

2025–26 Annual Report

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ACKNOWLEDGEMENT OF COUNTRY

PHA acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands where we work, live and learn.



Contents

Overview	4	Performance	33
From the Chair	4	About this report	33
From the CEO	6	Strategic Priority 1: Respond effectively	34
About PHA	8	Strategic Priority 2: Strengthen partnerships	40
Strategic Plan 2022–27	8	Strategic Priority 3: Enhance integration	48
Drivers of PHA strategy	10	Operational Priority 1: Improve governance & administration	54
Our Members	12	Operational Priority 2: Enhance communication & engagement	58
Corporate governance	14	Financial statements	63
The PHA Board	14	Statement of profit or loss and other comprehensive income	63
Corporate information	17	Statement of financial position	64
Directors' report	18	Statement of changes in equity	65
Board of Directors	18	Statement of cash flows	65
Auditor's independence declaration	26	Notes to the financial statements	66
Year in review	28	Directors' declaration	73
Timeline	28	Independent Auditor's Report to the Members of Plant Health Australia Limited	74
Company trends	30	Acronyms	75

Overview

FROM THE CHAIR

I am pleased to present Plant Health Australia's (PHA) 2025-26 Annual Report (AR), outlining PHA's performance and progress over the past year. The AR reflects PHA's ongoing commitment to delivering value for Members through the trust, coordination, continuity and confidence that enables collective action and support a resilient national plant biosecurity system.

The operating environment for biosecurity continues to evolve. Emerging risks, increasing expectations, changing stakeholder needs and broader pressures across government and industry are creating both challenges and opportunities for the organisations that support Australia's biosecurity system. In this environment, effective governance, strategic foresight and strong national partnerships have never been more important.

Throughout the year, the Board maintained a strong focus on ensuring PHA remains well-positioned to support Members and respond to future challenges. Through regular Board meetings and our annual Board Strategy Workshop, Directors considered a range of strategic issues shaping the future of plant biosecurity.

A significant area of focus during the year was the 5-year review of the Emergency Plant Pest Response Deed (EPPRD). Ratified in 2005, the EPPRD provides the foundation for a nationally coordinated approach to managing emergency plant pest responses. The current review represents an important opportunity to build on more than two decades of continuous development and improvement, ensuring the EPPRD evolves alongside the changing operating environment and remains fit for purpose into the future.

The Board also gave careful consideration to sustainability. Like many organisations, PHA and its Members continue to operate within an environment characterised by increasing costs and finite resources. As pressures continue to grow, maintaining an integrated and resilient plant biosecurity system will depend on ongoing collaboration, careful prioritisation and support for the organisations, arrangements and delivery models that underpin preparedness, response and recovery activities.

Strong governance remains fundamental to PHA's success. The Board has continued to focus on effective oversight of organisational performance, strategic risk, financial stewardship and long-term value creation for Members. I am encouraged by the strength of the governance framework supporting the organisation and by the professionalism with which the Executive Management Team continues to navigate an increasingly complex environment.

On behalf of the Board, I would like to thank my fellow Directors for their commitment, expertise and contribution throughout the year. I also extend my sincere thanks to Sarah Corcoran and the entire PHA team for their professionalism, dedication and continued focus on delivering value for Members. Their efforts ensure PHA remains a trusted steward of Australia's plant biosecurity system.

Finally, I would like to acknowledge our Members for their ongoing support, engagement and collaboration. The strength of Australia's plant biosecurity system lies in long standing partnerships and our ability to work together towards a common goal. These foundations will remain critical as the system evolves and I'm confident we are well placed to meet these challenges together.

Doug Phillips
Board Chair





Overview

FROM THE CEO

It is my pleasure to present PHA's 2025-26 AR, highlighting another year of strong delivery against the priorities set out in the Strategic Plan 2022-27 and the activities outlined in the 2025-26 Annual Operational Plan (AOP).

The AR captures performance during the fourth year of implementation of our 5-year Strategic Plan and includes key achievements delivered since the publication of the 2025-26 Mid-Year Performance Report (MYPR). This year's results reflect the strength of our collaborative model, the effectiveness of our governance framework and progress of initiatives that enhance national preparedness, capability and resilience.

The progress highlighted throughout the AR, demonstrates PHA's ability to deliver meaningful outcomes and reflects not only what has been achieved, but also the environment in which the outcomes were delivered. The past 12 months were characterised by increasing complexity, emerging and interconnected risks and evolving Member and stakeholder needs driving national reform discussions. In this environment, PHA remains uniquely positioned to provide the trust, coordination, continuity and confidence that underpin an effective national biosecurity system, bringing together expertise, resources and stakeholders to enable informed decision-making, evidence-based solutions, collective action and a unified approach to plant biosecurity.

Under Strategic Priority 1: **Respond effectively** PHA continued to strengthen Australia's collective response capability by supporting notified incidents across all response stages, facilitating collaborative decision-making under the EPPRD, and refining the frameworks, guidance and cost-sharing arrangements that underpin national response arrangements. Ongoing review and continuous improvement of the EPPRD, together with lessons captured through debriefs and evaluation activities, ensured that Australia's response framework remains fit-for-purpose and responsive to emerging challenges.

Significant effort was also directed towards strengthening preparedness and capability across the biosecurity system through the delivery of Industry Liaison Officer (ILO) training and simulation exercises and workshops. These activities were complemented by maintaining access to biosecurity learning resources through the Biosecurity Online Training (BOLT) platform and the development and launch of the Youth Biosecurity Hub, an initiative to build biosecurity awareness and understanding among young Australians.

Partnerships remain central to PHA's ability to deliver national biosecurity outcomes. Under Strategic Priority 2: **Strengthen partnerships**, we deepened partnerships across our Member base, the supply chain, the science and technology community and international counterparts to support a more connected and resilient plant biosecurity system. During the year, we expanded engagement with New Zealand's Government Industry Agreement (GIA) team and collaborated with the

Alliance to Feed the Earth in Disasters (ALLFED) to develop a new project to improve Victoria's agricultural industries for future biosecurity risks.

Working closely with Members to develop best practice solutions, we also progressed multiple industry-specific biosecurity plans, and delivered preparedness initiatives and collaborative projects to help industries identify, prioritise, prepare and manage biosecurity risks. Through national programs including CitrusWatch, Grains Farm Biosecurity, Forest Watch Australia, National Bee Biosecurity, VegWatch, Farm Biosecurity, and the National Fruit Fly Council, PHA demonstrated the value of collective and coordinated national action in protecting Australia from emerging plant biosecurity risks. Building on the success of its inaugural year, the second iteration of National Biosecurity Week (NBW) further elevated biosecurity as a shared national responsibility. Through a coordinated national campaign for NBW and the development of resources for partners across the biosecurity system, PHA helped increase awareness of biosecurity risks, reinforced the importance of prevention and preparedness, and fostered a stronger culture of collective action to protect Australia from emerging threats.

Under Strategic Priority 3: **Enhance integration**, our focus remained on improving Australia's ability to identify and detect biosecurity threats. During the reporting period, PHA continued to strengthen and enhance the national system infrastructure that supports surveillance and detection data to support a

Sarah holds a Bachelor of Science, majoring in Botany and Zoology, Honours in Freshwater Ecology and has completed post graduate studies in Epidemiology for Public Health. She is passionate about preserving vital agricultural industries and Australia's unique environment from exotic pests and disease. Appointed as the Chief Executive Officer of Plant Health Australia (PHA) in July 2020, Sarah's experience as a biosecurity professional extends across the Australian Government, as well as the Queensland and Northern Territory state governments where she has gained a wealth of expertise in biosecurity, regulation, science, and innovation. During her career, Sarah has worked on a number of emergency responses to incursions of exotic pests and pathogens across the biosecurity continuum, including leading the national eradication programs for red imported fire ants, electric ants, banana freckle and citrus canker.

more connected, intelligence-led approach to biosecurity data. Highlights included expanded data-sharing capabilities, strengthened cybersecurity and governance arrangements, and improved interoperability across the national biosecurity landscape. Collectively, these national systems provide access to millions of surveillance records and diagnostic information needed for a stronger, more resilient biosecurity system.

At the same time, awareness-raising initiatives such as the 'Spotted Anything Unusual?' campaign, together with ongoing maintenance of the Australian Interstate Quarantine website and the Exotic Plant Pest Hotline encouraged greater community participation in the biosecurity system and supported the early reporting of suspected plant biosecurity threats.

Operationally, PHA remained focused on maintaining strong governance, financial sustainability and organisational capability under Operational Priority 1: **Improve governance and administration**. During the year we continued to enhance business systems, financial management, and risk management and deliver improvements that support efficiency and accountability.

We further invested in our people, culture and leadership capability, enhancing recruitment, onboarding and induction processes, strengthening management resources, and updating key policies and procedures. We maintained a strong focus on employee wellbeing through ongoing psychosocial safety initiatives, while further embedding PHA's values through the Values in Action Awards program, performance and development processes, and the development of future learning pathways. While budget constraints and growing workload pressures continued to challenge the organisation, our people remained adaptable, committed and focused on delivering value for Members and stakeholders.

Effective communication and engagement remain critical to building trust, confidence and collaboration across Australia's plant biosecurity system. Under Operational Priority 2: **Enhance communication and engagement** we continued to increase

PHA's profile and influence through targeted communications, industry engagement and stakeholder outreach. These efforts enhanced awareness of plant biosecurity issues and the value delivered through our collective national approach. Strong growth in digital engagement, media presence and stakeholder participation reflected continued interest in PHA's work.

We also focused on the foundations that support collaboration and connection and improved internal communications and employee engagement initiatives. Our updated Member information and training resources made it easier for current and prospective Members to access information, understand their obligations and engage effectively with PHA. Together, these initiatives support the trust, coordination, continuity and confidence that underpin our Member value proposition.

The year has demonstrated that, in an increasingly complex environment, no single organisation can address biosecurity challenges alone. PHA's strength lies in its ability to bring together expertise, resources and stakeholders, providing the trust, coordination, continuity and confidence that enable collective action. As we look to the future, we remain committed to supporting our Members, strengthening partnerships and ensuring Australia's plant biosecurity system remains prepared, connected and resilient.

On behalf of PHA, I thank our Members, partners, stakeholders, Board and staff for their ongoing support, collaboration and commitment. The progress achieved this year reflects what can be accomplished when we work together towards a shared purpose, and I look forward to continuing that partnership and navigating the opportunities and challenges in the year ahead.

Sarah Corcoran
Chief Executive Officer



About PHA

Established in 2000, Plant Health Australia (PHA) is the national coordinator of the government–industry partnership for the Australian plant biosecurity system, with a long history of forging collaborations that strengthen biosecurity for the benefit of the economy, environment and community.

PHA is a not-for-profit company and a registered charity, funded by Member subscriptions with additional revenue from non-subscription projects. PHA is formally registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC), reinforcing its standing as a purpose-driven organisation committed to accountability and transparency.

STRATEGIC PLAN 2022–27

The Plant Health Australia future

In a rapidly changing biosecurity environment, PHA has a critical role to play in working closely with Industry, Government, and associated stakeholders. The following statements define the future for PHA.

Our vision

A valued leader of a strong, integrated Australian plant biosecurity system.

Our mission

To strengthen the Australian plant biosecurity system for the benefit of the economy, environment, and community.

Our role

PHA is the trusted coordinator of the Australian plant biosecurity system.

We bring expertise, knowledge and stakeholders together to generate solutions that improve biosecurity outcomes to ensure that the system is future-oriented and solutions-focused.





Our values



Our Strategic Priorities

A strong and resilient Plant Biosecurity System is built on connected strategies and partnerships, effective, and efficient response and recovery and leveraged data and technology for improved decision-making and rapid response to biosecurity threats.



DRIVERS OF PHA STRATEGY



Changing geopolitics

Increased trade from non-traditional trade partners and new trade agreements changing supply chains. An uncertain trade future with geopolitical tensions disrupting patterns of global trade.



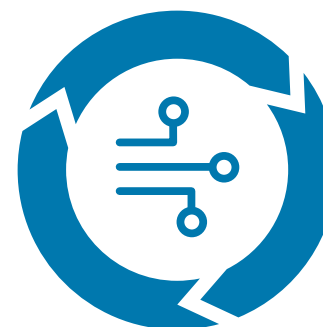
Climate variability

Changing weather patterns will provide alternative access routes for pests and will expand the range and scope of plant pests and diseases.



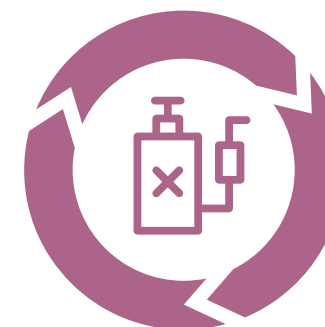
Changing face of agriculture

Corporatisation and foreign ownership of farms changing relationships, risks and partnerships while urbanisation will increase peri-urban plant production and risks with crop expansion in new geographic areas increasing the chances of green bridges.



Leveraging technology

The emergence of data-driven organisations with complex technology and data systems to enable the rapid detection, processing, communication and evaluation of capability. On-farm technology will improve labour utilisation and impact biosecurity detection and control. The application of technology to track product movement across global supply chains to detect contaminants, build trust with regulators and minimise trade disruptions.



Reduction of chemical controls

The loss of plant protection products such as agricultural chemicals available to growers for the control of pests.



Increasing competition for resources

Funding will not increase in proportion to threats. Increased focus on more efficient processes and alternative national response arrangements. Population growth will place pressures on food resources with demand for improved global food security.

Gaps in biosecurity management

Rising number of compounding and concurrent incidents. New national arrangements and mechanisms required to deal with pests deemed not feasible to eradicate.

Reliable information and communication

The degradation of producer trust through negative past experiences of pest and disease incursions requires closer and transparent communication around the science of plant biosecurity.

Increasing trade volumes

Increased global movement of cargo, non-containerised trade, air travel, cruise ships and online shopping. As more biosecurity threats arrive at regional neighbours and trading partners, there will be more pest incursion pressures on Australia.

On-farm biosecurity adoption

Slow uptake of effective on-farm biosecurity measures to protect properties from new pests and diseases.

OUR MEMBERS

There are three categories of Membership: Government Members including all State and Territory governments and the Australian Government; Plant Industry Members comprised of all major plant bodies representing Australian growers and beekeepers; and Associate Members consisting of Research and Development Corporations and other organisations with an interest in plant health or the Australian plant industry.

Industry Members



Government Members



Associate Members



The value of PHA Membership

PHA's autonomy fosters an impartial approach to servicing Member needs, allowing the company to put the interests of the plant biosecurity system first, as well as supporting a long-term view. Membership of PHA ensures an organisation is linked with and supported by governments, industries and research organisations. This assists in providing the best protection against the biosecurity challenges that lie ahead.

Benefits of membership include:

- input into and agreement on current and future needs of the plant biosecurity system including issues, solutions, strategies and policy with the view to strengthening the plant biosecurity system
- access to the benefits of the EPPRD including participation in decision-making
- access to a unique blend of expertise, knowledge and technology to:
 - help Members understand plant biosecurity risks and pathways
 - navigate biosecurity incidents and responses by reducing uncertainty, unpacking complexity and guiding discussions
 - advice on the identification, prioritisation and delivery of biosecurity investments
 - continuity of support and plant biosecurity knowledge
- provision of relevant, reliable and a reliable national repository of plant biosecurity information and resources, including pest and disease alerts and monthly biosecurity news round-ups
- biosecurity planning and training support to boost incursion response capacity and capability
- access to reputable nationally integrated digital systems to capture, validate and use biosecurity data to create intelligence to support and inform real-time, evidence-based, decision-making and support market access
- opportunities to network, connect with other Member industries and receive feedback from industry and biosecurity experts.

Corporate governance

PHA strives for a corporate governance system that allows the Board and management enough freedom to drive the organisation forward, with an effective framework of accountability.

THE PHA BOARD

PHA has a skills-based Board with between five and nine Directors. Further details about PHA's Directors are provided on pages 18-25.

Where positions become vacant, Directors are appointed after a selection process. A Board Selection Committee (BSC) convened for that purpose, considers all candidates and puts forward recommendations to Members for voting and approval at a General Meeting (GM) of the Company.

