

The logo for the Australian Lot Feeders' Association (ALFA) is displayed in a bold, white, sans-serif font. The letters are stylized, with the 'A' and 'F' having unique shapes. The background of the entire page is a photograph of a large outdoor lot with a black shade cloth roof. In the center, a large group of brown and black cattle is gathered. To the right, several riders on horses are visible, some appearing to be working with the cattle. The sky is blue with some light clouds. A large, dark blue diagonal shape covers the bottom left portion of the image, containing the text.

# ALFA

AUSTRALIAN LOT FEEDERS' ASSOCIATION

STRATEGIC PLAN  
2025-2030

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*ALFA is the peak national body  
representing the Australian  
cattle feedlot industry*

## Introduction



The Australian Lot Feeders' Association (ALFA)'s is proud to launch its strategic plan for 2025 to 2030. It aligns ALFA's core mission and priorities with the broader Red Meat 2030 (RM2030) framework, providing a robust foundation for the development of ALFA's strategic direction and annual operating plan. Incorporating key discussions, outcomes, and decisions from a robust strategic planning process conducted between January - June 2025, the process aimed to analyse the current landscape, identify future challenges and opportunities, and ensure ALFA's activities remain aligned with its overarching vision and mission within the broader red meat industry strategic planning processes.

## PRESIDENT'S FOREWORD

I am pleased to present the Australian Lot Feeders' Association (ALFA) Strategic Plan for 2025-2030 – a forward-looking blueprint that articulates our vision to advance the ambition, resilience, and integrity of the Australian feedlot sector.

This strategy reflects a broad cross-section of insights gathered from across our industry and builds upon ALFA's longstanding commitment to leadership and excellence. It sets out a focused agenda in response to an increasingly complex operating environment – including global trade dynamics, biosecurity risks, shifting consumer expectations, and the impacts of climate variability. It also reaffirms the feedlot sector's essential contribution to producing high-quality, sustainable grain fed beef that supports food security both domestically and internationally.

The next five years will require a disciplined, strategic, and cooperative approach. This plan recognises the importance of effective prioritisation, ensuring that ALFA policy and advocacy efforts are balanced with practical initiatives that deliver tangible value to members. It outlines how the Association will continue to shape the policy landscape, guide strategic investment of levy funds, build industry capability, and enhance trust in Australian grain fed beef.

On behalf of the ALFA Board, I extend sincere thanks to our members, partners, and stakeholders for their ongoing engagement and support. With this Strategic Plan, we chart a confident course toward a robust, profitable, and respected industry through to 2030 and beyond.



**Grant Garey**  
ALFA President

## CEO MESSAGE

The ALFA Strategic Plan 2025 - 2030 provides a clear and cohesive roadmap for how the Association will lead, support, and grow the Australian cattle feedlot industry over the next five years.

This strategy is grounded in realism and focused on opportunity. It acknowledges the complexity of the environment in which our members operate – shaped by global market volatility, regulatory developments, climate pressures, and workforce challenges – and outlines how ALFA will respond with clarity, alignment, and purpose.

At its core, the plan is built around seven strategic focus areas, delivered through ALFA's three operational pillars: Policy and Advocacy, Member Services and Community Engagement, and Governance & Finance. These priorities are aligned with the broader Red Meat 2030 framework, ensuring that our efforts contribute meaningfully to the long-term prosperity and reputation of both the feedlot sector and the wider red meat industry.

I wish to acknowledge and thank the ALFA Board, staff, and members whose contributions were instrumental in shaping this strategy. With this plan, we are well positioned to turn strategic intent into meaningful impact – and deliver enduring outcomes for a strong, sustainable, and thriving future for Australian lot feeding.



**Christian Mulders**  
ALFA CEO



Nourishing cattle, land  
and communities

# Industry Facts

## Quality Assurance Credentials



### ACCREDITED

Operates under Australia's oldest agriculturally based quality assurance program, National Feedlot Accreditation Scheme (NFAS).

### CERTIFIED

Certified 'Grain Fed' beef must come from an NFAS accredited feedlot.

