



Murray Dairy Annual Report

2023/24



DELIVERING
for **DAIRY**

Regional snapshot



Dairy farming areas

- Dairy NSW
- Dairy SA
- Dairy TAS
- GippsDairy
- Murray Dairy
- Subtropical Dairy
- WestVic Dairy
- Western Dairy

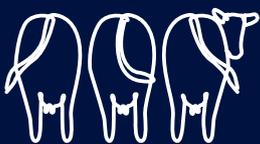


- 1 Lactalis Australia (Bendigo)
- 2 Fonterra Australia (Stanhope)
- 3 Kyvalley Dairy (Kyabram)
- 4 Bega Cheese (Tatura)
- 5 ACM (Girgarre)
- 6 Noumi (Shepparton)
- 7 Bega Cheese (Strathmerton)
- 8 Saputo (Cobram)
- 9 Milawa Cheese Co. (Milawa)
- 10 Riverina Fresh (Albury)
- 11 Saputo (Kiewa)
- 12 Gundowring Ice Cream (Gundowring)
- 13 Goulburn Valley Creamery (Kyabram)

Dairy in the Murray Region 2023/24

Average herd size

343
COWS



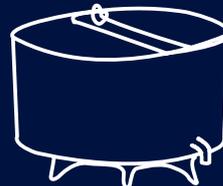
\$1.224
million

milk/farmgate value
of milk produced



Milking

276,000
COWS



805

registered dairy farms

Source: State milk authorities and Dairy Australia.



5,900

people directly working in dairy



producing

1,679 million litres of milk

Source: Dairy manufacturers and Dairy Australia.

Acknowledgement of Country

Murray Dairy acknowledges the Traditional Owners of Country where we work throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present.

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Vision, values and purpose

Our vision

Fostering a confident, valued and profitable dairy industry

Mission

Murray Dairy leading in the development and delivery of trusted, timely and relevant dairy services to meet farmer and broader industry needs.

Our objectives

- 1 To be a centre of excellence for diverse, adaptable and profitable production systems qualified by regional, national and international expertise.
- 2 Promote the adoption of practices that improve farmer and industry outcomes accounting for the region's wide range of geographic, climatic, market and regulatory environments.
- 3 Foster partnerships, networks and increase recognition to enhance opportunities, benefits and community support for the industry.
- 4 Ensure we have access to quality people with the right skills to advance our industry.

Strategic priorities

In recognition of the key trends, issues and opportunities in our region, the following priority areas have emerged:

- 1 Promote adoption of innovation and industry best practices
Statement of intent Murray Dairy will deliver agile services that meet the needs of the region's diverse production systems.
- 2 Foster partnerships, networks and increase regional industry recognition
Statement of intent Murray Dairy will enhance productive partnerships and networks and increase the industry's recognition to ensure the industry is well resourced, engaged and valued.
- 3 Attract, retain and develop quality people
Statement of intent Murray Dairy will invest to ensure a perpetual supply of diverse, highly skilled and talented people for the dairy industry.

Our values

Murray Dairy's four organisational values and behaviours outline how we will go about achieving our vision and strategic objectives. They create a long-term framework that is not negotiable even when times are tough. The organisational values are under the auspice of the Murray Dairy Code of Conduct, which sets the standard by which the values and behaviours are implemented and defines expectations for all Murray Dairy engagement.

1. Leadership behaviours

- 1.1 We have a clear strategic vision.
- 1.2 We celebrate our successes.
- 1.3 We respect, encourage and support learning and development.
- 1.4 We embrace a work health and safety-first mindset.

2. Responsive behaviours

- 2.1 We deliver outcomes on time and as agreed.
- 2.2 We understand and respond to the needs of the region's dairy farm businesses.
- 2.3 We collaborate with partner organisations to deliver the best outcomes.
- 2.4 We are well connected with relevant local, regional, national and international organisations.

3. Integrity behaviours

- 3.1 We maintain an ethics-based culture with continued monitoring and oversight by the Board.
- 3.2 We hold ourselves accountable for our actions.
- 3.3 We receive and give feedback to strengthen the organisation.
- 3.4 We respect others and encourage a diversity of views.

4. Innovation behaviours

- 4.1 We actively seek and embrace new ideas and different ways of doing business.
- 4.2 We learn from our mistakes.
- 4.3 Our culture of continuous improvement is shaped by open minds to change and innovation.
- 4.4 We search for innovation that is timely, relevant and adaptable to our needs.

Chair's report

The 2023/24 Season was a year of great highs and good lows. The weather was kind(ish) milk prices were excellent and water was cheap! This made for a year of opportunity.

Summer rains falling at the right time made for a beautiful maize and lucerne growing season, so there weren't many excuses for a below average crop. Coupled with low-priced water, hay and silage crops were put away at below-average costs. Although the autumn startup was dry, cheap water meant we could make our own autumn start, right before it finally rained!

2023/24 was a time for some breathing space, debt reduction, expansion and shed building. The region was busy, no matter which part you visited. November saw Murray Dairy play host to the Dairy Australia 2023 Annual General Meeting. This event, held in Moama, was very well attended. We saw four new Dairy Australia Directors appointed, one being our home-bred past Murray Dairy Chair from the North East, Kären Moroney (milk producer skills). She joined Paul Bennett (Agribusiness innovation and adaptation skills), Paul Van Heerwaarden (Dairy supply chain and product promotion skills) and Paul Roderick (milk producer skills) on the Dairy Australia Board. We wish them well in their respective tenures.