The Directors comprising the Board as of 30 June 2026 are:

Board Director & Chair – Mr Doug Phillips

Deputy Chair – Dr Jeremy Burdon

Board Director – Mr Jolyon Burnett

Board Director – Dr Ron Glanville

Board Director – Dr Andrew Jacobs

Board Director – Ms Kathy Kelly

Board Director – Ms Catherine Oates

Board Director – Ms Elizabeth Riley

Board Director – Dr Andrew Jacobs

Acting Company Secretary – Ms Kathy Kelly

Functions of the Board

Responsibility for the operation and administration of the Company is delegated by the Board to the CEO and the Executive Management Team (EMT).

The Board ensures that this team is appropriately qualified and experienced to discharge their responsibilities and that the performance of the CEO and the EMT is monitored.

The Board is responsible for ensuring that management's objectives and activities are aligned with the expectations and risks identified by the Board. The Board has several mechanisms in place to ensure this is achieved including:

- approving the strategic direction and Strategic Plan for PHA
- continually reviewing the external strategic environment
- approving AOPs designed to meet stakeholders' needs
- monitoring the implementation of budgets by management and progress against agreed plans via the establishment and reporting of financial and non-financial key performance indicators
- reviewing the Company's performance in implementing the Strategic Plan against agreed key performance indicators annually
- approving the AR and other periodic performance reports
- approving and monitoring the progress of capital expenditure, capital management and acquisitions and divestitures
- overseeing and approving appropriate Company policies
- ensuring that any significant risks that arise are identified, assessed, appropriately managed and monitored
- reporting to Members
- reviewing PHA's staff succession plan annually.

Performance monitoring

The Board has developed a rolling four-year program to evaluate its performance. The review involves a mix of internal and external review processes, training, and workshops. Each year, the Directors of PHA evaluate the performance of the CEO and review staff succession planning.

Conflict of interest

Any actual or potential conflict of interest pertaining to a Director is fully disclosed to the Board and is dealt with as a standing item at each Board meeting.

Board meetings

The PHA Board meets formally at least four times during the year, holds a separate strategy meeting, and additional meetings are scheduled as required. Board committees are responsible for considering detailed issues and making recommendations to the Board.

Participation

Directors are encouraged to be actively involved at all meetings and to ensure that their views are expressed and considered. They are required to bring an independent judgement to bear in decision-making. Management provides the Board and its committees with information in a form and quality that enables the Board to effectively discharge its duties in a timely manner.

It is the Board's responsibility to ensure that an effective internal control framework exists within the Company. This includes controls to deal with the effectiveness and efficiency of significant business processes, the safeguarding of assets, the maintenance of proper accounting records, and the reliability of financial information as well as non-financial considerations such as the benchmarking of operational key performance indicators. All members of the Board are non-executive Directors and meet at least four times a year.

Committee meetings

Board committees are responsible for considering detailed issues and making recommendations to the Board. All members are non-executive Directors and the Committees meet up to or at least four times a year, or as required.

Finance and Audit Committee (F&AC)

The F&AC operates under terms of reference reviewed and approved annually by the Board. The Committee provides the Board with additional assurance regarding the reliability of financial information and systems as well as areas of risk.

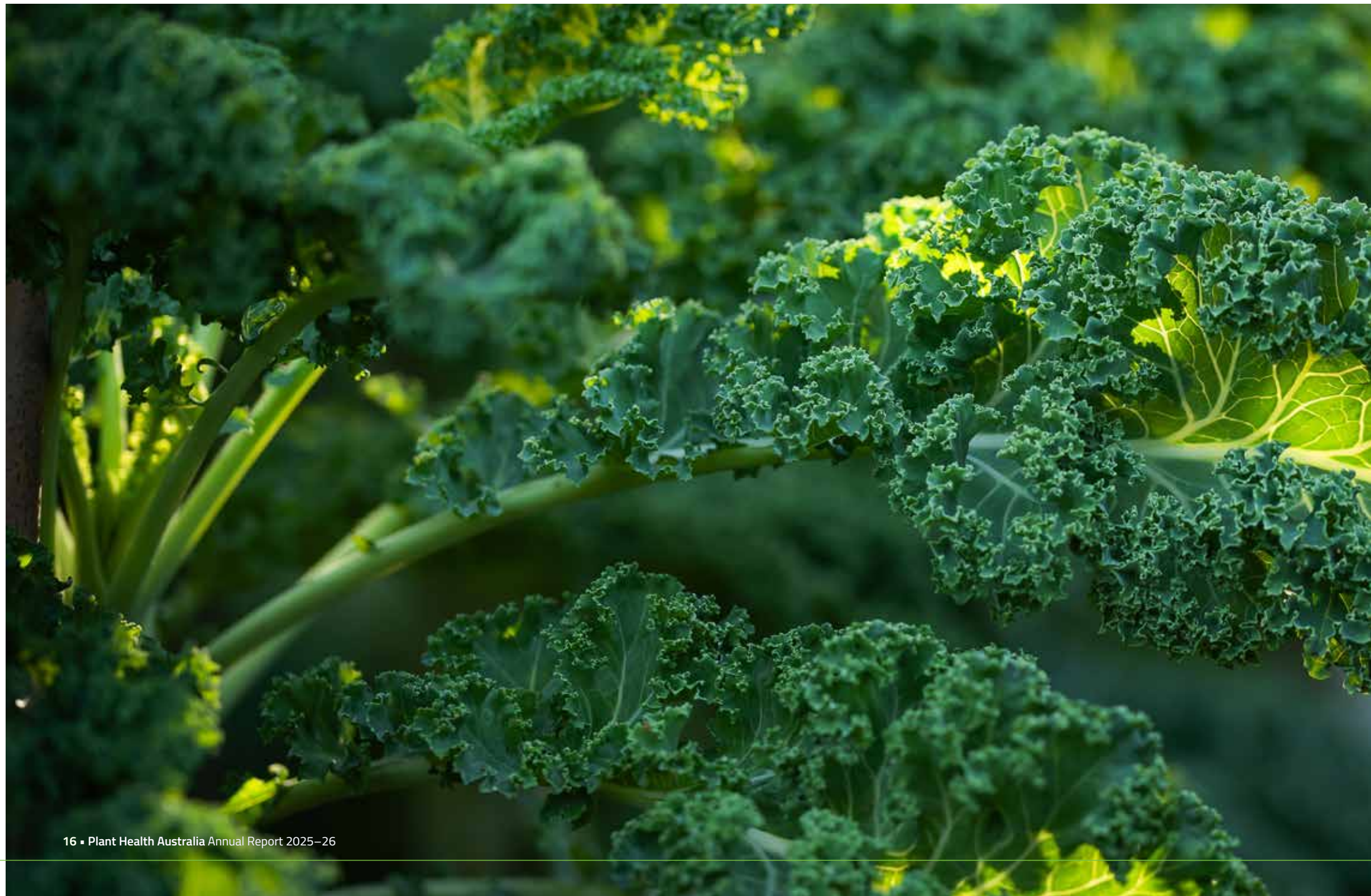
People and Culture Committee (P&CC)

The P&CC operates under terms of reference reviewed and approved annually by the Board. The Committee provides the Board with additional assurance regarding PHA Human Resources including the performance, remuneration and recruitment of the CEO, work health and safety framework and company culture.

Board Selection Committee (BSC)

When positions become vacant, Directors are appointed after a selection process as outlined in the PHA Constitution. A Board Selection Committee is convened for that purpose to consider all candidates and put forward recommendations to Members for approval. Casual vacancies do not require a BSC to be convened.







Corporate information

ABN

97 092 607 997

Directors

D. Phillips (Chair)

J. Burdon (Deputy Chair)

J. Burnett

R. Glanville

A. Jacobs

K. Kelly

C. Oates

E. Riley

Acting Company Secretary

K. Kelly

Registered office

Level 1, 1 Phipps Close, Deakin, ACT 2600

Principal place of business

Level 1, 1 Phipps Close, Deakin, ACT 2600

Solicitors

Maddocks Lawyers

Level 1, 40 Macquarie Street, Barton, ACT 2600

Bankers

National Australia Bank Limited

39 Wollongong Street, Fyshwick, ACT 2609

Auditors

RSM Australia Pty Ltd

Equinox Building 4, Level 2, 70 Kent Street, Canberra, ACT 2600



Directors' report

Your Directors submit their report on Plant Health Australia Limited (PHA or the Company) for the financial year ended 30 June 2026.

BOARD OF DIRECTORS

The names and details of the Company's Directors in office during the financial year are set out below. Directors were in office for this entire period unless otherwise stated.



Doug Phillips

(Appointed Director on 22 November 2017, appointed Deputy Chair on 30 November 2023, Appointed Chair 27 November 2025)

Doug Phillips served as a director and chairman of the Australian Banana Growers' Council during two separate exotic disease incursions: Banana Freckle and Panama Tropical Race 4. He understands plant health policy and government policy processes, plant health management and international trends in plant health practices from the unique perspective of an affected industry.

He has sound business and financial management skills and was involved in strategic planning processes for the banana and horticulture industries, and the development of strategic investment plans for the banana industry. Doug has a Bachelor of Engineering (Mechanical) from the University of Queensland and a Master of Business Administration from Deakin University. He is co-owner and manager of Johnstone River Produce with a history of banana, papaya and passionfruit production in Far North Queensland.

He has received a number of awards including Banana Industry Award of Honour in 2017, the Department of Agricultural and Fisheries Queensland's Excellence in Industry Leadership Award in 2016 and was a finalist in The Peter Kenny Medal in 2016.



Jeremy Burdon

(Re-appointed Director on 16 June 2025, having filled a casual vacancy from 29 September 2023)

Dr Jeremy Burdon has extensive experience as a non-executive Director and international reputation as a scientist, research manager and strategic planner. His broad interests across all plant-based agricultural industries developed through a previous role as Chief, Division of Plant Industry, CSIRO (2003-12). Subsequently those interests were further developed through serving on the Board of Trustees of Bioversity International (2009-15), on the Board of the Grains Research & Development Corporation (2011-17), as Chair of the Australian Academy of Science's National Committee for Agriculture, Fisheries & Food (2015-17), and on the Boards of the Cotton Research & Development Corporation (2017-20) and Sugar Research Australia (2019-22) and the Australian Pesticides and Veterinary Medicines Authority (APVMA) (2022-25).

Jeremy was a member of the advisory Board of the Australian Plant Phenomics Network until June 2026. To his role as a non-executive director, Jeremy brings extensive practical knowledge of Australia's R&D chain and international linkages, extensive strategy and business management development skills, a deep understanding of the complexities of plant pathogen associations in both agricultural and natural settings, and considerable experience in governance and compliance. He was a member of the Australian Institute of Company Directors from 2004-2025.

As an evolutionary biologist, Jeremy was elected to the fellowship of Australia's two leading science bodies (AAS; ATSE) and made a foreign fellow of the Royal Swedish Academy of Science. He has published extensively and has received numerous national and international science awards and recognition.



Kathy Kelly

(Appointed Director on 17 November 2020, re-appointed 28 November 2023, appointed Acting Company Secretary 18 March 2024)

Kathy Kelly is a Chartered Accountant with over thirty years of Board level experience across the public, commercial and not-for-profit sectors. She holds a Bachelor of Economics and is a Registered Company Auditor. She is a Graduate Member of the Australian Institute of Company Directors and a Fellow of the Institute of Chartered Accountants in Australia and New Zealand.

Kathy was also a Director of the Mulloon Institute Limited until 6 July 2025, and is a Director and member of the Finance Audit and Risk Committee of Landcare NSW Limited.

Kathy provides specialist CFO services to farmers and graziers through her recently recommenced practice, Kelly Accounting. From 1989–2019 she was a Director at Boyce Chartered Accountants, the largest regional accounting firm in Australia. Based in Cooma NSW, she managed the office and provided specialist tax and audit services to agribusinesses and business advisory services.

Kathy has developed an understanding of the agriculture sector and the risks and issues facing boards and has deep and practical knowledge of the accounting and tax issues in agricultural and related agribusiness entities.

Direct experience in agriculture includes cotton, wheat and cereal crops, both irrigated and dryland; sugar; viticulture; almonds, apple, stone fruit and citrus trees; cattle and sheep grazing, poultry meat and eggs; forestry; grain marketing and water licence leasing.

Kathy has had various appointments including advising the Australian Government on the industry impacts of legislation and 'red tape' in small business and was on the Advisory Committee to the Minister for Small Business and R&D Tax Incentives.



Jolyon Burnett

(Appointed Director on 28 November 2023)

Jolyon Burnett has a 40 year career in industry leadership, association management, agriculture, environmental science and as a non-executive director and board chair.

Up to 30 June 2026, Jolyon was the Chair of the National Farmers Federation Horticulture Council, the peak body for horticulture in Australia. He is a Board Member of the Local Land Services, the NSW government agency charged with servicing rural landholders and natural resource management in the State and Chair of the North Coast Local Land Services Board.

He has served on boards and represented horticulture at local, national and international level for both government and industry. These include the Australian Nut Industry Council, the International Nut and Dried Fruits Council, Horticulture Australia Council and NSW Business North Coast Regional Advisory Council.

Jolyon has led the Australian macadamia, irrigation, and nursery & garden industries as CEO of the national bodies. He has managed multi-million dollar research and development programs and overseen the global marketing of Australian macadamias. He has been involved in the development of a number of national programs including National Tree Day and Smart Approved WaterMark. Through PHA he has been involved in numerous exotic pest and disease responses including myrtle rust, chestnut blight, red imported fire ant and varroa mite.

Jolyon has degrees in Agricultural Science, Environmental Science and is a graduate of the Australian Institute of Company Directors (AICD) Diploma course.



Ron Glanville

(Appointed Director on 28 November 2023)

Dr Ron Glanville brings a wealth of biosecurity systems experience to the Board, given his over 48-year career working in biosecurity in Australia, including the positions of Chief Biosecurity Officer and Chief Veterinary Officer for Queensland. His government career highlights included establishment of Biosecurity Queensland as an integrated biosecurity agency, leadership roles in over 30 biosecurity emergency responses, and key roles in a range of other state and national programs.

Since 2011 he has established a successful consultancy business in biosecurity. Relevant projects conducted include efficiency advocate reviews of the Giant Pine Scale response in Victoria and South Australia, Exotic Fruit Flies in Torres Strait, and Red Witchweed in Queensland; a feasibility study into enhanced management of Black Sigatoka with a view to eradication in Torres Strait; industry consultation to assist in development of a nationally integrated plant pest surveillance program in Australia and development of the Biosecurity Plan for Papua New Guinea.

Ron currently Chairs the Australian Pork Limited Animal Health and Biosecurity Reference Group. He was previously Chair of the Queensland Biosecurity Ministerial Advisory Committee.

Ron was awarded the David Banks Biosecurity Lifetime Achievement Award in 2020. The catalyst for this nomination was his work since 2016 to improve biosecurity systems in Torres Strait and the Northern Peninsula Area. This included development of the Biosecurity Strategy for the region, with a focus of making biosecurity more meaningful for indigenous communities.



Catherine Oates

(Appointed Director on 26 November 2025)

Cath is an experienced Non-Executive Director with 30 years of international senior management experience in the wine sector. She has a diverse range of skills in agri-business, ESG and sustainability, stakeholder engagement, strategic leadership, RD&A, global marketing and market access.

She has recently served as a Non-Executive Director of the Research and Development Corporations Hort-Innovation Australia and Wine Australia, where she served as Deputy Chair. She was the inaugural Chair of the Australian Grape and Wine National Sustainability Advisory Committee and has held multiple Chair and Board roles for state and regional industry associations.

A third-generation South West farmer she runs a stud sheep breeding enterprise on her farm in Margaret River and provides independent advisory services for sustainable agriculture.

Cath holds a Bachelor of Business in Horticulture from Curtin University and a Post Graduate Diploma in Oenology from the University of Adelaide and is a Graduate of the AICD.



Elizabeth Riley

(Appointed Director on 26 November 2025)

Elizabeth (Liz) is an independent viticulturist and non-executive board director based in the Hunter Valley. She has over 30 years experience working in the Australian Wine Industry with expertise in viticulture, biosecurity, sustainability and training, and is active in industry in a number of roles.

Liz currently sits on the National Wine Biosecurity Committee, the industry's Agrochemical Reference Group and is a member of the industry reference group for the Fungicide Resistance Project. She is a NED of Wine Australia, SAAFE CRC Pty Ltd, and Freshcare Ltd, having previously served on the board of the Australian Wine Research Institute and as Vice President (R&D) of the NSW Wine Industry Association. Liz remains an active practitioner with a small consulting portfolio across NSW and supporting the management of the family's vineyard assets in the Hunter. She also develops and delivers viticultural training to industry, including Viticulture Emergency Response Training (VERT) with Tocal College and "Biosecurity for Contractors" for Vinehealth Australia.

