AUSTRALIAN FOOD & GROCERY COUNCIL

Annual Report '26



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Acknowledgement of Country

The Australian Food & Grocery Council (AFGC) acknowledges the traditional owners of country throughout Australia and their continuing connection to land, waters and community. We pay our respects to their peoples, cultures and elders past and present.

About us



Our purpose

To bring Australia's FMCG industry together to champion growth.

Who we are

The Australian Food & Grocery Council is the peak body for Australia's food, beverage and grocery supply industry.

The strategic pillars that form the core of our activities are:

People: development of the current and future workforce supporting the FMCG industry.

Products: providing the right solution for issues that arise, informed by our members, presented at the right time.

Growth: we want to see the industry grow in value to $250 billion by 2030, and champion investment, innovation and trade expansion.

We pursue these goals with integrity, collaboration and innovation.

Our advocacy is grounded in the experience of Australia's food and grocery manufacturers.

Member perspectives informed AFGC's work across investment, workforce, energy, sustainability, supply chains, trade and food processing, connecting manufacturers' experience with national policy discussions.

A word from the Chair



When I became AFGC's first independent Chair in June 2025, I brought more than four decades of experience from the retail side of the industry. My first year on the supplier side of the table has given me a far deeper appreciation of the scale, complexity and importance of Australia's food and grocery manufacturing sector.

Our sector generates almost $183 billion in turnover, employs more than 300,000 Australians – one in every three manufacturing jobs – and exported $52.6 billion of product last year, up more than 17%. Our members make the food, drinks, groceries and household essentials Australians rely on every day, and more than a third of our workforce is based in the regions, sustaining local jobs, communities and supply chains across the country.

Yet much of what it takes to get those products onto shelves and into homes happens out of public view. That is why a strong, credible industry voice matters.

This year tested that voice. The Middle East crisis was one of the biggest shocks the sector has faced in years, disrupting supply chains and pushing up costs, and its effects are still being felt.

Energy, freight, packaging and ingredient costs remain high, while manufacturers are also absorbing regulatory change, workforce shortages and rising expectations from customers and consumers.

We have made the case to government that easing cost-of-living pressure on households means addressing the cost of manufacturing. That makes Australia's attractiveness as a place to make things, and to invest, a pressing national question.

Despite these pressures, I have good reason for confidence. One of the highlights of my first year has been getting out to meet the people behind this industry at AFGC events and on-site visits. Seeing manufacturing up close, and hearing directly from those who keep these businesses running, has reinforced just how much capability, pride and expertise there is across our sector.

We have globally recognised brands and a reputation for safe, high-quality manufacturing. New technology, data and AI are opening up opportunities across manufacturing and retail, and growing export markets offer further potential for Australian-made products. With the right policy settings, the sector's goal of $250 billion in turnover by 2030 is within reach.

The clearest lesson of my first year has been the value of working together.

Members have united on issues that affect the whole industry, including food labelling, sustainability, regulation, trading relationships and the implementation of the now mandatory Food and Grocery Code of Conduct.

When AFGC and its members bring evidence, practical solutions and a clear position to government and our trading partners, we are heard. Partnership with government, with retailers and across the supply chain is how this industry makes progress.

Looking ahead, I want to see stronger relationships across the supply chain, a manufacturing base that is growing rather than shrinking and wider recognition of what our industry contributes to Australian households and communities.

That will take leadership from industry as much as from government. AFGC has a vital role to play in bringing the sector together and making the case for the conditions manufacturers need to succeed.

Thank you to our members, my fellow Board members, CEO Colm Maguire and the AFGC team for their support, candour and commitment throughout my first year as Chair. I particularly thank my predecessor, Anthony Holme, for his leadership and his generous support during the transition. I am proud of what we have achieved together and confident about what comes next.

> "The clearest lesson of my first year has been the value of working together."

Bernie Brookes AM

Chair
Australian Food & Grocery Council

A word from the CEO



The past year tested our industry and reinforced the importance of our ambition for growth. It also confirmed that significant challenges remain.

Food and grocery manufacturers continue to operate in an environment shaped by persistent cost pressures, workforce challenges, increasing regulatory complexity, shifting consumer expectations and ongoing global uncertainty.

Supply chain disruptions, geopolitical tensions and rising compliance obligations have placed additional demands on businesses already working hard to deliver the essential products Australian households rely on every day.

Despite these obstacles, our members continued to invest, innovate and pursue growth. Against this backdrop, the Australian Food & Grocery Council undertook a significant period of renewal to support members more effectively.

This year we introduced a new organisational purpose and strategy, providing greater clarity about who we are, who we serve and the role we must play in helping our industry succeed. We have aligned around a clear purpose:

bringing Australia's food and grocery industry together to champion growth.

That purpose is simple, but important. It recognises that no single organisation, company or stakeholder can address the challenges facing our sector alone. Progress requires collective effort, stronger relationships and greater alignment across the industry.

Our strategy is built around three pillars: **Growth, people and products.**

Together, they provide a framework for how we advocate, engage and deliver value to members while strengthening the long-term sustainability of the sector.

The development of this strategy was not simply a planning exercise. It was a recognition that the operating environment is changing and the AFGC must continue evolving alongside our members. Through extensive consultation, engagement and listening, we challenged ourselves to become more focused, more accountable and clearer about the outcomes we seek to achieve.

During the year we also strengthened our advocacy position and relationships across government, retail, industry and the broader stakeholder landscape. The issues impacting our sector are increasingly interconnected.

Workforce shortages, energy affordability, supply chain resilience, competition settings, sustainability obligations, nutrition policy and trade settings all play a role in determining the industry's ability to grow.

Our responsibility is to ensure the collective voice of members is heard where it matters most and represented with credibility, evidence and purpose.

Importantly, this year was also about rebuilding connection. Stronger engagement with members has brought us closer to the businesses we represent and improved our ability to advocate on their behalf.

We invested in bringing members together through events, forums, committees, publications and new communication channels. Initiatives such as The Collective, our growing events program and expanded member-only activities reflect our belief that a more connected industry is a more influential industry.

The value of the AFGC has always extended beyond advocacy alone. It lies in our ability to convene, inform and unite organisations around shared priorities.

Internally, we have focused on building a stronger organisation capable of supporting members into the future. A new leadership team, improved governance including an independent Chair, enhanced operational disciplines and a focus on accountability have strengthened the foundations of the AFGC.

While much of this work is not always visible, it is essential to our ability to deliver value in a complex and rapidly evolving environment.

The challenges facing our industry remain significant.

Regulatory reform will continue to be an area where we need to strongly represent the needs of the industry. Consumer expectations will continue to evolve, as will the focus on the impact of our sector on the cost-of-living issues facing many.

Global uncertainty remains a feature of the environment in which we operate and is likely to continue to impact the year ahead.

As an industry and organisation, we have reason to remain optimistic.

I am optimistic because I have seen the willingness of our members to engage constructively, share insights and work together on issues impacting the entire sector. I am optimistic because our industry continues to demonstrate resilience, innovation and a determination to invest in Australia's future. And I am optimistic because the AFGC now has a clearer purpose, a stronger strategy and a renewed focus on the outcomes that matter most.

The year ahead will require continued collaboration, disciplined advocacy and collective leadership. We will continue to evolve AFGC to support our shared goals and aspirations.

As we look ahead, our focus remains unchanged: bringing the industry together, championing growth and ensuring the food and grocery sector remains one of Australia's most important contributors to economic prosperity, employment and community wellbeing.

In particular, I would like to thank our Chair, Bernie Brookes, for his leadership, commitment and support in our first full year together.

Thank you to the Board, including those who departed during the year, our partners and sponsors, and the AFGC team for your trust, support and commitment.

Most importantly, I extend my gratitude and admiration to all our members. Together, we will continue building an industry that is stronger, more connected and better positioned for growth.

Colm Maguire

Chief Executive Officer

Board of Directors

From 1 July 2025 to 30 June 2026



Bernie Brookes AM
Chair



Nigel Parsons
Deputy Chair
Chief Commercial Officer, Asahi Beverages



Belinda Driscoll
VP and Managing Director, ANZ, Kimberly-Clark



Paris Golden
Managing Director, McCormick Foods Australia Pty Ltd



Lyn Radford
Managing Director, McCain Foods



Paul Hitchcock
Chief Executive Officer, Patties



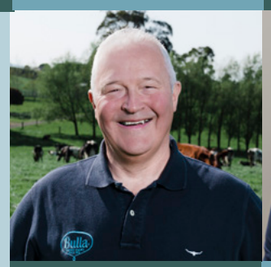
Rachel Bajada
Founder and Chief Executive Officer, Noshu Foods



Mal Carseldine
Chief Executive Officer, Lactalis
(from 6 November 2025)



Caroline Waite
Chief Executive Officer, Stuart Alexander & Co
(from 6 November 2025)



Allan Hood
Chief Executive Officer, Bulla Dairy Foods
(resigned 23 February 2026)



Anthony Holme
Managing Director, Kellanova ANZ
(resigned 6 November 2025)

Our Team

- Colm Maguire, Chief Executive Officer.

Executive Operations

- Tonya Smith, Executive Assistant to the CEO.
- Michelle Wickson, Associate Director, Finance and Operations.
- Claire Bai, Finance Officer.

