CRDC

ANNUAL REPORT
2024-25

The Cotton Research and Development Corporation (CRDC) is a corporate Commonwealth entity established to plan and invest in research, development and extension (RD&E) for the Australian cotton industry.

Our purpose is to grow the sustainable future of cotton through innovation with impact. We achieve this through the allocation and management of investment in cotton RD&E.

CASE STUDY

Floating solar panels on farm dams to save water, generate electricity

An Australian-first research project installing floating solar panels on irrigation dams could revolutionise irrigated agriculture by mitigating evaporation and generating energy.

In what would help solve some of the cotton industry's biggest challenges – optimising water retention in the face of a hotter, drier climate, and reducing carbon emissions through the generation of clean energy – the groundbreaking research could save Australian cotton growers water and money, boost productivity, and reduce the carbon footprint of Australian cotton.

It is a win-win project. Nearly half of water storage volume is lost each year to evaporation, and relocating just half of the current 16.6 GW grounded solar panels to water storages could save 296 GL of water a year – more than 118,000 Olympic-sized swimming pools – and generate vast quantities of energy in the process.

The research project – spearheaded by Ag Econ with support from CRDC – will test the feasibility of installing floating solar photovoltaic (FPV) panels on irrigation storages to mitigate evaporation and create energy.

The $13 million project, Novel Energy and Evaporative Storage Technologies for Irrigators (NEESTI), secured $6 million in funding under the Australian Government's $5 billion Future Drought Fund's Resilient Landscapes program, which supports Australian farmers and regional communities to build their drought and climate resilience.

The project comes as agricultural supply chains face increasing pressure to lower emissions to meet national and sector-wide targets, which CRDC is prioritising through its Clever Cotton Strategic Plan and cotton's industry-wide PLANET. PEOPLE. PADDOCK. Sustainability Framework.

While the Australian cotton industry has improved its water-use efficiency by almost 50 per cent from 1997, the most significant loss of on-farm water is the evaporation from on-farm storages.

CRDC Senior Innovation Broker Susan Maas said this research builds on the significant gains Australian cotton had already achieved.

"The Australian cotton industry has made huge gains in water-use efficiency over the past 30 years, driven by research, development and extension. Today, we are one of the most water-efficient cotton-producing countries in the world," Susan said.

"There are still improvements to be made, which is why we continue to invest in this area of research. Mitigating evaporation losses is a huge unrealised opportunity for the industry and the environment. This project could be a game changer for our industry, local domestic storages and other irrigation industries by enhancing our resilience, productivity, and sustainability in a changing climate."

For more: read the full article in the Winter 2025 edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

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CRDC

ANNUAL REPORT

2024-25

Letter of transmittal

CRDC

30 September 2025

The Hon. Julie Collins MP
Minister for Agriculture, Fisheries and Forestry
Parliament House
Canberra ACT 2601

Dear Minister

It is my pleasure to present the Annual Report of the Cotton Research and Development Corporation (CRDC) for the year ended 30 June 2025, in accordance with section 28 of the *Primary Industries Research and Development Act 1989,* section 46 of the *Public Governance, Performance and Accountability (PGPA) Act 2013,* and the *Funding Agreement 2025–34.*

The activities of the Corporation are reported against the objectives, strategies, outputs and outcomes of the CRDC Strategic RD&E Plan 2023–28, and are consistent with CRDC's 2024–25 Annual Operational Plan and Portfolio Budget Statement.

The Annual Report was prepared under the direction of the Board and approved by a resolution of CRDC's directors on 25 September 2025.

Yours sincerely

Richard Haire
Chair
Cotton Research and Development Corporation

COTTON RESEARCH AND DEVELOPMENT CORPORATION
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About CRDC and the Australian cotton industry

CRDC exists to grow the sustainable future of cotton through innovation with impact. We deliver world-class research, development and extension (RD&E) outcomes for the cotton industry through thought leadership, innovation, adoption and collaboration.

Cotton growers are at the heart of what we do: they determine our RD&E priorities and co-fund our research through a grower levy, matched by Commonwealth contributions.

Our growers, and the cotton they produce, are a major contributor to the nation's environmental, social and economic fabric.

Australian cotton is considered to be one of the most sustainable in the world, thanks in part to the RD&E that underpins it. Compared to 1992, Australian cotton growers use 97 per cent less pesticides, 52 per cent less water, and 34 per cent less land to grow one bale of cotton.

Cotton employs more than 12,000 people across 150 rural and regional communities, many of which rely heavily on cotton for their economic prosperity and viability. Each year, Australia grows enough of this high-quality natural fibre to clothe 500 million people.

According to the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), the value of cotton exports will be $3.4 billion from 2025-26.

Innovative and adaptive growers, supported by RD&E and world-leading researchers, have driven Australian cotton's success. CRDC's role is to continue driving this success through RD&E.

Our purpose

Grow the sustainable future of cotton through innovation with impact.

Our mission

Deliver world-class RD&E outcomes for the cotton industry through thought leadership, innovation and adoption through collaboration and partnership.

Our values

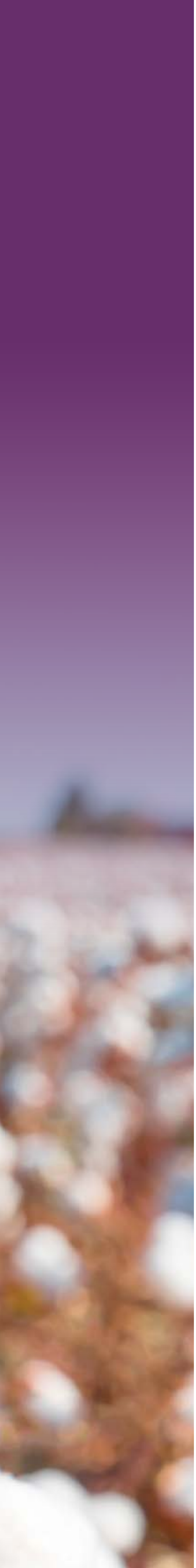
Bold, collaborative, future-focused and trusted.

Acknowledgement of country

CRDC acknowledges the Traditional Custodians of the lands of Australia's cotton communities, and recognises their enduring connection to the land and waterways that sustain us. We value the Aboriginal and Torres Strait Islander people who have cared for this country for thousands of years. We pay our respects to their Elders past, present and emerging, and extend that respect to all First Nations peoples today.

OVERVIEW

SECTION 1



Report from the Chair and Executive Director

Clever Cotton: growing the sustainable future of cotton through innovation with impact.

The Australian cotton industry has built a culture of innovation, driven by its commitment to RD&E and uptake by our highly adaptive growers.

CRDC's role is to ever strengthen this culture by delivering impact. This role is becoming increasingly important as the world changes rapidly and we face complex challenges as an industry.

In 2024–25, this mission gained increased focus as major forces – like climate uncertainty, digital disruption, and changing consumer and market expectations – continued to impact our industry's operating environment. Yet with challenge comes opportunity. The cotton industry has long shown that bold action and adaption to change are in our DNA.

Clever Cotton, CRDC's Strategic RD&E Plan, remains our roadmap for navigating complexity and capitalising on opportunity. Our vision for the future is to create a sophisticated and prosperous cotton industry: one that seizes opportunities through advances in science and technology, harnesses the creativity of people, and reimagines our farming practices to deliver more sustainable cotton.

This year, the second of Clever Cotton, marked progress against our goals. Together with our research partners and the broader industry, we:

- Commenced the build phase of the Australian cotton industry's data platform, a critical foundational step toward improving cotton's decision-making, profitability and productivity through digital innovation.
- Announced the groundbreaking Novel Energy and Evaporative Storage Technologies for Irrigators (NEESTI) project, a $13 million Australian-first initiative led by research partner Ag Econ to install floating solar panels on irrigation dams, addressing one of cotton's remaining wicked challenges, evaporation, and generating clean energy.
- Welcomed two strategic partners – the University of Southern Queensland (UniSQ) and the Queensland Department of Primary Industries (QLD DPI) – and developed 10 key strategic projects in the Australian Cotton Disease Collaboration (ACDC), our landmark $13 million investment to tackle cotton disease through coordinated national research.

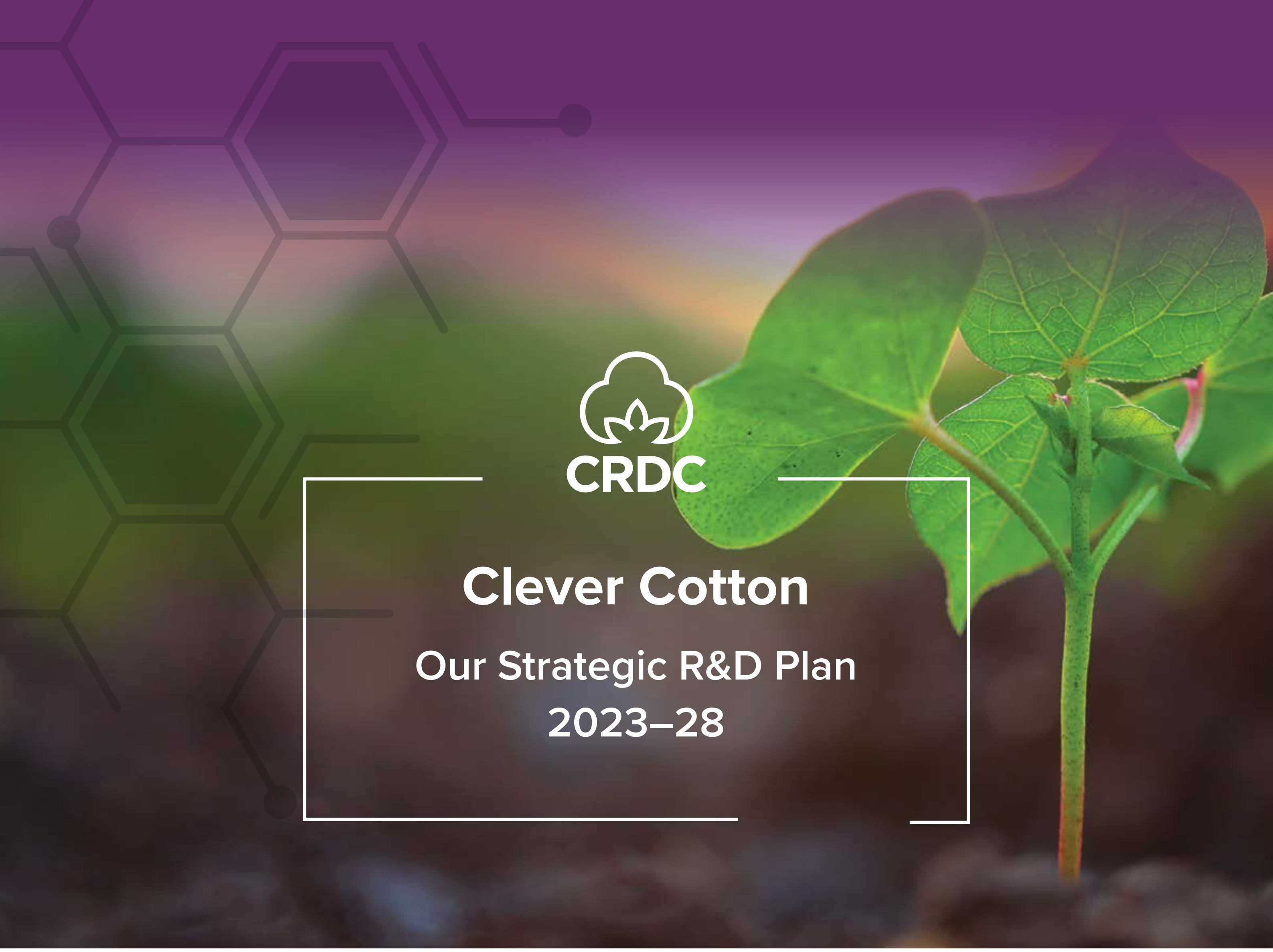
These initiatives reflect the Clever Cotton ethos: using science and strategy to turn ideas into impact.

As these investments show, collaboration is central to all of CRDC's activity. All of the research projects that we invest in are delivered in partnership with our growers, collaborators and cotton researchers. We also partner with those outside our sector to solve issues that are bigger than cotton alone.

In this report, we outline the second year of our investment under Clever Cotton – these programs of work, and the others that make up the three pillars and nine themes of Clever Cotton, all designed to deliver impact to growers, the wider cotton industry, and the community.

Richard Haire
CRDC Chair

Allan Williams
CRDC Executive Director



CRDC’s investments are governed by our Strategic RD&E Plan 2023–28: Clever Cotton.

Clever Cotton sets out CRDC’s vision for a sophisticated, prosperous and sustainable Australian cotton industry that is strongly connected to its value chain.

Clever Cotton is unashamedly ambitious. It commits CRDC to invest in RD&E to address and capitalise on challenges and opportunities for the benefit of levy payers, the cotton industry and the wider community.

The strategic RD&E investments that CRDC made in 2024–25 under Clever Cotton are helping the industry increase its productivity and profitability, mitigate and address the impacts of climate change, and improve decision-making using data and digital technologies. CRDC’s goal is to add $1 billion in economic value to the Australian cotton industry over the next five to 10 years.

The investments are made via three pillars of investment – Paddock, People, Planet – aligned with the Australian Cotton Industry’s Sustainability Framework.

Each of these pillars contains three themes, creating nine key investment areas:

Paddock: our future fields

+ Data-driven decisions
+ Adaptive systems
+ Connected market intelligence

People: central to our success

+ Design and innovation
+ Leadership and capacity
+ Adoption and impact

Planet: our shared future

+ Natural capital
+ Carbon
+ Circular economy.

Clever Cotton commits CRDC to investing across these themes to achieve our vision and to deliver the greatest impact and best outcomes for growers (our levy payers), our industry and the wider community.

The three pillars and nine themes are both distinct and interconnected. Each supports the other while directly targeting bold strategic priorities and outcomes to meet the ambitions of the cotton industry and our communities.

Clever Cotton Snapshot

Paddock

Our future fields

Data-driven decisions

Objective
Improve productivity, profitability, and sustainability by accurately monitoring and measuring every field on every cotton farm.

Impact
In 2028, a transparent and trusted data platform will deliver increased profitability and productivity through better decision-making, facilitating innovative research, and building trusted engagement.

Adaptive systems

Objective
Grow the profitability and resilience of Australian cotton-farming systems through innovative solutions, technologies and practices.

Impact
In 2028, Australian cotton-farming systems are resilient, biosecure, and able to thrive in an increasingly variable climate with enhanced resource efficiency.

Connected market intelligence

Objective
Enhance the sustainability, market access and diversity, and value of Australian cotton.

Impact
In 2028, Australian cotton growers are preferred suppliers of sustainable cotton.

People

Central to our success

Design and innovation

Objective
Embed collaboration in RD&E prioritisation, design, development, and adoption.

Impact
In 2028, growers can see RD&E addressing their problems and creating practical solutions to be adapted and adopted into their production systems.

Leadership and capacity

Objective
Develop people and skills to support industry RD&E.

Impact
In 2028, the development of world-class research capability supports industry goals.

Adoption and impact

Objective
Adopt knowledge and technology through dedicated development and delivery pathways.

Impact
In 2028, adoption has increased its rate, reach and effectiveness.

Planet

Our shared future

Natural capital

Objective
Implement resilient natural capital practices that support productivity, help maintain biodiverse ecosystems, strengthen capacity for adaptation to climate change, and progressively improve regional water, land and soil quality.

Impact
In 2028, cotton farms have maintained and enhanced natural capital and are more resilient to shocks.

Carbon

Objective
Establish a sustainable low-carbon cotton production system for a changing future.

Impact
In 2028, the cotton industry meets market, community and government expectations for carbon.

Circular economy

Objective
Develop the circular economy for Australian cotton.

Impact
In 2028, the cotton industry can participate in the circular economy, providing lasting end-of-life solutions for cotton textiles.

Progress against the Strategic R&D Plan 2023–28

Our Annual Performance Statement

In 2024–25, Australian cotton growers and the Australian Government co-invested $21.8 million through CRDC to deliver year two of Clever Cotton. Of this, $17 million was invested in 243 RD&E projects in collaboration with our research partners.

This Annual Report outlines progress against Clever Cotton in the 2024–25 year.

Our progress is measured and performance is analysed through evaluation techniques outlined in the CRDC Monitoring and Evaluation Framework and targets set in Clever Cotton.

The green, blue and red indicators are used to track overall performance.

The specific measure has been achieved.

On target to deliver against the measure.

Not on target to deliver against the measure.