Liz has been recognised for her contributions to industry by the NSW DPI as the 2020 recipient of the Graham Gregory Award, Wine Communicators of Australia as a Legend of the Vine in 2023 and was made a Fellow of the Australian Society of Viticulture and Oenology in 2024.

She holds a Bachelor of Applied Science (Wine) from Roseworthy Agricultural College, is a Nuffield Scholar and a graduate of the AICD.



Andrew Jacobs

(Appointed Director on 26 November 2025)

Dr Andrew Jacobs is Chief Operating Officer at Plant SynBio Australia in Adelaide. He is an experienced Executive having worked in natural resource management and science and technology-based industries.

Andrew is past Chair of the Growers Chamber of the Australian Forestry Products Association, was a Director of the National Institute for Forest Products Innovation (Launceston) and BioConsortia (NZ). Andrew was an Executive member of the Growers Research Advisory Committee and past Chair of the Advisory Committee for the ARC Industrial Transformation Centre for Forest Value. Andrew is Chair of Tree Breeding Australia, has a PhD in molecular biology, an MBA and is a graduate of the AICD.

DIRECTORS WHO RETIRED DURING THE FINANCIAL YEAR

Kim Halbert

(Appointed Director on 22 November 2017, retired 25 November 2025)

Kim Halbert was a grain grower from the mid-west of Western Australia for the past 36 years. Currently he is running a livestock enterprise just east of Perth. He has a combination of skills and experience from grain and livestock production, government policy, corporate leadership through to finance, risk and auditing.

Kim spent six years as Deputy Chair of the Grains Research and Development Corporation (GRDC), and understands production issues, industry operations and planning for pest incursions. He has served as a Director of Wheat Exports Australia, the Grain Licensing Authority in Western Australia, and the Mid-West Ports Authority.

Kim is a Director of PHA, Arafox Pty Ltd, Omega Plant Hire Pty Ltd and Omega Plant Holdings Pty Ltd.

He has undertaken large strategic planning processes while on the Board of GRDC and Mid-West Ports, chairing the GRDC and the Mid-West Ports Authority Finance Risk and Audit committees, and the Commercialisation Committee at GRDC. Kim has a Bachelor of Commerce degree with a double major in finance and economics from Curtin University and is a graduate of the AICD.

Directors’ meetings

Directors’ meetings are typically held to align with company events, particularly General Meetings. The number of meetings attended and held that each Director was eligible to attend during the financial year was:

Director	Board of Directors		F&AC		P&CC	
	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend
Dr. J. Burdon	4	4	0	0	4	4
Mr. J. Burnett	4	4	4	4	0	0
Dr. R. Glanville	4	4	4	4	0	0
Mr. K. G. Halbert	1	1	2	2	2	2
Ms. K. M. Kelly	4	4	4	4	0	0
Mr. D. J. Phillips	4	4	2	2	4	4
Dr. A. Jacobs	3	3	0	0	2	2
Ms. C. Oates	3	3	0	0	2	2
Ms. E. Riley	3	3	2	2	0	0

Notes: Although the PHA Chair is not a member of the F&AC, the Chair is invited to attend the meeting during the year.

Principal activities

The principal activity of Plant Health Australia Limited during the financial year was to function as the national coordinator of the government-industry partnership for plant biosecurity in Australia.

No significant changes in the nature of activities occurred during the financial year.

Objectives

Consistent with the Objects for which the Company is established described in the Company's Constitution, Plant Health Australia Limited's principal objectives are as follows:

- provide strategic leadership in the development of a genuine industry and government partnership for plant biosecurity in Australia
- improve operation of emergency plant pest response arrangements in Australia, including administration and review of the EPPRD
- commission, coordinate, facilitate and manage national plant biosecurity programs and services
- secure agreement to a national strategy to guide improvements in the efficiency and effectiveness of Australia's plant biosecurity system
- lead and contribute to the development of national agreements, arrangements, infrastructure, and policy in consultation with members and other relevant organisations
- bring ideas and priorities to the fore and provide effective leadership on the pest and disease incursion management framework
- maintain and improve international and domestic confidence in Australia's plant health status
- contribute to the sustainability of Australia's plant industries and the environment
- effectively engage with members and maintain high levels of accountability and goodwill

- increase PHA's capacity and scope to provide services for members and other stakeholders
- facilitate industry and government capacity and capability in plant biosecurity
- deliver effective, consultative, transparent, and auditable systems for the management of the company.

Strategy for achieving the objectives

To achieve our objectives, PHA has adopted the following strategies:

- advancing Australia's collective ability to respond and recover from plant pest incursions
- developing cohesive networks among our Members, the supply chain and the science and technology community
- improving Australia's ability to identify and detect biosecurity threats
- build a robust company with effective, efficient processes that deliver good governance and management
- enhance PHA's reputation to support company sustainability and growth.

Financial result for the year

The financial result for the year ended 30 June 2026 was a deficit of \$304,650 (2025: \$342,211 surplus). The 2026 deficit was unfavourable to the budgeted deficit of \$26,206 approved by Members in the 2025–26 Annual Operational Plan. This result was driven by the completion of projects during the 2025–26 financial year for which revenue had been recognised in previous financial years.

Review of operations

PHA fulfilled the majority of its operational objectives and performance measures in 2025–26. Main achievements and highlights appear within the AR.

Performance measures

The Board and management regularly review strategic KPIs and measures in comparison to the Strategic Plan 2022–27. Benchmarks are used by the Directors to assess the financial sustainability of PHA and whether our short-term and long-term objectives are being achieved.

Changes in state of affairs

There was no significant change in the state of affairs of the company during the financial year.

Subsequent events

In October 2026, PHA was granted a Beneficial Organisation Determination by the Commissioner for ACT Revenue. As a result, a payroll tax matter previously disclosed as a contingent liability in the 2025 financial report has been resolved and the contingent liability of approximately \$1M has been removed.

Change to accounting policy

During the year, the Directors reassessed the accounting treatment of Biosecurity Response Component funds received under the *Primary Industries Levies and Charges Disbursement Act 2024* and concluded that these funds are held on behalf of participating industries and are not controlled by the Company. Accordingly, the related cash and term deposit balances, together with the corresponding liabilities, were derecognised from the statement of financial position and disclosed as off-balance-sheet restricted funds in Note 12. This change had no impact on profit or loss, total equity or net assets and 2025 comparative figures have been restated for consistency

Future developments

Your Directors are not aware of any future developments in the operations of the Company that will have a material effect on future results.

Indemnification and insurance of Directors and Officers

During the financial year, the Company has renewed contracts which insure the Directors and Officers of PHA against legal proceedings, including defence costs incurred in relation to proceedings involving alleged:

- (a) wilful breach of duty; or
- (b) contravention of sections 182 or 183 of the *Corporations Act 2001*, as permitted by section 199B of the *Corporations Act 2001*.

Indemnification of auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, RSM Australia Pty Ltd as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify RSM Australia during or since the end of the financial year.

Risk management

The Company takes a proactive approach to risk management through all levels of the organisation. The Board is responsible for ensuring that risks, and also opportunities, are identified on a timely basis and that the Company's objectives and activities are aligned with the risks and opportunities identified by the Board.

Directors consider company risks at strategic and operational levels. Directors critically review a risk management report at each Board Meeting and F&AC Committee meeting which includes analysis by the EMT of risk ratings and reporting of risk mitigation actions and their effect.

PHA measures performance against the Strategic Plan 2022-27 which was formally released in November 2021.

Member commitment on winding up

Plant Health Australia Limited is a company limited by guarantee incorporated in Australia. At balance date, there were 59 Members (2025: 58) guaranteeing to contribute up to \$2.00 each to the property of the company in the event of it being wound up.

Auditor's independence declaration

The Directors received a declaration from the auditors of Plant Health Australia Limited in relation to audit independence.

A copy of this declaration is included in this report.

The Company's auditor, RSM Australia, has provided non-audit services to PHA in the 2026 financial year and in previous years. Details of non-audit services are provided in Note 15 (Auditor's remuneration) to the financial statements. The auditor has provided a declaration of their independence with respect to the conduct of the audit and the Directors are satisfied that the auditor's independence is not compromised.

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

D. Phillips
Director

19 October 2026



Auditor's independence declaration



RSM Australia Partners

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AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report Plant Health Australia Limited for the year ended 30 June 2026, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

RSM Australia Partners

Rodney Miller
Partner

Canberra, Australian Capital Territory
Dated: 20 October 2026

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RSM Australia Partners is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Pty Ltd ACN 009 321 377 at Birdanco Practice Trust ABN 65 319 382 479 trading as RSM
Liability limited by a scheme approved under Professional Standards Legislation



Year in review

TIMELINE

- Youth Biosecurity Hub and e-Learning Course launched
- Industry Liaison Officer (ILO) training TAS
- AUSPestCheck® (APC) Data Sharing Container model updated for full deployment of Data Sharing Capabilities
- New permission models for Library Managers and Admins in Pest and Disease Image Library (PaDIL) deployed

- Launch of Know Before You Sow campaign
- National Biosecurity Response Team (NBRT) jurisdictional webinar
- Grains Spring 2025 Biosecurity webinar
- AOP Addendum published
- PHA Board Meeting #120
- Xylella National Preparedness Workshop
- National Fruit Fly Council (NFFC) Strategy Workshop
- ILO Training in Perth
- National Biosecurity Communication & Engagement Network (NBCEN) meeting
- Fresh & Secure Trade Alliance (FASTA) Symposium
- General Manager Resilience & Innovation presented at National Vegetable Industry Leadership Program
- CEO presentation to Hort Innovation Board
- Debrief Planning Team meeting for Tomato brown rugose fruit virus consisting of representatives from Affected Parties

- National Biosecurity Forum
- 25th Annual General Meeting (AGM)
- 6th Government Members Forum
- 40th Plant Industry Forum Committee (PIFC)
- 17th PHA Members Forum
- 42nd EPPRD Signatories Meeting
- 2025 EPPRD Review Workshop 1
- AR published
- Parliamentary Friends of Primary Producers Grains Showcase
- Australian Biosecurity Awards
- Phylloxera preparedness workshop
- PHA Board Meeting #121
- CEO named finalist for The CEO Magazine's Executive of the Year Awards and Liquid Learning Women in Leadership Award
- CEO presentation at the Emergency Response Arrangements workshop

July

August

September

October

November

December

- Second annual National Biosecurity Week
- Government Industry Agreement (GIA) NZ and Ministry for Primary Industries meeting in NZ
- Harvest Shield 2.0 simulation exercise in NZ
- CEO presentation at the Australian Banana Industry Congress
- Chaired the Polyphagous shot-hole borer (PSHB) Scientific Advisory Panel

- Safe Trade Annual Partners workshop
- CEO presentation at the Botanic Gardens Australia and New Zealand Congress
- EPPRD 20th birthday
- Red Imported Fire Ant (RIFA) Quick Guide for Commercial Plant Industries released
- Exercise Motus
- Grains Biosecurity Advisory Committee (GBAC) meeting
- NBRT jurisdictional webinar
- Debrief Planning Team meeting for Banana Freckle consisting of representatives from Affected Parties

- Forest Watch Program Summary report released
- Updated Khapra Beetle factsheet published for Grains industry
- TR4 Program Steering Committee meeting
- Citrus Pest and Disease Prevention Committee meeting



COMPANY TRENDS

Company income, expenditure and equity

There was a 5.7 per cent decrease in PHA's revenue to \$14.3M in 2025-26 compared to \$15.1M in 2024-25. In the 2025-26 financial year there was a \$2.4M (47%) decrease to government non-subscription income compared to 2024-25. This was partially offset by a \$1.6M (23%) increase to industry non-subscription income. The \$0.3M decrease to equity for the year largely relates to completion of projects in the current year for which income had been recognised in the prior year. PHA continues to ensure that expenditure is managed in accordance with available income, as shown in Figure 1.

Figure 1. PHA income, expenditure and closing equity 2010 to 2026



Sources of income

Subscription funding

PHA activities that benefit all PHA Members are funded from annual subscriptions paid by Members (listed on pages 12-13). At the May 2026 GM, Members agreed to a 3.8 per cent increase in subscriptions for the 2026-27 financial year.

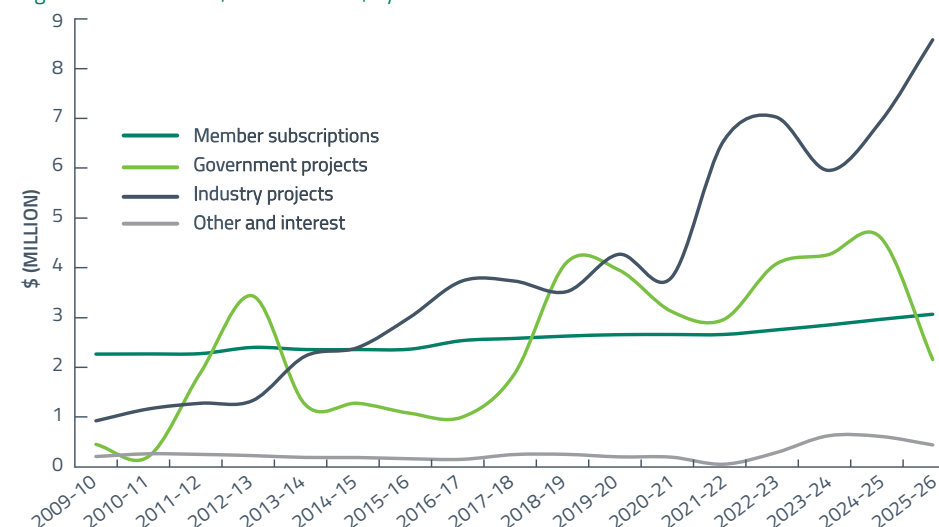
During 2025-26, subscription funding was \$3.07M (2024-25: \$2.97M), as shown in Figure 2.

Non-subscription funding

In addition to subscription-funded activities, PHA undertakes separately funded projects for individual Members, groups of Members and non-Members. PHA's proven track record of bringing together partners to invest in biosecurity initiatives is resulting in more non-subscription funded plant biosecurity initiatives and projects.

During 2025-26, government project funding was \$2.2M, and decreased by 47 per cent compared to the \$4.6M for 2024-25. Industry project funding was \$8.57M for 2025-26, an increase of 23 per cent on the \$6.9M received in 2024-25 as shown in Figure 2. Industry project funding has benefited from plant industries increasing use of the Biosecurity Activity Component (formerly the PHA statutory levy) to fund project activities.

Figure 2. PHA income, 2000 to 2026, by source



Statutory levy funding

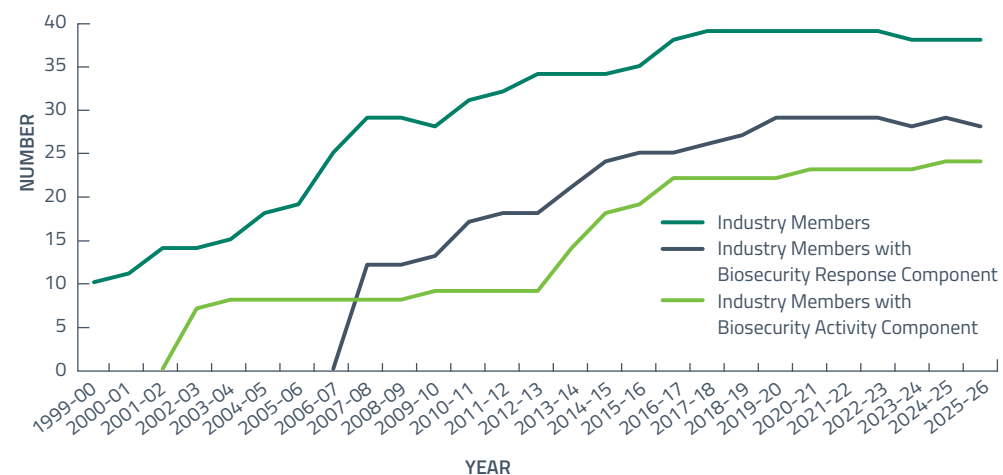
Biosecurity Activity Component (formerly PHA levy)

24 Member industries have implemented a Biosecurity Activity Component to pay for their PHA Member subscriptions and fund additional biosecurity preparedness activities.

