

2024/2025
**ANNUAL
REPORT**

**Driving resilience,
Delivering value**





Sugar Research
Australia

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Acknowledgement of Country

In the spirit of reconciliation, SRA acknowledges the Traditional Owners of Country and their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Acknowledgement

SRA acknowledges and thanks its investors, including levy payers (sugarcane growers and millers), the Commonwealth Government and the Queensland Government.



Numbers in charts and tables included in this plan may be affected by rounding.
Cover photo by Stephen Mudge.

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SUGAR RESEARCH AUSTRALIA

Sugar Research Australia (SRA) is Australia's specialist sugarcane research organisation, under the *Primary Industries Levies and Charges Disbursement Act 2024* (Cth). We invest in evidence-based research, development and adoption (RD&A) activities on behalf of sugarcane growers and millers to meet industry challenges and opportunities.

OUR VISION

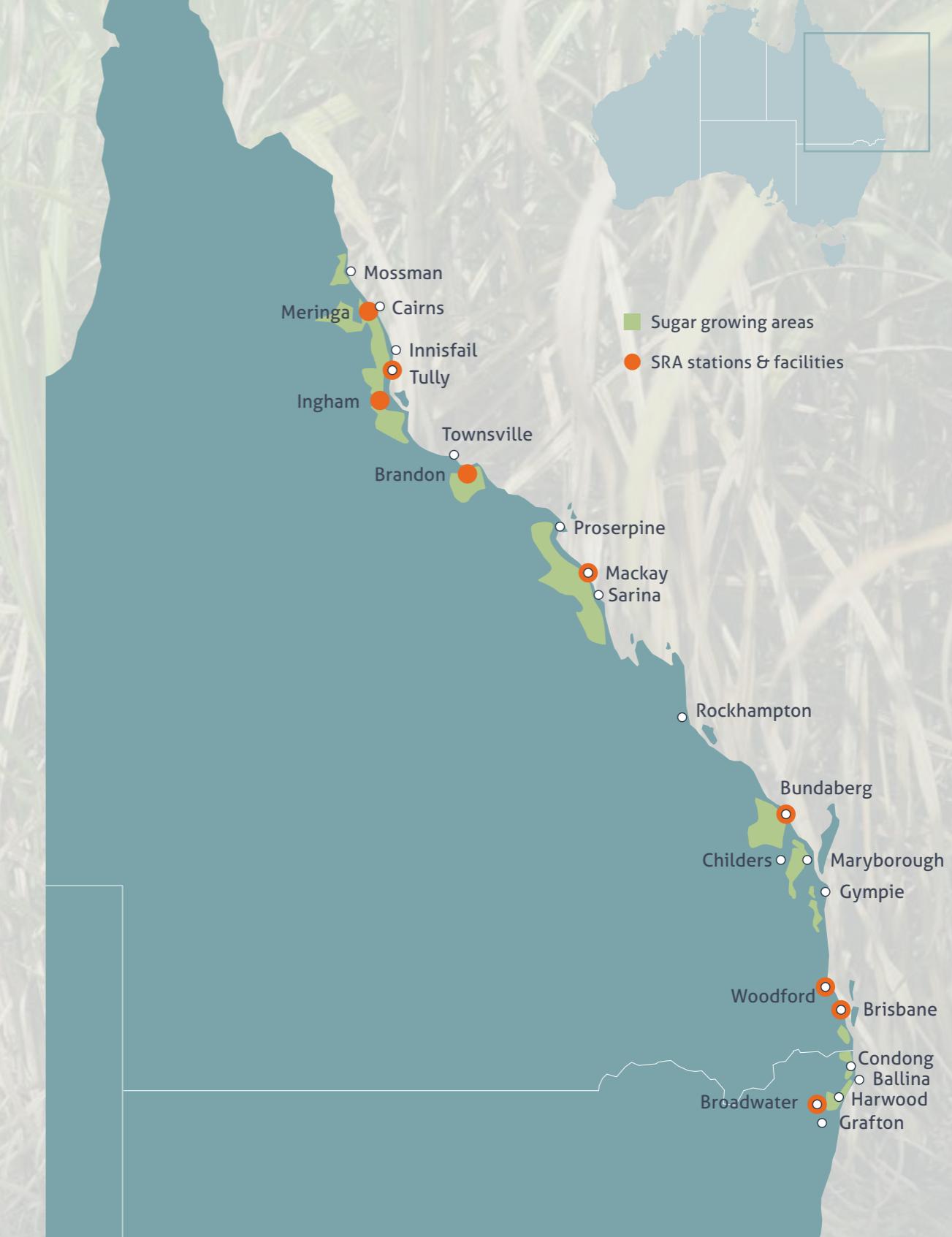
To be a trusted partner, shaping the future prosperity of the Australian sugarcane industry and regional communities through innovation and ingenuity.

OUR PURPOSE

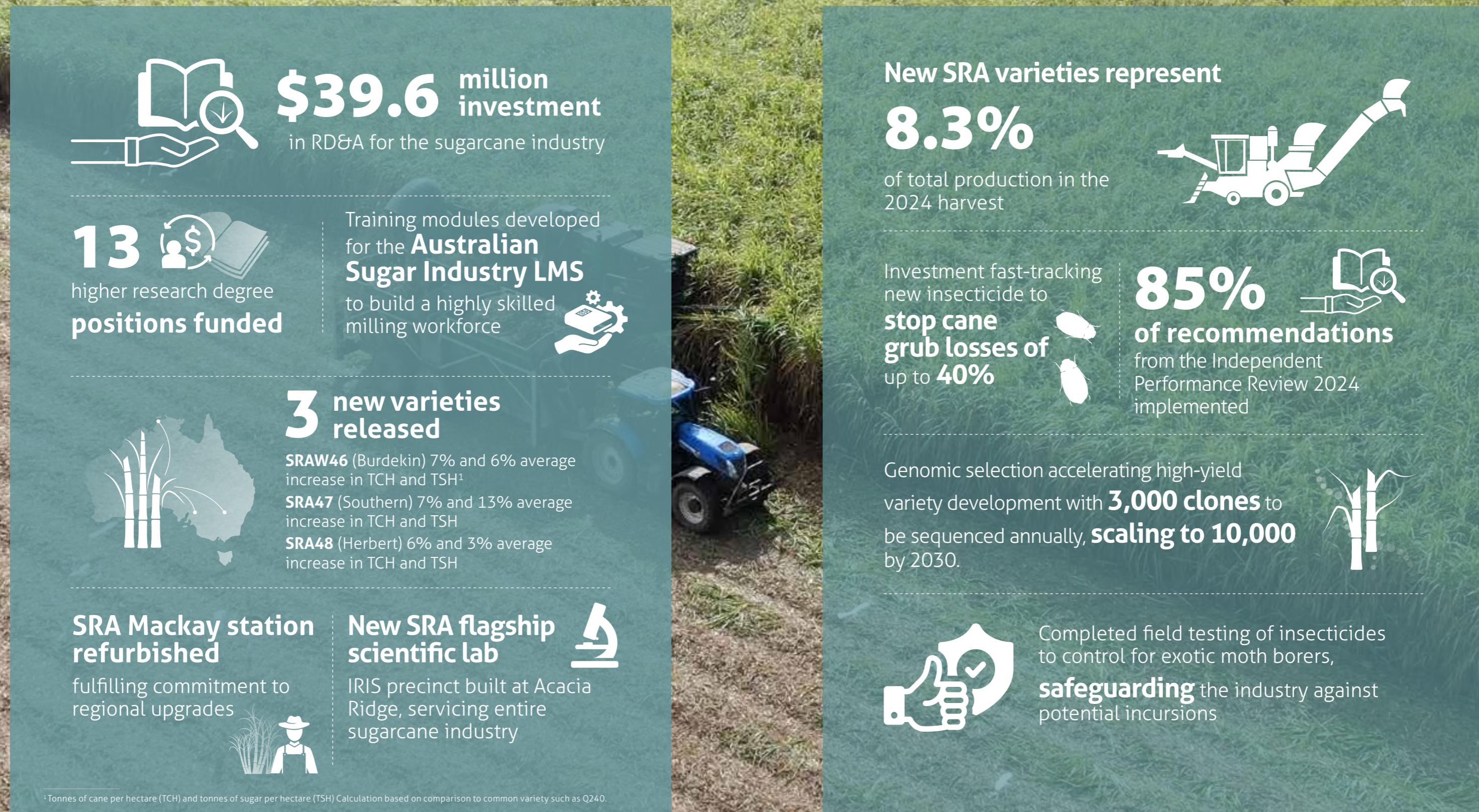
We keep the Australian sugarcane industry competitive, productive and sustainable through innovative research and product development.



SUGARCANE REGIONS, AUSTRALIA



2024/2025 HIGHLIGHTS



JOINT MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

On behalf of the Board of Sugar Research Australia, we are pleased to present the Annual Report for the financial year 2024 – 2025.

Driving Resilience, Delivering Results is more than just the theme of this year's Annual Report. It is a lived reality for our industry.

Over the past year, sugarcane growers, millers, contractors, and researchers have faced challenges from extreme weather, including severe flooding, rising costs, and milling pressures. Through it all, the industry has shown remarkable resilience, and we at SRA, are proud to be part of an industry that continues to work hard towards delivering increased productivity to strengthen our shared future.

SRA's research and investments are dedicated to achieving tangible outcomes for growers and millers. This year, three new cane varieties were released for the Burdekin, Herbert, and Southern districts, each tailored to support productivity, profitability, and disease resistance in their regions.

The Board has not only turned its attention to successful varieties. Alongside this, the Senior Leadership Team have explicitly focussed on adoption, pest and disease management, and crop protection, to drive yield and underpin industry performance.

Equally important is ensuring that these innovations are adopted in the field and at the mill. Over the past year, the SRA Board has reinforced the importance of research outcomes translating into real-world improvements for levy payers. This work will continue to provide instructional advice to growers, supporting improved results.



Mike Barry, Chair

Mick Bartlett, CEO

Financial security has been a priority for the organisation. For some time, SRA has been operating at an unsustainable level, and the Board has taken decisive steps to reset our resources. With a clear pathway to stability, we are preparing a new Strategic Plan for 2026 through to 2031, to guide SRA's future with confidence.

The necessity of this work is clear and despite the hurdles, the industry continues to demonstrate its strength and adaptability. We congratulate everyone across the

value chain for their resilience, and we encourage continued cohesiveness and collaboration to ensure the industry not only endures, but thrives.

Together, we can continue to be resilient with a clear vision for optimisation of results.

On behalf of SRA, we thank all of our stakeholders for their continuing support. We particularly thank SRA's staff for their work, support, dedication and focus on excellence and service over the past twelve months.

Mike Barry
Chair, Sugar Research Australia

Mick Bartlett
CEO, Sugar Research Australia

ABOUT SUGAR RESEARCH AUSTRALIA

Sugar Research Australia (SRA) is the specialist research organisation for the Australian sugarcane industry, established in 2013 as a company owned by sugar growers and millers.

SRA also serves as the declared Industry Services Body for the Australian sugarcane industry under the *Primary Industries Levies and Charges Disbursement Act 2024* (Cth).

SRA was formed through the merger of two previous entities, the Sugar Research and Development Corporation (SRDC) and the Bureau of Sugar Experiment Stations (BSES); both of which made significant contributions to the Australian sugar industry. By combining their experience, expertise, resources, and knowledge, SRA was created to continue to drive innovation and sustainability in the industry.

Unique to the Rural Research and Development Corporation (RDC) landscape, SRA operates an extensive network of research farms, laboratories, and offices throughout the industry's regions. This widespread presence ensures that SRA staff, as well as research and adoption efforts are accessible to all growers and millers.

The primary source of funding for SRA's activities is the statutory sugarcane levy, which is paid by growers and millers to support research and development activities. SRA also receives matching funding and grants for eligible research and development activities from Commonwealth and Queensland government departments and agencies including the Australian Government's Department of Agriculture and Fisheries and Forestry (DAFF).

The strategic direction and governance of SRA is overseen by a skills-based board. The Board is selected by an Independent Director Selection Committee, endorsed by Members at an Annual General Meeting, ensuring a high level of expertise and accountability in guiding the organisation.

KEY RESPONSIBILITIES

- Deliver cost-effective research and development services to the Australian sugarcane industry to enhance its viability, competitiveness, and sustainability
- Carry out, coordinate, and provide investment for R&D activities in relation to the Australian sugarcane industry
- Facilitate the dissemination, extension, adoption, and commercialisation of results of R&D activities.

KEY CAPABILITIES

With a Full-Time Equivalent (FTE) of 132.7 employees across eight research stations and six farms, SRA is uniquely positioned with extensive in-house research and adoption capability across critical research disciplines, including sugarcane variety development, agronomy, entomology, pathology, soil, weed and environmental science.

SRA has an extensive track record of collaboration and an extensive network of international and national partners. Drawing on the combined capability of these partners, we deliver high quality R&D to the industry and transfer scientific breakthroughs from other sectors into the Australian sugarcane industry.

CORPORATE GOVERNANCE FRAMEWORK

The Board of Directors is responsible for the direction, policies, strategies and financial objectives of SRA.

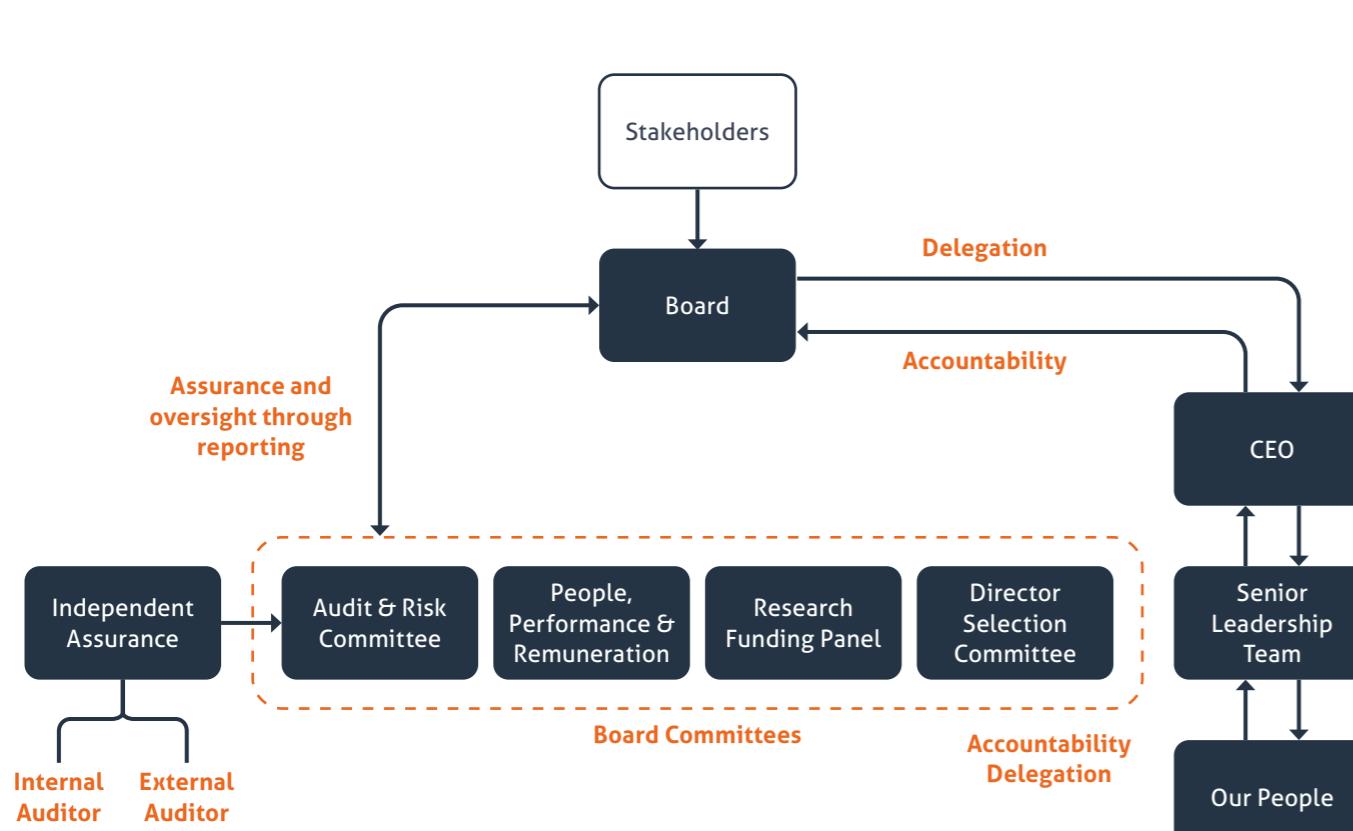
SRA's Board operates in accordance with its charter and has reserved certain powers for itself.

Four Standing Committees assist the Board with effectively discharging its responsibilities, including:

- Audit and Risk Committee

- People, Performance & Remuneration Committee
- Research Funding Panel
- Director Selection Committee.

Day-to-day management of SRA, and the implementation of approved business plans and corporate strategies, have been delegated to the CEO.



LEADERSHIP BOARD OF DIRECTORS

The Board of Directors is responsible for the overall governance and strategic direction of the organisation.

The skills-based team of Directors, in place following SRA's Annual General Meeting (AGM) in November 2025 included the following Non-Executive Directors:



Mike Barry

B.Bus, MBA, GAICD

Independent | Non-Executive Chair

Director since 26 November 2024

Mr Barry began his executive career at Boral, holding senior management roles across both the Building Products and Construction Materials divisions.

In 2007, he joined MSF Sugar as Chief Executive Officer (CEO) and held that position for 13 years until 2020.

After MSF Sugar was acquired by Mitr Phol in 2012, Mr Barry became Chief Operations Officer (COO) and took on the responsibility for the Laos operations and led Mitr Phol's investment into Indonesia.

More recently, Mr Barry has been the Chairman of a number of listed and unlisted public and private companies. He has a Bachelor of Business from QUT and an MBA from the University of Queensland.



Chris Bosworth

Independent | Non-Executive Director

Director since 16 November 2023

Member of the **Audit and Risk Committee** (since 14 December 2023)

As a sugarcane grower within the Herbert River district, Chris Bosworth brings more than 45 years' experience and commitment to the sugarcane industry.

Mr Bosworth has held various Board positions across the industry, representing growers locally and more broadly.

As a Director of Queensland CANEGROWERS Organisation (QCGO) and Chair and Director of CANEGROWERS Herbert River, Mr Bosworth is committed to supporting SRA's role as the industry's peak research body.

LEADERSHIP BOARD OF DIRECTORS (CONTINUED)



Donna Campagnolo

BScience
Independent | Non-Executive Director

Director since 16 November 2023

Member of the **People, Performance and Remuneration Committee** (since 14 December 2023)

Ms Campagnolo is a third-generation sugarcane farmer and holds a Bachelor of Science degree from the University of Queensland. With an extensive background in research, development, and extension, in addition to biosecurity within the sugar industry and the public sector.

Ms Campagnolo's experience has allowed her to develop a deep, practical understanding of legislative processes and procedures, particularly around Australia's biosecurity potential risks.

Significant roles on various industry and sporting committees provides Ms Campagnolo with a unique set of skills to drive the strategic direction of SRA.



Gavin Whiteley

BAgEc. (Hons.), Ass. Dip. Farm Mgmt., CPA, FAICD, FARLF, JP (NSW)

Independent | Non-Executive Director

Director since 21 November 2022

Chair of the **Audit and Risk Committee** (since 30 May 2023), Member of the **Audit and Risk Committee** (since 14 December 2022)

Mr Whiteley is an experienced property, agribusiness and food sector executive and non-Executive Director.

He has an extensive background across the broader food and agribusiness supply chain, having held Executive roles in the agricultural property, grain, beef, cotton and chicken meat industries.

Mr Whiteley is the Managing Director of The Micktymulga Group, a private Australian agribusiness and property investment, management and advisory business. He also Chairs several family Boards, primarily within the Australian agricultural sector.

He holds an honours degree in Agricultural Economics from the University of New England and an Associate Diploma in Farm Management. He is a CPA-qualified accountant, a Fellow of the Australian Institute of Company Directors and a graduate of the Australian Institute of Company Directors and the Australian Rural Leadership Program.



Rosemary Richards

BAgEc, MBA, GAICD FAICD, CRSNZ
Independent | Non-Executive Director

Director since 21 November 2022

Member of the **Audit and Risk Committee** (since 30 May 2023), the **People, Performance and Remuneration Committee** (from 14 December 2022 to 17 December 2024), and a member of the **Research Funding Panel** (since 14 December 2022)

Ms Richards has more than 20 years' experience in the food and agribusiness sectors, including considerable executive and Board experience.

She has held various roles in broadacre cropping including Board roles in the grains, cotton and the research and development sectors.

Ms Richards is Chair of the Australian Oilseeds Federation and Sustainable Grain Australia.

She is a passionate communicator and industry advocate with experience in project management, trade policy and strategy development across all facets of agri and food sectors.

Ms Richards has extensive experience in the biotechnology sector, including regulatory frameworks, commercialisation, and advocacy.



Rowley Winten

BAgSc, Grad Dip Business Studies, MAICD
Independent | Non-Executive Director

Director since 21 October 2021

Chair of the **People, Performance and Remuneration Committee** (since 14 December 2022)

Mr Winten is an international marketing professional with an agronomy background and has worked in Australia, Asia Pacific and Europe.

He has more than 40 years' experience in agriculture across a diverse range of broadacre and intensive farming systems. He has held senior roles in research and development, as well as strategic marketing for a number of leading multinational crop protection companies.

Mr Winten has broad experience in marketing strategy, brand portfolio management, product development, business transformation and change management.

His current focus is on commercialising innovation to drive productivity improvement across cropping systems in Asia Pacific countries to benefit farmers and their communities.

Mr Winten has represented industry on a number of national committees.

LEADERSHIP BOARD OF DIRECTORS (CONTINUED)



Haydn Slattery

AssocDip. Applied Science, Dip. Mgt, GAICD

Independent | Non-Executive Director

Director since 26 November 2024

Member of the **People, Performance and Remuneration Committee** (since 26 November 2024)

Mr Slattery is an experienced operational manager with a technical background in Applied Science. He has held senior roles in Australian and internationally listed businesses, most recently an executive role with ASX 300 listed agribusiness, Ridley Corporation.

Mr Slattery has 20 years' experience in both sugar milling and refining, in senior roles with CSR (now Wilmar), Mackay Sugar and Mossman Central Mill.

With experience spanning 30 years across agricultural, mining, utilities, and manufacturing, Mr Slattery has held Board roles with several sugar industry joint ventures and agricultural services companies. He is a graduate of the Australian Institute of Company Directors.



Rowena McNally

LLB, FAICD, FIML, FRI

Independent | Non-Executive Chair

Director and Chair (21 October 2021 - 26 November 2024)

Member of the **Audit and Risk Committee** (since 14 December 2021), the **People, Performance and Remuneration Committee** (since 14 December 2021), and the **Research Funding Panel** (since 14 December 2022)

Ms McNally has more than 20 years' experience as a Board Chair and Board director with extensive experience in regional Queensland. She has held various roles in the sugar industry including the Sugar Industry Commissioner, Chair of the Sugar Authority and various roles with the then statutory marketing authority. Ms McNally has held several chair and Board roles in the water, energy and hospital and health sectors.

A Fellow of the Australian Institute of Company Directors, the Institute of Managers and Leaders, and the Resolution Institute, and a member of the Australian Water Association, Ms McNally is the Chair of Mercy Community Services SEQ, Mercy Health and Aged Care CQ and Mercy Community Services Nth QLD and Mt Isa Rodeo Limited.

The following persons were Directors of the Company during the 2024-2025 financial year:

- Mike Barry – Independent Non-Executive Chair
- Chris Bosworth – Independent Non-Executive Director
- Donna Campagnolo – Independent Non-Executive Director
- Gavin Whiteley – Independent Non-Executive Director
- Rosemary Richards – Independent Non-Executive Director
- Rowley Winten – Independent Non-Executive Director
- Haydn Slattery – Independent Non-Executive Director
- Rowena McNally – Independent Non-Executive Chair

BOARD COMPOSITION

The seven-member Board is committed to ensuring that it comprises individuals with an appropriate range of skills, experience, expertise and diversity to deal with current and emerging issues with regard to the sugarcane industry.

CORPORATE GOVERNANCE STATEMENT

Our corporate governance framework and practices have complied with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition) (ASX Recommendations) throughout the 2024/25 financial year.

SRA's 2025 Corporate Governance Statement provides detailed information on our corporate governance practices for the year ended 30 June 2025. The Corporate Governance Statement is available at: www.sugarresearch.com.au/about/corporate-governance

POLICIES AND PRACTICES

As part of our commitment to operating to the highest standards of ethical behaviour, we have a range of policies and practices that set ethical standards for directors, employees, contractors and third parties. These policies describe core principles designed to ensure ethical conduct is maintained in the interests of members and other stakeholders.