The following table provides a snapshot of CRDC's performance against Clever Cotton's measures. Further details about our performance are outlined in **Section 3: Our Investments and Performance.**

CRDC

Certification by the Executive Director

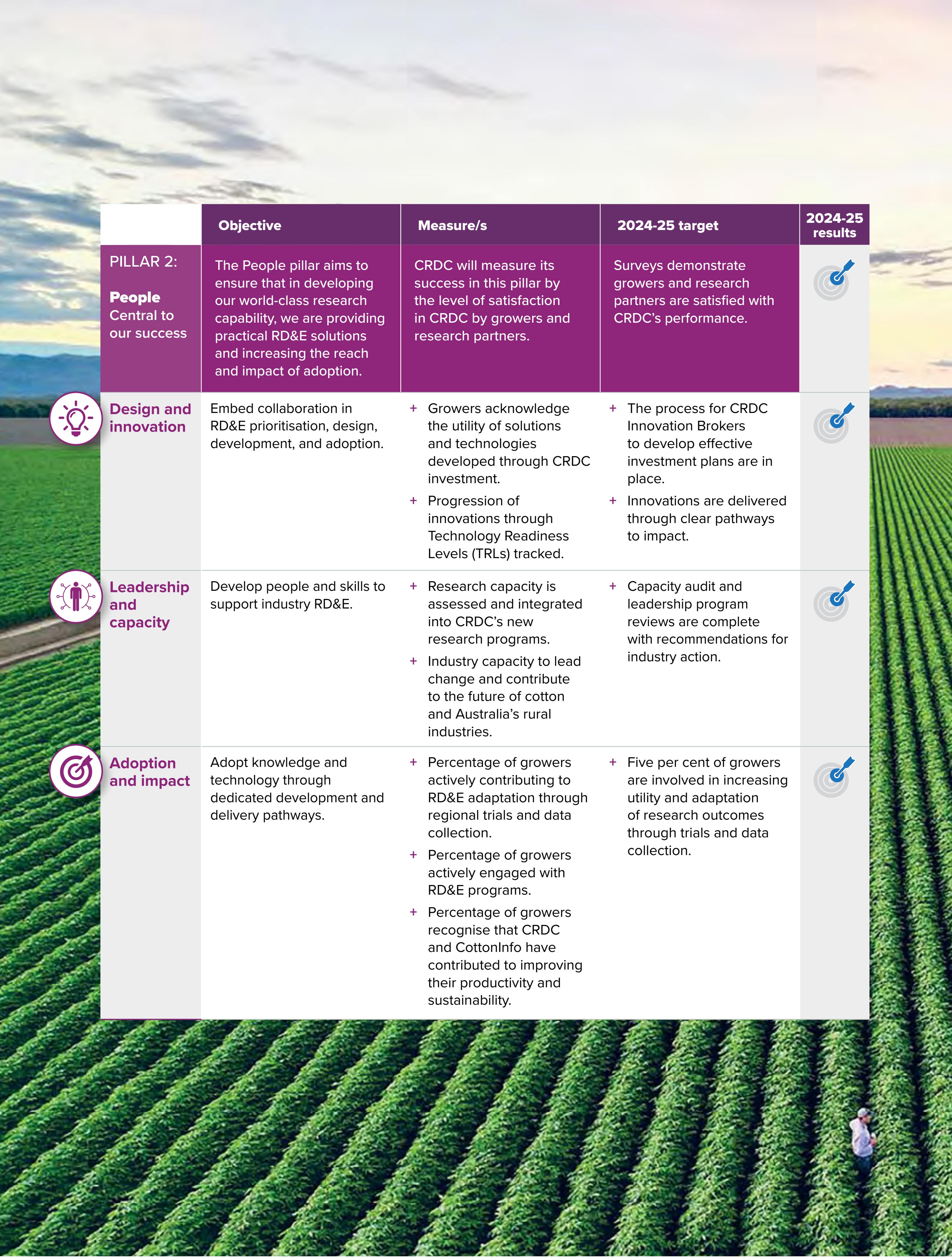
I, Allan Williams, as the accountable authority of the Cotton Research and Development Corporation (CRDC), present the 2024–25 Annual Performance Statement of CRDC, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*.

In my opinion, this Annual Performance Statement is based on properly maintained records, accurately reflects the performance of the entity, complies with subsection 39(2) of the PGPA Act 2013, and is in accordance with 16F of the PGPA Rule 2014.

Allan Williams
Executive Director
Cotton Research and Development Corporation

30 September 2025

	Objective	Measure/s	2024-25 target	2024-25 results
PILLAR 1: **Paddock** Our future fields	The Paddock pillar focuses on the on-farm cotton system, uniting data and insights to support thriving cotton farms producing a premium product being demanded by the market.	CRDC will measure its success in this pillar by the economic value the three themes add to the industry.	An economic assessment of key drivers of profitability for Australian cotton is undertaken to demonstrate a production increase of $0.2 billion.	
Data-driven decisions	Improve productivity, profitability, and sustainability by accurately monitoring and measuring every field on every cotton farm.	+ Yield per hectare. + The value of data analysis and insights created from the management and production data captured in the industry database.	+ Yield improvement is maintained at 3 per cent year on year. + A digital strategy is developed and endorsed by 75 per cent of industry bodies, ag tech providers and data collectors in the cotton industry. + The data platform software and interface is delivered.	*(See details page 31)*
Adaptive systems	Grow the profitability and resilience of Australian cotton-farming systems through innovative solutions, technologies, and practices.	+ The value of the systems solutions created to address the challenges of disease, sustainable industry expansion, adaptation to climate change, biosecurity threats and reduced availability of inputs.	+ CRDC's major disease research initiative is launched and commenced. + Research is commenced to identify innovative solutions to address crop protection and biosecurity challenges. + Research is commenced to improve resilience and profitability of dryland and limited water systems.	
Connected market intelligence	Enhance the sustainability, market access and diversity, and value of Australian cotton.	+ Percentage of Australian cotton sold as more sustainable (as defined by the market).	+ A process for regular review of value chain needs is established and implemented. + Participation in three partnerships and/or initiatives focused on sustainability through the value chain. + A life cycle assessment (LCA) methodology review is conducted, and enhanced reporting framework for sustainability cotton production is delivered.	



	Objective	Measure/s	2024-25 target	2024-25 results
PILLAR 2: **People** Central to our success	The People pillar aims to ensure that in developing our world-class research capability, we are providing practical RD&E solutions and increasing the reach and impact of adoption.	CRDC will measure its success in this pillar by the level of satisfaction in CRDC by growers and research partners.	Surveys demonstrate growers and research partners are satisfied with CRDC's performance.	
Design and innovation	Embed collaboration in RD&E prioritisation, design, development, and adoption.	+ Growers acknowledge the utility of solutions and technologies developed through CRDC investment. + Progression of innovations through Technology Readiness Levels (TRLs) tracked.	+ The process for CRDC Innovation Brokers to develop effective investment plans are in place. + Innovations are delivered through clear pathways to impact.	
Leadership and capacity	Develop people and skills to support industry RD&E.	+ Research capacity is assessed and integrated into CRDC's new research programs. + Industry capacity to lead change and contribute to the future of cotton and Australia's rural industries.	+ Capacity audit and leadership program reviews are complete with recommendations for industry action.	
Adoption and impact	Adopt knowledge and technology through dedicated development and delivery pathways.	+ Percentage of growers actively contributing to RD&E adaptation through regional trials and data collection. + Percentage of growers actively engaged with RD&E programs. + Percentage of growers recognise that CRDC and CottonInfo have contributed to improving their productivity and sustainability.	+ Five per cent of growers are involved in increasing utility and adaptation of research outcomes through trials and data collection.	

	Objective	Measure/s	2024-25 target	2024-25 results
PILLAR 3: **Planet** Our shared future	The Planet pillar aims to ensure that the cotton industry contributes positively to the environment, meeting community, government and market expectations.	CRDC will measure its success in this pillar by the level of trust the industry has from the community, the market and government about how it manages and reports on its environmental and social impacts.	Surveys demonstrate trust from community, the market and government about cotton's management and reporting of environmental and social impacts.	
Natural capital	Implement resilient natural capital practices that support productivity, help maintain biodiverse ecosystems, strengthen capacity for adaptation to climate change, and progressively improve regional water, land and soil quality.	+ Condition and value of natural capital on cotton farms as measured by sustainability framework metrics. + Higher community and stakeholder trust in the cotton industry as a responsible steward of natural capital.	+ Biodiversity and soils are benchmarked and the cotton industry has consistent supporting metrics and methodologies for reporting.	
Carbon	Establish a sustainable low-carbon cotton production system for a changing future.	+ Development of a clear pathway to carbon neutrality available to support industry targets. + Improvement in nitrogen (N)-use efficiency, with N inputs matching plant demand across the rotation cycle. + Development of regionally specific guidelines for on-farm carbon sequestration in soils or native vegetation.	+ Cotton industry initiatives are established for low carbon production. + Two demonstration sites of a low carbon production system are established and an extension plan developed to support the industry initiatives.	
Circular economy	Develop the circular economy for Australian cotton.	+ The 'added value' developed through interventions to create a circular economy for cotton.	+ Two new technologies or products developed from the textile waste stream.	

2024–25 investment and impact

2024-25 SNAPSHOT

CRDC

SECOND YEAR OF

Clever Cotton

Working towards the goal of adding $1 billion in economic value to the Australian cotton industry over the next five to ten years.

$21.8 million

CRDC's expenditure in delivering year two of Clever Cotton on behalf of cotton growers and the Australian Government.

$17 million

of this was directly invested in RD&E projects in collaboration with our research partners.

5.4 million bales of cotton grown by Australia's cotton growers.

243

RD&E projects

94

research partners

3 pillars:

Paddock, People, Planet

INVESTMENTS, INNOVATIONS, IMPACT

The commencement of the build phase of the **cotton industry data platform** – a core Clever Cotton goal to improve cotton's productivity, profitability, and sustainability.

ACDC

The announcement of CRDC's two major strategic partners in the $13 million **Australian Cotton Disease Collaboration**, QLD DPI and UniSQ, and the scale-up of the initiative, ready for its first 10 key strategic projects.

The investment of $18.4 million over the life of Clever Cotton in CRDC research outcomes via government grants, including three led by CRDC. This includes $6 million invested by the Australian Government's Future Drought Fund's Resilient Landscapes program in the **Novel Energy and Evaporative Storage Technologies for Irrigators** (NEESTI) project.

Support for 17 undergraduate and postgraduate students and early-career researchers provided by CRDC in 2024–25 through various programs.

CRDC

The graduation of 16 future leaders from the **Australian Future Cotton Leaders Program**, run by Cotton Australia with support from CRDC, bringing the alumni to 132.

The commencement of a 10-year impact assessment of CRDC's key investments since 2015.

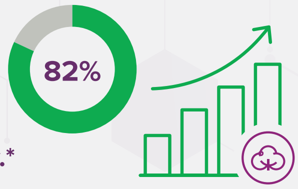
INVESTMENTS, INNOVATIONS, IMPACT

KEY RECOGNITION

from growers of the impact of CRDC and CottonInfo, and their engagement with us from the 2024 CRDC Grower Survey:

82 per cent

of growers recognise that CRDC and CottonInfo have contributed to improving their productivity and sustainability.*



** CRDC Grower Survey 2024*

84 per cent

of growers believe that CRDC and CottonInfo regional on-farm trials help them assess technology and management options for their farms.

** CRDC Grower Survey 2024*

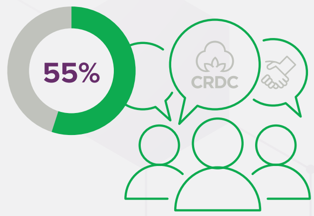
86 per cent

of growers believe that CRDC has effective strategies in place to address key future pest challenges, like resistance, biosecurity threats and limitations to pesticide access.*

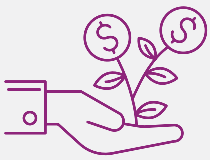
** CRDC Grower Survey 2024*

55 per cent

of growers actively contribute to or are engaged with CRDC and CottonInfo RD&E by providing data, hosting trials or research engagement.*



** CRDC Grower Survey 2024*



ABARES

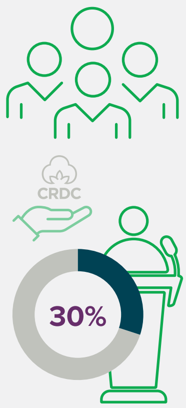
research has found for every $1 invested in agricultural R&D, there is an almost $8 return for farmers over 10 years.

2900

cotton industry attendees at the 2024 Australian Cotton Conference, supported by CRDC.

30 per cent

of speakers at the Conference were CRDC-supported.



The appointment of eight Regional Extension Officers to CRDC with support from Cotton Seed Distributors (CSD) as part of the **CottonInfo** extension program, a partnership between CRDC, CSD and Cotton Australia.

$1.72 billion

the potential scope for change that could be achieved via CRDC's investments between 2025 and 2028 (the remaining timeframe of Clever Cotton) via value created through yield and improvements to management of irrigation, disease, nitrogen and insect pests.

Year in Review

RD&E highlights

Cotton industry data platform: build phase underway

The build phase of the cotton industry data platform has commenced. The platform is a fundamental goal of Clever Cotton, building on nine years of CRDC investment into the digital needs of the cotton industry, commencing with the CRDC-led cross-sectoral Precision to Decision Agriculture project in 2016 (the first project to bring together all 15 Rural Research and Development Corporations (RDCs)) and its successor, Growing a Digital Future for Australian Agriculture. Based on the recommendations of these projects, a cotton industry group led by CRDC and comprising industry bodies, growers, gins, merchants, classers and researchers developed a digital strategy for the Australian cotton industry, which was finalised in 2023–24. The data platform is the next step following this strategy, designed to aggregate, store, analyse and communicate data to the industry and beyond. CRDC's goal is to create a transparent and trusted data platform to deliver greater profitability and productivity through better decision-making, facilitating innovative research and building trusted engagement.

Australian Cotton Disease Collaboration: strategic partners and director announced

CRDC's first major initiative under Clever Cotton – the Australian Cotton Disease Collaboration – achieved another milestone in 2024–25 with the announcement of the program's strategic partners, QLD DPI and UniSQ, the appointment of the Director of ACDC, Associate Professor Sambasivam (Sam) Periyannan, and the establishment of the ACDC Virtual National Centre in preparation for the program's first 10 key strategic research projects. ACDC is a comprehensive and collaborative approach to disease research, designed to address disease as a major priority issue for the cotton industry. Through ACDC, the cotton industry's understanding of the impact of disease will be deepened, foundational pathology resources and capability will be enhanced, and tactical management and innovative technical solutions for cotton growers will be delivered. The CRDC and ACDC goal is to reduce the economic impact of current and emerging diseases of cotton to less than five per cent of the cost of production, down from 14 per cent, through RD&E and practice change.

NEESTI: transformative technology to solve evaporation and generate energy

A landmark $13 million research initiative is set to revolutionise irrigation dams across Australia by tackling evaporation and enabling renewable energy generation. With significant support from CRDC and the cotton industry and $6 million in co-investment from the Australian Government, the Novel Energy and Evaporative Storage Technologies for Irrigators (NEESTI) project will support Australian farmers and regional communities to build their drought and climate resilience. The project will investigate the use of floating solar photovoltaic (FPV) technology to reduce evaporation losses and convert farm irrigation dams into energy-producing assets. Targeting multiple cropping sectors, including cotton, wheat, sugarcane, rice and macadamias, the initiative brings together researchers, industry bodies and growers. It builds on decades of irrigation efficiency RD&E, led by CRDC, and has the potential to mitigate evaporation, offset emissions, diversify farm income, and unlock regional economic benefits – a win-win for sustainable agriculture and resource stewardship.

CottonInfo: partnership and program enters new era

CottonInfo, the cotton industry's extension program, is now in its 13th year as a collaboration between joint venture partners CRDC, Cotton Australia and CSD. While the purpose and focus of CottonInfo remains the same – providing a crucial conduit between researchers and growers, communicating research results and encouraging their adoption – in the 2024–25 year, CottonInfo underwent a structural change. CSD chose to transition from a member of the CottonInfo Management Committee and employer of the CottonInfo Regional Extension Officers (REOs) to the key investor in the CottonInfo program. Under the revised structure, the CottonInfo Management Committee now comprises representatives of CRDC and Cotton Australia, and leads the CottonInfo program. The CottonInfo strategic plan has stronger alignment with CRDC's Clever Cotton. CRDC manages the program and team, Cotton Australia delivers the industry's best management practices program *my*BMP, and CSD is the key investor in the program, funding the REOs and their activities.

CRDC Emissions Reduction Research Strategy: towards a low-emissions future

CRDC developed a science-based Emissions Reduction Research Strategy in 2024–25, in conjunction with Cotton Australia, to guide the cotton industry's transition to lower emissions. The strategy maps current practices, future goals and the research investments required to empower growers to reduce emissions. Many of the actions required to address climate-related risks are already underway; the purpose of the strategy is to coalesce and prioritise actions, identify gaps, and outline practical steps with clear timelines. The strategy focuses on three key areas: cutting fossil fuel reliance; reducing emissions from nitrogen fertiliser; and improving soil health. A credible, actionable pathway will ensure cotton's competitiveness, align with market expectations, and provide growers with clear actions.

Climate-Smart Agriculture grants: driving emissions reductions and irrigation efficiencies

Two CRDC-led cotton-focused research projects are among 12 projects selected nationally from over 100 applications in 2024–25 to receive support from the Australian Government's Climate-Smart Agriculture Program. The projects are delivering new tools and technologies to cotton growers to support emissions reduction and climate resilience. The first project is accelerating the adoption of VARIwise, the autonomous irrigation system, enabling cotton growers and dairy producers to improve water productivity and reduce emissions. VARIwise offers up to 10 per cent water savings and five per cent productivity gains. Through this grant, it will be developed into a commercial-ready package. The second project will evaluate enhanced efficiency nitrogen fertilisers, which represent an immediate pathway to reducing nitrous oxide emissions – the largest contributor to cotton's greenhouse gas (GHG) footprint. It is producing robust emission factors, building predictive algorithms, and supporting more accurate carbon accounting. Together, these two projects are providing practical, farm-ready climate-smart solutions, strengthening cotton's water-use efficiency, and providing new opportunities for sustainable cotton production.