2023/24 also saw some major changes at both the Murray Dairy office and on the Murray Dairy Board. Whilst as farmers we shouldn't have noticed any change has occurred, things are starting to run differently. Late in 2023 our long-standing CEO, Jenny Wilson, took a change of scenery and opportunity. Jenny took a position with the Gardiner Foundation. Although Jenny is missed, she is still very much a part of our dairy farming family as she continues her good work within the community. Jenny's departure created an opportunity for both Amy Fay (Murray Dairy Board Executive Officer) and Lachlan Barnes (Regional Manager) to step up into higher duties. This change coincided with Dairy Australia's Pilot Program, which is reviewing the relationships and funding structures between Regional Development Programs (RDP) and Dairy Australia. Amy and Lachlan have both been with Murray Dairy for several years.

The Murray Dairy Board saw these appointments as an opportunity for consistency whilst we navigate our options as a Board and its functions within the RDP and in conjunction with Dairy Australia.

The Board would like to acknowledge and thank all the Murray Dairy staff for their commitment to delivering quality programs to our farmers. The training programs, information sessions, discussion group funding and Young Dairy Network all play a big part in our on-farm business development.

In June 2024, Murray Dairy was pleased to partner with the Gardiner Foundation to hold the Gardiner Community Showcase. The event included a showcase on the latest trends and insights from the region presented by Murray Dairy, and a presentation from Professor Jacki Schirmer from the University of Canberra. Her research focuses on understanding how to support the wellbeing and resilience of people and communities across Australia. The event also included the presentation of community grants awarded by Gardiner and the Foundation for Rural Regional Renewal (FRRR), highlighting community engagement and resilience in practice as many important activities in our region were featured.

An important project I have been involved in on behalf of the Murray Dairy Board has been the development of Murray Darling Basin Dairy Regional Strategy. Murray Dairy led the first regional strategy Future Focus in 2019, with the aim to communicate clearly to government and other stakeholders that in the wake of the Murray Darling Basin Plan implementation, irrigated dairy has a very important and critical role to underpin local communities, drive regional economies and underpin agricultural productivity in the Basin. This year, the Gardiner Foundation has partnered with us to lead a refresh of this strategy and broaden the scope to include all dairying in the Murray Darling Basin. We look forward to sharing the strategy with you later in 2024.

As far as large events go, this has been a quiet year. A year for strategic planning, re-grouping, and understanding the potential for opportunities that lay ahead.

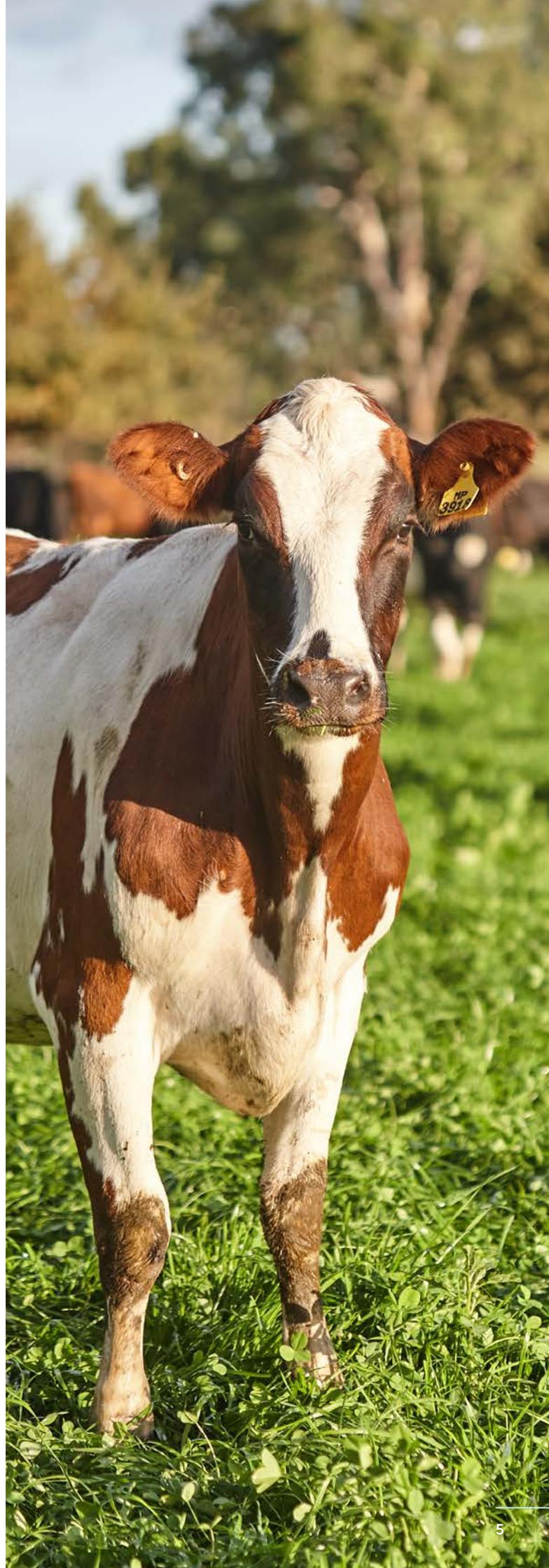
As with previous years, the Murray Dairy Board has met at various locations to allow for lunchtime catch ups with local regional farmers. These included meetings in Finley, Rochester and Tatura. If you can ever make it to these lunch time sessions, please do. As farmer directors and board members, we appreciate your questions, ideas and stories.