The SRA Code of Conduct is our code for business conduct – it contains principles and standards of conduct which are based on SRA's values and represents our commitment to uphold ethical business practices and meet applicable legal requirements.

The Code of Conduct is supported by several governance policies that guide how SRA conducts its business and outlines expected standards of behaviour. These include but are not limited to:

- Board Governance Policy
- Declaration of Interests
- Diversity Policy
- People & Culture Policy
- Compliance Policy
- Risk Management Policy and Risk Management Framework
- Fraud Control Policy and Plan
- Health and Safety Policy
- Whistleblower Policy.

SRA's policies were reviewed through the year and have been updated to ensure they reflect industry standards, transparency and accuracy.

RESEARCH INVESTMENT AND STAKEHOLDER ENGAGEMENT

SRA Management and the Research Funding Panel (RFP) assessed many research proposals during 2024/25. Learnings from the assessments clarified a few issues regarding the most appropriate approach to funding: a programmatic approach with specific targets nominated by SRA at the beginning of any funding round – as opposed to a project-by-project open call approach.

SRA Management worked with the RFP to develop a clear strategy to funding calls, the SRA R&D Investment Framework, which was endorsed by the Board in June 2025. The R&D Investment Framework outlines SRA's approach to managing and investing in R&D activities to benefit the Australian sugarcane industry. It is designed to provide clarity and transparency on R&D investment processes to implement the Ten-Year R&D Plan (2024-34). It incorporates an Annual R&D Cycle with key phases for Stakeholder Engagement, R&D Planning & Delivery and R&D Evaluation & Reporting.

SRA actively engages with stakeholders throughout the R&D cycle, including:

- Annual Grower and Miller Surveys:** The Annual Grower and Miller Surveys provide valuable insights into stakeholder satisfaction and engagement, helping to identify opportunities to improve R&D investments and communications.
- R&D Technical & Planning Forum:** This forum brings together SRA experts and key stakeholders, including representatives from the Queensland Government's Department of Primary Industries (DPI), canegrowers and milling companies to review ongoing R&D, prioritise new investments, and align research with industry needs.

OUR INVESTMENT PROCUREMENT PROCESS

- Industry R&D Showcase and Planning Forum:** Based on the priorities identified at the R&D Technical & Planning Forum, SRA presents draft investment concepts and seeks feedback from industry and government stakeholders, including DPI, Commonwealth Department of Agriculture, Fisheries and Forestry (DAFF), CANEGROWERS, and ASM. The outcomes of this process inform the new R&D investment and activities in our Annual Operating Plan (AOP) for the following year.
- Business Unit Stakeholder Engagement:** R&D is undertaken across SRA's business functions, with each business unit undertaking stakeholder engagement activities with specific timing and focus relevant to the function.

In line with SRA's new R&D Investment Framework, for the first time R&D six investment priorities were identified at an R&D Technical & Planning Forum in December 2024. The priorities aligned with the Ten-year R&D Plan and were developed with expert and stakeholder input before being presented for consideration at R&D Industry Planning Forums in May 2025. Grower and miller representatives as well as Federal and State government stakeholders participated in three Forums held in Townsville, Mackay and Brisbane. The variety of stakeholder views captured at these meetings will inform investments in new R&D activities, e.g., on crop protection, genomic selection, and adoption in FY26 and have broader application across SRA's R&D portfolio, including core activities of plant breeding, data management, and adoption.

CONTESTABLE RD&A ACTIVITIES

SRA's 10th Anniversary Research Fund Call process concluded in November 2024. As a result, SRA and QDPI committed to invest >\$30m in a diverse portfolio of novel and strategic research activities.

The new projects will target improved efficiency, competitiveness, sustainability and innovation for Australian sugarcane growers, milling companies, and regional communities. The funding was allocated to projects aligned to SRA's R&D programs as follows:

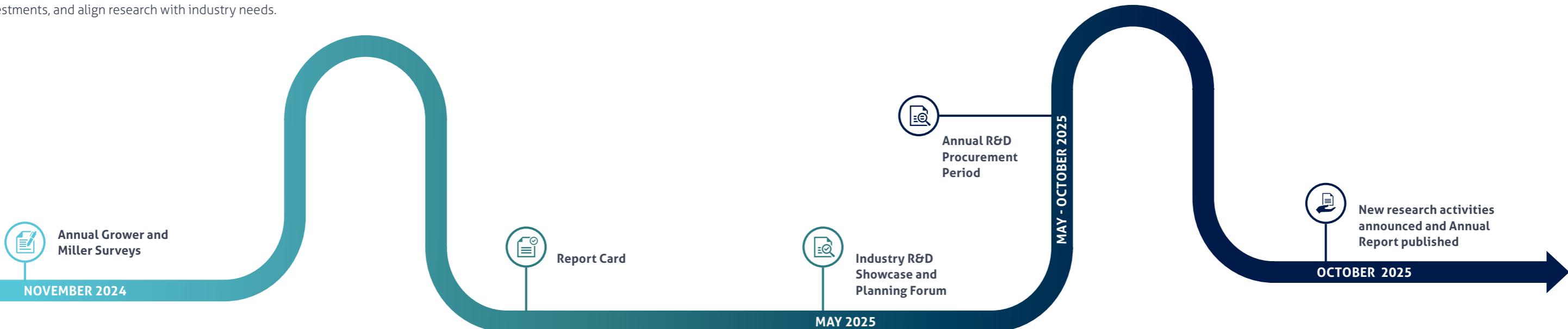
- Varieties:** to create transformational breeding technologies to develop high yielding and disease resistant varieties, and explore the potential for energy cane
- Agronomy and Farming Systems:** to overcome agronomic production constraints, optimise crop management, and improve the industry's sustainability credentials to maintain market access for Australian sugar
- Crop Protection:** to develop sustainable management approaches for pests, weeds and pathogens and biosecurity preparedness
- Milling and Processing:** to optimise operations for enhanced milling efficiency and develop opportunities to diversify revenue streams in the bioeconomy
- Adoption:** to increase adoption of available technologies that increase productivity, profitability and sustainability for sugarcane growers, millers, and regional communities.

These projects are now underway. In addition to the 10th Anniversary Research Fund Call, SRA continued to invest in existing and new contestable RD&A activities such as Postgraduate Research Scholarships, Small Milling Research Projects, Research Awards, and cross-sectoral programs with other RDCs.

CORE RD&A ACTIVITIES

SRA's Board approved continued funding in 2024-25 of core RD&A activities identified as a priority by industry and government stakeholders. These include:

- Plant breeding and biosecurity programs to produce new varieties for the industry
- Diagnostic services for growers to screen plant material and soil for diseases, pests and pathogens
- Near-infra red (NIR) service for milling companies to automate cane payment
- Chemistry laboratory to provide compositional analyses of soil, plant tissue, water, mill products, and other samples, supporting SRA grant projects and programs, as well as some external clients
- District Productivity Plans including local events and activities to address productivity constraints. In addition, SRA's core research team continued to deliver grant projects funded by external providers.



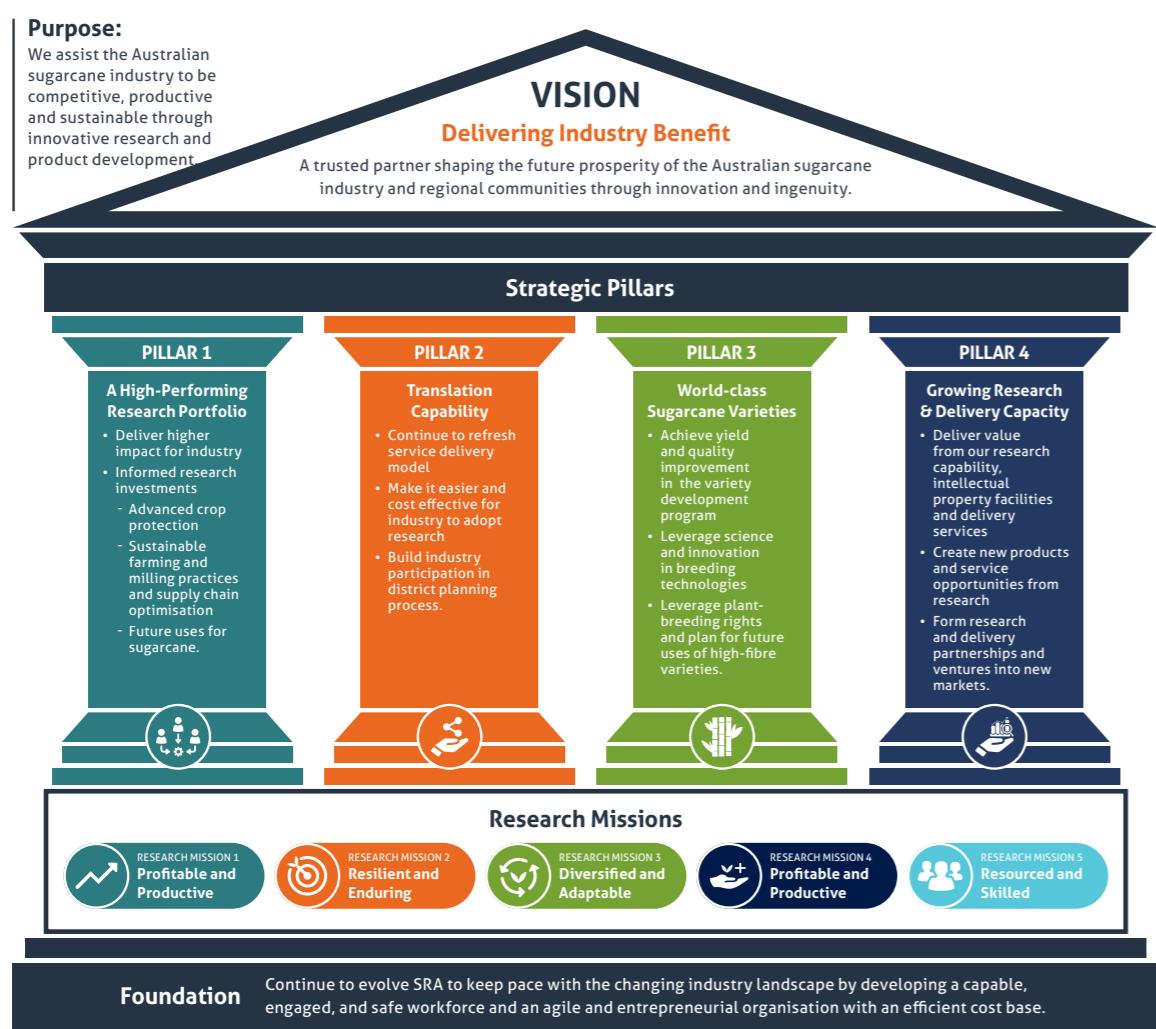
STRATEGIC PLAN

STRATEGIC PLAN 2021-2026

SRA launched a new Strategic Plan 2021-2026, after a significant engagement with key industry stakeholders to ensure we continued to evolve to meet the needs and priorities of growers and millers, and the sugarcane industry more broadly.

The plan had a transformational focus, providing a vision for progressing and evolving SRA to stay relevant, innovative, commercial, and sustainable.

In February 2023, the SRA Board reviewed the first year of the plan's implementation to ensure we continue to guide those responsible for planning, delivering, and translating research and services to benefit our levy payers and the communities that support the sugarcane industry.



ANNUAL OPERATING PLAN 2024-25

The Annual Operating Plan (AOP) details investment in Research, Development and Adoption (RD&A) activities and outputs, aligning with SRA's Strategic and Ten-Year R&D Plans, to be managed by SRA over the financial period. It includes all core and contestable funded activities such as grant projects, programs and services, and district productivity plan activities, specifying the delivery provider and aggregate expenditure.

SRA has a balanced and collaborative research portfolio of investments that deliver tangible solutions and options to advance the productivity, sustainability, profitability, and long-term growth prospects for the Australian sugarcane industry. By aligning research investment with the five R&D Programs - as opposed to Research Missions as in previous AOPs - SRA will embark on a new method of reporting by each R&D program, offering consistency with the Ten-Year Plan.

TEN-YEAR R&D PLAN 2024-2034

In June 2024, SRA released its Ten-Year Research and Development (R&D) Plan 2024-2034 to chart our course for investment in research, aimed at addressing key issues and critical challenges faced by Australian sugarcane growers and millers.

The purpose of the R&D Plan is to bolster the industry's competitiveness, productiveness and sustainability through innovative R&D while benefiting the regional communities within which the industry is located.

It aims to steer investment in research on behalf of Australian sugarcane growers, millers and government to improve the profitability and sustainability of the industry using an integrated approach across five R&D programs.

VARIETIES

Create the potential

- Step-change in plant breeding
- New varieties with improved production and processing performance
- Correct variety adoption decisions.

AGRONOMY & FARMING SYSTEMS

Achieve the potential

- Optimise agronomic inputs
- Improve sugarcane soil condition
- Integrate data, technology, and innovation
- Sustainable production.

CROP PROTECTION

Safeguard the potential

- Sustainable management of pests
- Sustainable management of weeds
- Sustainable management of pathogens
- Biosecurity preparedness
- Data and emerging technology.

MILLING & PROCESSING

Deliver the potential

- Optimise operations
- Highly skilled and professional workforce
- Opportunities for diversified income.

ADOPTION

Reach the potential

- The right information
- Regional approaches
- Industry transformation.



STRATEGIC PILLARS

PILLAR 1 A HIGH-PERFORMING RESEARCH PORTFOLIO



OBJECTIVE:

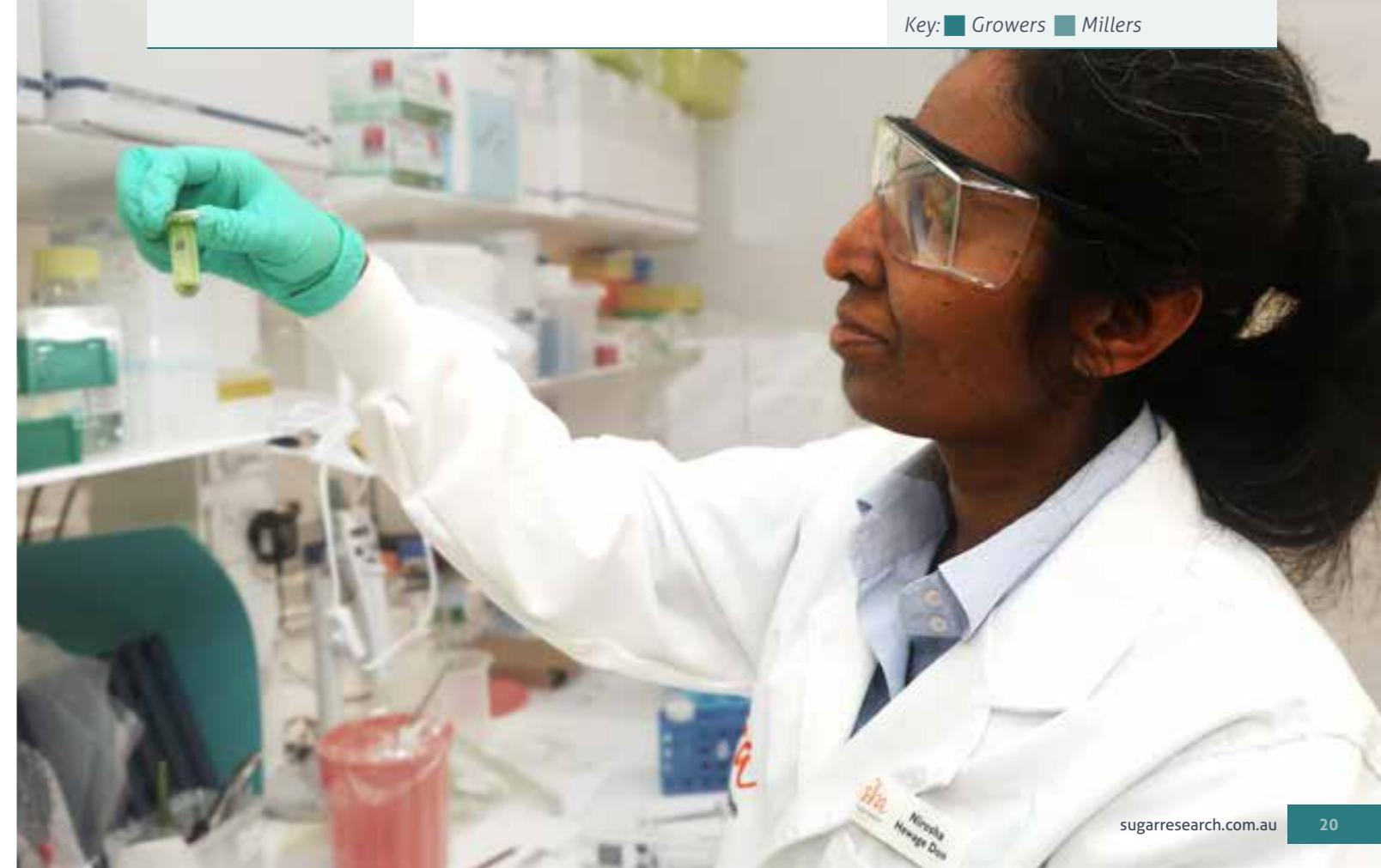
Design and deliver a focused, balanced and collaborative portfolio of Research, Development & Adoption (RD&A), investments and initiatives that deliver tangible solutions and options to advance the productivity, sustainability, profitability and long-term growth prospects for the Australian sugarcane industry.

KEY FOCUS AREAS	MEASURE	STATUS	DETAILS										
Deliver higher returns	Delivery performance (time, cost, and quality)	NA	<p>Project Completion Status (% on Track or Completed)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Project Completion Status (%)</td> <td>74</td> <td>NA</td> <td>NA</td> <td>NA²</td> </tr> </tbody> </table>	Year	2021-2022	2022-2023	2023-2024	2024-2025	Project Completion Status (%)	74	NA	NA	NA ²
Year	2021-2022	2022-2023	2023-2024	2024-2025									
Project Completion Status (%)	74	NA	NA	NA ²									
	NA	<p>Project Budget Status (% Within Budget)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Project Budget Status (%)</td> <td>100</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table>	Year	2021-2022	2022-2023	2023-2024	2024-2025	Project Budget Status (%)	100	NA	NA	NA	
Year	2021-2022	2022-2023	2023-2024	2024-2025									
Project Budget Status (%)	100	NA	NA	NA									
	NA	<p>Project Quality Status (% on Track or Achieved Technology Readiness Levels)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Project Quality Status (%)</td> <td>85</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table>	Year	2021-2022	2022-2023	2023-2024	2024-2025	Project Quality Status (%)	85	NA	NA	NA	
Year	2021-2022	2022-2023	2023-2024	2024-2025									
Project Quality Status (%)	85	NA	NA	NA									
Make more informed research investments across: <ul style="list-style-type: none">Advanced crop protectionSustainable farming and milling practices and supply chain optimisationFuture uses for sugarcane	Stakeholder/ investor satisfaction with research portfolio balance measured by survey results		<p>Satisfaction with R&D levy investment (Average Score)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Satisfaction with R&D levy investment (Average Score)</td> <td>NA</td> <td>6.2</td> <td>5.6</td> <td>6.6</td> </tr> </tbody> </table> <p>Key: Growers Millers</p>	Year	2021-2022	2022-2023	2023-2024	2024-2025	Satisfaction with R&D levy investment (Average Score)	NA	6.2	5.6	6.6
Year	2021-2022	2022-2023	2023-2024	2024-2025									
Satisfaction with R&D levy investment (Average Score)	NA	6.2	5.6	6.6									
	Return on investment (ROI) of RD&A spend	Not measured during period ³	<p>Return on Investment (Benefit-Cost Ratio) of Research Investments</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Return on Investment (Benefit-Cost Ratio)</td> <td>\$5.4 to \$1</td> <td>\$2.8 to \$1</td> <td>\$3.2 to \$1</td> <td>NA</td> </tr> </tbody> </table>	Year	2021-2022	2022-2023	2023-2024	2024-2025	Return on Investment (Benefit-Cost Ratio)	\$5.4 to \$1	\$2.8 to \$1	\$3.2 to \$1	NA
Year	2021-2022	2022-2023	2023-2024	2024-2025									
Return on Investment (Benefit-Cost Ratio)	\$5.4 to \$1	\$2.8 to \$1	\$3.2 to \$1	NA									

²Historical data not available at the time of reporting.

³Evaluations on projects ending in 2024-25 are scheduled to be completed by December 2025.

KEY FOCUS AREAS	MEASURE	STATUS	DETAILS										
Make bolder investments	% portfolio involving collaboration (excluding investments in plant breeding)		<p>Collaborative Research (% of Grant Projects with Multiple Providers)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Collaborative Research (%)</td> <td>47</td> <td>37</td> <td>37</td> <td>49</td> </tr> </tbody> </table>	Year	2021-2022	2022-2023	2023-2024	2024-2025	Collaborative Research (%)	47	37	37	49
Year	2021-2022	2022-2023	2023-2024	2024-2025									
Collaborative Research (%)	47	37	37	49									
Involve industry	Industry satisfaction and awareness (survey measures)		<p>SRA Staff Engagement (% Growers & Millers Reporting 'Active' Participation)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2021-2022</th> <th>2022-2023</th> <th>2023-2024</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>SRA Staff Engagement (%)</td> <td>NA</td> <td>56</td> <td>60</td> <td>66</td> </tr> </tbody> </table> <p>Key: Growers Millers</p>	Year	2021-2022	2022-2023	2023-2024	2024-2025	SRA Staff Engagement (%)	NA	56	60	66
Year	2021-2022	2022-2023	2023-2024	2024-2025									
SRA Staff Engagement (%)	NA	56	60	66									



STRATEGIC PILLARS

PILLAR 2 TRANSLATION CAPABILITY

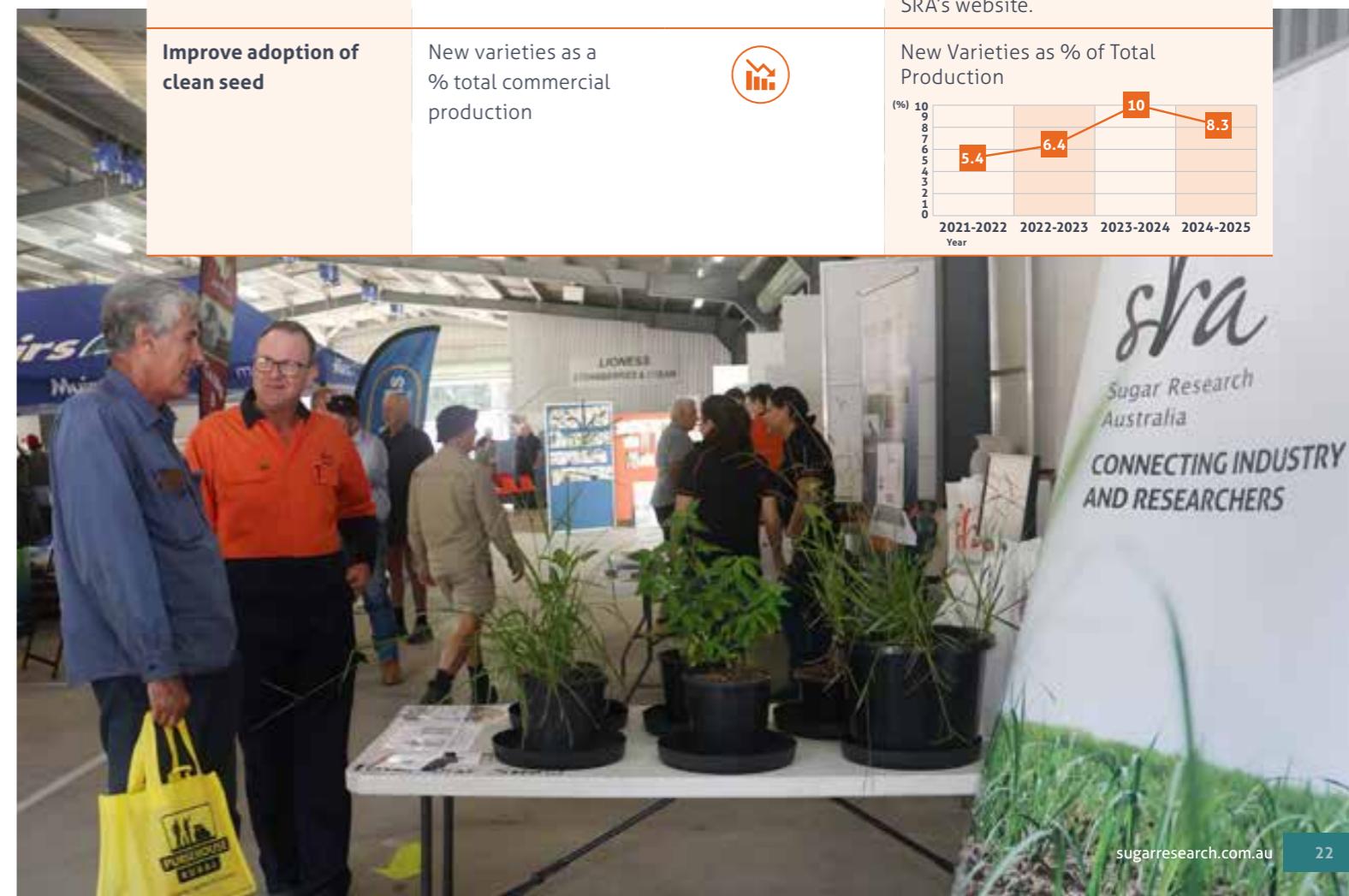


OBJECTIVE:

Translate research findings into tools, products and services that save industry time and money, and improve environmental performance.