### ANIMAL WELFARE

90% compliance with NFAS Animal Welfare requirements in 2024.<sup>1</sup>

### ENVIRONMENT

92% compliance with NFAS Environmental requirements in 2024.<sup>1</sup>

### ANTIMICROBIAL STEWARDSHIP

92% compliance with the requirement for NFAS accredited feedlots to have an Antimicrobial Stewardship Plan in place.<sup>1</sup>

### SHADE & SHELTER

The feedlot industry has voluntarily increased cattle under shade from 810,376 head in June 2020, representing 56% of capacity, to 1,204,342 head in June 2025, representing 72% of Australia's feedlot capacity.<sup>2</sup>

## Economic Impact



### VALUE

Turnover equated to \$6.03 billion and contributed \$731 million to Australia's GDP in 2022-23.<sup>3</sup>

### ESSENTIAL INDUSTRY

The Australian economy would shrink by \$58.8 billion over the ten year period between 2026-2036 if feedlots ceased to exist.\* Here, annual employment figures would decline, on average, by 28,000 full-time-equivalent employees over this same period.<sup>4</sup>

### SUPPLY CHAIN DEPENDENCY

Feedlots support Meat Manufacturing and Pasture Finished Grazing. Under a scenario whereby the feedlot sector ceased to exist, the meat manufacturing sector is estimated to lose an estimated \$28.9 billion in value added over the period 2026-2036.\*\*<sup>4</sup>

## Production



### ON FEED

Cattle on feed averaged 1.5 million head per quarter in the year to June 2025.<sup>5</sup>

### RECORD NUMBERS

Cattle on feed reached a record 1.6 million head and national pen utilisation reached a record 93% in June 2025.<sup>6</sup>

### GRAIN FED BEEF

Grainfed turnoff in FY 2025 reached 3.4 million head, a 21% lift on FY 2024 levels.<sup>5</sup>

### GROWTH

National comparisons over 5-years show the change in the feedlot system. Numbers on feed have lifted 38%, capacity has lifted 23% and turnoff is up 13%, while grainfed exports are up 42%.<sup>5</sup>

## Size of Industry



### FACILITIES

333 NFAS accredited feedlots.<sup>7</sup>

### CAPACITY

1.7 million head.<sup>6</sup>

### EMPLOYMENT

Employs approximately 24,172 full-time equivalent (FTE) employees, consisting of 2,156 FTEs directly, as well as a further 22,017 FTE employees in upstream industries which supply the feedlot industry.<sup>4</sup>

### OWNERSHIP

Australian Feedlots are owned and operated by families, businesses and corporate entities.

### DIVERSITY

Over 1/3 of employees are female.

Source:

<sup>1</sup> Independently verified via 2024 NFAS audits, AUS-MEAT

<sup>2</sup> ALFA/MLA Technical Services Officer survey, 2025

<sup>3</sup> State of the Industry Report 2024, MLA

<sup>4</sup> 2025 Regional feedlot investment study national findings' Deloitte Access Economics 2025

<sup>5</sup> ALFA/MLA Quarterly Feedlot Surveys, 2024-2025

<sup>6</sup> MLFA/ALFA Quarterly Feedlot Survey, June 2025

<sup>7</sup> NFAS Annual Report 2024, AUS-MEAT

\* \$58.8 billion refers to the present value of lost GDP over the 2026-2036 period, discounted at 7% per annum.

\*\* \$28.9 billion refers to the present value of lost industry value-added over the 2026-2036 period, discounted at 7% per annum.

# Advocating for cattle lot feeders since 1970



The Australian Lot Feeders' Association (ALFA) is the peak national body representing the Australian cattle feedlot industry. ALFA drives industry excellence and integrity to improve the business environment for lot feeders and strengthen our community standing in Australia and the world.