Health, Trade & Regulatory Affairs

- Dr Duncan Craig, Director, Health, Trade & Regulatory Affairs.
- Anne-Marie Mackintosh, Associate Director, Nutrition and Regulation.
- Chloe Hennessy, Manager, Health, Trade & Regulatory Affairs.

Membership & Sustainability

- Sarah Collier, Director, Membership & Sustainability.
- Alyssa Shands, Associate Director, Membership.
- Josephine Trudinger, Events & Membership Specialist.
- Ruth Hyde, Sponsorship & Partnerships Manager.
- Karoline Dawe, Events Manager.
- Kimberley Brady, Member Communications Specialist.

Retail

- Andrew Clark, Director, Retail.
- Lee Dittmar, Manager, Supply Chain.

Stakeholders, Engagement & Policy

- Scott McGrath, Director, Stakeholders, Engagement & Policy.
- Maguy Keleko, Manager, Government Relations.
- Zandi Shabalala, Manager, Media & External Communications.
- Rick Umback, Manager, Industry Policy & Engagement.
- Samuel Garcia, Manager, Economics & Insights.
- Ingrid Cruz, Communications Officer.

Our Partners

AFGC was proud to partner with GS1 Australia, Touchstone Executive Search, NIQ and CHEP throughout 2025–26. We thank them for their continued support.

GS1 Australia

Standards partner

GS1 Australia provides standards and solutions across more than 20 industries. Since introducing barcoding to Australia in 1979, it has helped more than 21,000 member companies improve efficiency through the GS1 system. By connecting businesses, associations and industry leaders, GS1 Australia supports practical solutions, stronger networks and best practice across the supply chain.

touchstone EXECUTIVE SEARCH

Executive search partner

Touchstone Executive Search helps organisations secure senior executive talent. Since 2003, it has advised major Australian and multinational companies on senior appointments across the Asia-Pacific region. Its research, global networks and industry knowledge enable it to deliver targeted, high-quality shortlists efficiently.

NIQ

Insights partner

NIQ provides retail and consumer measurement, data and analytics to businesses worldwide. Its comprehensive insights help retailers, manufacturers and partners make confident decisions, accelerate growth and improve performance. NIQ has 30,000 employees across more than 100 countries.

CHEP
A Brambles Company

Global supply chain partner

CHEP supports Australia's FMCG sector through a circular share-and-reuse model for supply chain equipment. Its reusable pallets, crates, bins, beverage trays and bulk containers help manufacturers, distributors and retailers move and protect goods efficiently. CHEP's national network provides reliable access to quality equipment, helping customers reduce logistics costs, packaging impacts, carbon emissions and waste.

Our Members

Full members

- A.Clouet (Ayam)
- Allied Pinnacle
- Arnott's Group
- Asahi Lifestyle Beverages
- Ashgrove Cheese Pty Ltd
- Aspen Pharmacare Australia Pty Ltd
- The A2 Milk Company (Australia) Pty Ltd
- Australian Blending Company Pty Ltd
- Bakers Maison
- Barilla Australia
- Beak & Johnston Pty Ltd
- Beechworth Honey
- Beerenberg Pty Ltd
- Bega Foods
  - Bega Dairy and Drinks
  - Peanut Company Australia
- Bel Brands Australia
- BIC Australia
- Birch & Waite Foods Pty Ltd
- Blackmores
- Brands & Marks Pty Ltd
- Brita Water Filters
- Bulla Dairy Foods
- Bundaberg Brewed Drinks Pty Ltd
- Bundaberg Sugar Ltd
- Calbee Australia
- Cantarella Bros Pty Ltd (Vittoria)
- Carman's Fine Foods
- Chen Foods
- Chobani Pty Ltd
- CJ Nutracon Pty Ltd
- Clorox Australia Pty Ltd
- Coca-Cola Europacific Partners
- Coca-Cola ASEAN and South Pacific
- Conga Foods Pty Ltd
- Coopers Brewery Ltd
- Dilmah Australia Pty Ltd
- Dr Oetker Queen Australia Pty Ltd
- Duracell Australia Pty Ltd
- Erskine Products Pty Ltd
- Essity Australasia
- F. Mayer Imports Pty Ltd (should that be Mayers Fine Food?)
- Ferrero Australia Pty Ltd
- Flora Food Management Aust (prev. Upfield)
- Fonterra Oceania
- Forbidden Foods
- FreshFood Services Pty Ltd
- Galderma Australia Pty Ltd
- General Mills Australia Pty Ltd
- George Weston Foods Ltd
  - Mauri ANZ
  - Don
  - Jasol Australia
  - Jordans Dorset Ryvita
  - Tip Top
  - Twinings
  - Yumi's
- Glow Lab Australasia
- Goodman Fielder Ltd
- Hakubaku Australia Pty Ltd
- HARIBO Australia
- Henkel Australia Pty Ltd
- Hive & Wellness Australia Pty Ltd
- Hoyt Food Manufacturing Industries Pty Ltd
- Iconic Foods (Sirena Tuna)
- The Infant Food Co Pty Ltd
- Ingham's Enterprises
- ITO EN Australia Pty Ltd
- Jack Links Australia LLC
- JH Whittaker & Sons (Aust) Ltd
- Kerry Ingredients Australia Pty Ltd
- Kimberly-Clark Australia Pty Ltd
- Kraft Heinz Australia
- Lactalis Australia
  - Sanulac Nutritionals Australia
- Jalna Dairy Foods Pty Ltd
- Laucke Flour Mills Pty Ltd
- LavAzza
- Lindt & Sprüngli Australia
- L'Oreal Australia & New Zealand
- Madura Tea Estates
- The Magnum Ice Cream Company
- Manildra Group
- Mars Food & Nutrition Australia
- Mars Petcare Australia
- Mars Snacking (formerly Mars Wrigley & Kellanova)
- McCain Foods (Aust) Pty Ltd
- McCormick Foods Australia Pty Ltd
  - Botanical Food Company Pty Ltd McKenzie's Foods (prev. Ward McKenzie)
- Mondelēz International
- Mutti Australia
- Nando's Peri-Peri Australia Pty Ltd
- Nestlé Australia Ltd
- Noshu Foods Pty Ltd
- noumi Limited
- Nutricia Specialised Nutrition (Danone Oceania)
- Obela Fresh Dips & Spreads Pty Ltd
- Ocean Spray International, Inc
- Patties Foods Ltd
- Peerless Foods
- PepsiCo Australia New Zealand
- Peters Ice Cream
- Premier Foods Group Ltd
- Primo Foods Pty Ltd (owned by JBSSA)
- PZ Cussons Australia Pty Ltd
- Real Pet Food Company
- Reckitt
- Red Bull Australia Pty Ltd
- Sabrands Group
- San Diego Tortilla Factory Pty Ltd
- Sanitarium Health and Wellbeing Company
- Sanofi Consumer Healthcare (Opella)
- Saputo Dairy Australia
  - Danone Saputo
- Warrnambool Cheese & Butter Factory
- SC Johnson & Son Pty Ltd
- SI&D Group Holdings (Sue & Daughters)
- Simplot Australia Pty Ltd
- SnackBrands Australia Pty Ltd
- Sorbent Paper Company
- Spicemasters Australia Pty Ltd
- Steric Pty Ltd
- Stuart Alexander & Co Pty Ltd
- Sugar Australia Pty Ltd
- Sunny Queen Pty Ltd (Meal Solutions)
- SunRice
  - Riviana Foods
  - Global Rice
  - CopRice
- Suntory Beverage & Food Australia Ltd
- Superpop Pty Ltd
- Swisse Wellness Pty Ltd
- Tassal Group Ltd
- Tegel Foods Ltd
- TePe Australia & New Zealand Pty Ltd
- Tixana Pty Ltd
- Unicharm Australasia
- Unilever Australia & New Zealand
- Van Dyck Fine Foods Ltd
- The Vege Chip Company
- V2food Operations Pty Ltd
- Vestacy
- Vitality Brands Worldwide
- Vitasoy Australia Products
- Walter & Wild
- Yakult Australia Pty Ltd

Associate members

- 3P Partners
- Active International
- Acumen Commercial Insights
- ADM Australia Pty Ltd
- Argon & Co Australia and New Zealand
- Australian Agricultural Group
- [axr] Recruitment & Search
- bdm Revenue Management Consulting
- Centric Software
- Cheetham Salt Ltd
- CHEP Australia
- Circana (previously IRI)
- Danisco Australia Pty Ltd
- Davies Collison Cave
- Deloitte Touche Tohmatsu
- Devro Pty Ltd
- DP World
- EY
- Flow Power
- Food Recycle
- Foodbank Australia
- GS1 Australia
- Heighton Group
- Howden Group
- Ingrain Starch
- Lineage
- Linfox Australia Pty Ltd
- Maersk Logistics & Services
- Matthews Australasia
- Meat & Livestock Australia
- Mindpick/ FMCG Analytics
- NEXTGEN Group
- NIQ (NielsenIQ)
- Novonesis (formerly Chr Hansen)
- Opal Packaging
- Orora Ltd
- PromoSync Pty Ltd
- RACV Commercial Energy Solutions
- RealWorld Marketing
- The Advantage Group
- Relex Solutions Pty Ltd
- SCHÜTZ
- SecondBite
- Six Degrees Executive Pty Ltd
- Strikeforce AMC
- Tetra Pak Marketing Pty Ltd
- Touchstone Executive Search
- Vusion
- woolloo Pty Ltd

Affiliate members

- Australian Dairy Products Federation
- Australian Institute of Packaging
- Australian Logistics Council
- Australian Meat Industry Council
- Committee for Greater Shepparton
- Consumer Health Care Products
- Food & Agribusiness Network
- Food Industries Association of Qld Inc
- Foodservice Suppliers Association of Australia
- Grains & Legumes Nutrition Council
- National Association of Women in Operations (NAWO)
- Private Label Manufacturers Association Aust/NZ
- Standards Australia



AUSTRALIAN FOOD & GROCERY COUNCIL

State of the Industry

Our State of the Industry analysis is our annual assessment of the performance of Australia's FMCG sector.