Biosecurity Response Component (formerly Emergency Plant Pest Response levy)

Eleven Member industries had a Biosecurity Response Component set at an operative rate as at 30 June 2026. The Biosecurity Response Component is an Australian Government approved mechanism to enable repayment of any emergency plant pest response costs incurred under the EPPRD. A further 17 industries have a Biosecurity Response Component set to a 0% levy rate that can be activated if required.

Figure 3. Number of PHA industry members with biosecurity levies established, 1999 to 2026.





Performance

ABOUT THIS REPORT

The 2025–26 AR summarises and tracks PHA's achievements from 1 July 2025 to 30 June 2026 against the three Strategic Priorities and two Operational Priorities from PHA's Strategic Plan 2022–27 (see pages 8-9). The KPIs are those identified in the AOP for 2025–26.

A colour code is used to report on performance, as shown below.

Performance reporting key

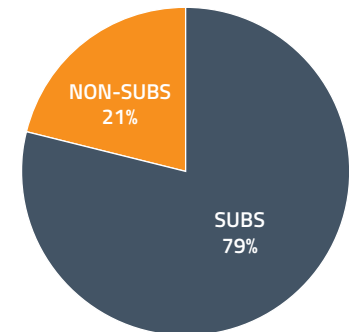
-  KPI is on track or completed
-  KPI is behind schedule or KPI has been modified
-  KPI will not be met

STRATEGIC PRIORITY 1: Respond effectively

We will advance Australia's collective ability to respond and recover from plant pest incursions.

MEASURES AND OUTCOMES

- ✓ Continued shared commitment to the EPPRD, measured by positive sentiment of signatories and no decrease in industry coverage.
- ✓ Fit for purpose national response arrangements underpinned by strengthened and expanded response partnerships.
- ✓ Maturing levels of biosecurity response capability across stakeholders, sustained through practices supporting continual and shared learning.
- ✓ Cohesive networks of informed and capable industry, government, and community stakeholders ready to respond to biosecurity threats.



2,143

hours responding to incidents



6

Cost Shared Response Plans coordinated



2

ORCs endorsed



6

ORCs in development



4

ILO workshops delivered



6

Incident Debriefs in progress

Action 1.1 Strengthening and expanding the scope of national response arrangements.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response arrangements	<ul style="list-style-type: none"> Ensure appropriately skilled and trained PHA personnel participate in notified incidents in accordance with all specified terms and timeframes of the EPPRD. Actively support affected Government and Industry Parties throughout major incidents by providing: <ul style="list-style-type: none"> advice on the EPPRD Chairs for Scientific Advisory Panels and Categorisation Groups targeted, just-in-time training support, where appropriate. Coordinate and collate claims for Cost Sharing during a response, including the determination of total and final costs of a response. Improve awareness and capability of signatories to implement their responsibilities in respect of the EPPRD, including: <ul style="list-style-type: none"> Owner Reimbursement Costs (ORCs) Development and improvements of guidance material. 		<ul style="list-style-type: none"> PHA has continued to support Parties in notified Incidents across all response stages, providing advice and undertaking significant facilitation and negotiation activities to progress response decision-making and outcomes. PHA has responded to 65 requests to identify Potentially Affected Industry Parties and provided representation for all notified Incident activities under the EPPRD including: <ul style="list-style-type: none"> 9 online National Management Group (NMG) meetings and 4 Out of Session (OoS) NMG decisions (across 6 Cost Shared Response Plans and one Incident) 12 online Consultative Committee on Exotic Plant Pests (CCEPP) meetings and 6 OoS CCEPP decisions (across 5 Cost Shared Response Plans and 7 Incidents). PHA spent a total of 2,143.2 hours responding to Incidents: <ul style="list-style-type: none"> 723.7 hours spent on Incidents with no Response Plan 1,419.5 hours on Incidents with a Response Plan. Facilitated a Categorisation Group to review the Funding Weights of Brown marmorated stink bug (BMSB) including 2 meetings to consider the impact ratings of 12 Industry Parties. Chaired the Scientific Advisory Panel in August 2025. Facilitated development of 3 legal agreements and sought legal advice for 1 Incident to support the operation of the EPPRD. Coordinated and collated cost claims to support 6 Cost Shared Response Plans. PHA worked with Parties to develop ORC evidence frameworks for: <ul style="list-style-type: none"> Australian Grape and Wine (AGW) ORC evidence framework endorsed the Australian Processing Tomato Research Council (APRTC) ORC evidence framework endorsed by Industry and Government Parties and submitted to the PHA Board for final endorsement further development of 6 ORC evidence frameworks, across 4 different crop formulas, in collaboration with Industry Parties. Worked with signatories to progress development of guidance material including: <ul style="list-style-type: none"> Draft Response Plan templates Draft financial management guidelines (Standard of Practice for Cost Sharing leave entitlements) Amendments to the CCEPP operating guideline (PLANTPLAN). Worked with Industry Parties to progress development of Biosecurity Incident Standard Operating Procedures (BISOPs) for the rice and grains industries.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response arrangements (continued)	<ul style="list-style-type: none"> Manage amendments and variations to the EPPRD in consultation with the Parties. 		<ul style="list-style-type: none"> Effective administration of the EPPRD including issuing of 4 new versions of the EPPRD to update changes to: <ul style="list-style-type: none"> 25 Biosecurity Statements in Schedule 15 12 Contact for Notices in Schedule 2 levy information in Schedule 7.

Action 1.2 Strengthening response readiness and resilience.

Portfolio	KPIs	Status	Achievements
Plant biosecurity response preparedness and training 	<ul style="list-style-type: none"> Deliver 4 industry liaison training workshops in collaboration with state and territory Government and Industry Parties. Develop and host new eLearning content that supports knowledge and understanding of the EPPRD and improves capability of Members. Improve knowledge and understanding of the EPPRD and biosecurity incident responses, including roles and responsibilities of signatories and other stakeholders through enhanced accessibility of available training options. 		<ul style="list-style-type: none"> Delivered 4 Industry Liaison Officer (ILO) training workshops: <ul style="list-style-type: none"> Launceston, Tasmania (July 2025) Perth, Western Australia (August 2025) Orange, New South Wales (October 2025) Mildura, Victoria (May 2026). The ILO training was delivered to more than 60 participants and included representatives from 19 signatories. Developed an eLearning module in collaboration with the National Biosecurity Response Team (NBRT) to increase cross functional awareness of each function's role in an Incident Management Team scheduled to be published in July 2026. EPPRD awareness training delivered to: <ul style="list-style-type: none"> Grain Producers Australia (GPA) (February 2026) PHA Board (February 2026) Queensland Farmers Federation Biosecurity Policy Committee (April 2026). EPPRD training aids Board Directors to understand their roles, responsibilities, and decision making obligations under the EPPRD to effectively participate in and support Emergency Plant Pest (EPP) responses. <ul style="list-style-type: none"> EPPRD training supports signatories to aid their understanding of the EPPRD's purpose, operation, and roles in national EPP responses.

Portfolio	KPIs	Status	Achievements
eLearning 	<ul style="list-style-type: none"> Support Members by: <ul style="list-style-type: none"> coordinating the design and development of contemporary and accessible eLearning resources utilising the functionality of PHA's eLearning Biosecurity Online Training (BOLT) platform to host contemporary eLearning courses that support adult learning providing BOLT administrative support developing eLearning proposals for Members and other key stakeholders. 		<ul style="list-style-type: none"> Maintained the BOLT platform and delivered a range of important services to enhance the online learning experience of Members and other stakeholders, including: <ul style="list-style-type: none"> commencing the transition of our eLearning courses to a more modern and user-friendly hosting platform supporting more than 3,300 users across 18 eLearning courses related to biosecurity preparedness and response completing updates to the Biosecurity for Beekeepers course as part of the National Varroa Mite (<i>Varroa destructor</i>) Response Plan to align with the revised Australian Honey Bee Industry Biosecurity Code of Practice providing administrative support and guidance to foster an effective online learning environment. The Youth Biosecurity Hub (YBH) was launched in July 2025 to build biosecurity awareness among young Australians. The online platform offers a central library of curriculum-aligned lesson plans and interactive resources, including an eLearning course designed to inspire young Australians to become biosecurity heroes. <ul style="list-style-type: none"> Secured an additional years funding for the maintenance and promotion of the YBH.
Simulation exercises and workshops 	<ul style="list-style-type: none"> Deliver and report on one simulation exercise as part of the VegWatch program. Design, deliver and report on the Annual Biosecurity Simulation exercises plan as part of the Grains Research and Development Corporation (GRDC) 5-year project <i>Implementation of Grains Biosecurity Plan</i>. Develop and deliver training/workshop proposals for Members and other key stakeholders. 		<ul style="list-style-type: none"> Delivered a desktop exercise to AUSVEG staff in September 2025, designed to simulate an exotic pest incursion in Australia and support the development of AUSVEG's BISOP. Delivered an EPP readiness for northern Queensland horticulture producers in Bowen in April 2026. The workshop was attended by representatives from local government, industry and agronomists and resulted in improved understanding of the EPPRD and industry's role and involvement in responses. Delivered a two-day Exercise GrainShield in Kununurra, Western Australia in March 2026. The exercise brought together representatives from government, industry, agronomists and other local stakeholders to examine coordination arrangements, information sharing and operational considerations associated with a response in a remote and regionally significant production area. In partnership with GRDC, delivered a Grains Biosecurity Awareness Webinar in September 2025, highlighting management strategies and key biosecurity risks for grain growers in the Spring season. Delivered 4 workshops in collaboration with Members and other stakeholders to enhance preparedness and build awareness of plant biosecurity risks: <ul style="list-style-type: none"> Biosecurity in Action Workshop in South Australia (July 2025) Phylloxera Preparedness Exercise in South Australia (October 2025) Phylloxera Preparedness Roadshow in Adelaide Hills, Limestone Coast and McLaren Vale (May 2026) Wines of Western Australia Phylloxera Preparedness Workshop (June 2026).
Biosecurity response preparedness 	<ul style="list-style-type: none"> Attend and contribute to meetings of the National Biosecurity Response Team (NBRT) Advisory Group. 		<ul style="list-style-type: none"> Attended meetings of the NBRT Advisory Group in November 2025, May 2026 and June 2026 with strategic input provided into the NBRT professional development week and program deliverables.

Action 1.3 Cultivating collaborations that improve national response arrangements.

Portfolio	KPIs	Status	Achievements
National co-ordination and cross sectoral engagement 	<ul style="list-style-type: none"> Promote the needs and expectations of stakeholders in plant biosecurity by engaging in national committees and/or forums. Develop and deliver applicable cross-sectoral training in collaboration with Animal Health Australia (AHA). Develop collaborations and share insights with the New Zealand (NZ) Government Industry Agreement (GIA). 		<ul style="list-style-type: none"> In collaboration with the Department of Agriculture Fisheries and Forestry (DAFF) and Animal Health Australia (AHA), co-planned and presented at the Emergency response arrangements reform workshop held in November 2025. Presented at the Emergency Animal Disease Response Agreement (EADRA) meeting on Transition to Management in September 2025. Participated in and contributed to the planning of the DAFF and Plant Biosecurity Research Initiative (PBRI) Xylella National Preparedness Workshop in September 2025. Presented PHA's suite of training services at the PHA Members Forum in November 2025. In collaboration with AHA and NBRT members, continued to support the jurisdictional awareness webinar series with NSW, QLD, WA, SA and the ACT delivering webinars to present their unique deployment operations under an emergency biosecurity response. Attended the NZ Harvest Shield v2 BMSB exercise in August 2025 and participated in discussions with NZ GIA for future collaboration and cross sectoral trans-Tasman deep dives on joint work. See Action 2.1

Action 1.4 Reviewing and sharing learnings to improve responses.

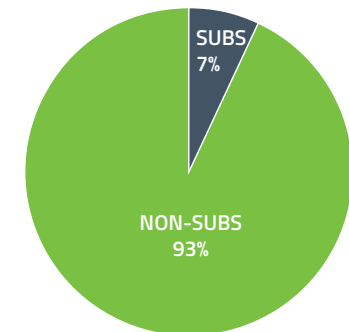
Portfolio	KPIs	Status	Achievements
Biosecurity response operations	<ul style="list-style-type: none"> Implementation of the 2025 Review of the EPPRD, including: <ul style="list-style-type: none"> establishing a scope and methodology for the 2025 Review of the EPPRD for endorsement by the signatories facilitating the initiation and delivery of the 2025 Review of the EPPRD. Conduct timely evaluation activities (e.g. debriefs), collate findings and lessons, and present to Parties to support continual learning and improvement of national response arrangements. Facilitate and advance timely improvements related to categorisation and normal commitments. 		<ul style="list-style-type: none"> Continuous improvement/lesson management cycle of the EPPRD continued with co-ordination and input into: <ul style="list-style-type: none"> the 2025 Review (5-year review cycle as required by the EPPRD): <ul style="list-style-type: none"> facilitation of endorsement of the scope and methodology for the 2025 Review contracting of a consultant to conduct the 2025 Review consultation and reporting which commenced in September 2025 coordination of a workshop with signatories to validate early findings in November 2025 provision of feedback on a draft report of the 2025 Review which circulated to signatories in March 2026 coordination of a workshop with signatories to validate findings and recommendations in May 2026 Phase 3 of the 2025 Review, including development of forward actions and completion of a final report was agreed by signatories at the 43rd EPPRD meeting held in May 2026. six Incident debriefs in progress, with implementation at varying stages the 6th Annual Debriefing Forum held in May 2026 EPPRD meetings held in November 2025 and May 2026 facilitated 14 presentations from 12 speakers representing 5 organisations to progress policy matters relevant to EPPRD signatories the Normal Commitments Issue Resolution Group, comprising EPPRD signatory representatives, is progressing amendments to the EPPRD and supporting guidance to provide greater flexibility in the application of Cost-Sharing arrangements during response.

STRATEGIC PRIORITY 2: Strengthen partnerships

We will develop cohesive networks among our Members, the supply chain and the science and technology community.

MEASURES AND OUTCOMES

- ✓ New relationships established with non-traditional and international partners.
- ✓ Increased positive sentiment towards the value of existing partnerships.
- ✓ Increased number of industry and partner programs developing best practice solutions.
- ✓ Increased understanding of industry adoption of biosecurity practices.
- ✓ Benefits of partnered communication, extension and training valued by industry.



4

Industry Threat Summary Tables updated



13

Grains Biosecurity articles produced



23

Program Management Committee meetings hosted



4

Industry Biosecurity Plans endorsed

Portfolio	KPIs	Status	Achievements
New partnerships	<ul style="list-style-type: none"> ▪ Increase engagement and understanding of the importance of plant biosecurity through new or extended networks or joint industry-government forums. ▪ Develop new partnership proposals to address biosecurity risks. ▪ Explore opportunities to engage with Aboriginal communities to raise biosecurity awareness. ▪ Expand engagement and form new partnerships at conferences and forums relevant to national plant biosecurity. 		<ul style="list-style-type: none"> ▪ Strengthened our partnership with the NZ GIA team through regular meetings, including participation in an Australia/NZ Biosecurity Collaboration workshop in August 2025. ▪ Explored non-subscription funding opportunities through the development of project proposals resulting in a new collaboration with ALLFED Australia on a project to better prepare Victoria's agriculture industries for future risks. ▪ Discussions have been held with key partners of the Safeguarding Indigenous-led Forestry project to consider potential activities and funding options for the next phase of the project. ▪ Participated in various events to strengthen existing partnerships, build new connections and share plant biosecurity information. Key events attended include: <ul style="list-style-type: none"> - Australian Wine Industry Technical Conference in Adelaide (July 2025) - Australian Banana Industry Congress on the Gold Coast (August 2025) - Made & Grown; The Future of Food Conference in Canberra (August 2025) - Environmental Biosecurity Roundtable (September 2025) - Xylella: National Preparedness Workshop in Mildura (September 2025) - Northern Australia Biosecurity Strategy Roundtable Event in Cairns (October 2025) - James Cook University Biosecurity Showcase in Cairns (October 2025) - Parliamentary Friends of Primary Producers – Grains Showcase in Canberra (October 2025) - CSIRO Safe Trade workshop in Hobart (October 2025) - Botanic Gardens Australia and New Zealand Conference (November 2025) - National Biosecurity Forum in Canberra (November 2025) - Horticulture Industry Network in Melbourne (November 2025) - VegWatch Showcase Event (December 2025) - Sugar Research Australian Woodford pathology workshops in Brisbane (February 2026) - Australian Citrus Congress in Adelaide (March 2026) - National Fruit Fly Council Meeting in Canberra (March 2026) - PBRI Symposium in Melbourne (May 2026) - Ginger biosecurity workshop in Nambour (May 2026) - National Working Party on Grain Protection conference in Melbourne (June 2026) - Hort Connections in Adelaide (June 2026) - Summerfruit Industry Conference in Melbourne (June 2026) - Biosecurity workshop at Cherry Conference in Adelaide (June 2026).

