Qatar and the United Arab Emirates, where I had the opportunity

WAMIA and DPIRD staff participated in the low stress livestock handling course run by Nic Kentish, aimed at improving work health and safety and animal welfare outcomes at the Muchea Livestock Centre to promote Western Australia's world-class meat sector in key export markets. The visit reinforced the importance of every part of the supply chain in maintaining WA's strong international reputation, and I was proud to highlight the role WAMIA plays in underpinning that reputation through the operation of MLC and our broader regulatory functions.

A further milestone during the year was the development of WAMIA's new Strategic Plan. The Strategic Plan provides important clarity about WAMIA's direction and priorities and reflects a shared commitment to supporting a thriving, resilient and sustainable meat and livestock sector in Western Australia. I would like to acknowledge the Board and Senior Leadership Team for their thoughtful contribution to this work. The Plan provides a clear framework for future decision-making, investment and service delivery, and I am excited to work alongside the Board to deliver its priorities and create lasting value for industry and the community.

As always, WAMIA's achievements are made possible by its people. I would like to thank the WAMIA team for their professionalism, adaptability and commitment throughout the year. The work undertaken at MLC and across WAMIA's regulatory and corporate functions is often complex and operationally demanding, and I remain grateful for the dedication shown by staff in supporting industry, maintaining safe and effective operations, and delivering on the organisation's statutory responsibilities.

I would also like to sincerely thank Sarah Lang for her support and leadership as Chair over the past three years. Sarah has provided steady guidance during a period of operational change and reform, including WAMIA's preparation for and implementation of eID. Her contribution has been greatly valued. I look forward to working with Louise Holding as WAMIA's new Chair as we implement the Strategic Plan and continue to strengthen WAMIA's role in supporting Western Australia's meat and livestock industry.

I-Lyn Loo
Chief Executive Officer

Looking ahead, I am optimistic about WAMIA's future and the contribution we will continue to make to Western Australia's meat and livestock sector. With a clear strategic direction, strong partnerships and a committed team, WAMIA is well placed to support industry through change, maintain confidence in our systems and services, and continue delivering value to the producers, agents, buyers, processors and communities who rely on the Muchea Livestock Centre.

Executive Summary

Year at a glance

Released WAMIA Strategic Plan 2026-2030 outlining pathway towards a successful and sustainable WA meat and livestock industry benefitting regional communities and the State

273,646 electronically-tagged sheep and goats scanned in the Muchea Livestock Centre in 2025-26

33 lambs sold in the Muchea Livestock Centre for $400 per head, a state record set in August 2025

Updated WA Abattoir Regulatory Approval Guidelines published on the website in March 2026

Received and approved one application for approval to operate an abattoir

Muchea Livestock Centre Throughput

in 2025-26

59,119 head of cattle for trade sales, increase of 23.8% from 2024-25 (↗ 23.8%)

556,754 head of sheep (inc goats) for trade sales, increase of 11.0% from 2024-25 (↗ 11.0%)

56,712 head of cattle for non-sale weighing, increase of 58.6% from 2024-25 (↗ 58.6%)

193,452 transhipment cattle days, increase of 47.2% from 2024-25 (↗ 47.2%)

137,697 transhipment sheep days, increase of 182.4% from 2024-25 (↗ 182.4%)

Western Australian Meat Processing Statistics

in 2025-26

494,662 head of cattle processed, increase of 5.3% from 2024-25 (↗ 5.3%)

1,272,974 head of sheep processed, decrease of 42.2% from 2024-25 (↘ 42.2%)

2,673,036 head of lambs processed, decrease of 9.8% from 2024-25 (↘ 9.8%)

888,042 head of pigs processed, decrease of 3.5% from 2024-25 (↘ 3.5%)

53,744 head of goats processed, increase of 10.2% from 2024-25 (↗ 10.2%)

About the Western Australian Meat Industry Authority

The Western Australian Meat Industry Authority (WAMIA or the Authority) is an independent statutory authority established under the *Western Australian Meat Industry Authority Act 1976*. Captured in its Strategic Plan, the Authority's purpose is to oversee and enable a thriving WA meat and livestock industry via innovative industry solutions; an independent, accessible livestock exchange facility; effective regulation; and informed advice to the State Government.

The Authority's functions as set out under section 16(1) of the Act are to:

- Survey and keep under review the establishments and facilities available in the State for the sale of livestock and the slaughter of animals, and for the processing of carcases, for human consumption
- Review the operation of abattoirs and processing works, including inspecting and where appropriate approving the premises and facilities and the conduct of operations there and recording in respect of each establishment its effective capacity and actual performance
- Implement schemes and practices for the branding of any carcases of meat, which may include practices to define or identify its source, method of production, processing treatment, quality or other characteristics
- Assume responsibility for or arrange for the management of the Muchea Livestock Centre and other undertaking, establishment or facility in the meat industry if the Minister directs and subject to section 16(2)
- Encourage and promote improved efficiency throughout the meat industry
- Advise the Minister generally and in particular as to methods of overcoming areas of conflicting interest within the meat and livestock industries, future requirements for saleyards, abattoirs and processing works (particularly in relation to the overall slaughtering capacity of the State and the location of those establishments) and any other matter in the meat industry
- Carry out other functions as required to give effect to the Act

The 8-member Board provides strategic direction and governance to the organisation, with strategic operational leadership provided by a Chief Executive Officer and the senior leadership team.

Entrance to the saleyard in the Muchea Livestock Centre

About the Western Australian Meat Industry Authority

Enabling Legislation

The Authority was established on 18 October 1976 under the *Western Australian Meat Industry Authority Act 1976* and *Western Australian Meat Industry Authority Regulations 1985.*

Responsible Minister

Hon Jackie Jarvis MLC, Minister for Agriculture and Food; Fisheries; Forestry; Small Business; Mid West

The Hon Jackie Jarvis MLC is the Minister for Agriculture and Food, Fisheries; Forestry; Small Business; Mid West and has been Member for the South West Region in the Legislative Council since 2021. Minister Jarvis was appointed as the Minister for Agriculture and Food; Forestry and Small Business in December 2022. In March 2025, Minister Jarvis gained the portfolios of Fisheries and Mid West. The Minister is passionate about continuing to provide a strong voice for regional communities in WA.

WAMIA Board

Board in 2025-26

The Authority consists of seven members appointed by the Minister and a delegate of the Director General of the Department of Primary Industries and Regional Development (DPIRD). The Authority Members in 2025-26 were:

Sarah Lang (Chair)[1]	Representing the Minister
Louise Holding (Chair)[2]	Representing the Minister
Jordan Wall[3]	Representing the Wholesale and Retail Meat Industry
Belinda Lay	Representing the Producers of Meat
Kelly Pearce	Representing the Producers of Meat
Wayne Crofts	Representing Private Abattoirs
Ben Dwyer	Representing Private Abattoirs
Miriam Sauley[4]	Delegate of the Director General of DPIRD
Angela Howie[5]	Deputy Delegate of the Director General of DPIRD

[1] Sarah Lang's term concluded on 30 June 2026

[2] Louise Holding's term commenced on 1 July 2026

[3] Jordan Wall's term concluded in August 2025

[4] Miram Sauley commenced long service leave as of April 2025 till August 2025

[5] Angela Howie was appointed as Deputy DG Delegate from April 2025 till July 2025

About the Western Australian Meat Industry Authority

Current Board Profiles

Louise Holding (Chair)

Louise has more than 20 years' experience in the social impact and political arenas. Louise has worked across corporate, not-for-profit and government sectors providing strategic counsel, reform pathways and issues prevention.

Louise has worked across a range of sectors including as Chief of Staff for the Minister for Environment, strategy and operations for the $9B Minderoo Foundation, Harvest Road Group, the Department of Premier and Cabinet, Health and the Disability Services Commission and throughout the not-for-profit sector. She is recognised for her exceptional strategic insights, stakeholder engagement and issues management. She is an experienced non-executive Director.

Wayne Crofts

Wayne was appointed to the Board in October 2025 representing the interest of private abattoirs. He was also later appointed as Deputy Chair in November 2025. Wayne is the Chief Executive Officer of Craig Mostyn Group, with over 25 years of experience across retail, convenience, agribusiness, and industrial sectors, both in Australia and internationally. Originating from Mt Barker, WA, he holds a Bachelor of Horticultural Science and an MBA from the University of Western Australia. Wayne has a strong background in strategic planning, commercial management, and developing high-performing teams. He operates a sustainable beef and lamb farming business in Lower Chittering, providing him with first-hand knowledge of the paddock-to-plate cycle.

Wayne career includes leadership roles at Wesfarmers, overseeing industrial, fertiliser, and retail operations (including the Coles turnaround), as well as serving as CEO of Heritage Seeds (now Barenbrug Australia), where he led significant growth. Most recently, he was CEO of Brindle Group, which operates The Good Grocer supermarkets and Rottnest retail businesses in WA.

Ben Dwyer

Ben is Harvest Road's Chief Operating Officer for Agribusiness & livestock procurement. He is a senior executive in beef industry operations with an in-depth understanding of cattle and beef integrated supply chains. He has extensive beef industry and pastoral experience, spending several years working across the top end of Australia, in the east Kimberley, NT and North Queensland, as well as overseeing properties in the Pilbara, Central, Southern & Western Queensland as well as Northern NSW. From this experience, he has developed an in-depth understanding of the Australian cattle and beef supply chain potential. Ben is focused on genetics, animal welfare, and building biodiversity in the productive and arid rangelands while driving profitability into the cattle and beef industry.

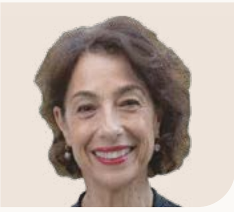
Belinda Lay

Belinda was reappointed to the Board for a further three-year term in June 2024, as a representative of producers of meat. Belinda is a business partner at Coolindown Farms, which is a family-owned mixed sheep and grain enterprise near Esperance. Her main role within the business is managing the financial operations including grain marketing. She has worked in the Agricultural Industry since leaving school in 1994 and in that time has attained three Diplomas in Business Studies, Agriculture and Project Management as well as completing the full Australian Institute of Company Directors Course in 2020. In 2019 Belinda won the WA Agrifutures Rural Women's Award for her pilot project looking at GPS tracking of sheep and has a keen interest in understanding emerging innovations and technologies connected to the farm, this includes the full utilisation of EIDs and the data available for decision making.

About the Western Australian Meat Industry Authority

Kelly Pearce

Kelly was reappointed to the Board for an additional three-year term in May 2025, representing the producers of meat. Kelly is a grain and prime lamb producer based in Yealering. She has a twenty-six year career in Agricultural Research and continues to coordinate several regional science and innovation projects. Kelly is a graduate of the Australian Institute of Company Directors and a 2012 Nuffield Scholar.



Miriam Sauley

Miriam was appointed as the delegate of the Director General of the Department of Primary Industries and Regional Development (DPIRD) in July 2023. Miriam is the Director of Legal & Legislative Services and General Counsel for DPIRD. Raised in Perth and educated at the University of Western Australia, she initially worked in private legal practice before joining the Public Sector. Miriam has over 30 years' experience practicing law in government agencies, of which more than a decade has been devoted to establishing, developing, and leading high performing in-house legal teams. Her experience ranges from conducting prosecutions for regulatory offences, advising on statutory powers and administrative decision making, leading legislative reform processes, negotiating and drafting commercial agreements on behalf of the State, and directly advising Ministers on sensitive and complex legal & legislative issues. She has served on several boards, including the Builder's Registration Board, the Motor Vehicle Industry Board and a not-for profit aged care facility. Miriam is a graduate of the Australian Institute of Company Directors.

Board Committees

The Board is supported by the Finance Committee, chaired by Carolyn Gibbon, that meets monthly and Audit and Risk Committee (ARC), chaired by Christine Karagania, that meets quarterly.

Christine resigned from her Chair position in May 2026 and the Board resolved to combine the Finance Committee and Audit and Risk Committee to streamline the audit, risk and financial oversight framework. Carolyn has been appointed as the Chair of the new combined committee, which will meet quarterly.

Christine Karagania

(Chair ARC)

Christine is passionate about elevating governance and risk assurances practices, and works closely with boards, audit and risk committees, senior executives, and other leaders to ensure that organisations have robust governance frameworks, systems and internal controls. Over the last 10 years, Christine has been helping large WA government entities to engender a positive risk culture and implement contemporary risk assurance practices. As Chief Auditor at Western Power, Christine is championing an integrated assurance approach working closely with all assurance providers to align assurance activities with board risk appetite and better alignment and sequencing of assurance activities.

Carolyn Gibbon

(Chair Finance Committee
(Chair Finance, Audit and Risk Management Committee)

Carolyn is the Manager Finance in DPIRD. Carolyn manages the team providing Chief Financial Officer and other financial services to the Regional Development Commissions (RDCs) under a Service Level Agreement and the Treasury team. She is passionate about supporting the RDCs to achieve their outcomes from a financial perspective. Carolyn has extensive technical, financial and management accounting experience in Australia, New Zealand and South Africa. This includes roles in government Agencies, the not for profit and education sector and private industry.

About the Western Australian Meat Industry Authority

Organisational Structure WAMIA Leadership Team

I-Lyn Loo
(Chief Executive Officer)

I-Lyn joined WAMIA in January 2023 with over 20 years of diverse experience in biosecurity, regional economic development, policy development and advice, and environmental assessments.

Kieran Beard
(Chief Financial Officer)

Kieran is a Chartered Accountant and senior public sector finance professional with experience supporting CEOs, Audit Committees and executive leadership through financial stewardship, governance, and strategic advice. He has extensive experience operating within WA State Government financial frameworks. Kieran recently joined WAMIA having previously held the Chief Finance Officer role at the Health and Disability Services Complaints Office.

Judith Niblett
(Executive & HR Officer)

Judy has extensive managerial, administration, and human resources experience working for global corporations within the energy and healthcare sectors. Judy joined WAMIA in October 2018.

Kristy Adams
(A/Executive & HR Officer)

Kristy has experience in executive support, workforce planning, and human resources across the mining, corporate, and real estate sectors. Prior to joining WAMIA, Kristy worked within a company supporting Rio Tinto Iron Ore operations, managing workforce mobilisation, logistics, and compliance across remote operational sites. Kristy joined WAMIA in 2026.

Adam Robertson
(Operations Manager)

Adam has an extensive background in law enforcement including working at Worksafe WA as an Inspector / Investigator and can easily balance this with the uniqueness of the livestock sector. Adam joined WAMIA in September 2024.

Jackson Parks (Beefy)
(A/Saleyard Manager)

Jackson joined WAMIA 11 years ago as a casual employee and became the Senior Saleyard Operator in June 2024. He was appointed as Acting Saleyard Manager from May 2026. Jackson has extensive agricultural and legislative working experience in animal welfare and husbandry, livestock compliance.