Strategic Roadmap: determining the path forward for Australian cotton

The development and implementation of a strategic roadmap for the Australian cotton industry continued in 2024–25 via a collaboration between Cotton Australia, CRDC and the Australian Cotton Shippers Association (ACSA). The roadmap is focused on helping Australian cotton remain competitive in changing international fashion and textile markets. Five key topic areas are being addressed: traceability; industry data; sustainably certified cotton/the *my*BMP program; human rights; and Australian cotton marketing. The need for the strategic roadmap emerged from changes in the global cotton and textile landscape, including new overseas legislation affecting market access, companies being required to report on social and environmental impacts, and global frameworks requiring evidence of social and environmental impact back to farm level. CRDC-supported RD&E is crucial to many of the roadmap elements, and CRDC is leading two programs of work under the roadmap pillars: the cotton industry data platform; and a strategic review of the industry's *my*BMP program to ensure it is fit for purpose.

Sustainability progress: annual update showcases progress and performance

In 2024–2025, CRDC and Cotton Australia released the third annual progress update against cotton's key sustainability indicators, outlined in the PLANET. PEOPLE. PADDOCK. Sustainability Framework. The annual update, which looks at the year ending June 2023, provides a snapshot of cotton's performance against the eight indicators – PLANET: water, GHG, native vegetation, pesticides, and soil health; PEOPLE: workplace; and PADDOCK: productivity and profitability. The annual updates are designed to fit between cotton's comprehensive five-yearly sustainability reports, providing important insights into progress, so the industry can keep track of areas performing well, and those that need more emphasis. The Sustainability Update 2023 shows that cotton growers have dramatically improved productivity over time: the five-year average area planted to cotton has increased by just 19 per cent since 1994, yet total production has increased by 94 per cent. It also shows a long-term trend of reducing hazard to bees (from insecticides) and algae (from herbicides), reducing by 91 per cent and 60 per cent, respectively, since 2004.

2024 Australian Cotton Conference: research showcased at cotton's major event

The 2024 Australian Cotton Conference – proudly supported by CRDC as a foundation sponsor – provided a platform to showcase CRDC-supported RD&E to the industry in 2024–25. Over 50 CRDC-supported researchers, directors and team members presented across the three-day event. CRDC and Cotton Australia co-chaired two key sessions focused on the future of Australian cotton and the Strategic Roadmap, including updates on the *my*BMP program review and an overview of the cotton industry data platform. Two major announcements took place at the Conference – the awarding of the CRDC Chris Lehmann Young Cotton Achiever Award to researcher Sharna Holman, and the formalisation of CRDC's partners in ACDC: QLD DPI and UniSQ. The conference broke attendance records, with 2900 delegates the largest number of industry participants since the event began. CRDC has supported the Australian Cotton Conference since its inception, providing discounted registrations for cotton growers and supporting researchers and students to attend to showcase their research.

Australian Future Cotton Leaders Program: Developing cotton's leadership capacity

A record number of applications were received for the 2024 Australian Future Cotton Leaders Program, conducted by Cotton Australia with support from CRDC. From 46 cotton industry applicants, 16 program participants were selected from across the cotton supply chain: growers, consultants, merchants, researchers and extension officers. Held every two years, the program is designed for emerging leaders within the cotton industry. It has produced 132 graduates since commencing in 2006, with many former graduates now holding leadership positions within cotton industry organisations. CRDC has supported the program since inception. Together, CRDC and Cotton Australia provide support for a number of leadership programs, including the Australian Future Cotton Leaders Program, the Australian Rural Leadership Foundation's TRAIL and Australian Rural Leadership Program, and Nuffield Australia's Farming Scholarships. One of the 2024 graduates, Kate Lumber, has been selected as cotton's 2025 Nuffield Scholar, with support from CRDC and Cotton Australia.

OUR BUSINESS

SECTION 2

Role

CRDC's role is to invest in and manage a portfolio of RD&E projects on behalf of cotton growers and the Australian Government. These investments are designed to enhance the environmental, social and economic contribution of cotton, for the benefit of cotton growers, the wider cotton industry, regional communities and the Australian public.

Our stakeholders

We have four key stakeholders: the Australian Government through the Minister for Agriculture, Fisheries and Forestry; the Department of Agriculture, Fisheries and Forestry; the cotton industry's representative organisation, Cotton Australia; and cotton growers.

Our sources of funds

We are co-funded by Australia's cotton growers and the Australian Government, through an industry levy and matching Commonwealth contributions. In 2024–25, to deliver year two of Clever Cotton, our expenditure was $21.8 million. Of this, $17 million was directly invested in RD&E across 243 projects in collaboration with our research partners.

Our location

CRDC is headquartered in one of Australia's major cotton-growing areas, Narrabri, in north-west NSW. Being centrally located within the Australian cotton industry, CRDC benefits from developing and maintaining important relationships with cotton growers, researchers, processors, and members of regional cotton communities. CRDC's team members are based across NSW and QLD.

Our partners

We recognise that collaboration is essential to the delivery of RD&E outcomes. We partner with researchers, research organisations, and growers to deliver RD&E projects and outcomes.

In 2024–25, CRDC collaborated with 94 research partners, including:

- The Commonwealth Department of Agriculture, Fisheries and Forestry
- The state and territory departments of agriculture – Queensland Department of Primary Industries (QLD DPI), New South Wales Department of Primary Industries and Regional Development (NSW DPIRD), Northern Territory Department of Agriculture and Fisheries (NT DAF), and Western Australian Department of Primary Industries and Regional Development (WA DPIRD)
- Our sister Rural Research and Development Corporations (RDCs), particularly the Grains Research and Development Corporation (GRDC)
- Major research organisations, including CSIRO
- Cooperative Research Centres (CRCs), including the CRC for Developing Northern Australia (CRCNA), the CRC for Zero Net Emissions from Agriculture (ZNE-Ag CRC), and One Basin CRC
- Cotton industry bodies, including Cotton Grower Associations, CSD, Crop Consultants Australia, and the Australian Association of Cotton Scientists
- Universities
- Agribusinesses
- Supply chain and trade partners
- International partners, including Cotton Incorporated
- Specialised consultants.

Cotton growers across all valleys directly contribute to RD&E by conducting on-farm trials, a critical component of the RD&E process. In addition to their financial contribution through direct on-farm costs and opportunity costs, growers also provide their time, knowledge and expertise to research trials.

Setting our research priorities

CRDC works with the Australian cotton industry to determine the sector's key RD&E priorities, and with government to determine its overarching agricultural RD&E priorities. In turn, these priorities help to shape CRDC's strategic RD&E priorities, which are formalised under the 2023–28 Strategic RD&E Plan, Clever Cotton.

Industry accountability

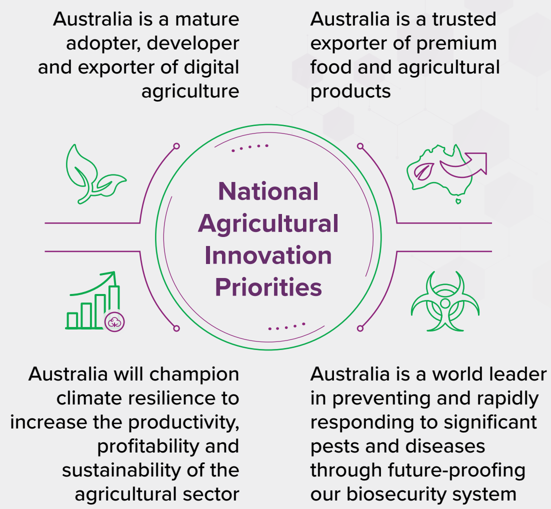
CRDC is accountable to the cotton industry through its representative organisation, Cotton Australia. As the industry representative organisation, Cotton Australia is responsible for providing advice on industry research priorities.

CRDC engages with Cotton Australia in a formal process of consultation around strategic priorities and RD&E investments. Through this consultation, industry research priorities are regularly reviewed, emerging issues are actively considered, and research outcomes are adopted in the form of best practices.

Government accountability

CRDC is accountable to the Australian Government through the Minister for Agriculture, Fisheries and Forestry. Government communicates its expectations of CRDC through Ministerial direction, enunciation of policy, administration of the *Primary Industries Research and Development Act 1989* (PIRD Act), and priorities (National Science and Research Priorities, National Agricultural Innovation Priorities, and the Department of Agriculture, Fisheries and Forestry's priorities). CRDC responds to government expectations through regular communication, compliance with the Funding Agreement, policy and legislated requirements, and the development of Strategic RD&E Plans, Annual Operational Plans, Annual Reports and Performance Reports.

The Australian Government sets National Science and Research Priorities and National Agricultural Innovation Priorities:



The Department of Agriculture, Fisheries and Forestry's priorities for RD&E are:

Investment process

The process of deciding where to invest CRDC's annual RD&E funding is a collaborative one, involving all major stakeholders.

CRDC works closely each year with the industry's representative organisation, Cotton Australia, and the Australian Government to identify and evaluate the cotton industry's requirements for RD&E. Cotton Australia panels and committees provide advice to CRDC on research projects and where research dollars should be invested, guided by the priorities established in the 2023–28 Strategic RD&E Plan, Clever Cotton.

In line with Clever Cotton, CRDC continues to hold an annual research priority forum. Organised in collaboration with Cotton Australia, the forum brings together growers from all cotton-growing regions and cotton supply chain representatives to identify the gaps in the existing research portfolio and opportunities for new research. Advisory committees and discipline forums with research partners also identify emerging research issues.

From here, CRDC determines the investment priorities. As part of ensuring proposed investments meet grower priorities, CRDC again consults with growers before making the final investment decision. The final decision-making authority rests with the CRDC Board.

Successful proposals become contracted projects with CRDC and are delivered by our research partners. Critically, CRDC's success in delivering RD&E outcomes to growers and the industry is contingent upon strong relationships with our research partners, who deliver projects on our behalf.

Clever Cotton utilises a new program and investment plan framework for RD&E investments. This enables CRDC to focus on delivering large-scale desired outcomes that provide better solutions for complex problems and have a greater impact for the industry. Greater emphasis and support is also provided to ensure that researchers collaborate and share their results with each other and the broader industry.

Collaboration and co-investment

Cooperation and collaboration are fundamental to our operation. We work in partnership with industry bodies, commercial entities and RDCs to achieve strategic outcomes for the industry, and to leverage higher returns for our investments.

This collaborative approach underpins our investment strategy. We partner in over 80 per cent of RD&E projects conducted in the cotton sector, and in 2024–25, 51 per cent of CRDC investments were focused on cross-sectoral issues.

CRDC's cooperation extends from national and international initiatives to cotton industry-specific and local initiatives – from participating in national cross-sectoral collaborations with our sister RDCs, to the industry-specific extension joint venture, CottonInfo, and at the local level, partnerships with Cotton Grower Associations on CRDC Grassroots Grants.

Cotton Australia

Cotton Australia and its members provide advice to CRDC on research strategy and investments from the perspective of cotton growers. This is achieved through research priority forums, organised by Cotton Australia and aligned with CRDC's pillars and themes.

Research partners

All CRDC projects are delivered in partnership with key research partners. In 2024–25, CRDC partnered with 94 research partners to deliver RD&E projects and outcomes to cotton growers and the wider industry. The full list of partners can be found in Appendix 6: RD&E Portfolio.

Growers

Cotton growers actively participate in RD&E: 55 per cent are involved with CRDC research projects or CottonInfo activities, through the research priority forums, providing research data or engagement with researchers. 31 per cent host industry on-farm trials, a critical component of the RD&E process. This involves a financial contribution through direct on-farm trial costs and opportunity costs, and the provision of growers' time, knowledge and expertise. On average, each grower contributes $6,600 towards this research.

Cotton growers also contribute to RD&E by participating in other industry committees, such as the Cotton Australia Transgenic and Insect Management Strategy (TIMS) Committee and Technical Panels, to provide practical guidance on the implementation of stewardship practices for GM traits.

Cotton industry programs: CottonInfo

CottonInfo, the cotton industry's joint extension program, is a collaboration between joint venture partners CRDC, Cotton Australia and CSD. CottonInfo is the conduit between researchers and growers, communicating research results and encouraging their adoption.

In the 2024–25 year, CottonInfo underwent a structural change. CSD chose to transition from a member of the CottonInfo Management Committee and employer of the CottonInfo Regional Extension Officers (REOs) to the key investor in the CottonInfo program.

The CottonInfo Management Committee, comprised of representatives of CRDC and Cotton Australia, leads the CottonInfo program. CRDC manages the program and team, employing the Program Manager, the Communications Lead and the REOs, and funding the CottonInfo Technical Leads via CRDC-supported projects. Cotton Australia delivers the industry's best management practices program *my*BMP and employs the two *my*BMP team members who form part of CottonInfo – the Program Manager and the Customer Service Manager. CSD is the key investor in the program, funding the REOs and their activities.

As CRDC manages the CottonInfo program on behalf of the joint venture partners and the cotton industry, and as CRDC's role is to invest in the majority of the R&D that CottonInfo then extends, the CottonInfo Strategic Plan aligns with CRDC's Clever Cotton.

In total, CRDC invested $2.9 million into CottonInfo during 2024–25. CSD commenced as the CottonInfo investor from March 2025, contributing $0.5 million to the funding of the REOs and their activities from March to June 2025. CRDC and CottonInfo gratefully acknowledge the contribution of CSD.

Cotton industry program: *my*BMP

*my*BMP, the industry's program for best management practices, is a collaboration between CRDC and Cotton Australia. This program links RD&E outcomes to best management practice and provides self-assessment mechanisms, practical tools and resources to help growers use best practice to grow cotton. It is an integral part of the CottonInfo program.

CSD: the Richard Williams Commercial Research Initiative

CRDC and CSD partner to support the delivery of research via the Richard Williams Commercial Research Initiative. The initiative honours the late Richard Williams for his contributions to cotton research, CSD, and the former Australian Cotton Growers Research Association, a legacy that is continued today via his son Allan Williams, CRDC's Executive Director.

Council of Rural Research and Development Corporations

CRDC is one of 15 Rural RDCs that come together under the banner of the Council of Rural RDCs (CRRDC) to coordinate efforts, collaborate and co-invest in projects and achieve consistency in communication. The focus is on improving efficiencies, maximising the impact of research outcomes, and avoiding duplication in research. The scale of this collaboration extends from large national research programs to small local projects, bringing a national focus in dealing with climate variability, soil health, irrigation, plant biosecurity, crop protection, farm safety and human capacity. CRDC continues to work with CRRDC to investigate administrative efficiency gains within the RDCs and the rural R&D system as a whole.

During 2024–25, CRRDC conducted two major initiatives on behalf of the collective RDCs: the RDC Impact Hub at evoke^{AG} Brisbane in February 2025, which brought together all 15 of the RDCs to demonstrate impact and collaboration, and the release of the Collective Research and Innovation Outcomes report, which demonstrated a collective investment by the RDCs in RD&E during 2023–24 of $763.6 million. The report outlines research from ABARES that has found for every $1 invested in agricultural R&D, there is an almost $8 return for farmers over 10 years.

Grains Research and Development Corporation

Within the RDC family, CRDC's key collaborative partner is GRDC. In 2024–25, CRDC and GRDC partnered on projects totalling over $3 million in collective investment, and covering major RD&E priorities for cotton and grain growers, including spray drift prevention, biosecurity surveillance, reducing GHG, and integrated weed management. The CRDC and GRDC Directors meet annually, demonstrating their commitment to collaboration.

grow^{AG}

The collective RDCs and the Department of Agriculture, Fisheries and Forestry also collaborate on grow^{AG}. Led by AgriFutures Australia, grow^{AG} is designed to create a global gateway into the Australian research and innovation system, with a focus on deal-flow, attracting capital investment, and driving collaboration. It makes RD&E outcomes transparent for growers and the community, positions Australia as a global agrifood innovation hub, and makes it easy to explore, find and connect with potential partners and opportunities.

Agricultural Innovation Australia

CRDC collaborates with Agricultural Innovation Australia (AIA), a not-for-profit public company established by Australia's RDCs to facilitate joint investment and collaboration in cross-sectoral agricultural issues of national importance. In 2024–25, CRDC partnered in one AIA-led project: the development of the Environmental Accounting Platform.

Australian Government grants

CRDC managed three Australian Government grant projects in 2024–25, contributing $1.6 million into RD&E funding across the life of the programs:

- National Agriculture Traceability Grants Program: Better information and better decisions – A proof of concept for Australian agriculture. Funded 2023 to 2025.
- Agriculture and Land Sectors Low Emissions Future Program: On-farm emissions knowledge gap analysis for the Australian cotton industry. Funded 2025 to 2026.
- National Heritage Trust Program: Advancing the adoption of climate-smart, innovative irrigation control technology for the cotton and dairy industries. Funded 2024 to 2028.

In addition to government grants led by CRDC, we also partner in government grants led by our research partners. These are delivering an additional $16.8 million in value over the life of the grants towards to the achievement of Clever Cotton's objectives. An example of this is the Novel Energy and Evaporative Storage Technologies for Irrigators (NEESTI) project (see case study, inside front cover). Led by Ag Econ with support from CRDC, the project secured $6 million in funding under the Australian Government's $5 billion Future Drought Fund's Resilient Landscapes program.

Industry and partner grants

CRDC primarily provides funding to research partners and industry organisations for RD&E. In some partnerships, our research partners also invest their funds through CRDC towards shared research outcomes. An example of this is the CRDC and University of Sydney (USYD) dryland cotton research partnership at Narrabri. Under this arrangement, the university and CRDC co-invest funds to grow cotton crops at USYD's research farms, the proceeds of which are invested via CRDC into RD&E projects. Across the life of Clever Cotton, partners such as these have committed $9 million through CRDC into RD&E.

Financial summary

Cotton levy

Cotton growers pay an R&D levy based on production. The main source of levies is from cotton ginned in Australia at a rate of $2.25 for each 227 kilogram bale of cotton (including $0.04 per bale for cotton industry membership of Plant Health Australia). If seed cotton is exported (i.e. not ginned in Australia), it is levied at a rate of $4.06 per tonne (including $0.07 per tonne for membership of Plant Health Australia).