KEY FOCUS AREAS	MEASURE	STATUS	DETAILS																			
Continue to refresh SRA's service delivery model	Overall satisfaction with SRA by levy payers		<p>Satisfaction with R&D levy investment (Average Score)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Growers</th> <th>Millers</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>NA</td> <td></td> </tr> <tr> <td>2022-2023</td> <td>6.2</td> <td>5.6</td> </tr> <tr> <td>2023-2024</td> <td>6.6</td> <td>5.7</td> </tr> <tr> <td>2024-2025</td> <td>6.3</td> <td>4.5</td> </tr> </tbody> </table> <p>Key: █ Growers █ Millers</p>	Year	Growers	Millers	2021-2022	NA		2022-2023	6.2	5.6	2023-2024	6.6	5.7	2024-2025	6.3	4.5				
Year	Growers	Millers																				
2021-2022	NA																					
2022-2023	6.2	5.6																				
2023-2024	6.6	5.7																				
2024-2025	6.3	4.5																				
Levy payer satisfaction with district support		<p>Satisfaction with Local Staff (Average Score)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Growers</th> <th>Millers</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>NA</td> <td></td> </tr> <tr> <td>2022-2023</td> <td>6.0</td> <td>6.6</td> </tr> <tr> <td>2023-2024</td> <td>6.9</td> <td>5.7</td> </tr> <tr> <td>2024-2025</td> <td>6.6</td> <td>5.3</td> </tr> </tbody> </table> <p>Key: █ Growers █ Millers</p>	Year	Growers	Millers	2021-2022	NA		2022-2023	6.0	6.6	2023-2024	6.9	5.7	2024-2025	6.6	5.3					
Year	Growers	Millers																				
2021-2022	NA																					
2022-2023	6.0	6.6																				
2023-2024	6.9	5.7																				
2024-2025	6.6	5.3																				
Lower service costs and lower production costs for SRA screening and testing services		<p>% Annual Reduction in Costs</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>3.4</td> </tr> <tr> <td>2022-2023</td> <td>6.1</td> </tr> <tr> <td>2023-2024</td> <td>0.3</td> </tr> <tr> <td>2024-2025</td> <td>3.5</td> </tr> </tbody> </table>	Year	Reduction (%)	2021-2022	3.4	2022-2023	6.1	2023-2024	0.3	2024-2025	3.5										
Year	Reduction (%)																					
2021-2022	3.4																					
2022-2023	6.1																					
2023-2024	0.3																					
2024-2025	3.5																					
Make it easier and cost-effective for industry to adopt research	Number of extension and adoption packages delivered to industry		<p>Number of Packages</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Packages</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>7</td> </tr> <tr> <td>2022-2023</td> <td>17</td> </tr> <tr> <td>2023-2024</td> <td>18</td> </tr> <tr> <td>2024-2025</td> <td>18</td> </tr> </tbody> </table>	Year	Number of Packages	2021-2022	7	2022-2023	17	2023-2024	18	2024-2025	18									
Year	Number of Packages																					
2021-2022	7																					
2022-2023	17																					
2023-2024	18																					
2024-2025	18																					
Grower preparedness for biosecurity threats, levy payer take-up of online resources and self service options		<p>Preparedness for Biosecurity Threats Completion of the <i>Biosecurity Plan for the Sugarcane Industry</i> in 2024/25</p>																				
Number of Users of SRA Digital Communications		<p>Number of Users of SRA Digital Communications</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Cane Matters</th> <th>Variety Guides</th> <th>Other resources</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>NA</td> <td></td> <td></td> </tr> <tr> <td>2022-2023</td> <td>NA</td> <td></td> <td></td> </tr> <tr> <td>2023-2024</td> <td>2,291</td> <td>1,398</td> <td>1,680</td> </tr> <tr> <td>2024-2025</td> <td>5,512</td> <td>2,505</td> <td>3,610</td> </tr> </tbody> </table> <p>Key: █ Cane Matters █ Variety Guides █ Other resources</p>	Year	Cane Matters	Variety Guides	Other resources	2021-2022	NA			2022-2023	NA			2023-2024	2,291	1,398	1,680	2024-2025	5,512	2,505	3,610
Year	Cane Matters	Variety Guides	Other resources																			
2021-2022	NA																					
2022-2023	NA																					
2023-2024	2,291	1,398	1,680																			
2024-2025	5,512	2,505	3,610																			

KEY FOCUS AREAS	MEASURE	STATUS	DETAILS										
Build a deeper understanding of industry	District productivity growth – measured as tonnes of cane and tonnes sugar per hectare.		<p>Tonnes of Cane (Average)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Tonnes of Cane (Average)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>88.1</td> </tr> <tr> <td>2022-2023</td> <td>99.4</td> </tr> <tr> <td>2023-2024</td> <td>87.7</td> </tr> <tr> <td>2024-2025</td> <td>89</td> </tr> </tbody> </table>	Year	Tonnes of Cane (Average)	2021-2022	88.1	2022-2023	99.4	2023-2024	87.7	2024-2025	89
Year	Tonnes of Cane (Average)												
2021-2022	88.1												
2022-2023	99.4												
2023-2024	87.7												
2024-2025	89												
Participation in district planning process	NA		<p>Tonnes of Sugar (Average)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Tonnes of Sugar (Average)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>11.9</td> </tr> <tr> <td>2022-2023</td> <td>12.6</td> </tr> <tr> <td>2023-2024</td> <td>12.9</td> </tr> <tr> <td>2024-2025</td> <td>12</td> </tr> </tbody> </table>	Year	Tonnes of Sugar (Average)	2021-2022	11.9	2022-2023	12.6	2023-2024	12.9	2024-2025	12
Year	Tonnes of Sugar (Average)												
2021-2022	11.9												
2022-2023	12.6												
2023-2024	12.9												
2024-2025	12												
Improve adoption of clean seed	New varieties as a % total commercial production		<p>New Varieties as % of Total Production</p> <table border="1"> <thead> <tr> <th>Year</th> <th>New Varieties as % of Total Production</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>5.4</td> </tr> <tr> <td>2022-2023</td> <td>6.4</td> </tr> <tr> <td>2023-2024</td> <td>10</td> </tr> <tr> <td>2024-2025</td> <td>8.3</td> </tr> </tbody> </table>	Year	New Varieties as % of Total Production	2021-2022	5.4	2022-2023	6.4	2023-2024	10	2024-2025	8.3
Year	New Varieties as % of Total Production												
2021-2022	5.4												
2022-2023	6.4												
2023-2024	10												
2024-2025	8.3												



STRATEGIC PILLARS

PILLAR 3 WORLD-CLASS SUGARCANE VARIETIES



OBJECTIVE:

Accelerate innovation in variety development to offer innovative, high-performing varieties that consistently underpin the success of the industry's crop production and protection while lowering development costs and shortening cycle-times.

KEY FOCUS AREAS	MEASURE	STATUS	DETAILS														
Achieve operational excellence and sustainable improvement in the variety development programs	New varieties as a % total commercial production		<p>Satisfaction with R&D levy investment (Average Score)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Score (%)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>5.4</td> </tr> <tr> <td>2022-2023</td> <td>6.4</td> </tr> <tr> <td>2023-2024</td> <td>10</td> </tr> <tr> <td>2024-2025</td> <td>8.3</td> </tr> </tbody> </table>	Year	Average Score (%)	2021-2022	5.4	2022-2023	6.4	2023-2024	10	2024-2025	8.3				
Year	Average Score (%)																
2021-2022	5.4																
2022-2023	6.4																
2023-2024	10																
2024-2025	8.3																
Leverage advances in science and technology including monitoring game-changing breeding technologies	Genetic gain 2% per annum		<p>Long term genetic gain from 2017</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Genetic Gain (%)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>0.7</td> </tr> <tr> <td>2022-2023</td> <td>0.8</td> </tr> <tr> <td>2023-2024</td> <td>1.0</td> </tr> <tr> <td>2024-2025</td> <td>1.2</td> </tr> </tbody> </table>	Year	Genetic Gain (%)	2021-2022	0.7	2022-2023	0.8	2023-2024	1.0	2024-2025	1.2				
Year	Genetic Gain (%)																
2021-2022	0.7																
2022-2023	0.8																
2023-2024	1.0																
2024-2025	1.2																
Number and value of elite clones in aggregate and per regional breeding program		<p>Number of Elite Clones⁵</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Elite Clones</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>45</td> </tr> <tr> <td>2022-2023</td> <td>105</td> </tr> <tr> <td>2023-2024</td> <td>112</td> </tr> <tr> <td>2024-2025</td> <td>174</td> </tr> </tbody> </table>	Year	Number of Elite Clones	2021-2022	45	2022-2023	105	2023-2024	112	2024-2025	174					
Year	Number of Elite Clones																
2021-2022	45																
2022-2023	105																
2023-2024	112																
2024-2025	174																
Proportion of Final Assessment Trial (FAT) clones resistant to Pachymetra and smut		<p>% of Clones with Pachymetra and Smut Resistant Ratings</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Pachymetra (%)</th> <th>Smut (%)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>67</td> <td>52</td> </tr> <tr> <td>2022-2023</td> <td>61</td> <td>51</td> </tr> <tr> <td>2023-2024</td> <td>52</td> <td>51</td> </tr> <tr> <td>2024-2025</td> <td>66</td> <td>51⁶</td> </tr> </tbody> </table>	Year	Pachymetra (%)	Smut (%)	2021-2022	67	52	2022-2023	61	51	2023-2024	52	51	2024-2025	66	51 ⁶
Year	Pachymetra (%)	Smut (%)															
2021-2022	67	52															
2022-2023	61	51															
2023-2024	52	51															
2024-2025	66	51 ⁶															

⁵Number of Final Assessment Trial clones (with three harvests) with a relative economic genetic value greater than Q208, indicating greater yield potential. Values reported relate to 2021/22, 2020/21, 2019/20, and 2018/19.

⁶Values reported relate to the previous season.

⁷Average of the satisfaction ratings for distribution, information about new varieties, value, and quality of new varieties

KEY FOCUS AREAS	MEASURE	STATUS	DETAILS										
Build innovation into the supply and distribution channels	Grower satisfaction with quality of varieties, distribution mechanisms and information support		<p>Satisfaction with SRA's Breeding Program⁷</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction Level</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>NA</td> </tr> <tr> <td>2022-2023</td> <td>6.8</td> </tr> <tr> <td>2023-2024</td> <td>7.2</td> </tr> <tr> <td>2024-2025</td> <td>6.2</td> </tr> </tbody> </table>	Year	Satisfaction Level	2021-2022	NA	2022-2023	6.8	2023-2024	7.2	2024-2025	6.2
Year	Satisfaction Level												
2021-2022	NA												
2022-2023	6.8												
2023-2024	7.2												
2024-2025	6.2												
Leverage Plant Breeder's Rights (PBR) and plan for future uses of high-fibre cane varieties	Revenue derived from variety development (alternate revenue opportunities) - \$ per annum		<p>Revenue from Tissue Culture Service (\$M)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Revenue (\$M)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>0.5</td> </tr> <tr> <td>2022-2023</td> <td>0.7</td> </tr> <tr> <td>2023-2024</td> <td>0.7</td> </tr> <tr> <td>2024-2025</td> <td>1.1</td> </tr> </tbody> </table>	Year	Revenue (\$M)	2021-2022	0.5	2022-2023	0.7	2023-2024	0.7	2024-2025	1.1
Year	Revenue (\$M)												
2021-2022	0.5												
2022-2023	0.7												
2023-2024	0.7												
2024-2025	1.1												



STRATEGIC PILLARS

PILLAR 4 GROWING RESEARCH AND DELIVERY CAPACITY



OBJECTIVE:

Take our research work and investments to the next level by securing investors and funding and extracting commercial value from our intellectual property, research capacity, facilities and strategic partnerships.

KEY FOCUS AREAS	MEASURE	RATING	DETAILS										
Deliver value from our research expertise, intellectual property, facilities and delivery services	Industry adoption and estimation of impact	Not measured during period	<p>Net Present Value Estimated of Example Technologies (\$M) \$328M delivered by SRA's Ratoon Stunting Disease Screening Service and new technologies⁸ \$42M delivered by SRA's Near Infrared Spectroscopy Screening Service⁹ \$5M delivered by the project Australian sugarcane industry soil health benchmarking in the Wet Tropics¹⁰</p>										
Create new products and service opportunities from research discoveries	Increased number of innovations and technology available to industry		<p>Innovations Deployed</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Innovations Deployed</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>6</td> </tr> <tr> <td>2022-2023</td> <td>1</td> </tr> <tr> <td>2023-2024</td> <td>4</td> </tr> <tr> <td>2024-2025</td> <td>4</td> </tr> </tbody> </table>	Year	Innovations Deployed	2021-2022	6	2022-2023	1	2023-2024	4	2024-2025	4
Year	Innovations Deployed												
2021-2022	6												
2022-2023	1												
2023-2024	4												
2024-2025	4												
Form research and delivery partnerships and ventures	Positive change in research leverage		<p>Leverage of Funding by Partners (%)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Leverage of Funding by Partners (%)</th> </tr> </thead> <tbody> <tr> <td>2021-2022</td> <td>36</td> </tr> <tr> <td>2022-2023</td> <td>51</td> </tr> <tr> <td>2023-2024</td> <td>42</td> </tr> <tr> <td>2024-2025</td> <td>12</td> </tr> </tbody> </table>	Year	Leverage of Funding by Partners (%)	2021-2022	36	2022-2023	51	2023-2024	42	2024-2025	12
Year	Leverage of Funding by Partners (%)												
2021-2022	36												
2022-2023	51												
2023-2024	42												
2024-2025	12												
Expand into new domestic and international markets	Achievement of specific targets	Not measured during period	Progress on this measure will be reported in future annual reports.										

⁸Independent assessment completed by ACIL Allen in 2023. Time period 2013/14 to 2022/23 in 2023 dollars.

⁹Independent assessment completed by ACIL Allen in 2023. Time period 2013/14 to 2022/23 in 2023 dollars.

¹⁰Independent assessment completed by Marsdon Jacob Associates in 2024. Time period over 30 years in 2023 dollars.



RESEARCH INVESTMENT PORTFOLIO SUMMARY¹¹

SRA has designed a balanced research portfolio that combines investment in developing new sugarcane varieties, advancing research technologies, and deploying innovations for industry adoption via our district productivity plans, adoption programs, and services.

SRA's investment planning is guided by our strategic objectives, industry and government priorities, technical and commercial feasibility and risk assessments, and the expected impacts for growers, millers, and regional communities. This approach ensures our research investments are strategic, collaborative, and targeted to improve profitability, productivity, and preparedness for future opportunities and challenges.

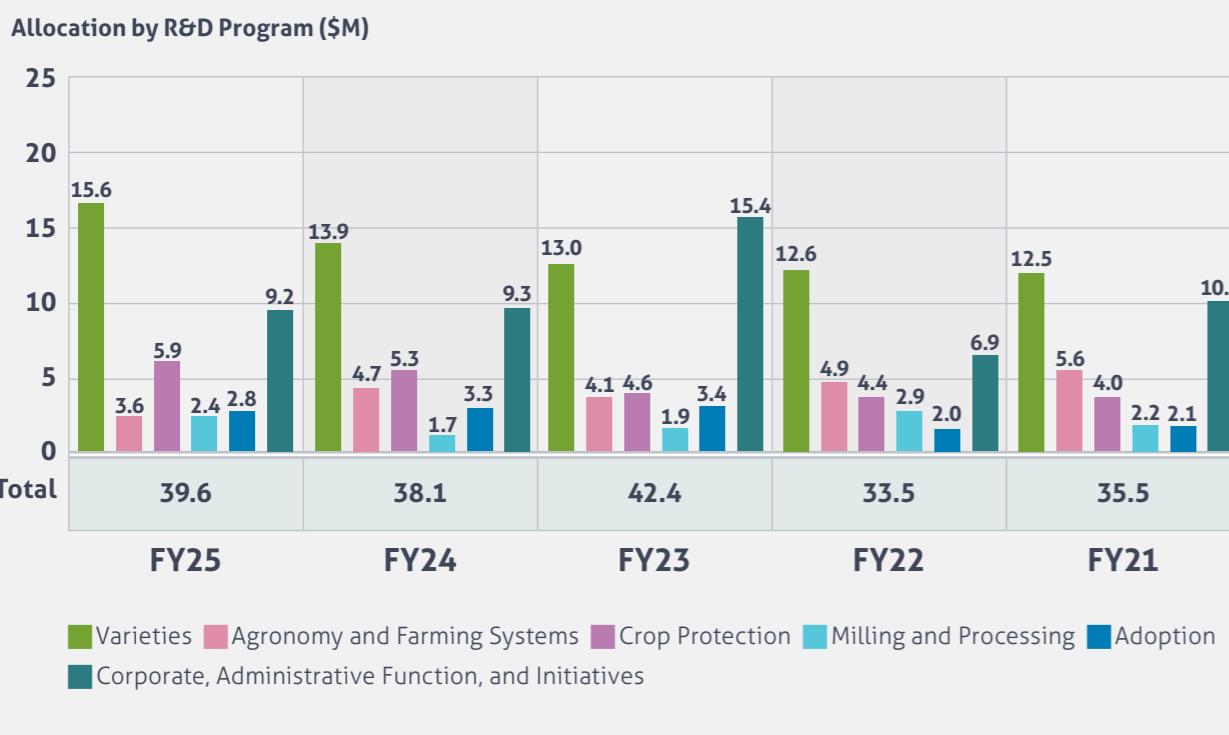
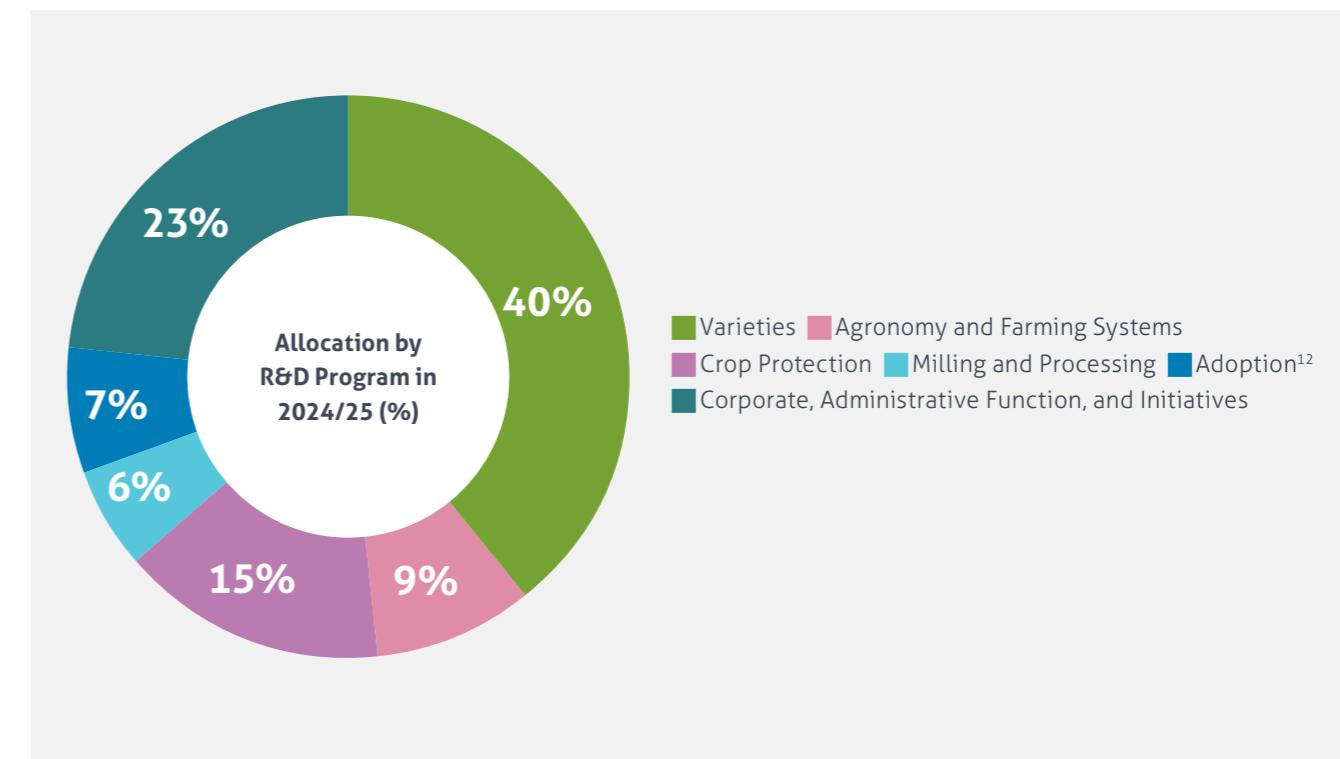
In response to a recommendation from the 2024 Independent Performance Review to better align priorities across the Strategic Plan 2021-2026 and Ten-Year R&D Plan 2024-2034, SRA began reporting by R&D Programs to provide a longer-term view of investment.

In this report, investment allocations and research activities are grouped by R&D Programs rather than Research Missions, marking the first step in addressing this recommendation. This approach is consistent with SRA's broader reporting across communication channels, including our *Cane Matters* publication.

PORTFOLIO BALANCE

SRA invests across five integrated R&D programs including Varieties, Agronomy and Farming Systems, Crop Protection, Milling and Processing, and Adoption to maintain a balanced, risk-managed portfolio that targets priority impact areas identified by industry and government. The charts in this section illustrate allocation by these key dimensions.

Additional reporting, including a summary of income and expenditure by business functions and strategic and government priorities, is provided on page 93.



Allocation by Technology Maturity and Risk in 2024/25 (\$M)¹²

PROGRAM	RESEARCH	DEVELOPMENT ¹³	DEPLOYMENT
Varieties	0.6	12.4	2.6
Agronomy and Farming Systems	0.3	2.5	0.8
Crop Protection	0.8	4.7	0.4
Milling and Processing	0.2	1.1	1.2
Adoption	0.0	2.0	0.8
Total	2.0	22.7	5.7

Excluding \$9.2M for corporate and administrative functions and strategic initiatives.

OUR STRATEGIC FOCUS

The following section outlines 2024-25 RD&A activities across the five R&D Programs, including grant projects, programs and services, and district plan activities, along with research providers.

¹¹ Numbers may be affected by rounding

¹² RD&A activities are categorised by technology maturity using Technology Readiness Levels (TRLs) including:

Research: Early-stage, high-risk technologies under experimental validation, requiring further development.

Development: Mid-stage, generally medium-risk prototype or pre-commercial technologies tested in field or factory settings, requiring further development.

Deployment: Late-stage, generally low-risk, commercially validated technologies and services ready for or in industry use.

¹³ Includes costs for research support functions such as regional facilities.



Varieties – Create the potential

RATIONALE:

Long term genetic gain is a key lead indicator of our breeding program performance. The SRA rate of genetic change has improved from being negative for the six-year period to the 2015 Final Assessment Trial (FAT) series, to a new benchmark of 1.3% with the addition of plant crop results from the 2022 FAT series. The 2% target set in the Strategic Plan 2021-26 is aspirational, but not impossible. Continuous improvement in breeding strategy and tactics, along with adoption of new technologies will be required to achieve the target. Year on year genetic improvement ensures that future varieties have materially better performance than current varieties. Alternative products and markets for sugarcane have been contemplated since the domestication of the crop. Global changes in energy markets and sustainability expectations are driving a new focus as recognised in the Sugar Plus industry roadmap. SRA is uniquely placed to create different types of

varieties and evaluate their productivity in conventional and unconventional situations. Information on the cost and potential production scale of alternative feedstocks will inform commercial planning for new opportunities.