## Our Vision

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

## Our Mission

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

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

## Our Representation

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

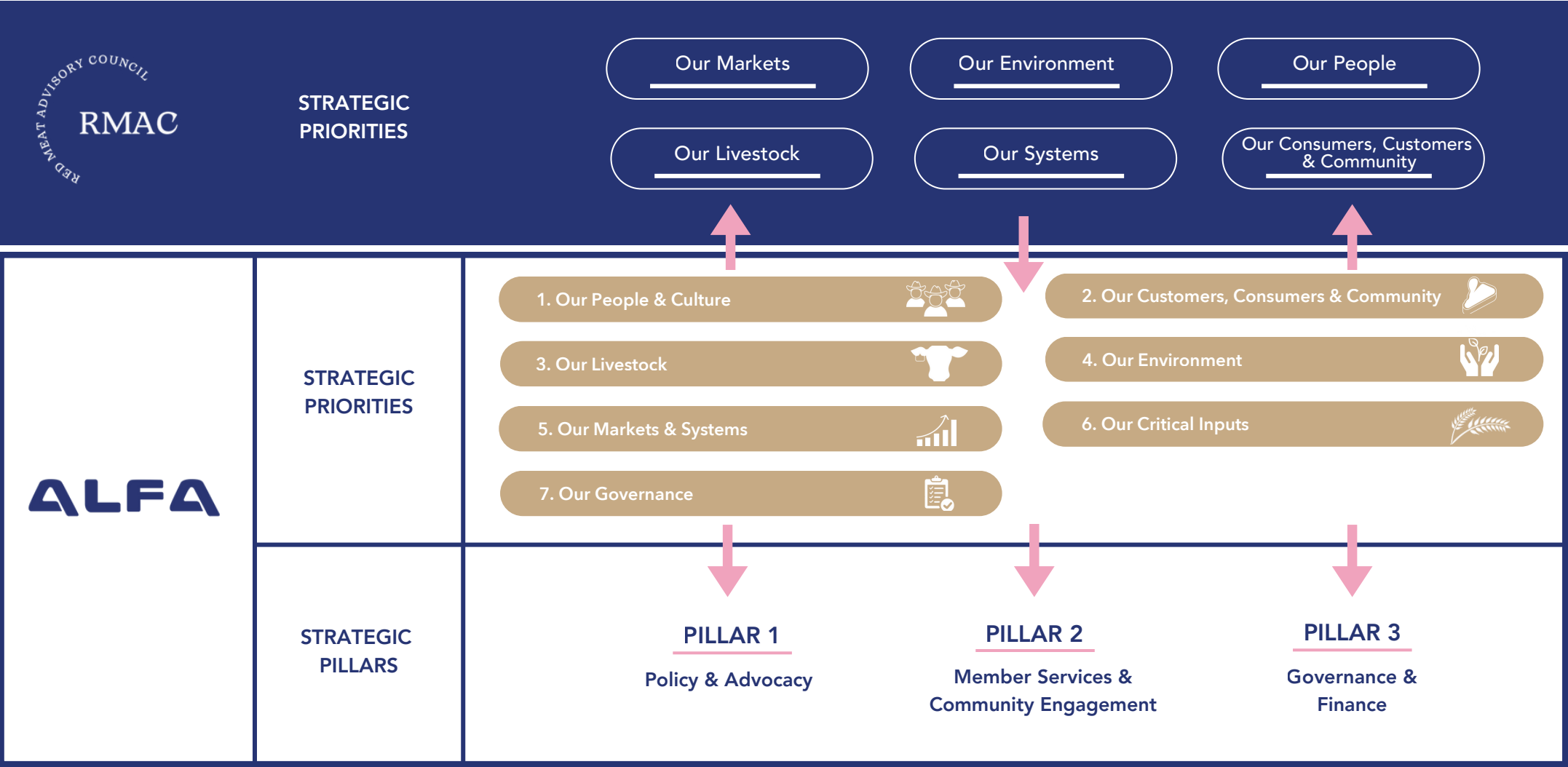
ALFA is prescribed by legislation as the peak industry body for the Australian cattle feedlot industry with a crucial responsibility to ensure strategic alignment with broader industry priorities set out in the Red Meat 2030 strategic plan. This includes guiding and overseeing grain fed cattle transaction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



# Our Core Business



The ALFA core business operations and services align with the strategic direction set down by the red meat and livestock industry in Red Meat 2030 (RM2030). Our Strategic Plan then identifies seven priority focus areas for ALFA and the industry, as set out in the graph below.



# Our Strategic Priority Areas



ALFA's Strategic Plan is structured around seven clear strategic priority areas that align with, and build on, the priorities set out in the overarching industry strategy; the RM2030 framework.