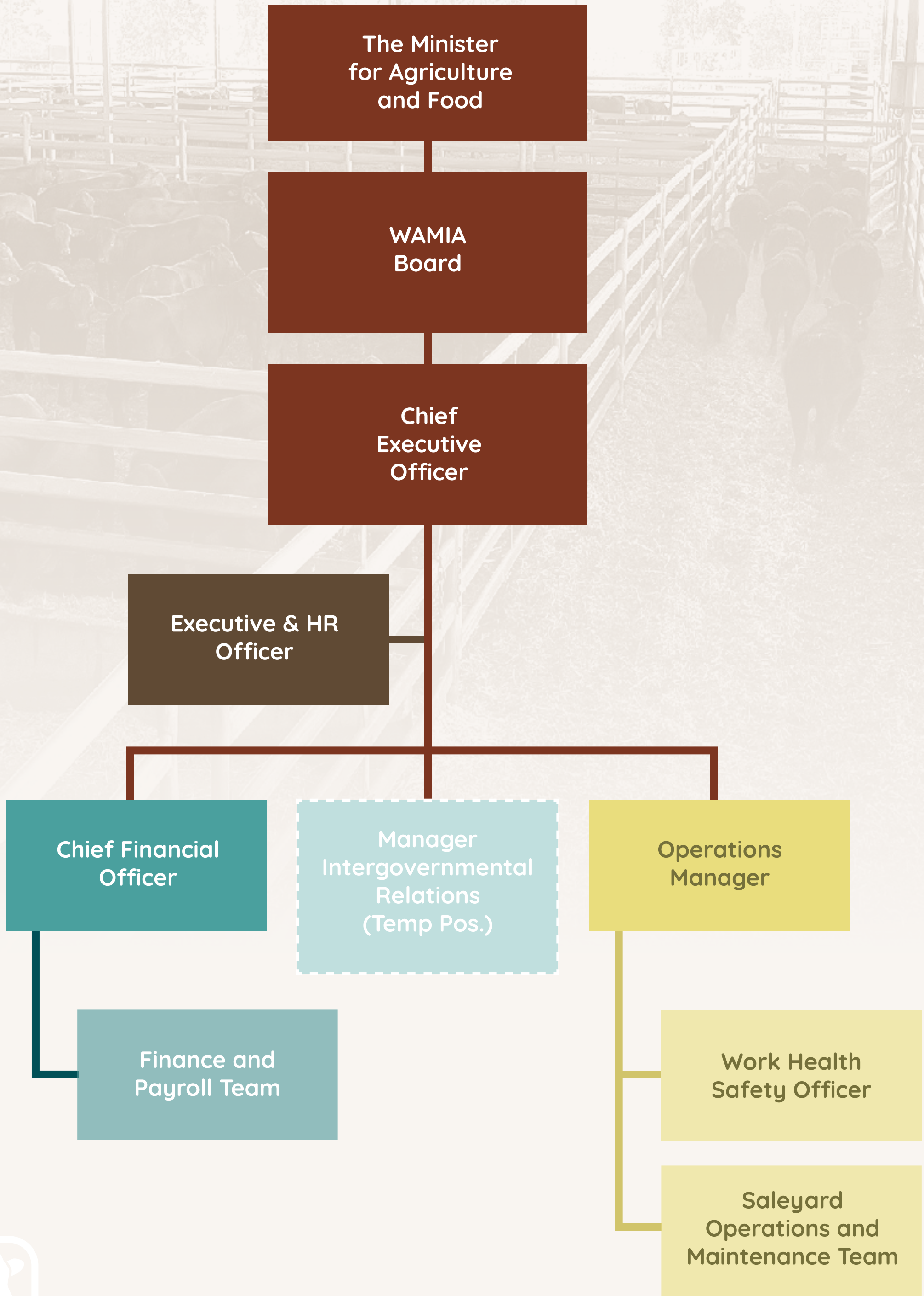
Fiona Goss
(Manager Intergovernmental Relations)

Fiona has over 25 years' experience in the WA agrifood industry across various roles, primarily in the public sector focusing on market access and trade policy, federal-state relations, export support for WA agribusinesses and strategic projects. Fiona was seconded over to WAMIA from the Department of Primary Industries and Regional Development in October 2024.

WAMIA Leadership Team (L-R): Adam Robertson (Operations Manager), Fiona Goss (Manager Intergovernmental Relations), Kieran Beard (CFO), I-Lyn Loo (CEO), Kristy Adams (A/Executive & HR Officer), Jackson (Beefy) Parks (A/Saleyard Manager)

About the Western Australian Meat Industry Authority

Organisational Chart

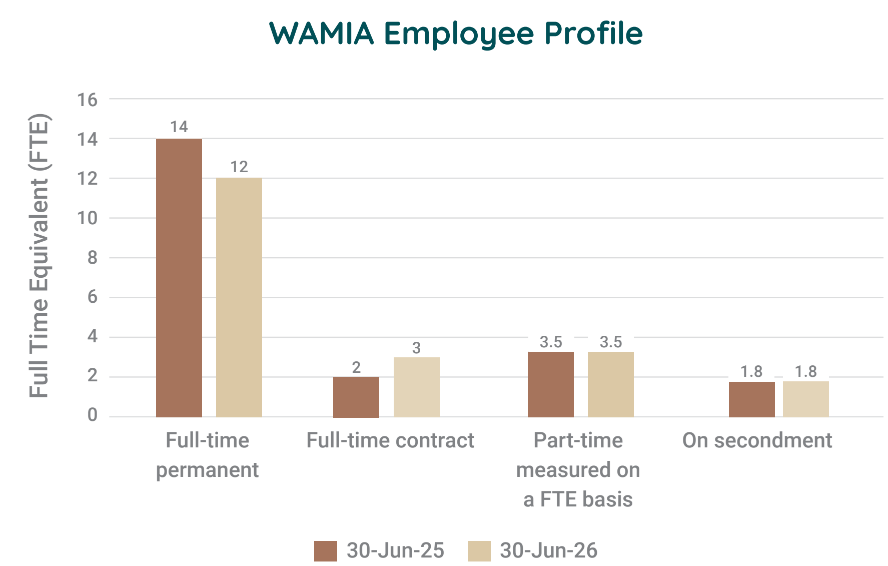


About the Western Australian Meat Industry Authority

Employee Profiles

As at 30 June 2026, WAMIA has 20.3 full time equivalent (FTE) employees.

Employee Profile	30 June 2025	30 June 2026
Full-time permanent	14	12
Full-time contract	2	3
Part-time measured on a FTE basis	3.5	3.5
On secondment	1.8	1.8
	21.3	**20.3**



Agency Performance

Strategic Plan for 2024 and 2025

WAMIA undertook a mid-term review of the WAMIA Strategic Plan 2020-2025 in 2023. The review did a stock take of the Authority's successes and challenges and considered the direction for WAMIA for the remaining two years of the Plan.

The review identified a clear purpose for WAMIA for 2024 and 2025: - To oversee and enable a thriving WA meat and livestock industry via innovative industry solutions; an independent, accessible livestock exchange facility; effective regulation; and informed advice to State Government.

To achieve that purpose, the WAMIA Board and Leadership identified four focus areas to achieve the Authority's vision for a successful and sustainable Western Australian meat and livestock industry contributing economic and social benefits to regional communities and the State.

WAMIA continued to progress the implementation plan under this Strategic Plan in 2026 until the approval of the WAMIA Strategic Plan 2026-2030 in April 2026.

WAMIA's Strategic Plan for 2024 + 2025				
Purpose	To oversee and enable a thriving WA meat and livestock industry via innovative industry solutions; an independent, accessible livestock exchange facility; effective regulation; and informed advice to State Government.			
Values	Integrity - Leadership and Accountability - Courage and Innovation - Collaboration			
Vision	A successful and sustainable WA meat and livestock industry contributing economic and social benefits to regional communities and the State.			
Focus Areas	**WAMIA Saleyard - Muchea Livestock Centre**	**Regulation and compliance**	**Policy and advice**	**Organisational Excellence**
Goals	A world class, financially sustainable Muchea Livestock Centre.	Effective and efficient meat processing regulation and compliance, focused on equity and fairness, that supports the reputation of the WA meat industry.	Provision of clear, effective, and timely advice on the meat and livestock industry to government.	WAMIA is recognised as a leader in the meat industry, and an employer of choice.
	Demonstrated leadership and best practice in animal welfare, biosecurity and work health and safety.			Continued focus on organisational frameworks and best practice governance models.
	Utilising assets and cash reserves to optimise benefits to industry and government.			

WAMIA Strategic Plan 2026-2030

WAMIA released its new Strategic Plan 2026–2030 in April 2026, establishing a clear direction for the Authority over the next five years. The Plan reflects consultation with the Board, staff and key stakeholders and considers the evolving needs of Western Australia's meat and livestock industry.

Agency Performance

The Strategic Plan reaffirms WAMIA's purpose in supporting a thriving Western Australian meat and livestock industry through the operation of the Muchea Livestock Centre, effective regulation, strategic leadership and collaboration across the supply chain. It also recognises WAMIA's role in helping industry respond to emerging opportunities and challenges, including changing market expectations, traceability requirements, animal welfare standards and industry sustainability.

To achieve its vision of a successful, sustainable and respected Western Australian meat and livestock industry contributing economic and social benefits to regional communities and the State, the Board identified four strategic priorities to guide the Authority's activities between 2026 and 2030. These priorities provide a framework for decision-making, investment and service delivery and will drive WAMIA's work in partnership with industry, government and stakeholders over the life of the Plan.

WAMIA's Strategic Plan for 2026-30

LIVESTOCK EXCHANGE AND BIOSECURITY	EFFECTIVE REGULATION	INFORMED ADVICE	ORGANISATIONAL EXCELLENCE
High quality, independent livestock exchange and State biosecurity facilities contributing to supply chain stability	Regulatory frameworks that support equity and fairness, protecting the reputation of the WA meat industry	A trusted advisor to State Government on WA-specific industry priorities	A well-governed and responsible organisation
1. Maintain leadership in animal welfare, biosecurity and work health and safety through continuous improvement and best practice.	**1.** Progress legislative reform to modernise the Western Australian Meat Industry Authority Act 1976 and streamline regulations.	**1.** Strengthen industry and stakeholder engagement through structured communication channels and regular communication.	**1.** Mature business analytics and reporting frameworks that delineate fee for service activities from statutory and government mandated services.
2. Develop and implement strategic asset and maintenance plans to ensure modern, efficient facilities that meet industry needs.	**2.** Improve and streamline compliance systems, processes and platforms to improve efficiency for WAMIA and stakeholders.	**2.** Improved stakeholder understanding of WAMIA's dual roles as a regulator, and a service provider.	**2.** Identify and explore opportunities for greater asset utilisation to deliver value to industry and government.
3. Review service delivery models for the Muchea Livestock Centre (MLC) ensuring the long-term interests of industry.		**3.** Develop capability to identify and understand emerging challenges and opportunities in WA's meat industry.	**3.** Strengthen organisational policies and practices to ensure a safe, healthy and inclusive workplace with career pathways.
4. Monitor and keep under review, the MLC's fees, charges and costs of operation.		**4.** Leverage long-running data sources (e.g. Abattoirs Survey) to provide evidence-based insights and informed advice.	**4.** Foster a positive organisational culture that celebrates diversity and recognises contributions.
5. Pilot and promote new technologies to enhance operational efficiency and that will benefit industry.			

WAMIA Saleyard - Muchea Livestock Centre

WAMIA's goal for a world class, financially sustainable Muchea Livestock Centre (MLC) focused on demonstrated leadership and best practice in animal welfare, biosecurity and work health and safety. WAMIA also aims to utilise the assets and cash reserves to optimise benefits to industry and government.

This pillar was revised in the WAMIA Strategic Plan 2026-2030 to focus on delivering a high-quality, independent livestock exchange and State biosecurity facilities contribution to supply chain stability.

WESTERN AUSTRALIAN MEAT INDUSTRY AUTHORITY

Agency Performance

Key Achievements

Successful implementation of mandatory electronic identification (eID) scanning and support for industry rollout

The Muchea Livestock Centre successfully implemented mandatory scanning of electronically identified (eID) sheep and goats from 1 July 2025, marking a significant milestone in Western Australia's livestock traceability reforms.

The first sale on 1 July 2025 saw 1,505 electronically identified sheep scanned through the system, demonstrating the success of extensive planning, infrastructure upgrades, testing and stakeholder engagement undertaken by WAMIA and industry partners.

Throughout 2025–26, adoption of eID continued to increase, culminating in 98.3% of sheep presented at one sale arriving with a functioning eID tag. This outcome reflects the strong collaboration between producers, agents, transporters, government and industry stakeholders in preparing for the mandatory eID requirements.

WAMIA also played a role in supporting the broader rollout of eID systems across Western Australia. At the request of the Department of Primary Industries and Regional Development (DPIRD), WAMIA staff provided technical training and operational support to personnel at the Katanning Saleyards, sharing the practical knowledge and experience gained through the successful implementation of eID technology at MLC. This collaboration contributed to industry-wide readiness for enhanced livestock traceability and biosecurity requirements ahead of the mandatory electronic identification of all sheep and goats leaving a property from 1 July 2026.

WAMIA staff providing practical training and technical support on eID scanning systems at the Katanning Saleyards, helping to support industry readiness and the successful rollout of enhanced livestock traceability across Western Australia.

National recognition for leadership and industry advocacy

In July 2025, the Muchea Livestock Centre was awarded the Saleyards Australia Industry Advocate Award, recognising its contribution to the livestock industry through leadership, stakeholder engagement and commitment to continuous improvement.

The award recognised MLC's efforts in promoting animal welfare, supporting industry participants, contributing to regional economic activity and delivering value to the community. It also acknowledged the Centre's proactive approach to industry leadership, including its role in implementing key reforms such as electronic identification for sheep and goats, supporting industry capability and strengthening relationships with stakeholders across the livestock supply chain.

Continued investment in animal welfare and industry best practice

WAMIA continued to prioritise animal welfare through targeted staff training and industry development initiatives. During the year, staff participated in nationally-recognised training programs, including the Saleyards Australia Animal Welfare for Saleyards Course and a two-day Low Stress Stockhandling workshop delivered by industry specialists.

Agency Performance

The training strengthened employee capability in livestock handling, welfare standards, traceability and emergency response, supporting WAMIA's ongoing commitment to safe and humane livestock management and continuous improvement across saleyard operations.

Investment in animal welfare and livestock handling training supports WAMIA's commitment to maintaining high standards of animal care, workplace safety and operational excellence at the Muchea Livestock Centre.

Supporting a competitive and transparent livestock marketplace

The Muchea Livestock Centre continued to provide an independent and competitive marketplace for Western Australian livestock producers, agents and buyers. During 2025–26, MLC recorded a number of significant market outcomes, including new state records for sheep and lamb sales and strong cattle prices, reflecting strong market demand and the important role of the Centre in facilitating efficient livestock transactions.

These results highlight the value of MLC as a key piece of industry infrastructure supporting market access, price discovery and confidence throughout the Western Australian livestock supply chain.

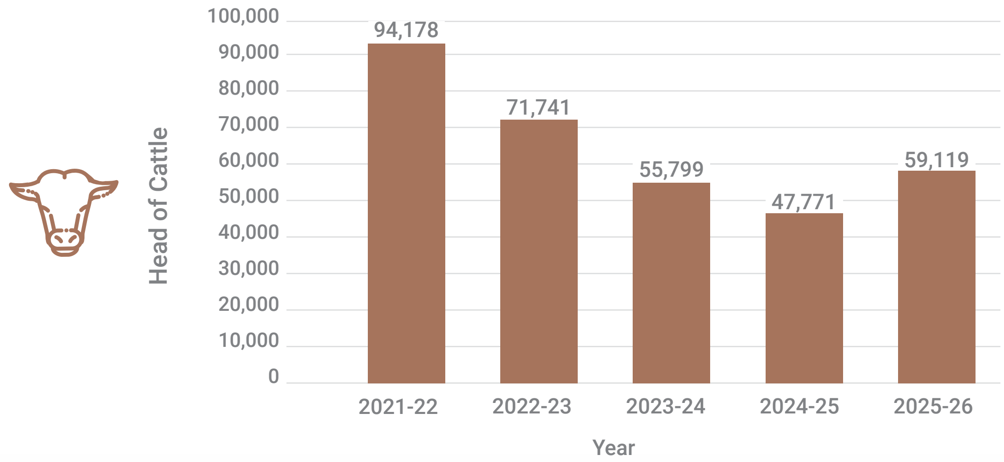
Throughput

Trade cattle throughput through the Muchea Livestock Centre (MLC) increased during 2025–26, reversing the decline experienced in recent years. A total of 59,119 head of cattle were sold through trade sales, representing an increase of 23.8% compared to 2024–25. Trade sheep throughput also continued to strengthen, with 556,754 head of sheep sold through MLC during 2025–26, an increase of 11.0% compared to the previous financial year.