On that note, I would like to thank the Murray Dairy Board for their frank and honest conversations, ongoing support, and respect. I look forward to being able to report this time next year on how we've shaped the future of the role of the Board.



A handwritten signature in black ink that reads "Rachael Napier".

Rachael Napier
Murray Dairy Board Chair



Regional Manager and Executive Officer report

In 2023, Murray Dairy saw the departure of long-standing CEO Jenny Wilson, who left a legacy of considerable achievement and engagement with farmers, industry partners and local community networks.

Following Jenny's departure, the role has been conducted under an interim arrangement with split responsibilities between two long-serving staff members. The Executive Officer function has been fulfilled by Amy Fay and Regional Management functions by Lachlan Barnes. This arrangement has helped with business continuity and also is part of a pilot program in partnership with Dairy Australia, which is reviewing relationship and funding structures between Regional Development Programs (RDPs) and Dairy Australia. The Murray Dairy Board has had a specific focus in 2023/24 on reviewing aspects of the pilot, working with Dairy Australia and other regions to understand options going forward and overall governance and strategy for the organisation. The Board remains focused on representing the needs of Murray region farmers and working with stakeholders to ensure relevant and quality investment in research, development and extension in the region. Thank you to the Board for their dedication and commitment to both the Murray Dairy organisation as well as the industry in the region.

Murray Dairy's projects support dairy farmers as they operate within an incredibly diverse region. At the close of the 2023/24, Murray Dairy had delivered over 102 events to well over 1,802 participants, including farm owners, managers, staff, students and service providers.

A wide range of activity across all technical areas has again been delivered effectively by the Murray Dairy team. Thank you to the hard working, passionate and knowledgeable team members who strive to deliver targeted, relevant, timely and quality services to our Region. A particular highlight for the year has been the renewed participation in the Young Dairy Network (YDN), which has seen attendance and feedback on activities and events skyrocket thanks to the Young Dairy Network Committee and project officer Phoebe Dillon. It is so exciting to see such an enthusiastic and engaged cohort emerging in the industry.

Murray Dairy continues to focus on regionally relevant and forward-looking investments with a range of partners.

A key investment for 2023/24 is the C4Milk Project delivered directly in the Murray Region. Part of the broader partnership between Dairy Australia, the Gardiner Foundation, and the Queensland Department of Agriculture and Fisheries, the Murray Region project focuses on optimising the productivity and performance of alternative forage crops in dairy systems.

These trial sites have been established with regional partners Birchip Cropping Group and Irrigated Farmers' Network. The sites build on outcomes from the Accelerating Change project (2018) and Fodder for the Future project (2023). It focuses on improving the productivity and sustainability of forage crops such as winter cereals, legume and summer forages by looking at the crop-on-crop effects of different rotations. This will help improve plant productivity and available nutrition outcomes, as well as understand and address emerging threats such as weeds, pests and disease.

Another key focus for Murray Dairy has been Workforce Attraction, and engaging with Culturally and Linguistically Diverse (CaLD) communities.

In partnership with GOTAFE, Murray Dairy received funding from Agriculture Victoria to engage with local diverse communities, pilot GOTAFE's online training platform 'goLearn' and create clear pathways to careers in dairy. Off the back of this successful project, Murray Dairy has received new funding from the Gardiner Foundation to work directly with farmers in the Murray region to engage CaLD employees successfully. This project will roll out in 2024.

The Murray Dairy region again remains an exciting place to dairy. In the 2023 National Dairy Farmers' Survey, nine out of ten dairy farmers indicated they were positive about the future of their business.

This is the highest rating that has ever been recorded in the survey, and a testament to the innovation, experience and skills of dairy businesses to navigate the complex environment we operate in. Murray Dairy is committed to continuing to engage with dairy farmers, service providers and other stakeholders to support dairy businesses so they thrive in our region and prepare for the opportunities and challenges the future will bring. One key program to support this in 2023 was the development of the Murray Darling Basin Regional Strategy, in partnership with the Gardiner Foundation and other industry stakeholders. This strategy will guide understanding, collaboration and investment in dairy regions in the Murray Darling Basin and updates the work Murray Dairy delivered through the Future Focus Strategy in 2019.

Looking forward, further water policy reform and changes around milk price and seasonal conditions face the region but, despite the challenges, Murray region farmers are well placed to navigate ongoing change. Murray Dairy looks forward to working with industry to support this.

Thanks,



Amy Fay Executive Officer, Murray Dairy



Lachlan Barnes Regional Manager, Murray Dairy



The Murray Dairy Board

Murray Dairy is governed by a Board of eight directors.