## 1. Our People & Culture



## 2. Our Customers, Consumers & Community



## 3. Our Livestock



## 4. Our Environment



## 5. Our Markets & Systems



## 6. Our Critical Inputs



## 7. Our Governance



# Our Strategic Priorities - An Aligned Focus

## 1. Our People & Culture



**ALFA Strategic Priority:** Enhance workforce capacity and capability across the Australian feedlot sector.

**RM2030 Priority:** People see being part of the Australian red meat and livestock industry as attractive now and into the future.

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

## 2. Our Customers, Consumers & Community



**ALFA Strategic Priority:** Enhance public trust and awareness of Australian grain fed beef by transparently communicating the industry's role in sustainable food production and food security.

**RM2030 Priority:** People feel good about eating Australian red meat. Our customers, consumers and communities recognise the vital role our industry plays in food production and food security, and trust us to deliver high value, high quality products.

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

## 3. Our Livestock



**ALFA Strategic Priority:** Maintain and advance industry-leading animal health and welfare standards across the Australian feedlot sector while promoting world-class biosecurity.

**RM2030 Priority:** We set the standard for world class animal health, welfare, biosecurity and production practices.

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

## 4. Our Environment



**ALFA Strategic Priority:** Lead environmental sustainability, biosecurity awareness, and responsible practices in the feedlot industry.

**RM2030 Priority:** We demonstrate leadership in sustainability, delivering on community expectations in the areas of land, water, biodiversity, climate variability and biosecurity.

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



## 5. Our Markets & Systems



**ALFA Strategic Priority:** Strengthen and advance our world-leading industry integrity systems to drive growth, resilience, and market access, to strive to meet evolving customer expectations.

**RM2030 Priority:** We improve the economic resilience for our industry by increasing access to, and the performance of existing and new markets. We are a trusted brand because of our integrity systems, built on trust and respect that supports strong partnerships and sharing of information, reducing unnecessary industry and government regulation.

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

## 6. Our Critical Inputs



**ALFA Strategic Priority:** Work with broader industry and government to address vulnerabilities in critical inputs, to mitigate risks and ensure their sustainable availability amid external pressures.

**RM2030 Priority:** Implicitly covered under supply chain resilience and profitability in RM2030.

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

## 7. Our Governance



**ALFA Strategic Priority:** Fulfill our obligations as a recognised peak industry body by upholding robust governance frameworks that sustain our Association's strong reputation.

**RM2030 Priority:** Implicitly covered under industry leadership and effective governance in RM2030.

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

*Our strategic priorities are delivered operationally via three core strategic pillars*

**Pillar 1: Policy & Advocacy**

**Pillar 2: Member Services and Community Engagement**

**Pillar 3: Governance and Finance**

The strategic plan serves as the foundation for developing ALFA operational goals and Key Performance Indicators (KPIs) for its three core operational pillars, underpinned by five committees. Under each committee there are operational goals and KPIs, detailed in a separate operational plan, that is maintained by the ALFA leadership team and reported to the board at regular intervals.

# Strategic Pillars



## Pillar 1: Policy & Advocacy

### COMMITTEE: POLICY & ADVOCACY

#### Strategic Projects //

- Monitor and respond to emerging issues and opportunities.
- Develop Evidence-Based Policy and Clear Industry Positions.
- Enhance Stakeholder Engagement and Partnerships.
- Secure an Enabling Policy Environment through Effective Advocacy.

#### Strategic Objectives //

- Maintain a forward-looking policy intelligence system that identifies risks and opportunities on a 'proactive' and 'reactive' basis for the feedlot industry and respond with commercial urgency to positively influence our members' operating environment.
- Build policy positions using credible research, science, and industry practice that advance growth, profitability, and sustainability, while guiding advocacy and fostering trust and transparency in the feedlot industry.
- Build proactive, high-trust relationships with federal and state policymakers, supply chain partners, communities, and NGOs to achieve policy outcomes that positively influence our members' operating environment and advance sustainability and trust in the industry.
- Advocate for regulatory and legislative frameworks that support innovation and investment, advancing growth, profitability, sustainability, and trust in the feedlot sector.