Portfolio	KPIs	Status	Achievements
New partnerships (continued) 	<ul style="list-style-type: none"> Participate in the Australian Research Council (ARC) Training Centre for Plant Biosecurity planning meetings and identify collaborative projects within the plant biosecurity training programs. 		<ul style="list-style-type: none"> Meetings of the ARC Plant Biosecurity Training Centre Education Committee attended in July and October 2025 to consider potential learning offerings for the ARC postgraduate students in 2026 to enhance their understanding of the Australian plant biosecurity system, emergency response basics and biosecurity career pathways. Engaged with the ARC on a research proposal to support future work addressing miscommunication in biosecurity. Presented at the ARC ANU Training retreat in Canberra.

Action 2.2 Improving our existing partnerships for emerging risks.

Portfolio	KPIs	Status	Achievements
National committees and working groups	<ul style="list-style-type: none"> Attend and contribute to meetings of national committees and working groups, such as: <ul style="list-style-type: none"> National Biosecurity Committee (NBC) Plant Health Committee (PHC) Subcommittee on Market Access, Risk and Trade (SMART) Subcommittee on Plant Health Diagnostics (SPHD) Subcommittee on National Plant Health Surveillance (SNPHS) Australian Fruit Fly Technical Advisory Committee (AFFTAC) Plant Biosecurity Preparedness Working Group (PBPWG) Environment and Invasives Committee (EIC) Northern Australia Biosecurity Framework Reference Group (NABF) Plant Biosecurity Research Initiative (PBRI) Plant Industries Biosecurity Committee (PIBC) Plant Industry Forum Committee (PIFC) Other relevant committees and working groups as required. 		<ul style="list-style-type: none"> PHA participated in meetings of various national government biosecurity committees and working groups, including: <ul style="list-style-type: none"> NBC (September, October, December 2025, January and March 2026) PHC (July, September, December 2025 and March, June 2026) SMART (August 2025 and March 2026) SPHD (November 2025 and May 2026) SNPHS (October 2025 and May 2026) AFFTAC (August 2025 and February 2026) PBPWG (October 2025 and April 2026) EIC (August 2025 and February 2026). Attended other national committees and working group such as: <ul style="list-style-type: none"> National Biosecurity Communications and Engagement Network (NBCEN) monthly meetings (June 2025 – July 2026).

Portfolio	KPIs	Status	Achievements
Strategic planning and reporting	<ul style="list-style-type: none"> Consult Members in determining 2025–26 operational priorities, aligned with subscription fund income and the 2022–2027 Strategic Plan. Present the 2026–27 AOP to Members and secure Board approval by May 2026. Present the 2025 AR and end-of-year financial statements to Members at the 2025 Annual General Meeting (AGM) in November 2025. Provide a progress report on AOP implementation via the MYPR in early 2026. 		<ul style="list-style-type: none"> AOP Member consultation completed and draft AOP distributed to Members in March 2026. AOP endorsed by Board and presented to Members at the General Meeting (GM) in May 2026. The 2025 AR was distributed to Members prior to the AGM in November 2025. MYPR published on the PHA website in March 2026 and communicated to Members.
Collective engagement	<ul style="list-style-type: none"> Provide a National Biosecurity Week (NBW) stakeholder collateral pack. 		<ul style="list-style-type: none"> The 2025 NBW stakeholder pack provided to Members and distributed via NBCEN.
Member liaison	<ul style="list-style-type: none"> Hold two General Meetings annually to comply with legal requirements. Conduct two PHA Member meetings annually, including: <ul style="list-style-type: none"> PHA Members Forum PHA Plant Industries Forum (PIF) PHA Government Members Forum. Conduct one-on-one consultations with Member organisations at least once per year and provide opportunities for input into 2025–26 operational priorities. Participate in industry/government meetings as requested by Members. Host a joint PHA-AHA Board meeting. Publish Board meeting (BM) communiques on PHA's website and eNewsletter. Monitor Member feedback and measure sentiment through the generic email address available on the PHA website and promoted through Tendrils. 		<ul style="list-style-type: none"> The 25th PHA Annual General Meeting was held in Canberra in November 2025. PHA Member meetings were held in Canberra in November 2025 and in Adelaide in May 2026 with presentations and content shared. The hybrid events were attended by representatives from government, industry and associate Members and included: <ul style="list-style-type: none"> 17th and 18th PHA Members Forum 40th and 41st PIF 6th and 7th PHA Government Members Forum. Maintained regular engagement with Member organisations through various channels with operational activities aligned to Member priorities through this ongoing engagement. Participated in several key industry/government meetings, including: <ul style="list-style-type: none"> Plant Industries Forum (PIFC) meetings (July, October 2025 and February, March 2026) Plant Industries Biosecurity Committee (PIBC) meetings (October 2025 and February, May 2026) Industry and government meeting organised by AUSVEG to discuss the safe and risk-based movement of potatoes across Australia following the detection of Potato Mop Top Virus (November 2025). The 16th joint meeting of PHA and AHA Board Directors was held in Canberra in July 2025 with next meeting scheduled for July 2026. BM communiques published on the PHA website and in Tendrils eNewsletter for BM120, 121, 122 and 123. Member feedback channel promoted monthly via Tendrils and social media and feedback captured.

Action 2.3 Working with Members to develop best practice solutions for preparedness, response and recovery.

Portfolio	KPIs	Status	Achievements
Biosecurity planning and review	<ul style="list-style-type: none"> ▪ Maintain and update the consolidated High Priority Pest (HPP) list for Members. ▪ Prepare and submit funding proposals for the development and review of two biosecurity plans. ▪ Share information arising from industry specific biosecurity plan reviews with wider Members. ▪ Continue to identify and implement improvements and enhancements to the biosecurity planning process. 		<ul style="list-style-type: none"> ▪ Consolidated list of HPPs is maintained and updated following endorsement of the individual biosecurity plans. ▪ Funding proposals prepared, submitted to review and develop biosecurity plans for the cherry, onion, potato, summerfruit and truffle industries. ▪ The Biosecurity Preparedness Portal used to share information arising from biosecurity plans with Members was retired as of Wednesday 1 July 2026 and content relocated to modern, supported digital platforms. <ul style="list-style-type: none"> – Biosecurity planning information from the Biosecurity Portal transitioned to a PHA system with access arrangements for wider Members in development.
Biosecurity plans 	<ul style="list-style-type: none"> ▪ Develop and revise pest threat summaries for the melon, olive and pineapple industries. ▪ Finalise endorsed biosecurity plans for apple and pear, citrus, sugarcane, and vegetable industries. ▪ Hold reference panels for apple and pear, avocado, ginger, melon, rice, and sugarcane industries. 		<ul style="list-style-type: none"> ▪ Threat summary tables (TSTs) updated for the melon, olive, pineapple and avocado industries. ▪ Technical Review Panels held for the avocado, melon olive, pineapple and potato industries. ▪ Biosecurity Plan for the vegetable industry endorsed by industry and PHC. ▪ Biosecurity Plans for the olive, pineapple and melon industries endorsed by industry. Reference Panel meetings held for the apple and pear, almond, avocado, ginger, macadamia, melon, rice, sugarcane and berry industries.
Biosecurity programs 	<ul style="list-style-type: none"> ▪ Continually review, update, and publish information on farm management activities and high priority exotic pests of the grains industry to increase awareness. ▪ Regularly update and promote the Grains Farm Biosecurity (GFB) website as the one-stop shop of biosecurity information in the grains industry. ▪ Develop bi-monthly feature articles on key grain biosecurity risks for the grain industry's GroundCover magazine. ▪ Coordinate activities under the National Bee Biosecurity Program to improve the education and awareness of honeybee pests and diseases. 		<ul style="list-style-type: none"> ▪ Key biosecurity fact sheets on HPPs including Khapra beetle and farm hygiene practices continue to be reviewed and republished on the grains biosecurity website with hardcopies made available at key industry events and field days. Farm biosecurity gate signs continue to be made available to grain growers and their businesses alerting visitors to biosecurity plans in place. ▪ The GFBP website continues to be updated with new information, technical articles and reports as they become available. ▪ The GFBP website recorded 9,060 users and 13,477 page views. ▪ The program is regularly promoted via social media and external newsletters including Tendrils and the Farm Biosecurity Newsletter. ▪ Thirteen articles on key grains biosecurity risks were developed and published in GRDC's GroundCover magazine (July/August, September/October, November/December, January/February, March/April and May/June editions). ▪ Coordinated the National Bee Biosecurity Program in partnership with the honey bee industry and participating state governments. Activities focused on delivering agreed services under the current program and securing arrangements for a new five-year program commencing July 2026.

Portfolio	KPIs	Status	Achievements
Biosecurity programs (continued) 	<ul style="list-style-type: none"> Initiate the development of continuity plans (Single Point of Truth {SPoT} documents) based on the vegetable industry High Priority Pest list through the VegWatch program. Develop detailed host lists for citrus high priority pests to support decision making during future responses through the CitrusWatch program. Develop a framework that describes the shared biosecurity partnership of the grains industry and government. Establish and coordinate a Grains Biosecurity Advisory Committee to assist in the implementation of the Biosecurity Plan for the Grains Industry. 		<ul style="list-style-type: none"> Progressed work on 2 SPoT documents focusing on <i>Clavibacter</i> (spp.) and <i>Autographa gamma</i> (silver-Y moth) expected to be finalised in August 2026. Worked with Citrus Australia to develop 4 host lists for citrus HPPs: Glassy-winged sharpshooter, BMSB, Citrus variegated chlorosis and California citrus thrips. Draft industry framework being developed and populated in consultation with the GBAC. GBAC established with representatives from the GRDC, GPA, Grain Growers Limited (GGL), Grain Trade Australia (GTA) and PHA and two meetings held.

Action 2.4 Driving adoption of best practice solutions that reduce risk.

Portfolio	KPIs	Status	Achievements
National programs	<ul style="list-style-type: none"> Develop resources for agronomists, consultants, and veterinarians to help producers implement biosecurity measures. Develop and distribute articles for the Farm Biosecurity newsletter and industry publications. Support the Australian Biosecurity Awards (ABA). Collaborate with jurisdictions on behavioural change research. 		<ul style="list-style-type: none"> The Farm Biosecurity Program (FBP) website continues to be a valuable resource, consistently updated with new and enhanced content. <ul style="list-style-type: none"> 73,573 users visiting the website over the past 12 months, resulting in 126,839 page views. Six bi-monthly FBP eNewsletters were distributed to 3,588 subscribers and 26 news articles were published on the website. Sponsored the Farm Biosecurity Producer of the Year category at the 2025 ABAs and promoted nominations through PHA channels. Attended regular NBCEN Behavioural change sub-group meetings focusing on change research to provide insight into best practice farm biosecurity.

Portfolio	KPIs	Status	Achievements
Levy management 	<ul style="list-style-type: none"> Assist with the management and governance of a suite of industry-funded biosecurity programs. Encourage the establishment of new levy funded programs or projects for Plant Industry Members. Hold regular Program Management Committee (PMC) meetings with Plant Industry Members. Develop a new standardised Memorandum of Understanding (MoU) template to provide an instrument for the implementation of industry funded biosecurity programs. 		<ul style="list-style-type: none"> Supported the management of more than 20 levy funded industry biosecurity projects established under the framework of a MoU between PHA and individual peak industry bodies. Seven new levy funded projects established to improve biosecurity outcomes for the Australian grains, forest, potato, chestnut and berry industries. A total of 23 PMC meetings held with representatives from various peak industry bodies to support the management of levy-funded biosecurity projects. A revised MoU template drafted to establish a framework for cooperation and collaboration between PHA and peak industry bodies seeking to use levy funds for biosecurity projects. The new template features a simpler, more streamlined structure for better clarity and use.
Fruit Fly	<ul style="list-style-type: none"> Identify and prioritise key activities to improve the management of fruit flies across Australia. Plan and deliver National Fruit Fly Council (NFFC) meetings. Monitor and report activities under the revised National Fruit Fly Strategy (NFFS). Plan and deliver workshops to engage on key issues in developing the NFFS 2026-35. Regularly update and promote the Prevent Fruit Fly (PFF) website and produce a regular eNewsletter. Present the NFFC Annual Report to stakeholders and publish on the PFF website. 		<ul style="list-style-type: none"> NFFC industry delegation participated in the Fresh and Secure Trade Alliance (FASTA) Symposium, held at the University of Queensland (September 2025). NFFC Chair presented on the NFFS Review and the upcoming Economic Analysis of fruit flies in Australia activities at the FASTA Symposium (September 2025). Conducted NFF Strategy Review and Economic Analysis Workshops at the Ecosciences Precinct in Brisbane (September 2025). NFFC Executive Committee meeting #8 held online in August 2025. NFFC meeting #37 held (September 2025) in Brisbane. NFFC meeting #38 held online (March 2026). NFFC joint meeting with a delegation from the NZ Fruit Fly Council (September 2025). Series of consultation meetings relating to the development of a DAFF funded project Economic Analysis of fruit flies in Australia to be delivered by PHA and the Centre for International Economics (CIE). The 12-month National Fruit Fly economic framework project (funded by DAFF) was signed in December 2025. The project will include a review and update of baseline and projected scenarios on the economic impact of fruit fly on industry and the economy annually over the period to 2035; and to develop an analytical economic framework to underpin the development and implementation of activities under the NFFS 2026-35. Two PFF newsletters (December 2025 and March 2026) distributed and published on the PFF website. Prepared NFF information for development of communication through Tendrils and social media. Developed engagement material for the PFF website relating to the NFFS Review and Economic Analysis work being undertaken through to the end of 2026. Collated the NFF Implementation Report 2024/25 and NFF Implementation Plan 2025/26 for endorsement and publishing on the PFF website. Completed an Annual Report outlining achievements in 2025.

 Non-subscription

Portfolio	KPIs	Status	Achievements
	<ul style="list-style-type: none"> Investigate and explore funding opportunities to support implementation of the NFFS into the future. 		<ul style="list-style-type: none"> Facilitated international knowledge exchange regarding fruit fly management through a meeting with the NZ Fruit Fly Council (November 2025). National Fruit Fly Economic Analysis project planning meetings held (January, February, March and April 2026). Two-day economic impact of Fruit Fly in Australia workshop held in Canberra (June 2026) with representatives from federal and state governments, the horticultural sector and research organisations. The workshop was part of a DAFF funded project with PHA in partnership with CIE.
Surveillance projects and programs 	<ul style="list-style-type: none"> Coordinate delivery of surveillance activities for forest pests at high-risk sites under the Forest Watch Australia program. Coordinate delivery of surveillance activities for citrus pests in production and urban areas through the CitrusWatch program. Coordinate delivery of surveillance activities across the highest risk ports under the National Bee Pest Surveillance Program (NBPSP). Work with bee biosecurity stakeholders to help generate support for the next iteration of the NBPSP. 		<ul style="list-style-type: none"> Coordinated 2 rounds of surveillance activities under the Forest Watch Australia program through a collaboration agreement between governments, the forest sector and community environment groups. <ul style="list-style-type: none"> A consultant was also engaged to undertake a mid-term review of the program and its collaboration agreement. Coordinated surveillance activities through the CitrusWatch program to protect the citrus industry from exotic pests. Key functions focused on supporting the upload of surveillance data into AUSPestCheck® and sourcing lures, traps and cages for surveillance personnel. Secretariat support provided for 4 meetings of the Citrus Pest and Disease Prevention Committee. Continued to coordinate surveillance activities delivered by state governments and the NT government at high-risk sites through the NBPSP. All surveillance data uploaded into AUSPestCheck® with secretariat support provided for 2 meetings of the Bee Biosecurity Program (BBP) Reference Group. Worked closely with Hort Innovation and bee biosecurity stakeholders across government and industry to help secure support and funding commitments for the new five-year NBPSP.

Action 2.5 Collaborating with partners to ensure targeted communication, extension, and training.