Murray Dairy employs 13 staff members who each provide a unique set of skills and knowledge. These are around the key themes of feedbase and nutrition, land, climate, water, workforce and people, animal performance, farm performance and communications and media.

Living and working in the Murray Dairy region, the Murray Dairy team is well-versed in regional themes and issues.



Andrew Tyler, Chair
Resigned October 2023

Dairy farmer,
Tongala.



Mark Bailey, Director
Resigned October 2023

Manager Water Resources,
Goulburn Murray Water.



Rachael Napier, Chair
Appointed October 2023

Dairy farmer,
Deniliquin.



Lucy Galt, Director
Appointed October 2023

Dairy farmer,
Shepparton East.



Hamish Crawford, Deputy Chair

Dairy farmer,
Waranga Shores.



Jason Scott, Director

National Silage Specialist,
Pioneer Seeds.



Claire Bamber, Treasurer

Agribusiness Manager,
National Australia Bank.



Phil Candy, Director

Regional Milk Supply Manager,
Fonterra.



Dustin Kemp, Director

Dairy farmer,
Lockington.



Phil Lang, Director

Dairy farmer,
Tatura.



PROTEIN
Dairy is vital for
a healthy body

WE ARE
HIRING

Dairy
Australia

Murray Dairy staff

Murray Dairy employs 13 staff members who each provide a unique set of skills and knowledge around the key themes of Feedbase and Nutrition, Land, Climate, Water, Workforce and People, Animal Performance, Farm Performance and Communications and Media.

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Jenny Wilson

Chief Executive Officer.
Resigned October 2023.



Megan Bicknell

Project and Administration Officer.
Appointed February 2015.



Amy Fay

Executive Officer.
Appointed June 2015.



Liz Byrne

Project and Administration Officer.
Appointed July 2015.



Lachlan Barnes

Regional Manager.
Appointed July 2016.



Ross Read

Extension Advisor.
Appointed June 2015.



Bec Wyper

Lead Extension Advisor.
Appointed June 2021.



Rebecca Phillips

Farm Engagement Lead.
Appointed January 2023.

Contract



Melva Tyson

Project Lead, Workforce Attraction.
Appointed July 2015.



Yvette Williams

Research and Innovation Coordinator.
Appointed January 2022.



Russell Holman

Extension Advisor, Our Farm, Our Plan.
Appointed June 2021.



Shane Byrne

Extension Advisor, Workforce Capability.
Appointed October 2022.



Phoebe Dillon

Farm Engagement Lead/
Extension Coordinator (YDN).
Appointed June 2023.



Jo Tanner

Farm Engagement Lead.
Appointed August 2023.

Directors' report

Financial Statements for the year ended 30 June 2024
Murray Dairy Ltd | ABN 84 414 519 559

The directors present their report on the company for the year ended 30 June 2024.

Directors

The names of the directors in office at any time during, or since the end of the year are:

- Rachael Napier (Chairperson)
- Hamish Crawford (Deputy Chairperson)
- Claire Baumber (Treasurer)
- Dustin Kemp
- Jason Scott
- Phil Candy
- Phil Lang
- Andrew Tyler (Resigned 19 October 2023)
- Mark Bailey (Resigned 19 October 2023)
- Lucy Galt (Appointed 19 October 2023).

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal Activities

The principal activities of the company during the financial year remained unchanged and is to drive profitability, efficiency, skills growth, and to protect and promote the dairy industry in the Murray Dairy region.

Review of Operations

The profit/(loss) of the company for the financial year ended 30 June 2024 after provision for income tax was \$300,622, (2023 \$68,821).

Information on Directors

Board Member	Qualifications	Experience
Andrew Tyler Chairperson Resigned 19 October 2023	Australian Owner Manager program 2015 University of Queensland Business School Graduate Australian Institute of Company Directors	Owner and Partner of dairy farm at Tongala, Director of Australian Dairy Conference, Chair National Feeding Systems Community of Interest Committee; Member of the Dairy Advocacy Reform Team 2016/17, Past Chair of Rochester Bamawm Dairy Business Network Group
Rachael Napier Chairperson Appointed 19 October 2023	Graduate Australian Institute of Company Directors 2022; Mental Health Matters for Farming Communities 2020; Applied First Aid 2020 Quad Bike Safety 2018; Euthanasia of Livestock 2018; Dairy Farm Safety Manual Pilot 2017 Cups on Cups off 2011 and 2015	Owner & Partner of Dairy Farm at Deniliquin NSW; Riverina RNG - Chair Riverina Dairy Discussion Group Leader; 20+ years experience with various dairy farm employment roles; Murray Goulburn supplier development program participant 2016; South Africa dairy tour participant 2015, USA dairy tour participant 2012
Claire Baumber Treasurer	Bachelor of Commerce (Majors on Human Resource Management and Marketing) Deakin University, Geelong 2011	National Australia Bank - Agribusiness Manager (2019-Current), Agribusiness Analyst (2016-2018) Agibusiness Credit Analyst (2012-2016) Deakin University - Administration Officer (2010- 2012) Barwon Health and Kyabram & District Health Services - Human Resources Internship (2009-2010) GV Family Care Sponsorship & Fundraising Committee Member; Various farming duties on family dairy farm
Dustin Kemp Member Deputy Chairperson Appointed 19 October 2023 Resigned 17 April 2024	Certificate II Agriculture - Dairy 2003 Certificate III Horticulture 2012 Wodonga TAFE, Major Arboriculture Diploma Agribusiness Management 2017 Dairy Australia/TAFESA	Apprenticeship - Dairy Farm 2002-2003 Gardener for the Shire of Campaspe 2003-2013 Farmer - Dairy Farm 2013-2017 Gardiner Foundation NZ Study Tour participant 2016 Sharefarmer/Manager of Dairy Farm at Lockington 2017
Hamish Crawford Member Deputy Chairperson Appointed 17 April 2024	Bachelor of Commerce (Acc) 1996 La Trobe University Grad Cert of Management 2007 Chifley Business School	Manager of Dairy Farm in Waranga Shores Pasture & Cow Management (Family Dairy Farm) - 2008-2010 & 1999-2007 MB&M Business Solutions - Accountant 2007-2008 Lloyds Bank Security Services - Stock Reconciliation Clerk 1998-1999 Central Dairy Business Network - Current Chair Victoria Farms Federation - Secretary 2001-2007 Harston Landcare Group - Current Treasurer Murray Dairy Natural Resource Management Committee 2016-2018 United Dairy farmers of Victoria - Deputy Central Councillor 2006-2007