## KEY ISSUES 2025-2030

Workforce Occupational  
Health and Safety

Best Practice Livestock Health  
and Welfare

Shade Initiative

Water Security

Enabling Feedlot Industry  
Growth

Emissions Reduction and  
Accounting

Stakeholder Support

Energy Security

Workforce Security

Antimicrobial Stewardship,  
Usage and Surveillance

Grain Security



## COMMITTEE: MARKETING, TRADE & MARKET ACCESS

### Strategic Projects //

1. Consultation
2. National Feedlot Survey

### Strategic Objectives //

- Fulfill Peak Industry Body role prescribed in the Red Meat Memorandum of Understanding (MoU) - AUS-MEAT - AMILSC (Australian Meat Industry Language and Standards Committee).
- Provide ALFA's guidance and input into MLA's Domestic and International Marketing Program to maximise impact and alignment with industry priorities.
- Leverage consumer and customer insights to enhance the long-term sustainability and community acceptance of grain fed beef.
- Provide Industry and Stakeholders with accurate and timely data on key feedlot industry growth indicators such as cattle numbers on feed, capacity, utilisation, turn off, length of days on feed turnoff, heifer turnoff.

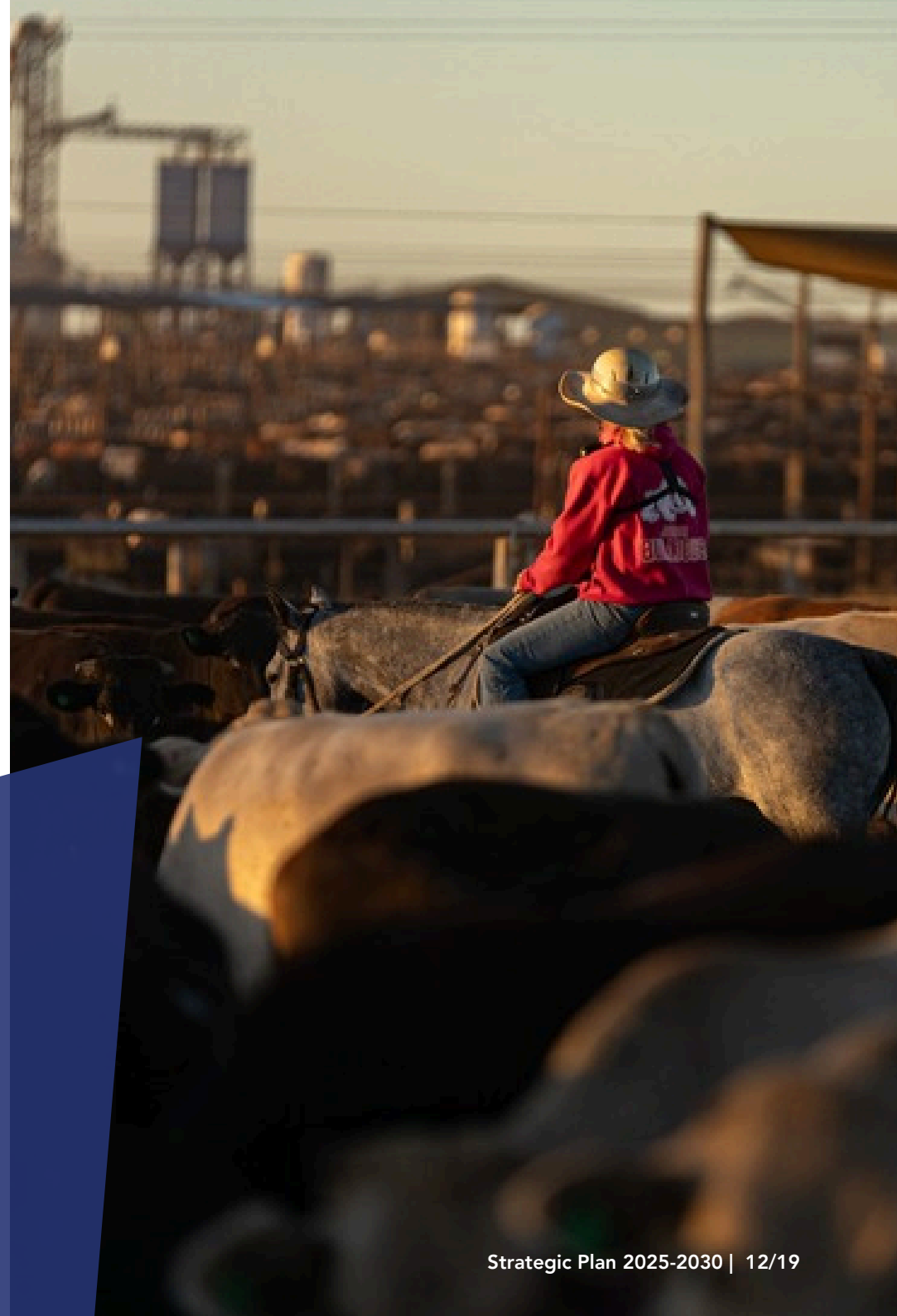
## COMMITTEE: RESEARCH AND DEVELOPMENT

### Strategic Projects //

1. Consultation
2. R&D Extension Support
3. Technical Services Officer

### Strategic Objectives //

- Ensure ALFA actively contributes to and oversees MLA's Feedlot Research and Development Program to maximise industry benefits and alignment with levy investment priorities.
- Attract, retain, and grow the Australian feedlot workforce by providing targeted training, services, communications, tools, resources, and recognition of excellence.
- Strengthen partnerships with key industry bodies and leverage the Technical Services Officer to ensure timely integration and communication of research, development, and regulatory updates to feedlot operators.







## Pillar 2: Member Services and Community Engagement

### COMMITTEE: INDUSTRY CAPACITY

#### Strategic Projects //

- eLearning - Feedlot TECH platform
- Annual ALFA Workshop Series
- Animal Welfare Officer Training
- Professional Development Programs
- Awards and Scholarships
- Future Feeders Network
- Careers Development and Pathways



#### Strategic Objectives //

- Deliver a diverse training program that addresses core lot feeding operations and includes certified Animal Welfare Officer training tailored to industry needs.