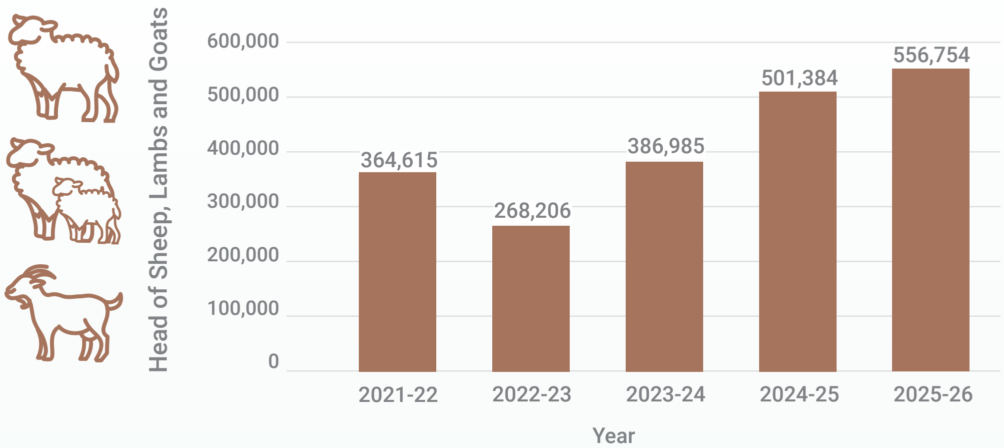
The increase in both cattle and sheep throughput reflects continued confidence in MLC as Western Australia's principal livestock exchange facility. Strong livestock prices, increased market activity and ongoing demand from processors and buyers contributed to higher throughput levels across both species during the year. Consistent with WAMIA's economic analysis, the trade cattle throughput in 2025-26 may also represent an early indication that MLC cattle numbers are beginning to stabilise following several years of decline.

Agency Performance

MLC Throughput - Trade Cattle



MLC Throughput - Trade Sheep, Lambs and Goats

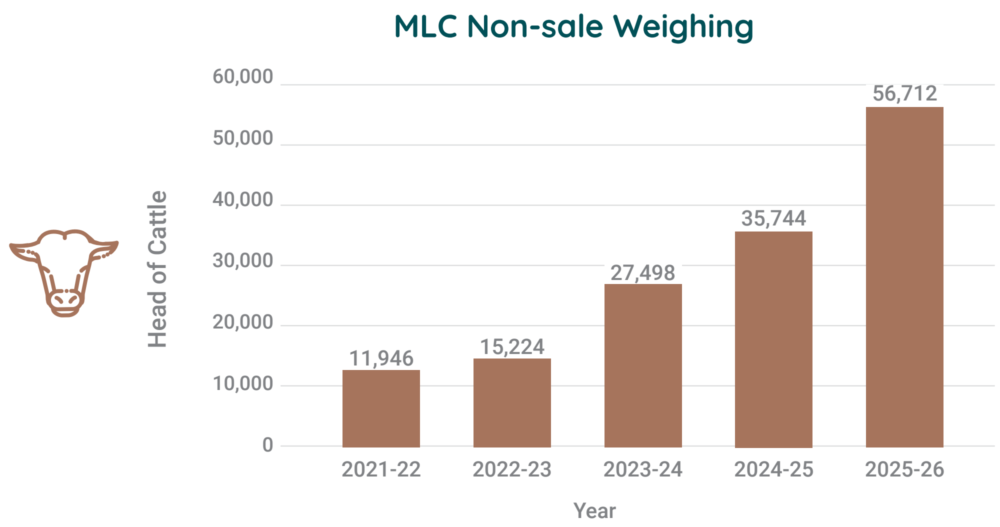


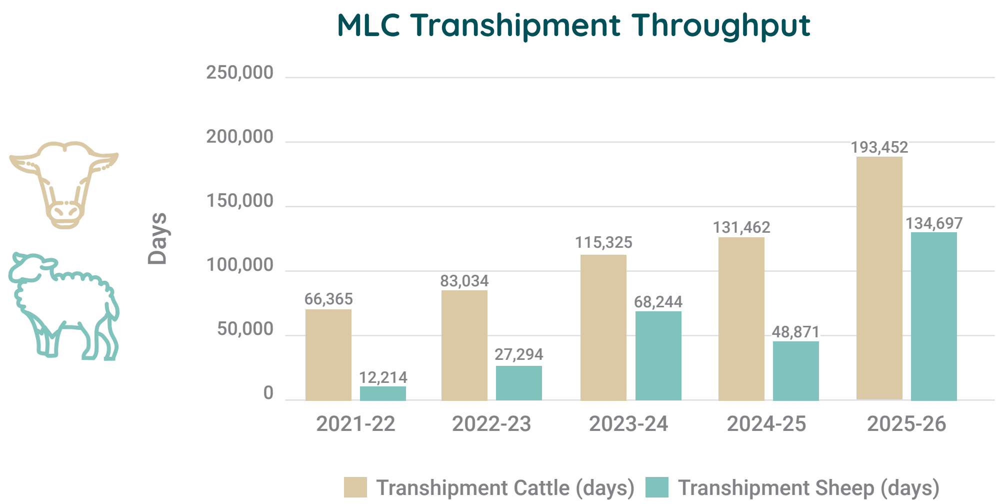
Private or non-sale weighing and transhipment services through MLC also experienced significant growth in 2025–26, demonstrating the increasing importance of the facility as a livestock logistics and supply chain hub.

A total of 56,712 head of cattle were processed through MLC for non-sale weighing activities during the year, an increase of 58.6% compared to 2024–25. Cattle transhipment activity also increased substantially, with 193,452 cattle days recorded during 2025–26, representing a 47.2% increase on the previous year. Sheep transhipment activity experienced particularly strong growth, increasing from 48,871 sheep days in 2024–25 to 137,697 sheep days in 2025–26, an increase of 182.4%.

The continued growth in non-sale weighing and transhipment activities highlights the increasingly diverse role of MLC within the Western Australian livestock supply chain. Economic analysis undertaken by WAMIA suggests that parts of the cattle industry may be progressively moving towards greater use of direct consignment pathways between producers and processors, rather than traditional auction sales. The growth in non-sale weighing and transhipment activities is consistent with this trend, whilst reinforcing MLC's role in supporting livestock movements, supply chain efficiency, market access and biosecurity outcomes for industry participants across the State.

Agency Performance





Agency Performance

Longer-term trends

Trade cattle throughput through the Muchea Livestock Centre increased during 2025–26 and may represent an early indication that the decline experienced since 2022-23 is beginning to stabilise. The independent economic analysis conducted in 2025 found evidence that cattle throughput at Muchea may be reaching a more stable level following several years of decline, while also highlighting broader structural changes in the Western Australian cattle industry, including increased use of direct supply chain pathways and changing patterns of livestock movement, which may influence future saleyard activity.

With trade sheep throughput further strengthening in 2025-26 compared to 2024-25, continuing the reverse in the declining trend experienced up to 2023-24. The strengthening throughput trend in 2025-26 appears to be linked to strong sheep and lamb prices seen in saleyards across Australia. An independent economic analysis similar to the one carried out for trade cattle in 2024 has been commissioned to identify the drivers of trade sheep throughput in MLC, and analyse the trend of sheep throughput into the longer-term future.

556,754 head of sheep sold through MLC during 2025–26, an increase of 11.0% compared to the previous financial year

Agency Performance

Regulation and compliance

Abattoir Approvals

In 2025-26, WAMIA received one application for approval to operate an abattoir for which it granted approval. No applications for approval to construct or for amendment to an existing approval were received.

Table 1: WA Abattoir WAMIA Approval Status as at 30 June 2026

COMPANY/BUSINESS NAME OF OWNER AND/OR OPERATOR	ABATTOIR LOCATION
APPROVAL TO OPERATE	
Export Accredited (13 abattoirs)	
Ausvision Meat Processors Pty Ltd / Beaufort River Meats*	Beaufort River
Benale Pty Ltd / Fletcher International WA	Narrikup
Bigfoot Australia Pty Ltd / Bigfoot Meats	Muckenburra
Derby Industries Pty Ltd / Linley Valley Pork	Wooroloo
Harvey Industries Group Pty Ltd	Harvey
Hillside Meat Processors Pty Ltd	Narrogin
Minerva Foods Australia Pty Ltd / Great Eastern Abattoir*	Tammin
Minerva Foods Australia Pty Ltd*	Esperance
Prime Meat Processors Pty Ltd / Avon Valley Abattoir	Northam
V&V Walsh Pty Ltd	Davenport
Western Australian Meat Marketing Cooperative Ltd	Katanning
Western Meat Processors Pty Ltd	Cowaramup
Witan Holdings Pty Ltd / Gingin Meatworks	Gingin
Domestic (8 abattoirs)	
Burton Beef Company Pty Ltd	Waterbank
Cutting Cart Pty Ltd / Dardanup Butchering Co	Picton
Food Security International Pty Ltd / Corrigin Meatworks	Corrigin
G&F Van Der Sluys / Konynen Farms	Baldivis
Gearing Meatworks Pty Ltd / Gearing Meatworks	Greenough
Kellerberrin Abattoir and Butchery	Kellerberrin
SBA (AUS) Pty Ltd / Yangedi Produce	Keysbrook
WA College of Agriculture Morawa, Department of Education*	Morawa
Special (4 abattoirs)	
Karnet Prison Farm, Department of Justice	Serpentine
WA College of Agriculture Cunderdin, Department of Education	Cunderdin
WA College of Agriculture Denmark, Department of Education	Denmark
WA College of Agriculture Narrogin, Department of Education	Narrogin
APPROVAL TO CONSTRUCT (2 abattoirs)	
Belvedere Valley Enterprises**	Crowea
Whitmore Gardens Pty Ltd**	Darling Downs

** Approved to Operate valid and in force as at 30 June 2026 but not operating.*

*** Approved to Construct valid and in force as at 30 June 2026 but construction has not commenced or is in process.*

All abattoirs are required to comply with the Australian Standards for meat production applicable to the kind of animal processed and have a food safety plan in place verified by the relevant controlling authority (approved arrangement) either Australian Department of Agriculture, Fisheries and Forestry (DAFF) for export abattoirs Tier 2 (unrestricted export markets) or WA Department of Health (DOH) export Tier 1 (restricted export markets) and domestic abattoirs.

Export accredited abattoirs must also meet export standards set by DAFF as well as any additional importing country requirements and are audited by DAFF/DOH accordingly.

Domestic and Special Abattoirs are audited against the Australian Standards by DOH with Local Government responsible for enforcement.

Special Abattoirs are restricted to supplying meat and meat products for consumption onsite / on campus only.

WESTERN AUSTRALIAN MEAT INDUSTRY AUTHORITY

Agency Performance

Streamlining WAMIA abattoir approvals and compliance functions

In line with the Authority's strategic objective to achieve effective and efficient regulation and compliance focused on equity and fairness to support the reputation of the WA meat industry, WAMIA has:

- Updated and digitised application forms, making them available for download from the WAMIA website.
- Completed a review of abattoir approval records and compliance requirements
- Reissued all Approvals to Operate removing redundant conditions and restrictions and updating abattoir premises and operator details
- Issued written permissions to support contemporary carcase branding practices enabling abattoirs to demonstrate compliance with legislative requirements

These initiatives have increased awareness of, and improved transparency around, WAMIA's regulatory requirements.

Compliance, investigation and enforcement

During the reporting period, WAMIA continued to undertake audit and investigative work to ensure compliance with the WAMIA Act and Regulations and protect the reputation of the WA red meat industry.

WAMIA recognises AUS-MEAT accreditation as sufficient to demonstrate compliance with WAMIA legislation on carcase branding requirements and therefore audits only non-AUS-MEAT accredited abattoirs on a regular basis.

One new case of suspected non-compliance was investigated by WAMIA during 2025-26. Investigations continued for one existing case that was carried over from 2024-25 and remained open. All existing and new cases were related to constructing or operating an abattoir without approval from WAMIA (illegal slaughter). No prosecutions were commenced or finalised.

Policy and Advisory

WA abattoir throughput capacity

WAMIA has continued to monitor and report on factors impacting on WA abattoir operations and throughput capacity as well as identify opportunities to improve efficiency in the red meat industry.

WAMIA conducted its annual abattoir survey which focused on abattoir plans and ability to increase throughput and potential barriers impacting on capacity.

Over half of the commercial abattoirs that responded to the survey reported plans to expand or modify their infrastructure and equipment over the next 12 months. This is consistent with the level of planned investment reported by abattoirs in 2024-25.

Some advised they intend to fund the capital upgrades from a grant under the Supply Chain Capacity Program administered by the Rural Business Development Corporation, noting that Round 1 grants have been issued and Round 2 was yet to be finalised when the surveys were completed.

When asked whether they could increase throughput under current operating conditions, 56% reported they were able to, with the remaining 44% unable to do so citing lack of livestock supply, labour and environmental licence conditions as the main reasons. This represents a notable decrease from 2024-25, when 77% of respondents reported being unable to increase throughput.

Agency Performance

This year, livestock supply emerged as the leading constraint, while environmental licence conditions and staffing limitations remained key constraints across both years. Cold storage capacity, which was identified as a key constraint in 2024-25, remained a constraint in 2025-26 but to a less significant extent.

Improving Transparency of WA Abattoir Regulatory Approvals

WAMIA has continued to maintain the WA Abattoir Regulatory Approval Guidelines to increase the awareness and improve the transparency of the regulatory approval framework and processes for the construction and operation of abattoirs in WA. An updated version was published on the WAMIA website in March 2026. The guidelines cover requirements of key agencies regulating abattoirs, such as Local Government, Department of Health (Environmental Health Directorate) and Department of Water and Environmental Regulation as well as WAMIA.

Organisational Excellence

Financial sustainability

WAMIA's financial sustainability continued to strengthen in 2025-26 under the leadership of the WAMIA Board and Leadership Team. During the year, WAMIA received capital contributions from the Western Australian Government to support operations and investment in key infrastructure works.

The Expenditure Review Committee approved ongoing financial sustainability funding for WAMIA's operations, recognising the need for support to maintain WAMIA's regulatory, advisory, reporting functions. This will also support the long-term sustainability of the Muchea Livestock Centre.

Operational performance during the year exceeded expectations, with livestock throughput surpassing budget assumptions across several key categories. WAMIA generated $4.8 million in revenue during 2025-26, representing a 74% improvement against budget and exceeding the prior year result. Strong throughput performance contributed to an improvement in the Authority's financial position. The following factors contributed to the improved financial outcome in 2025-26:

- Trade cattle throughput exceeded budget by 4,119 head (7%) and increased 23.8% compared with the prior year.
- Trade sheep throughput exceeded budget by 276,754 head (99%) and increased 11.0% compared with the prior year.
- Private cattle weighing and scanning throughput exceeded budget by 38,712 head (215%) and increased 58.6% compared with the prior year.
- Transhipment cattle days exceeded budget by 113,452 cattle days (142%) and increased 47.2% compared with the prior year.
- Strong throughput growth generated significant increases in feeding revenue, yard fees, daily cattle fees.