Drawing on the latest official data, it brings together key measures of turnover, economic value, employment, business activity, investment and trade. It provides an annual snapshot of the sector that transforms Australia's farm output into products used by households every day.

TURNOVER
$182.6b
+5.8%

REGIONAL EMPLOYMENT
35.8%
33.4%
FMCG EMPLOYMENT AS % OF MANUFACTURING

EXPORTS
$52.6b
+17.4%

BUSINESS COUNT
17,669
+1.2%

EMPLOYMENT[1]
301,227
+2.6%

CAPITAL INVESTMENT[2]
$4.5b
+16%

IMPORTS
$50.9b
+8.4%

The figures on this page exclude the fresh food sector and are based on 2024-25 ABS data.

1: This is total number of employees on a head count basis and does not include seasonal employees.
2: Gross fixed capital formation in the food, beverage and tobacco manufacturing subsector is used as indicator of capital investment.

Our year in brief

27
Submissions representing member interests

3
Parliamentary inquiries addressed

28
Member Briefs keeping you up to date

192
Members of the AFGC

7
Events coordinated to support industry growth

22
Webinars keeping members up to date

1300+
Attendees benefited from events and webinars

$186.2b
Contributed by the FMCG industry to the Australian economy

Stakeholders, Engagement & Policy

The year in focus

Australia's food and grocery manufacturers faced sustained pressure from rising costs, workforce shortages, high energy prices, regulatory change and global disruption throughout 2025–26.

The AFGC kept the sector's priorities before government, advocating for policies to lift productivity, unlock investment, support trade, strengthen food security and supply chain resilience, and improve manufacturing competitiveness.

This advocacy was grounded in evidence and practical proposals, including the **Productivity Playbook, Pre-Budget Submission** and new workforce research, and supported by a strong public voice on emerging issues.

A closer look

RESPONDING TO GLOBAL DISRUPTION

Disruption in the Middle East demonstrated how quickly international events can affect Australian businesses and consumers.

Through government engagement and national media, the AFGC explained the pressures facing manufacturers and the potential implications for grocery prices.

The experience reinforced the importance of resilient supply chains and of ensuring manufacturers' perspectives inform government responses.

BUILDING UNDERSTANDING OF FOOD PROCESSING

Public scrutiny of food processing, packaging and microplastics intensified during the year.

The AFGC represented the sector, including in its response to the Senate inquiry into packaging and microplastics, and explained how processing keeps food safe, fresh, affordable and available.

With food processing expected to remain central to the national nutrition debate, this will continue to be an important focus.



What shaped our year

1 MANUFACTURING INVESTMENT

High labour and energy costs constrained competitiveness and investment, reinforcing the AFGC's case for supportive manufacturing policy.

2 WORKFORCE

Persistent skills shortages limited industry growth, while research by Oxford Economics strengthened the AFGC's workforce advocacy.

3 GLOBAL DISRUPTION

Disruption in the Middle East increased supply chain and cost pressures, prompting AFGC engagement with government and national media.

4 ENERGY & SUSTAINABILITY

The AFGC developed electrification guidance to help manufacturers reduce their reliance on gas and transition suitable processes to electricity.

5 FOOD PROCESSING

As scrutiny of food processing, packaging and microplastics grew, the AFGC highlighted the role of processing in keeping food safe, fresh, affordable and available.

Where we made an impact

TAKING INDUSTRY PRIORITIES TO GOVERNMENT

The AFGC brought industry priorities directly to senior decision-makers through roundtables with Trade and Tourism Minister Senator Don Farrell and Agriculture Minister Julie Collins MP.

MAKING THE CASE FOR INVESTMENT

The Productivity Playbook and Pre-Budget Submission proposed practical policies to unlock investment and strengthen Australian manufacturing.

BUILDING THE WORKFORCE EVIDENCE BASE

Research with Oxford Economics identified workforce gaps and strengthened the AFGC's case for policies that address the sector's long-term needs.

SUPPORTING THE ENERGY TRANSITION

The AFGC's electrification fact sheet provided practical guidance to help manufacturers reduce their reliance on gas and transition suitable processes to electricity.

BRINGING THE INDUSTRY PERSPECTIVE TO NATIONAL DEBATE

Through national media, including the ABC and Channel 9, the AFGC explained how disruption in the Middle East could affect manufacturers and consumers.

Issues on the horizon

INVESTMENT

High labour and energy costs will continue to constrain investment in food and grocery manufacturing. The AFGC will advocate for policies that give businesses confidence to invest and grow in Australia.

WORKFORCE

Migration, skills policy and access to workers will remain critical to growth. The AFGC will advocate for policies that reflect the sector's workforce needs.

SUSTAINABILITY

The AFGC will monitor changes to sustainability and reporting requirements as businesses balance new obligations with investment in sustainability.

FOOD PROCESSING

Food processing will remain prominent in public and policy debate, including through the review of the Australian Dietary Guidelines.

The year ahead

Our priorities in 2026-27 are:

UNLOCKING INVESTMENT

Advocating for policies that encourage investment in Australian food and grocery manufacturing.

BUILDING THE WORKFORCE

Championing skills and workforce policies that meet the sector's long-term needs.

STRENGTHENING SUPPLY CHAINS

Supporting freight and infrastructure improvements to make national supply chains more efficient.

BUILDING UNDERSTANDING OF OUR INDUSTRY

Ensuring government, policymakers and the community understand the sector's contribution and priorities.



AUSTRALIAN FOOD & GROCERY COUNCIL

Health, Trade & Regulatory Affairs

The year in focus

Food and grocery businesses navigated significant change across nutrition, labelling, marketing, food safety, chemicals and trade.

Guided by member input, AFGC brought industry expertise to government and regulatory processes and helped businesses prepare for emerging requirements.

Priorities included mandatory health star ratings, marketing restrictions, caffeine regulation, food processing, digital labelling, trade diversification and export growth.



What shaped our year

1 HEALTH AND NUTRITION POLICY

Preventive health policy continued to evolve across health star ratings, reformulation, marketing, infant formula and food processing. AFGC worked with members to develop evidence-based positions and represent industry perspectives.

2 REGULATORY CHANGE

A complex regulatory agenda spanned food standards, labelling, safety, chemicals and product regulation. AFGC contributed to consultations and helped members understand and prepare for change.

3 FOOD PROCESSING

Growing scrutiny of food processing reinforced the need for a clear, evidence-based industry voice. AFGC supported members through briefings, regulatory engagement and media commentary.

4 TRADE & EXPORT GROWTH

Shifting global markets sharpened the focus on diversification. AFGC joined Austrade's Trade Diversification Network and deepened its understanding of members' export priorities.

5 DIGITAL CONSUMER INFORMATION

SmartFacts progressed through in-market pilots, generating insights to guide the initiative's next stage and broader industry adoption.

Issues on the horizon

CUMULATIVE REGULATORY PRESSURE

Concurrent reforms across nutrition, labelling, marketing, product composition, food safety, chemicals, packaging and trade may increase compliance costs and complexity. Coordinated implementation and realistic timeframes will be essential.

NATIONAL CONSISTENCY

Growing state and territory activity may create inconsistent requirements. AFGC will continue advocating for nationally consistent, evidence-based approaches.

PUBLIC HEALTH AND FOOD PROCESSING

Health star ratings, dietary guidelines, reformulation, marketing restrictions and food processing will remain prominent, reinforcing the need for evidence-based policy that works in practice.

TRADE AND SUPPLY CHAINS

Geopolitical tensions, trade restrictions, shipping disruption and biosecurity events may affect ingredients, other inputs and finished products. Resilient supply chains and diverse export markets will remain priorities.

A closer look

NAVIGATING A CHANGING HEALTH POLICY LANDSCAPE

AFGC represented members across mandatory health star ratings, infant formula marketing and proposed restrictions on unhealthy food advertising to children, alongside South Australia's new restrictions on public assets.

Member working groups and the Nutrition & Regulation Committee contributed technical and commercial expertise, grounding AFGC's positions in industry experience and the practical implications of policy change.

PUTTING DIGITAL LABELLING INTO PRACTICE

Consumers increasingly expect accessible product information beyond the pack.

AFGC advanced in-market pilots of SmartFacts to test the initiative in practice and gather insights for its next stage. The focus now turns to full launch, opening participation to more food and grocery businesses.

BUILDING NEW PATHWAYS FOR TRADE

Market diversification is increasingly important to business resilience and long-term export growth.

Joining Austrade's Trade Diversification Network strengthened AFGC's connection to Australia's export agenda and its capacity to support members exploring new markets.

Where we made an impact

REPRESENTING MEMBERS ON HEALTH STAR RATINGS

Member working groups and submissions informed AFGC's position on mandatory health star ratings, bringing technical and commercial expertise to the process ahead of further consultation.