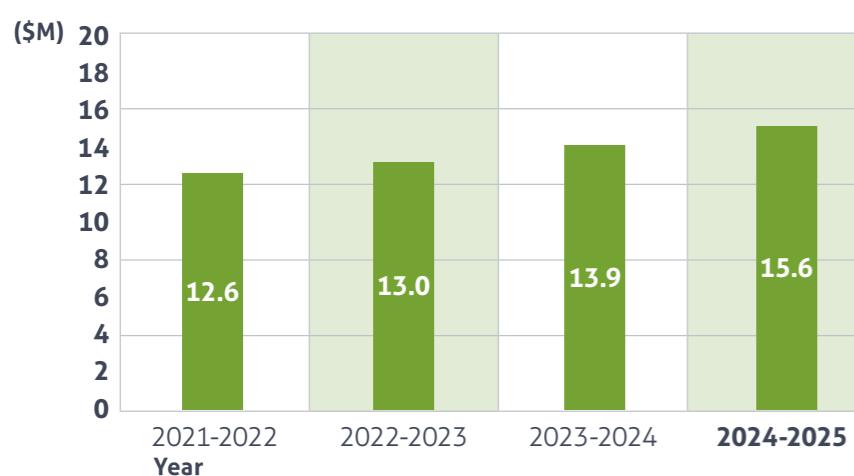
Commercial production of new varieties is a lag indicator of breeding program performance and is a critical step in generating stakeholder value from breeding investment. A key metric is an increasing percentage of new varieties that make up the overall crop. Reliable information on the strengths and weaknesses of new varieties supports faster adoption, provided disease free planting material is available at an acceptable price. SRA has a highly skilled and experienced plant breeding team. Investments are being made to support succession planning and professional development to maintain the people responsible for the pipeline of genetic improvement that will deliver the varieties of the future.

PRIORITIES:

1. New traits, tools, and talent to support step change improvement in plant breeding
2. Creation of new varieties with improved production and processing performance
3. Support correct variety adoption decisions through performance information, grower engagement, and availability of planting material.

INVESTMENT:

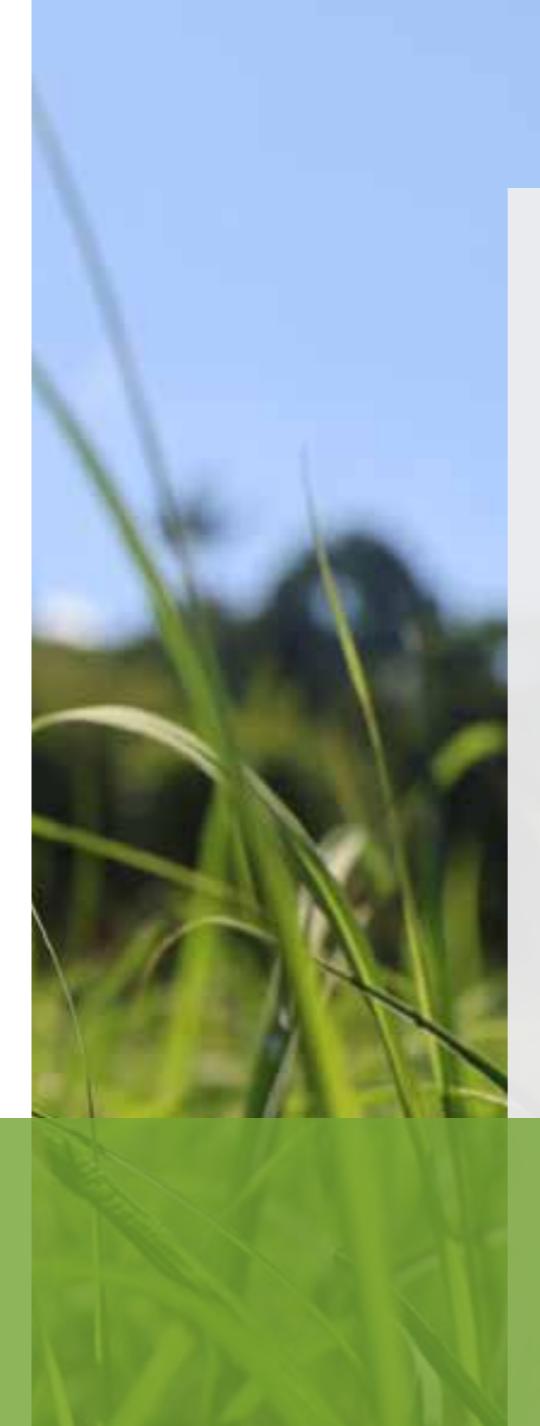
Investment Allocation Across Strategic Plan Period (\$M)



¹⁴ Values reported relate to the previous season.

¹⁵ Values reported relate to the previous season.

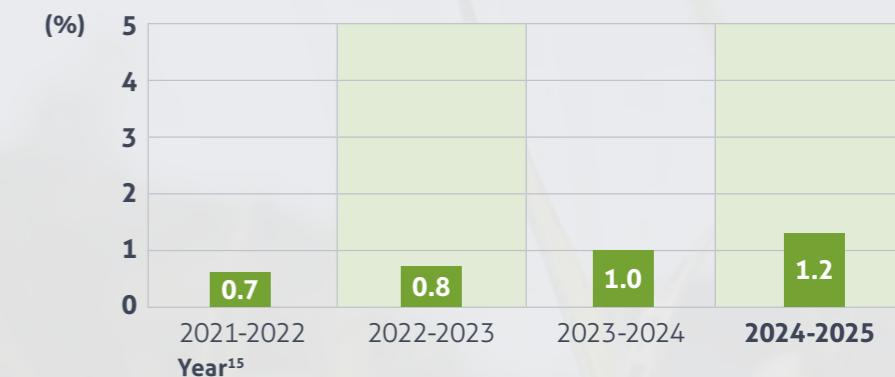
¹⁶ Average yield difference (TCH and TSH) between newly released varieties and benchmark varieties Q240 and Q208, calculated by comparing performance against Q240.



KEY PERFORMANCE INDICATORS

OUTPUTS: Achieve 2% long term genetic gain per annum.

Long Term Genetic Gain Per Annum (%)¹⁴



ADOPTION: 2% per annum increase in production of new varieties as a proportion of the crop.

New Varieties as % of Total Production



IMPACT: 5% yield improvement from adoption of SRA varieties by 2034.

As the plan is in its early stages (year 1), measurable impact cannot yet be demonstrated. From 2026 onwards, the impact of newly released varieties will be estimated based on productivity improvements and adoption rates across the industry.



Varieties – Create the potential

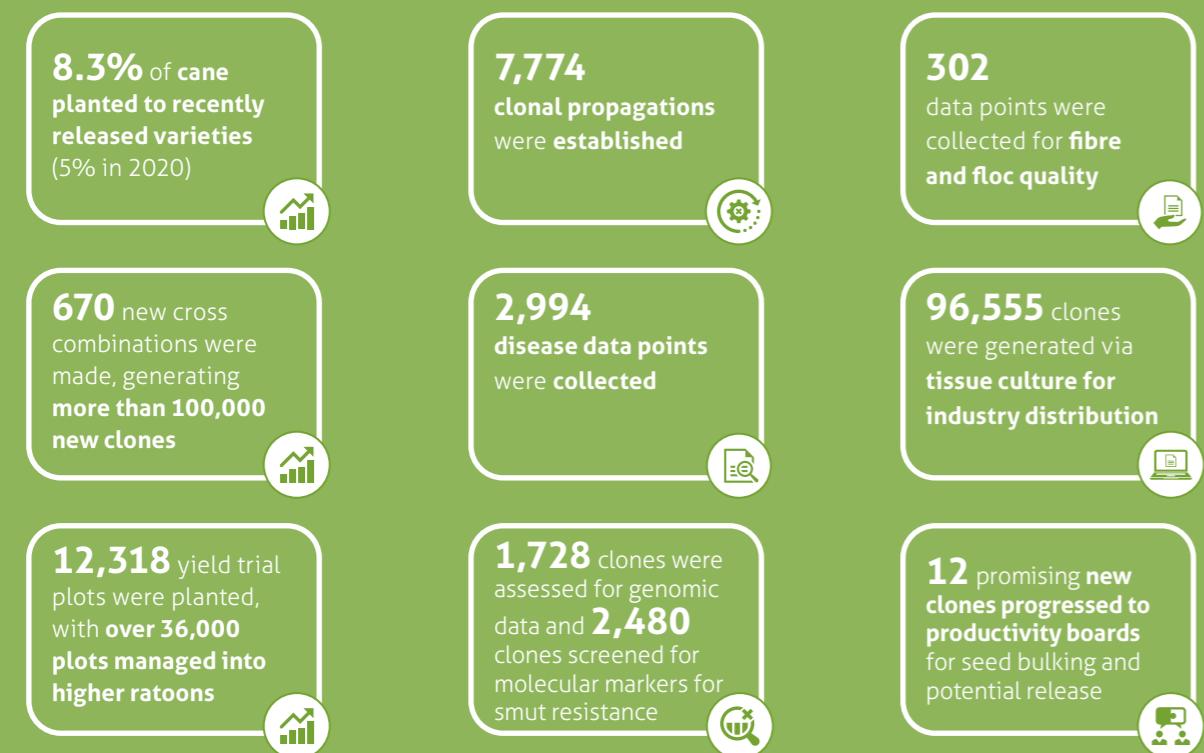
VARIETY DEVELOPMENT

SRA's Variety Development Program continues to deliver improved sugarcane varieties that support industry productivity, profitability, and resilience. In 2024–25, three new varieties were released for the Herbert, Burdekin, and Southern regions, providing growers with fresh options tailored to local growing conditions.

Adoption of new varieties is accelerating across the industry, with 8.3% of cane now planted to recently released varieties, up from just 5% in 2020. This rapid uptake demonstrates industry confidence in the value of SRA's breeding program.

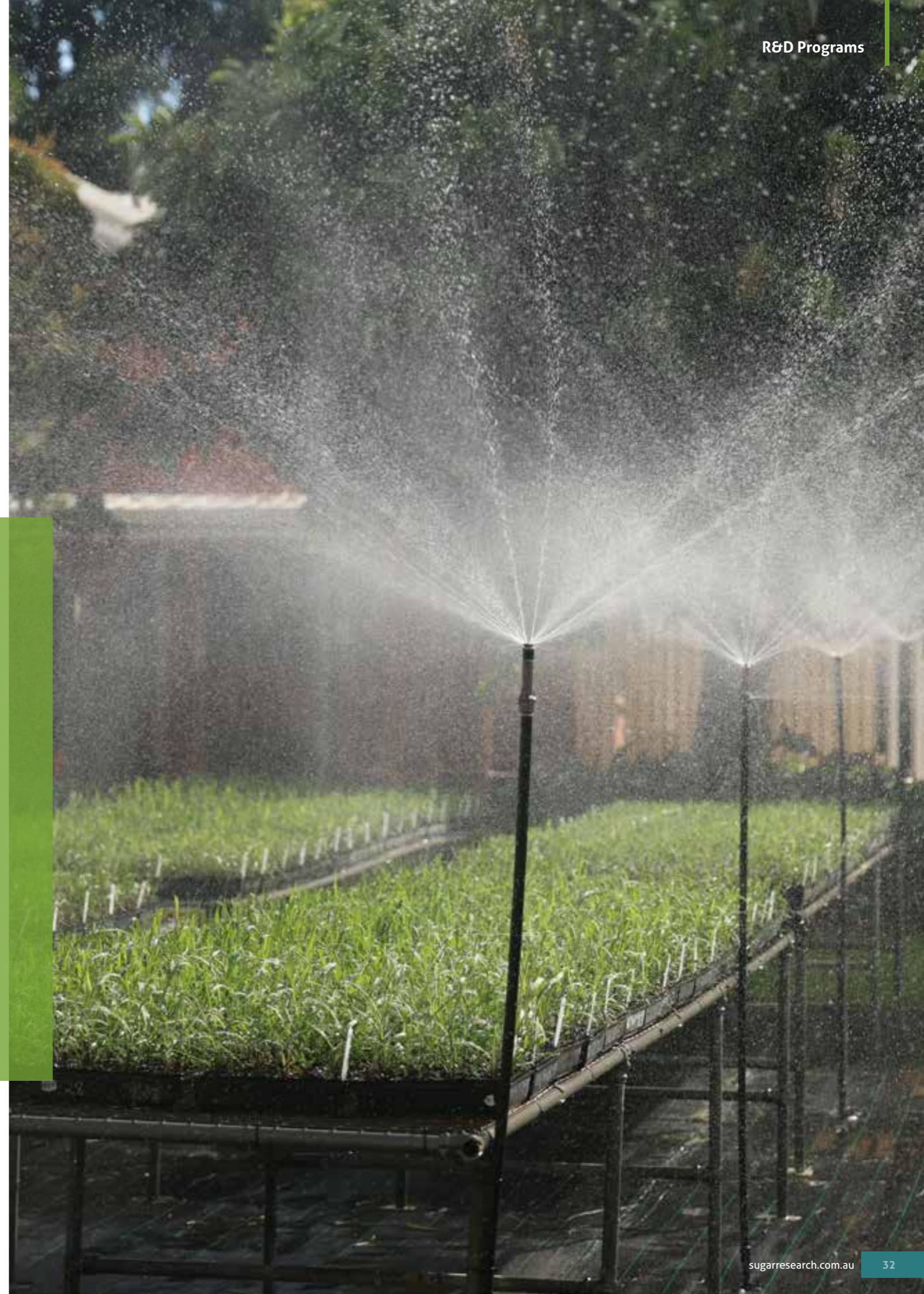
Strong progress has been made in building disease resistance into the breeding pipeline. Smut resistance assessments from Final Assessment Trials (FATs) showed that 52% of clones were resistant, with 88% rated as intermediate or better. For Pachymetra root rot, 67% of clones demonstrated resistance, and 95% were at least intermediate. These results reflect ongoing gains from SRA's long-term breeding strategy and robust screening processes.

BEHIND THESE OUTCOMES ARE THE SIGNIFICANT EFFORTS OF THE VARIETY DEVELOPMENT TEAM. THIS YEAR:



To protect and strengthen Australia's intellectual property in sugarcane, Plant Breeders Rights (PBR) applications were submitted for the three new varieties, and PBR maintained for 76 existing varieties.

SRA's genetic improvement program continues to deliver measurable progress, as reflected in the measures for genetic gain, ensuring Australian growers benefit from a pipeline of high-performing, disease-resistant varieties that support the industry's long-term sustainability.





Varieties – Create the potential

PRIORITY 1 NEW TRAITS, TOOLS, AND TALENT TO SUPPORT STEP CHANGE IMPROVEMENT IN PLANT BREEDING

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Genomics Genomic selection software and evaluation methods for plant breeding to accelerate improvements in yield, commercial cane sugar, and other key traits (2015/025, 2017/002 ¹⁷)													
Genomics Molecular markers and method to measure fibre quality to increase breeding efficiency (2019/102) (PhD scholarship)													
Genomics Genomics selection software to assess clone yield robustness across ratoon crops and enable selection of clones with consistent yield performance (2022/402)													
Predictive breeding Predictive technologies for plant and animal breeding and training programs (2024/002) Sugarcane technologies include: - Clonal selection using drone-captured phenotypes and genomic (Post Doc) - Genomics tools for novel nematode resistance (PhD Scholarship) - Genomic prediction methods (PhD Scholarship)													
Synthetic biology and bioengineering Synthetic plant tissue based on Crop Expansion Encapsulation and Drilling System (CEEDS) TM technology (2022/019; DPB0003)													
Synthetic biology and bioengineering Varieties to enable the development of renewable carbon products from plant biomass (2024/003)													
Synthetic biology and bioengineering Trait identification and selection technologies to breed sugarcane plants for high quality biofuels (2024/510) ¹⁸													
Varieties for hostile environments Plant varieties that outperform current commercial types in hostile environments and deliver higher fibre yields without compromising sugar yield (DPF0007)													

PRIORITY 2 CREATION OF NEW VARIETIES WITH IMPROVED PRODUCTION AND PROCESSING PERFORMANCE

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Phenotyping and artificial intelligence Plant characterisation using drone-based hyperspectral imaging and artificial intelligence models to increase the efficiency of predicting stalk sucrose content (2024/017)													
Accelerated breeding Plant characterisation using DNA sequencing to reduce the costs of sugarcane genotyping (2024/019)													

¹⁷ This project was funded by the Department of Primary Industries and Sugar Research Australia.

¹⁸ This project is funded by the Department of Primary Industries.



Agronomy and Farming Systems

– Achieve the potential

RATIONALE:

The plateauing of sugarcane yield is a persistent challenge confronted by the sugarcane industry since the 1980s. The expansion of cane growing into more marginal soils amplifies this and combined with the escalating costs of production, sugarcane farming profitability is a significant and ongoing challenge. Most sugarcane is grown in the catchments of the Great Barrier Reef (GBR), a World Heritage Area listed under the United Nations Educational, Scientific and Cultural Organisation (UNESCO). Minimising offsite environmental impacts, especially dissolved inorganic nitrogen, to the water quality in GBR catchments, remains a focal point. Consequently, over the past decade research on nitrogen management has been prioritised and technical knowledge and best management practises for nitrogen management have improved. It is now crucial to shift focus towards understanding other vital nutrient and soil health aspects that may have been overlooked. Actively addressing soil-related issues, including compaction, excessive tillage, poor soil biology, and imbalanced nutrition is required. While certain constraints related to soil health might not be immediately apparent, they can require substantial time for improvements to manifest. Farming systems research generally involves a multidisciplinary whole-farm approach to overcoming productivity constraints. The application of general rules of thumb and guiding principles need to change to a site-specific focus and consider growers' local

environments and technology readiness. The opportunity lies in fostering the adoption of research findings, and to address this, research outputs should prioritise practical implementation, avoiding unnecessary complexity or substantial capital investment.

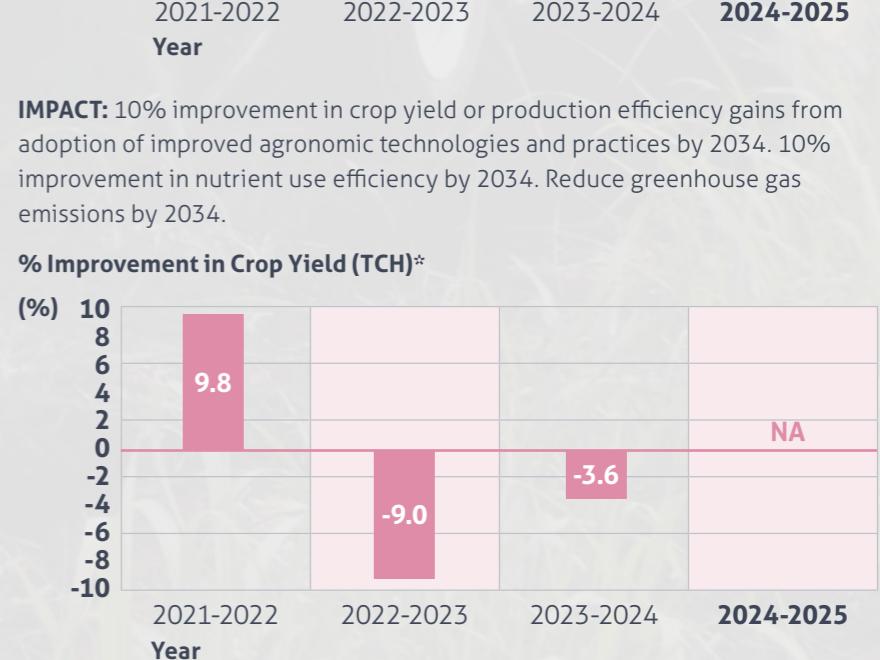
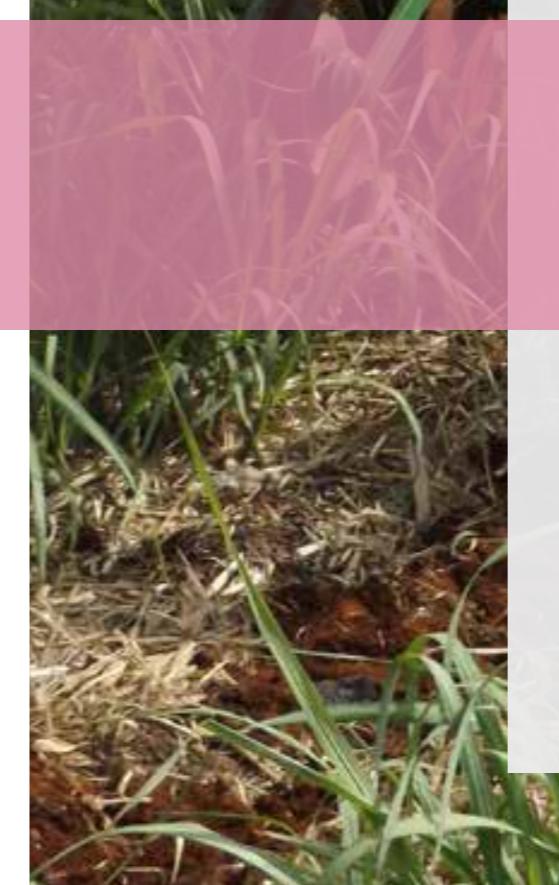
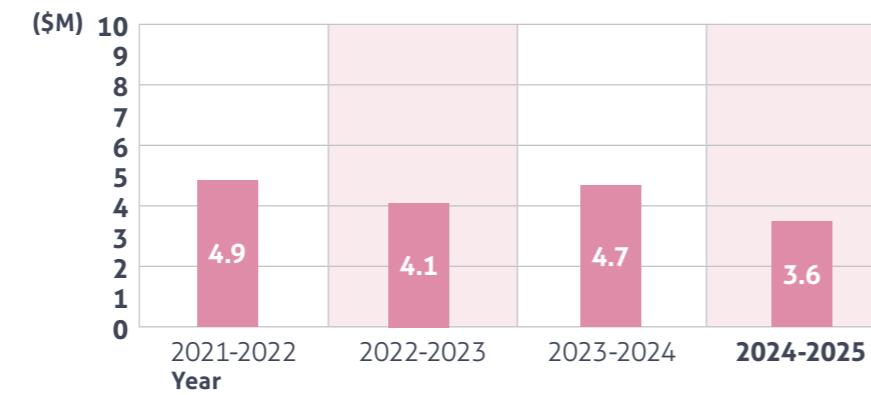
The industry's potential lies in supplying cane biomass for the conversion to emerging industries such as sustainable aviation fuels, bio-based materials and new foods and feed. Globally, evolving sustainability reporting including Environmental, Social, and Governance (ESG) policies poses a significant challenge for Australia, heavily reliant on exports. Other drivers such as emissions reduction targets, are expected to drive demand for data across enterprise, mills, and farms in the coming years. The rising demand for sustainably produced sugar, driven by commitments and sustainable sourcing targets from refiners and end users, intensifies pressure on Australian farmers to adapt to policy changes and investor expectations. To secure market access, insurance, financial support and access to capital, farmers must be prepared to report their sustainability efforts, meeting evolving post-farm gate demands. This program combines multiple components, each designed to make incremental contributions towards the overarching goal of overcoming the yield plateau and realising a reduction in production costs. Farming systems refers to the combination of practices farmers use to achieve production goals.

PRIORITIES:

1. Optimise agronomic inputs
2. Improve sugarcane soil condition
3. Integrate data, technology, and innovation
4. Sustainable production.

INVESTMENT:

Investment Allocation Across Strategic Plan Period (\$M)



*This chart shows the percentage change in overall yield using data from Australian sugar mills. Yield changes related to adoption of SRA technologies could not be determined at the time of reporting but will be measured in the future.