Governance and organisational compliance frameworks

In 2025-26, WAMIA continues to make significant strides in enhancing governance across the organisation. Under the leadership of Ms Christine Karagania in 2025-26, the independent Audit and Risk Committee identified focus areas for each of its meetings to discuss and improve the governance frameworks in WAMIA.

A key focus during the reporting period was preparing the Authority for compliance with the Privacy and Responsible Information Sharing Act 2024, which commenced on 1 July 2026. This included undertaking a survey of the Authority's information holdings, establishing an information asset register, developing and implementing an

Agency Performance

Information Classification Policy, and developing and publishing a Privacy Policy Statement and collection notices outlining how personal information is collected, used, stored and disclosed by the Authority.

To improve compliance with psychosocial obligations under the Work Health and Safety Act 2020, WAMIA carried out a risk assessment which identified improvement opportunities for the organisation. WAMIA commits to implementing a plan to improve its psychosocial health and safety, including training about each employees, Board members and organisational responsibilities, clear frameworks and regular monitoring and reporting.

WAMIA Values and Culture

Integrity, courage and innovation, leadership and accountability, and collaboration form the foundation of WAMIA's values and culture, guiding our employees through their day-to-day activities.

Two workshops focused on practical implementation of the values and culture were held in July 2025 for all WAMIA staff, strengthening their knowledge and understanding of how the values impact on their everyday work.

WAMIA Values

Integrity

Our actions are honest, ethical and transparent

Collaboration

We listen, communicate, and nurture strong and enduring relationships

Courage and Innovation

We foster innovation, continuous improvement, and proactive solutions to industry and operational challenges

Leadership and Accountability

We lead by example and take responsibility for our actions and behaviours

Agency Performance

Community and Industry Engagement

The Authority is also proud of its role in supporting community and industry initiatives that contribute to a thriving meat and livestock industry in Western Australia.

Regularly hosted visitors from educational institutions, government agencies, industry groups and international delegations, promoting a greater understanding of the meat and livestock industry and highlighting the critical role of the Muchea Livestock Centre in supporting livestock traceability, biosecurity, animal welfare and market access.

Welcomed prospective sheepmeat and beef buyers from B&L Group Jiangsu, China, as part of a trade engagement program led by the Department of Primary Industries and Regional Development (DPIRD).

The visit provided an opportunity to showcase Western Australia's world-class biosecurity systems, implementation of sheep eID, and high animal welfare standards that underpin confidence in WA's export supply chains.

The Muchea Livestock Centre hosted prospective buyers from B&L Group Jiangsu, China.

Agency Performance

Supported the Regional Men's Health Initiative (RMHI) by hosting the Fast Track Pit Stop program at the Muchea Livestock Centre. The initiative provided practical health and wellbeing support to producers, agents, transport operators and other industry participants, reinforcing the importance of mental health awareness and wellbeing in regional communities.

Michael from the Regional Men's Health Initiative visited the Muchea Livestock Centre to deliver the Fast Track Pit Stop program, supporting the health and wellbeing of people working across Western Australia's livestock industry

Significant issues impacting the agency

The requirement for all sheep and goats in Western Australia to be tagged with electronic tags prior to leaving a property from 1 July 2026 has resulted in changes in the operational approach in MLC. WAMIA's preparation for the new regulatory requirements since 2023 positioned the organisation well in complying with the requirements.

WAMIA's revenue structure appears to have shifted with increasing percentage of revenue derived from private weigh and transhipment cattle. WAMIA continues to review and monitor is operations and financial budgets to account for these changes.

The WAMIA Strategic Plan 2026 – 2030 has been approved and will guide the organisation's approach to fulfilling its roles and responsibilities under the WAMIA Act for the next five years.

The commencement of the Privacy and Responsible Information Sharing Act 2024 on 1 July 2026 represents a change to information governance requirements across the WA public sector. During the reporting period, WAMIA undertook preparatory work to strengthen its privacy, information management and compliance frameworks to support implementation of the new legislation.

There were no changes in any written law that affected the Authority during the reporting period.

Agency Performance

Report on Western Australian meat and livestock industry trends

Western Australian Abattoir Throughput Trends

Following a 10-year high in throughput for WA abattoirs in 2023-24 and stable throughput in 2024-25, total livestock slaughter in WA declined by 18.5% in 2025-26 to approximately 5.4 million head. Rabbits recorded the highest year-on-year growth, with throughput increasing by 11.6%, while sheep experienced the largest decline, with slaughter numbers falling by 42.2%.

A total of 494,662 head of cattle was processed in Western Australia in 2025-26, a slight increase of 5.3% compared to 2024-25, 12% above the five-year average.

Cattle (inc calves)

Cattle slaughter numbers in WA increased by 5.3% in 2025-26 to 494,662 head, 12% above the five-year average, although remaining below the recent peak recorded in 2023-24. Approximately 94% of cattle slaughtered in WA were processed at export abattoirs.

Sheep

Following record-high sheep processing numbers in 2024-25, slaughter numbers declined by 42.2% to 1,272,974 head in 2025-26, returning to levels just above those recorded in 2021-22. Abattoirs cited constrained sheep supply and elevated sheep prices, which limited their ability to process sheep profitably while remaining competitive in export markets, as key factors contributing to the decline in throughput.

Lamb

Lamb slaughter numbers in WA declined by 9.8% in 2025-26 to 2,673,036 head, continuing the slight downward trend from the record levels reached in 2023-24. Approximately 96% of lambs slaughtered in WA were processed at export abattoirs.

Pigs

Pig processing throughput in WA remained relatively stable in 2025-26, decreasing by 3.5% to 888,042 head. Export-accredited abattoirs accounted for 86% of total pig slaughter numbers, while domestic abattoirs accounted for 14%, consistent with previous years.

Goats

Goat processing throughput in WA reached a record 53,744 head in 2025-26, up 10.2% on the previous year and continuing the strong growth observed in 2024-25, when throughput more than doubled year-on-year. Export-accredited abattoirs continued to account for the majority of throughput, processing 86% of all goats slaughtered.

Agency Performance

Table 2: Abattoir throughput for cattle (inc calves), sheep, lambs, pigs and goats by category for 2025-26

Abattoir Type	Cattle + Calves (head)	Sheep (head)	Lambs (head)	Pigs (head)	Goats (head)
Export	465,382	1,204,236	2,558,936	761,039	46,248
Domestic	26,451	62,875	114,083	126,968	7,490
Special	2,829	5,863	17	35	6
Total	**494,662**	**1,272,974**	**2,673,036**	**888,042**	**53,744**

	Cattle + Calves	Sheep	Lambs	Pigs	Goats
Change from 2024-25	↑ 5.3%	↓ 42.2%	↓ 9.8%	↓ 3.5%	↑ 10.2%

Table 3: Abattoir throughput for deer, rabbit and other kinds of animals by category for 2025-26

Abattoir Category	Deer (head)	Rabbit (head)	Other (head)
Export	-	-	-
Domestic	136	13,259	25
Special	-	-	-
Total	**136**	**13,259**	**25**

	Deer	Rabbit	Other
Change from 2024-25	↓ 82.1%	↑ 11.6%	↑ 9%

Agency Performance

Western Australian Saleyard Throughput Trends

Based on data reported through Meat & Livestock Australia's National Livestock Reporting Service, trade cattle throughput in WA saleyards declined slightly in 2025-26, decreasing by 1.6% from 114,650 head in 2024-25 to 112,782 head in 2025-26. Despite this modest year-on-year reduction, throughput remained broadly consistent with recent years and above the levels recorded in 2022-23 and 2023-24. Over the longer term, however, trade cattle yardings continue to reflect a declining trend, with 2025-26 throughput representing approximately 79.1% of the volume recorded five years earlier in 2020-21.

In contrast, the total throughput for sheep, lambs and goats in WA saleyards continued its strong recovery in 2025-26. A total of 1,247,277 head of sheep, lambs and goats were sold through WA saleyards during the year, representing a 19.3% increase on the 1,045,633 head recorded in 2024-25. This follows the significant growth experienced in the previous year and marks the highest throughput recorded since 2019-20. The 2025-26 throughput exceeds pre-2021-22 levels and represents a return to the historically strong saleyard volumes that traditionally exceeded one million head per annum in Western Australia.

Financial Targets and Results

Table 4: Financial Targets

	2025-26 Target $	2025-26 Actual $	Variation(1) $
Total cost of services	6,759,680	6,989,244	229,564
Total Income	2,751,122	4,791,209	2,040,087
Total equity	53,313,023	57,093,475	3,780,450
Net increase / (decrease) in cash held	(873,711)	684,097	1,557,808
Approved salary expense	3,245,842	3,022,062	(223,780)

(1) Explanations are contained in Note 9. Explanatory statement to the financial statements.

Agency Performance

Performance Management Framework

Outcome-Based Management Framework

Government Goals

Delivering quality services and infrastructure around the State.
Delivering strong financial and economic management: diversifying our economy and making more things in WA.

Agency Level Government Desired Outcomes and Key Effectiveness Indicators

Desired Outcome 1:
Safe, effective and efficient management of the Muchea Livestock Centre
Key Effectiveness Indicator 1.1 WHS loss time injury and disease frequency rate
Key Effectiveness Indicator 1.2 WHS loss time injury and disease severity rate
Key Effectiveness Indicator 1.3 Muchea Livestock Centre share of livestock marketed through saleyards in Western Australia.
Desired Outcome 2:
Enhanced meat processing industry reputation and informed government on meat and livestock industry
Key Effectiveness Indicator 2.1 Percentage of abattoirs complying with legislated requirements.

Services and Key Efficiency Indicators

Service 1:
Operating and maintaining the Muchea Livestock Centre
Key Efficiency Indicator 1.1 Average Cost per FTE to undertake operations and maintenance of the Muchea Livestock Centre
Service 2:
Compliance and enforcement services to ensure compliance with the WAMIA Act
Key Efficiency Indicator 2.1 Average Cost per FTE to undertake regulatory functions under the WAMIA Act

Changes to Outcome-Based Management Framework

The Authority's outcome-based management framework changed in 2025-26. On 16 June 2025, the Under Treasurer approved the Authority's new desired outcomes and key performance indicators (KPI's) for effectiveness and efficiency. In October 2025, Cabinet approved a new set of government goals which the Authority adopted and mapped to the approved outcomes and KPI's.

Shared Responsibilities with Other Agencies

The Western Australian Meat Industry Authority did not share any responsibilities with other agencies in 2025-26.

Agency Performance

Key Performance Indicator Targets and Results

Table 5: Summary of Key Performance Indicators

		2025-26 Target	2025-26 Actual
Outcome 1: **Safe, effective and efficient management of the Muchea Livestock Centre**			
Work Health Safety Lost Time Injury Frequency Rate		0	0
Work Health Safety Lost Time Injury Severity Rate		0	0
Muchea Livestock Centre share of livestock marketed through saleyards in Western Australia (%)	Cattle	40.5%	51.4%
	Sheep	46.8%	41.1%
Outcome 2: **Enhanced meat processing industry reputation and informed government on meat and livestock industry**			
Abattoirs complying with legislated requirements (%)		100%	100%
Service 1: **Operating and maintaining the Muchea Livestock Centre**			
Average Cost per FTE to undertake operations and maintenance of the Muchea Livestock Centre ($)		$205,419	$219,617
Service 2: **Compliance and enforcement services to ensure compliance with the WAMIA Act**			
Average Cost per FTE to undertake regulatory functions under the WAMIA Act ($)		$181,564	$179,376

Explanations for the variations between target and actual results are presented in “Audited Key Performance Indicators” section of this Report.

Disclosures and Legal Compliance

Government policy requirements

Occupational safety, health and injury management

WAMIA is committed to providing a healthy and safe workplace for all its employees, Agents and Users by complying with the Work Health and Safety Act 2020 and the Workers' Compensation and Injury Management Act 1981.

Monthly safety reports including reported incidents are provided and considered by the WAMIA Board.

Measures	Results - Base year 2023/2024	Results - Prior year 2024/2025	Results - Current reporting year 2025/2026	Targets	Comments about targets
Number of fatalities	0	0	0	0	
Incidence of work-related injury or illness	47.61	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023	Target met
Incidence rate of serious claims with one or more weeks' lost time	47.61	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Target met
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023	Zero incidents
Incidence rate of work-related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Zero incidents
Managers and supervisors trained in: 1. work health and safety as relevant to the PCBU's risk profile; and	75%	75%	75%	Greater than or equal to 80% of cohort trained within last five (2) years	Due to the size of the organisation and turnover of staff, target is not met.
2. injury management	75%	75%	75%	Greater than or equal to 80% of cohort trained within last five (5) years	As above.
Percentage of workers returned to work on full duties and hours within (i) 13 weeks	100%	0	0	No target	Zero incidents
Percentage of workers returned to work on full duties and hours within (ii) 26 weeks	100%	0	0	Greater than or equal to 70% returned to work within 26 weeks	Zero incidents
Agency has a WHS management system that has been independently assessed in last five years	Yes	Yes	Yes	Yes	Independent audit conducted in 2024, with findings reviewed and monitored by the Audit and Risk Committee and Board.
Consultative systems: 1. Number of health and safety representatives (1) in total; (2) who have attended HSR training; (3) shown as a percentage of workers; (4) shown as a ratio to the number of workplaces occupied by the Agency; and	(1) 2 (2) 2 (3) 9.5% (4) 2	(1) 2 (2) 2 (3) 9.5% (4) 1	(1) 2 (2) 2 (3) 9.5% (4) 1	No target – intended for agency trend information	Another office was established in 2025, reducing (4) by 50%
2. Name/s of health and safety committees and sub-committees	None	None	None		None, due to the size of the agency. WHS matters is a standing agenda item at regular operations meetings and reported to the Board regularly.

Disclosures and Legal Compliance

Board meeting attendance and remuneration

Nine Board meetings were held during 2025-26. Members' attendance at the meetings is summarised below.

Name of Member	Meetings Attended	Maximum Attendance
Sarah Lang (Chair)	7	8
Wayne Crofts	8	8
Kelly Pearce	8	8
Belinda Lay	8	8
Ben Dwyer	7	8
Miriam Sauley[1]	5	7
Jordan Wall[3]	1	2
Angela Howie[2]	1	1

[1] Miram Sauley commenced long service leave as of April 2025 till August 2025
[2] Angela Howie was appointed as Deputy DG Delegate from April 2025 to July 2025
[3] Jordan Wall term ended August 2025

Remuneration of Board members are outlined in the table below.

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration 2025-26 financial year
Chair	Sarah Lang	Annual	12 months	$37,295
Member	Wayne Crofts	Annual	12 months	$20,573
Member	Kelly Pearce	Annual	12 months	$20,573
Member	Belinda Lay	Annual	12 months	$20,573
Member	Ben Dwyer	Annual	12 months	$20,573
Member	Jordan Wall	Annual	2 months	$2,903
Member	Miriam Sauley	-	12 months	-
Member	Angela Howie	-	1 months	-
			Total	**$122,490**

Consultant Expenditure

No consultants were engaged to deliver strategic advice to WAMIA in 2025-26.