- Deliver a diverse professional development program that upskills and inspires the next generation of industry leaders, aligned with evolving sector needs.
- Provide opportunities for feedlot enterprises and individuals to be recognised for excellence, enhancing their standing within the wider community.
- Plan, promote and deliver the biennial Future Feeders Network Forum to provide participants with networking opportunities, industry insights, and pathways to further involvement in ALFA and the lot feeding sector.

## COMMITTEE: COMMUNITY ENGAGEMENT

### Strategic Projects //

- Membership
- BeefEx Conference
- Grain Fed Beef Marketing
- Tools and Resources
- Around the Pens' Member eNewsletter
- General Messages
- Seasonal Communications
- Media Releases
- Social Media Presence
- Feedlot Directory, History Book, Lotfeeding Journal



### Strategic Objectives //

- Deliver a targeted communications program that keeps lot feeders informed, engaged, and connected, promoting industry insights, best practices, and ALFA initiatives.
- Deliver the BeefEx conference biennially, achieving the targets outlined in the BeefEx 2024-28 strategy.
- Develop and implement a targeted communications and events program that directs audiences to the [grainfedbeef.com.au](https://grainfedbeef.com.au) website, featuring accurate and accessible content on production practices, industry standards, and the value of Australian grain fed beef.
- Partner with MLA to analyse insights from customer and consumer research relating to grain fed beef production, and apply findings to inform production improvements and promotional strategies that address identified concerns.
- Implement targeted marketing campaigns and member benefit programs, including implementing a membership engagement survey.



## Pillar 3: Governance & Finance

### Strategic Projects //

- Annual General Meeting
- Board Meetings
- Committee Meetings
- Consultation
- Strategy 2030-35 Project



### Strategic Objectives //

- The Objects of the Company are to promote the development, research, operation, protection and advancement of the Australian cattle Lot Feeding industry and the Lot Feeders engaged in that industry.
- Enhance the capability and capacity of the ALFA team to deliver high-impact outcomes aligned with ALFA's strategic priorities.
- Support a healthy, engaged and high-performing ALFA team through a proactive and ongoing staff wellbeing and training program.
- Develop and implement ALFA's next strategic plan ahead of 2030 to ensure continued industry leadership and relevance, and alignment with RMAC Strategic Direction.