CONTRIBUTING TO CAFFEINE REGULATION

A specialist member working group and AFGC's third submission to the FSANZ review informed consideration of changes to caffeine permissions and labelling.

BRINGING EVIDENCE TO THE FOOD PROCESSING DEBATE

A member webinar, engagement with FSANZ, media interviews and articles helped members navigate the debate and brought an informed industry perspective to public discussion.

ADVANCING DIGITAL LABELLING

SmartFacts moved into in-market testing, providing practical insights to inform a broader rollout.

STRENGTHENING TRADE CAPABILITY

Participation in Austrade's Trade Diversification Network strengthened AFGC's connections and capability to support members' export diversification and growth.

The year ahead

Our priorities in 2026-27 are:

NAVIGATING MAJOR REGULATORY REFORM

Support members through key FSANZ and government processes, including health star ratings, foods for young children, novel foods and emerging regulation.

STRENGTHENING OUR VOICE ON HEALTH AND NUTRITION

Advocate for practical, evidence-based approaches to preventive health, dietary guidelines, reformulation, marketing controls and food processing.

GROWING TRADE AND EXPORT OPPORTUNITIES

Build trade capability through Austrade's Trade Diversification Network, helping members explore new markets, diversify exports and grow.

TAKING SMARTFACTS TO THE NEXT STAGE

Move SmartFacts from in-market pilots to full launch across the food and grocery sector.

EXPANDING SUPPORT FOR NON-FOOD MEMBERS

Establish a structured program to identify shared priorities and strengthen support for non-food members.

Regulation in numbers

17

Seventeen submissions led by Health, Trade & Regulatory Affairs

AFGC contributed to consultations involving:

- FSANZ.
- Codex.
- Department of Agriculture, Fisheries and Forestry.
- Department of Health, Disability and Ageing.
- Department of Climate Change, Energy, the Environment and Water.
- Department of Industry, Science and Resources.
- State and territory governments.

Topics included health star ratings, caffeine, allergen labelling, reformulation, infant formula marketing, chemicals regulation, export assurance and online food information.

15

Fifteen committee members and two observers

The Nutrition & Regulation Committee contributed expertise across food regulation, product and processing science, and consumer health and wellbeing.



AUSTRALIAN FOOD & GROCERY COUNCIL

Retail

The year in focus

Strong supplier-retailer relationships remained central to Australia's food and grocery sector amid changing trading practices, supply chain disruption and new regulation.

Throughout 2025–26, AFGC strengthened supplier-retailer dialogue, helped members navigate the first full year of the mandatory **Food and Grocery Code of Conduct**, and built capability through insights, training and practical support.

Disruption in the Middle East added pressure to supply chains and input costs. AFGC gathered member evidence, engaged government and industry, and brought supplier impacts into national discussions.

Research through **Voice of the Supplier, Voice of the Customer** also established a shared evidence base to support stronger relationships and sustainable growth.



A closer look

A NEW EVIDENCE BASE FOR STRONGER TRADING RELATIONSHIPS

Strong supplier-retailer relationships depend on a shared understanding of what enables effective collaboration and where improvement is needed.

Through Voice of the Supplier, Voice of the Customer, AFGC and Advantage Group brought both perspectives together to identify the pillars of sustainable growth.

Annual data collection will inform industry discussion and track longer-term progress.

RESPONDING TO SUPPLY CHAIN DISRUPTION

Disruption in the Middle East created uncertainty across global supply chains, with implications for costs, workforce needs and access to manufacturing inputs.

Member surveys, pulse checks and direct engagement clarified emerging pressures on petrochemicals, resins, plastics and packaging. Reports and dashboards translated these findings into evidence for advocacy and scenario planning.

AFGC shared these insights through the National Coordination Mechanism and the supply chain roundtable, and with relevant government departments, the Office of Supply Chain Resilience, Chemistry Australia and state governments.

This work helped ensure supplier pressures informed government and industry planning.



What shaped our year

1 SUPPLIER-RETAILER RELATIONSHIPS

AFGC created opportunities for suppliers and retailers to discuss shared challenges, deepen mutual understanding and identify more productive ways of working.

2 THE FOOD AND GROCERY CODE OF CONDUCT

The first full year of the mandatory Code brought renewed attention to trading practices. AFGC helped members navigate the new requirements and engaged Code Mediators on dispute resolution.

3 SUPPLY CHAIN RESILIENCE

Geopolitical disruption reinforced the need for resilient supply chains. AFGC worked with members, government and industry partners to monitor pressures and support planning.

4 MEMBER CAPABILITY

Training, industry insights and practical guidance remained central to the Retail program, supported by a review of provider partnerships to strengthen future offerings.

Where we made an impact

BUILDING A SHARED VIEW OF SUPPLIER-RETAILER RELATIONSHIPS

AFGC and Advantage Group delivered Voice of the Supplier, Voice of the Customer, identifying key pillars of sustainable growth and establishing a shared evidence base for industry discussion.

Annual data collection will track change and inform future dialogue and collaboration.

SUPPORTING INDUSTRY THROUGH DISRUPTION

During disruption in the Middle East, AFGC surveyed members to assess workforce impacts, price pressures and risks to the supply of petrochemicals, resins, plastics and packaging.

Reports and dashboards informed advocacy and scenario planning, while engagement with government and industry bodies helped address emerging supply chain needs.

SUPPORTING GOOD TRADING PRACTICES

AFGC supported members through the first full year of the mandatory Code. The Grocery Industry Advisory Committee strengthened engagement with Code mediators and monitored trading practices.

REPRESENTING MEMBERS IN POLICY DISCUSSIONS

AFGC represented members through public and confidential submissions on unit pricing, supermarket price transparency, unfair trading protections for small businesses and heavy vehicle reform.

DEEPENING MEMBER AND RETAILER ENGAGEMENT

Broader face-to-face engagement strengthened AFGC's understanding of member priorities, while dedicated retailer sessions enabled direct discussion of trading opportunities and emerging challenges.

Working with members

Member engagement remained central to the Retail team's work.

The refreshed Grocery Industry Advisory Committee examined trading conditions, retailer initiatives and emerging relationship issues. Changes in representation brought fresh perspectives following the departure of some committee members who moved into other senior leadership roles within their business.

Dedicated retailer sessions and broader engagement across member businesses strengthened relationships and improved mutual understanding across functions.

The Supply Chain Committee complemented this work through its focus on resilience, emerging requirements and collaboration across the value chain.

Issues on the horizon

SUPPLIER-RETAILER RELATIONSHIPS

Changing trading conditions and retailer initiatives will continue to affect suppliers, making open dialogue and mutual understanding essential.

TRADING PRACTICES

The mandatory Food and Grocery Code of Conduct has reshaped the operating environment. Helping members embed sound trading practices will remain a priority.

SUPPLY CHAIN RESILIENCE

Geopolitical events and disruption to critical inputs can rapidly affect manufacturers. Strong connections among members, retailers, government and supply chain partners will support earlier action.

INDUSTRY CAPABILITY

Evolving commercial, regulatory and supply chain requirements will sustain demand for relevant training, insights and practical support.

The year ahead

Our priorities in 2026-27 are:

STRENGTHENING SUPPLIER-RETAILER RELATIONSHIPS

Use research, forums and direct engagement to support constructive dialogue and more productive relationships.

EMBEDDING GOOD TRADING PRACTICES

Help members navigate the mandatory Code and promote fair, effective trading practices.

BUILDING MEMBER CAPABILITY

Develop training and industry insights that respond to member needs across commercial and supply chain functions.

STRENGTHENING SUPPLY CHAIN RESILIENCE

Work across the value chain to identify emerging risks, improve information sharing and build resilience.

DEEPENING INDUSTRY ENGAGEMENT

Strengthen connections across member companies, committees, retailers and industry partners to keep AFGC aligned with business priorities.



AUSTRALIAN FOOD & GROCERY COUNCIL

Sustainability

The year in focus

Sustainability policy evolved rapidly in 2025–26, with developments in packaging and the circular economy, climate disclosure, modern slavery and responsible sourcing.

AFGC advocated for workable reform, supported members preparing for mandatory climate disclosure and expanded practical guidance on Scope 3 emissions.

Collaboration underpinned this work, from developing shared packaging principles to engaging with governments, Treasury, the AASB and ASIC.



A closer look

HELPING MEMBERS PREPARE FOR CLIMATE DISCLOSURE

Mandatory climate disclosure represents a major change as successive reporting groups come into scope.

The Scope 3 Workbook helps members understand and calculate value-chain emissions, organise data and prepare for AASB S2 reporting.

Member webinars shared practical lessons from Group 1 reporters, supported by ongoing engagement with Treasury, the Australian Accounting Standards Board (AASB) and Australian Securities & Investments Commission (ASIC).