Disclosures and Legal Compliance

WA Multicultural Policy Framework

WAMIA's Multicultural Plan 2026–2029 is a three-year strategic document developed in accordance with the Western Australian Multicultural Policy Framework (WAMPF). The Plan outlines the Authority's commitment to inclusive service delivery, workforce diversity and meaningful engagement with people from culturally and linguistically diverse (CaLD) backgrounds. The Plan is aligned with the WAMPF's three policy priority areas: harmonious and inclusive communities; culturally responsive policies, programs and services; and economic, social, cultural, civic and political participation.

WAMIA takes a planned approach to identifying and creating opportunities for continuous improvement across its services, workplace and stakeholder engagement activities to ensure inclusivity for people from all backgrounds. The Plan includes actions to strengthen cultural competency across the organisation, support workforce diversity, improve accessibility of information and services, and build stronger connections with culturally diverse communities and businesses.

The Plan supports WAMIA's commitment to fostering an inclusive workplace where people from CaLD backgrounds can reach their full potential and contribute to the Authority's success. Progress against the Multicultural Plan will be monitored throughout its three-year implementation period and reported annually through WAMIA's Annual Report.

A key focus of the Plan is ensuring that WAMIA's services, communication channels and engagement activities remain accessible and responsive to the needs of Western Australia's diverse community, while continuing to support participation and representation of people from CaLD backgrounds in employment, leadership and decision-making opportunities.

Workforce inclusiveness

WAMIA is committed to a diverse and inclusive workplace. Research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes, and improved decision making and performance. The workforce is more connected, motivated and productive.

As part of the 2024 WA Public Sector Census, our staff were asked about their diversity, whether they had shared this with our agency and, if not, the reason for not sharing. The confidence of staff to give voice to their identities, workplace experiences and concerns is an indication of the level of workplace trust, psychological safety and inclusion.

A majority of staff shared their diversity information. Our results showed that there are employees in the organisation who have identified as culturally and/or linguistically diverse, have a disability (self-identified) or identify as LGBTIQA diverse range of identities.

Having actioned prior feedback gained in mid-2024, staff have completed additional diversity and inclusion training. As a small Authority, we are committed to ensuring equality of opportunities for all Western Australians, in alignment with the Government's strategy to eliminate discrimination and foster an inclusive workforce and community approach that benefits everyone.

Looking ahead, we remain focused on meeting ongoing training requirements in inclusiveness, maintaining open communication, and embedding our inclusive values throughout the organisation. This commitment is also reflected in the updated WAMIA Code of Conduct, approved by the Board in 2024, which reinforces our dedication to creating a fair and inclusive environment for all.

Disclosures and Legal Compliance

Other Legal Requirements

Personal Use of Credit cards

WAMIA is required to report on instances where a WAMIA-issued government purchasing card (credit card) was used for personal use. In 2025-26, there were no unauthorised use of WAMIA-issued credit cards.

Act of Grace payments

WAMIA did not make any Act of Grace payments in 2025-26.

Advertising, market research, polling and direct mail

Expenditure	Organisation	Amount ($)	Total ($)
Advertising agencies	N/A	$0	$0
Market research organisations	Econisis	$15,125	$15,125
Polling organisations	N/A	$0	$0
Direct mail organisations	SMS Central Australia	$9,332	$9,332
Media advertising organisations	Rural Press	$595	$2,644
	Countryman	$583	
	Initiative Media Australia	$1,466	
		Total	**$27,101**

Disability access and inclusion plan outcomes

The Authority's Disability Access and Inclusion Plan contain the following initiatives to address each of the seven desired outcomes:

(1) People with disability have the same opportunities as other people to access the services of, and any events organised by, a public authority.

All policies, guidelines and practices that govern the operation of Authority facilities and services are consistent with the policy on disabled access.

(2) People with disability have the same opportunities as other people to access the buildings and other facilities of a public authority.

The Authority's administration building has disabled toilets and full access throughout the building. The Muchea Livestock Centre has full disabled access and facilities.

(3) People with disability receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.

Disclosures and Legal Compliance

Authority information is available in person, via telephone, website and in hard copy and can be provided in a variety of formats upon request. All information is available in a clear, concise, and easy to understand language and can be modified to suit individual requirements.

(4) People with disability receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.

Authority staff members with key client and public roles are aware of the key access needs of people with disabilities as well as their families and carers who use Authority facilities and services.

(5) People with disability have the same opportunities as other people to make complaints to a public authority.

Complaints can be made to the Authority by various means. These include in person, in writing, by telephone or electronically.

(6) People with disability have the same opportunities as other people to participate in any public consultation by a public authority.

When required, issues for public comment are advertised via local newspaper articles, media releases on the Authority website and letters to homeowners surrounding the relevant land area. Responses can be made by telephone, letter, email or in person. Should there be a requirement for public meetings, these meetings are conducted in venues with disabled access.

(7) People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.

The Authority complies with several pieces of Commonwealth and State legislation that protects the employment rights of people with disabilities. These Acts aim to eliminate discrimination, promote equal opportunity, and ensure reasonable workplace adjustments are made to accommodate employees with disabilities.

Compliance with public sector standards and ethical codes

The WAMIA Code of Conduct was approved on 24 May 2024. The Code of Conduct builds on principles of conduct as outlined in the Public Sector Code of Ethics and the relevant Commissioner's Instructions. It outlines the standards of behaviour employees need to apply as representatives of WAMIA. It outlines the responsibilities of the Authority and employees, providing direction in addressing ethical issues that may be faced in day-to-day business.

To reinforce the WAMIA Code of Conduct and the Public Sector Code of Ethics, mandatory training workshops for all staff were conducted in December 2025 and April 2026.

Recordkeeping plans

The Authority is required to comply with the requirements of the *State Records Act 2000.* The authority has completed a review of the Record Keeping Plan which was approved by the State Records Commission in September 2024. The plan is schedule to be reviewed by August 2029 in line with the requirement as specified in the State Records Act 2000.

Disclosures and Legal Compliance

Other Reporting Requirements

Ministerial directives

No ministerial directives were received in 2025-26.

Other financial disclosures

Pricing policies of services provided

The Agency charges for goods and services rendered on a full or partial cost recovery basis. These fees and charges were determined in accordance with Costing and Pricing Government Services published by the Department of Treasury and Finance.

The current list of fees and charges was published in the Gazette on 5 August 2026 and came into effect on the date of publication. Details are available on the Agency's website at www.wamia.wa.gov.au.

Capital works

Western Embankment: The Western Embankment Project represents a significant capital works investment aimed at improving the functionality and long-term sustainability of drainage infrastructure. As at 30 June, the project remained in progress and had not yet reached practical completion. The remaining works are nearing completion and will be finalised during the 2026-27 financial year. Expenditure incurred as at 30 June totalled $68,216 against an estimated total project cost of $562,000.

Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Western Australian Meat Industry Authority

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of the Western Australian Meat Industry Authority (Authority) which comprise:

- the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Authority for the year ended 30 June 2026 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Authority.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Authority. The controls exercised by the Authority are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Authority are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2026, and the controls were implemented as designed as at 30 June 2026.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006,* my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements *ASAE 3150 Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Authority for the year ended 30 June 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Authority for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2026.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5 Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006,* my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the Authority's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements *ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements,* the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

Those charged with governance are responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2026, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Authority for the year ended 30 June 2026 included in the annual report on the Authority's website. The Authority's management is responsible for the integrity of the Authority's website. This audit does not provide assurance on the integrity of the Authority's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the Authority to confirm the information contained in the website version.

Carly Meagher
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
7 September 2026

Audited Financial Statements

Certification of Financial Statements

For the financial year ended 30 June 2026

The accompanying financial statements of the Western Australian Meat Industry Authority have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2026 and the financial position as at 30 June 2026.

At the date of signing, we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.

Kieran Beard
Chief Financial Officer of the Western Australian Meat Industry Authority

4 September 2026

Louise Holding
Chair of the Western Australian Meat Industry Authority

4 September 2026

Belinda Lay
Member of the Western Australian Meat Industry Authority

4 September 2026

Financial Statements

Statement of Comprehensive Income

For the year ended 30 June 2026

	Notes	2026 ($)	2025 ($)
COST OF SERVICES			
EXPENSES			
Employee benefits expense	2.1(a)	3,022,062	2,736,618
Supplies and services	2.2	2,007,817	1,547,702
Depreciation and amortisation expenses	4.1, 4.3, 4.4	1,357,769	1,312,706
Finance costs	6.3	2,695	1,028
Cost of sales	3.2	408,636	336,012
Other expenses	2.3	190,265	536,423
TOTAL Cost of Services		**6,989,244**	**6,470,489**
INCOME			
Fees and charges	3.1	2,852,371	2,250,769
Sale of goods	3.2	804,078	558,292
Interest income	3.3	110,127	119,749
Profit on disposal of non-current assets	3.4	1,822	19,685
Other income	3.5	1,022,811	130,267
TOTAL INCOME		**4,791,209**	**3,078,762**
NET COST OF SERVICES		**(2,198,035)**	**(3,391,727)**
INCOME FROM STATE GOVERNMENT			
Income from other public sector entities	3.6	8,577	636,607
Resources received	3.6	4,554	4,653
TOTAL INCOME FROM STATE GOVERNMENT		**13,131**	**641,260**
SURPLUS/(DEFICIT) FOR THE PERIOD		**(2,184,904)**	**(2,750,467)**
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation	4.1	1,470,797	3,294,284
Total other comprehensive income		**1,470,797**	**3,294,284**
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		**(714,107)**	**543,817**

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Financial Statements

Statement of Financial Position

As at 30 June 2026

	Notes	2026 ($)	2025 ($)
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	4,010,515	3,062,051
Restricted cash and cash equivalents	6.1	-	264,367
Inventories	3.2	40,919	50,041
Receivables	5.1	502,511	332,918
Other current assets	5.2	33,013	22,938
Non-current assets classified as held for sale	8.7	3,150,000	-
Total Current Assets		**7,736,958**	**3,732,315**
Non-Current Assets			
Infrastructure, property, plant and equipment	4.1	50,235,049	49,728,787
Investment property	4.2	-	2,300,000
Right-of-use assets	4.3	32,252	45,548
Intangible assets	4.4	-	122
Total Non-Current Assets		**50,267,301**	**52,074,457**
TOTAL ASSETS		**58,004,259**	**55,806,772**
LIABILITIES			
Current Liabilities			
Payables	5.3	474,267	423,666
Other provision	5.4	-	222,164
Lease liabilities	6.2	13,694	12,885
Employee related provisions	2.1(b)	354,500	349,028
Total Current Liabilities		**842,461**	**1,007,743**
Non-Current Liabilities			
Lease liabilities	6.2	20,923	34,617
Employee related provisions	2.1(b)	47,400	115,830
Total Non-Current Liabilities		**68,323**	**150,447**
Total Liabilities		**910,784**	**1,158,190**
NET ASSETS		**57,093,475**	**54,648,582**
EQUITY			
Contributed equity		4,787,000	1,628,000
Reserves		11,080,847	9,610,050
Accumulated surplus/(deficit)		41,225,628	43,410,532
TOTAL EQUITY		**57,093,475**	**54,648,582**

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Financial Statements

Statement of Changes in Equity

For the year ended 30 June 2026

	Contributed equity $	Reserves $	Accumulated surplus $	Total equity $
Balance at 1 July 2024	**-**	**6,315,766**	**46,160,999**	**52,476,765**
Surplus/(deficit) for the period	-	-	(2,750,467)	(2,750,467)
Other comprehensive income	-	3,294,284	-	3,294,284
Total comprehensive income/(loss) for the period	**-**	**3,294,284**	**(2,750,467)**	**543,817**
Transactions with owners in their capacity as owners:				
Capital appropriation	1,628,000	-	-	1,628,000
Total	**1,628,000**	**-**	**-**	**1,628,000**
Balance at 30 June 2025	**1,628,000**	**9,610,050**	**43,410,532**	**54,648,582**
Balance at 1 July 2025	**1,628,000**	**9,610,050**	**43,410,532**	**54,648,582**
Surplus/(deficit) for the period	-	-	(2,184,904)	(2,184,904)
Other comprehensive income	-	1,470,797	-	1,470,797
Total comprehensive income/(loss) for the period	**-**	**1,470,797**	**(2,184,904)**	**(714,107)**
Transactions with owners in their capacity as owners:				
Capital appropriations	3,159,000	-	-	3,159,000
Total	**3,159,000**	**-**	**-**	**3,159,000**
Balance at 30 June 2026	**4,787,000**	**11,080,847**	**41,225,628**	**57,093,475**

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Financial Statements

Statement of Cash Flows

For the year ended 30 June 2026

	Note	2026 $	2025 $
CASH FLOWS FROM STATE GOVERNMENT			
Capital appropriation		3,159,000	1,628,000
Funds from other public sector entities		124,509	646,474
Net cash provided by the State Government		**3,283,509**	**2,274,474**
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(3,160,301)	(2,355,802)
Supplies and services		(2,746,667)	(1,971,870)
Finance costs		(2,695)	(1,028)
GST payments on purchases		(261,260)	(254,935)
GST payments to taxation authority		(65,975)	(14,397)
Receipts			
Fees and charges		2,618,647	2,189,425
Sale of goods and services		821,957	554,221
Interest received		65,068	110,722
GST receipts on sales		368,590	280,692
Other receipts		182,793	125,829
Net cash used in operating activities		**(2,179,843)**	**(1,337,143)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(420,537)	(748,243)
Receipts			
Proceeds from sale of non-current assets		14,000	25,136
Net cash provided by investing activities		**(406,537)**	**(723,106)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Principal elements of lease payments		(13,032)	(19,525)
Net cash used in financing activities		**(13,032)**	**(19,525)**
Net increase/(decrease) in cash and cash equivalents		684,097	194,699
Cash and cash equivalents at the beginning of the period		3,326,418	3,131,719
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	**6.1**	**4,010,515**	**3,326,418**

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Financial Statements

Notes to the Financial Statements

For the year ended 30 June 2026

1. Basis of Preparation

The Authority is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Authority is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the '**Overview**' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Authority on 4 September 2026.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The Financial Management Act 2006 and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest dollar.

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

(a) amount of GST incurred by the Authority as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
(b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated

Financial Statements

as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 – Requirement 8.1(i) and have been credited directly to Contributed Equity.

Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right of Use Asset reconciliations.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

2. Use of our Funding

2.1 Expenses incurred in the delivery of services

This section provides additional information about how the Authority's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Authority in achieving its objectives and the relevant notes are:

	Note
Employee benefits expenses	2.1(a)
Employee related provisions	2.1(b)
Other expenses	2.2

2.1(a) Employee benefits expenses

	2026 $	2025 $
Employee benefits	2,739,930	2,681,251
Superannuation – defined contribution plans	282,132	55,367
Total employee benefits expenses	**3,022,062**	**2,736,618**
Add: AASB 16 Non-monetary benefits	4,793	4,749
Less: Employee contributions	(5,475)	(5,460)
Net employee benefits	**3,021,380**	**2,735,907**

Financial Statements

Employee Benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Authority is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income comprising employer contributions paid to the Gold State Super (concurrent contributions), West State Super, GESB Super or other superannuation funds.

AASB 16 Non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee Contributions are contributions made to the Authority by employees towards employee benefits that have been provided by the Agency. This includes both AASB 16 and non AASB 16 employee contributions.