Portfolio	KPIs	Status	Achievements
Partnered training and resources 	<ul style="list-style-type: none"> Collaborate with project partners to develop factsheets and communication material to promote citrus biosecurity through the CitrusWatch program. Coordinate the delivery and promotion of training to forest stakeholders through the Forest Watch Australia program. Enhance engagement with biosecurity content across digital and traditional media channels. 		<ul style="list-style-type: none"> Collaborated with Citrus Australia and the NT Government to prepare a 2024–25 activity report showcasing key program achievements under CitrusWatch. Input was also provided into newsletters for Members of the CitrusWatch Early Detection Network to help raise awareness of the program and key exotic pest threats. Promoted online training courses available on the BOLT platform covering pests and diseases that threaten Australia's forests. No training workshops were delivered through Forest Watch Australia in 2025–26 due to funding constraints which reduced the scope of planned activities. Produced and promoted pest and disease fact sheets through a multi-channel communications approach. Developed and distributed media releases and contributed to articles on biosecurity issues and initiatives. Coordinated interviews and speaking opportunities for subject matter experts. Updated, maintained and promoted the National Biosecurity Training Hub (NBTH) and secured additional funding. Promoted Member and partner training and resources through PHA channels. Developed the 2025 National Biosecurity Week (NBW) campaign concept and collateral.

 Non-subscription

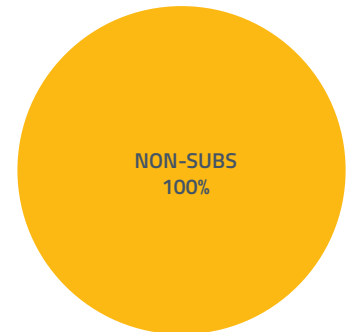
STRATEGIC PRIORITY 3:

Enhance integration

We will improve Australia's ability to identify and detect biosecurity threats.

MEASURES AND OUTCOMES

- ✓ Increased awareness of the use of innovative technologies and approaches in plant biosecurity.
- ✓ Enhanced national identification and detection capability across Australia that reflects biosecurity risk profiles.
- ✓ Increased knowledge brokering of industry and government intelligence.
- ✓ Increase in engagement activities and initiatives with the community.



APC:
11.3 million
surveillance records



APPD:
1.4 million
records from 16 national reference collections



PaDIL:
7,202
species images across 6 libraries



AIQ website:
255,094
pageviews

Portfolio	KPIs	Status	Achievements
Digital surveillance systems	<ul style="list-style-type: none"> Develop user-friendly interfaces and systems that encourage data-sharing among stakeholders. Facilitate review processes for the Australian Plant Pest Database (APPD) and the Pest and Disease Image Library (PaDIL) to ensure data currency, scope and relevancy to national plant health policies. Implement annual work plans for digital systems and report to committees on progress. Demonstrate the use of AUSPestCheck® to facilitate data-sharing across government and industry programs, to support market access outcomes and increase system usage. Advance integration of the PHA digital systems to create efficiencies for biosecurity practitioners. Identify and evaluate new tools, systems and connections for users to value-add to their data held in PHA digital systems (e.g. electronic Plant Health Assurance Certificate, ePHAC). Develop and maintain national system governance that supports national plant biosecurity objectives. 		<ul style="list-style-type: none"> Interfaces and systems further refined through the use of JIRA Service Management and supported by continued partnership with vendors to ensure the collaborative and successful delivery of digital systems. Monitored annual workplans, through the respective Steering Committees for AUSPestCheck®, APPD and PaDIL to guide delivery of activities across these systems. Development of new workplans for 2026-27 done within the relevant sub-committees. Annual summary reports released for all digital systems and provided to all Steering Committees. Ongoing cybersecurity enhancements across all PHA systems, to provide secure fit-for-purpose systems with strong governance around usage and implementation. <ul style="list-style-type: none"> Penetration testing of digital systems completed (March 2026) with minimal issues raised. Attended the Safe Trade Annual Member meetings (October 2025) and engaged on the use of AUSPestCheck® for data sharing and discussed ePHAC progress and implementation. <ul style="list-style-type: none"> PHA staff continue to engage with Working Groups that arose from the Safe Trade meeting. <p>AUSPestCheck®</p> <ul style="list-style-type: none"> Plant tenancy has 177 users, 11.3 million records from 19 surveillance programs. Aquatics tenancy has 32 users and nearly 45,000 records from 2 programs. Enhancements continue to facilitate data sharing using Data Sharing Containers with development of a Data Sharing Agreement between industry and government stakeholders progressing. Progressed the Application Programming Interface (API) for Forest and Wood Products Australia (FWPA) automations between Biosecurity Commons and AUSPestCheck® with API connectivity established. Continued to work with stakeholders to refine API functionality including the completion of a Biosecurity Dataspaces project investigating the use of a federated dataspace with Australian Research Data Commons (ARDC). Attended the ARDC annual meetings to engage on sharing data from AUSPestCheck®. Demonstrated digital systems at the GRDC Pest and Diseases workshop (June 2026) increasing industry engagement and facilitating discussions on enhancements to the management of Grains data.

Action 3.2 Strengthening scientific rigour and capability.

Portfolio	KPIs	Status	Achievements
Networks coordination* 	<ul style="list-style-type: none"> Explore opportunities to support the continued coordination of National Plant Biosecurity Diagnostic Network (NPBDN) and Plant Surveillance Network Australasia Pacific (PSNAP) networks and activities. Subject to funding in 2025-26: <ul style="list-style-type: none"> develop website content for NPBDN and PSNAP to ensure relevant and current information is available coordinate professional development activities for NPBDN and PSNAP Members. Promote and expand networks to produce a stronger biosecurity system. 	N/A	<ul style="list-style-type: none"> Supported the transition of NPBDN and PSNAP functions to DAFF after funding for PHA-managed activities for the two networks ended (30 June 2025). Continued to host the PSNAP and NPBDN websites on behalf of DAFF for a further 12 months (to 30 June 2026) while DAFF undertook a new website build and explored new hosting arrangements.
Protocols to support surveillance and diagnostics* 	<ul style="list-style-type: none"> Engage with National Diagnostic Protocol (NDP) and National Surveillance Protocol (NSP) working groups to facilitate the development of NDPs and NSPs for agreed National Priority Plant Pests (NPPPs) and industry HPPs. 	N/A	<ul style="list-style-type: none"> Supported the transition of NDP and NSP coordination functions to DAFF after funding for PHA to deliver these services ended (30 June 2025). Attended 4 meetings of the Diagnostic Protocols Working Group. Attended 4 meetings of the NSP Working Group.
Proficiency testing* 	<ul style="list-style-type: none"> Explore opportunities to support laboratories' participation in the National Plant Health Proficiency Testing program. 	N/A	<ul style="list-style-type: none"> Transitioned the National Plant Health Proficiency Testing Program support functions to DAFF after funding for PHA to facilitate specimen collection for the program ended (30 June 2025).

* Responsibility for the national plant biosecurity diagnostics and surveillance networks and protocols functions transitioned to the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF) on 1 July 2025. Core activities included:

- coordinating the PSNAP and NPBDN networks, websites, ADWs and ASWs and the professional development program;
- coordinating the development, review, verification and endorsement of NDPs and NSPs; and
- facilitating the collection of specimens for diagnostic proficiency testing through the National Plant Health Proficiency Testing Program.

 Non-subscription

Action 3.3 Establishing PHA as the knowledge broker for plant biosecurity.

Portfolio	KPIs	Status	Achievements
National coordination and governance programs 	<ul style="list-style-type: none"> Participate in stakeholder engagements to identify and develop sustainable funding opportunities for plant biosecurity programs of national significance. 		<ul style="list-style-type: none"> Contributed to the development of a strategic narrative for plant biosecurity investment and reform through participation in a series of meetings and workshops led by PHC.

Action 3.4 Continually improving Australia's biosecurity systems and processes.

Portfolio	KPIs	Status	Achievements
Surveillance system reform 	<ul style="list-style-type: none"> Explore opportunities for implementation of a nationally integrated surveillance system (NISSP) for plant pests. 	N/A	<ul style="list-style-type: none"> PHC tasked SNPHS with reviewing the NISSP Implementation Plan to identify current activities and resourcing requirements.

Action 3.5 Engaging the community to enhance reporting of biosecurity threats.

Portfolio	KPIs	Status	Achievements
Community engagement 	<ul style="list-style-type: none"> Subject to PHC funding in 2025–26: <ul style="list-style-type: none"> maintain the Australian Interstate Quarantine (AIQ) website and associated Exotic Plant Pest Hotline develop scope to identify updates for the AIQ website. Implement ongoing Spotted Anything Unusual campaign with increased community awareness of reporting mechanisms. 		<ul style="list-style-type: none"> Maintained the AIQ website on behalf of state and territory governments to provide commercial travellers and holidaymakers with important information on biosecurity zones and restrictions within Australia. The website remains a popular resource with 95,367 users and 255,094 page views. Continued to coordinate the Exotic Plant Pest Hotline for reporting any pests or diseases of concern. Spotted Anything Unusual campaign developed and promoted via PHA channels.

Action 3.6 Capturing greater benefits from national and international initiatives.

Portfolio	KPIs	Status	Achievements
Initiatives 	<ul style="list-style-type: none"> Collaborate on the Australian celebrations of the International Day of Plant Health (IDPH). Participate in events with a biosecurity focus. 		<ul style="list-style-type: none"> Promoted IDPH via PHA channels. Presented on PHA's plant biosecurity role and botanic gardens' contribution to early detection and preparedness at Botanic Gardens Australia & New Zealand Congress in Canberra. Supported the grains industry biosecurity innovation and capability at the Parliamentary Friends of Grains showcase in October. Participated in a two-day National Biosecurity Forum on biosecurity systems, EPPRD, and collaboration. Presented an ePoster at the Plant Biosecurity & Research Initiative (PBRI) Symposium focused on integrated biosecurity systems, surveillance coordination, and the practical use of project or research outcomes to support early detection, preparedness, and market access.

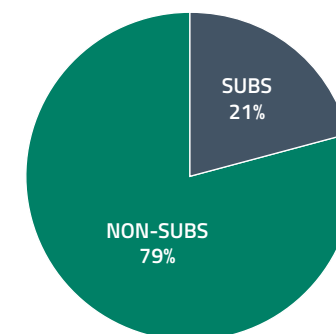
OPERATIONAL PRIORITY 1:

Improve governance & administration

Build a robust company with effective, efficient processes that deliver good governance and management.

MEASURES AND OUTCOMES

- ✓ Improved management systems and processes.
- ✓ Structured planning and strategy tracking system.
- ✓ Attract and retain key staff.
- ✓ Develop a culture aligned with PHA values.
- ✓ Support the Board Selection Committee with Director recruitment.
- ✓ Maintain high levels of staff satisfaction.



Launched

Seedling Central



2

rounds of Values in Action awards



Enhanced

monthly financial reporting



10

policies updated



1

new policy approved and implemented

Portfolio	KPIs	Status	Achievements
Company finance	<ul style="list-style-type: none"> Develop and refine processes, documentation and training to support the Enterprise Resource Planning (ERP) system to maintain real-time reporting and address continuous improvement requirements. Present PHA's 2026–27 budget and AOP to Members and agree on annual membership subscriptions in May 2026. Maintain adequate working capital and equity to ensure continued financial stability by reviewing capital reserves. Meet statutory compliance through annual financial audits and annual reports. Review financial policies for operations in line with industry best practice. 		<ul style="list-style-type: none"> Developed monthly project management reports with additional forecasting capability being implemented. Provided new monthly financial reports.
	<ul style="list-style-type: none"> Enhance reporting to facilitate timely and accurate decision making. Assist Members to implement and manage statutory biosecurity levies. 		<ul style="list-style-type: none"> Built new budget model and developed staff Budget toolkit. 2026–27 budget and AOP presented to Members prior to the 26th GM in May 2026 with annual Membership subscription increase approved by Members at the GM. Maintained reserves above the minimum threshold throughout the year with term deposits attracting high interest. 2025 Annual Report received a clean audit report from the external auditor, Nexia. Updated Accounts Payable, Accounts Receivable, Monthly Reconciliations, Electronic Banking, Payroll, Salary Sacrifice and Fringe Benefit Tax, Delegations and Authorities, Travel and Accommodation Policies approved by the Board and implemented. Statutory levies have been managed as per the <i>Primary Industries Levies and Charges Disbursement Act</i> including the Biosecurity Activity and Biosecurity Response components. Attended PMC meetings and facilitated ongoing Member consultation regarding industry levy balances, response payment support and development of biosecurity programs.

Action 4.2 Attracting and retaining key staff.

Portfolio	KPIs	Status	Achievements
People and Culture	<ul style="list-style-type: none"> Enhance effectiveness, efficiency and transparency of recruitment and induction processes. Maintain frameworks for a safe working environment in accordance with legislative requirements and implement an approach of continuous improvement based on learnings and review of incidents. Support recruitment equity and candidate care through the development and refinement of policies, procedures and other relevant materials. Extend opportunities for staff development, staff salary packaging and flexible work arrangements. 		<ul style="list-style-type: none"> Updated Recruitment procedure and Staff Induction Policy. Maintained currency and implemented enhancements to the Recruitment Toolkit for Managers. Implemented 'Seedling Central' online induction resources on the Stomata. Developed and implemented improved ICT onboarding and offboarding processes. Maintained Workplace Health and Safety (WH&S) through: <ul style="list-style-type: none"> quarterly WH&S Committee meetings regular reviews and maintenance of WH&S risk register updated WH&S Policy regular WH&S content incorporated into internal communications including WorkSafe month internal activation frequent building and facilities inspections for hazard and risk identification emergency and evacuation simulations emergency warden training. Implemented ongoing Psychosocial Hazards Action Plan, including: <ul style="list-style-type: none"> publication of PHA's zero tolerance policy regarding treatment of staff a new Stomata page providing resources and guidance regarding Right to Disconnect a new Handover of Work protocol, to ensure completeness and consistency of handover when staff leave or change roles. Updated and implemented the Recruitment and Appointments policy. Updated Flexible Working Policy and procedure and Learning and Development Policy approved and implemented. Developed new Salary Sacrificing and Fringe Benefit Tax (FBT) Policy and application form.

Action 4.3 Actively fostering and promoting a culture in line with PHA values.

Portfolio	KPIs	Status	Achievements
People and Culture	<ul style="list-style-type: none"> Develop and implement an Employee Recognition Program to recognise and incentivise everyday practice of PHA values. Review PHA's cultural strengths and areas for improvement according to staff sentiment via an employee engagement survey. Develop and implement strategies to address areas that improve and enhance organisational culture. 		<ul style="list-style-type: none"> Completed 2 rounds of Values in Action awards. Fully embedded the PHA values in the Performance Review and Development Plan (PRDP) program. Developed company-wide action plan (based on the 2025 staff engagement survey results) to be delivered in the next 1-2 years. Ongoing series of P&C information sessions for managers and staff to improve awareness of key policies, entitlements and cultural initiatives.

Action 4.4 Reviewing and implementing a Board succession and management plan.

Portfolio	KPIs	Status	Achievements
Corporate Performance	<ul style="list-style-type: none"> Ensure legal and constitutional compliance requirements are met. Provide secretariat support to the Board, Finance and Audit Committee (F&AC), People and Culture Committee (P&CC) and other meetings attended by Directors. Attendance of the PHA Board at over 80% of Board meetings and Member and stakeholder meetings. Schedule and implement the internal audit program and address findings. 		<ul style="list-style-type: none"> Met all legal and constitutional compliance requirements. Provided secretariat support to ensure effective administration of all Board duties. 100% attendance at Board meetings, 83% Board attendance at the November AGM and 100% attendance at May GM. Identified priority topics for internal audit. Advancements in Cybersecurity in line with implementation of the Essential 8 security model have increased application controls and centralised management of PHA devices. Progressed and implemented agreed recommendations from previous internal audit.

Action 4.5 Reviewing and improving employee and Board induction, training and development processes.

Portfolio	KPIs	Status	Achievements
People and Culture	<ul style="list-style-type: none"> Update and maintain Board induction processes, including the Director's Handbook and delivery of relevant training. Evaluate the 2022–24 Learning Strategy and develop and implement the new Learning Strategy. Refine employee onboarding program to include online training content as well as comprehensive information on Stomata in one central location. 		<ul style="list-style-type: none"> Updated Board induction program developed for new Board Director induction and refresher content for existing Board Directors. Delivered EPPRD training for PHA Board (February 2026). Consultation with EMT completed to form basis of refinement and enhancement to the PHA Learning Strategy. <ul style="list-style-type: none"> Work underway to identify priority PHA capabilities and develop learning pathways to enhance capability in these areas. Nine new induction eLearning modules under development.