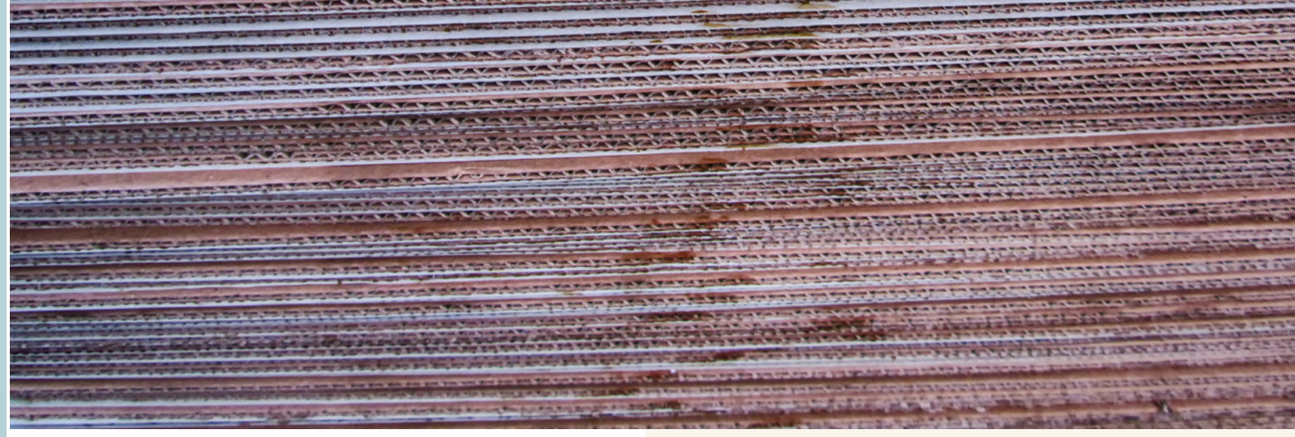
A NATIONAL APPROACH TO PACKAGING REFORM

Packaging reform remained one of the sector's most significant sustainability issues.

The Circular Economy Advocacy Plan set out three guiding principles: a whole-of-life approach, nationally consistent settings and shared responsibility across government, industry, consumers and the waste and recycling sector.

These principles guided engagement on the Australian Government's Circular Economy Framework, the National Environment Protection Measure, packaging regulation, labelling and recycled content.

AFGC also developed shared reform principles with packaging value-chain associations and supports extended producer responsibility where market failure is clear.



What shaped our year

1 PACKAGING AND THE CIRCULAR ECONOMY

Packaging reform remained a major focus as governments considered future regulatory arrangements.

AFGC's Circular Economy Advocacy Plan established three principles to guide advocacy on regulation, labelling, recycled content and extended producer responsibility: whole-of-life, whole-of-nation and whole-of-system.

2 CLIMATE DISCLOSURE

Mandatory climate disclosure under AASB S2 presented new reporting and implementation challenges.

AFGC worked with members, government and regulators to help businesses prepare for their obligations.

3 SCOPE 3 EMISSIONS

Inconsistent value-chain data made Scope 3 emissions difficult to measure. AFGC launched the Scope 3 Workbook to help members organise data, calculate emissions and prepare for disclosure.

4 RESPONSIBLE SOURCING

Modern slavery regulation and supply-chain due diligence requirements continued to evolve in Australia and overseas. AFGC monitored developments and kept members informed.

Where we made an impact

BUILDING A STRONGER CASE FOR PACKAGING REFORM

The Circular Economy Advocacy Plan provided a clear foundation for engagement with governments on packaging and circular economy policy.

Shared principles developed with packaging value-chain associations strengthened the case for nationally consistent reform.

SUPPORTING MEMBERS ON CLIMATE DISCLOSURE

The Scope 3 Workbook helped members calculate value-chain emissions and prepare for AASB S2 reporting.

Webinars connected members in later reporting groups with Group 1 reporters and industry experts to share practical insights.

TAKING INDUSTRY VIEWS TO GOVERNMENT AND REGULATORS

AFGC engaged federal, state and territory governments on sustainability reform and strengthened relationships with Treasury, the AASB and ASIC.

EXTENDING PRACTICAL SCOPE 3 SUPPORT

AFGC began work with WRAP Asia Pacific to develop common food waste emissions scenarios for the workbook's next edition.

BRINGING MEMBERS AND EXPERTS TOGETHER

The Sustainability Summit provided a forum to explore reporting challenges and circular economy developments.

Sustainability in numbers

10

Ten submissions and consultation responses coordinated on sustainability policy and reform across federal, state and territory jurisdictions.

Working with members

Member expertise shaped AFGC's sustainability work throughout the year.

The Scope 3 Workbook translated a complex value-chain emissions reporting challenge into practical guidance, while webinars shared lessons from businesses implementing AASB S2.

The Sustainability Summit created a broader forum for members and experts to exchange perspectives on reporting and the circular economy.

Together, member experience, technical expertise and government engagement helped connect policy development with business realities.

Issues on the horizon

PACKAGING REFORM

The direction of packaging reform remains uncertain. AFGC will continue advocating for a nationally consistent, whole-of-system approach.

CLIMATE DISCLOSURE

Access to reliable Scope 3 and supply-chain data will remain a challenge as more businesses prepare for AASB S2 reporting.

NATIONAL CONSISTENCY

Different requirements across jurisdictions may add cost and complexity, reinforcing the need for national consistency.

RESPONSIBLE SOURCING

Businesses will need to keep pace with changing modern slavery and due diligence requirements in Australia and overseas.

The year ahead

Our priorities in 2026-27 are:

ADVANCING NATIONALLY CONSISTENT PACKAGING REFORM

Advocate for whole-of-life, whole-of-nation and whole-of-system packaging reform, including regulation, labelling and recycled content.

HELPING MEMBERS PREPARE FOR CLIMATE DISCLOSURE

Support businesses implementing AASB S2, drawing on lessons from early reporters and engagement with government and regulators.

EXPANDING SCOPE 3 SUPPORT

Launch Version 2 of the Scope 3 Workbook, including common food waste and other industry emissions scenarios.

SUPPORTING RESPONSIBLE SOURCING

Keep members informed about modern slavery reform, global reporting requirements and changing responsible sourcing expectations.



Membership

140

Full Members

38

Associate Members

14

Affiliate Members

Member Satisfaction Survey

The AFGC engaged The Advantage Group to independently assess member satisfaction and retailer perspectives, providing an evidence base to guide strategic priorities and strengthen member value and engagement.

The research found overall member satisfaction of 76%, rising to 82% among CEOs, and identified opportunities to enhance member value, industry engagement and retailer–supplier relations. The findings are informing AFGC's 2030 Strategy, operational planning and the ongoing development of its Member Value Proposition, communications, events and engagement initiatives.

Member Connect

Member Connect is a new initiative that connects members directly with an AFGC staff member.

The program provides a consistent approach to member engagement, built around regular conversations and a clearer point of contact within AFGC. It helps us understand member priorities, respond to emerging needs and ensure members can access relevant expertise across the organisation.



Events

Our goal

Grounded in AFGC's purpose of bringing Australia's fast-moving consumer goods industry together to champion growth, our events strengthen industry connection, collaboration and capability.

In 2025-26, we continued to evolve our events and conferences, testing new formats to keep programs relevant, engaging and responsive to members and the broader industry. Feedback and insights gathered throughout the year will guide the program's continued development in 2027.



Summit Series

The 2025 Summit Series brought practitioners together across three specialist events focused on the commercial, supply chain and sustainability issues shaping the FMCG sector.

Five distinct themes emerged:

- Changing spending patterns, price sensitivity, private-label growth, retail media and retailer dynamics are reshaping competition and growth.
- Disruption, logistics constraints, rising costs, cybersecurity and infrastructure pressures highlight the need for more adaptable operations.
- Digital transformation, AI and stronger product data management can improve decision-making and efficiency across sales, marketing and supply chains.
- Packaging, circularity, Scope 3 emissions and reporting increasingly require shared responsibility across business functions.
- Career development, creativity and peer learning strengthen practitioner capability and industry connections.

AFGC CHAIRMAN'S SERIES

Chairman's Series

Launched in December 2025, the AFGC Chairman's Lunch & Dinner Series generated strong engagement in Sydney, Melbourne and New Zealand. Hosted by Chair Bernie Brookes AM and CEO Colm Maguire, the invitation-only events connected senior leaders to exchange insights and discuss emerging issues.

Supported largely by associate members and prospective associate members, the series created valuable opportunities for deeper engagement. Its success led to a six-month extension, with further events confirmed.

FUTURE LEADERS FORUM

Future Leaders Forum

The 2025 Future Leaders Forum brought together 119 registrants from 38 organisations to develop and inspire the next generation of leaders across Australia's food, grocery and retail sectors.

Held at Royal Randwick in Sydney, the one-day program combined leadership development, industry insights, mentoring and networking, with sessions exploring global trade and economic change, the evolving workforce and stronger supplier-retailer collaboration. Attendee feedback was positive, with 94% of survey respondents indicating they would attend again and 94% saying they would recommend the Forum.

Food & Grocery Australia

Food & Grocery Australia 2026 was held in Brisbane on 20 and 21 May, and attracted 433 attendees. The two-day conference brought together CEOs and senior executives for thought leadership, industry insights and connection.

Speakers included Gus Balbontin, Paul Bloxham, Doug Jones, Annette Karantoni, Melodie Nye, Matt Benham and Bryan Raymond. Sessions explored leadership and the political, economic, consumer and industry forces shaping the sector.

The conference provided an important forum for senior leaders to consider the challenges and opportunities facing Australia's food and grocery industry.

AFGC ACHIEVEMENT AWARDS

The award recipients were:

- **Sonja Kukuljan**, Noumi, Limited: Nutrition and Regulation.
- **Ric Morrey**, Sanitarium: Supply Chain.
- **Mike Petty**, Kraft Heinz: Corporate Affairs.
- **Sally Townsend**, Blackmores: Sustainability.
- **Matthew Graham**, Patties Foods Ltd: Sales and Commercial.
- **Ferrero**: AFGC Member Engagement Award.