Australian ginning and export of seed cotton occurs from March to October of each calendar year. Therefore, cotton levy revenue in any financial year is drawn from two consecutive cotton crops.

The Australian Government matches CRDC's levy expenditure on eligible R&D, up to the lesser of 50 per cent of CRDC's R&D spending or 0.5 per cent of the cotton industry's three-year average gross value of production. The setting and collection of levies in the cotton industry is enabled by the *Primary Industries (Excise) Levies Act 2024* and the *Primary Industries (Services) Levies Act 2024*.

Royalties from intellectual property licences, interest on investments, external grant revenue and research project refunds make up the balance of CRDC's income.

2024–25 revenue

Actual	2024–25 ($m)
Industry levies	$10.603
Australian Government	$10.600
Royalties	$0.047
Interest	$2.228
Research grants	$1.632
Other	$0.575
Total revenue	**$25.685**

Total revenue for 2024–25 of $25.685 million was $0.183 million (0.7 per cent) above budget of $25.502 million.

Total 2024–25 revenue comprised:

- Industry levy revenue of $10.603 million, which includes $8.589 million (81 per cent) of the 2023–24 crop, $2.011 million (17 per cent) of the 2024–25 estimated crop, and $0.003 million in penalties collected by the Department for late payments.
- Australian Government matching contribution of $10.600 million, which was capped at the value of levies collected.
- $0.047 million in royalties from the commercialisation of intellectual property.
- Interest revenue of $2.228 million, which was $1.228 million higher than budget, due to higher than anticipated interest rates.
- Research grants of $1.632 million, which included Commonwealth grants and co-investments from program partners.
- Other revenue of $0.575 million, which includes project refunds.

2024–25 expenditure and investment

Actual expenditure for 2024–25 was $21.802 million, which is $10.331 million below the budgeted expenditure of $32.133 million. The 2024–25 budget included $5 million for grant-funded RD&E expenditure. Grant-funded RD&E was $1.632 million, which was $3.368 million below budget. Only grant funds received directly by CRDC are included. Grant funds that support CRDC's strategic outcomes but were received by research partners are not included.

Actual	2024–25 ($m)
Cotton crop size (millions of bales)*	5.387m
Total revenue	$25.685
Industry levies	$10.603
Australian Government	$10.600
Royalties	$0.047
Interest	$2.228
Research grants	$1.632
Other**	$0.575
Expenditure total	$21.802
Cotton RD&E activities	$17.367
Total equity position	**$46.737**

* ABARES estimate, Agricultural Commodities June 2025: 1,222,756 kt.
** Includes project refunds.

Cost Allocation Policy

CRDC has a Cost Allocation Policy for allocating direct and indirect costs to activities across its program. Expenditure in 2024–25 was allocated to the following activities:

Cost Allocation	2024–25 ($m)
Direct R&D Expenditure	
• Investments via CRDC research partners	$17.003
• Investments via corporate activities, including CottonInfo	$0.364
Total direct RD&E expenditure	$17.367
Indirect R&D expenditure (CRDC administration costs)	$4.435
Total expenditure	**$21.802**

Portfolio Budget Statement

The CRDC 2024–25 Portfolio Budget Statement provided an estimate of CRDC's outcomes, outputs, performance, and financial position for 2024–25 to 2028–29. The statement was consistent with the CRDC Strategic RD&E Plan 2023–28 and the Annual Operational Plan 2024–25.

2024–25 outcomes and outputs

CRDC works to achieve this outcome on behalf of the Australian Government:
Adoption of innovation that leads to increased productivity, competitiveness and environmental sustainability through investment in research and development that benefits the Australian cotton industry and the wider community.

Outcome	2024–25
TOTAL Budgeted revenue	$25,502,000
TOTAL Actual revenue	$25,685,400
TOTAL Budgeted cost of outputs	$32,133,000
TOTAL Actual cost of outputs*	**$21,802,089**

* Total cost is shown rather than total price because CRDC is primarily funded through industry levies rather than on the basis of the price of its outputs. Each research project and its funding contributes to the outcome. Total research expenditure for the outcome is calculated, with the remaining expenditure attributed to the outcome on a pro-rata basis.

Forecasts

Revenue

Future revenue from levies and Commonwealth-matching contributions is directly affected by cotton production. Commodity prices, water availability, and water prices are significant factors in forthcoming cropping decisions. Above average cotton production is expected in 2025–26, due to current storage levels of irrigation dams across the Australian cotton-growing regions and above average cotton prices.

CRDC has budgeted for a $1.819 million operating deficit for 2025–26. This reflects revenue of $31.376 million and expenditure of $33.195 million. Industry levy revenue and Commonwealth contributions will continue to be drawn from two crop seasons, 2024–25 and 2025–26.

Expenditure

Budgeted expenditure for 2025–26 is $33.195 million, which is $11.393 million above the 2025–26 actual expenditure. The forecast expenditure for the next two years is budgeted at $30.535 million in 2026–27 and $29.890 million in 2027–28.

Deficits

CRDC is a statutory body enabled by the PIRD Act with the rights of a body corporate, and has the right to retain surplus funds. However, as a corporate Commonwealth entity, CRDC may be required to seek approval from the Minister of Finance for a deficit in any year.

For more, see Section 5: Our Financials.

OUR INVESTMENTS AND PERFORMANCE

SECTION 3

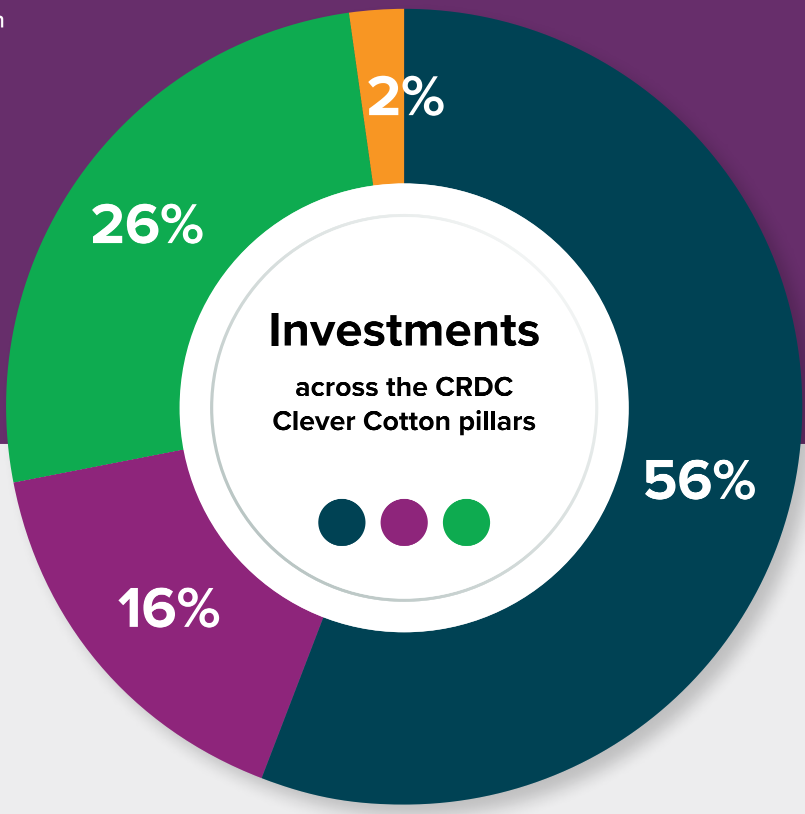
Our investments in RD&E

In 2024–25, we invested $17 million directly into 243 RD&E projects in collaboration with our research partners, guided by Clever Cotton.

We achieved a balanced RD&E portfolio that considered the distribution of our investment across:

- the Clever Cotton pillars and themes, and resulting RD&E strategies
- the type of research, including innovation, knowledge creation, knowledge transfer and application, benchmarking, industry capacity, and education
- in-project risks
- researcher experience and capacity
- research providers
- timeframe to outcomes
- the likely return on investment for projects and programs
- expenditure on RD&E management.

Of this investment, $7.2 million was invested in new research that commenced in 2024–25.



- Pillar 1: Paddock **56%**
- Pillar 2: People **16%**
- Pillar 3: Planet **26%**
- Enabling Strategies **2%**

PROJECTS BY CRDC PILLARS

CRDC pillar	Pillar One: Paddock	Pillar Two: People	Pillar Three: Planet	Enabling Strategies	TOTAL
Number of projects	98	91	45	9	**243**
Expenditure per pillar ($m)*	$9.58m	$2.61m	$4.45m	$0.36m	**$17.00m**
Percentage of expenditure per pillar	56%	16%	26%	2%	**100%**

* Refer to Note 1.1C in the financial statements

PILLAR ONE

Paddock:
Our future fields

CRDC's investments within the Paddock pillar focus on the on-farm cotton system. The themes of the Paddock pillar – Data-driven decisions, Adaptive systems, and Connected market intelligence – unite data and insights to support thriving cotton farms producing a premium product demanded by the market.

In 2024–25, CRDC invested in 98 projects within this pillar, accounting for 56 per cent of our total RD&E expenditure.

Data-driven decisions

Adaptive systems

Connected market intelligence

Performance against the Strategic Plan

	Objective	Measure/s	2024–25 target	2024–25 results
PILLAR 1: **Paddock** Our future fields	The Paddock pillar focuses on the on-farm cotton system, uniting data and insights to support thriving cotton farms producing a premium product being demanded by the market.	CRDC will measure its success in this pillar by the economic value the three themes add to the industry.	An economic assessment of key drivers of profitability for Australian cotton is undertaken to demonstrate a production increase of $0.2 billion.	A study was commissioned to analyse the potential scope for change that could be achieved via CRDC's investments. It identified the potential change as $1.72 billion between 2025 and 2028 (the remaining timeframe of Clever Cotton) with value created through yield and improvements to management of irrigation, disease, nitrogen and insect pests. These areas have now been prioritised for investment.
Data-driven decisions	Improve productivity, profitability, and sustainability by accurately monitoring and measuring every field on every cotton farm.	+ Yield per hectare. + The value of data analysis and insights created from the management and production data captured in the industry database.	+ Yield improvement is maintained at 3 per cent year on year. + A digital strategy is developed and endorsed by 75 per cent of industry bodies, ag tech providers and data collectors in the cotton industry. + The data platform software and interface is delivered.	The average yield for the 2025 crop was significantly affected by adverse weather conditions close to harvest. The data platform will support yield increases through management interventions, once built. Endorsement of the Australian cotton industry's digital strategy and the build for the data platform have both commenced. The data platform will be tested with the cotton industry by 2026.
Adaptive systems	Grow the profitability and resilience of Australian cotton-farming systems through innovative solutions, technologies, and practices.	The value of the systems solutions created to address the challenges of disease, sustainable industry expansion, adaptation to climate change, biosecurity threats and reduced availability of inputs.	+ CRDC's major disease research initiative is launched and commenced. + Research is commenced to identify innovative solutions to address crop protection and biosecurity challenges. + Research is commenced to improve resilience and profitability of dryland and limited water systems.	CRDC's strategic disease initiative, the Australian Cotton Disease Collaboration (ACDC), has commenced. The strategic partners in the program were announced in 2024–25. According to the CRDC Growers Survey, 63 per cent of growers agree the impact of cotton diseases has been reduced through RD&E and practice change. In addition, research efforts have commenced to identify and develop innovative solutions targeting sustainable pest control, where management is currently reliant on highly hazardous pesticides. Research is also underway to support resilience and profitability in dryland and limited water systems, with studies focusing on optimising water-use efficiency, soil health and agronomic practices and technologies. The goal is to support growers in adapting to climate variability and resource constraints while maintaining economic viability.
Connected market intelligence	Enhance the sustainability, market access and diversity, and value of Australian cotton.	Percentage of Australian cotton sold as more sustainable (as defined by the market).	+ A process for regular review of value chain needs is established and implemented. + Participation in three partnerships and/or initiatives focused on sustainability through the value chain. + A life cycle assessment (LCA) methodology review is conducted, and enhanced reporting framework for sustainable cotton production is delivered.	CRDC participates regularly in events and activities involving the value chain, including workshops, seminars and surveys. This informs understanding of their needs, as does the inclusion of value chain members in the Australian Cotton Sustainability Reference Group, a component of the CRDC and Cotton Australia PLANET. PEOPLE. PADDOCK Sustainability Framework. These groups, along with the sustainability initiatives that CRDC is a member of, will be provided with the results of the LCA methodology review, and the enhanced reporting framework to be used for the 2024 CRDC and Cotton Australia Sustainability Report.

Case study

Creating a platform for the future of Australian cotton

Making data a powerful tool for the entire Australian cotton industry is one step closer, with work to create the cotton industry data platform soon to begin.

Developing the cotton industry digital strategy and now the data platform has been one of the biggest and most important undertakings by CRDC and the steering committee in recent years, as it has the potential to add value to every aspect of cotton growing, ginning, warehousing and shipping.

"Bringing our industry data platform into being is very exciting, as it has been a coordinated effort over several years to address the growing demand for transparency and improved data management," says CRDC General Manager of Innovation, Dr Merry Conaty, who oversees the initiative.

"This new industry infrastructure will streamline data collection, sharing, integration, and management across the supply chain to deliver value back to growers, consultants, gins, merchants, and brands through data analysis and aggregation, as well as ensuring long-term market access for Australian cotton into markets requiring detailed information about the cotton they import."

With consumers and retailers increasingly seeking detailed information about the origins, sustainability, and environmental impact of cotton production, CRDC's digital strategy aims to position the industry for future success by enhancing its data capabilities. Its goal is to make the industry more competitive and innovative in the global market by improving how data is collected, managed, and shared across the supply chain. The data platform is the path to achieve this goal.

Since 2020, a steering committee led by CRDC has guided the strategy's progress. Key achievements include a data and capacity audit of the industry, business cases for data sharing across the industry, a comprehensive strategy document, a governance framework, a draft data-sharing agreement, and significant plans for the delivery of the strategy. This involved engagement with growers, ginners, shippers, merchants, classers, researchers, brands and retailers.

In 2022, the steering committee endorsed the proposal to build a central data platform and nominated CRDC to lead and drive the project. This was then integrated into CRDC's Strategic RD&E Plan for 2023-28, Clever Cotton, and the Strategic Roadmap for the Australian Cotton Industry, being developed by Cotton Australia, CRDC and the Australian Cotton Shippers Association, with data one of the five core pillars identified as crucial for cotton's future success.

Cotton Australia's Adam Kay says alignment between the data platform project and the Roadmap will ensure the platform will deliver a number of important outcomes.

"These include efficiency gains at the farm level, the ability to report sustainability data at the industry level, integration with *my*BMP, and to provide farm-level impact data if required in the future," Adam said.

CRDC aims to beta test the platform for the 2025-26 cotton season, with the platform build partner set to be announced in coming months. Recruitment is currently underway for a project manager for the build and implementation phases and to lead engagement with growers and other stakeholders."

For more: read the full article in the **Autumn 2025** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

Partnership underway in $13 million disease investment

The partners in a $13 million landmark partnership to tackle diseases of cotton were announced at the Australian Cotton Conference in early August.

Under the Australian Cotton Disease Collaboration (ACDC), the University of Southern Queensland (UniSQ) and QLD Department of Primary Industries (QLD DPI) will partner with CRDC to help safeguard Australian cotton growers against the rising economic impact of disease.

With disease already having a significant impact on Australian cotton growers, and climate change threatening to increase the spread and severity of plant diseases, CRDC is making its largest single investment in a first-of-its-kind collaborative approach to cotton disease research through ACDC.

The initiative is part of CRDC's commitment to disease research under its five-year strategic RD&E Plan, Clever Cotton. The goal is to reduce the impact of current and emerging diseases to less than five per cent of the cost of production by 2028, through RD&E to support practice change. Currently, the impact of disease is 14 per cent of the cost of production.

"Disease is a critical challenge for Australia's cotton industry – contributing to significant yield losses, which undermine long-term confidence in growing cotton. In extreme cases, disease pressure is forcing some growers to opt out of cotton production altogether," said CRDC Innovation Broker Elsie Pearce, who oversees the initiative.

"Recent research commissioned by CRDC has found that across the cotton industry, disease is causing an eight per cent reduction in yield.

"For growers directly affected by disease, they are seeing an average reduction in yield of 12 per cent. In some extreme cases, it can be as high as 100 per cent: their entire crop is at risk.

"While we've invested in cotton disease research over several decades, a new approach is needed to overcome this persistent, leading limitation in the cotton production system," Elsie said.

ACDC changes the game for growers, delivering a comprehensive coordinated national disease program that will help understand the impact of disease, enhance foundational pathology resources and capability, and deliver tactical management and innovative technical solutions.

ACDC is an example of CRDC's bold, ambitious new approach to solving industry-defining challenges: a shift away from smaller projects to larger single investments with bigger outcomes and bigger impact. The announcement of strategic partners UniSQ and QLD DPI, and the appointment of crop geneticist and pathologist Associate Professor Sam Periyannan of UniSQ as the ACDC Director, brings the delivery of ACDC a step closer.

Moree cotton grower Mick Humphries is hopeful the change in approach can unlock new solutions. Mick estimates disease costs his business 20 per cent of his gross annual income.

"I want to claw that 20 per cent back, so I'm hopeful that bringing experts together in a strategic, coordinated way eases the burden for cotton growers into the future."

For more: read the full article in the **Spring 2024** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

Building the roadmap to continued market access

An overarching plan has been developed to ensure the Australian cotton industry remains competitive and a supplier of choice in a changing global fashion and textiles market.