# Strategic Context & Key Insights



## Geopolitical Context

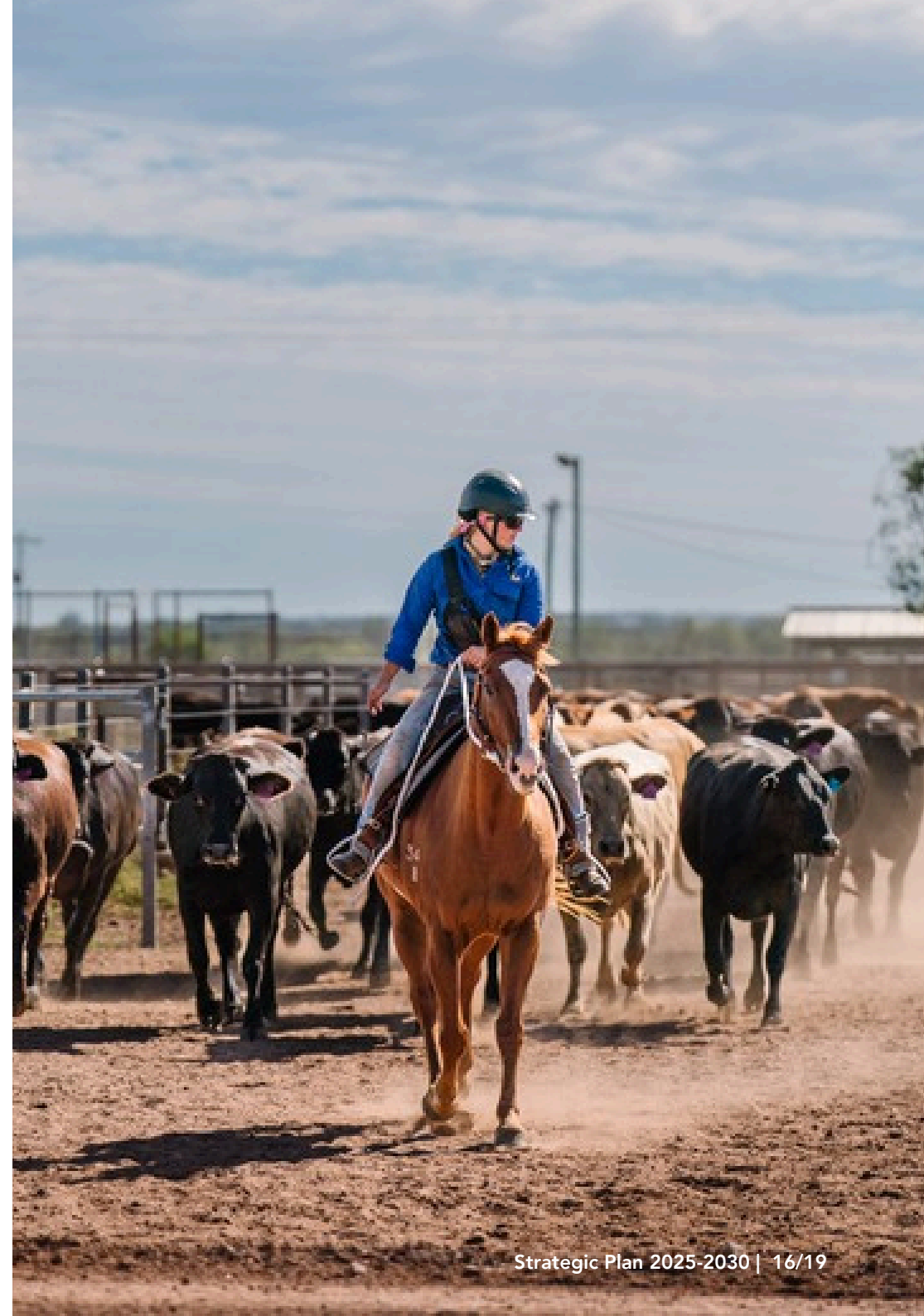
In anticipation of continued complex trading environments and heightened global risks, the ALFA strategic framework prioritises enhanced resilience through increasing scenario analysis and maintaining its robust incident response capability. ALFA will critically evaluate the core assumptions of its operational plan, identifying potential vulnerabilities to its members and the industry, ensuring ALFA's readiness for unforeseen changes.

## Incident Management & Response

Recognition of the increasing concurrent and cascading issues faced by the industry emphasises the need for ALFA and its team to have the bandwidth to address issues as they arise. This necessitates three clear lines of priority: strategic work, reactive work, and incident management, with proactive activity being essential to mitigate risks. Sustainable capacity-building in incident response, potentially through external resources remains a clear priority.