Board Member	Qualifications	Experience
<p>Mark Bailey Member Resigned 19 October 2023</p>	<p>Bachelor of Engineering (Civil) 1991 University of Melbourne Doctor of Philosophy (PhD) 2002 Monash University Australian Inter-service Incident Management System (AIIMS) certification 2013 PRINCE2 Foundation certification 2013 International Association for Public Participation (IAP2) Certificate of Engagement 2016 2023 Graduate Australian Institute of Company Directors (AICD)</p>	<p>Manager Water Resources at Goulburn-Murray Water Northern Victorian Resource Manager (under delegation via Goulburn-Murray Water) Goulburn-Murray Water representative on the MDBA River Murray Operations Committee Goulburn-Murray Water representative on the MDBA Environmental Water Committee Project Director for Goulburn-Murray Water Bulk Entitlements 30 years of experience in fields of water resources and natural resources management Member of Engineers Australia Member of River Basin Management Society</p>
<p>Jason Scott Member</p>	<p>Diploma of Applied Science in Farm Production - Melbourne University Longerenong Campus 1995 Advanced Certificate in Farming - Longerenong Agricultural College 1994 Certificate IV in workplace training and assessment 2009, updated to TAE16 - 2019 Federation University Certificate IV in Leadership & Management - Australian Institute of Management - 2017 Australasian Inter-service Incident Management Course - 2007</p>	<p>Pioneer Seeds-National Silage Specialist (Current) Pioneer Seeds - Southern Region Silage Specialist & National Microbial Lead (2021-2024) Pioneer Seeds - Regional Sales Manager, National Corn & Microbial Lead (2016-2020) Pioneer Seeds - Territory Sales Manager Eastern Vic & Tasmania (2013-2016) Viterra Seeds - National Wholesale Manager (2011-2013) ABB Seeds/Viterra Seeds - Sales Manager Victoria Southern NSW (2009-2011) Rodwells & Co - Sales Agronomist (2005-2009) Southern Riverina Rural Co Op - Sales Agronomist (2004-2005) Current Executive Member of Maize Association of Australia</p>
<p>Phil Candy Member</p>	<p>Adv, Dip of Rural Business Management Certificate II in Farm Management</p>	<p>Fonterra Australia - Regional Manager Milk Supply (2017 - Current) Fonterra Australia - Business Development Manager (2014 - 2017) Interaust Foods - National Manager (2011 - 2014) CopRice Feeds - Sales Manager (2006-2011) Tengi Australia - General Manager (1996-2006)</p>
<p>Phil Lang Member</p>	<p>Bachelor of Agricultural Science (Honours) - University of Melbourne 2006</p>	<p>Director and CFO of dairy farm at Tatura Industry experience 16+ years including 12 months working in Brazil, Ecuador and Switzerland</p>
<p>Lucy Galt Member Appointed 19 October 2023</p>	<p>Diploma of Vocational Education and Training, GoTAFE 2017 Advanced Ruminant Nutrition Course, Dairy Australia 2017 Certificate 4 in Training and Assessment 2015 Advanced Diploma in Agriculture, Diploma in Agriculture, Certificate 4 in Agriculture 2014 Completed 11 subjects towards a Bachelor of Farm Management 2003-2005</p>	<p>Partner, Galt Bros Dairy since 2006 Course Coordinator/Industry Trainer, Shearer Woolhandler Training 2017-Current Industry Trainer, GoTAFE 2014-2017 Guest Lecturer, University of Melbourne-Dookie Campus 2017</p>

Meetings of Directors

The number of Directors meetings attended by each of the Directors of the company during the year were:

	Directors Meetings	
	Number eligible to attend	Number attended
Rachael Napier	7	7
Dustin Kemp	7	6
Hamish Crawford	7	7
Jason Scott	7	5
Claire Baumber	7	5 ¹
Phil Candy	7	5
Phil Lang	7	7
Lucy Galt	4	5 ²
Andrew Tyler	2	2
Mark Bailey	2	2

¹ Maternity Leave Dec-23 to Feb-24

² Attended Sep-23 Meeting as an Observer

Significant Changes in the State of Affairs

There were no significant changes in the state of affairs of the company that occurred during the financial year, other than those referred to elsewhere in this report.