Agronomy and Farming Systems

– Achieve the potential

PRIORITY 1 OPTIMISE AGRONOMIC INPUTS

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Nutrient management Refined nutrient recommendations for ratoon crops after surface-banded mill mud to optimise yield and guide future updates of the SIX EASY STEPS Nutrient Management Program (2024/014)													Deployment to industry led by SRA	
Nutrient management Research on silicon management for crop performance and refinement of the SIX EASY STEPSTM Nutrient Management Program (2024/018)													Experimental testing led by SRA	
Nutrient management Research to guide future tools that improve nitrogen use efficiency in sugarcane by integrating agronomic, economic, and management factors (2023/103) (PhD Scholarship)													Pre-commercial assessment led by UQ	Deployment to industry led by SRA
Next generation fertilisers A biofertiliser with optimal soil nutrient utilisation to increase yields (2021/102) (PhD Scholarship)													Preliminary technology evaluation led by UQ	
General SRA's chemistry laboratory provides compositional analyses of soil, plant tissue, water, mill products, and other samples, supporting research, plant breeding, and external partners (PLANLAB)													Deployment to industry led by SRA	

PRIORITY 2 IMPROVE SUGARCANE SOIL CONDITION

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Soil health Method to apply mill mud and ash to maximise yield and soil health (2021/101) (PhD Scholarship)													Preliminary technology evaluation led by James Cook University (JCU)	
Soil health Soil specific phosphorus management practices for sustainable sugarcane production to be integrated into a revised version of the SIX EASY STEPSTM Nutrient Management Program (2022/011, DPB0001)													Pre-commercial assessment led by SRA	Deployment to industry led by SRA
Soil health Production method based on the impacts of novel residue management practices on soil capital and trash removal on farming sustainability (2024/010)													Experimental testing led by SRA	

PRIORITY 3 INTEGRATE DATA, TECHNOLOGY AND INNOVATION

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Harvesting Harvest Mate Auto is a decision support tool that integrates live feedback from harvester monitoring systems to optimise fan and ground speed, reducing cane loss and increasing profitability across green and burnt cane systems (2016/955, 2019/951, 2020/003 ¹⁹ , 2024/016, DPB0004)													Deployment to industry led by SRA	
Harvesting Modified design of harvester to reduce dirt (2025/402)													Experimental testing led by SRA	
Crop maturity A portable Near Infrared (NIR) device that measures brix and predicts fibre and moisture in sugarcane, helping assess crop maturity and determine the optimal harvest time for maximum sucrose (DPF0006)													Pre-commercial assessment led by SRA	Deployment to industry led by SRA

¹⁹ This project was funded by Sugar Research Australia and the Department of Primary Industries.



Agronomy and Farming Systems

– Achieve the potential

PRIORITY 4 SUSTAINABLE PRODUCTION

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Sustainability reporting Sustainability Framework for the Australian sugarcane industry (2021/008 ²⁰)								Pre-commercial assessment led by Roth Rural		Deployment to industry led by SRA			
Sustainability reporting Life cycle assessment model to measure the environmental impact of sugarcane production and sugar manufacturing to help improve the sustainability of the Australian industry (2020/001 ²¹ , 2024/024)					Pre-commercial assessment led by Integrity Ag & Environment				Pre-commercial assessment led by SRA		Deployment to industry led by SRA		
Sustainability reporting Quantitative models to estimate the effect of climate change on yield and wet weather interruptions to harvest for milling companies (in-kind project)									Deployment to industry led by SRA				
Emissions reduction Gap analysis report on emissions reduction and carbon sequestration in the sugarcane industry (2024/027)									Deployment to industry led by AgEcon				
Emissions reduction Advanced knowledge about the effect of basalt application and soil pH on the fate of carbon acidity/ alkalinity, including the effects on CO2 evasion and carbonate precipitation downstream (2024/102) (PhD Scholarship)									Preliminary technology evaluation led by JCU				
Emissions reduction Novel technologies to support low-emissions crops and livestock, whole-farm systems, and net-zero value opportunities, supported by training and adoption initiatives (2024/901)									Preliminary technology evaluation led by the Zero Net Emissions from Agriculture Cooperative Research Centre				

²⁰ This project was funded by Sugar Research Australia and the Department of Primary Industries.

²¹ This project was funded by Sugar Research Australia and the Department of Primary Industries.





Crop Protection – Achieve the potential

RATIONALE:

There are a wide range of diseases, weeds, and insects, both endemic and exotic, that do and can reduce the yield of sugarcane. Key endemic threats such as canegrubs, soldier fly, pachymetra root rot, ratoon stunting disease, and parasitic nematodes, each lead to estimated losses of between \$25-\$80 million p.a. Similarly, endemic weeds such as perennial grasses and vines collectively cost the industry an estimated \$84 million p.a. Even modest reductions in the yield losses from each of these threats will together lead to substantial benefits to the industry.

High priority exotic threats include several species of moth borer, grassy shoot and white leaf phytoplasmas and their vectors, and viruses such as sugarcane streak mosaic virus and vectors. Many of these are established in Papua New Guinea and Indonesia, where they cause yield losses of up to 70%. With their close proximity to Australia, and the potential for severe crop losses, several

of these are rated as an extreme risk to the Australian sugarcane industry. There are also emerging diseases, pests, and weeds, which are becoming more widespread and causing increasing yield losses to the industry. There is the risk that they become major threats in the future, particularly when coupled with the effects of climate change.

It is imperative we improve our understanding of the nature of the key threats facing the industry, to enable the development of improved control strategies for these threats. Surveillance and diagnostic technologies will ensure that incursions are detected in a timely manner and the spread of emerging threats is monitored, and long-term management strategies that minimise environmental effects and embrace an integrated management approach will ensure the long-term sustainability of the industry.

PRIORITIES:

1. Sustainable management of pests
2. Sustainable management of weeds
3. Sustainable management of pathogens
4. Biosecurity preparedness.

INVESTMENT:

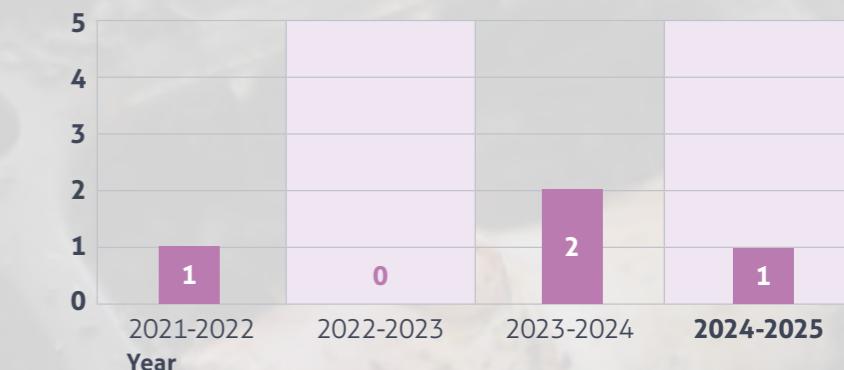
Investment Allocation Across Strategic Plan Period (\$M)



KEY PERFORMANCE INDICATORS

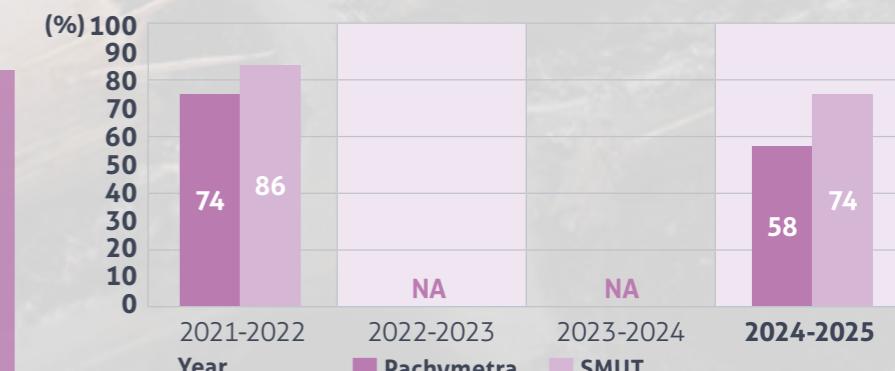
OUTPUTS: New knowledge/ tactics across six priority insects, weed and/ or pathogen targets by 2034.

Number of Technologies Deployed

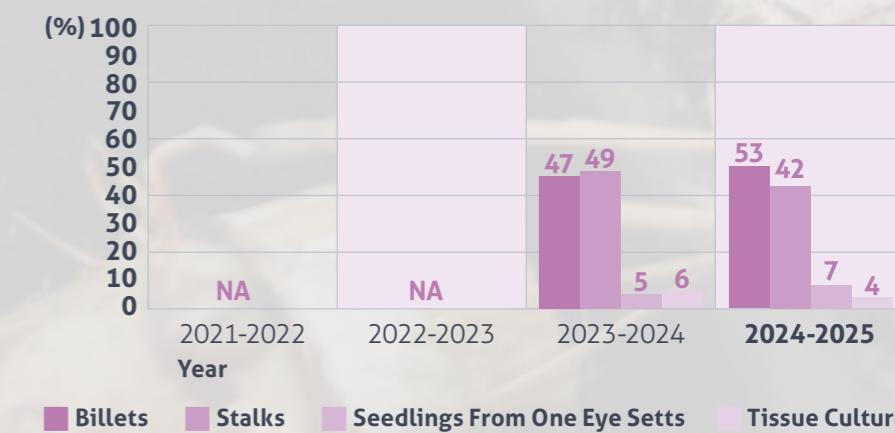


ADOPTION: Increased number of growers adopting improved sustainable technologies and practices to manage.

% Growers who Consider Pachymetra and Smut Resistance Ratings of Varieties Every Year or Almost Every Year



% Growers who Plant Using Clean Seed Every Year or Almost Every Year



IMPACT: 10% improvement in avoided losses due to pathogens, weeds, and insects by 2034.

Reporting on this measure will be provided in future Annual Reports.



Crop Protection – Achieve the potential

PRIORITY 1 SUSTAINABLE MANAGEMENT OF PESTS

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Cane grub Insecticide to replace imidacloprid (2016/003, 2020/004 ²² , 2025/001)	Experimental testing led by SRA												Deployment to industry led by commercial partners
Cane grub Virus biopesticide (2021/402, 2022/016 ²³)			Preliminary technology evaluation led by UQ					Experimental testing led by UQ					
Cane grub A system to collect and measure gases released by plants that attract grubs (2024/402)								Preliminary technology evaluation led by SRA					
Cane grub Bioactive peptide from wasp venom (2025/401)								Preliminary technology evaluation led by UQ					
Cane grub RNAi biopesticide (2020/008 ²⁴)				Experimental testing led by UQ									
Soldier fly Advanced knowledge on species diversity and distribution of soldier flies, and development of an artificial diet to accelerate the development of new controls (2015/804, 2022/004 ²⁵)					Experimental testing led by SRA								
Soldier fly Virus biopesticide to control soldier flies (2021/402; 2022/016 ²⁶)			Preliminary technology evaluation led by UQ				Experimental testing led by UQ						
Soldier fly Methods to identify and synthesise the semiochemicals derived from soldier fly and assess their efficacy as a control (2025/403)							Preliminary technology evaluation led by UQ						

PRIORITY 2 SUSTAINABLE MANAGEMENT OF WEEDS

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Distribution Research on weed distribution and significance (2022/005)							Pre-commercial assessment led by SRA						
General Weed management guidelines for mill mud users for herbicide application (2024/507) ²⁷								Pre-commercial assessment led by SRA					Deployment to industry led by SRA
General AI weed detection and spot spraying (2020/804) ²⁸					Pre-commercial assessment led by JCU								
Hymenachne, Itch grass and Navua sedge Control methods for hymenachne, itch grass and navua sedge (DPF0005)								Experimental testing led by SRA					

PRIORITY 3 SUSTAINABLE MANAGEMENT OF PATHOGENS

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Chlorotic streak Resistance screening method for sugarcane chlorotic streak (2022/006)							Pre-commercial assessment led by SRA						Deployment to Breeding Program led by SRA
Fungal pathogens (inc pineapple sett rots and smut) Research on soilborne fungal pathogens including identification and characterisation of their pathogenicity to develop controls (2024/103) (PhD Scholarship)								Preliminary technology evaluation led by Griffith University					
Fungal pathogens (incl. pineapple set rot and smut) Carbon nanodot fungicide (2019/402, 2022/001, 2024/007)		Preliminary technology evaluation led by Griffith University					Experimental testing led by Griffith University						
Nematodes Research on the pathogenicity of a newly discovered parasitic nematode (2021/401)							Preliminary technology evaluation led by SRA						
Ratoon stunting disease Novel Near Infrared (NIR) spectroscopy to detect Ratoon Stunting Disease in every batch of cane that enters a mill enabling the disease to be located and controlled (BIOBRSD, 2019/003, 2022/007)		Experimental testing led by SRA		Experimental testing led by SRA				Pre-commercial assessment led by SRA					Deployment to industry led by SRA



Crop Protection – Achieve the potential

PRIORITY 3 SUSTAINABLE MANAGEMENT OF PATHOGENS

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Ratoon Stunting Disease and soilborne pathogens SRA's subsidised screening services for diseases, pests, and pathogens enables growers to test plant material and soil for pachymetra, nematodes, and RSD and avoid related production losses (BIOSDL, BIOSPLY)													Deployment via Breeding Program led by SRA
Rust Research on <i>M. fulva</i> , <i>P. melanocephala</i> and <i>P. kuehnii</i> to determine the potential isolate variability within each rust species (2024/304) (PhD Scholarship)													Preliminary technology evaluation led by the Australian National University (ANU)
Soilborne pathogens (incl. Pachymetra) Low-cost screening method for genes associated with Pachymetra root rot resistance and susceptibility (2023/403)													Preliminary technology evaluation led by SRA
Soilborne pathogens (incl. Pachymetra root rot) Advanced screening tools to identify genes that control or help resist soil-borne diseases or other stresses (2024/513 ²⁹)													Deployment to Breeding Program led by SRA
Screening for plant breeding Genetic solutions for endemic diseases comprising smut, Pachymetra, red rot, leaf scald, Fiji leaf gall, mosaic, yellow spot and orange rust, by screening breeding germplasm to develop resistant varieties (BIODTLY, BIOPIND, BLOPTLY, BIOPWFD, BUV4700)													Deployment via Breeding Program led by SRA

PRIORITY 4 BIOSECURITY PREPAREDNESS

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
General Updated Sugarcane Industry Biosecurity Plan (2022/002)													Pre-commercial assessment led by Plant Health Australia	Deployment to industry led by SRA
General Australian Research Council (ARC) Training Centre for Plant Biosecurity led training for emerging researchers to advance Australia's ability to detect, respond to, and manage plant pests and diseases (2024/001)													Preliminary technology evaluation led by the ARC Training Centre for Plant Biosecurity	
Moth Borers Insecticides to manage a moth borer incursion (2018/010 ³⁰)													Pre-commercial assessment led by Plant Health Australia	Deployment to industry led by commercial partner in the event of an incursion
Sugarcane Streak Mosaic Virus and White Leaf Disease Research on vectors on potential vectors of White leaf disease in Australia (2024/401)													Preliminary technology evaluation led by SRA	
Sugarcane Streak Mosaic Virus and White Leaf Disease Research to identify potential vectors of Streak Mosaic Virus in Australia, map their likely distribution, and guide response strategies in the event of an incursion (2024/015)													Preliminary technology evaluation led by SRA	
Diagnostics New diagnostics for early and accurate diagnosis and rapid response to threats of plant industries including sugarcane (Plant Biosecurity Research Initiative Phase III) (2022/604)													Preliminary technology evaluation led by Hort Innovation Australia	
Quarantine SRA's quarantine program enables safe import and export of sugarcane varieties, supporting genetic diversity while managing the risk of exotic pests and diseases (BIOQUAR)													Deployment to Breeding Program led by SRA	

²² This project was funded by Sugar Research Australia and the Department of Primary Industries.

²³ This project is funded by the Department of Primary Industries and Sugar Research Australia.

²⁴ This project is funded by Sugar Research Australia and the Department of Primary Industries.

²⁵ This project was funded by the Department of Primary Industries and Sugar Research Australia.

²⁶ This project is funded by the Department of Primary Industries and Sugar Research Australia.

²⁷ This project is funded by the Department of Primary Industries.

²⁸ This project is funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation, and supported by James Cook University, AutoWeed and Sugar Research Australia.

²⁹ This project is funded by the Department of Primary Industries.

³⁰ This project was funded by Sugar Research Australia and the Department of Primary Industries.



Milling and Processing

– Deliver the potential

RATIONALE:

Profitability in the milling sector is crucial as it impacts millers' ability to invest in maintenance, capital, and value-adding. Without adequate investment in these areas, operational efficiency may decline, posing risks to millers' viability and affecting the growing and harvesting sectors. The key factor impacting mill productivity is maximising the economic realisation of sugar from cane. Evidence suggests the Australian sugar milling sector faces significant challenges including rising costs, diminishing profits, aging equipment, and high turnover of staff. Pressure on maintenance and capital spending, alongside ownership shifts and declining technical performance among millers exacerbates uncertainties.

Prioritising research efforts aimed at reducing costs and energy consumption while producing sugar from cane and increasing revenue from diversified production offers significant potential for productivity gains among millers. Ensuring effective dissemination and application of research findings and efforts to build and maintain a professional workforce within mills are crucial.

Despite ongoing challenges, positive steps towards securing long-term viability have been made, notably through a shift towards participation in the bioeconomy. The emerging opportunities, as outlined in the sugar industry's 2040 vision Sugar Plus, include converting

co-products like bagasse, molasses, sugarcane tops and trash into renewable electricity, biofuels like sustainable aviation fuels, green hydrogen, and biomethane for example. This involves a heightened focus on cogeneration of electricity, including the establishment of large-scale generating plants, and implementing energy efficient measures in associated mills.

Additionally, research into diversifying cane-derived products and a growing interest among millers in this area are evident. Over the last decade, there has been a significant amount of funding in Australia directed towards sugarcane diversification. However, research often occurs separately from the sugarcane industry, limiting its translation into industry benefits.

Queensland research institutions excel globally in this area, with strong academic, corporate, and international collaborations. Current research themes include biochemicals, bioplastics, advanced biofuels (including aviation fuels), and alternative proteins.

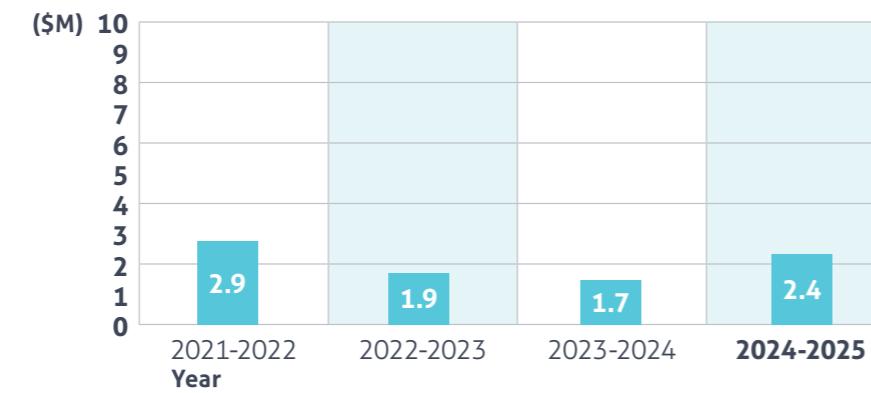
Australia boasts substantial research capabilities, and targeted industry investment can leverage additional funding sources. Aligning industry, policy, and research is crucial for translating research into diversification.

PRIORITIES:

1. Optimised operations for enhanced milling efficiency
2. Highly skilled and professional workforce
3. Opportunities for diversified income.

INVESTMENT:

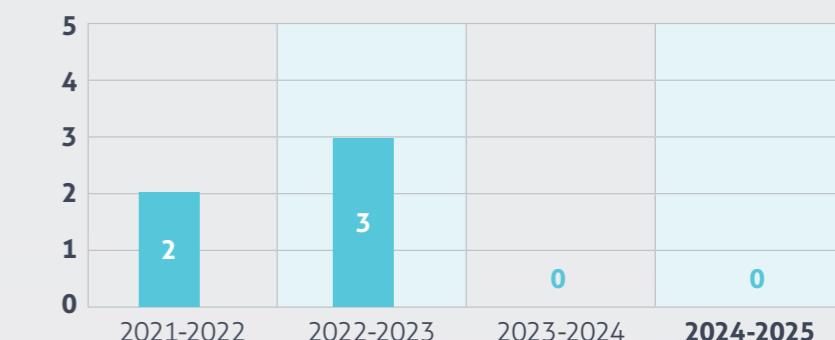
Investment Allocation Across Strategic Plan Period (\$M)



KEY PERFORMANCE INDICATORS

OUTPUTS: New capability and technologies for mills and processors per annum.

Number of Technologies Deployed³¹



ADOPTION:

1. Increased number of mills adopting skills and technologies developed through SRA's research per annum.
2. Increased number of mills trialling and adopting innovations and technologies to diversify income by 2034.

Reporting on this measure will be provided in future Annual Reports.

IMPACT: 25% improvement in milling and processing productivity by 2034.

Reporting on this measure will be provided in future Annual Reports.

³¹ Projects from the 2023 and 2024 years are progressing to deployment and relevant technologies are yet to be released.





Milling and Processing

– Deliver the potential

PRIORITY 1 OPTIMISED OPERATIONS FOR ENHANCED MILLING EFFICIENCY

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Billet length Machine learning system to measure billet length on cane consignments that enter mills (2021/203, 2022/012 ³²)					Experimental testing led by the Queensland University of Technology (QUT)		Pre-commercial assessment led by QUT						
Billet length and extraneous matter Machine learning system to measure the extraneous matter mass and billet length on cane consignments that enter mills (2023/203)						Pre-commercial assessment led by Griffith University							
Clarification Production method for sugarcane juice clarification (2024/101) (PhD Scholarship)							Preliminary technology evaluation led by QUT						
Evaporators Demonstrate feasibility of hybrid pH control strategies to reduce sucrose losses and control corrosion in sugar factory evaporators (2024/201)					Pre-commercial assessment led by Sunshine Sugar								
Boiling Demonstrate the use of a microwave dry substance transducer for controlling high grade boiling (2024/202)					Pre-commercial assessment led by Mackay Sugar Limited								
Reduced emissions Measure and identify techniques to reduce greenhouse gas emissions from sugar factory boilers with different designs and for different operation conditions (2024/203)					Pre-commercial assessment led by Wilmar Sugar Australia								
Mill mud A pilot, small-scale thermo-digester engineered to efficiently digest mill mud (2024/204)					Experimental testing led by Charles Darwin University								
Cane transport Real-time tracking system for all cane bins in a railway network, showing each bin's location and status (empty or full) to support factory operations for 16 mills operating a rail network (2024/509 ³³)					Pre-commercial assessment led by QUT		Deployment to industry by milling companies						
Harvesting scheduling Remote-sensing yield prediction technology to inform harvesting scheduling (DPF0003)					Pre-commercial assessment led by SRA								
NIR spectroscopy SRA's NIR service offers mills an automated Cane Analysis System to measure brix, pol, fibre, CCS, and more, reducing manual testing. Related research maintains system performance, expands applications, and delivers data to improve farming and milling operations (PLANCAS, NIRD MER)					Deployment to industry led by SRA								

PRIORITY 2 HIGHLY SKILLED AND PROFESSIONAL WORKFORCE

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Milling capability Training modules developed for the Australian Sugar Industry Training Learning Management System (2017/013, 2019/006, 2022/014)	Deployment to industry led by the Sugar Research Institute (SRI)	Deployment to industry led by SRI			Deployment to industry led by SRI								
Milling capability Cane train simulator used to train locomotive drivers safely and cost-effectively (2024/005)					Deployment to industry led by SRI								
Research capability Milling research capacity-building and succession-planning for Early Career Researchers (2018/015)			Research capability building program led by QUT										
Research capability Eight scholarships and bursaries per year for undergraduate engineering students to build knowledge and experience of milling and to support employment pathways (2022/601)				Research capability building program led by QUT									

³² This project is funded by Sugar Research Australia and the Department of Primary Industries.

³³ This project is funded by the Department of Primary Industries.



Milling and Processing

– Deliver the potential

PRIORITY 3 OPPORTUNITIES FOR A DIVERSIFIED INCOME

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
New opportunities Industry resource detailing existing and new industry value chain partners for diversification opportunities (2022/018)							Industry resource led by QUT						
New opportunities Technologies to transform by-products and residues into new higher value products (2023/020)							Preliminary technology evaluation led by QUT						
New opportunities Advanced knowledge about the gene/ enzyme in stingless bees that is responsible for efficiently isomerising the sucrose found in nectar to produce high value alternative sugar trehalulose (2022/401)						Preliminary technology evaluation led by UQ							





Adoption – Reach the potential

RATIONALE:

The current state of adoption in the sugarcane industry reflects a complex landscape with regional differences. Addressing the challenges in adopting current science, practices, techniques, and technologies requires a robust framework. This framework should provide clear and consistent messaging to growers and millers, improve the quality of information dissemination across the industry including knowledge, products, trials, and demonstrations delivered by multiple organisations. It should effectively connect experts to end-users. Adoption activities need to raise the knowledge and awareness of current science and evidence for best management practices, improve the trust and belief in data and recognise and respond to competing business pressures and regionally distinct adoption challenges. Diverse regional needs and the impact of these barriers underscore the necessity of tailored interventions for successful adoption. Working with industry stakeholders and commercial advisors is critical to success.

SRA's District Productivity Plans have been developed through consultation and engagement undertaken through SRA's Industry Services team. Development of the plans has involved participants across the sugar industry supply chain to identify constraints impacting productivity and profitability at the local level. Different sources of data have been used as inputs including grower ideas and contributions from past strategic

workshops held with SRA, ABARES data, mill data, impact assessments and a variety of survey results. The plans highlight specific local issues with proposed solutions and actions to address them and are updated and reviewed annually to drive investment at a local level. Through the development and delivery of District Plans, SRA is actively exploring a regional approach to optimise the impact of research initiatives, accounting for the unique characteristics and capacities of each region and aiming for more effective adoption of sugarcane technologies and practices.