Cotton Australia, Australian Cotton Shippers Association (ACSA) and CRDC have been working with the wider industry and external stakeholders to develop the *Strategic Roadmap for the Australian Cotton Industry.*

Five key topic areas were identified during the Roadmap's development: sustainably certified cotton/*my*BMP; traceability; industry data; human rights; and Australian cotton promotion.

CRDC is leading work in two of these important areas: *my*BMP, and the cotton industry data platform.

Modernising *my*BMP

A comprehensive review of *my*BMP has been commissioned by CRDC to assess the program's effectiveness, relevance and future fitness, and to recommend how the industry can best meet new and emerging requirements for demonstrating sustainability credentials. It will ensure growers, researchers and the industry all contribute to its outcomes via a broad consultation process.

The review will take into consideration both the function of *my*BMP here in Australia, as well as what may need to change to meet the global requirements and legislation coming in to sell into premium markets.

Data to support claims

Cotton's brand and retail customers, their shareholders and governments are demanding supply chain traceability, and certified sustainable raw materials backed up by data to support claims. There is growing demand for farm-level traceability and data from brands and retailers.

Alignment between CRDC's cotton industry data platform project and the Roadmap will ensure the data platform can deliver a number of important outcomes: efficiency gains at the farm level; the ability to report sustainability data at the industry level; integration with *my*BMP; and providing farm-level impact data, if required.

CRDC Executive Director Allan Williams said the industry's supply chain was shifting its focus from physical cotton to information about where and how the cotton was produced.

"While the roles and responsibilities of industry and commercial organisations when it comes to producing and moving physical cotton through the supply chain are well established, the same can't be said about the information," Allan said.

"What information do we need to provide? Who is responsible for collecting, storing and providing it? How do we best share that information safely and securely? The industry data platform and the Roadmap will help us answer these questions and help ensure that our cotton remains a product of choice because of its excellent fibre qualities and its sustainable production practices."

Industry feedback is being sought on the Strategic Roadmap and its pillars. Leaders from Cotton Australia and CRDC are undertaking visits to cotton-growing valleys from July 2025 to seek input from growers and the wider cotton industry.

For more: read the full article in the **Autumn 2025** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

Creating opportunities for increased irrigation efficiency and emission reduction

Cotton growers will be the beneficiaries of two cotton industry-related projects that have gained funding under the Australian Government's Natural Heritage Trust Climate-Smart Agriculture Program. Out of more than 100 applications, 12 projects were awarded funding, including two from CRDC.

CRDC secured funding to lead an irrigation project focused on increasing climate resilience through improved water productivity, and will also be a major supporter and collaborator in a project with the Queensland University of Technology (QUT) to predict and directly measure the impact of enhanced efficiency nitrogen fertiliser on GHG emissions and production in cotton fields.

The project, *Advancing the adoption of climate-smart, innovative irrigation control technology for the cotton and dairy industries,* will be led by CRDC in partnership with the dairy industry. It will focus on helping cotton growers and milk producers improve water productivity and reduce emissions. This will be facilitated by the faster adoption of autonomous irrigation system VARIwise, a CRDC-supported agricultural innovation that helps farmers adopt precision irrigation practices.

VARIwise can deliver up to 10 per cent water savings and an average five per cent productivity improvement in cotton and pasture. Through this project, VARIwise will be developed into a commercial-ready package that can be adopted in any irrigation system. Regional demonstration sites in NSW and Tasmania will showcase the technology and become a training ground for its use.

The second cotton project, Climate-Smart Cotton: Reducing nitrous oxide emissions with enhanced efficiency fertilisers, will be headed by QUT's Professor of Global Change, Peter Grace.

The work will look at enhanced efficiency fertilisers, which could provide growers with an immediate option for reducing their carbon footprint, given that 67 per cent of cotton's GHG are attributable to the production of conventional nitrogen fertilisers and how they are managed on-farm. To account for these emissions reductions accurately, the project will create a methodology so growers can use emission factors in their carbon calculations that are more appropriate to their agroecological zone and irrigation system.

These cotton industry projects are two of 12 large-scale projects announced under the Climate-Smart Agriculture Program's Partnerships and Innovation grants round aimed at delivering funding for new technology and tools for climate-smart farming.

The Climate-Smart Agriculture Program is funded by the Australian Government and will deliver $302 million over five years from 2023–24 to drive agricultural sustainability, productivity, and competitiveness.

"Our farmers have a long history of adapting to the conditions of the Australian landscape and climate. They are productive and agile when finding ways of producing our food and fibre that reduce the impact on the land," Minister for Agriculture, Fisheries and Forestry, the Hon. Julie Collins MP said.

"These grants are designed to aid farmers, creating new opportunities to move from theory to adaptable practice. I want to congratulate the successful applicants, and I am looking forward to seeing the results of their projects."

For more: read the full article in the **Summer 2024–25** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

PILLAR TWO

People:
Central to our success

CRDC's investments within the People pillar recognise that people are central to cotton's success. The themes of the People pillar – Design and innovation, Leadership and capacity, Adoption and impact – ensure that in developing our world-class research capability, we are providing practical RD&E solutions and increasing the reach and impact of adoption.

In 2024–25, CRDC invested in 91 projects within this pillar, accounting for 16 per cent of our total RD&E expenditure.

Design and innovation

Leadership and capacity

Adoption and impact

Performance against the Strategic Plan

	Objective	Measure/s	2024–25 target	2024–25 results
PILLAR 2: **People** Central to our success	The People pillar aims to ensure that in developing our world-class research capability, we are providing practical RD&E solutions and increasing the reach and impact of adoption.	CRDC will measure its success in this pillar by the level of satisfaction in CRDC by growers and research partners.	Surveys demonstrate growers and research partners are satisfied with CRDC's performance.	The overall satisfaction ranking provided to CRDC by key partners was 8.2 out of 10 in the last CRDC Partner Relationship Review, conducted in 2022–23. This survey will be repeated in 2025–26. In addition, in 2023, the CRDC Grower Survey found that 7.5 out of 10 growers are satisfied their RD&E levy is achieving the outcomes expected. This metric will be assessed again in 2025–26.
Design and innovation	Embed collaboration in RD&E prioritisation, design, development, and adoption.	+ Growers acknowledge the utility of solutions and technologies developed through CRDC investment. + Progression of innovations through Technology Readiness Levels (TRLs) tracked.	+ The process for CRDC Innovation Brokers to develop effective investment plans are in place. + Innovations are delivered through clear pathways to impact.	CRDC continues to develop and refine the process used to ensure impact from investments, including the development of an impact pathway planning framework. This process involves engagement between research teams, CRDC Innovation Brokers and CottonInfo to identify measures of success, realistic timeframes of change, potential barriers to progress through readiness levels, and a shared plan to support impact. In addition, a 10-year impact assessment of CRDC's investments commenced this year and will be completed in 2025–26, enabling CRDC to report impact over this period.
Leadership and capacity	Develop people and skills to support industry RD&E.	+ Research capacity is assessed and integrated into CRDC's new research programs. + Industry capacity to lead change and contribute to the future of cotton and Australia's rural industries.	+ Capacity audit and leadership program reviews are complete with recommendations for industry action.	CRDC's research programs create and support opportunities for research careers. In 2024–25, CRDC supported 17 undergraduate and postgraduate students and early-career researchers through various programs. Increasing support to ensure future cotton research capacity is a key recommendation from a research capacity review this year. Based on its recommendations, CRDC is now developing a research capacity framework to inform investment and strategic partnerships. In addition, CRDC is planning to evaluate the industry's leadership programs and future leadership needs. This review was initially planned for the first two years of Clever Cotton, but was delayed. It will take place in 2025–26.
Adoption and impact	Adopt knowledge and technology through dedicated development and delivery pathways.	+ Percentage of growers actively contributing to RD&E adaptation through regional trials and data collection. + Percentage of growers actively engaged with RD&E programs. + Percentage of growers recognise that CRDC and CottonInfo have contributed to improving their productivity and sustainability.	Five per cent of growers are involved in increasing utility and adaptation of research outcomes through trials and data collection.	The focus on increasing the rate, reach and effectiveness of research outcomes via CottonInfo has been enhanced this year with the structural change to CottonInfo. Embedding the CottonInfo REOs within CRDC strengthens their connection to research, which in turn strengthens CottonInfo's role as the conduit of research information to growers and consultants. Baseline measures for this theme were established in the 2024 CRDC Cotton Grower Survey, which found that 55 per cent of growers actively contribute to or are engaged with RD&E; 51 per cent actively contribute data to industry RD&E; 31 per cent had at least one cotton industry research trial on their farm during 2023–24; and 28 per cent of growers actively engaged with cotton RD&E programs during the season. In addition, 82 per cent of growers recognise that CRDC and CottonInfo have contributed to improving their productivity and sustainability. These measures will be repeated in the 2026 CRDC Cotton Grower Survey.

Case study

New era for CottonInfo

A new team of CottonInfo Regional Extension Officers (REOs) is now in the field.

Five new team members were announced in March: Rochelle Field (Macquarie), Bob Ford and Blake Palmer (Namoi), Greg Bramley (Gwydir) and Tami Buranda (Central QLD). They join CottonInfo's existing REOs Annabel Twine (Darling Downs), Andrew McKay (Border Rivers, St George, Dirranbandi) and Kieran O'Keeffe (Southern NSW), bolstering CottonInfo back to a full complement.

The CottonInfo program was launched in 2012 as a partnership of CRDC, Cotton Australia and Cotton Seed Distributors (CSD). CRDC and Cotton Australia form the CottonInfo Management Committee, which leads the program. CRDC manages the CottonInfo team, Cotton Australia supports the program through *my*BMP, and CSD is a key investor, providing funding for the REOs.

The eight CottonInfo REOs met with CottonInfo Program Manager Janelle Montgomery and the rest of the CRDC team in Narrabri in March for training and induction.

Janelle said she is excited to lead the full-strength REO team into a new era for the CottonInfo program.

"CottonInfo has been through a period of change, but importantly, the three partners and the two key goals of the program – to help grow profitability through extending research to meet grower's challenges, and to help grow sustainability and responsiveness to threats and risks – have not changed," she said.

"Our team of REOs are out in the regions now, connecting with growers, consultants and researchers, and providing the crucial link between them."

CRDC Executive Director Allan Williams said that growers would benefit from the new CottonInfo structure, in which the REOs move into CRDC alongside the CottonInfo Program Manager, the CRDC-supported Technical Leads and the CRDC Innovation Brokers.

"Growers are the ones set to benefit from our new appointments of REOs and the closer relationships between REOs, Technical Leads and CRDC Innovation Brokers," he said.

"Together, the new team will do what CottonInfo has long been recognised for: build strong relationships, bring trusted research to growers, and encourage adoption of best practice."

The REOs are one of three teams within CottonInfo: the program also has 10 Technical Leads and two *my*BMP team members. The Technical Leads are specialists across the wide range of CottonInfo topics, from climate to carbon, and soil to stewardship.

They are funded through CRDC projects, and work closely with CRDC Innovation Brokers and researchers to stay up to date with the latest research. They then help extend this information via the REOs, and work with the *my*BMP team to make sure best practices are informed by the latest science.

The full CottonInfo team of REOs, Technical Leads and *my*BMP staff came together in Sydney in June to map out CottonInfo's Annual Operational Plan for the 2025-26 season and to meet with the CottonInfo Management Committee.

For more: read the full article in the **Autumn 2024** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

Future leaders graduate to full house of support

Cotton's emerging leaders showed why the cotton industry is regarded as innovative and progressive at a packed graduation event on the eve of the Australian Cotton Conference in August at the Gold Coast.

The Australia Future Cotton Leaders Program (AFCLP) is run by Cotton Australia with support from CRDC. This year, a record 46 people applied for the opportunity, resulting in the selection panel extending the participant number from 15 to 16 due to the number and quality of applicants.

Run by leadership specialist Jo Eady of RuralScope, the course is designed to prepare people for leadership in any sector of the industry. The 2024 cohort featured a record number of cotton growers, along with consultants, merchants, and research and extension personnel.

Each participant develops and implements a project of personal interest as part of the course, providing an opportunity to develop and practise leadership skills through real-life scenarios.

As participants are situated over a large area, spanning the cotton-growing valleys, the course consists of interactive online discussions, one-on-one coaching and integration with industry activities, and some face-to-face meetings. This culminates with final activities and leadership events at the Gold Coast prior to graduation at the conference.

Some of the participants could already be considered leaders in their field, such as Dr Alison McCarthy. Alison, a former CRDC-supported PhD student, is a mechatronic research engineer in irrigation and cropping systems within the Centre for Agricultural Engineering at the University of Southern Queensland. She has developed novel sensor processing algorithms to automate irrigation in cotton and pasture, and machine vision systems.

Alison received the 2021 International Young Professionals Award and was a co-recipient of the 2018 Cotton Seed Distributors (CSD) Researcher of the Year Award. So what does this course offer such an accomplished scientist like Alison? She says this program has given her an opportunity for self-reflection and personal development to enhance her leadership.

"The program has enabled me to step back and take the time to focus on understanding my life and career goals, core values, strengths and opportunities for growth," Alison said.

"This culminated in me developing a five-year research plan and identifying strategies to achieve these goals to maximise impact of my research for the cotton industry."

Previous AFCLP participants have moved into senior positions within Australian cotton, with many former graduates on boards, including Cotton Australia, CRDC and CSD, as well as CGAs and other industry committees and projects.

Held every two years, the AFCLP is run and coordinated by Cotton Australia with funding from CRDC. The program, designed for emerging leaders, has produced 116 graduates since the concept was devised back in 2006. Leadership is one of the key priorities in both the Cotton Australia and CRDC five-year Strategic Plans, showing the importance of building human capacity to the industry.

Cotton Australia and CRDC jointly support the AFCLP, and other leadership programs, including the Australian Rural Leadership Foundation's TRAIL and Australian Rural Leadership Programs, and Nuffield Australia Farming Scholarships. One of the 2024 ARLP graduates, crop consultant Kate Lumber, has recently been announced as cotton's latest Nuffield scholar.

For more: read the full article in the **Spring 2024** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

Young achiever was hooked from the start

An enthusiasm for science and people is at the core of who Sharna Holman is and what she does, naturally bringing people together and volunteering beyond her core roles in the cotton industry.

Sharna was named the CRDC Chris Lehmann Young Cotton Achiever of the Year at the Australian Cotton Industry Awards in August. The award is in honour of the late cotton consultant Chris Lehmann and provides recognition of the rising stars in our industry, such as this year's finalists: Sharna, CRDC Innovation Broker Elsie Pearce, and Moree-based agronomist Alexandra Trinder.

Sharna is a development extension officer with QLD DPI, as well as the CottonInfo Biosecurity Technical Lead. While initially based in Emerald, Central Queensland (CQ), this intrepid researcher now works between Toowoomba and Kununurra in WA. This allows Sharna to focus on her CRDC-supported PhD research into the cluster caterpillar *(Spodoptera litura)*, a challenging pest in northern Australia.

Sharna, a graduate of the Australian Future Cotton Leaders Program, has become a positive and inspirational ambassador for the industry, advocating the rewards and fulfilment that can come from a professional career in agriculture. Sharna's dedication to her work and the cotton industry has seen her live in Kununurra to conduct research during the last three cotton seasons. Despite the challenges of the climate and at times isolation, it has enabled her to fast track her research.

Sharna's PhD supervisor, QLD DPI's Dr Paul Grundy, says the work she is undertaking on cluster caterpillar aims to underpin the long-term sustainable management of this key pest, particularly now as northern cotton production transitions from trials to a commercial industry.

"Recognising the historical significance of this pest, particularly its role in the collapse of the Ord cotton industry in 1974, Sharna's research promises to underpin sustainable stewardship of Bt cotton for years to come," Paul said.

"Further to her research contribution, Sharna has also played a lead role in extension. She's already made a significant impact in raising biosecurity awareness and action across the industry. Over the last seven years, with Sharna in the CottonInfo Biosecurity Technical Lead role, the industry has transitioned from being largely unprepared to having biosecurity front of mind."

A native of Sydney, Sharna became aware of the cotton industry in 2014 when she attended the Cotton Conference with support from a Cotton Australia undergraduate scholarship.

"By day three of my first cotton conference, I knew I wanted to be a part of the industry," Sharna said. "There was a real passion and desire from growers, consultants, and the wider industry for research and information to help improve practices, which I found really appealing and wanted to be part of."

That summer Sharna made her way to Narrabri and the Australian Cotton Research Institute. Sharna says the industry was dynamic and welcoming, and she further set her sights on a career in cotton, applying for and being awarded a CRDC-supported Honours scholarship.

"Doing a Bachelor of Science in Agriculture meant there were a lot of different potential agricultural career options: research, extension, policy, communications, agronomy, and business. Towards the end of my degree, I knew I was wanting a role in agricultural extension and in the cotton industry; serendipity would have it that a cotton development extension officer role opened in Emerald. The rest is history."

For more: read the full article in the **Spring 2024** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

PILLAR THREE

Planet:
Our shared future

CRDC's investments within the Planet pillar recognise the importance of environmental sustainability in ensuring a successful future for the cotton industry. The themes of the Planet pillar – Natural capital, Carbon, and Circular economy – ensure that the cotton industry contributes positively to the environment, meeting community, government and market expectations.

In 2024–25, CRDC invested in 45 projects within this pillar, accounting for 26 per cent of our total RD&E expenditure.