Webinars

AFGC delivered 22 webinars, attracting 862 registrations and providing timely insights and guidance on diverse industry issues throughout the reporting period.

Topics included sustainability and climate reporting, food regulation, trade and anti-dumping, shopper insights, artificial intelligence, leadership, human rights, food waste, packaging circularity, and economic and geopolitical developments.

The program connected members with industry experts, partners and AFGC specialists while responding to emerging sector developments.



Financial statements

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Financial Statements

For the Year Ended 30 June 2026

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

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For the Year Ended 30 June 2026

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Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Directors' Report

For the Year Ended 30 June 2026

General Information

The financial statements cover Australian Food and Grocery Council as an individual entity. The financial statements are presented in Australian dollars, which is Australian Food and Grocery Council's functional and presentation currency

Australian Food and Grocery Council is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Registered Office and Principal Place of Business

Australian Food and Grocery Council Limited
Suite 803 Nishi Building
2 Phillip Law St
Canberra ACT 2601

A description of the nature of the council's operations and its principal activities are included in the Directors' report, which is not part of the financial statements.

Directors present this report on the financial performance of the Australian Food and Grocery Council Limited (the council) for the year ended 30 June 2026.

Principal activities

The purpose of the Australian Food and Grocery Council is to bring Australia's Fast Moving Consumer Goods (FMCG) industry together to champion growth.

The industry that the AFGC represents includes the manufacturing or processing of food, beverage and grocery products (in Australia and elsewhere), the distribution of such products, and the brand ownership of such products.

No significant changes in the nature of the Company's activity occurred during the financial year.

Objectives

The Council's objectives are to:

- Foster the environment for a dynamic, competitive, responsible and profitable Industry in Australia that meets the needs of Australian and international consumers, including by:
  - Promoting higher levels of competitiveness and efficiency;
  - Encouraging fair relationships between Retailers and the Industry; and
  - Encouraging confidence and trust in the Industry;
- Promoting and safeguarding the welfare of the Industry, and taking any action to benefit or protect its Australian and international interests;
- Monitoring, and advocating in relation to, governmental and other authorities' regulation and policies that impact the Industry, including (but not limited to) its relationships with other industries, consumers and with the environment;
- Being the voice of the Industry, in Australia and overseas, including by:
  - Representing and promoting the Industry externally;
  - Clarifying and resolving overall Industry objectives and policy issues within the Industry; and
  - Negotiating on behalf of the Industry
- Facilitating collaboration between Members (within the bounds of the law), and where appropriate with external stakeholders,

- Promoting education regarding the Industry, including by:
  - Supporting and assisting research and experimentation;
  - Producing and distributing materials and disseminating information;
  - Providing guidance to Members; and
  - Conducting or participating in training courses, seminars, symposia, lectures, conferences and other activities
- Developing and/or adopting policies, procedures, standards and codes of practice for the benefit of the Industry.

To achieve these objectives, the Council has focused on three pillars in its 2026-2030 strategic framework underpinned by the uniting principle essential together:

1. Growth: Supporting the expansion, visibility and long term sustainability of the FMCG industry while strengthening AFGC's capacity through membership and revenue growth
2. People: Building a connected, informed and capable industry workforce, alongside a high-performing and engaged AFGC team
3. Product: Delivering valued services, insights and advocacy that respond to industry needs and elevate the sector's voice with key stakeholders

DIRECTORS REPORT

Directors present this report on the financial report of the Australian Food and Grocery Council Limited (the Council) for the year ended 30 June 2026.

Directors
The names of each person who has been a director **during the year** and to the date of this report are:

Name	Appointed / Resigned
Ms Rachel Bajada	
Mr Bernie Brookes	
Ms Belinda Driscoll	
Mr Paris Golden	
Mr Paul Hitchcock	
Mr Nigel Parsons	
Ms Lyn Radford	
Mr Mal Carseldine	Appointed 6 November 2025
Ms Caroline Waite	Appointed 6 November 2025
Mr Anthony Holme	Resigned 6 November 2025
Mr Allan Hood	Resigned 23 February 2026

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

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Directors' Report
For the Year Ended 30 June 2026

DIRECTORS REPORT (CONTINUED)

Information on Directors

Ms Rachel Bajada Chief Executive Officer Noshu Foods Pty Ltd Director since: 15 November 2024	Mr Bernie Brookes Appointed Independent Director/Chair Director since: 19 June 2025
Mr Mal Carseldine Chief Executive Officer Lactalis Australia Director since: 6 November 2025	Ms Belinda Driscoll VP & Managing Director ANZ Kimberly-Clark Director since: 20 March 2023
Mr Paris Golden Managing Director McCormick Foods Australia Pty Ltd Director since: 12 November 2021	Mr Paul Hitchcock Chief Executive Officer Patties Foods Ltd Director since: 15 November 2024
Mr Nigel Parsons Chief Executive Officer Asahi Lifestyle Beverages Director since: 11 February 2022	Ms Lyn Radford Managing Director McCain Director since: 20 March 2023
Ms Caroline Waite Group Chief Executive Officer Stuart Alexander & Co Director since: 6 November 2025	Mr Anthony Holme Managing Director Kellogg's Australia and New Zealand Director between: 1 December 2022 - 6 November 2025
Mr Allan Hood Chief Executive Officer Bulla Dairy Foods Director since: 15 November 2024 - 23 February 2026	

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Directors' Report

For the Year Ended 30 June 2026

DIRECTORS REPORT (CONTINUED)

Meeting of Directors
During the financial year six meetings of directors were held on the following dates:

07 August 2025
09 September 2025
06 November 2025
23 February 2026
16 April 2026
19 May 2026

Attendances by each director were as follows:

Name	Number of meetings held during the year	Total meetings eligible to attend during the year	Total meetings attended during the year
Rachel Bajada	6	6	5
Bernie Brookes	6	6	6
Mal Carseldine	6	3	3
Belinda Driscoll	6	6	4
Paris Golden	6	6	5
Paul Hitchcock	6	6	6
Anthony Holme	6	3	3
Allan Hood	6	3	3
Lyn Radford	6	6	6
Nigel Parsons	6	6	5
Caroline Waite	6	3	3

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 30 June 2026 has been received and can be found on page 5 of the financial report.

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

Director: ...

Date: 1 October 2026

Director: .....

SAWARD DAWSON

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Auditor's Independence Declaration under Section 307C of the Corporations Act 2001 to the Directors of Australian Food and Grocery Council Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2026, 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.

Saward Dawson

Hon Yaw Tan
Partner

Blackburn, Victoria

Dated: 9 October 2026

20 Albert St, Blackburn VIC 3130
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Australian Food and Grocery Council

ABN: 23 068 732 883

Statement of Profit or Loss

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
Operating Activities			
Revenue from Contracts with Customers	4	**6,702,459**	6,532,369
Other income	4	**403,149**	216,656
Total Operating Revenue		**7,105,608**	6,749,025
General expenses			
Wages and Salaries		**(3,552,188)**	(3,891,598)
Superannuation contributions		**(376,609)**	(418,785)
Administration and Business Operations		**(809,088)**	(706,290)
Depreciation and Amortisation Expenses	6	**(233,958)**	(310,292)
IT and Communication Expenses		**(206,700)**	(195,476)
Divisional Expenses			
CEO and Board Expenses		**(197,162)**	(73,844)
Government and Media Relations		**(107,373)**	(84,866)
Nutrition and Regulation		**(86,714)**	(156,145)
Industry Affairs		**(143,517)**	(129,034)
Sustainability		**(41,137)**	(6,364)
Membership and Marketing		**(273,568)**	(22,703)
Events		**(560,151)**	(562,930)
Other Expenses			
Code Training Expenses		**(264,341)**	(51,208)
Trading Partner Forum		**(30,103)**	(128,979)
Surplus/(Deficit) from Operating Activities		**222,999**	10,511
NPRS Activities			
NPRS - Foundation Supporters Contribution		**-**	849,374
NPRS - Supporter Funded Expenses		**-**	(1,909,163)
Surplus/(Deficit) from Supporter Funded NPRS Activities		**-**	(1,059,789)
Total surplus/(deficit) from NPRS Activities		**-**	(1,059,789)
Non-operating activities			
Investment Income	5	**325,738**	370,390
Gain on early lease termination	12	**112,582**	-
Surplus/(deficit) from non-operating activities		**438,320**	370,390
Total surplus/(deficit) for the year		**661,319**	(678,888)
Other comprehensive income for the year		**-**	-
Total comprehensive income for the year		**661,319**	(678,888)

The accompanying notes form part of these financial statements.