OPERATIONAL PRIORITY 2:

Enhance communication & engagement

Enhance PHA's reputation to support company sustainability and growth.

MEASURES AND OUTCOMES

- ✓ Informed and active Members.
- ✓ A professional and consistent brand with strong brand recognition.
- ✓ Increased levels of staff satisfaction, participation and collaboration.
- ✓ Increased awareness of Member obligations.
- ✓ Effective integration of new Members.

SUBS
100%



1.04 million
social media impressions



12
editions of monthly eNewsletter Tendrils



71,676
website users



145,186
web page views



5
Program websites maintained

Action 5.1 Developing a targeted PHA communications and engagement strategy and plan.

Portfolio	KPIs	Status	Achievements
Communications and engagement strategy and plan	<ul style="list-style-type: none"> Implement the Communications and Engagement plan: <ul style="list-style-type: none"> produce and distribute a monthly Tendrils eNewsletter grow eNewsletter subscriber base by five per cent secure and track media coverage of major PHA news in relevant media – produce regular proactive articles for targeted media and industry magazines grow an online community by increasing reach and maintaining frequency of social media posts about company news, aspects of the biosecurity system and industry spotlights maintain and monitor the use of the corporate, program and Member websites and increase usage. Produce accessible publications to schedule and promote them effectively. 		<ul style="list-style-type: none"> Implemented plan to strengthen PHA's visibility and connection with Members, stakeholders and the wider community. Produced and distributed 12 monthly editions of our corporate eNewsletter Tendrils: <ul style="list-style-type: none"> 2,037 subscribers (5.43 per cent increase) 38.78 per cent open rate 23.9 per cent click-to-open rate (CTOR). Media monitoring captured PHA mentions: <ul style="list-style-type: none"> 568 mentions in broadcast news 190 mentions via digital news More than 149 social media mentions. Coordinated five media interviews, wrote 13 media releases, arranged five speaking slots with supporting content and published 93 articles. 1,834 social media posts across Twitter (X), Facebook, Instagram and LinkedIn: <ul style="list-style-type: none"> 1,042,627 impressions across all platforms Twitter (X): 102 new followers Facebook: 199 new fans Instagram: 194 new followers LinkedIn: 1,775 new followers Corporate website maintained: <ul style="list-style-type: none"> 71,676 users and 145,186 page views. Maintained five program websites. Produced, published and promoted the 2024-25 AR, 2025-26 MYPR and 2026-27 AOP via PHA channels.

Portfolio	KPIs	Status	Achievements
Communications and engagement strategy and plan (continued)	<ul style="list-style-type: none"> Participate in events with a biosecurity focus. 		<ul style="list-style-type: none"> Attended and participated in: <ul style="list-style-type: none"> 19th Australian Wine Industry Technical Conference (July 2025) Harvest Shield 2.0 Simulation Exercise (August 2025) National Vegetable Industry Leadership Program (September 2025) Fresh & Secure Trade Alliance Symposium (September 2025) Parliamentary Friends of Primary Producers (October 2025) Safe Trade Annual Partners Workshop (October 2025) Botanical Gardens Australia and New Zealand Congress (November 2025) National Biosecurity Forum (November 2025) NAB Agribusiness Industry Body Round Table (February 2026) Citrus Congress (February 2026) Plant Biosecurity Research Initiative (PBRI) Symposium (May 2026) Hort Connections (June 2026) Ginger Industry Field Day (June 2026) National Working Party on Grain Protection (June 2026).

Action 5.2 Maintaining a contemporary corporate style guide.

Portfolio	KPIs	Status	Achievements
Corporate identity guide	<ul style="list-style-type: none"> Maintain a contemporary and practical guide supported by a full suite of easy-to-use templates on the company intranet. Include the corporate identity (CI) guide as part of the employee induction process. 		<ul style="list-style-type: none"> Maintained currency of corporate style guides and templates to provide consistent standards for the production of high-quality marketing and communications materials to maintain a recognizable and professional corporate identity. Included the CI guide on the staff intranet and induction pack.

Action 5.3 Developing and implementing an internal communications strategy and plan.

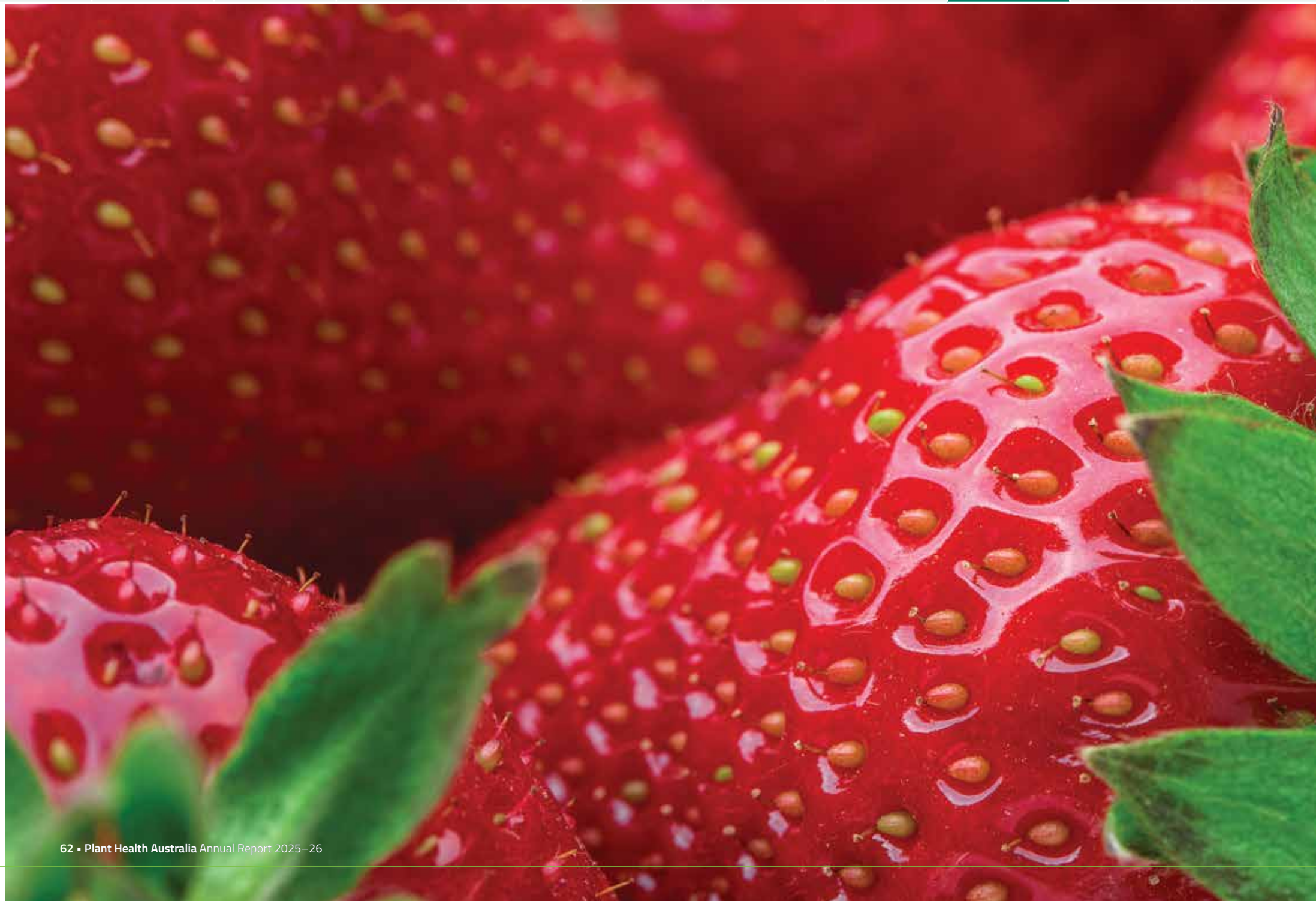
Portfolio	KPIs	Status	Achievements
Internal communications strategy and plan	<ul style="list-style-type: none"> Implement the Internal Communications strategy and plan: <ul style="list-style-type: none"> maintain and update the intranet produce news items to increase awareness of PHA values, corporate policies, procedures and improve WH&S practices increase and track intranet engagement and usage via page views, staff turnover rate, internal promotion rate, active social ambassadors. Monitor and increase response rates to employee engagement survey. 		<ul style="list-style-type: none"> Implemented plan strengthens employee engagement, transparency and cross-functional collaboration. Maintained and regularly updated the intranet: <ul style="list-style-type: none"> 236 news items written and published with 7,787 views 70,599 site visits were recorded the most-accessed pages consistently included Home, Staff directory, Employee Recognition Program, and Performance. Usage patterns indicate strong reliance on the intranet for core organisational information, particularly policies, internal communications and employee resources, with monthly monitoring continuing to track engagement trends. Supported the inaugural Values in Action Employee Recognition Awards and assisted with launching the new induction and onboarding materials through Seedling Central, building a strong, connected and values-driven workplace.

Action 5.4 Improving Member onboarding process.

Portfolio	KPIs	Status	Achievements
Improving Member onboarding process	<ul style="list-style-type: none"> Review and update the Member Information Onboarding pack to ensure it remains contemporary and fit-for-purpose. 		<ul style="list-style-type: none"> Maintained and updated the Member onboarding information package to support government, industry, and associate Members. The package provides clear guidance on membership benefits, obligations, resources, and engagement opportunities. Developed a new membership information factsheet as the basis for consultation with the PIFC. The factsheet aims to provide current and prospective Members with essential information about PHA, including the key benefits across each membership category.

Action 5.5 Developing Member training strategy and program.

Portfolio	KPIs	Status	Achievements
Developing Member training strategy and program	<ul style="list-style-type: none"> Implement the Member training strategy and program: <ul style="list-style-type: none"> undertake a gap analysis to help identify training needs and additional resources that need to be developed develop and implement an annual training calendar for Members maintain accurate records of Member attendance and training evaluation. 		<ul style="list-style-type: none"> Continued to progress an assessment of training needs to support a more targeted and evidence-based approach to future capability development initiatives. Published and maintained a calendar of 2026 training activities and promoted the calendar through PHA channels. Maintained records of participant attendance and evaluation records across all training activities to support reporting, monitor engagement, and inform continuous improvement.



Financial Statements

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Year Ended 30 June 2026

	Note	2026 \$	2025 \$
Revenue			
Revenue from contracts with customers	2	13,805,428	14,500,015
Other Income	2	451,339	619,859
		14,256,767	15,119,874
Expenses			
Administration and office expenses		492,831	495,843
Amortisation on leased assets		188,531	186,280
Contractors and consultants		7,323,428	6,808,889
Depreciation		71,134	78,634
Loss on disposal of assets		6,438	-
Directors' fees		241,613	247,060
Insurance		64,246	60,591
Interest on leases		14,434	10,202
Meetings and conferences		67,541	115,050
Other staff costs		37,060	82,817
Salary and wages		5,157,566	5,617,653
Superannuation		620,720	643,799
Travel expenses		275,875	430,845
		14,561,417	14,777,663
Surplus/(deficit) before income tax		(304,650)	342,211
Income tax expense	1(a)	-	-
Surplus/(deficit) for the year		(304,650)	342,211
Total comprehensive income/(loss) for the year		(304,650)	342,211

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

	Note	2026 \$	2025 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	1,827,214	6,568,491
Trade and other receivables	4	1,048,607	545,491
Financial assets	5	16,726,814	9,940,206
Other assets	6	156,768	167,135
TOTAL CURRENT ASSETS		19,759,403	17,221,323
NON-CURRENT ASSETS			
Property, Plant and Equipment	7	164,758	217,694
Right-of-use asset	8	965,649	155,232
TOTAL NON-CURRENT ASSETS		1,130,407	372,926
TOTAL ASSETS		20,889,810	17,594,249
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	2,920,184	663,049
Lease liabilities	8	163,748	178,417
Employee benefits	10	346,805	383,301
Contract liabilities	12	13,745,096	13,150,280
Provisions	11	-	60,000
TOTAL CURRENT LIABILITIES		17,175,833	14,435,047
NON-CURRENT LIABILITIES			
Employee benefits	10	70,976	79,965
Provisions	11	60,000	-
Lease liabilities	8	808,414	-
TOTAL NON-CURRENT LIABILITIES		939,390	79,965
TOTAL LIABILITIES		18,115,223	14,515,012
NET ASSETS		2,774,587	3,079,237
EQUITY			
Retained surplus		2,774,587	3,079,237
TOTAL EQUITY		2,774,587	3,079,237

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2026

2026	Retained surpluses \$	Total \$
Balance as at 1 July 2025	3,079,237	3,079,237
Surplus/(deficit) for the year	(304,650)	(304,650)
Balance at 30 June 2026	2,774,587	2,774,587

2025	Retained surpluses \$	Total \$
Balance at 1 July 2024	2,737,026	2,737,026
Surplus for the year	342,211	342,211
Balance at 30 June 2025	3,079,237	3,079,237

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2026

	Note	2026 \$	2025 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipt from members and others		13,900,242	16,033,073
Payments to suppliers and employees		(12,063,851)	(17,203,820)
Interest received		448,225	644,310
Interest on lease liabilities		(14,434)	(10,202)
Net cash provided by / (used in) operating activities		2,270,182	(536,639)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(23,562)	(54,696)
Proceeds from/(payments for) term deposits		(6,786,608)	(7,440,237)
Proceeds from sale of property, plant and equipment		2,082	-
Net cash provided / (used in) investing activities		(6,808,088)	(7,494,933)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of lease liabilities		(203,371)	(184,452)
Net cash provided by / (used in) financing activities		(203,371)	(184,452)
Net increase / (decrease) in cash held		(4,741,277)	(8,216,024)
Cash on hand at the beginning of the financial year		6,568,491	14,784,515
Cash on hand at the end of the financial year		1,827,214	6,568,491

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Plant Health Australia Limited (the Company) is a not-for-profit company limited by guarantee, incorporated and domiciled in Australia. The financial statements cover the Company as an individual entity. During the financial year the Company became registered as a charity with the Australian Charities and Not-for-profits Commission.

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.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, Interpretations of the Australian Accounting Standards Board and the *Australian Charities and Not-for-profits Commission Act 2012*.

The financial statements are presented in Australian dollars which is the Company's functional and presentation currency. The amounts presented in the financial statements have been rounded to the nearest dollar.

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

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 right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Deferred tax assets and liabilities are always classified as non-current.

Note 1 Material Accounting Policy Information

(a) Income tax

The Company is exempt from income taxation under the relevant provisions of Section 50-40 of the *Income Tax Assessment Act 1997*.

(b) Property, plant and equipment

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

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

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

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other costs (e.g. repairs and maintenance) are charged to the statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the profit or loss.

Depreciation

The depreciable amount of all property, plant and equipment including capitalised leased assets is depreciated on a straight-line basis from the time the asset is available for use. Leasehold improvements are depreciated over the shorter of the term of the lease and the asset's useful life.

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

Fixed asset class	Depreciation rate
Leasehold improvements	20% – 27%
Computer equipment	20% – 33.33%
Furniture and fittings	10% – 21.55%
Office equipment	10% – 33.33%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(c) Leases

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is considered to contain a lease if it allows the Company the right to control the use of an identified asset over a period of time in return for consideration.

Where a contract or arrangement contains a lease, the Company recognises a right-of-use asset and a lease liability at the commencement date of the lease.

A right-of-use asset is initially measured at cost, which is the present value of future lease payments adjusted for any lease payments made at or before the commencement date, plus any make-good obligations and initial direct costs incurred. Lease assets are depreciated using the straight-line method over the shorter of their useful life and the lease term. Periodic adjustments are made for any re-measurements of the lease liabilities and for impairment losses.

Lease liabilities are initially measured at the present value of future minimum lease payments, discounted using the Company's incremental borrowing rate if the rate implicit in the lease cannot be readily determined, and are subsequently measured at amortised cost using the effective interest rate. Minimum lease payments include fixed payments, amounts expected to be paid under a residual value guarantee, the exercise price of purchase options for which the Company is reasonably certain to exercise and incorporate the Company's expectations of lease extension options.

The lease liability is remeasured when there are changes in future lease payments arising from a change in rates, index or lease terms from exercising an extension or termination option. A corresponding adjustment is made to the carrying amount of the lease assets.