- **Natural capital**
- **Carbon**
- **Circular economy**

Performance against the Strategic Plan

	Objective	Measure/s	2024–25 target	2024–25 results
PILLAR 3: **Planet** Our shared future	The Planet pillar aims to ensure that the cotton industry contributes positively to the environment, meeting community, government and market expectations.	CRDC will measure its success in this pillar by the level of trust the industry has from the community, the market and government about how it manages and reports on its environmental and social impacts.	Surveys demonstrate trust from community, the market and government about cotton's management and reporting of environmental and social impacts.	A baseline of trust in the cotton industry was established in 2022 via the Community Trust in Rural Industries project. It found that 77 per cent of community members trust the cotton industry to act responsibly. The survey also found that 44 per cent of respondents believe the Australian cotton industry listens to and respects community opinions. In addition, 44 per cent believe the cotton industry is prepared to change practices in response to community concerns. This survey is scheduled to be repeated in 2025–26. The CRDC Partner Relationship Review is also being completed in 2025–26.
Natural capital	Implement resilient natural capital practices that support productivity, help maintain biodiverse ecosystems, strengthen capacity for adaptation to climate change, and progressively improve regional water, land and soil quality.	+ Condition and value of natural capital on cotton farms as measured by sustainability framework metrics. + Higher community and stakeholder trust in the cotton industry as a responsible steward of natural capital.	Biodiversity and soils are benchmarked and the cotton industry has consistent supporting metrics and methodologies for reporting.	Biodiversity assets have been benchmarked in cotton-growing regions of the NT and WA, and the condition and value of natural capital on cotton farms (as measured by sustainability framework metrics) have been reported during this year. In addition, five collaborations that support natural capital sustainability strategies have been established, and research collaborations on evaporation water losses in water delivery systems have begun.
Carbon	Establish a sustainable low-carbon cotton production system for a changing future.	+ Development of a clear pathway to carbon neutrality available to support industry targets. + Improvement in nitrogen (N)-use efficiency, with N inputs matching plant demand across the rotation cycle. + Development of regionally specific guidelines for on-farm carbon sequestration in soils or native vegetation.	+ Cotton industry initiatives are established for low carbon production. + Two demonstration sites of a low-carbon production system are established and an extension plan developed to support the industry initiatives.	Three partnerships have been established focusing on low-carbon broadacre agricultural production. The theoretical maximum reduction potentials for GHG in the industry have been established, and reduction implementation pathways have been developed. In addition, CRDC has developed an industry research strategy for low-carbon cotton production systems, and two demonstration sites of low-carbon production systems have been established by research partners.
Circular economy	Develop the circular economy for Australian cotton.	The 'added value' developed through interventions to create a circular economy for cotton.	Two new technologies or products developed from the textile waste stream.	CRDC is supporting work to scale up chemical processes that separate cotton from blended textile waste while removing synthetic fibres, dyes and coatings. CRDC is investing in research to identify opportunities to add value to the cotton and plastic waste streams, for example, controlled-release fertiliser (CRF), using upcycled cotton textile waste.

Case study

Growers on board with modern pump screens: a win-win situation

Cotton growers are finding many benefits in installing fish screens on their river pumps.

Modern fish-protection screens keep fish and debris in the river and out of irrigation systems. Along with obvious benefits for wildlife, irrigators report cleaner water, less clogging of infrastructure, less maintenance of pumps and pipes, and significant savings on labour and electricity bills.

Cotton growers, including the member-owned Trangie-Nevertire Irrigation Scheme (TNIS), installed screens under the Macquarie River Screening Program. TNIS is now 100 per cent screened. Their screening project is now Australia's largest showcase of modern pump screening designed for fish protection, estimated to protect over 250,000 native fish a year.

TNIS Water Operations Manager Shane Smith says it provides flow-on benefits for native fish, fishing, farms and the community. He says that members have been delighted with the outcomes of the trials after using modern fish screens for two irrigation seasons.

"It's a win-win. We're saving fish and also doing our members a favour by reducing their operating costs. We're keeping fish in the river, which benefits the environment, fishers, and the local community.

"Recreational fishing has a very high participation rate, and it can be a drawcard for the local area. The better the fishing, the more visitors, so it also helps cafes, shops, motels and caravan parks. Everybody gets a benefit from it, and that's a great outcome," Shane said.

Data is being collected by fish ecologist Dr Craig Boys from NSW DPIRD as part of a research project supported by one of CRDC's sister research and development corporations (RDCs), the Fisheries Research and Development Corporation (FRDC). The project is refining fish-screening technology for pumps and gravity-fed irrigation channels.

Craig's research is being undertaken concurrently with a CRDC-supported project led by Fiona Scott from NSW DPIRD to understand the on-farm economic value of modern screen installations.

These projects build on previous CRDC-supported research, led by Dr Michael Hutchinson from QLD DPI in the Fitzroy Basin. That research aimed to inform the prioritisation of screen installations in the Fitzroy and QLD portion of the northern Murray-Darling basins. The key recommendations from that project were to prioritise mitigation for gravity-fed systems with self-cleaning fish screens, integrate screening solutions during new irrigation developments to lower costs, and to consider retrofitting existing systems when pumps require replacement.

The QLD DPI research also identified a need for further studies on the benefits and cost-effectiveness of screening gravity-fed diversions. As a result, Fiona Scott is working with a number of cotton growers in the Macquarie, Namoi and Barwon-Darling valleys to collect data on the economics of installing modern fish screens.

"It's fantastic to see cotton growers being involved in these initiatives," said CRDC Innovation Broker and CottonInfo Technical Lead for Natural Resource Management, Stacey Vogel.

"When our project is finished, we will be in a position to provide sound cost-benefit economics for other growers interested in installing screens."

For more: read the full article in the **Winter 2025** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

CRDC announces new low-emission farming project

On-farm demonstration sites will give growers the opportunity to use and see low-emission technology first-hand.

Without specifically focusing on reducing GHG emissions, by increasing their input efficiencies, some growers over many years would have been reducing their emissions intensity levels. Installing irrigation systems with fewer pumping requirements, using enhanced efficiency fertilisers and variable rates, utilising robots, and improving crop residue/stubble management are helping growers reduce their emissions and improve their triple bottom line. Enhancing native vegetation and soil health may also increase the ability of a cotton farming system to sequester carbon.

Cotton industry researchers have shown that Australian conditions and farming practices do not lend themselves to easily achieving net zero (i.e. where sequestered carbon offsets the climate change impact of GHGs emitted) due to emissions sources that cannot be avoided. These include natural processes, such as decomposing crop residues and microbial activity in the soil, and the lack of low-emissions inputs, such as green nitrogen fertiliser.

As a result, CRDC's science-based ambition is to help growers to reduce emissions as much as technically possible by reducing reliance on fossil fuels on-farm, reducing on-farm emissions from N, and improving soil health. CRDC Innovation Broker Dr Nicola Cottee says through these three major pathways, cotton growers have the opportunity and potential to create low emission-intensity farming systems.

"Growers are keen to know more about what these pathways entail, and most importantly, how to capture value from reducing emissions," Nicola said.

To meet this challenge, CRDC has invested in an extensive project created by CRDC's sister organisation, the Grains Research and Development Corporation (GRDC), which is taking an innovative approach: working directly with growers so they can be supported to plan and implement emissions reduction strategies, and calculate and report the emissions intensity of their crops. It's an important blend of research, development and extension (RD&E).

"The Cotton Low Emission-Intensity Farming Systems project (CottonLEIFS) is about facilitating the transition on-farm in line with what makes sense for the grower's business," Nicola said. "I've had feedback from growers around understanding the value proposition for thinking about carbon or investing in emission reductions. They want to know what their options are, what they need to do, why and when. Cotton growers will be integral to the project, and we are looking forward to working with scientists at the research sites and growers to create demonstration sites.

"The opportunities for growers who would like to be involved include trialling emission reductions technologies on-farm in a low-risk environment, which could be particularly important for nitrogen fertilisers, where risk is such a big driver for decisions.

CottonLEIFS is working with the NSW DPIRD Farms of the Future project to demonstrate technologies that can monitor crops and inform decisions that will lower GHGs from cotton production systems and the On-Farm Carbon Advice project that is educating farmers on GHG emissions in agricultural systems.

"Participating farmers will walk away from CottonLEIFS with a carbon plan, will have tested options for reducing emissions in a way that aligns with their farming system and business objectives, and will understand options for capturing value from their on-farm emissions reductions. In return, we ask that they open their gates to share their carbon experience with other growers and consultants."

For more: read the full article in the **Autumn 2025** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

Case study

New Namoi family joins Biodiversity Project

To celebrate Biodiversity Month, Country Road and Landcare Australia have announced a fifth project site in The Biodiversity Project in the Namoi Valley on the Schwager family farm, 'Wentworth', where 4000 native seedlings on 43 hectares have been planted along 2.8 km of riparian and floodplain habitat on the Namoi River.

The Biodiversity Project is a collaboration between Landcare Australia and Country Road, supported by the Australian cotton industry via Cotton Australia, CRDC and CottonInfo. The project was established to work with cotton farmers to restore and enhance biodiversity.

Landcare Australia CEO Dr Shane Norrish said the partnership has delivered 18,300 seedlings planted along 14.4 km of riverbank, rehabilitating a total of 102.6 hectares of native vegetation.

"Together with Country Road and with the support of the cotton industry, our work on The Biodiversity Project is achieving our shared vision to improve biodiversity and habitat connectivity, support threatened, vulnerable and iconic fauna species while also providing farming co-benefits," he said.

Kevin and Mary-Ellen Schwager's 550-hectare dryland farming property along the Namoi River will be the fifth site restored through the program and will involve planting shrubs, understorey, and canopy species to protect natural habitats and threatened species. Kevin says being a part of The Biodiversity Project enables his family to play a part in making a meaningful, responsible impact on the environment and community.

"Through The Biodiversity Project, we wish to demonstrate that we are responsible custodians of our land. We want to show that farming and the environment and young families can and do coexist," Kevin said.

The site was identified as an area of interest for biodiversity enhancement for a range of threatened species in research findings from the report, *Management of Biodiversity in the Cotton Landscape: Iconic and Threatened Species*, developed by CRDC with support from the Australian Government's National Landcare Smart Farming Partnerships Initiative.

In the Namoi project area, the research identified iconic species that are threatened, including the koala, brush-tailed rock wallaby, eastern grass owl, superb parrot, painted snipe and black-striped wallaby, along with plant species including Belson's panic, Ooline, and Coolabah Bertya (*Bertya opponens*).

In total, the report found that Australia's cotton farmlands are home to 138 threatened plant and animal species. It identifies and maps areas for further biodiversity enhancements required throughout cotton-growing regions in line with the Australian cotton industry's sustainability framework PLANET. PEOPLE. PADDOCK.

CRDC Innovation Broker and CottonInfo Natural Resources Technical Lead Stacey Vogel confirmed the benefits that The Biodiversity Project brings to growers and the environment.

"These projects are restoring regionally important threatened species habitats and improving native vegetation connectivity within the Namoi catchment," Stacey said.

"We know from our research that well-managed areas of native vegetation on-farm bring benefits not only for iconic and threatened species but also to the farm by providing natural pest control, improving soil health, and storing and sequestering carbon."

For more: read the full article in the **Spring 2024** edition of CRDC's *Spotlight* magazine at www.crdc.com.au/spotlight.

PEOPLE AND GOVERNANCE

SECTION 4

CRDC Board

CRDC's Board is responsible for the stewardship of CRDC and oversees corporate governance. The Board's functions include setting strategic direction and monitoring the ongoing performance of the business. The Board's decisions are implemented by CRDC's Executive Leadership Team, which comprises the Executive Director and the General Managers of CRDC's three business groups: Innovation; Business and Finance; and Communications and Extension.

Board selection

Members of the CRDC Board are selected and appointed in accordance with the PIRD Act. The Chair is appointed by the Minister for Agriculture, Fisheries and Forestry, and the Executive Director is appointed by the Board. All other Board members are nominated by a Ministerially appointed Selection Committee in consultation with Cotton Australia. Appointment of Directors is subject to Ministerial approval, and Directors (other than the Executive Director) are appointed for three-year terms.

Board Charter of Corporate Governance

The Board is committed to high standards of corporate governance to ensure CRDC meets its obligations to government and industry stakeholders, and appropriately manages resources to achieve its outcome and Strategic Plan goals. The Board has established a governance framework and systems that enhance performance and ensures that CRDC is operating according to accountability provisions of the PIRD Act and the PGPA Act. This is consolidated within the Board's Charter of Corporate Governance, which is available via the CRDC website: www.crdc.com.au/content/crdc-charter-corporate-governance.

Directors

At 30 June 2025, the Board comprised eight Directors, of whom seven are Non-Executive Directors (including the Chair) and one is CRDC's Executive Director.

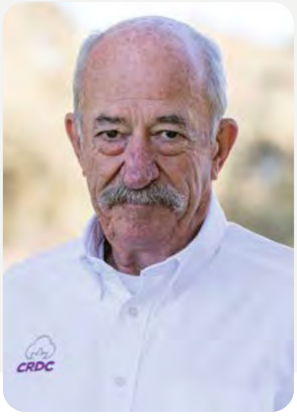
CRDC Board

Mr Richard Haire – Chair

BEc, FAICD, FAIM

Mr Haire has held many leadership positions within the cotton industry, most recently as Managing Director and regional head of Olam International, a global leader in the supply chain management of agricultural products and food ingredients. He was formerly the Chief Executive of Queensland Cotton Corporation Pty Ltd and a member of the Rabo Australia Food and Agribusiness Advisory Board. He is currently a Director of BEC Feed Solutions Pty Ltd and McLean's Farms, and Non-Executive Director of Sunny Queen Eggs. Mr Haire is a Fellow of the Australian Institute of Company Directors and the Australian Institute of Management. He formerly served as a Director on the CRDC board from 2011 to 2014.

Appointed: 29/08/2016 until 29/08/2019.
Reappointed: 30/08/2019 until 29/08/2022.
Reappointed: 30/08/2022 until 28/08/2025.
Reappointed: 29/08/2025 until 28/02/2027.



Mr Bernie George – Deputy Chair

BAgEc, MBA, DipNatRs, GAICD, FARLF

Mr George is the Water Services and Compliance Manager at Australian Food & Fibre. He has extensive experience in large-scale irrigated agriculture, land and water asset development, and natural resource management. In 2022, Mr George was recognised for delivering excellence in service to the Australian cotton industry through various high-profile roles for over 30 years, including Cotton Australia Board Chairman, and as a member of the National Irrigators Council and NSW Irrigators Council.

Mr George is currently a director on the National Irrigators Council, a delegate to the NSW Irrigators Council, a member of the Australian Fish Screening Advisory Panel, a member of the Irrigation Association of Australia, and a committee member of the Gwydir Valley Irrigators Association. He holds a Master of Business Administration, Diploma of Natural Resources, and a Bachelor of Agricultural Economics. He is a graduate of the Australian Rural Leadership Program.

Appointed: 01/10/2023 until 30/09/2026.

Ms Julie Bird – Non-Executive Director

BTeach, MBA (Exec), GAICD

Ms Bird is an experienced non-executive director in the agribusiness sector, with a broad background in the Australian horticulture industry. She is the current Chair of Horticulture Innovation Australia Limited, owner of retail floristry business Say It With Flowers, Independent Chair of Australian Seafood Industries Pty Ltd, and Independent Director of Grain Producers SA. Ms Bird's prior roles include Non-Executive Director and Deputy Chair of Plant Health Australia, CEO of the Almond Board of Australia, and Non-Executive Director of United Almonds Limited and the Australian Nut Industry Council. She also served as Independent Chair of the Australian Apple and Pear Industry Advisory Committee and the South Australian Apiary Industry Advisory Group.

Ms Bird previously held a management role with Quality Fruit Marketing and provided agribusiness consultancy services in strategic planning and risk management. Ms Bird holds a Bachelor of Teaching degree and a Master of Business Administration (Executive), and is a Graduate of the Australian Institute of Company Directors.

Appointed: 01/10/2023 until 30/09/2026.

The Hon. Niall Blair – Non-Executive Director

BAppSc (Hort), MOHS, GAICD

The Hon. Niall Blair is an environment, social and governance (ESG) specialist with more than 25 years' experience across government and the private sector, specialising in risk management, food and fibre production systems, circular economy solutions and sustainability. Mr Blair is an accomplished chairperson and non-executive director, with demonstrated financial accountability and corporate governance experience and a strong background in workplace safety, quality, and environmental management systems development and auditing.

Mr Blair currently serves on the boards of NSW Biodiversity Conservation Trust, Elf Farm Supplies, the Marine BioProducts CRC, Murrumbidgee Irrigation, Alkirra Therapeutics, Amo Probos, and the Australian Rural Leadership Foundation. Prior to this, Mr Blair represented Charles Sturt University as a Professor of Food Sustainability. Mr Blair also served as a senior member of the NSW Parliament for nine years. During his tenure, he was appointed NSW Minister for Primary Industries, Water, Forestry, Lands, Trade and Industry, and Deputy Leader of the Government in the Legislative Council.

Mr Blair holds a Master of Occupational Health and Safety, and a Bachelor of Horticultural Science, is an Adjunct Professor at Charles Sturt University, and is a graduate of the Australian Institute of Company of Directors.

Appointed: 01/10/2023 until 30/09/2026.

CRDC Board

Mr Ross Burnett – Non-Executive Director

BAgSc, GAICD

Mr Burnett has considerable experience in crop production, having successfully operated and grown his cropping business in Emerald QLD for over 16 years. Mr Burnett primarily farms cotton on his *my*BMP-certified property and has developed extensive hands-on knowledge of cotton production by being heavily involved in all areas of the process. Beyond the farmgate, he has been an active advocate for the cotton industry, representing the industry at local, state and national levels. He has a passion for sustainability and research, implementing both in his farming business and being a grower representative for the industry in these areas.