2.1(b) Employee related provisions

	2026 $	2025 $
CURRENT		
Employee benefits provisions		
Annual leave	212,147	177,787
Long service leave	125,464	133,445
	337,611	**311,232**
Other provisions		
Employment on-costs	16,889	37,796
Total current employee related provisions	**354,500**	**349,028**
NON-CURRENT		
Employee benefits provision		
Long service leave	45,293	100,722
Other provision		
Employment on-costs	2,107	15,108
Total non-current employee related provisions	**47,400**	**115,830**
Total employee related provisions	**401,900**	**464,858**

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Financial Statements

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as the Authority does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Authority has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Authority does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, to the estimated future cash outflows.

Employment on-costs involve settlements of annual and long service leave liabilities giving rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenditure, note 2.2' and are not included as part of the Agency's 'employee benefits expense'. The related liability is included in 'Employment oncosts provision'.

Employment on-costs provision	2026 $	2025 $
Carrying amount at start of period	52,904	39,719
Additional provisions recognised	(33,908)	13,185
Carrying amount at end of period	**18,996**	**52,904**

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Several estimates and assumptions are used in calculating the Authority's long service leave provision. These include:

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

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2.2 Other expenditure

	2026 $	2025 $
Supplies and services		
Communications	25,122	25,656
Computing	155,240	203,808
Consultants and contractors	593,657	469,417
Repairs and maintenance	612,822	359,787
Travel	22,673	11,836
Waste management	55,937	35,714
Utilities	166,190	119,354
Fuel - diesel	33,246	27,008
Insurance	163,394	148,018
Carcass disposal	70,001	37,667
Market reporting	22,275	22,275
Other	87,260	87,162
Total supplies and services expenses	**2,007,817**	**1,547,702**
Other Expenses		
Bank fees	1,265	1,084
Expected credit (reversal)/losses	-	5,465
Accommodation expenses	47,164	19,270
Audit fees	40,820	76,900
Loss on revaluation of investment properties	-	300,000
Other	101,016	133,704
Total other expenses	190,265	536,423
Total other Expenditure	**2,198,082**	**2,084,125**

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Repairs, maintenance costs are recognised as expenses as incurred.

Other expenses generally represent the day-to-day running costs incurred in normal operations.

Building and infrastructure maintenance and equipment repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

Expected credit losses are recognised for movement in allowance for impairment of trade receivables. Please refer to note 5.1 for more details.

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3. Our Funding Sources

How we obtain our funding

This section provides additional information about how the Authority obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Authority and the relevant notes are:

	Note
Fees and charges	3.1
Trading profits (sales)	3.2
Interest income	3.3
Net gain/(loss) on disposal of non-current assets	3.4
Other income	3.5
Income from State Government	3.6

3.1 Fees and charges

	2026 $	2025 $
Saleyard Fees and Services	1,248,169	1,017,395
Livestock Services	1,277,842	900,132
Abattoir Licensing and Services	173,865	164,753
Truck Wash	152,495	168,489
Total fees and charges	**2,852,371**	**2,250,769**

Revenue is recognised at the transaction price when the Authority transfers control of the services to customers.

Revenue is recognised at a point-in-time for Fees and charges for yarding and processing of cattle, sheep and goats at the Muchea Livestock Centre. The performance obligations for these user fees and charges are satisfied when services have been provided when accepting and processing of cattle and sheep for the public auction.

Revenue is recognised over-time for livestock services cattle and sheep feeding income. The Authority typically satisfies its performance obligations in relation to these user fees and charges when request for feeding of transhipment cattle and sheep is received and continued until the dispatch of such cattle and sheep from the Muchea Livestock Centre.

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3.2 Trading profit (sales)

	2026 $	2025 $
Sales	804,078	558,292
Cost of Sales:		
Opening inventory	50,040	48,545
Purchases	**399,515**	**337,508**
		386,053
Less : closing inventory	(40,919)	(50,041)
Cost of Goods Sold	**408,636**	**336,012**
Trading Profit	**395,442**	**222,280**
Closing Inventory comprises:		
Current Inventory		
Finished goods		
At cost	40,919	50,041
Total current inventories	**40,919**	**50,041**

Sale of Goods

Revenue from the sales of goods is recognised at the transaction price when the Authority transfers control of the goods to customers.

Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each class of inventory, with the majority being measured on a first in first out basis.

3.3 Interest income

	2026 $	2025 $
Interest revenue (Interest on term deposits with Commonwealth Bank and Rabobank)	110,127	119,749
Total interest revenue	**110,127**	**119,749**

3.4 Net gain/(loss) on disposal of non-current assets

	2026 $	2025 $
Proceeds from disposal on non-current assets:		
Plant, equipment & vehicles	14,000	25,136
Less: Carrying amount of non-current assets:		
Plant, equipment & vehicles	12,178	5,451
Net gain/(loss) on disposal of non-current assets	**1,822**	**19,685**

3.5 Other income

	2026 $	2025 $
Rental Income	119,561	119,293
Gain on Revaluation of Investment Property	850,000	-
Other Income	53,250	10,974
Total other revenue	**1,022,811**	**130,267**

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3.6 Income from State Government

	2026 $	2025 $
Income received from other public sector entities during the period:		
- Asset Maintenance Fund	-	300,000
- DPIRD Grant	8,577	336,607
Total Income from Other Public Sector Entities	**8,577**	**636,607**
Resources received from other public sector entities during the period:		
- Services received free of charge	4,554	4,653
Total Resources	**4,554**	**4,653**
Total Income from State Government	**13,131**	**641,260**

Income from Other Public Sector Entities is recognised as income when the Authority has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Authority receives the funds.

Resources received from other public sector entities is recognised as income equivalent to the fair value of assets received, or the fair value of services received that can be reliably determined and which would have been purchased if not donated.

Summary of consolidated account appropriations

For the year ended 30 June 2026

	2026 Budget $	2026 Section Transfers $	2026 Additional Funding $	2026 Revised Budget $	2026 Actual $	2026 Variance $
Capital						
Item 124 Capital appropriations	2,673,000	-	486,000	3,159,000	3,159,000	-
Total capital appropriations	**2,673,000**	**-**	**486,000**	**3,159,000**	**3,159,000**	**-**
Total consolidated account appropriations	**2,673,000**	**-**	**486,000**	**3,159,000**	**3,159,000**	**-**

4. Key Assets

Assets the Authority utilises for economic benefit or service potential

This section includes information regarding the key assets the Authority utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Note
Infrastructure, property, plant and equipment	4.1
Investment property	4.2
Right-of-use assets	4.3
Intangibles assets	4.4

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4.1 Infrastructure, property, plant and equipment

Year ended 30 June 2026	Land $	Buildings $	Assets under construction $	Infrastructure $	Plant, equipment and vehicles $	Total $
1 July 2025						
Gross carrying amount	5,030,000	20,612,312	41,763	39,367,087	3,129,743	68,180,905
Accumulated depreciation		(4,115,760)	-	(11,950,004)	(2,386,354)	(18,452,118)
Carrying amount at start of period	**5,030,000**	16,496,552	**41,763**	**27,417,083**	743,388	49,728,787
Additions	-	-	53,416	140,484	198,094	391,993
Transfers	-	-	(26,963)	26,963	-	-
Disposals	-	-			(12,178)	(12,178)
Revaluation increments	500,000	970,797	-	-	-	1,470,797
Depreciation	-	(329,931)	-	(791,242)	(223,178)	(1,344,351)
Carrying amount at 30 June 2026	**5,530,000**	**17,137,418**	**68,216**	**26,793,288**	**706,126**	**50,235,049**
Gross carrying amount	5,530,000	21,583,109	68,216	39,534,534	3,259,336	69,975,195
Accumulated depreciation	-	(4,445,691)	-	(12,741,246)	(2,553,209)	(19,740,146)

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Initial recognition

Items of property, plant and equipment and infrastructure, costing $5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than $5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

The initial cost for a non-financial physical asset under a finance lease is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of:

- land; and
- buildings.

Land is carried at fair value.

Buildings are carried at fair value less accumulated depreciation and accumulated impairment losses.

Infrastructure, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets. These valuations are undertaken annually to ensure that the carrying amount of the assets do not differ materially from their fair value at the end of the reporting period.

Revaluation model:

(a) Fair Value where market-based evidence is available:

The fair value of vacant land is determined on the basis of current market values determined by reference to recent market transactions.

(b) Fair value in the absence of market-based evidence:

Buildings are specialised or where land is restricted: Fair value of land under infrastructure and buildings is determined on the basis of existing use.

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Existing use buildings: Fair value is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the current replacement cost. Where the fair value of buildings is determined on the current replacement cost basis, the gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset and the accumulated depreciation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Restricted use land: Fair value is determined by comparison with market evidence for land with similar approximate utility (high restricted use land) or market value of comparable unrestricted land (low restricted use land).

4.1.1 Depreciation and impairment

Charge for the period

	2026 $	2025 $
Depreciation		
Plant, equipment and vehicles	223,178	234,576
Buildings	329,931	281,064
Infrastructure	791,242	783,425
Total depreciation for the period	**1,344,351**	**1,299,065**

As at 30 June 2026 there were no indications of impairment to property, plant and equipment or infrastructure.

All surplus assets at 30 June 2026 have either been classified as assets held for sale or have been written-off.

Finite useful lives

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exception to this rule relates to land and investment properties.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful life
Buildings	50 years
Plant and equipment	3 to 10 years
Office equipment	5 years
Software [(a)]	4 years
Motor vehicles	8 years
Infrastructure	50 years

(a) Software that is integral to the operation of related hardware.

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The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Land, which is considered to have an indefinite life, is not depreciated. Depreciation is not recognised in respect of this asset because its service potential has not, in any material sense, been consumed during the reporting period.

Impairment

As the Authority is a not-for-profit entity, the recoverable amount of regularly revalued specialised building assets is anticipated to be materially the same as fair value.

Infrastructure asset is also a specialised asset held for continuing use of its service capacity, and it is not primarily held for its ability to generate net cash inflows. There is no indication of impairment provided that there is no part of infrastructure asset that is not utilised.

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

4.2 Investment property

	2026 $	2025 $
Carrying amount at start of period	2,300,000	2,600,000
Revaluation increment/(decrement)	850,000	(300,000)
Reclassification of assets held for sale	(3,150,000)	-
Carrying amount at end of period	**-**	**2,300,000**

Initial recognition

Investment properties are properties held to earn rentals and/or for capital appreciation. Investment properties are measured initially at its cost, including transaction costs.

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Subsequent measurement

Subsequent to initial recognition, investment properties are measured at fair value.

The Authority's property interests held under operating leases to earn rentals or for capital appreciation purposes are accounted for as investment properties and are measured using the fair value model. Gains and losses arising from changes in the fair value of investment properties are included in profit or loss in the period in which they arise.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal.

Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

Investment property is independently valued annually by the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Investment properties were revalued and recognised at 30 June 2026. In undertaking the revaluation, fair value was determined by reference to market values for investment property.

4.3 Right-of-use assets

	2026 $	2025 $
Vehicles at gross carrying amount	71,680	58,260
Additions	-	30,968
Disposal	-	(17,548)
Accumulated amortisation	(39,428)	(26,132)
Net carrying amount at 30 June 2026	**32,252**	**45,548**

Initial recognition

Right-of-use assets are measured at cost including the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property ROU assets, which are measured in accordance with AASB 140 'Investment Property'.

The Authority has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of $5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

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Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Authority at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.1

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2026 $	2025 $
Vehicles	13,296	13,110
Total right-of-use asset depreciation	**13,296**	**13,110**
Lease interest expense	2,695	1,028
Loss arising from lease cessation transaction	-	2,271

The Authority's leasing activities and how these are accounted for:

The Authority has leases for vehicles.

The Authority recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.2.

4.4 Intangible assets

	2026 $	2025 $
Computer software and website costs		
1 July		
Gross carrying amount	22,102	22,102
Accumulated amortisation	(21,980)	(21,452)
Carrying amount at start of period	**122**	**650**
Amortisation expense	(122)	(528)
Carrying amount at end of period	**-**	**122**

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Initial recognition

Acquisitions of intangible assets and internally generated intangible assets that comply with the recognition criteria as per AASB 138.57 (as noted below), are capitalised.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;

(b) an intention to complete the intangible asset, and use or sell it;

(c) the ability to use or sell the intangible asset;

(d) the intangible asset will generate probable future economic benefit;

(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and

(f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Acquisitions of intangible assets costing $5,000 or more and internally generated intangible assets at a minimum of $5,000 that comply with the recognition criteria as per AASB 138.57 (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

4.4.1 Amortisation and impairment

Charge for the period

	2026 $	2025 $
Computer software and website costs	122	528
Total amortisation for the period	**122**	**528**

As at 30 June 2026 there were no indications of impairment to intangible assets.

The Authority held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

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Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Authority have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Software [(a)]	3 to 5 years
Website Costs	3 to 5 years

(a) Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in note 4.1.1.

5. Other Assets and Liabilities

This section sets out those assets and liabilities that arose from the Authority's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Note
Receivables	5.1
Other assets	5.2
Payables	5.3
Other provision	5.4

5.1 Receivables

	2026 $	2025 $
Trade receivables	466,614	177,480
Allowance for impairment of trade receivables	(10,000)	(10,000)
Accrued revenue	45,897	49,506
Other debtors	-	115,932
Total receivables at end of the period	**502,511**	**332,918**

The Authority does not hold any collateral or other credit enhancements as security for receivables.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

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5.2 Other assets

	2026 $	2025 $
Prepayments	33,013	22,938
Total other assets at end of period	**33,013**	**22,938**

5.3 Payables

	2026 $	2025 $
Current		
Trade payables	65,846	157,231
GST receivables	22,390	(7,822)
Accrued expenses	196,521	94,429
Accrued salaries	115,988	116,643
Payroll tax payable	52,753	50,688
Superannuation payable	20,769	12,497
Total payables at end of period	**474,267**	**423,666**

Payables are recognised at the amounts payable when the Authority becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 20 days.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Authority considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.4 Other provision

	2026 $	2025 $
Current		
Superannuation Guarantee Charge provision	-	222,164
Total current	**-**	**222,164**
Non-current		
Superannuation Guarantee Charge provision	-	-
Total non-current	**-**	**-**
Balance at end of period	**-**	**222,164**

Superannuation guarantee charge provision recorded in 2025 pertained to the estimated costs associated with the incorrect calculation and payment of historic Superannuation Guarantee contributions for a number of employees within the Authority. This provision was settled in August 2025.

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6. Financing

This section sets out the material balances and disclosures associated with the financing and cash flows of the Authority.

	Note
Cash and cash equivalents	6.1
Lease liabilities	6.2
Finance costs	6.3
Capital Commitments	6.4

6.1 Cash and cash equivalents

	2026 $	2025 $
Cash and cash equivalents	4,010,515	3,062,051
Restricted cash and cash equivalents	-	264,367
Balance at end of period	**4,010,515**	**3,326,418**

Restricted cash and cash equivalents

	2026 $	2025 $
Current		
Asset Maintenance Fund [(a)]	-	264,367

(a) Funds held for maintenance of assets in compliance of Asset Maintenance Fund.

For the purpose of the statement of cash flows, cash and cash equivalent assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash, and which are subject to insignificant risk of changes in value.

6.2 Leases liabilities

	2026 $	2025 $
Not later than one year	13,694	12,885
Later than one year and not later than five years	20,923	34,617
Balance at end of period	**34,617**	**47,503**
Current	13,694	12,885
Non-current	20,923	34,617
Balance at end of period	**34,617**	**47,503**

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Initial measurement

The Authority measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Authority uses the incremental borrowing rate provided by Western Australian Treasury Corporation.

Lease payments included by the Authority as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Authority exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Authority if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales are recognised by the Authority in profit or loss in the period in which the condition that triggers those payments occurs.