Australian Food and Grocery Council

ABN: 23 068 732 883

Statement of Financial Position

As at 30 June 2026

	Note	2026 $	2025 $
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	7	**1,453,246**	2,737,449
Trade and other receivables	8	**522,715**	246,548
Financial assets	9	**1,559,261**	-
Other assets	10	**265,934**	230,415
TOTAL CURRENT ASSETS		**3,801,156**	3,214,412
NON-CURRENT ASSETS			
Financial assets	9	**3,362,103**	3,238,959
Plant and equipment	11	**17,919**	24,847
Right-of-use assets	12	**1,014,238**	473,900
TOTAL NON-CURRENT ASSETS		**4,394,260**	3,737,706
TOTAL ASSETS		**8,195,416**	6,952,118
LIABILITIES			
CURRENT LIABILITIES			
Lease liabilities	12	**107,227**	155,761
Trade and other payables	13	**683,748**	531,199
Employee benefits	14	**285,883**	338,339
Other liabilities	15	**152,843**	155,354
TOTAL CURRENT LIABILITIES		**1,229,701**	1,180,653
NON-CURRENT LIABILITIES			
Lease liabilities	12	**982,758**	459,590
Employee benefits	14	**77,821**	68,058
TOTAL NON-CURRENT LIABILITIES		**1,060,579**	527,648
TOTAL LIABILITIES		**2,290,280**	1,708,301
NET ASSETS		**5,905,136**	5,243,817
EQUITY			
Reserves		**150,100**	81,953
Retained earnings		**5,755,036**	5,161,864
TOTAL EQUITY		**5,905,136**	5,243,817

The accompanying notes form part of these financial statements.

Australian Food and Grocery Council

ABN: 23 068 732 883

Statement of Changes in Equity

For the Year Ended 30 June 2026

2026

	Retained Earnings	NPRS Reserve	TPF Reserve	Total
	$	$	$	$
Balance at 1 July 2025	**5,161,864**	**-**	**81,953**	**5,243,817**
Surplus/(deficit) for the year	**661,319**	**-**	**-**	**661,319**
Transfers between retained earnings and reserves	**(68,147)**	**-**	**68,147**	**-**
Balance at 30 June 2026	**5,755,036**	**-**	**150,100**	**5,905,136**

2025

	Retained Earnings	NPRS Reserve	TPF Reserve	Total
	$	$	$	$
Balance at 1 July 2024	4,753,734	1,059,789	109,182	5,922,705
Surplus/(deficit) for the year	(678,888)	-	-	(678,888)
Transfers between retained earnings and reserves	1,087,018	(1,059,789)	(27,229)	-
Balance at 30 June 2025	5,161,864	-	81,953	5,243,817

The accompanying notes form part of these financial statements.

Australian Food and Grocery Council

ABN: 23 068 732 883

Statement of Cash Flows

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from members, partners and customers		**7,563,208**	8,556,569
Payments to suppliers and employees		**(7,211,178)**	(9,042,979)
Interest received		**91,351**	117,191
Interest paid on lease liability		**(59,098)**	(42,936)
Dividend and distribution received		**58,491**	197,419
Net cash provided by/(used in) operating activities		**442,774**	(214,736)
CASH FLOWS FROM INVESTING ACTIVITIES:			
Proceeds from/(payment for) investments		**12,436**	(221,680)
Payments for property, plant and equipment		**(71,016)**	(48,099)
Redemption/(Placement) of term deposits		**(1,559,261)**	2,300,000
Net cash provided by/(used in) investing activities		**(1,617,841)**	2,030,221
CASH FLOWS FROM FINANCING ACTIVITIES:			
Repayment of lease liability		**(109,136)**	(111,781)
Net cash provided by/(used in) financing activities		**(109,136)**	(111,781)
Net increase/(decrease) in cash and cash equivalents held		**(1,284,203)**	1,703,704
Cash and cash equivalents at the beginning of the year		**2,737,449**	1,033,745
Cash and cash equivalents at the end of the financial year	7	**1,453,246**	2,737,449

The accompanying notes form part of these financial statements.

The financial report covers Australian Food and Grocery Council Limited ("the Company") as an individual entity. Australian Food and Grocery Council Limited is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia.

The principal activities of the Company for the year ended 30 June 2026 were being the voice of Australia's food, beverage and grocery supply industry and valued service provider to members. The industry that the Company represents includes the manufacturing or processing of food, beverage and grocery products (in Australia and elsewhere), the distribution of such products, and the brand ownership of such products. The Company's vision is for a thriving, trusted food and grocery supply industry that sustains Australia.

Comparatives are consistent with prior years, unless otherwise stated.

1 Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures and the *Corporations Act 2001*.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Material accounting policy information relating to the preparation of these financial statements are presented below, and are consistent with prior reporting periods unless otherwise stated.

2 Summary of Material Accounting Policies

(a) Revenue and other income

The revenue recognition policies for the principal revenue streams of the Company are:

Membership subscription

Membership fee income is recognised on a straight-line basis over the membership period.

NPRS Foundation supporters' contribution

Supporters' contribution income for the National Plastic Recycling Scheme Project is recognised when received or when receivable.

TPF contribution income

Trading Partners Forum contribution income is recognised on a receipt or receivable.

Conference and events income

Events revenue is recognised for conferences organised by the Company. Event income is recognised at a point-in-time, which corresponds with the timing of the event taking place.

Australian Food and Grocery Council

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Notes to the Financial Statements

For the Year Ended 30 June 2026

2 Summary of Material Accounting Policies

(a) Revenue and other income

Sponsorship income

Sponsorship income is recognised when performance obligations under the contract with the customer have been satisfied. For fixed-term sponsorships, income is generally recognised on a straight-line basis over the period of the sponsorship agreement. For event based sponsorships, income is recognised at the point-in-time the event is held.

Partnership income

Partnership income is recognised on a straight-line basis over the partnership period.

Project income

Project income is recognised with respect to research and development of funded projects. Revenue is recognised when performance obligations under the contract have been satisfied, either at a point in time or over time, depending on the nature of the performance obligations.

Dividend and other distributions

Interest income is recognised using the effective interest rate method, which for floating financial instruments is the rate inherent in the instrument.

Investment income

Investment income is recognised when the right to receive payment is established.

(b) Income tax

The Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997* because it is an entity established for the purpose of promoting the development of Australian manufacturing resources.

(c) Plant and equipment

Each class of plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment.

Depreciation

Furniture and fittings are depreciated on a straight-line basis over the asset's useful life to the Company, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

2 Summary of Material Accounting Policies

(c) Plant and equipment

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Plant and Equipment	10%-25%
Computer Software	20%-25%
Leasehold improvements	17%-50%

(d) Financial instruments

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - (FVTPL)

Amortised cost

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Interest income is recognised in profit or loss. Gains and losses on derecognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost as described above are measured at FVTPL.

Net gains or losses, including any interest or dividend income are recognised in profit or loss.

The Company holds a managed investments portfolio.

Australian Food and Grocery Council

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Notes to the Financial Statements

For the Year Ended 30 June 2026

2 Summary of Material Accounting Policies

(d) Financial instruments

Financial assets

Impairment of financial assets

Where the simplified approach to expected credit loss (ECL) is not applied, the Company uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Company uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Company in full, without recourse to the Company to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

The impairment amount is recorded in a separate allowance account, with the loss recognised in profit or loss. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

(e) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments (generally three months deposit term or less) which are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

(f) Leases

At inception of a contract, the Company assesses whether a lease exists.

Right-of-use asset

At the lease commencement, 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, depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of assets accounting policy.

2 Summary of Material Accounting Policies

(f) Leases

Lease liability

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Company's incremental borrowing rate is used.

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 the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Company's assessment of lease term.

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.

Adoption of short term leases or low value asset exception

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.

(g) Employee benefits

Short-term employee benefits

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The company's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The company classifies employees' long service leave and annual leave entitlements as other long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the company's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on corporate bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long term employee benefits, the net change in the obligation is recognised in profit or loss classified under employee benefits expense.

Australian Food and Grocery Council

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Notes to the Financial Statements

For the Year Ended 30 June 2026

2 Summary of Material Accounting Policies

(g) Employee benefits

The company's obligations for long-term employee benefits are presented as non-current liabilities in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current liabilities.

(h) Comparative figures

When required by Australian Accounting Standards or Executive Council policy, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Project expenses have been allocated to the relevant divisional expense categories, and travel costs previously reported within divisional expenses have been reclassified to Administrative and Business Operations expenses.

3 Critical Accounting Estimates and Judgments

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances. These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information becomes available, actual results may differ.

The significant estimates and judgements made have been described below.

Key estimates - impairment of leasehold improvement, plant and equipment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates - fair value of financial instruments

The Company has certain financial assets and liabilities which are measured at fair value. Where fair value has not been able to be determined based on quoted price, a valuation model has been used. The inputs to these models are observable, where possible, however these techniques involve significant estimates and therefore fair value of the instruments could be affected by changes in these assumptions and inputs.

Key estimates - provisions

The liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Australian Food and Grocery Council

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Notes to the Financial Statements

For the Year Ended 30 June 2026

3 Critical Accounting Estimates and Judgments

Key estimates - receivables

The receivables at the reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

Key estimates - Lease term and Option to extend Under AASB 16

The lease term is defined as the non-cancellable period of a lease together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and also periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. The options that are reasonably going to be exercised is a key management judgement that the Company will make.

The Company determines the likelihood of exercising the options on a lease-by-lease basis looking at various factors such as which assets are strategic and which are key to future strategy of the Company.

Key judgments - revenue recognition

For a performance obligation to exist under AASB 15, the promise is sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific to be able to determine when the obligation is satisfied.