Events Subsequent to the End of the Reporting Period

Murray Dairy receives its majority of funding from Dairy Australia under an agreement called the Accord. Currently, there is a project underway that is reviewing the funding structure, and the roles and responsibilities for delivery of activities between Dairy Australia and Murray Dairy. This may provide recommendations for streamlining and focusing Murray Dairy activities into the future.

There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly alter the operations of the company, the results of those operations or the state of affairs of the company, in future years.

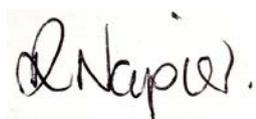
Indemnification of Officers

No indemnities has been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the company.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under section 307 C of the *Corporations Act 2001* is set out on page 16.

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



Rachael Napier
Chairperson
Dated this 30th day of September 2024



Claire Baumber
Treasurer
Dated this 30th day of September 2024



**AUDITOR'S INDEPENDENCE DECLARATION UNDER
SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF
MURRAY DAIRY LIMITED**

ABN 84 414 519 559

FOR THE YEAR ENDED 30 JUNE 2024

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2024 there have been:

- i. No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii. No contraventions of any applicable code of professional conduct in relation to the audit.

Adam Purtil RCA 419507

Date: 30 September 2024

375 Wyndham Street Shepparton, VIC 3630

Shepparton
Finley
Deniliquin



375 Wyndham Street, Shepparton VIC 3630
P.O Box 5, Shepparton VIC 3632

T (03) 5821 4622
F (03) 5821 1598

ABN 87 650 289 286

Liability limited by a scheme approved under Professional Standards Legislation

Financials

Murray Dairy Limited Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2024

		2024	2023
	Note	\$	\$
Revenue	2	1,804,900	1,961,238
Contracted employee benefits expense	3	(1,053,640)	(917,334)
Depreciation	3	(3,082)	(2,607)
Consultants and contractors		(163,971)	(536,486)
General and administrative expenses		(60,477)	(65,462)
Advertising and seminar/workshops		(91,661)	(130,959)
Occupancy and associated costs	3	(37,346)	(36,092)
Travel	3	(20,417)	(170,841)
Other expenses		(73,684)	(32,636)
Profit/(Loss) before income tax expenses		300,622	68,821
Income tax expenses	1	-	-
Profit/(Loss) after income tax expense		300,622	68,821
Other comprehensive income:			
Items that will not be reclassified to profit and loss		-	-
Items that will be reclassified subsequently to profit or loss when specific conditions are met		-	-
Total other comprehensive income for the year		-	-
Total comprehensive income attributable to members of the entity		300,622	68,821

Statement of Financial Position

As at 30 June 2024

		2024	2023
	Note	\$	\$
Assets			
Current Assets			
Cash and Cash Equivalents	4	1,632,975	1,618,057
Trade and Other Receivables	5	158,649	250,170
Total Current Assets		1,791,624	1,868,227
Non-Current Assets			
Property, Plant and Equipment	6	3,812	6,894
Total Non-Current Assets		3,812	6,894
Total Assets		1,795,436	1,875,121
Liabilities			
Current Liabilities			
Trade and Other Payables	7	136,334	483,412
Contract Liabilities		3,061	36,290
Total Current Liabilities		139,395	519,702
Non-current Liabilities			
Total Non-current Liabilities		-	-
Total Liabilities		139,395	519,702
Net Assets		1,656,041	1,355,419
Equity			
Retained Earnings		1,656,041	1,355,419
Total Equity		1,656,041	1,355,419

The accompanying notes form part of these financial statements

Statement of Changes in Equity

For the year ended 30 June 2024

	Retained Earnings	Total Equity	
	Note	\$	\$
Balance at 1 July 2022		1,286,598	1,286,598
Profit for the year		68,821	68,821
Other comprehensive income for the year		-	-
Total comprehensive income for the year attributable to members of the entity		68,821	68,821
Balance at 30 June 2023		1,355,419	1,355,419
Profit for the year		300,622	300,622
Other comprehensive income for the year		-	-
Total comprehensive income for the year attributable to members of the entity		300,622	300,622
Balance at 30 June 2024		1,656,041	1,656,041

The accompanying notes form part of these financial statements

Statement of Cash Flows

For the year ended 30 June 2024

		2024	2023
	Note	\$	\$
Cash flows from operation activities			
Receipts from customers		2,029,434	1,901,321
Payments to suppliers and employees		(2,028,764)	(2,040,142)
Interest received		14,248	12,492
Net cash provided by/ (used in) operating activities	9	(14,918)	(126,329)
Cash flows from investing activities			
Purchase of property, plant and equipment		-	-
Net cash used in investing activities		-	-
Cash flows from financing activities			
Net cash used in financing activities		-	-
Net increase in cash held		14,918	(126,329)
Cash and cash equivalents at the end of the financial year		1,618,057	1,744,386
Cash and cash equivalents at end of period	4	1,632,975	1,618,057

The accompanying notes form part of these financial statements

Notes to the Financial Statements

For the year ended 30 June 2024

Note 1 Summary of material accounting policies

Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosure Requirements of the Australian Accounting Standards Board (AASB 1060). The company is a non-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The amounts presented in the financial statements have been rounded to the nearest dollar.