## Organisational Capacity & Prioritisation

Growth to 2025 as an organisation has been valuable, however this plan recognises that the organisation will never have the capacity to meet all industry demands. This necessitates a focus on considered prioritisation of activities that fulfill mandatory obligations and deliver value to members. This strategic plan balances advocacy needs, business and commercial activities that deliver value, revenue and policy development.





# Our Journey



## Achievements across 2020-2025

From 2020 to 2025, ALFA led a period of significant transformation and growth for the Australian grain fed beef sector.

Over these five years, national feedlot capacity increased by almost 23%, reaching a record 1.7 million head in June 2025. Cattle on feed also grew by 38% over the period, hitting a new high of 1.6 million head.

To support this growth and help secure a skilled workforce for our members, ALFA trained over 1,000 people annually through a range of initiatives – including professional development programs, events, workshops, and our flagship e-learning platform, Feedlot TECH.

To advance our social license, ALFA embedded antimicrobial stewardship as a core industry responsibility by strengthening the NFAS Rules and Standards. In parallel, we lifted the percentage of cattle under shade from 56% to 72% through the ALFA Shade Initiative, driving improvements in both animal welfare and productivity.

The industry's environmental, animal welfare, and production credentials were actively promoted via [grainfedbeef.com.au](https://grainfedbeef.com.au), a consumer-facing platform that shares how we are 'Nourishing Cattle, Land and Communities'.

ALFA also positioned itself as a strong and strategic advocate across critical policy areas including emissions, water, animal welfare, and workforce. Notable achievements included securing a ban on Carbon Capture and Storage in Queensland's Great Artesian Basin – protecting water security for 58% of Australian feedlots.

Through strategic levy investment in partnership with MLA, we supported research into methane-reducing feed supplements capable of cutting



emissions in feedlot cattle by up to 80%. More recently, the Australian Government adopted a new, feedlot-specific methane emissions equation, revising the industry's reported emissions down by 56% over the past five years.

On the biosecurity front, ALFA strengthened the industry's preparedness for disease threats such as FMD and LSD, enhancing our capability through updated response manuals and extensive training, extension, and e-learning activities. This proactive approach will ensure feedlots are emergency animal disease ready.

The strength of any Association is in its financial and governance foundations. ALFA modernised its Constitution and governance procedures, restructured its business operations, and increased resources to secure its future operations and ability to deliver member value.

By investing strategically in sustainability, workforce capability, advocacy, and integrity systems, ALFA has helped build a more resilient, competitive, and trusted grain fed beef industry.

# Our Aspirations



## 2025-2030

Across the next 5 years ALFA is actively working towards reaching key targets. A subset of these are listed below.

- Policy and advocacy outcomes achieved that align with ALFA's positions.
- Reduction in regulatory burden or policy barriers.
- Demonstrated influence on legislation, standards, regulatory frameworks, investment or practice change.
- 95% of NFAS accredited cattle on feed are represented by ALFA Feedlot Membership.
- ≥90% membership satisfaction score.
- Board Meetings held with reports tabled quarterly with variance commentary.
- Minimum of one meeting held, per committee, per quarter, with documented minutes and action tracking, submitted to the Board; with relevant information reported to MLA.
- Provide formal submission and verbal feedback annually as part of MLA's grain fed levy consultation process.
- Review MLA reporting on grain fed marketing investment biannually, assessing alignment with agreed objectives and MLA 2025-30 KPIs.
- ≥90% of participants report gaining knowledge or skills they can apply to their role, team, or workplace, from ALFA training, professional development programs and Feedlot TECH platform usage.
- Deliver at least one annual networking initiative that builds leadership skills and connections within the under 35 year old lot feeder audience.
- Conduct an annual review of available external industry training and ensure all relevant courses and opportunities are listed and kept up to date on the ALFA Careers Page.
- Every even year, deliver a 2-day BeefEx Conference program that inspires, challenges, and provides valuable knowledge.
- Build awareness of lot feeding careers.
- Achieve a minimum of 600 unique visitors to [www.grainfedbeef.com.au](http://www.grainfedbeef.com.au), quarterly.
- Achieve statistically sound participation and completion rates for the National Feedlot Survey each quarter to support the release of updated survey results via a media release jointly developed with MLA.



# ALFA

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