4 Revenue and Other Income

	2026	2025
	$	$
Revenue from contracts with customers		
- Member subscriptions	**5,004,330**	4,939,850
- Events revenue	**813,031**	993,824
- Projects income	**282,761**	121,294
- Partnerships	**294,172**	194,583
- Sponsorship	**308,165**	282,818
	6,702,459	6,532,369
Other income		
- Trading partner forum contribution	**98,250**	101,750
- Interest income	**91,351**	80,836
- Licence fee	**34,000**	34,000
- Sundry income	**179,548**	70
	403,149	216,656

Australian Food and Grocery Council

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Notes to the Financial Statements

For the Year Ended 30 June 2026

5 Investment income

	2026	2025
	$	$
Dividend and distribution income	**190,158**	132,144
Net movement in FVTPL financial assets	**135,580**	238,246
	325,738	370,390

6 Result for the Year

The result for the year includes the following specific expenses:

Employee benefits expenses		
Salaries and wages	**3,552,188**	3,891,598
Superannuation contributions	**376,609**	418,785
Total employee benefits expenses	**3,928,797**	4,310,383
Depreciation and amortisation		
Depreciation and amortisation	**77,944**	186,175
Lease amortisation expense	**156,014**	124,117
Total depreciation and amortisation	**233,958**	310,292

7 Cash and Cash Equivalents

Cash at bank	**901,343**	2,687,449
Short-term deposits	**551,903**	50,000
	1,453,246	2,737,449

8 Trade and Other Receivables

CURRENT		
Trade receivables	**348,129**	191,493
Provision for impairment	**(12,136)**	-
Net trade receivables	**335,993**	191,493
Other receivables	**186,722**	55,055
Total current trade and other receivables	**522,715**	246,548

9 Financial Assets

(a) Financial assets at amortised cost

	2026	2025
	$	$
CURRENT		
CBA term deposits	**1,559,261**	-
	1,559,261	-

(b) Financial assets at fair value through profit or loss

NON-CURRENT		
JB Were Investments - at market value	**3,362,103**	3,238,959
	3,362,103	3,238,959

JB Were investments consist of a portfolio of equity instruments and managed funds investments. Fair value is measured based on quoted market prices in active markets.

10 Other Assets

CURRENT		
Prepayments	**148,372**	187,369
Rental bond	**117,562**	43,046
	265,934	230,415

11 Property, Plant and Equipment

Furniture, fixtures and fittings		
At cost	**65,476**	200,839
Accumulated depreciation	**(65,419)**	(197,226)
Total furniture, fixtures and fittings	**57**	3,613
Computer equipment		
At cost	**49,558**	205,121
Accumulated depreciation	**(40,388)**	(183,887)
Total computer equipment	**9,170**	21,234
Leasehold improvements		
At cost	**9,229**	214,309
Accumulated depreciation	**(537)**	(214,309)
Total leasehold improvements	**8,692**	-
Total property, plant and equipment	**17,919**	24,847

Australian Food and Grocery Council

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Notes to the Financial Statements

For the Year Ended 30 June 2026

11 Property, Plant and Equipment

(a) Movements in carrying amounts

	Furniture, Fixtures and Fittings	Computer Equipment	Leasehold Improvements	Total
	$	$	$	$
Year ended 30 June 2026				
Balance at the beginning of the year	**3,613**	**21,234**	**-**	**24,847**
Additions at cost	**52,563**	**9,224**	**9,229**	**71,016**
Depreciation expense	**(56,119)**	**(21,288)**	**(537)**	**(77,944)**
Balance at the end of the year	**57**	**9,170**	**8,692**	**17,919**

12 Leases

Company as a lessee

During the year, the Company terminated its lease of premises located at 65 Canberra Avenue. Subsequently, the Company has entered into a new lease arrangement for its office in Canberra with a lease term of 7 years ending 31 December 2032.

Right-of-use assets

	2026	2025
	$	$
Balance at the beginning of the year	**473,900**	**585,878**
Addition of new lease	**1,091,269**	**-**
Termination of old lease	**(394,917)**	**-**
Amortisation charge	**(156,014)**	**(124,117)**
Remeasurement of right-of-use asset	**-**	**12,139**
Balance at the end of the year	**1,014,238**	**473,900**

12 Leases

Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year	1 - 5 years	> 5 years	Total undiscounted lease liabilities	Lease liabilities included in this Statement Of Financial Position
	$	$	$	$	$
2026					
Lease liabilities	**176,483**	**1,024,763**	**115,285**	**1,316,531**	**1,089,985**
2025					
Lease liabilities	192,620	502,179	-	694,799	615,351

Current liabilities	**107,227**	155,761
Non-current liabilities	**982,758**	459,590
Total	**1,089,985**	615,351

Statement of Profit or Loss

The amounts recognised in the statement of profit or loss relating to interest expense on lease liabilities, and short-term or low-value asset leases are show below:

	2026	2025
	$	$
Interest expense on lease liabilities	**59,098**	42,936
Expenses relating to leases of low-value assets	**386**	799
Gain on early lease termination	**112,582**	-
	172,066	43,735

The Company recognised a gain on early termination of a lease agreement. The gain arose from the early surrender of leased premises in Canberra and reflects the derecognition of the related lease liability and right-of-use asset.

13 Trade and Other Payables

	2026	2025
	$	$
CURRENT		
Trade payables	**422,171**	345,272
Other payables	**261,577**	185,927
	683,748	531,199

Australian Food and Grocery Council
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Notes to the Financial Statements
For the Year Ended 30 June 2026

14 Employee Benefits

	2026	2025
	$	$
CURRENT		
Annual leave	**232,387**	259,412
Long service leave	**53,496**	78,927
	285,883	338,339
NON-CURRENT		
Long service leave	**77,821**	68,058

15 Other Liabilities

CURRENT		
Amounts received in advance	**152,843**	155,354

16 Reserves

(a) NPRS Reserve

The NPRS Reserve records the unspent funds from the National Plastic Recycling Scheme Program Foundation supporter contribution. During the prior year, these activities were transferred to Soft Plastic Stewardship Australia Ltd, and the Company has since ceased this activity.

(b) TPF Reserve

The TPF Reserve records the unspent funds from the Trading Partners Forum supporter contribution.

Trading Partners Forum contribution	**98,250**	101,750
Trading Partners Forum expenses	**(30,103)**	(128,979)
	68,147	(27,229)

17 Financial Risk Management

	2026	2025
	$	$
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	**1,453,246**	2,737,449
CBA term deposits	**1,559,261**	-
Trade and other receivables	**522,715**	246,548
Financial assets at fair value through profit or loss		
Financial assets - JB Were Investments	**3,362,103**	3,238,959
Total financial assets	**6,897,325**	6,222,956
Financial liabilities		
Financial liabilities measured at amortised cost		
Trade and other payables	**683,748**	531,199
Lease liabilities	**1,089,985**	615,351
Total financial liabilities	**1,773,733**	1,146,550

18 Members' Guarantee

The Company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of $ 100 each towards meeting any outstanding obligations of the Company. At 30 June 2026 the number of members was 192 (2025: 191).

19 Key Management Personnel Disclosures

The remuneration paid to key management personnel of the Company is $ 1,852,485 (2025: $ 1,325,181).

20 Auditors' Remuneration

Remuneration of the auditor		
- auditing the financial statements for the year then ended	**24,900**	24,450
- Other services	**-**	10,000
Total	**24,900**	34,450

21 Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2026 (30 June 2025: None).

Australian Food and Grocery Council

ABN: 23 068 732 883

Notes to the Financial Statements

For the Year Ended 30 June 2026

22 Related Parties

Key management personnel - refer to Note 19.

Apart from the Chair of the board, the directors do not receive any remuneration or retirement benefits for their services.

There were no other material related party transactions entered into during the year.

23 Events After the End of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

24 Statutory Information

The registered office and principal place of business of the Company is:
Australian Food and Grocery Council
Suite 803 Nishi Building
2 Phillip Law St
Canberra ACT 2601

Australian Food and Grocery Council

ABN: 23 068 732 883

Consolidated Entity Disclosure Statement

For the Year Ended 30 June 2026

Subsection 295(3A)(a) of the Corporations Act 2001 does not apply to the Company, because the Company is not required to prepare consolidated financial statements by Australian Accounting Standards.

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 6 to 23, are in accordance with the *Corporations Act 2001* and:

   a. comply with Australian Accounting Standards - Simplified Disclosures; and

   b. give a true and fair view of the financial position as at 30 June 2026 and of the performance for the year ended on that date of the Company.

2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

3. The consolidated entity disclosure statement is true and correct for the year ended 30 June 2026.

This declaration is made in accordance with a resolution of the Board of Directors.

Director . 

Director .....

Dated 1 October 2026

Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Independent Audit Report to the members of Australian Food and Grocery Council Limited

Opinion

We have audited the financial report of Australian Food and Grocery Council Limited (the Company), which comprises the statement of financial position as at 30 June 2026, the statement of profit or loss, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

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

(i) giving a true and fair view of the Company's financial position as at 30 June 2026 and of its financial performance for the year ended; and

(ii) complying with Australian Accounting Standards - Simplified Disclosures 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 (including Independence Standards)* (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.

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Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Independent Audit Report to the members of Australian Food and Grocery Council Limited

Responsibilities of Directors for the Financial Report

The directors of the Company are responsible for the preparation of:

a. the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and

b. the consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001*, and

for such internal control as the directors determine necessary to enable the preparation of:

i. the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and

ii. the consolidated entity disclosure statement that is true and correct and is free of 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 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 report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. 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.

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Australian Food and Grocery Council Limited

ABN: 23 068 732 883

Independent Audit Report to the members of Australian Food and Grocery Council Limited

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Saward Dawson

Saward Dawson

Paul Tan

Hon Yaw Tan
Partner

Blackburn, Victoria

Dated: 9 October 2026

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