Accounting Policies

(a) Revenue

Non-reciprocal grant revenue is recognised in profit or loss when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before the entity is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor; otherwise the grant is recognised as income on receipt.

Donations and bequests are recognised as revenue when received.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Revenue from rendering a service is recognised upon delivery of the contracted service to the customer.

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

(b) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

Cash flows are presented on a gross basis. The GST component of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

(c) Income tax

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

(d) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

(e) Trade and other receivables

Trade and other receivables include amounts from customers for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method, less any provision for impairment. Refer to note 1(h) for further discussions on the determination of impairment losses.

The accompanying notes form part of these financial statements

(f) Property, plant and equipment

Each class of property, plant and equipment is carried at cost value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Plant and equipment

Plant and equipment are measured on the cost basis.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Depreciation

The depreciable amount of all fixed assets, excluding freehold land, is depreciated on a straight-line or diminishing value basis or over the asset's useful life to the company commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Depreciation rate
Plant and equipment	15–40%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(g) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss' in which case transaction costs are recognised as expenses in profit or loss immediately.

Classification and subsequent measurement

Finance instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between the initial amount and the maturity amount calculated using the *effective interest method*. The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

(i) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains and losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(ii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the company's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(iii) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

Impairment

At the end of each reporting period, the company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset (or a group of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors (or a group of debtors) are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivable), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account, or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account. When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the company recognises that impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

(h) Impairment of assets

At the end of each reporting period, the company assesses whether there is any indication that an asset may be impaired. The assessment will include considering external sources of information and internal sources of information including dividends received from subsidiaries, associates or jointly controlled entities deemed to be out of pre-acquisition profits. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount. Any impairment loss of a revalued asset is treated as a revaluation decrease. Where it is not possible to estimate the recoverable amount of an individual asset, the entity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Impairment testing is performed annually for goodwill and intangible assets with indefinite lives.

(i) Trade and other payables

Trade and other payables represent the liabilities for goods and services received by the company during the reporting period that remain unpaid at the end of the reporting period. The balance is recognised as a current liability with the amounts normally paid within 60 days of recognition of the liability.

(j) Employee benefits

Short-term employee benefits

No provision is made for short-term employee benefits as the company does not have any employees. Murray dairy services are delivered by employees of Dairy Australia. A cost recovery is charged by Dairy Australia.

Other long-term employee benefits

No provision is made for other long-term employee benefits as the company does not have any employees. Murray dairy services are delivered by employees of Dairy Australia. A cost recovery charged by Dairy Australia.

(k) Provisions

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(l) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction and production of assets that necessarily take a substantial period of time to prepare for their intended use or sale are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in income in the period in which they are incurred.

(m) Leases

For the comparative year – lease payments for operating leases are charged as expenses on a straight-line basis over the life of the lease term.

For the current year – At the commencement of the lease, the company recognises a right of use asset and associated lease liability for the lease term. The lease term includes extension periods where the company believes it is reasonably certain that the option will be exercised.

The right of use asset is measured using the cost model where cost on initial recognition comprises the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration less any lease incentives.

The right of use asset is depreciated over the lease term on a straight line basis and assessed for impairment in accordance with the impairment of assets accounting policy.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of lease term or index upon which the lease payments are based (i.e. CPI).

Where the lease liability is remeasured, the right of use asset is adjusted to reflect the remeasurement or is recorded in profit or loss if the carrying amount of the right of use asset has been reduced to zero.

Exceptions to lease accounting – The company has elected to apply the exceptions to lease accounting for both short term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low value assets. The company recognises the payments associated with these leases as an expense on a straight line basis over the lease term.

(n) Comparative figures

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

(o) Critical accounting estimates and judgements

The director's evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on the current trends and economic data, obtained both externally and within the company.

Key estimates

(i) Impairment

The company assesses impairment at each reporting period by evaluating the conditions and events specific to the company that may be indicative of impairment triggers. Where an impairment trigger exists, the recoverable amount of the asset is determined. Value-in-use calculations performed in assessing the recoverable amounts incorporate key estimates.

Key judgements

(i) Provision for impairment of receivables

Current trade receivable are generally on 30-day terms. These receivables are assessed for recoverability and a provision for impairment is recognised when there is objective evidence than an individual trade receivable is impaired. As at 30 June 2024 trade receivables of \$68,200 (2023: \$91,240) were past due but not considered impaired as it is expected that these amounts will be received.

(ii) Grant Income

For many of the grant agreements received, the determination of whether the contract includes sufficiently specific performance obligations was a significant judgement, grants received may have been accounted for under both AASB 15 and AASB 1058 depending on the terms and conditions.