The use of tools such as demonstration plots, workshops, and variety walks has proven effective, enhancing grower confidence, and understanding, while publications like Cane Matters and demonstrations contribute to improved communication and the promotion of the latest research, practices, and technologies. Overall, this program aims to deliver the right information at the right time and in the right form.

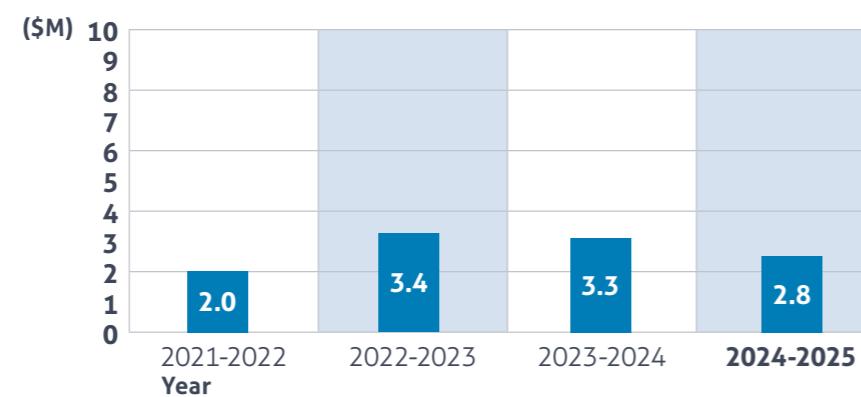
Many investments in the Adoption program are funded by external research partners, aligning with SRA's strategy to attract external investment to fund activities to create solutions to local issues that contribute to improved productivity and profitability. This approach avoids reallocating industry and government investment which is predominately used for other RD&A activities.

PRIORITIES:

1. The right information
2. Regional approaches
3. Industry transformation.

INVESTMENT:

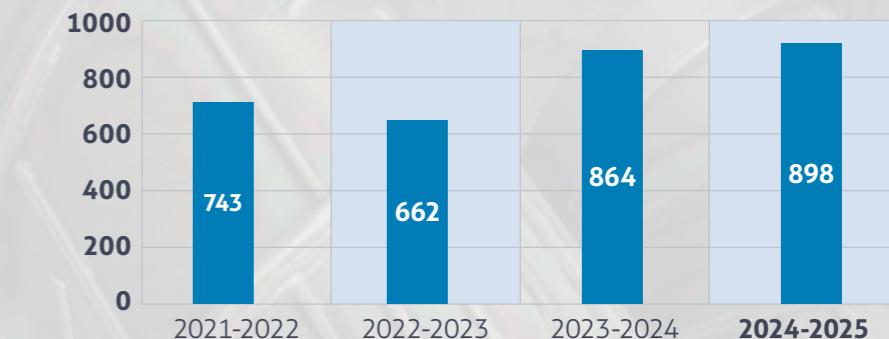
Investment Allocation Across Strategic Plan Period (\$M)



KEY PERFORMANCE INDICATORS

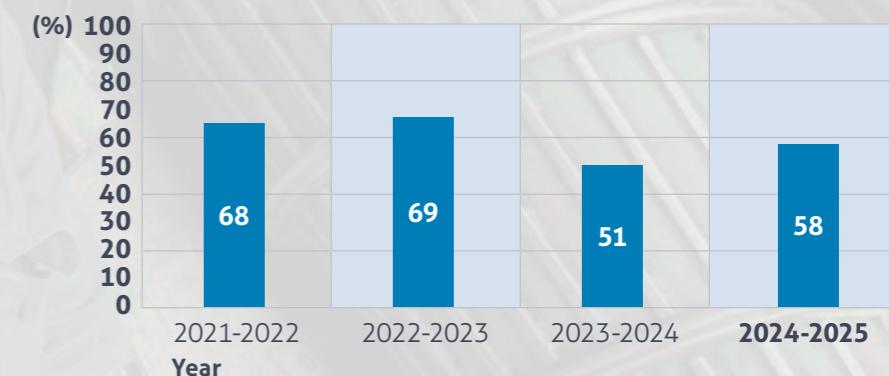
OUTPUTS: Engage with 75% of levy payers per annum by 2034.

Number of Stakeholders Engaged



ADOPTION: >50% of growers and millers adopting knowledge, technologies, and practices from SRA's research by 2034.

% Levy Payers Reporting Adoption of SRA Technologies³⁴



IMPACT: 25% improvement in grower productivity by 2034.

Reporting on this measure will be provided in future Annual Reports.

³⁴ Responses to SRA event feedback indicating adoption of SRA technologies in the past 12 months or planned implementation.





Adoption – Reach the potential

PRIORITY 1 THE RIGHT INFORMATION

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Deliver updated research-based learning modules for the CANEGROWERS-led Smartcane BMP to support adoption of best management practices (2022/804) ³⁵									Deployment to industry led by SRA				
Events Deliver local workshops and field days to stakeholders on productivity constraints, research-based solutions, and updates on SRA's emerging technologies (DPC0002, DPS0006, DPB0006, DPF0002)							Deployment to industry led by SRA						
Varieties Provide Central District growers with tailored variety performance information to support adoption of varieties best suited to local farm conditions (DPC0006)								Deployment to industry led by SRA					
Varieties Provide CCS maturity curves for newly released varieties and accelerated clones in the Herbert and South Johnstone areas for optimum harvesting (DPN0002)							Deployment to industry led by SRA						
Weeds Promote uptake of the PI@ntNet Plant Identification app to detect weeds (DPF0005)								Deployment to industry led by SRA					

PRIORITY 2 REGIONAL APPROACHES

Technology	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Irrigation Deliver XXXX Burdekin Smart Irrigation Project to support growers in the Burdekin district to adopt optimised, automated irrigation systems that reduce water use, energy, emissions, and labour (2022/801) ³⁶							Deployment to industry led by NQ Dry tropics						
Irrigation Demonstration of low-cost automated irrigation systems to improve water use efficiency and productivity for growers in the Burdekin District (DPB0005)							Deployment to industry led by SRA						
Irrigation Demonstration of low-cost automated irrigation systems to improve water use efficiency and productivity for growers in the Central district (DPC0005)							Deployment to industry led by SRA						
Nutrient management Deliver Cassowary Coast Reef Smart Farming Project to growers targeting improved nutrient use efficiency and reduced amounts of Dissolved Inorganic Nitrogen flowing into waterways in the Northern district (2022/803) ³⁷						Deployment to industry led by CANEGROWERS							
Nutrient management Deliver Tully and Murray Fine-Scale Water Quality Monitoring Project to support growers in the Northern district to improve nutrient management practices, with SRA agronomic input to interpret water quality data (2024/803) ³⁸							Deployment to industry led by Terrain NRM						
Nutrient management Deliver an adoption program conducting constraint surveys, implementing the SIX EASY STEP™ Nutrient Management Program and support with communications in the Northern district (2024/804) ³⁹						Deployment to industry led by Tully Cane Productivity Services Limited							
Nutrient management Deliver the Burnett Mary Agronomy Project including one-on-one extension activities, technical advice, and individual farm reports detailing productivity constraints and nutrient management plans for growers in the Southern district (2023/802) ⁴⁰						Deployment to industry led by SRA							
Fallow crops Supporting growers to adopt fallow cropping by providing a soybean planter for on-farm trials (DPC0001)						Deployment to industry led by SRA							
Varieties Support growers in the Northern district with distribution channels for clean seed (DPF0004)						Deployment to industry led by SRA							

³⁵ This project is funded by CANEGROWERS.

³⁶ This project is funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation, and Castlemaine Perkins.

³⁷ The Cassowary Coast Reef Smart Farming project is funded by the partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation.

³⁸ This project is funded by the Queensland Government's Office of the Great Barrier Reef and World Heritage.

³⁹ This project is funded by the Queensland Department of Environment, Tourism, Science and Innovation.

⁴⁰ This project is funded by the Queensland Department of Environment, Tourism, Science and Innovation.

STRONG FOUNDATIONS

INDEPENDENT PERFORMANCE REVIEW

During 2024/25, SRA prioritised implementing the recommendations from the 2024 Independent Performance Review, completing 17 of the 20 recommendations. Key initiatives included developing a Roadmap for Change to ensure leadership stability during the CEO transition. Engagement with industry and government was strengthened through regular tripartite meetings and a structured annual stakeholder consultation process to identify research priorities was implemented.

Transparency was strengthened through more detailed reporting of investment allocations and research projects in corporate publications. Further enhancements are planned for 2025/26 to demonstrate to industry and government stakeholders the rigorous monitoring and reporting processes SRA has implemented in response to the performance review.

Governance practices were reinforced with updates to 26 governing documents, including key policies such as Fraud Control, Intellectual Property, Risk Management, and Whistleblower, alongside the introduction of two new policies. SRA also updated its Risk Management Framework and established a Strategic Risk Register, with Internal Audit providing oversight.

The three remaining recommendations are expected to be fully implemented by June 2026.

PEOPLE & CULTURE

Throughout this period, SRA management has actively focussed on fostering a safe, capable, and engaged workforce. We continue to work towards delivering People and Culture initiatives which include:

Staff Engagement and Leadership Performance

SRA Board and Management understand that having high performing leaders who value trust and connection drives an increase in performance of the whole organisation. In Quarter 3, SRA introduced its Leadership Development program, delivered over two days, providing more than 50 leaders within the staff body the key leadership skills required to drive a high performing team approach.

Employee Engagement is a key driver to high organisational performance and this year, SRA commenced its Employee Engagement program which is centred on the

scientifically proven Gallup Q12® employee engagement assessment. These results provide a benchmark for SRA to work from, and we look to advance Employee Engagement by focusing on key actions to address the feedback provided by SRA Employees.

Diversity

SRA has completed the annual WGEA reporting. In the previous 12 months, SRA identified and implemented unique actions which addressed the gender pay gap. These actions, amongst other activity saw the pay gap reduce from the 2023-24 reporting period in the 2024/25 reporting period. The actions previously developed will continue to be implemented to maintain this trajectory.

SRA consider that diversity in all forms is another lever in driving performance due to the expanse of experiences this brings. SRA has a very diverse workforce including gender, culture and age. This year SRA focused on increasing representation of females at senior levels of the organisation, which increased by 19%.

HEALTH, SAFETY AND ENVIRONMENT

SRA continues to strengthen its Health, Safety, and Environmental (HSE) performance through comprehensive risk reduction and continuous improvement initiatives. Our dedicated workforce and leadership team remain committed to preventing harm through innovative programs and systematic enhancement of safety capabilities across all operations.

Proactive Capability Building and Risk Reduction

SRA is committed to preventing workplace injuries by developing capability programs tailored to the unique physical demands of its agricultural and laboratory research environments. Our prevention-focused approach includes improved recruitment processes and workplace design strategies aimed at eliminating where possible musculoskeletal injury risks at their source.

Through our Occupational Hygiene project, we conduct comprehensive dust and noise monitoring across research stations, providing a strong foundation for enhanced exposure controls and worker protection measures. This evidence-based, site-specific approach ensures our control strategies are both effective and sustainable.

Systems Innovation and Process Improvement

Our ongoing systems simplification program has delivered tangible results this year, including streamlined contractor management, easier access to hazard reporting, and better coordination of safety procedures. These initiatives have reduced administrative burden while strengthening safety controls across the organisation.

SRA continues to modernise its training and procedural frameworks to continue building safety competency and maintain alignment with contemporary risk management practices. Our systematic and ongoing framework review attitude ensures regulatory compliance while driving continuous improvement across all business units.

Environmental Stewardship and Strategic Direction

We remain fully committed to environmental stewardship, maintaining 100% compliance with Smartcane Best Management Practices throughout the year. This achievement underscores SRA's dedication to responsible agriculture and strengthens stakeholder confidence.

With the HSE Strategy and Improvement Plan advancing ahead of schedule, SRA is well positioned to set new benchmarks in workplace safety and environmental responsibility, driving innovation and positive impact through 2026.

SRA staff at newly opened IRIS Laboratories in Acacia Ridge.





FINANCIAL & STATUTORY REPORTING

[Directors' Report](#)
[Financial Statements](#)
[Portfolio Balance Summary](#)
[Income and Expenditure Summary](#)
[Investment Allocation by Priorities](#)
[Statutory Funding Agreement Reporting](#)

DIRECTORS' REPORT

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2025

The Directors of Sugar Research Australia Limited ABN 16 163 670 068 ("Company" or "SRA") submit their report for the financial year ended 30 June 2025 ("reporting period") as follows:

COMPANY LIMITED BY GUARANTEE

The Company was incorporated on 8 May 2013 and is a public company limited by guarantee. The Company has Group G members and Group M members (together the "members"). The Constitution states that, if the Company is wound up, the liability of each member is limited as follows:

- each member at the time the winding up starts; and
- each person who, at any time in the 12 months before the winding up started, was a member,

undertakes to contribute to the assets of the Company up to an amount not exceeding \$2 for payment of the debts and liabilities of the Company, including the costs of winding up.

As at 30 June 2025 there were eight (8) Group M members and 2,370 Group G members. The total amount the members of the Company are liable to contribute if the Company is wound up for 2024/25 is \$4,756.

On any winding up of the Company, any surplus property must not be paid to members but must be paid or transferred to another corporation, fund, authority or institution with:

- objects similar to the Company's objects; and
- a constitution which prohibits the distribution of its income and property among its members.

Objectives

The primary long-term objective of SRA over the reporting period has been to enable Australia's sugarcane industry to be profitable, sustainable and resilient.

In support of this objective, SRA has been focused over the short to medium-term on the following goals:

- Increasing profitability across the sugarcane value chain through innovation-led productivity gains, step-change, and value-adding;
- Improving sustainability through evidence-based research and sustainable production, biosecurity and environmental management;

- Enhancing capability through strengthened research and industry partnerships, capability development programs and collaborative knowledge transfer and adoption mechanisms; and
- Strengthening organisational excellence through enhanced research, development and adoption investment management, best practice organisational governance and a positive performance-focused organisational culture.

Strategy for achieving objectives

The complete strategy for delivery on SRA's objectives, goals over the reporting period is detailed in SRA's Strategic Plan 2021-2026 which is available on SRA's website (Strategic Plan).

The Strategic Plan sets out a revised vision of being:

A trusted partner, shaping the future prosperity of the Australian sugarcane industry and regional communities through innovation and ingenuity.

and establishes the following five Research Missions:

1. PROFITABLE AND PRODUCTIVE

Continuous improvement in farming and milling profitability.

2. RESILIENT AND ENDURING

Position the industry to stay ahead of climate, environmental and biosecurity threats.

3. DIVERSIFIED AND ADAPTABLE

Capitalise on changing consumer preferences, and the growing bio and green economies to develop diversification opportunities.

4. WEALTH GENERATING THROUGH LAND STEWARDSHIP

Position the Australian sugarcane industry as leaders in profitability, environmental sustainability and resource-use efficiency.

5. SKILLED FOR THE FUTURE

Support the development of an adaptable, professional, commercial and entrepreneurial industry and research community.

It also establishes five Strategic Pillars:

STRATEGIC PILLAR 1 – STRONG FOUNDATIONS

Evolve SRA to keep pace with the changing industry landscape by developing a capable, engaged, and safe workforce, and a lean, agile and entrepreneurial organisation with an agile and efficient cost-base.

DIRECTORS' REPORT (CONTINUED)

STRATEGIC PILLAR 2 – A HIGH-PERFORMING RESEARCH PORTFOLIO

Design a focused, balanced and collaborative portfolio of RD&A investments and initiatives that deliver tangible solutions and options to advance the productivity, sustainability, profitability, and long-term growth prospects for the Australian sugarcane industry.

STRATEGIC PILLAR 3 – TRANSLATION EXPERTISE

Translate research findings into tools, products and services that save industry time and money, and improve environmental performance.

STRATEGIC PILLAR 4 – WORLD-CLASS SUGARCANE VARIETIES

Accelerate innovation in variety development to offer varieties that consistently underpin the success of the industry's current and future product objectives, crop production and protection while lowering development costs and shortening cycle-times.

STRATEGIC PILLAR 5 – COMMERCIAL BENEFITS AND REWARDS

Take our research work and investments to the next level by securing investors and funding and extracting commercial value from our intellectual property, research capability, facilities and strategic partnerships.

Principal activities during the reporting period

The Company's principal activities during the reporting period consisted of research, development and adoption activities to contribute to the development of the Australian sugar industry. As detailed in the Constitution, the Company receives, amongst other funding, funds from the Commonwealth of Australia by way of proceeds from the sugarcane levy payable by sugarcane growers and millers under the *Primary Industries (Excise) Levies Act 1999* (Cth).

Through utilisation of the sugarcane levy (and funding from other sources) the Company carries out, coordinates and invests in research and development activities, to facilitate dissemination, adoption and commercialisation of results of research and development activities in relation to the Australian sugar industry.

Financial Result

The financial result for the reporting period is a \$4,884,000 deficit (2024: \$1,132,000 surplus), including:

- \$7,042,000 deficit (2024: \$1,362,000 deficit) from operating activities
- \$2,158,000 (2024: \$2,494,000) of interest income.

Performance measurement

SRA's five-year Strategic Plan and Annual Operational Plans set out SRA's strategic and operational agenda, by which delivery against this agenda is measured. The 2021-26 Strategic Plan was developed in collaboration with SRA's industry and government investors and is underpinned by the five Research Missions referred to above.

SRA entered into its new Statutory Funding Contract 2025-2034 ("SFC") with the Commonwealth Department of Agriculture, Fisheries and Forestry (DAFF) on 3 December 2024. DAFF requires Research and Development Corporations (RDCs) to report on performance indicators outlined in the relevant SFC (**SFC Performance Principles**). These include five interlinked principles: stakeholder engagement; research, development and extension (RD&A) activities; collaboration; governance; and monitoring and evaluation. Each SFC Performance Principle includes outcomes and key performance indicators (KPIs) which are mandatory for RDCs to report against.

SRA has a monitoring and evaluation (M&E) plan for the SFC Performance Principles. This includes the indicators and methods SRA will use to report on the SFC Performance Principles referred to above and as outlined in the *Guidelines for Statutory Funding Agreements*.

The Audit and Risk Committee reviews, on an ongoing basis, a suite of reports that cover SRA's operational and strategic performance. These include: SRA operational reports, such as Finance, Risk Management; and reports on the investment project portfolio. Where required, the Audit and Risk Committee provides the SRA Board with recommendations for remedial action to be taken to ensure SRA's operational and strategic performance remains on track.

SRA also regularly communicates with its investors and other stakeholders on the Company's strategic and operational performance and uses feedback on its performance to continually improve the quality of its research and investment processes, programs and activities.

Board of Directors

The following persons were Directors of the Company during the 2024-2025 financial year:

- Michael Barry – Independent Non-Executive Chair (appointed effective 26 November 2024)
- Rosemary Richards – Independent Non-Executive Director
- Gavin Whiteley – Independent Non-Executive Director
- Rowley Winten – Independent Non-Executive Director
- Donna Campagnolo – Independent Non-Executive Director
- Chris Bosworth – Independent Non-Executive Director
- Haydn Slattery – Independent Non-Executive Director (appointed effective 26 November 2024)
- Rowena McNally – Independent Non-Executive Chair (retired effective 26 November 2024)

Those Directors listed as Independent Non-Executive Directors have been independent throughout the period of their appointment. Details of their qualifications, experience, and responsibilities are set out on pages 5 to 7.

Company Secretary

Shaun Coffey held the position of Company Secretary from 24 August 2023 to 26 July 2024.

Rommel Balitactac held the position of Company Secretary from 26 July 2024 to date.

Directors' and Officers' Indemnification and Insurance

Under the Company's Constitution, the Company may indemnify any current or former director, company secretary and officer to the extent permitted by law, against:

- every liability owed by the person in that capacity (except a liability for legal costs); and
- all legal costs incurred by them in defending or resisting (or otherwise in connection with) proceedings, whether civil or criminal or of an administrative or investigatory nature, in which the person becomes involved because of that capacity, except, to the extent that the Company is forbidden by law to indemnify the person against the liability or legal costs, or an indemnity by the Company of the person against the liability or legal costs would, if given, be made void by law.

Consistent with the provisions of the Constitution, the Company has entered into deeds of access, indemnity and insurance with all Directors, under which the Company indemnifies the director against the full amount of any liabilities, costs and expenses (including legal fees) incurred by them in their respective capacities, subject to certain exclusions, including to the extent that the indemnity by the Company of any such person is prohibited by the Corporations Act or other applicable law.

During the reporting period, the Company paid an insurance premium in respect of an insurance policy for the benefit of Directors, company secretary and other officers of the Company and an additional premium in respect of professional indemnity insurance. The Directors' and officers' liability insurance policy grants indemnification in respect of certain liabilities for which the *Corporations Act 2001* (Cth) allows indemnification. In accordance with normal commercial practice and under the terms of the insurance policies, the nature of the liabilities insured against, and the amount of premiums paid remain confidential.

DIRECTORS' REPORT (CONTINUED)

Meetings of Directors

The number of Directors' meetings and Board committee meetings held during the reporting period and the number of meetings attended by each Director were as follows:

SRA BOARD & COMMITTEE MEETINGS 1 JULY 2024 TO 30 JUNE 2025				
Directors	Board	Board Committees*		
		Audit and Risk	People, Performance and Remuneration	Research Funding Panel
Michael Barry (Chair) ¹	4 [4] ¹	3 [3] ¹	2 [2] ¹	3 [3] ¹
Rosemary Richards	6 [6]	5 [5]	2 [2] ⁴	5 [5]
Gavin Whiteley	6 [6]	5 [5] [^]	-	-
Rowley Winten ⁵	6 [6]	-	4 [4] [^]	-
Donna Campagnolo	6 [6]	-	4 [4]	-
Chris Bosworth	6 [6]	5 [5]	-	-
Haydn Slattery ¹	4 [4] ¹	-	2 [2] ³	-
Rowena McNally (Chair) ²	2 [2] ²	1 [2] ²	2 [2] ²	2 [2] ²

Where a Director did not attend all meetings of the Board or relevant committee, the number of meetings for which the Director was eligible to attend is shown in brackets.

* The Company has established a Director Selection Committee which does not comprise any Directors and is comprised of an independent Chair and 2 representatives from Group M members and 2 representatives from Group G members. This Committee held 3 meetings during the reporting period.

1 Commenced as Director following appointment on 26 November 2024

2 Retired as Director on 26 November 2024

3 Appointed as a member of the People, Performance and Remuneration Committee on 17 December 2024

4 Resigned as a member of the People, Performance and Remuneration Committee on 17 December 2024

5 Re-elected as a Director following reappointment on 26 November 2024

[^] Indicates Chair

Corporate Governance Statement

The Company's Corporate Governance Statement for the financial year ended 30 June 2025 is set out in the section of the Annual Report 2024/25 entitled Corporate Governance and these pages form part of this report.

Proceedings on behalf of the Company

No person has applied to the Court under section 237 of the Corporations Act for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

Rounding

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 and in accordance with that instrument, amounts in the financial report and Director's report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Registered office

Level 10, Suite A, 300 Queen Street, Brisbane QLD 4000

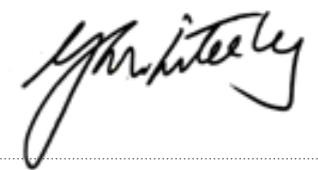
Auditor's independence

The Auditors Independence Declaration in relation to the audit for the year ended 30 June 2025 as required under section 307C of the *Corporations Act 2001* (Cth) has been received by the Company and is included on page 34 and forms part of the Directors' report for the reporting period ended 30 June 2025.