Mr Burnett's understanding of corporate governance, business management, and stakeholder engagement has been developed through operating his own business and past/current board and executive roles, including as the Vice President of the Queensland Farmers' Federation; former President of the Central Highlands Cotton Growers and Irrigators Association; a grower representative for Cotton Australia; Director of the Local Management Arrangements Board for Emerald; and chair of a CRDC research advisory panel. Mr Burnett holds a Bachelor of Agricultural Science and is a Graduate of the Australian Institute of Company Directors.

Appointed: 01/10/2020 until 30/09/2023.
Reappointed: 01/10/2023 until 30/09/2026.

Ms Sally Morgan – Non-Executive Director

BSysAg

Ms Morgan is the owner and manager of a cotton and mixed farming business at Trangie, NSW. She is a former Research Direction and Stewardship Policy Manager for Cotton Australia, and a former Stewardship Technical Lead for the Australian cotton extension program, CottonInfo. Ms Morgan holds a Bachelor of Systems Agriculture from the University of Western Sydney.

Appointed: 01/10/2023 until 30/09/2026.

Ms Michelle Tierney – Non-Executive Director

BA (JournComm), PgDip (BusAdmin), MBA, GAICD

Ms Tierney is accomplished non-executive director and chair with over a decade of listed and unlisted board experience across ASX and NZX markets and over 30 years' experience in the commercial property sector. She brings extensive experience from her previous role as Chief Operating Officer and senior executive across corporate real estate and financial services sectors. She has a proven track record in governance oversight, strategic leadership, and value creation with deep expertise in property investment, funds management, and ESG initiatives. Ms Tierney is a committed advocate for Indigenous leadership and First Nations governance excellence.

Ms Tierney is currently a non-executive director of Stride Property Group (NZX:SPG), Growthpoint Properties Australia (ASX:GOZ), and PEET Ltd (ASX:PPC), and is the HESTA non-executive nominee director of Assemble. She is also a non-executive director of Uniting NSW & ACT, the Chair of CareerTrackers Indigenous Internships, and Deputy Chair of Message Stick Foundation Limited. She actively contributes to social impact initiatives as a member of the NSW Domestic and Family and Sexual Violence Corporate Leadership Group, the Property Council of Australia's Indigenous Advisory Group, the Australian Institute of Company Directors, Chief Executive Women and Women on Boards.

Ms Tierney holds a Master of Business Administration, a Postgraduate Diploma of Business Administration, and a Bachelor of Arts (Journalism & Communication) and is also a Graduate and Member of the Australian Institute of Company Directors.

Appointed: 01/10/2023 until 30/09/2026.

Mr Allan Williams – Executive Director

BSc, LLB (Hons), FARLF

Mr Williams has been involved in the cotton industry for most of his life, having grown up on a cotton farm near Wee Waa NSW and worked in various industry roles since 1994. Two intersecting themes have dominated Mr Williams's work in cotton: research and sustainability. His former roles include Senior Agronomic Advisor for the global Better Cotton Initiative, Executive Officer for the Australian Cotton Growers Research Association (ACGRA), and Executive Officer for the then Cotton Consultants Australia (now Crop Consultants Australia). During his time with ACGRA, Mr Williams developed the BMP Program – the predecessor to *my*BMP.

Mr Williams joined CRDC in 2012 as an R&D Manager. He became CRDC's General Manager, Innovation in 2019, and Acting Executive Director in 2023, before being appointed as Executive Director in 2024. Mr Williams is also co-Chair of the Sustainability Working Group, which leads the cotton industry's PLANET. PEOPLE. PADDOCK Sustainability Framework, and since 2006 has also held the position of Chair of the International Cotton Advisory Committee (ICAC) Expert Panel on the Social, Economic and Environmental Performance of Cotton.

Mr Williams holds Bachelor of Science and Bachelor of Law (Hons) degrees from the University of Sydney, is a graduate of the Australian Rural Leadership Program, and has been a finalist in both the Australian Cotton Industry's Researcher of the Year and Service to Industry Awards.

Appointed: 25/08/2023 by virtue of his appointment as CRDC's Acting Executive Director, and 13/03/2024 by virtue of his appointment as Executive Director.

Attendances at Board meetings

Six Board meetings were held in 2024–25. Directors' attendances at these meetings are outlined in the table below.

	Meeting 6 **Aug 2024** *Melbourne*	**Meeting 7** **Nov 2024** *Sydney*	**Meeting 1** **Jan 2025** *Virtual*	**Meeting 2** **Feb 2025** *Sydney*	**Meeting 3** **Apr 2025** *Brisbane*	**Meeting 4** **Jun 2025** *Sydney*	**TOTAL**
Richard Haire	✓	✓	✓	✓	✓	✓	6 of 6
Bernie George	✓	✓	✓	✓	-	✓	5 of 6
Julie Bird	✓	✓	✓	✓	✓	✓	6 of 6
Niall Blair	✓	✓	✓	✓	✓	-	5 of 6
Ross Burnett	✓	✓	✓	✓	✓	✓	6 of 6
Sally Morgan	✓	✓	✓	✓	✓	✓	6 of 6
Michelle Tierney	✓	✓	✓	✓	✓	✓	6 of 6
Allan Williams	✓	✓	✓	✓	✓	✓	6 of 6

Board committees

The Board operates three committees: Audit and Risk; Investment; and People. The committees are formed by Directors, with the addition of a skills-based appointee on the Audit and Risk Committee.

Audit and Risk Committee

The Board has established the Audit and Risk Committee in compliance with section 45 of the PGPA Act 2013 and section 17 of the PGPA Rules.

The Audit and Risk Committee provides independent assurance to the Board by reviewing the appropriateness and effectiveness of CRDC's financial reporting, performance reporting, systems of risk oversight and management, system of internal control and compliance framework, including internal and external audits. The committee's functions are contained within the CRDC Board Charter of Corporate Governance, referenced earlier in this section.

Non-Executive Directors who are members of the Audit Committee are not remunerated for any duties performed as part of the committee. The Board has appointed Samuel Skelton as a skills-based member to the committee. In 2024–25, Mr Skelton was remunerated $6,494 ex. GST.

Mr Samuel Skelton – Audit Committee Member (non-Board member)

BBus, BComm, GAICD, Grad Dip Fraud & Financial Investigation, ASSI Cert III Investigative Services, Cert IV Govt Investigations

Consultant for assurance, integrity, investigation, risk management, internal audit, compliance frameworks, and audit committee advisory, training and support services. Experience includes Director of Fraud Investigation & Dispute Services with EY, and Assistant Secretary, Governance Audit & Reporting Branch for the Department of the Prime Minister and Cabinet.

Appointed: 01/12/2018 (reviewed annually).

Attendances at Audit and Risk Committee meetings are outlined in the table below.

Member	**Aug 2024** *Gold Coast*	**Nov 2024** *Virtual*	**Feb 2025** *Virtual*	**Apr 2025** *Virtual*	TOTAL
Niall Blair (Committee Chair)	✓	✓	✓	✓	4 of 4
Julie Bird	✓	✓	✓	✓	4 of 4
Bernie George	✓	✓	✓	✓	4 of 4
Michelle Tierney	✓	✓	✓	✓	4 of 4
Samuel Skelton	✓	✓	✓	✓	4 of 4

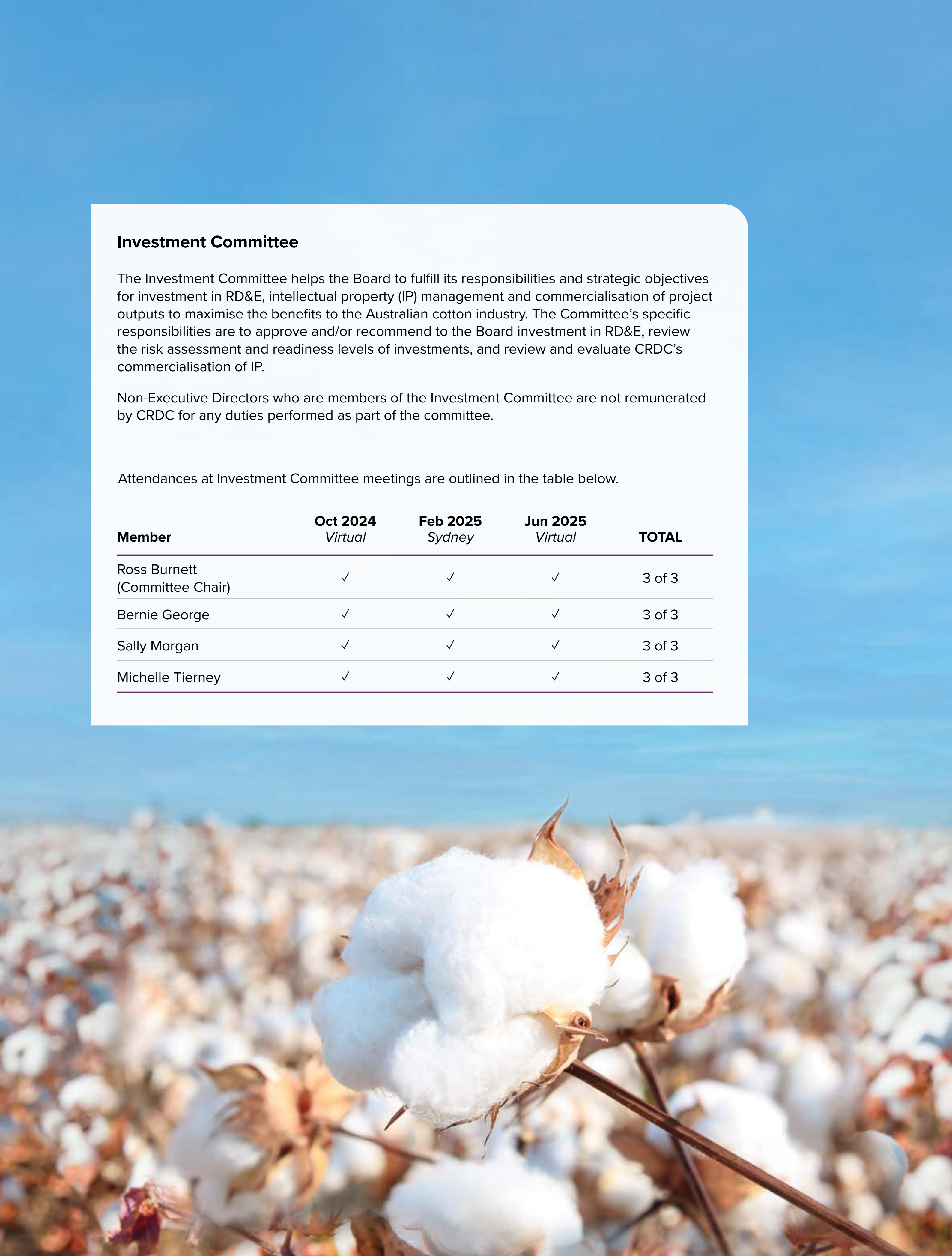
Investment Committee

The Investment Committee helps the Board to fulfill its responsibilities and strategic objectives for investment in RD&E, intellectual property (IP) management and commercialisation of project outputs to maximise the benefits to the Australian cotton industry. The Committee's specific responsibilities are to approve and/or recommend to the Board investment in RD&E, review the risk assessment and readiness levels of investments, and review and evaluate CRDC's commercialisation of IP.

Non-Executive Directors who are members of the Investment Committee are not remunerated by CRDC for any duties performed as part of the committee.

Attendances at Investment Committee meetings are outlined in the table below.

Member	**Oct 2024** *Virtual*	**Feb 2025** *Sydney*	**Jun 2025** *Virtual*	**TOTAL**
Ross Burnett (Committee Chair)	✓	✓	✓	3 of 3
Bernie George	✓	✓	✓	3 of 3
Sally Morgan	✓	✓	✓	3 of 3
Michelle Tierney	✓	✓	✓	3 of 3



People Committee

The People Committee helps the Board to fulfill its corporate governance responsibilities for human resource management, including remuneration of senior management, staff development, staff wellbeing and succession planning.

Non-Executive Directors who are members of the People Committee are not remunerated by CRDC for any duties performed as part of the committee.

Attendances at People Committee meetings are outlined in the table below.

Member	Aug 2024 *Virtual*	Nov 2024 *Virtual*	Feb 2025 *Virtual*	May 2025 *Virtual*	TOTAL
Julie Bird (Committee Chair)	✓	✓	✓	✓	4 of 4
Niall Blair	✓	✓	✓	✓	4 of 4
Ross Burnett	✓	✓	✓	✓	4 of 4
Sally Morgan	✓	✓	✓	✓	4 of 4
Richard Haire	✓	✓	✓	✓	4 of 4

Board remuneration

The Chairperson and Non-Executive Directors are remunerated under the PIRD Act in accordance with such remuneration as is determined by the Remuneration Tribunal established under the *Remuneration Tribunal Act 1973.* Under the PIRD Act, the Executive Director's remuneration is determined by the Board through the recommendation of the People Committee.

The total remuneration for the Chair, Non-Executive Directors and Executive Director in 2024–25, including superannuation, was $664,204. Further information is available in **Appendix 2: Key management personnel.**

CRDC Team

CRDC's small but dedicated team of skilled and experienced staff actively manage RD&E investment portfolios to achieve CRDC's and the cotton industry's strategic goals. Our internal capacity is an essential element of the overall effectiveness of RD&E investment for the cotton industry.

CRDC organisational structure as at 30 June 2025:

CRDC

CRDC Board of Directors

CRDC Chair Mr Richard Haire

CRDC Executive Director
Allan Williams

Innovation

General Manager Innovation
Dr Meredith Conaty#

Innovation Brokers
Susan Maas
Elsie Pearce
Dr Nicola Cottee#
Nick Tomkins
Stacey Vogel*
Rachel Holloway*

Innovation Administrators
Megan Baker
Lynda George
Callie Steel

Advisors
Evan Wilcox, Commercialisation*
Chris Cosgrove, Sustainability*
Warwick Waters, Innovation*

Business and Finance

General Manager Business and Finance
Graeme Tolson

Senior Accountant
Paula Ryan

Accounts Officer
Jeevitha Arjunan#

IT Manager
Tim Watkins**

Executive Assistant
Delece Hartnett#

Communications & Extension

General Manager Communications & Extension
Ruth Redfern

CottonInfo Program Lead
Dr Janelle Montgomery

CottonInfo Communications Lead
Megan Woodward

Monitoring & Evaluation Manager
Dr Burton Wu

CottonInfo Regional Extension Officers**
Andrew McKay
Annabel Twine
Bob Ford
Blake Palmer
Greg Bramley
Kieran O'Keeffe
Rochelle Field
Tami Buranda

**Contractors (individuals)   **Contractors (via agencies)   #Part-time*

Employment

Staff members are employed under section 87 of the PIRD Act, which provides that the terms and conditions of employment are to be determined by CRDC. The terms and conditions of employment incorporate the Fair Work National Employment Standards and the Australian Government Industry Award 2016. CRDC complies with the Australian Government Bargaining Framework when exercising its power to engage employees in relation to sections 12 and 87 of the PIRD Act.

Including the Executive Director, there were 13 full-time employees and four part-time employees as at 30 June 2025.

Staff training and development

In 2024–25, CRDC spent $100,363 on training and $158,569 on recruitment. Training included the Australian Institute of Company Directors short courses, first aid training, employee and executive coaching, and cyber security, policy and procedural training.

Work Health and Safety

CRDC has a strong culture of achieving best practice and continuous improvement in Work Health and Safety (WHS), as required by the *Work Health and Safety Act 2011.* This is achieved by providing the necessary resources (both human and financial) to ensure that WHS functions effectively.

In accordance with Schedule 2 Part 4 of the WHS Act, CRDC details notifiable incidents reported each year. In view of its WHS record, CRDC remains vigilant in maintaining its safety performance by conducting audits and reviews of policies and procedures.

Reporting requirements	Action undertaken 2024–25
Initiatives undertaken during the year to ensure the health, safety and welfare of the CRDC team	• Quarterly WHS meetings and workplace and vehicle inspections with team members to proactively identify and discuss WHS risks and resolutions • Counselling and employee support through employee assistance program • Influenza vaccination offered to all team members • Flexible work arrangements, including working from home • Wellbeing allowance for health memberships and equipment
Statistics of any notifiable incidents	• Nil notifiable incidents
Details of any investigations conducted during the year, including details of all notices under Part 10 of the WHS Act	• No investigations conducted nor notices given or received

Governance and accountability

Legislation

CRDC was established in 1990 under the PIRD Act. As a corporate Commonwealth entity, CRDC is subject to the requirements of the PGPA Act and other Commonwealth legislation.

Accountability to the Australian Government

CRDC is part of the Australian Government's Agriculture, Fisheries and Forestry portfolio. The Hon. Julie Collins MP was sworn in as Minister for Agriculture, Fisheries and Forestry on 13 May 2025.

Ministerial directions

CRDC fully complies with relevant directions made by Ministers under the PIRD Act, the PGPA Act or other Commonwealth legislation. Under the PIRD Act, the Minister for Agriculture, Fisheries and Forestry may give written directions to CRDC as to the performance of its functions and the exercise of its powers. No such directions were given in 2024–25. Under the PGPA Act, the Minister for Finance may give written directions to CRDC regarding compliance with the general policies of the government. No directions were given in 2024–25.

Funding Agreement

The partnership between Australian cotton growers and the Australian Government to co-invest in RD&E through CRDC is formalised in a Funding Agreement, which covers the 2025–2034 period. This agreement between the Government and CRDC sets out expectations about CRDC's performance, transparency and accountability to levy payers, the Government and the public.