Note 2 Revenue and Other Income

	2024	2023
	\$	\$
Project income	527,373	738,800
RDP Funding	992,310	1,048,296
Interest received	14,248	12,492
Extension	235,905	68,893
Other income	35,064	92,757
	1,804,900	1,961,238

Note 3 Expenses

Contracted employee benefits expense (**Expense recovery is paid to Dairy Australia - the legal employer)	1,053,640	917,334
Depreciation - plant & equipment	3,082	2,607
	3,082	2,607
Travel - domestic	20,417	15,056
Travel - international	-	155,785
	20,417	170,841
Rental expense on operating leases**	37,346	36,092
Rental repairs	-	-
	37,346	36,092

(** Refer change in accounting policy AASB 16)

Note 4 Cash and Cash Equivalents

CURRENT		
Cash on hand	500	500
Cash at bank	1,226,321	1,383,350
Short-term investments - bank deposits	406,154	234,207
	1,632,975	1,618,057

Note 5 Trade and Other Receivables

CURRENT		
Trade receivables	100,500	91,240
Other receivables	7,774	115,138
ATO receivable	50,375	43,792
	158,649	250,170

Note 6 Property, Plant and Equipment

	2024	2023
	\$	\$
<i>NON-CURRENT</i>		
Plant and equipment		
At cost	15,077	15,077
Accumulated depreciation	(11,265)	(8,183)
Total Property, Plant and Equipment	3,812	6,894

Note 7 Trade and Other Payables

<i>CURRENT</i>		
Trade payables	-	4,642
Sundry payables and accrued expenses	36,186	189,859
Discussion group funds held	59,274	212,459
ATO payable	40,874	76,452
	136,334	483,412

Note 8 Cash Flow Information

Reconciliation of cash flow from operations with profit after income tax		
Profit/ (Loss) after income tax expense	300,622	68,821
Non-cash flows in profit:		
Depreciation	3,082	2,607
Changes in assets and liabilities		
(Increase)/decrease in trade and other receivables	91,521	(36,243)
Increase/(decrease) in trade and other payables	(347,078)	45,792
Increase/(decrease) in income in contract liabilities	(33,229)	(207,306)
Cash flow from operations	14,918	(126,329)

Note 9 Capital and Leasing Commitments

	2024	2023
	\$	\$
(a) Finance lease commitments		
There are no finance lease commitments		
(b) Operating lease commitments		
Non-cancellable operating leases contracted for but not capitalised in the financial statements		
Property lease		
not later than 12 months	-	-
between 12 months and 5 years	-	-
later than 5 years	-	-
The most recent property lease has now expired, with rent now payable monthly in advance on the same terms and conditions as the prior lease. A new property lease is expected to be signed on similar terms and conditions.		
(c) Capital expenditure commitments		
No capital commitment's exist at 30 June 2024		

Note 10 Director and Related Party Disclosures

Related parties include key management personnel, close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members. Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties.

Note 11 Contingent Liabilities and Assets

The company's directors are not aware of any contingent liabilities or assets as at the date of signing this financial report.

Note 12 Events Subsequent to Reporting Date

Murray Dairy receives it's majority of funding from Dairy Australia under an agreement called the Accord. Currently, there is a project underway that is reviewing the funding structure, and the roles and responsibilities for delivery of activities between Dairy Australia and Murray Dairy. This may provide recommendations for streamlining and focusing Murray Dairy activities into the future.

There are no other matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly alter the operations of the company, the results of those operations or the state of affairs of the company, in future years.

Note 13 Company Details

The registered office of the company is:

Murray Dairy Limited
23 Nixon Street
Shepparton Victoria 3630

The principal place of business is:

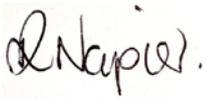
Murray Dairy Limited
255 Ferguson Road
Tatura Victoria 3616

Murray Dairy Limited Directors' Declaration

For the year ended 30 June 2024

The directors of the registered entity declare that, in the directors' opinion

- 1 The financial statements and notes, as set out on pages 17-27, are in accordance with the *Corporations Act 2001* and:
 - a. comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
 - b. give a true and fair view of Murray Dairy Ltd's financial position as at 30 June 2024 and of its performance for the year ended on that date.
- 2 In the directors' opinion there are reasonable grounds to believe that Murray Dairy Ltd will be able to pay its debts as and when they become due and payable



Rachael Napier
Chairperson
Dated this 30th day of September 2024



Claire Baumber
Treasurer
Dated this 30th day of September 2024



INDEPENDENT AUDITOR'S REPORT

To the Members of Murray Dairy Ltd

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Murray Dairy Ltd (the Company), which comprises the statement of financial position as at 30 June 2024, the statement of profit or loss and other comprehensive income for the period then ended, statement in changes in equity, statement of cash flows, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of Murray Dairy Ltd, is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2024 and of its financial performance for the period then ended; and
- (b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

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

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

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

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2024 but does not include the financial report and our auditor's report thereon.

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

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

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

Shepparton
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Deniliquin

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ABN 87 650 289 286



Responsibilities of the Directors for the Financial Report

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

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

Auditor's Responsibilities for the Audit of the Financial Report

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



Adam Purtill RCA 419507

Date: 30 September 2024

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Disclaimer

The content of this publication is provided for general information only and has not been prepared to address your specific circumstances. We do not guarantee the completeness, accuracy or timeliness of the information.

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