This report is made in accordance with a resolution of the Board of Directors and is authorised for and on behalf of the Directors by:



Michael Barry (Chair)



Gavin Whiteley (Director)

Brisbane
27 August 2025

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Revenue	4	32,606	35,999
Other revenue	5	(41)	604
		<u>32,565</u>	<u>36,603</u>
Employee benefits		20,467	19,977
Operating expenses	6	15,747	15,036
Depreciation and amortisation	7,12,13	3,001	2,833
Interest Expense - Leases	7	392	119
		<u>39,607</u>	<u>37,965</u>
Results from operating activities		(7,042)	(1,362)
Finance Income		2,158	2,494
(Deficit) / Surplus for the year		(4,884)	1,132
Other comprehensive income		-	-
Total other comprehensive income		-	-
Total comprehensive (loss) / income		(4,884)	1,132

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Assets			
Cash and cash equivalents	8	15,515	8,695
Other financial assets	10	37,086	50,190
Trade and other receivables	11	2,998	5,764
Prepayments		1,233	983
Total current assets		<u>56,832</u>	<u>65,632</u>
Property, plant and equipment	12	27,977	19,735
Right of use assets	7	6,105	1,177
Intangible assets	13	-	213
Total non current assets		<u>34,082</u>	<u>21,125</u>
Total assets		<u>90,914</u>	<u>86,757</u>
Liabilities			
Trade and other payables	14	14,731	10,905
Lease liabilities	7	900	395
Employee benefits	15	2,273	2,234
Total current liabilities		<u>17,904</u>	<u>13,534</u>
Lease liabilities	7	5,571	880
Employee benefits	15	420	440
Total non current liabilities		<u>5,991</u>	<u>1,320</u>
Total liabilities		<u>23,895</u>	<u>14,854</u>
Net assets		<u>67,019</u>	<u>71,903</u>
Equity			
Accumulated surplus		67,019	71,903
Total equity		<u>67,019</u>	<u>71,903</u>

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2025

	2025 \$'000	2024 \$'000
Opening balance	71,903	70,711
Total comprehensive income	(4,884)	1,132
(Deficit) / Surplus for the year	<u>(4,884)</u>	<u>1,132</u>
Total comprehensive (loss) / income for the period	<u>(4,884)</u>	<u>1,132</u>
Closing balance	<u>67,019</u>	<u>71,903</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2025

	Notes	30 June 2025 \$'000	30 June 2024 \$'000
Operating activities			
Receipts from Statutory Authority and industry		43,057	42,762
Payments to suppliers and employees		(39,921)	(40,128)
Interest on lease liabilities		(392)	(119)
Net cash from operating activities	9	<u>2,744</u>	<u>2,515</u>
Investing activities			
Interest received		2,158	2,494
Payments to acquire property, plant and equipment		(3,718)	(1,089)
Proceeds from sale of property, plant and equipment		1	233
Payments to acquire leasehold improvements		(6,777)	-
Net proceeds / (payments) on term deposits		13,102	(367)
Net cash from investing activities		<u>4,766</u>	<u>1,271</u>
Financing activities			
Repayment of principal component of lease liabilities		(690)	(602)
Net cash used in financing activities		<u>(690)</u>	<u>(602)</u>
Net increase in cash and cash equivalents		<u>6,820</u>	<u>3,184</u>
Cash and cash equivalents at beginning of period		<u>8,695</u>	<u>5,511</u>
Cash and cash equivalents at end of period	8	<u>15,515</u>	<u>8,695</u>

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

For the year ended 30 June 2025

1. Reporting entity

Sugar Research Australia Limited Registered office is at Level 10, 300 Queen Street, Brisbane QLD 4000. The Company primarily invests in and manages a portfolio of research, development and extension (RD&E) projects that drive productivity, profitability and sustainability for the Australian sugarcane industry.

2. Basis of preparation

(a) Statement of compliance

The financial report is a general-purpose financial report that has been prepared in accordance with Australian Accounting Standards – Simplified Disclosures. This includes compliance with the recognition and measurement requirements of all Australian Accounting Standards, Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board and the disclosure requirements of AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities.

These financial statements were authorised for issue by the Board of Directors on the date of signing of the directors' declaration.

(b) Basis of measurement

These financial statements have been prepared on the historical cost basis.

(c) Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Company's functional currency.

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial / Director's Reports) instrument 2016/191 and in accordance with that instrument, amounts in the financial report and director's report have been rounded off to the nearest thousand dollars, unless otherwise stated.

(d) Use of judgements and estimates

The preparation of financial statements in conformity with Australian Accounting Standards – Simplified Disclosure Requirements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Estimation of useful lives of assets

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant & equipment and intangible assets. The useful lives could change significantly because of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Employee benefits provision

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 the 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 considered.

2. Basis of Preparation (continued)

(d) Use of judgement and estimates (continued)

Lease agreements

-Critical judgement in identifying a lease

The Company has identified readily observable factors to determine whether a contract conveys the right to control the use of an identified asset for a period of time. Once a contract has been identified as having a lease, further analysis is conducted to ensure that it is correctly reflected in the financial statements.

-Critical judgement in determining the lease term

In determining the lease term, the Company considers all facts and circumstances that create an economic incentive to exercise an extension option or remain in a leased position. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

-Critical judgement in determining components of a lease

In determining the components of a lease, the Company considers all facts and circumstance that distinguish between the different components of a lease as well as any services provided within the lease contract. Where non-lease components are found, they are accounted for separately from lease components and are based on their relative stand-alone selling price. Otherwise, non-lease components are bundled together with lease components as a single lease component.

-Critical judgement in determining the appropriate discount rate

In determining the appropriate discount rate, the Company considers all fact and circumstances surrounding the lease and whether it forms part of a portfolio of leases, the current economic environment in which the Company operates, the underlying nature of the lease asset, available resources and whether the impact on the financial statements is material or not.

The Company has also identified readily observable factors to determine if the rate should change due to changes in those underlying factors.

- Critical judgement in determining whether a sale and leaseback exists

In determining whether a sale of an asset has occurred, the Company needs to consider whether the transaction qualifies as a sale of an asset. Where the transaction qualifies as a sale, judgement is required in measuring the right of use asset that relates to the portion retained by the seller – lessee. The fair value of consideration received also needs to be established in this process. This is by reference to the present value of contractual payments for the lease at market rates.

Revenue recognition

Judgement is involved in determining whether grant agreements are enforceable and sufficiently specific and whether in the scope of AASB 1058 Income of Not-for-Profit Entities or AASB 15 Revenue from Contracts with Customers. Furthermore, where under AASB 15, consideration needs to be given to the point in time or time period over which grant revenue should be recognised. For grant revenue recognised over time, the Company uses the input method which is on the basis costs incurred relative to total costs expected in satisfying the Company's performance obligation of the contract multiplied by the value of the contract. This involves estimates of total forecast contract costs.

Given the inherent nature of the unknown outcome for research projects, the knowledge and experience of the Company's managers and research staff is used in assessing the status of progress, the estimated recoverable amounts can be measured, and the associated judgement and estimates employed believed to be reasonable under the circumstances.

Costs and revenue estimates and judgement are reviewed and updated monthly, and more frequently as determined by events or circumstances. When it is probable that the total contract costs will exceed total contract revenue, the expected loss is recognised immediately.

3. Material accounting policy information

The accounting policies set out below have been applied consistently for the period presented in these financial statements.

(a) Determination of fair values

A number of the Company's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

(b) Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of the Company at exchange rates at the dates of the transactions.

(c) Revenue recognition

Certain Non-for-profit (NFP) transactions would only fall within the scope of AASB 15 – Revenue from Contracts with Customers, if the performance obligations are required by an enforceable contract, and they are 'sufficiently specific' to enable the NFP to determine when they have been satisfied. If the contract is enforceable and includes 'sufficiently specific' performance obligations, revenue will be recognised as performance obligations are satisfied, rather than when assets are received.

If contracts with customers or grants are concluded to be within the scope AASB 15 – Revenue from Contracts with Customers, revenue is recognised at an amount that reflects the consideration to which the Company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Company uses a 5-step recognition and measurement model for revenue recognition:

1. identifies the contract with a customer
2. identifies the performance obligations in the contract
3. determines the transaction price
4. allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered
5. recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method.

The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

If grants are assessed to fall within the scope of AASB 1058 - Income of Not-for-Profit Entities - income and expense are recognised immediately in the profit and loss statement as they are incurred.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

3. Material accounting policy information (continued)

(c) Revenue recognition (continued)

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established. Revenue from cane sales is recognised when ownership of cane transfers to the customer which is typically the point the cane is crushed.

Service Income

The Company entered into agreements with third parties to provide services that would benefit the Sugar industry. Services are recognised at the point in time when services are rendered.

(d) Employee benefits

(i) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts for example, a superannuation plan. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in the profit or loss in the periods during which related services are rendered by employees. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

(ii) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(iii) Other long-term employee benefits

The Company's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. The discount rate is the yield at the current reporting date on corporate bonds that have maturity dates approximating the terms of the Company's obligations.

(iv) Termination benefits

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

(e) Income tax

The Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997, as amended. Under this division the Company is considered to be classified as an entity established for the purpose of promoting the development of various Australian resources, including agricultural resources and not carried on for the profit or gain of its individual members.

(f) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits that are subject to an insignificant risk of change in fair value and are used by the Company in the management of its short-term commitments.

3. Material accounting policy information (continued)

(g) Financial instruments

Investment and other financial assets

Classification

The Company classifies its financial assets in the following measurement categories:

- Those measured subsequently at fair value (either through Other Comprehensive Income, or through profit or loss), and
- Those measured at amortised cost.

The classification depends on the Company's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in profit or loss or Other Comprehensive Income.

The Company reclassifies debt investment when and only when its business model for managing those assets changes.

Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset.

Debt instruments: Subsequent measurement of debt instruments are done under the amortised cost method. This is based on the Company's business model for managing asset and cash flow characteristics of the asset.

Assets that are held for collection on contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses). Impairment losses are presented as separate line items in the statement of profit or loss.

(h) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the following:

- the cost of materials,
- any other costs directly attributable to bringing the assets to a working condition for their intended use,
- when the Company has an obligation to remove the assets or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gains and losses on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in the profit or loss.

(ii) Subsequent costs

Subsequent expenditure is capitalised only when it is probable that the future economic benefits associated with the expenditure will flow to the Company. Ongoing repairs and maintenance are expensed as incurred.

3. Material accounting policy information (continued)

(h) Property, plant and equipment (continued)

(iii) Depreciation

Items of property, plant and equipment are depreciated from the date that they are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

Depreciation is calculated to write off the cost of property, plant and equipment less their estimated residual values using the straight-line basis over their estimated useful lives. Depreciation is generally recognised in the profit or loss unless the amount is included in the carrying amount of another asset. Land is not depreciated.

The estimated useful lives for significant items of property, plant and equipment are as follows:

	2025	2024
• buildings	5 - 50 years	5 - 50 years
• plant and equipment	3 - 40 years	3 - 40 years
• office equipment	2 - 15 years	2 - 15 years
• leasehold improvements	15 years	-

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(i) Intangible assets

(i) Research and development

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in the profit or loss as incurred.

Development activities involve a plan or design to produce new or substantially improved products and processes. Development expenditure is capitalised only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to, and has sufficient resources to, complete development and to use or sell the asset. The expenditure capitalised includes the cost of materials, direct labour and overhead costs that are directly attributable to preparing the asset for its intended use, and capitalised borrowing costs. Other development expenditure is recognised in the profit or loss as incurred.

Capitalised development expenditure is measured at cost less accumulated amortisation and any accumulated impairment losses.

(ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in the profit or loss as incurred.

(iii) Amortisation

Intangible assets, less amount impaired, are amortised on a straight-line basis in the profit or loss over their estimated useful lives, from the date that they are available for use.

The estimated useful lives are as follows:

	2025	2024
• Software	2 - 10 years	2 - 10 years

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

3. Material accounting policy information (continued)

(j) Impairment

(i) Non-derivative financial assets

A financial asset not classified at fair value through the profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if there is objective evidence of impairment because of one or more events that occurred after the initial recognition of the asset, and that the loss event(s) had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired includes default or delinquency by a debtor, restructuring of an amount due to the Company on terms that the Company would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers, economic conditions that correlate with defaults or the lack of presence of an active market.

Financial assets measured at amortised cost

The Company considers evidence of impairment for financial assets measured at amortised cost (loans and receivables and held-to-maturity financial assets) at both a specific asset and collective level. All individually significant assets are assessed for specific impairment. Those found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Assets that are not individually significant are collectively assessed for impairment by grouping together assets with similar risk characteristics.

In assessing collective impairment, the Company uses trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or lesser than suggested by trend analysis.

(ii) Non-financial assets

The carrying amounts of the Company's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset cash-generating unit (CGU) exceeds its recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

Impairment losses are recognised in the profit or loss. Impairment losses recognised in respect of CGUs are allocated to reduce the carrying amounts of assets in the CGU (or group of CGUs) on a pro rata basis.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(k) Provisions

A provision is recognised if, because of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

3. Material accounting policy information (continued)

(l) Leases

The Company has entered into several lease arrangements primarily covering properties, motor vehicles and some office equipment.

AASB 16 requires all leases to be recognised on the Balance Sheet unless the underlying asset is of low value or the lease has a term of 12 months or less. The Company recognises a 'right-of-use asset' representing its right to use leased assets and a 'lease liability', measured as the present value of future lease payments. The income statement includes depreciation of the right-of-use asset and any interest expense on the lease liability over the lease term.

Payments associated with short-term lease and leases of low-value assets are recognised on a straight-line basis as an expense in the profit or loss. Short term leases are leases with a term of 12 months or less. Low-value assets primarily comprise office equipment.

The Company has not elected to measure right of use asset at initial recognition at fair value for leases that have significantly below market terms and conditions principally to enable the Company to further its objectives.

Extension Options

Extension options are included in several property and equipment leases across the Company. The terms are used to maximise operational flexibility in terms of managing contracts. All extension options held are exercisable by the Company and not the respective lessor.

Sale and Lease back

A sale and leaseback transaction occurs when the Company enters into a contract to sell an asset and lease it back from the buyer, and the transaction qualifies as a sale. Where the transaction qualifies as a sale the Company will de-recognise the asset and apply the lease accounting requirements, measure the right of use asset as the retained portion of the previous carrying value and record again a loss on the rights transferred to the lessor. Where the transaction does not qualify as a sale the Company will continue recognition of the asset with the amounts received recorded as a financial liability.

(m) New or amended Accounting Standards and Interpretations adopted

The Company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Company.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted. These are not expected to have a material impact on the Company.

(n) Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

(o) Contract assets

Contract assets are recognised when the Company has transferred goods or services to the customer but where the Company is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

3. Material accounting policy information (continued)

(p) Contract liabilities

Contract liabilities represent the Company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the Company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the Company has transferred the goods or services to the customer.

(q) Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

(r) Comparatives

Where necessary, comparative information has been reclassified and repositioned for consistency with current year disclosures.

4. Revenue from operating activities

	2025 \$'000	2024 \$'000
Levy Funds and Matching Payments		
Industry contribution (i)	20,710	20,550
Commonwealth matching contribution (i)	9,268	9,371
Voluntary Contributions		
Queensland government income (iii)	318	319
Commonwealth government grant income (ii)	194	15
Collaboration income (iv)	740	4,036
Other		
Services Income (v)	696	914
Sale of cane	680	794
	32,606	35,999

(i) Industry contribution and Commonwealth matching contribution

A statutory funding contract is in place between the Commonwealth Government of Australia (Commonwealth) and Sugar Research Australia Limited. This agreement establishes terms on which the Commonwealth remits industry contributions toward research and development to the Company. This is recognised monthly on the cane crushed in that month.

The agreement also establishes the terms for Commonwealth matching contributions. Commonwealth matching contribution matches industry contribution dollar for dollar to a maximum level of 0.5% of the gross annual value of production of the sugar industry, provided conditions of the agreement are met. Revenue from the Commonwealth matching contributions are recognised based on the gazetted Gross Value of Production for the season.

(ii) Commonwealth government grant income

The Company has entered into Commonwealth Grant Agreements to fund collaborative research and development projects to support continued innovation in Australia's primary industries.

Revenue amounting to \$34,569 (2024: \$15,361) relates to contracts without sufficiently specific performance obligations. Accordingly, this revenue has been recognised at a point in time during the financial year.

The remaining contracts have been assessed to be enforceable and sufficiently specific and revenue is recognised over time as performance obligations are satisfied. Revenue is recognised using the input method, based on the entity's costs incurred to satisfy performance obligations relative to the total expected costs to complete the project.

If grant funding is received before the company satisfies these performance obligations, the grant will be recognised in the statement of financial position as a contract liability (Note 14) until those performance obligations are met. Conversely, if performance obligations are satisfied by the company prior to receipt of grant funds, these costs incurred are recorded as contract assets (Note 11).

(iii) Queensland government income

The company entered into grant deed agreements with Queensland government to co-invest and facilitate research and development project activity that aligns to objectives of the Department of Agriculture and Fisheries Strategic Plan.

Revenue amounting to \$nil (2024: \$nil) relates to contracts without sufficiently specific performance obligations. Accordingly, this revenue has been recognised at a point in time during the financial year.

The remaining contracts have been assessed to be enforceable and sufficiently specific and revenue is recognised over time as performance obligations are satisfied. Revenue is recognised using the input method, based on the entity's costs incurred to satisfy performance obligations relative to the total expected costs to complete the project.

If grant funding is received before the company satisfies these performance obligations, the grant will be recognised in the statement of financial position as a contract liability (Note 14) until those performance obligations are met. Conversely, if performance obligations are satisfied by the company prior to receipt of grant funds, these costs incurred are recorded as contract assets (Note 11).

4. Revenue from operating activities (continued)

(iv) Collaboration income

Collaboration income are contributions received from third parties where the Company is collaborating with them to achieve project objectives.

Revenue amounting to \$nil (2024: \$77,832), relates to contracts without sufficiently specific performance obligations. Accordingly, this revenue has been recognised at a point in time during the financial year.

The remaining contracts have been assessed to be enforceable and sufficiently specific and revenue is recognised over time as performance obligations are satisfied. Revenue is recognised using the input method, based on the entity's costs incurred to satisfy performance obligations relative to the total expected costs to complete the project.

If grant funding is received before the company satisfies these performance obligations, the grant will be recognised in the statement of financial position as a contract liability (Note 14) until those performance obligations are met. Conversely, if performance obligations are satisfied by the company prior to receipt of grant funds, these costs incurred are recorded as contract assets (Note 11).

(v) Services income

The Company entered into agreements with third parties to provide services that would benefit the Sugar industry.

5. Other revenue

	2025 \$'000	2024 \$'000
Lease and rental income	141	146
Sundry income	288	399
(Loss) / Profit on sale of assets	(470)	59
	<hr/> (41)	<hr/> 604

6. Operating expenses

	2025 \$'000	2024 \$'000
External research expenses	2,776	1,374
Asset and property management	4,353	3,692
Professional and consulting	1,812	2,137
Technical Research Fees	1,146	2,819
Research expenses	1,342	1,259
Industry consultation	438	348
Registration, subscriptions and licences	1,141	1,040
Telecommunications	274	413
Other operating costs	2,465	1,954
	<hr/> 15,747	<hr/> 15,036

7. Leases

	2025 \$'000	2024 \$'000
Short-term leases	781	843
Low-value leases	15	17
Variable lease payments (not included in the measurement of the lease liability)	30	19

During 2025, the Company has entered into an agreement to lease commercial space in Acacia Ridge, Brisbane, to house research laboratories for a period of 5 years with 2 options for a new lease for another 5 years each. The extension option has been included in the lease term. On exercise of option, the terms of the lease are to be the same as the original lease except for minor amendments relating to lease payments, rent review and dates of the new lease.

Lease payments during the lease are to be reviewed annually and increase by a fixed percentage. The agreement has required the Company to provide a bank guarantee for the term of the lease.

Previously, the Company has entered into an agreement to lease office space in the Brisbane CBD for a period of five years with an option for a new lease for another three years. The extension option has not been included in the lease term. Lease payments during the lease are to be reviewed annually and increase by a fixed percentage. The agreement has required the Company to provide a bank guarantee for the term of the lease.

The Company also leases two properties with 10-year terms.

The Company also leases motor vehicles most of which have a term of five years.

RIGHT OF USE ASSETS	Land and buildings \$'000	Plant and equipment \$'000	Office equipment \$'000	Total \$'000
Balance at 1 July 2024	918	255	4	1,177
Additions / Modifications	4,816	1,071	-	5,887
Depreciation	(569)	(386)	(4)	(959)
Balance at 30 Jun 2025	5,165	940	(0)	6,105

	Land and buildings \$'000	Plant and equipment \$'000	Office equipment \$'000	Total \$'000
Balance at 1 July 2023	1,288	230	13	1,531
Additions	-	381	-	381
Depreciation	(370)	(356)	(9)	(735)
Balance at 30 Jun 2024	918	255	4	1,177

7. Leases (continued)

LEASE LIABILITIES

	2025 \$'000	2024 \$'000
Opening Balance	1,274	1,496
Additions / Modifications	5,887	381
Interest Expense	392	119
Repayments	(1,082)	(721)
Closing Balance	<u>6,471</u>	<u>1,275</u>
Current	900	395
Non-current	5,571	880
	<u>6,471</u>	<u>1,275</u>

Future lease Payments

	2025 \$'000	2024 \$'000
Due not later than one year	1,317	489
Due later than one year and not later than five years	2,925	991
Due later than five years	5,176	-
	<u>9,418</u>	<u>1,480</u>

8. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances with banks, and investments in on call term deposits. Cash and cash equivalents included in the statement of cash flows comprise the following amounts in the statement of financial position:

	2025 \$'000	2024 \$'000
Bank balances	15,515	8,695
Cash and cash equivalents	<u>15,515</u>	<u>8,695</u>
Cash and cash equivalents in the statement of cash flows	<u>15,515</u>	<u>8,695</u>

Cash restriction

Restricted cash relates to contract liabilities (see note 14) for unspent grant funds.

9. Cash flow reconciliation

	2025 \$'000	2024 \$'000
(Deficit) / Surplus for the year	(4,883)	1,132
<i>Adjustments for:</i>		
Depreciation and amortisation	3,001	2,833
Provision for doubtful debt	-	29
Interest received	(2,158)	(2,494)
Loss / (Profit) Loss from sale of property, plant and equipment	470	(59)
<i>Change in working capital and provisions:</i>		
Decrease / (Increase) in trade and other receivables, and prepayments	2,518	(974)
Increase in payables	3,777	1,809
Increase in provisions for employee benefits	19	239
Net cash from operating activities	2,744	2,515

10. Other financial assets

	2025 \$'000	2024 \$'000
Term Deposits	37,086	50,190
	<u>37,086</u>	<u>50,190</u>

11. Trade and other receivables

	2025 \$'000	2024 \$'000
Contract assets	2,707	5,366
Other trade receivables	320	427
Expected credit losses	(29)	(29)
	<u>2,998</u>	<u>5,764</u>
Current	2,998	5,764
Non-current	-	-
	<u>2,998</u>	<u>5,764</u>

12. Property, plant and equipment

	Land and buildings \$'000	Plant and equipment \$'000	Office equipment \$'000	Leasehold Improvements \$'000	Total \$'000
Cost					
Balance at 1 July 2024	18,983	16,114	591	-	35,688
Additions	2,572	754	-	7,168	10,494
Disposals	(530)	(3)	(4)	-	(537)
Balance at 30 June 2025	21,025	16,865	587	7,168	45,645
Accumulated depreciation and impairment losses					
Balance at 1 July 2024	(3,337)	(12,044)	(572)	-	(15,953)
Depreciation for the period	(368)	(1,052)	(17)	(392)	(1,829)
Disposals	107	3	4	-	114
Balance at 30 June 2025	(3,598)	(13,093)	(585)	(392)	(17,668)
Carrying amounts					
at 1 July 2024	15,646	4,070	19	-	19,735
at 30 June 2025	17,427	3,772	2	6,776	27,977

	Land and buildings \$'000	Plant and equipment \$'000	Office equipment \$'000	Leasehold Improvements \$'000	Total \$'000
Cost					
Balance at 1 July 2023	18,899	15,598	591	-	35,088
Additions	395	694	-	-	1,089
Disposals	(311)	(178)	-	-	(489)
Balance at 30 June 2024	18,983	16,114	591	-	35,688
Accumulated depreciation and impairment losses					
Balance at 1 July 2023	(3,100)	(11,049)	(535)	-	(14,684)
Depreciation for the period	(380)	(1,168)	(37)	-	(1,585)
Disposals	143	173	-	-	316
Balance at 30 June 2024	(3,337)	(12,044)	(572)	-	(15,953)
Carrying amounts					
at 1 July 2023	15,799	4,549	56	-	20,404
at 30 June 2024	15,646	4,070	19	-	19,735

Acquired assets under construction.

	2025 \$'000	2024 \$'000
Land and buildings	2,647	338
Plant and equipment	58	97
	2,705	435

13. Intangible assets

	Software \$'000	Intellectual Property \$'000	Total \$'000
Cost			
Balance at 1 July 2024	2,387	8,900	11,287

Accumulated amortisation and impairment losses

Balance at 1 July 2024	(2,174)	(8,900)	(11,074)
Amortisation for the period	(213)	-	(213)
Balance at 30 June 2025	(2,387)	(8,900)	(11,287)

Carrying amounts

at 1 July 2024	213	-	213
at 30 June 2025	-	-	-

	Software \$'000	Intellectual Property \$'000	Total \$'000
Cost			
Balance at 1 July 2023	2,387	8,900	11,287
Balance at 30 June 2024	2,387	8,900	11,287

Accumulated amortisation and impairment losses

Balance at 1 July 2023	(1,661)	(8,900)	(10,561)
Amortisation for the period	(513)	-	(513)
Balance at 30 June 2024	(2,174)	(8,900)	(11,074)

Carrying amounts

at 1 July 2023	726	-	726
at 30 June 2024	213	-	213

As at 30 June 2025 there were no intangible assets under construction (2024: nil).