Short term leases (lease term of 12 months or less) and leases of low value assets (\$10,000 or less) are recognised as incurred as an expense in the statement of profit or loss and other comprehensive income.

(d) Impairment of non-financial assets

At the end of each reporting period the Company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the recoverable amount of the cash generating unit to which the asset belongs is estimated.

(e) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled plus related on-costs.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for

those benefits. In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based on historical data.

Contributions are made by the Company to employee superannuation funds and are charged as expenses when incurred.

(f) 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.

(g) Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(h) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, deposits held at call with financial institutions, and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(i) Revenue and other income

Revenue is measured at the amount which the Company expects to receive in consideration for satisfying performance obligations to a customer. A performance obligation is the distinct good or service defined within the contract with a customer. The transaction price is allocated to one or more performance obligations contained within the contract, with revenue being recognised as or when the performance obligation is satisfied. Where consideration comprises variable components, the amount recognised as revenue is constrained to that amount that would not result in a significant reversal of the cumulative revenue recognised when that uncertainty is resolved.

Timing of Revenue Recognition

Revenue is recognised either at a point in time or over time, when (or as) the Company satisfies performance obligations by transferring the promised goods or services to its customers. If the Company satisfies a performance obligation before it receives the consideration, the Company recognises either a contract asset or a receivable in its statement of financial position, depending on whether something other than the passage of time is required before the consideration is due.

Revenue is recognised for the major business activities as follows:

Levy funding

Plant Health Australia receives levy funding under the *Primary Industries Levies and Charges Disbursement Act 2024* for industry biosecurity response activities and industry biosecurity projects.

Biosecurity response levies

Amounts received for industry biosecurity responses are held by Plant Health Australia on behalf of participating industries in restricted bank accounts and may only be used for eligible biosecurity response activities. As Plant Health Australia does not control these funds, the related cash balances and corresponding obligations are not recognised in the statement of financial position. These amounts are disclosed separately as restricted funds held on behalf of industry members in note 12.

Biosecurity activity levies

Amounts received for industry biosecurity activities are recognised as a contract liability on receipt, as the funds can only be applied to activities agreed with industry members. Revenue is recognised over time as the related projects and activities are delivered, with the contract liability reduced as performance obligations are satisfied.

Projects

Project funds received that are subject to specific conditions on the use of those funds are recognised as and when the Company satisfies its performance obligations by providing services under the funding agreements. A contract liability is recognised when project funds have been received but the Company has not yet satisfied its performance obligations under the funding agreement. A financial liability is recognised for unspent project funds for which a refund obligation exists in relation to the funding period. General project funds that do not impose specific performance obligations on the Company are recognised as income when the Company obtains control of those funds, which is usually on receipt. Project funding may either be received up front or at the completion of milestones. Any deferred revenue arising from project funds is recognised as unexpended funding and included in contract liabilities on the statement of financial position.

Membership Subscriptions

Subscriptions from members are received by the Company on an annual basis in advance and are brought to account as revenue over the period that the Company is required to provide services to members. Any membership income received in advance are recorded as part of income in advance on the statement of financial position.

Interest Income

Interest income is recognised on an accrual basis using the effective interest method. Where interest is earned on unexpended funds and is to be treated as part of those funds, the interest is added to the unspent funds liability and will be recognised as revenue when the relevant performance obligations are met.

(j) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(k) Comparative amounts

Comparative figures have been adjusted, where necessary to conform to changes in presentation for the current financial year.

(l) Critical accounting judgements, estimates and assumptions

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

During the year, the Directors reassessed the accounting treatment of industry biosecurity response funds received under the *Primary Industries Levies and Charges Disbursement Act 2024* and concluded that these funds are held on behalf of participating industries and are not controlled by the Company. Accordingly, the related cash and term deposit balances, together with the corresponding liabilities, were derecognised from the statement of financial position and disclosed as off-balance-sheet restricted funds in note 12. This change had no impact on profit or loss, total equity or net assets.

The Directors do not believe that there were any other key estimates or judgments used in the development of the financial statements that give rise to a significant risk of material adjustment in the future.

Note 2 Revenue

	2026 \$	2025 \$
Revenue from contracts with customers		
Membership subscriptions	3,069,594	2,965,553
Federal and State government project income	2,166,388	4,608,232
Industry project income	8,569,446	6,926,230
	13,805,428	14,500,015
Represented by:		
Revenue recognised at a point in time	-	-
Revenue recognised over time	13,805,428	14,500,015
	13,805,428	14,500,015
Other income		
Interest income	448,225	589,676
Other income	3,114	30,183
	451,339	619,859

Note 3 Cash and Cash Equivalents

	2026 \$	2025 \$
Cash at bank	1,826,864	6,568,141
Cash on hand	350	350
	1,827,214	6,568,491

Note 4 Trade and Other Receivables

	2026 \$	2025 \$
Trade and other receivables	788,070	229,432
Accrued income	171,542	169,870
GST receivable	88,995	146,189
	1,048,607	545,491

Note 5 Financial Assets

	2026 \$	2025 \$
Term deposits	16,726,814	9,940,206
	16,726,814	9,940,206

The term deposits have an initial term to maturity of between three and six months.

Note 6 Other Assets

	2026 \$	2025 \$
Prepayments	87,190	100,489
Deposit paid	69,578	66,646
	156,768	167,135

Note 7 Property, Plant and Equipment

	2026 \$	2025 \$
Leasehold improvements		
At cost	197,586	197,586
Accumulated Depreciation	(197,586)	(196,849)
	-	737
Computer equipment		
At cost	218,549	284,567
Accumulated Depreciation	(125,433)	(169,096)
	93,116	115,471
Office equipment		
At cost	81,754	81,754
Accumulated Depreciation	(78,467)	(68,868)
	3,287	12,886
Furniture and fittings		
At cost	245,954	245,954
Accumulated Depreciation	(177,599)	(157,354)
	68,355	88,600
Total property, plant and equipment	164,758	217,694

Movements in carrying amounts

Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the financial year.

	Leasehold improvements \$	Computer equipment \$	Office equipment \$	Furniture and fittings \$	Total \$
Balance at 30 June 2025	737	115,471	12,886	88,600	217,694
Additions	-	23,562	-	-	23,562
Disposals	-	(8,247)	-	-	(8,247)
Depreciation	(737)	(37,670)	(9,599)	(20,245)	(68,251)
Balance at 30 June 2026	-	93,116	3,287	68,355	164,758

Note 8 Lease Assets and Liabilities

	2026 \$	2025 \$
Right of use assets		
<i>Cost</i>		
Opening balance	931,397	931,397
Derecognition of expired office lease	(931,397)	-
Additions (extension of office lease)	998,947	-
Balance as at 30 June 2026	998,947	931,397
<i>Accumulated depreciation</i>		
Opening balance	(776,165)	(589,885)
Depreciation during the year	(188,531)	(186,280)
Derecognition of expired office lease	931,398	-
Balance as at 30 June 2026	(33,298)	(776,165)
Net book value – right-of-use asset	965,649	155,232
Lease liabilities		
Current	(163,748)	(178,417)
Non-current	(808,414)	-
	(972,162)	(178,417)

The entity leased office premises at 1 Phipps Close, Deakin ACT under a lease that expired on 30 April 2026. Upon expiry, a new five-year lease agreement for the same premises was entered into commencing on 1 May 2026. The original right-of-use asset and lease liability were derecognised and a new right-of-use asset and lease liability were recognised during the year.

The amount expensed in the statement of profit or loss and other comprehensive income in relation to short-term and low-value leases was \$ nil (2025: \$ nil).

Note 9 Trade and Other Payables

	2026 \$	2025 \$
Trade payables	2,826,454	399,622
Other payables	7,914	(2,480)
Accrued expenses	85,816	265,907
	2,920,184	663,049

Note 10 Employee Benefits

	2026 \$	2025 \$
CURRENT		
Provision for long service leave	105,756	125,762
Provision for annual leave	241,049	257,539
	346,805	383,301
NON-CURRENT		
Provision for long service leave	70,976	79,965

Note 11 Provisions

	2026 \$	2025 \$
CURRENT		
Make good provision	-	60,000
NON-CURRENT		
Make good provision	60,000	-

Note 12 Contract Liabilities

	2026 \$	2025 \$
Unexpended funds	13,745,096	13,150,280
	13,745,096	13,150,280

Funds received under the *Primary Industries Levies and Charges Disbursement Act 2024* for industry biosecurity responses are held in separate restricted bank account and term deposits on behalf of participating industries. As the Company does not control these funds, the related cash balances and corresponding obligations are not recognised in the statement of financial position and are disclosed below as restricted funds held on behalf of industry members.

	2026 \$	2025 \$
Biosecurity response funds	15,318,158	12,152,171

Note 13 Key Management Personnel

Key management personnel is defined by AASB 124 "Related Party Disclosures" as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director of the Company.

	2026 \$	2025 \$
Aggregate compensation	1,587,006	1,652,486

Note 14 Related Party Transactions

Because of the nature of the skills and other interests related to agriculture there is potential for Directors to have conflicts of interest given the range of projects undertaken by the Company. The Company keeps a register of Directors' declared conflicts of interest with Directors' declaring at the start of each Board meeting any possible conflict that has not been previously disclosed.

All transactions are conducted using commercial arms-length principles and made under normal terms and conditions. The related party transactions during the year are as follows:

	2026 \$	2025 \$
Supply of services to related parties		
Sugar Research Australia (Associate Member)	2,944	71,146
Wine Australia (Associate Member)	7,167	-
Vinehealth Australia (Associate Member)	43,464	-
Total income from related parties	53,575	71,146

Note 15 Auditor’s Remuneration

During the financial year the following fees were paid or payable for services provided by RSM Australia Partners. Fees in prior year were paid or payable for services provided by Nexia Australia.

	2026 \$	2025 \$
RSM Australia Audit	33,000	-
RSM Australia Other services	17,019	-
Nexia Australia Audit	-	40,000
Nexia Australia Other services	-	5,500
	50,019	45,500

Other services in during the financial year are for assistance in preparing a letter of objection to the ACT Revenue Office for payroll tax. Other services in the prior year relate to audit of grant acquittals.

Note 16 Contingent Liabilities

The Company has no contingent liabilities or contingent assets at the end of the financial year.

Note 17 Events After the Reporting Period

In October 2026, the Company received confirmation that it qualifies as a beneficial organisation under section 18F of the *Taxation Administration Act 1999 (ACT)*. As a result, a payroll tax matter previously disclosed as a contingent liability in the in the 2025 financial report has been resolved and the contingent liability of approximately \$1.0 million has been removed.

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

Note 18 Company Details

The registered office and principal place of business is:

Plant Health Australia Limited
 Level 1, 1 Phipps Close
 Deakin ACT 2600

Note 19 Members’ Guarantee

In the event of the company being wound up, ordinary members are required to contribute a maximum of \$2 each. Honorary Members are not required to contribute.

The total amount that members of the company are liable to contribute if the company is wound up is \$118, based on 59 ordinary and associate Members.

DIRECTORS' DECLARATION

The Directors of the Plant Health Australia Limited (the Company) declare that:

1. The financial statements and notes, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
 - a. comply with Australian Accounting Standards - Simplified Disclosure Standard; and
 - b. give a true and fair view of the financial position as at 30 June 2026 and of the performance for the year ended on that date of the Company.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

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



D. Phillips
Director

19 October 2026



Independent Auditor's Report to the Members of Plant Health Australia Limited



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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
PLANT HEALTH AUSTRALIA LIMITED

Opinion

We have audited the financial report of Plant Health Australia Limited, which comprises the statement of financial position as at 30 June 2026, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the financial report of Plant Health Australia Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2026 and of its financial performance and cash flows for the year ended on that date; and
- (b) complying with Australian Accounting Standards under *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

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 Plant Health Australia Limited in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

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.

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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 Management and Those Charged with Governance for the Financial Report

The Directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards –under *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing Plant Health Australia Limited'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 management either intends to liquidate Plant Health Australia Limited or to cease operations, or has 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.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.aasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.



RSM Australia Partners



Rodney Miller
Partner

Canberra, Australian Capital Territory
Dated: 20 October 2026

Acronyms

ABA	Australian Biosecurity Award
ACPPPO	Australian Chief Plant Protection Officer
ACNC	Australian Charities and Not-for-profits Commission
AFFTAC	Australian Fruit Fly Technical Advisory Committee
AGM	Annual General Meeting
AGW	Australian Grape and Wine
AHA	Animal Health Australia
AICD	Australian Institute of Company Directors
AIQ	Australian Interstate Quarantine website
ALLFED	Alliance to Feed the Earth in Disasters
ANU	Australian National University
AOP	Annual Operational Plan
APC	AusPestCheck®
API	Application Programming Interface
APRTC	Australian Processing Tomato Research Council
APVMA	Australian Pesticides and Veterinary Medicines Authority
APPD	Australian Plant Pest Database
AR	Annual Report
ARC	Australian Research Council
ARDC	Australian Research Data Commons
BM	Board Meeting
BMSB	Brown marmorated stink bug
BOLT	Biosecurity Online Training Platform
BBP	Bee Biosecurity Program
BISOP	Biosecurity Incident Standard Operating Procedure
BSC	Board Selection Committee

CCEPP	Consultative Committee on Exotic Plant Pests
CEO	Chief Executive Officer
CIE	Centre for International Economics
CI	Corporate Identity
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CToR	Click to Open Rate
DAFF	Department of Agriculture, Fisheries and Forestry
EADRA	Emergency Animal Disease Response Agreement
EIC	Environment and Invasives Committee
EMT	Executive Management Team
ePHAC	Electronic Plant Health Assurance Certificate
EPP	Emergency Plant Pest
EPPR	Emergency Plant Pest Response
EPPRD	Emergency Plant Pest Response Deed
ERP	Enterprise Resource Planning
FASTA	Fresh and Secure Trade Alliance
F&AC	Finance and Audit Committee
FBP	Farm Biosecurity Program
FBT	Fringe Benefits Tax
FWPA	Forest and Wood Products Australia
GBAC	Grains Biosecurity Advisory Committee
GFBP	Grains Farm Biosecurity Program
GGL	Grain Growers Limited
GIA NZ	Government Industry Agreement New Zealand
GINV	Grapevine Inner Necrosis Virus
GM	General Meeting

GPA	Grain Producers Australia
GRDC	Grains Research and Development Corporation
GTA	Grain Trade Australia
HPP	High Priority Pest
IDPH	International Day of Plant Health
ILO	Industry Liaison Officer
KPI	Key Performance Indicator
MoU	Memorandum of Understanding
MYPR	Mid-year Performance Report
NBC	National Biosecurity Committee
NBCEN	National Biosecurity Communications and Engagement Network
NBPSP	National Bee Pest Surveillance Program
NBRT	National Biosecurity Response Team
NBTH	National Biosecurity Training Hub
NBW	National Biosecurity Week
NEBRA	National Environmental Biosecurity Response Agreement
NCRIS	National Collaborative Research Infrastructure Strategy
NDP	National Diagnostic Protocols
NFFC	National Fruit Fly Council
NFFS	National Fruit Fly Strategy
NISSPP	Nationally Integrated Surveillance System for Plant Pests
NMG	National Management Group
NPBDN	National Plant Biosecurity Diagnostic Network
NPPP	National Priority Plant Pests
NSP	National Surveillance Protocol

ORC	Owner Reimbursement Cost
PaDIL	Plant and Disease Image Library
P&CC	People and Culture Committee
PBPWG	Plant Biosecurity Preparedness Working Group
PBRI	Plant Biosecurity Research Initiative
PFF	Prevent Fruit Fly
PHA	Plant Health Australia
PHC	Plant Health Committee
PIBC	Plant Industries Biosecurity Committee
PIFC	Plant Industry Forum Committee
PIRSA	Department of Primary Industries and Regions
PMC	Program Management Committee
PRDP	Performance Review and Development Process
PSHB	Polyphagous shot-hole borer
PSNAP	Plant Surveillance Network Australasia – Pacific
SMART	Subcommittee on Market Access, Risk and Trade
SNPHS	Subcommittee on National Plant Health Surveillance
SPHD	Subcommittee on Plant Health Diagnostics
SPoT	Single Point of Truth
SRA	Sugar Research Australia
ToBRFV	Tomato brown rugose fruit virus
TPPD	Tasmanian Plant Pest Database
TST	Threat Summary Table
WH&S	Work Health and Safety
YBH	Youth Biosecurity Hub





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