This section should be read in conjunction with note 4.3.

Subsequent Measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

6.3 Finance costs

	2026 $	2025 $
Finance costs		
Interest expense on lease liabilities	2,695	1,028
Total finance costs expensed	**2,695**	**1,028**

6.4 Capital Commitments

	2026 $	2025 $
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	494,335	-
Total capital commitments	**494,335**	**-**

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2026 $	2025 $
Financial Assets		
Cash and cash equivalents	4,010,515	3,326,418
Financial assets at amortised cost [(a)]	502,511	332,918
Total financial assets	**4,513,026**	**3,659,336**
Financial Liability		
Financial liabilities measured at amortised cost [(a)]	486,494	416,438
Total financial liability	**486,494**	**416,438**

(a) The amount of receivables/financial assets at amortised cost and financial liabilities exclude GST recoverable/payable from/to the ATO (statutory receivable/payable).

7.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

7.2.1 Contingent assets

There were no contingent assets to disclose at the end of the reporting period.

7.2.2 Contingent liabilities

There were no contingent liabilities to disclose at the end of the reporting period.

Litigation in progress

There were no claims present at 30 June 2026.

Native title claims

There were no claims present at 30 June 2026.

Contaminated sites

There were no suspected contaminated sites present at reporting date.

Financial Statements

8. Other Disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Note
Events occurring after the end of the reporting period	8.1
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Remuneration of auditors	8.6
Non-current assets classified as assets held for sale	8.7
Supplementary financial information	8.8

8.1 Events occurring after the end of the reporting period

Sale of 5 Military Road Hazelmere

Subsequent to the reporting date, the Authority entered into a contract for the sale of 5 Military Road Hazelmere, with settlement occurring on 18 August 2026. As the sale transaction was completed after reporting date, no adjustment has been made to the carrying amount of the asset at 30 June 2026. The proceeds from the sale were consistent with management's assessment of fair value at the reporting date.

Sale of 17-19 Military Road Hazelmere

Subsequent to the reporting date, the Authority entered into a contract for the sale of 17-19 Military Road Hazelmere. It is anticipated that the property will settle on during September 2026. The property had been classified as an asset held for sale as at 30 June 2026.

8.2 Key Management Personnel

The Authority has determined that key management personnel include cabinet ministers, board members, and senior officers of the Authority. The Authority does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Authority for the reporting period are presented within the following bands:

Compensation of members of the accountable authority

Compensation Band ($)	2026	2025
40,001 – 50,000	1	-
30,001 - 40,000	1	1
20,001 - 30,000	3	1
10,001 - 20,000	-	4
0 - 10,000	1	2
	$	**$**
Total compensation of members of the accountable authority	**143,012**	**122,182**

Financial Statements

Compensation of senior officers

Compensation Band ($)	2026	2025
250,001 - 300,000	1	1
200,001 - 250,000	-	-
150,001 - 200,000	-	1
100,001 - 150,000	1	-
50,001 - 100,000	-	-
0 - 50,000	1	-
	$	$
Total compensation of senior officers	**409,077**	**448,282**

8.3 Related Party Transactions

The Authority is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Authority include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all board members, senior officers and their close family members, and their controlled or jointly controlled entities;
- other departments and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public sector entities);
- associates and joint ventures of a wholly owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

Material transactions with other related parties

Outside of normal citizen type transactions with the Authority, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.4 Related bodies

There are no related bodies.

8.5 Affiliated bodies

There are no affiliated bodies.

8.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2026 $	2025 $
Auditing the accounts, controls, financial statements and key performance indicators	39,500	38,150

Financial Statements

8.7 Non-current assets classified as held for sale

	2026 $	2025 $
Investment property	3,150,000	-
	3,150,000	-

8.8 Supplementary financial information

(a) Write-offs

During the reporting period, nil (2025: $5,468) was written off the Authority's books under the authority of:

	2026 $	2025 $
The accountable authority	-	5,468
	-	**5,468**

9. Explanatory Statements

This section explains variations in the financial performance of the Authority.

9.1 Explanatory statement

All variances between estimates (original budget) and actual results for 2026, and between the actual results for 2026 and 2025 are shown below. Narratives are provided for major variances, which are more than 10% from their comparative and which are more than 1% of the following (as appropriate):

Estimate and actual results for the current year:

- Total Cost of Services of the estimate for the Statement of Comprehensive Income and Statement of Cash Flows (i.e. 1% of $6,759,680); and
- Total Assets of the estimate for the Statement of Financial Position (i.e. 1% of $54,213,206).

Actual results for the current year and the prior year actual:

- Total Cost of Services for the previous year for the Statement of Comprehensive Income and Statement of Cash Flows (i.e. 1% of $6,470,489); and
- Total Assets for the previous year for the Statement of Financial Position (i.e. 1% of $55,806,770).

Financial Statements

9.1.1 Statement of Comprehensive Income Variances

	Variance Note	Estimate 2026 $	Actual 2026 $	Actual 2025 $	Variance between actual and estimate $	Variance between actual results for 2026 and 2025 $
EXPENSES						
Employee benefits expense	a	3,245,842	3,022,062	2,736,618	(223,780)	285,444
Supplies and services	1,b	1,640,388	2,007,817	1,547,702	367,430	460,115
Depreciation and amortisation expense		1,336,000	1,357,769	1,312,706	21,769	45,063
Finance costs		700	2,695	1,028	1,995	1,667
Cost of sales	2,c	261,270	408,636	336,012	147,366	72,624
Other expenses	3,d	275,481	190,265	536,423	(85,216)	(346,158)
TOTAL COST OF SERVICES		**6,759,680**	**6,989,244**	**6,470,489**	**229,563**	**518,755**
INCOME						
Fees and charges	4,e	2,091,009	2,852,371	2,250,769	761,362	601,602
Sale of goods	5,f	443,380	804,078	558,292	360,698	245,786
Interest income		100,000	110,127	119,749	10,127	(9,622)
Profit on disposal of non-current assets		-	1,822	19,685	1,822	(17,863)
Other income	6,g	116,733	1,022,811	130,267	906,078	892,544
TOTAL INCOME		**2,751,122**	**4,791,209**	**3,078,762**	**2,040,087**	**1,712,447**
NET COST OF SERVICES		**(4,008,559)**	**(2,198,035)**	**(3,391,727)**	**1,810,524**	**1,193,692**
INCOME FROM STATE GOVERNMENT						
Income from other Public Sector entities	h	-	8,577	636,607	8,577	(628,030)
Resources received		-	4,554	4,653	4,554	(99)
TOTAL INCOME FROM STATE GOVERNMENT		**-**	**13,131**	**641,260**	**13,131**	**(628,129)**
SURPLUS / (DEFICIT) FOR THE PERIOD		**(4,008,559)**	**(2,184,904)**	**(2,750,467)**	**1,823,655**	**565,563**
OTHER COMPREHENSIVE INCOME						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		-	1,470,797	3,294,284	1,470,797	(1,823,487)
Total other comprehensive income		**-**	**1,470,797**	**3,294,284**	**1,470,797**	**(1,823,487)**
TOTAL COMPREHENSIVE LOSS FOR THE PERIOD		**(4,008,559)**	**(714,107)**	**543,817**	**3,294,452**	**(1,257,924)**

Financial Statements

Major Estimate and Actual (2026) Variance Narratives

1) Supplies and services expenditure exceeded estimate predominantly due to increased repairs and maintenance expenditure at Muchea Livestock Centre and increased consultancy and contractor expense. Utility and Insurance expenses also contributed to the increase.

2) Cost of sales exceeded estimate due to significantly higher transhipment cattle days, private cattle throughput and sheep throughput than anticipated. The increased activity levels resulted in higher feeding costs during the reporting period.

3) Other expenses was lower than estimated primarily due to lower than anticipated staff training costs.

4) Fees and charges income exceeded estimate due to significantly higher livestock throughput than budgeted. Strong sheep and lamb volumes, increased transhipment cattle activity, and substantially higher private weighing contributed to the increase.

5) Sales income exceeded estimate due to significantly higher transhipment cattle days, private cattle throughput and sheep throughput than anticipated. The increased activity levels resulted in higher feeding costs during the reporting period.

6) Other income exceeded estimate due to due to the fair value adjustment for the two investment properties held by the Authority.

Major Actual (2026) and Comparative (2025) Variance Narratives

a) Employee benefit expense increased compared to the prior year predominantly due to changes in the terms of secondment for the Manager Intergovernmental Relations during the reporting period and salary increases under the AWU and PSCSA awards. Increased throughput also resulted in more hours worked in total by sales yard staff.

b) The increase in supplies and services expense is predominantly due to increased repairs and maintenance expenditure at Muchea Livestock Centre and increased consultancy and contractor expense. Utility and Insurance expenses also contributed to the increase.

c) Cost of sales increased primarily due to increased transhipment cattle days. Refer to note 2 above for further information.

d) The reduction in other expenses compared to prior year is primarily due to the investment property fair value adjustment. During the current period a gain was recorded opposed to a loss during the 2024-25 period.

e) Fees and charges income increased compared to 2024-25 due to throughput increases refer to note 4 above for further information.

f) Sale of goods have increased as a result of increased transhipping days and therefore more feeding.

g) The increase in other income is due to the revaluation gain in the current period, opposed to the loss in 2024-25.

h) The reduction in income from other public sector entities in 2025-26 is due to the recognition of grant funding in relation to the installation of sheep and goat eID scanning and funding from the Asset Maintenance Fund in the previous period.

Financial Statements

9.1.2 Statement of Financial Position Variances

	Variance Note	Estimate 2026 $	Actual 2026 $	Actual 2025 $	Variance between actual and estimate $	Variance between actual results for 2026 and 2025 $
ASSETS						
Current Assets						
Cash and cash equivalents		2,452,707	4,010,515	3,062,051	1,557,808	948,464
Restricted cash		-	-	264,367	-	(264,367)
Inventories		50,041	40,919	50,041	(9,122)	(9,122)
Receivables		502,000	502,511	332,918	511	169,593
Other current assets		20,000	33,013	22,938	13,013	10,075
Non-current assets classified as held for sale	1a	-	3,150,000	-	3,150,000	3,150,000
Total Current Assets		**3,024,749**	**7,736,958**	**3,732,315**	**4,712,209**	**4,004,643**
Non-Current Assets						
Infrastructure, Property, plant and equipment		48,855,787	50,235,049	49,728,787	1,379,262	506,262
Investment property	2b	2,300,000	-	2,300,000	(2,300,000)	(2,300,000)
Right-of-use assets		33,548	32,252	45,548	(1,296)	(13,296)
Intangible Assets		(878)	-	122	878	(122)
Total Non-Current Assets		**51,188,458**	**50,267,301**	**52,074,457**	**(921,157)**	**(1,807,156)**
TOTAL ASSETS		**54,213,206**	**58,004,259**	**55,806,770**	**3,791,053**	**2,197,487**
LIABILITIES						
Current Liabilities						
Payables		524,866	474,267	423,666	(50,599)	50,601
Other provision		5,000	-	222,164	(5,000)	(222,164)
Lease liabilities		10,000	13,694	12,885	3,694	809
Employee related provisions		250,000	354,500	349,028	104,500	5,472
Total Current Liabilities		**789,866**	**842,461**	**1,007,743**	**52,595**	**(165,282)**
Non-Current Liabilities						
Lease liabilities		20,317	20,923	34,617	606	(13,694)
Employee related provisions		90,000	47,400	115,830	(42,600)	(68,430)
Total Non-Current Liabilities		**110,317**	**68,323**	**150,447**	**(41,994)**	**(82,124)**
Total Liabilities		**900,183**	**910,784**	**1,158,190**	**10,602**	**(247,406)**
NET ASSETS		**53,313,023**	**57,093,475**	**54,648,580**	**3,780,449**	**2,444,893**
EQUITY						
Contributed equity		4,301,000	4,787,000	1,628,000	486,000	3,159,000
Reserves		9,610,050	11,080,847	9,610,050	1,470,797	1,470,797
Retained earnings		39,401,974	41,225,628	43,410,532	1,823,652	(2,184,904)
TOTAL EQUITY		**53,313,023**	**57,093,475**	**54,648,582**	**3,780,450**	**2,444,893**

Financial Statements

Major Estimate and Actual (2026) Variance Narratives

1) Investment properties have been reclassified as non-current assets classified as held for sale having met the recognition requirements of AASB 5: Non-current Assets Held for Sale and Discontinued Operations. Both properties were revalued at the balance date.

2) Refer to note 1.

Major Actual (2026) and Comparative (2025) Variance Narratives

a) Refer to note 1.

b) Refer to note 1.

9.1.3 Statement of Cash Flow Variances

	Variance Note	Estimate 2026 $	Actual 2026 $	Actual 2025 $	Variance between actual and estimate $	Variance between actual results for 2026 and 2025 $
CASH FLOWS FROM STATE GOVERNMENT						
Capital appropriation	1a	2,673,000	3,159,000	1,628,000	486,000	1,531,000
Funds from other public sector entities	b	115,932	124,509	646,474	8,577	(521,965)
NET CASH PROVIDED		**2,788,932**	**3,283,509**	**2,274,474**	**494,577**	**1,009,036**
Utilised as follows:						
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	c	(3,460,091)	(3,160,301)	(2,355,802)	299,790	(804,499)
Supplies and services	d	(2,522,481)	(2,746,667)	(1,971,870)	(224,186)	(774,796)
Finance costs		(3,000)	(2,695)	(1,028)	305	(1,667)
GST payments on purchases	2	(347,000)	(261,260)	(254,935)	85,740	(6,325)
GST payments to taxation authority		(27,178)	(65,975)	(14,397)	(38,797)	(51,578)
Receipts						
Fees and charges	3 e	2,118,489	2,618,647	2,189,425	500,158	429,222
Sale of goods and services	4 f	443,380	821,957	554,221	378,577	267,736
Interest received	5	134,506	65,068	110,722	(69,438)	(45,654)
GST receipts on sales	g	360,000	368,590	280,692	8,590	87,898
Other receipts		116,732	182,793	125,829	66,060	56,964
Net cash used in operating activities		**(3,186,643)**	**(2,179,843)**	**(1,337,144)**	**1,006,800**	**(842,699)**

Financial Statements

	Variance Note	Estimate 2026 $	Actual 2026 $	Actual 2025 $	Variance between actual and estimate $	Variance between actual results for 2026 and 2025 $
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets	h	(462,000)	(420,537)	(748,243)	41,463	327,706
Receipts						
Proceeds from sale of non-current asset		-	14,000	25,136	14,000	(11,136)
Net cash provided by investing activities		**(462,000)**	**(406,537)**	**(723,106)**	**55,463**	**316,569**
CASH FLOWS FROM FINANCING ACTIVITIES						
Principal elements of lease payments		(14,000)	(13,032)	(19,525)	968	6,493
Net cash (used in) / provided by financing activities		**(14,000)**	**(13,032)**	**(19,525)**	**968**	**6,493**
Net decrease in cash and cash equivalents		(873,711)	684,097	194,698	1,557,808	489,399
Cash and cash equivalents at the beginning of the period		3,326,418	3,326,418	3,131,719		194,699
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		**2,452,707**	**4,010,515**	**3,326,418**	**1,557,808**	**684,097**

Major Estimate and Actual (2026) Variance Narratives

1) Capital appropriation's were higher than estimate following allocation of further funding to complete work for the western embankment during the 2025-26 Mid-Year Review.

2) GST on payments was overestimated due to methodology in determining the estimate.