Impairment charge

In the year ended 30 June 2025, there was no impairment charge.

Plant breeders' rights (PBR's), with a fair value of \$8,900,000 were acquired on 2 August 2013 as part of a business combination involving the acquisition of most activities of BSES Limited by the Company.

The Company has assessed the recoverable amount of PBR on 2 August 2013 to be nil. The PBRs were acquired as part of the business combination and transfer of assets from BSES Limited. The main source of funding of the Company is the receipt of a Statutory Levy and as a result there are no cash flows from PBR's in the Company and an \$8,900,000 impairment loss has been recognised in the statement of profit or loss and other comprehensive income in the period 8 May 2013 to 30 June 2014.

14. Trade and other payables

	2025 \$'000	2024 \$'000
Trade payables	700	1,034
Other payables and accrued expenses	2,468	1,693
Contract liabilities	11,563	8,178
	<hr/> 14,731	<hr/> 10,905
Current	14,731	10,905
Non-current	-	-
	<hr/> 14,731	<hr/> 10,905

15. Employee benefits

Defined contribution superannuation plans

The Company has paid contributions of \$2,032,294 (30 June 2024: \$1,819,681) to defined contributions plans on behalf of employees for the reporting period.

	2025 \$'000	2024 \$'000
Current		
Annual Leave	1,007	984
Long Service Leave	1,266	1,250
	<hr/> 2,273	<hr/> 2,234
Non Current		
Long Service Leave	420	440
Total	2,693	2,674

16. Contingencies and commitments

The Company has outstanding milestone commitments of \$8,431,408 (2024: \$6,936,000) as at 30 June 2025.

17. Capital and reserves

The Company is a company limited by guarantee, and as such, does not have share capital. The Company's capital consists of financial assets and retained earnings.

Membership is divided into grower members (group G) and miller members (group M).

At the reporting date there were 2,370 (2024: 2,430) group G members and 8 (2024: 9) group M members guaranteeing to contribute up to \$2.00 each to the property of the Company in the event of it being wound up.

18. Related parties

During the year ended 30 June 2025, the Company did not enter into transactions with related parties (2024: nil).

Also refer to note 20 in relation to director's fees paid under a Director Service Agreement.

Any transactions were conducted on an arm's length basis and on normal commercial terms.

No amounts remain outstanding or as commitments as at 30 June 2025 (2024: nil)

19. Audit fees

	2025	2024
Auditor of the company:		
Audit of the financial statements	48,750	42,000
Pitcher Partners	<hr/> 48,750	<hr/> 42,000

20. Key management personnel compensation

The aggregate compensation made to Directors and members of key management personnel of the Company was \$2,103,712 (2024: \$3,105,437). Four of SRA's Directors (2024: 2) receive their directors' fees via a Director Service Agreement.

These agreements are with

- Winagri Pty Ltd
- Micketymulga Agribusiness Pty Ltd
- Pivotal Management Consulting Pty Ltd
- HC Slattery Consulting Pty Ltd

20. Events occurring after the reporting date

The financial report was authorised for issue on 27 August 2025 by the Board of Directors.

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

Consolidated Entity Disclosure Statement

As at 30 June 2025

Sugar Research Australia Ltd is not required by Australian Accounting Standards to prepare consolidated financial statements.

In accordance with subsection 295(3A) of the Corporations Act 2001, no further information is required to be disclosed in this consolidated entity disclosure statement.

Directors' declaration

In the opinion of the directors of Sugar Research Australia Limited:

- (a) the financial statements and notes that are set out on pages 10 to 32 are 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 2025 and of its performance, for the financial period ended on that date; and
 - (ii) complying with Australian Accounting Standards – Simplified Disclosure and the Corporations Regulations 2001; and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
- (c) the information disclosed in the attached consolidated entity disclosure statement is true and correct.

Signed in accordance with a resolution of the directors:

Dated at Brisbane day of 27 August 2025.



Michael Barry
Chair



Gavin Whiteley
Director



The Directors
Sugar Research Australia Limited
Level 10, Suite A
300 Queen Street
Brisbane QLD 4000

Auditor's Independence Declaration

In relation to the independent audit for the year ended 30 June 2025, to the best of my knowledge and belief there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*; and
- (ii) no contraventions of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*.

Pitcher Partners

PITCHER PARTNERS

ANDREW ROBIN
Partner

Brisbane, Queensland
27 August 2025



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Independent Auditor's Report to the Members of Sugar Research Australia Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Sugar Research Australia Limited ("the Company"), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, 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 Sugar Research Australia Limited, is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (b) 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.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's directors report which was obtained as at the date of our audit report, and any additional other information included in the Company's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon. The Company's annual report is expected to be made available to us after the date of this auditor's report.

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

Adelaide | Brisbane | Melbourne | Newcastle | Perth | Sydney



Nigel Fischer
Mark Nicholson
Peter Camenzuli
Jason Evans
Kylie Lamprecht
Norman Thurecht
Brett Headrick
Warwick Face
Cole Wilkinson
Simon Chun
Jeremy Jones
James Field
Daniel Colwell
Robyn Cooper
Felicity Crimson
Cheryl Mason
Kieran Wallis
Murray Graham
Andrew Robin
Karen Levine
Edward Fletcher
Robert Hughes
Tom Splat
Tracey Norris
Anthony Kazamias
Ventura Caso
Adele Smith
Karen Levine

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

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

Responsibilities of the 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 – Simplified Disclosures 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
- (c) for such internal control as the directors determine is 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 the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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.
- 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 directors.
- 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.

Pitcher Partners

PITCHER PARTNERS



ANDREW ROBIN
Partner

Brisbane, Queensland
27 August 2025

INCOME AND EXPENDITURE SUMMARY

In 2024-25, SRA recorded total income of \$34.7 million, largely from the statutory industry levy and matching Commonwealth contributions. This was down from \$39.3 million in 2023-24 due to the conclusion of government funded adoption programs in the prior year.

Expenditure totalled \$39.6 million, up from \$38.1 million in 2023-24. The increase was primarily due to increased investment in research technologies funded through the *10th Anniversary Research Fund Call*. Of this, \$30.4 million was directed to key operating activities including variety development, research technologies, adoption activities, industry services, and supporting functions, up from \$28.9 million in the previous period⁴¹.

\$8.3 million was spent on corporate and administrative functions, down from \$9.1 million, reflecting the introduction of efficiency measures that will strengthen

SRA's long-term financial sustainability¹⁹. An additional \$0.9 million was invested in one-off strategic initiatives, up from \$0.2 million, primarily for the implementation of a new enterprise resource planning system to drive efficiencies.

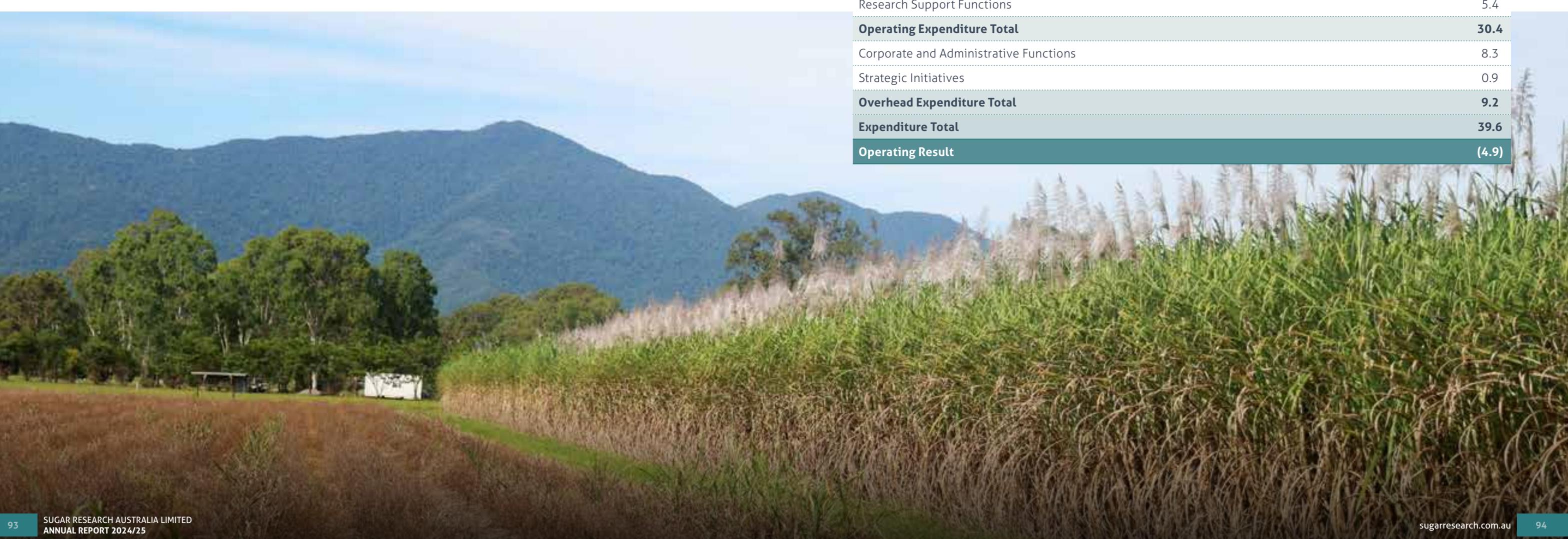
The operating result for the year was a deficit of \$4.9 million, compared with a \$1.1 million surplus in 2023-24. This outcome reflects planned, one-off investments through the *10th Anniversary Research Fund Call* to accelerate new technologies that will deliver long-term productivity, profitability, and sustainability benefits for farming and milling investors and regional communities.

Funding allocated to contestable activities increased to \$5.9 million, representing a rise from 13% to 20% of statutory and industry income, strengthening SRA's focus on competitive, high performing research.

⁴¹ In 2024-25, SRA updated its cost allocation methodology in response to stakeholder feedback. Reported figures for operating and corporate and administrative functions may differ from previous reports.

INCOME	\$M
Commonwealth Government and Industry Income	30.0
Queensland Government Department of Primary Industries Income	0.3
Grant Income	0.9
Commercial and Operating Income	1.1
Financial Income	2.2
Other income	0.2
Income Total	34.7

EXPENDITURE	\$M
Variety Development	12.2
Research Technologies	7.2
Adoption Activities including District Productivity Plans	3.2
Industry Services	2.4
Research Support Functions	5.4
Operating Expenditure Total	30.4
Corporate and Administrative Functions	8.3
Strategic Initiatives	0.9
Overhead Expenditure Total	9.2
Expenditure Total	39.6
Operating Result	(4.9)



INCOME AND EXPENDITURE SUMMARY (CONTINUED)

INVESTMENT ALLOCATION BY PRIORITIES

ALLOCATION BY SRA STRATEGIC PILLARS (\$M)	FY25	FY24	FY23	FY22	FY21
High-Performing Research Portfolio	6.0	4.2	4.8	7.0	9.7
Translation Capability	5.8	4.9	4.3	3.7	1.3
World-Class Sugarcane Varieties	15.2	14.4	12.8	11.8	11.1
Growing Research and Delivery Capacity	3.4	5.3	5.1	4.2	4.3
Foundations	9.2	9.3	15.4	6.9	10.1
Total	39.6	38.1	42.2	33.5	36.5

ALLOCATION BY SRA RESEARCH MISSIONS (\$M)	FY25	FY24	FY23	FY22	FY21
Profitable and productive	16.0	14.2	14.0	13.6	13.6
Resilient and enduring	5.8	5.2	4.7	4.4	3.7
Diversified and adaptable	2.6	1.8	1.6	2.2	0.9
Sustainable and efficient	3.8	5.7	4.9	4.8	6.9
Resourced and skilled	2.2	1.9	1.7	1.7	1.2
Corporate, Administrative Function, and Initiatives	9.2	9.3	15.4	6.9	10.1
Total	39.6	38.1	42.4	33.5	36.5



ALLOCATION BY THE PRIORITIES OF THE MINISTER FOR AGRICULTURE, FISHERIES AND FORESTRY (\$M)	FY25	FY24	FY23	FY22	FY21
Biosecurity ⁴²	6.2	5.6	5.1	4.8	4.1
Climate Change and Sustainability	4.0	5.8	5.4	3.9	4.4
Trade ⁴³	17.0	15.2	14.4	16.0	16.3
First Nations engagement	0	0	0	0	0
Workforce	3.1	2.3	2.2	2.0	1.5
Corporate, Administrative Function, and Initiatives	9.2	9.3	15.4	6.9	10.1
Total	39.6	38.1	42.4	33.5	36.5

ALLOCATION BY THE NATIONAL AGRICULTURE INNOVATION PRIORITIES (\$M)	FY25	FY24	FY23	FY22	FY21
Trusted exporter of premium food and products	17.2	15.3	14.9	16.5	16.9
Preventing and responding to pests and diseases	7.1	6.3	5.7	5.3	4.5
Champion of climate resilience	4.9	6.6	6.0	4.3	4.4
Mature adopter and developer of digital agriculture	1.2	0.6	0.4	0.6	0.6
Corporate, Administrative Function, and Initiatives	9.2	9.3	15.4	6.9	10.1
Total	39.6	38.1	42.4	33.5	36.5

ALLOCATION BY NATIONAL SCIENCE AND RESEARCH PRIORITIES (\$M)	FY25	FY24	FY23	FY22	FY21
Advanced manufacturing	2.1	1.5	1.9	2.9	2.2
Energy	0.6	0.0	0.0	0.2	0.1
Environmental change	4.9	6.4	6.0	4.3	3.7
Food	18.9	17.6	16.4	15.6	15.5
Soil and water	3.9	3.4	2.6	3.6	4.8
Transport	0.0	0.0	0.0	0.0	0.0
Cybersecurity	0.0	0.0	0.0	0.0	0.0
Resources	0.0	0.0	0.0	0.0	0.0
Health	0.0	0.0	0.0	0.0	0.0
Corporate, Administrative Function, and Initiatives	9.2	9.3	15.4	6.9	10.1
Total	39.6	38.1	42.4	33.5	36.5

⁴² Includes activities that contribute to the identification and control of exotic and endemic threats.

⁴³ Includes activities that contribute to productivity benefits, supporting consistent supply and thereby enhancing competitiveness of Australian sugar.

STATUTORY FUNDING AGREEMENT REPORTING

GUIDELINES FOR STATUTORY FUNDING AGREEMENT: KEY PERFORMANCE INDICATORS

The Guidelines for the Statutory Funding Agreement 2024-2034 between SRA and the Australian Government acting through the Department of Agriculture, Fisheries and Forestry (DAFF) include five interlinked Performance Principles, each with several Key Performance Indicators (KPIs), including stakeholder engagement, research, development and adoption activities, collaboration, governance, and monitoring and evaluation.

STAKEHOLDER ENGAGEMENT

Strategy prioritisation and development processes include appropriate consultation plans, based on the Best Practice Guide to Stakeholder Engagement.

SRA has a structured stakeholder engagement process to identify research priorities each year. This includes annual surveys to gather feedback, and the R&D Technical and Planning Forum, where SRA and industry representatives review research and set priorities. Insights are further refined through the Industry R&D Showcase and Planning Forum, which informs new investments in SRA's Annual Operating Plan. SRA's District Managers also engage extensively with industry to ensure research and adoption activities address specific regional needs.

SRA's *Engagement and Consultation Plan* was developed and implemented to align our strategy prioritisation and development processes with DAFF's *Best Practice Guide to Stakeholder Engagement*. The plan guides our interactions with stakeholders, supporting our vision, purpose, and strategy.

Demonstrated stakeholder engagement in the identification of RD&A priorities and activities consistent with the Best Practice guide to stakeholder engagement.

In 2024/25, we consulted with 670 industry and government stakeholders about RD&A priorities and activities. Key highlights include:

- 330 growers and milling company representatives surveyed in November.
- Stakeholder engagement forums were held in Townsville, Mackay, and Brisbane during May, previously planned for March however Cyclone Alfred

caused the postponement of these activities. At these forums, we gathered feedback from growers, millers, and industry and government representatives, about the research priorities for the industry.

- From December to April, our District Managers engaged growers, millers, and other industry stakeholders to identify local productivity constraints and the priority responses to address them through SRA's District Productivity plans
- From March to April, we facilitated our Regional Variety Committees to manage new variety releases and maintain recommended variety lists within each sugarcane biosecurity zone, involving growers, millers, and other industry stakeholders in this process. Three new varieties found to have higher yields than standard varieties were approved for release: SRAW46 in the Burdekin and SRA48 in Herbert, while SRA47 has a provisional release status for Southern Region, subject to more disease data.
- We continued implementing an action from SRA's Independent Performance Review 2024 by engaging with industry and government representatives during February and May through tripartite meetings, providing transparent reporting on research performance and investment allocation, and discussing other strategic matters.

Demonstrated incorporation of stakeholder feedback on RD&E priorities and activities.

SRA incorporated stakeholder feedback by fast-tracking funding for field trials of new insecticides to replace imidacloprid for cane grub control and new herbicides to replace paraquat for weed management. In response to strong industry demand for improved varieties, SRA will also deliver a five-year improvement program to drive step-change genetic gains, supported by benchmarking and enhanced communication on variety performance and impact.

Some priority themes could not be addressed in the 2025/26 investment round but will be considered in future investments and inform the development of SRA's next strategic plan.

RESEARCH, DEVELOPMENT AND ADOPTION ACTIVITIES

RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased

profitability of producers, commercialisation, or access to new markets.

In 2024/25, all RD&A activities aligned with SRA and government strategic priorities with specific outcomes (see page 95 and 96).

Total expenditure on delivering RD&A activities and corporate and administrative functions was \$39.6 million, up from \$2 million from the previous year, including an increase of \$2.1 million on direct research spend. SRA balances its research portfolio based on strategic priorities, time to delivery, impact, and technology feasibility risk. Refer to our Portfolio Balance on page 27 for more information.

Of levy payers who participated in RDC supported extension and adoption programs: The majority (over half) have gained new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness.

In 2024/25, 91% of levy payers and industry stakeholders who attended SRA-led training and adoption activities reported satisfaction with knowledge to improve their business profitability, productivity, and preparedness, an increase from 89% last year (average score of 7.8 on a scale of 0-10, up from 7.6 the previous year).

Of levy payers who participate in RDC supported extension and adoption programs: The majority (over half) intend to make or have made changes to existing practices by adopting the outcomes of R&D.

In 2024/25, 58% of levy payers and industry stakeholders reported adopting or planning to adopt SRA-developed products or practices, up from 51% the previous year. Additionally, 26% indicated they intend to implement changes but have no plans in place yet, up from 24%.

COLLABORATION

Completed, current and future R&D including commercialisation opportunities is accessible through the growAG platform.

In 2024/25, 40% of projects managed by SRA, and were active during the reporting period, were accessible through the growAG platform, a decrease from 79% from the previous year. SRA is actively preparing newly contracted projects from the *10th Anniversary Research Fund Call* to be accessible via the growAG platform by late 2025.

Number and quantum of cross-industry and cross-sector RD&A investments available.

In 2024/25, SRA collaborated with other RDCs on eight cross-sectoral RD&A investments, up from five in the previous year. Total quantum of cash investment by SRA for these projects is approximately \$3.6 million, excluding ongoing payments for cross-RDC initiatives.

Number and quantum of RD&A projects and commercialisation projects listed on growAG, including commercialisation outcomes.

In 2024/25, 77 projects funded or managed by SRA were reported on growAG, the same number as the previous year.

GOVERNANCE

Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.

In 2024/25, SRA reported nil breaches and related actions in accordance with legislative and Australian Government requirements, reflecting no change from the previous year.

Demonstrated management of financial and non-financial risk.

In 2024/25, SRA updated its Risk Management Framework, including the Risk Appetite Statement, in response to the 2024 Independent Performance Review.

External audits by Pitcher Partners (financial), Deloitte (HR governance and processes), and Daintree (corporate credit cards) found no material issues. SRA is now implementing the recommendations from these reviews and is progressing with the Internal Audit Plan for 2025/26 to further strengthen control adequacy and enhance corporate governance across the organisation. Additionally, 85% recommendations from the Independent Performance Review were completed during the period.

SRA also has financial and non-financial policies and procedures, codes of conduct, and charters in place for governance and risk management. In addition to SRA's Board, there are four established committees to monitor risk including the Audit and Risk Committee, People, Performance & Remuneration Committee, Research Funding Panel and Director Selection Committee.

STATUTORY FUNDING AGREEMENT REPORTING (CONTINUED)

Relevant policies and procedures adopted and implemented (whistle-blower, privacy etc).

In 2024/25, 26 governing documents were updated in response to the 2024 Independent Performance Review, including charters, codes, and key policies such as Fraud Control, Intellectual Property, Risk Management, and Whistleblower.

Non-financial resources implemented effectively (Human resources, IT, IP etc).

SRA employs contemporary best practices to ensure non-financial resources related to human resources are implemented effectively. These include workforce diversity targets in the Strategic Plan, routine benchmark reporting with the Workplace Gender Equality Agency, employee engagement and culture measurement, and routine monitoring and response to legislative changes.

MONITORING AND EVALUATION

Impact (cost-benefit) assessment of a random sample of RD&E investments undertaken annually.

In 2024/25, no impact assessments using cost-benefit analysis were completed. During 2025/26, seven research projects funded by SRA and the Queensland Government's Department of Primary Industries, completed between 2023/24 and 2024/25 will be assessed. Additionally, an assessment of SRA's core-funded programs and activities will be carried out.

Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.

With no impact assessments conducted during the period, SRA strengthened monitoring and reporting of research and variety development performance during the period. For research projects, this included enhanced tracking of technology development and time to deployment, while variety development included updated milestone tracking. Performance reports are provided regularly to SRA's Board and senior leadership.

Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E activities.

In 2024/25, SRA improved transparency by providing detailed updates on research priorities, investment allocation, and portfolio performance to industry and government stakeholders through stakeholder engagement forums in May, and in February and May for tripartite meetings.

In 2024/25, results from our surveys were published in our Cane Matters publication. Feedback from levy payers included satisfaction with our performance, advocacy for our products, services, research information, and satisfaction with staff and the research portfolio. Survey reports completed in 2024 have also been published on our website for transparency.



ANNUAL REPORTING REQUIREMENTS IN THE STATUTORY FUNDING AGREEMENT

Under SRA's Statutory Funding Agreement 2025-2034, the following items must be included in SRA's Annual report 2024/25. This table provides a cross-reference on where to locate the relevant information throughout the report.

ITEM	REQUIREMENT	LOCATION IN ANNUAL REPORT
a	Sources of income allowing for separate identification of Levy Funds, Matching Payments and Voluntary Contributions	Income and expenditure summary – p93-96 Financial statements – p65-92
b	Significant R&D activities and transactions undertaken in the year in the conduct of SRA's functions as the Industry services body	Strategic pillars 1-4 and our Foundations – p19-25 R&D Programs – p29-56
c	The full cost of the R&D Activities	Income and expenditure summary – p93-96
d	Progress made in implementing the Strategic Plan and Performance Principles including progress against any key performance indicators	R&D Programs – p29-56 Statutory Funding Agreement Reporting – p97-99
e	Key RD&A deliverables and associated outcomes achieved	Strategic pillars 1-4 and our Foundations – p19-25 R&D Programs – p29-56
f	An assessment of the efficiency and effectiveness of SRA's investments	Statutory Funding Agreement Reporting – p97-99
g	Material changes to SRA's membership	No material change recorded in 2023/24 More information is reported in the Director's Report – p60-64
h	How SRA responded to any directions made under the Act or Rural Research and Development Priorities given by the Minister under the Agreement or the Guidelines	No specific directions made in 2024/25
i	Consultation with Levy Payers and Industry Representative Organisations on: SRA's Strategic Plan; and RD&A	Research Investment and Stakeholder Engagement – p15
j	SRA's contributions to relevant sugar industry sectoral and cross sectoral strategies, including strategies under the National Primary Industries Research Development and Extension Framework	R&D Programs – p29-56 Statutory Funding Agreement Reporting – p97-99
k	Details of senior executive and Board remuneration in the format required by the relevant Australian Accounting Standards	Financial statements (key management personnel compensation) – p86
l	Research and Developments agreements entered into by SRA with third parties	R&D Programs – p29-56
m	Corporate governance practices in place during the Financial Year	Corporate governance framework – p9
n	The rationale for the mix of projects included in the Balanced Portfolio	Research Investment Portfolio Summary – p27
o	Other matters notified to SRA by the Commonwealth	Not applicable



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