3) Refer to note 4 of 9.1.1 statement of comprehensive income variances.

4) Refer to note 5 of 9.1.1 statement of comprehensive income variances.

5) Interest received was lower than estimate primarily due to the timing of maturity of term deposits with one maturing in July and one in early August.

Financial Statements

Major Actual (2026) and Comparative (2025) Variance Narratives

a) Capital Contribution increased from prior year as a result of funds received from the Department of Treasury and Finance to support the operational requirements of WAMIA.

b) Funds from other public sector entities has decreased from prior year as a result of reduced grant funding received in relation to the eID implementation and no funding received from the Asset Maintenance Fund.

c) Refer to note a) of 9.1.1 statement of comprehensive income variances.

d) Refer to note b) of 9.1.1 statement of comprehensive income variances.

e) Refer to note e) of 9.1.1 statement of comprehensive income variances.

f) Refer to note f) of 9.1.1 statement of comprehensive income variances.

g) GST receipts on sales has increased inline with increased sales during the year

h) Reduction in payments for the purchase of non-current assets compared with prior year primarily due to the eID installation in the previous period.

Audited Key Performance Indicators

Audited Key Performance Indicators

Certification of Key Performance Indicators

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Western Australian Meat Industry Authority's performance, and fairly represent the performance of the Western Australian Meat Industry Authority for the financial year ended 30 June 2026.

Louise Holding
Chair of the Western Australian Meat Industry Authority

4 September 2026

Belinda Lay
Member of the Western Australian Meat Industry Authority

4 September 2026

Audited Key Performance Indicators

Audited Key Performance Indicator Statement for year end June 2026

Introduction

The Authority established a new Outcome Based Management (OBM) framework for 2025-26 following approval by the Under Treasurer on 16 June 2025 of revised desired outcomes and key performance indicators for effectiveness and efficiency. In October 2025, the Authority adopted the Western Australian Government's revised goals and aligned its outcomes and performance measures accordingly.

This report presents the Authority's desired outcomes, services and key performance results for 2025-26. As this is the first year of reporting under the new Outcome Based Management framework, some performance measures do not have historical data or previously established targets. For our efficiency indicators, the 2025-26 actual result establishes the baseline for future target. In 2024-25 the Authority reported against three services, this year with the approved outcome based management framework changes this has been reduced to two.

In some cases, the 2025-26 actual result establishes the baseline for future target setting and performance assessment.

Alignment with Government Goals

Through operating and maintaining the Muchea Livestock Centre and administering compliance and enforcement activities under the *Western Australian Meat Industry Authority Act 1976* (Act), the Authority supports the delivery of critical livestock industry infrastructure and regulatory services.

The MLC provides livestock marketing infrastructure that supports market access, price transparency and trade opportunities for livestock producers, buyers and processors throughout WA. Through its regulatory functions, the Authority administers abattoir approval and carcase branding requirements and monitors compliance with legislative obligations, supporting confidence in the integrity and reputation of the WA meat industry.

These activities contribute to the achievement of the following Western Australian Government goals:

- Delivering quality services and infrastructure around the State.
- Delivering strong financial and economic management: diversifying our economy and making more things in WA.

Audited Key Performance Indicators

Desired Outcome 1: Safe, effective and efficient management of the Muchea Livestock Centre

WAMIA aims for a safe, efficient and cost-effective livestock exchange facility offering a range of services, that adhere to best practices in animal welfare and biosecurity.

Key Effectiveness Indicator 1.1 WHS loss time injury and disease frequency rate

Description

The Authority adopts the WorkSafe WA approach to measuring workplace health and safety performance. The Lost Time Injury and Disease Frequency Rate (LTIFR) was adopted as an effectiveness indicator based on the historical approach used by WorkSafe and Safe Work Australia to monitor safety performance. The measure has been considered a useful indicator as it tracks the frequency of work-related injuries and diseases resulting in lost work time, enabling performance monitoring over time and benchmarking against industry trends. Safe Work Australia has since replaced LTIFR reporting with its Workers' Compensation Injury Frequency Rates industry benchmarking tool. The use of this new benchmarking tool will be considered as part of future KPI reviews.

Measurement

The Authority has calculated the Lost Time Injury Frequency Rate (LTIFR) using the following formula which is the number of lost time injuries divided by total hours worked multiplied by 1,000,000.

As per WorkSafe WA definition, a lost time injury (LTI) is a work-related injury or disease that results in a fatality, permanent disability, or time lost from work of one day/shift or more, confirmed by a successful workers compensation claim. The number of lost time injuries is as defined and accepted by WorkSafe WA for Authority employees.

The total hours worked by Authority employees is as per approved timesheets submitted for payroll and confirmed by payroll reports.

The 1,000,000-hour multiplier in the formula normalises the rate, allowing a comparison of safety performance against industry benchmarks.

Results

Number of LTI's and LTIFR

	2024-25	Target 2025-26	Actual 2025-26
Number of LTI's	0	0	0
LTIFR	0	0	0

Audited Key Performance Indicators

Analysis

The target for this indicator was a LTIFR of 0. The target was achieved, with no lost time injuries recorded during 2025-26 and a LTIFR of 0.

The 2025-26 result is unchanged from 2024-25. The achievement of a LTIFR of 0 for the second consecutive year indicates the effectiveness of the Authority's work health and safety management practices in preventing workplace injuries resulting in lost time.

Key Effectiveness Indicator 1.2 WHS loss time injury and disease severity rate

Description

The Authority has adopted the WorkSafe WA approach to measuring workplace health and safety performance. WorkSafe WA consider the Lost Time Injury and Disease Severity Rate (LTISR) as measure of incident prevention and the effectiveness of injury management. It represents the average severity of injuries in terms of days lost, specifically looking at the prevalence of "severe" injuries.

Measurement

The Authority has used the WorkSafe WA Severity Rate Formula for determining the Lost Time Injury Severity Rate (LTISR) which is the number of severe injuries, divided by total hours worked, multiplied by 1,000,000.

A severe injury (or long duration claim as defined by WorkCover WA) is an injury or disease resulting in 60 or more days/shifts lost from work. Fatalities are automatically classed as 60+days. The number of severe injuries (60+ business days lost) is the number of workers' compensation claims accepted by Insurance Commission of Western Australia (in terms of liability) and WorkCover WA (in terms of whether injury is severe i.e a long duration claim) for Authority employees.

The total hours worked by Authority employees is as per approved timesheets submitted for payroll and confirmed by payroll reports.

The 1,000,000-hour multiplier in the formula normalises the rate, allowing a comparison of safety performance against industry benchmarks.

Audited Key Performance Indicators

Results

Number of Severe Injuries and Lost Time Injury Severity Rate (LTISR)

	2024-25	Target 2025-26	Actual 2025-26
Number of Severe Injuries	0	0	0
LTISR	0	0	0

Analysis

The target for this indicator was a LTISR of 0. The target was achieved, with no severe injuries recorded during 2025-26 and a LTISR of 0.

The 2025-26 result is unchanged from 2024-25, during which no severe injuries were recorded and the LTISR remained at 0. The continued achievement of a LTISR of 0 indicates the effectiveness of the Authority's work health and safety management practices in preventing severe workplace injuries resulting in extended periods of lost time.

Key Effectiveness Indicator 1.3 Muchea Livestock Centre share of livestock marketed through saleyards in Western Australia.

Description

Market share is considered a relevant key effectiveness indicator because a stable or increased market share indicates that the Muchea Livestock Centre is attractive to sellers, agents and buyers of livestock and is therefore well managed and serving its intended purpose.

Cattle

Measurement

Market share is calculated by determining MLC percentage share of all cattle marketed at WA saleyards selling cattle and reporting to the National Livestock Reporting Service (NLRS) which are MLC and Mount Barker Regional Saleyards. Boyanup is the only other major cattle saleyard (defined as holding more than 30 auctions per year) operating in WA however, Boyanup does not report to the NLRS and is therefore excluded from the assessment of market share.

Audited Key Performance Indicators

Results

Cattle (including calves)	2024-25	Target 2025-26	Actual 2025-26
MLC Throughput	47,771	n/a	58,001
Total WA Cattle Saleyard Throughput	117,944	n/a	112,782
% through MLC (market share)	**40.5%**	**40.5%**	**51.4%**

Analysis

The 2025-26 market share result of 51.4% exceeded the target of 40.5%, with MLC recording a throughput of 58,001 head from a total WA cattle saleyard throughput of 112,782 head. This resulted in MLC regaining majority market share of cattle sold through WA saleyards.

The target market share of 40.5% was based on the 2024-25 result and reflected independent economic analysis undertaken in 2025, which indicated cattle throughput had stabilised at lower levels experienced in recent years.

Market share outcomes can be influenced by factors such as geographic proximity, with producers often selling cattle through the closest saleyard to minimise transport costs. Cattle prices, processor demand, seasonal conditions and the ongoing use of direct supply arrangements and alternative marketing channels also affect the proportion of cattle marketed through WA saleyards.

In 2025-26, MLC increased its market share above target and regained majority market share in WA, reinforcing its position as a critical node in the WA livestock supply chain and one of WA's principal cattle selling centres.

Sheep

Measurement

Market share is calculated by determining MLC percentage share of all sheep marketed at WA saleyards selling sheep and reporting to the National Livestock Reporting Service (NLRS) which are MLC and Katanning Sheep Yards.

Results

Sheep (including lambs)	2024-25	Target 2025-26	Actual 2025-26
MLC Throughput	501,384	n/a	512,251
Total WA Sheep Saleyard Throughput	1,065,719	n/a	1,247,277
% through MLC (market share)	**47.0%**	**46.8%**	**41.1%**

Audited Key Performance Indicators

Analysis

The 2025-26 market share result of 41.1% was below the target of 46.8%, with MLC recording a throughput of 512,251 head from a total WA sheep saleyard throughput of 1,247,277 head.

Market share outcomes can be influenced by factors such as geographic proximity, with producers often selling sheep through the closest saleyard to minimise transport costs. Sheep prices and buyer demand also influence producer marketing decisions and the proportion of sheep marketed through WA saleyards.

Broader market conditions during 2025-26 also likely influenced producer selling and marketing decisions. Elevated fuel and fertiliser costs affected the relative profitability of livestock compared to grain production within mixed farming enterprises, while structural changes within the sheep industry, including Federal Government policy changes and increasing direct consignment to processors, likely impacted sheep supply and marketing patterns.

Desired Outcome 2: Enhanced meat processing industry reputation and informed government on meat and livestock industry

The desired outcome is effective regulation as this underpins the red meat industry's reputation internationally and locally. Strong legislative controls and active regulatory oversight provide confidence in abattoir operations, which in turn supports increased trade and investment for the meat and livestock industry.

In parallel, WAMIA considers that the systematic monitoring of abattoir compliance, including adherence to statutory livestock slaughter reporting obligations, supports the provision of accurate, timely, and evidence-based advice to government.

WAMIA aims for its regulatory frameworks to support equity and fairness, protecting the reputation of the WA meat industry.

Key Effectiveness Indicator 2.1 Percentage of abattoirs complying with legislated requirements

Description

This indicator demonstrates the effectiveness of the Authority's regulatory functions and activities. A stable or increasing proportion of abattoirs maintaining compliance with legislated requirements demonstrates the effectiveness of the Authority's regulatory functions and activities.These include the issuance of regulatory approvals with clear conditions and restrictions, transparency of compliance requirements, and regular audits of carcase branding activities.

Audited Key Performance Indicators

Measurement

The number of abattoirs is determined from records of Approvals to Operate issued by the Authority. All approvals held for the whole or part of the reporting period are included in the calculation.

An abattoir is deemed non-compliant where it has been found guilty of an offence under the Act, and the prosecution has been finalised within the reporting period.

The compliance percentage is calculated as the maximum number of abattoirs holding approvals to operate less the number of abattoirs found guilty of an offence against the act all divided by the maximum number of abattoirs holding approvals to operate multiplied by one hundred.

Evidence of prosecutions under the Act is independently verified by the State Solicitor's Office (SSO), which acts on behalf of the Authority in conducting prosecutions under the Act. Following the end of each reporting period, the SSO confirms the number of prosecutions commenced and finalised during the period, including the specific offences prosecuted, if any.

Results

Abattoir Compliance	Target 2025-26	Actual 2025-26
No. of Abattoirs Holding Approvals to Operate	n/a	26
No. of Abattoirs Found Guilty of an Offence Against the Act	0	0
Compliance Percentage	**100%**	**100%**

Analysis

The Authority's 2025-26 target for abattoir compliance was 100% and this was achieved. Of the 26 abattoirs holding approvals to operate, no abattoirs were found guilty of an offence against the Act.

The result indicates that approved abattoirs maintained compliance with key legislated requirements and supports the effectiveness of the Authority's regulatory framework, including the application of approval conditions, compliance monitoring and regulatory oversight activities.

Service 1: Operating and maintaining the Muchea Livestock Centre

The Authority is required by legislation to assume responsibility for the management of the Muchea Livestock Centre.

The MLC consists of property, infrastructure and plant and equipment assets, that directly or indirectly support the trading of livestock.

Audited Key Performance Indicators

Key Efficiency Indicator 1.1 Average Cost per FTE to undertake operations and maintenance of the Muchea Livestock Centre

Description

This indicator measures the average cost per full-time equivalent (FTE) position in delivering the operations and maintenance of the MLC. It reflects the operational cost of service delivery and provides an indicator of workforce cost intensity and resourcing efficiency.

Measurement

The formula for calculating average cost per FTE of operating and maintaining MLC is the total operational and maintenance expenditure for the saleyard operations, saleyard infrastructure and ancillary activities divided by the number of operational / maintenance FTE.

Expenditure data is sourced from general ledger business segment reporting. FTE data is sourced from payroll and accounts payable reports.

Result

Operation and Maintenance Cost	Target 2025-26	Actual 2025-26
Average cost per FTE ($)	$205,419	$219,617

Analysis

The operation and maintenance average cost per FTE for 2025-26 is $219,617. As this is the first year the KPI is presented, the target for the 2025-26 is based on budgeted expenditure and FTE. Moving forward the prior year actual plus a CPI adjustment will form the target. The actual for 2025-26 is higher than target primarily due to unbudgeted truck wash repair and maintenance costs.

Service 2: Compliance and enforcement services to ensure compliance with the WAMIA Act

WAMIA is required by legislation to provide for a system of approval of abattoirs and to regulate the branding of animal carcases in respect of carcase definition. The Authority monitors and enforces compliance with the requirements of the Act.

Key Efficiency Indicator 2.1 Average Cost per FTE to undertake regulatory functions under the WAMIA Act

Description

This indicator measures the average cost per full-time equivalent (FTE) position in delivering the regulatory functions as per the Act. It reflects the operational cost of service delivery and provides an indicator of workforce cost intensity and resourcing efficiency.

Audited Key Performance Indicators

Measurement

The formula for calculating average cost per FTE of the regulatory function of the Act is the total regulatory function expenditure divided by the number of regulatory FTE.
Expenditure data is sourced from general ledger business segment reporting. FTE data is sourced from payroll and accounts payable reports.

Results

Regulatory Function Cost	Target 2025-26	Actual 2025-26
Average cost per FTE ($)	$181,564	$179,376

Analysis

The Regulatory average cost per FTE for 2025-26 is $179,376. As this is the first year the KPI is presented, the target for the 2025-26 is based on budgeted expenditure and FTE. Moving forward the prior year actual plus a CPI adjustment will form the target. The actual for 2025-26 is lower than target primarily due to downward movement of annual leave provision.


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