Corporate reporting

In accordance with the PIRD Act and the PGPA Act, CRDC prepares a five-year Strategic RD&E Plan, an Annual Operational Plan and an Annual Report for each financial year. CRDC's Strategic RD&E Plan for 2023–28, Clever Cotton, was approved by the Minister on 20 June 2023, and came into effect on 1 July 2023. The Annual Operational Plan for 2024–25 was submitted to the Minister on 19 June 2024 and came into effect on 1 July 2024. The Annual Report for 2023–24 was submitted to the Minister on 30 September 2024, and tabled in Parliament on 29 October 2024.

Policies, procedures and charters

CRDC has policies, procedures and charters to assist with the effective governance of the organisation. These documents are made available to all staff, and are provided to Directors and new staff during inductions. Policy training is conducted on a rolling schedule at CRDC team meetings.

Risk management and fraud control

CRDC continually reviews and refines its risk management framework to reflect changes in the business environment and CRDC's structure. The Audit and Risk Committee and Board review the CRDC Risk Management Policy and Risk Management Plans, which provide systematic methodology for identifying, assessing, treating and monitoring risks, including measures to prevent, detect and address fraud risks.

Active fraud control is the responsibility of all CRDC team members, with training provided in line with the Australian Government's Fraud Control Guidelines. The Audit and Risk Committee, Executive Director and General Manager Business and Finance (CRDC's nominated fraud control officer) carry out the functions of a fraud investigation unit collectively, as described in the Commonwealth Fraud Investigation Model. The support of the Australian Federal Police would be sought if CRDC felt there was a prima facie case of fraud, and further investigation was required. The National Anti-Corruption Commission would be advised in the event of allegations of serious or systemic corrupt conduct. No such action was required in 2024–25.

Independent audits

The Auditor-General is required to audit each Commonwealth entity's financial statements. In addition, the *Auditor-General Act 1997* (Cth) confirms the power of the Auditor-General's office, the Australian National Audit Office (ANAO), to carry out performance audits of Commonwealth entities and, in this role, to obtain documents and information. The ANAO's independent audit report on CRDC's financial statements for 2024–25 is found in **Section 5: Our Financials.**

Indemnities and insurance premiums for officers

The Board has taken the necessary steps to ensure professional indemnity cover is in place for present and past officers of CRDC, including Directors, consistent with provisions of the PGPA Act. CRDC's insurance cover is provided through Comcover. In 2024–25, Directors' and officers' liability insurance premiums were paid, and no indemnity-related claims were made.

Judicial decisions and reviews by outside bodies

In 2024–25, CRDC was not affected by judicial decisions or reviews by administrative tribunals, parliamentary committees or the Commonwealth Ombudsman.

Significant activities

Under the PGPA Rule 2014, CRDC is required to advise of significant activities and changes that affected the operation or structure of CRDC. No such significant activities or changes occurred in 2024–25.

Commercialisation

CRDC has detailed policies and procedures for determining its involvement in the commercialisation of the results of R&D projects where that is the preferred adoption pathway. Project technology that underwent commercialisation activities in 2024–25 includes irrigation management, pest monitoring, and the development of a novel pesticide.

Strategic Commissioning Framework

CRDC operates in line with the APS Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.

Payment to representative body

Cotton Australia is CRDC's representative organisation under the PIRD Act. CRDC contributes to Cotton Australia to support industry consultation activities, capacity building of advisory panel members, and RD&E projects. CRDC does not pay a fee for service to Cotton Australia for these activities, instead contributing to the expenses incurred in carrying them out, as authorised by section 15 of the PIRD Act.

In 2024–25, CRDC contributed a total of $216,711 to Cotton Australia for co-funded project activities:

- $81,371 towards the cost of hosting and building capacity with cotton growers attending the CRDC priority setting forums.
- $40,000 towards support for the Australian Future Cotton Leaders program.
- $21,500 to support Northern Australia reviews and activities.
- $28,000 to support the CRDC Chris Lehmann Young Cotton Achiever Award as part of the Australian Cotton Industry Awards.
- $30,000 towards support for SataCrop maintenance and hosting.
- $9,840 for joint media monitoring services for CRDC and Cotton Australia, provided by iSentia.
- $6,000 towards expenses for cotton industry publications.

Selection Committee report

CRDC

Mike Logan AM
Presiding Member
Cotton Research and Development Corporation
Board Selection Committee

30 September 2025

The Hon. Julie Collins MP
Minister for Agriculture, Fisheries and Forestry
Parliament House
Canberra ACT 2600

Dear Minister Collins

In accordance with the requirements of Section 141 of the *Primary Industries Research and Development Act 1989* (PIRD Act), I write to advise that there were no activities performed by the Cotton Research and Development Corporation (CRDC) Selection Committee during the year 1 July 2024 to 30 June 2025.

Yours sincerely,

Mike Logan AM
Presiding Member

COTTON RESEARCH AND DEVELOPMENT CORPORATION
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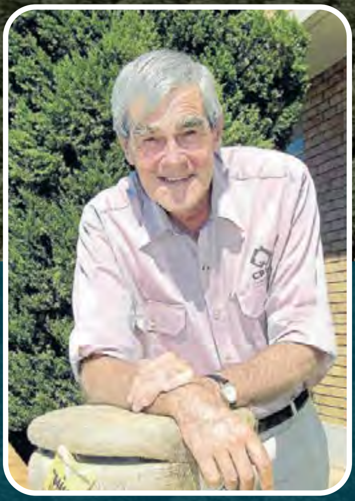
P 02 6792 4088 **E** crdc@crdc.com.au ABN 71 054 238 316 **www.crdc.com.au**



In Memoriam

CRDC's inaugural Executive Director

Ralph Schulzé AM

It is with deep respect and admiration that we remember Ralph Schulzé AM, considered one of the founding fathers of the Australian cotton industry.

Ralph's contribution to cotton began in 1960, when he undertook the first cotton agronomy trials at the Narrabri Research Station (now the Australian Cotton Research Institute, ACRI). His pioneering work helped lay the foundation for modern cotton farming in Australia. His efforts in RD&E, both domestically and internationally, over the next 40 years were instrumental in shaping the industry.

Ralph was CRDC's first Executive Director, a position he held from 1990 to 2004. Ralph had an unwavering commitment to progress and innovation, helping to establish or working closely with the industry bodies of the day. He was instrumental in helping to organise the first Australian Cotton Conference, then served as a committee member for the next 22 years, chairing the Conference in 2000. He was also the instigator of the first World Cotton Research Conference, held in Australia in 1994.

In 2015, Ralph's significant service to cotton research and innovation was recognised in the Australia Day honours with a Member of the Order of Australia (AM). Ralph's legacy will continue to inspire future generations of cotton growers and researchers.

CRDC

OUR FINANCIALS

SECTION 5

Contents

INDEPENDENT AUDITOR'S REPORT

To the Minister of Agriculture, Fisheries and Forestry

Opinion

In my opinion, the financial statements of the Cotton Research and Development Corporation (the Entity) for the year ended 30 June 2025:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority, Executive Director and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Michael Bryant

Senior Director

Delegate of the Auditor-General

Canberra

28 August 2025

Cotton Research and Development Corporation

Statement by the Accountable Authority, Executive Director and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Cotton Research and Development Corporation will be able to pay its debts as and when they fall due.

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

Signed

Richard Haire
Chair
27 August 2025

Niall Blair
Director
27 August 2025

Allan Williams
Executive Director
27 August 2025

Graeme Tolson
Chief Financial Officer
27 August 2025

Statement of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 $	2024 $	Original Budget $
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	**3,136,580**	2,750,017	3,958,000
Suppliers	1.1B	**1,158,138**	1,315,807	1,090,000
Grants	1.1C	**17,367,111**	14,517,300	26,926,000
Depreciation and amortisation	2.2A	**140,260**	132,499	159,000
Write-down and impairment of other assets	1.1D	**-**	469	-
Losses from asset sales		**-**	3,443	-
Total expenses		**21,802,089**	18,719,535	32,133,000
OWN-SOURCE INCOME				
Own-source revenue				
Revenue from contracts with customers	1.2A	**1,679,431**	889,278	5,025,000
Interest	1.2B	**2,227,987**	1,739,869	1,000,000
Project refunds	1.2C	**575,193**	359,905	250,000
Total own-source revenue		**4,482,611**	2,989,052	6,275,000
GAINS				
Gains from sale of assets	1.2D	**-**	12,330	-
Total gains		**-**	12,330	-
Total own-source income		**4,482,611**	3,001,382	6,275,000
Net (cost of)/contribution by services		**17,319,478**	15,718,153	25,858,000
Revenue from Government				
PIRD Act 1989 Contribution	1.2E	**10,599,721**	11,733,036	9,613,000
Levies and penalties	1.2F	**10,603,068**	11,748,224	9,614,000
Total revenue from Government		**21,202,789**	23,481,260	19,227,000
Surplus/(Deficit) attributable to the Australian Government		**3,883,311**	7,763,107	(6,631,000)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus		**-**	38,201	-
Gain/(Losses) on financial assets at fair value through other comprehensive income		**-**	154,145	-
Total other comprehensive income/(loss)		**-**	192,346	-
Total comprehensive income/(loss) attributable to the Australian Government		**3,883,311**	7,955,453	(6,631,000)

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

Statement of Comprehensive Income (continued)

for the period ended 30 June 2025

Budget Variances Commentary

Statement of comprehensive income for not-for-profit reporting entities

The original budget is the Corporation's 2024-25 Portfolio Budget Statements (PBS).

Employee benefits expense is lower than budget by $0.821 million due to planned increase in staff being delayed.

Grants expense is lower than budget by $9.559 million. Several planned new RD&E projects were delayed to 2025-26 year.

Revenue from contracts with customers is $3.346 million below budget due to several external research grants not proceeding.

Interest is higher than budget by $1.228 million as a result of increased interest rates and increase investments in term deposits using additional cash reserves.

Project refunds is higher than budget by $0.325 million as a result of an increase in surplus project funds returned by research organisations.

Commonwealth contributions and industry contributions, comprising of Commonwealth contributions $0.987 million above budget and industry levies and penalties above budget by $0.989 million due to increased cotton production.

Statement of Financial Position

as at 30 June 2025

	Notes	2025 $	2024 $	Original Budget $
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	**9,825,397**	4,686,717	6,206,000
Investments	2.1B	**38,000,000**	37,000,000	24,000,000
Trade and other receivables	2.1C	**4,107,252**	4,726,515	3,900,000
Total financial assets		**51,932,649**	46,413,232	34,106,000
Non-financial assets				
Land and buildings	2.2A	**979,800**	1,000,000	1,240,000
Plant and equipment	2.2A	**906,010**	353,923	494,000
Computer software	2.2A	**-**	1,216	28,000
Total non-financial assets		**1,885,810**	1,355,139	1,762,000
Total assets		**53,818,459**	47,768,371	35,868,000
LIABILITIES				
Payables				
Suppliers	2.3A	**533,171**	84,191	114,000
Grants	2.3B	**5,802,334**	4,176,690	3,000,000
Other payables	2.3C	**82,281**	74,315	-
Total payables		**6,417,786**	4,335,196	3,114,000
Provisions				
Employee provisions	3.1A	**663,221**	579,035	696,000
Total provisions		**663,221**	579,035	696,000
Total liabilities		**7,081,007**	4,914,231	3,810,000
Net assets		**46,737,452**	42,854,140	32,058,000
EQUITY				
Reserves		**385,282**	385,282	347,000
Retained surplus		**46,352,170**	42,468,858	31,711,000
Total equity		**46,737,452**	42,854,140	32,058,000

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

Statement of Financial Position (continued)

as at 30 June 2025

Budget Variances Commentary

Statement of financial position for not-for-profit reporting entities

The original budget is the Corporation's 2024-25 Portfolio Budget Statements (PBS).

Cash and cash equivalents is above PBS by $3.619 million as a result of reduced expenditure.

Investments in term deposits is $14.000 million above budget.

Trade and other receivables above PBS by $0.206 million is represented by an increase in interest receivable from term deposits at 30 June 2025.

Grants payable above PBS by $2.802 million as a result of projects being extended and delays in acquitting closed projects.

Statement of Changes in Equity

for the period ended 30 June 2025

	2025 $	2024 $	Original Budget $
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	**42,468,859**	33,564,606	38,342,000
Adjusted opening balance	**42,468,859**	33,564,606	38,342,000
Comprehensive income			
Surplus/(Deficit) for the period	**3,883,311**	7,763,107	(6,631,000)
Total comprehensive income	**3,883,311**	7,763,107	(6,631,000)
Transfers between equity components	**-**	1,141,145	-
Closing balance as at 30 June	**46,352,170**	42,468,858	31,711,000
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	**385,282**	347,081	347,000
Adjusted opening balance	**385,282**	347,081	347,000
Comprehensive income			
Other comprehensive income	**-**	38,201	-
Total comprehensive income	**-**	38,201	-
Closing balance as at 30 June	**385,282**	385,282	347,000
OTHER RESERVES			
Opening balance			
Balance carried forward from previous period	**-**	987,000	-
Adjusted opening balance	**-**	987,000	-
Comprehensive income			
Other comprehensive income	**-**	154,145	-
Total comprehensive income	**-**	154,145	-
Transfers between equity components	**-**	(1,141,145)	-
Closing balance as at 30 June	**-**	-	-

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

Statement of Changes in Equity (continued)

for the period ended 30 June 2025

	2025 $	2024 $	Original Budget $
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	**42,854,141**	34,898,687	38,689,000
Adjusted opening balance	**42,854,141**	34,898,687	38,689,000
Comprehensive income			
Surplus/(Deficit) for the period	**3,883,311**	7,763,107	(6,631,000)
Other comprehensive income	**-**	192,346	-
Total comprehensive income	**3,883,311**	7,955,453	(6,631,000)
Closing balance as at 30 June	**46,737,452**	42,854,140	32,058,000

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

Budget Variances Commentary

Statement of changes in equity for not-for-profit reporting entities

The original budget is the Corporation’s 2024-25 Portfolio Budget Statements (PBS).

Surplus for the period above PBS surplus by $10.514 million is a result of the higher than budget levies, Commonwealth matching and interest revenue and reduced expenditure, as noted in the budget variance commentary on the Comprehensive Income Statement.

Cash Flow Statement

for the period ended 30 June 2025

	Notes	2025 $	2024 $	Original Budget $
OPERATING ACTIVITIES				
Cash received				
Industry levies and penalties		**10,789,932**	11,599,871	9,614,000
Commonwealth contributions		**10,990,619**	11,380,649	9,613,000
Other industry grants		**2,327,702**	769,196	5,000,000
Royalties		**57,642**	81,679	25,000
Interest		**2,461,446**	1,346,208	1,000,000
Net GST received		**1,673,854**	1,305,505	-
Other		**85,077**	502,405	250,000
Total cash received		**28,386,272**	26,985,513	25,502,000
Cash used				
Employees		**3,051,367**	2,838,046	3,878,000
Grants		**17,274,924**	15,373,336	26,926,000
Suppliers		**1,183,277**	591,583	1,090,000
Total cash used		**21,509,568**	18,802,965	31,894,000
Net cash from/(used by) operating activities		**6,876,704**	8,182,548	(6,392,000)
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of property, plant and equipment		**-**	115,220	-
Investments		**72,188,718**	43,092,653	27,000,000
Sale of shares		**-**	1,251,145	-
Total cash received		**72,188,718**	44,459,018	27,000,000
Cash used				
Purchase of property, plant and equipment		**738,024**	411,610	325,000
Investments		**73,188,718**	53,092,653	21,000,000
Total cash used		**73,926,742**	53,504,263	21,325,000
Net cash from/(used by) investing activities		**(1,738,024)**	(9,045,245)	5,675,000
Net increase/(decrease) in cash held		**5,138,680**	(862,697)	(717,000)
Cash and cash equivalents at the beginning of the reporting period		**4,686,717**	5,549,414	6,923,000
Cash and cash equivalents at the end of the reporting period	2.1A	**9,825,397**	4,686,717	6,206,000

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

Cash Flow Statement (continued)

for the period ended 30 June 2025

Budget Variances Commentary

Cash flow statement for not-for-profit reporting entities
The original budget is the Corporation's 2024-25 Portfolio Budget Statements (PBS).

Industry levies and Commonwealth contributions increased by $2.554 million as a result of higher than budget levy collections and Commonwealth contribution determined in accordance with the PIRD Act 1989.

Grant receipts lower than budget by $2.672 million as a result of decrease in external grant revenue, as noted in the budget variance commentary on the Comprehensive Income Statement.

Interest receipts higher than budget by $1.461 million as a result of increased interest rates and higher cash reserves.

Net GST receipts higher than budget by $1.674 million as a result of an increase in project milestones payable to research organisations.

Project refunds received lower than budget by $0.165 million as a result of decrease in unspent project refunds returning to CRDC. Majority of project surpluses are adjusted through the final project payment.

Employee payments lower than budget by $0.827 million as a result of an planned new appointments being delayed to 2025-26 year.

Grant payments lower than budget by $9.651 million due to delay in planned new projects being contracted, as noted in the budget variance commentary on the Comprehensive Income Statement.

Investments cash used, net of cash received, is above PBS by $7.000 million as a result of a decrease in new RD&E project expenditure and an increase in levies and Commonwealth contributions received.

Overview: Notes to the Financial Statements

The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013.*

The financial statements have been prepared in accordance with:

a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR);* and

b) Australian Accounting Standards and Interpretations – including Simplified Disclosures for Tier 2 Entities under the AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars, and values are rounded to the nearest dollar unless otherwise specified.

References to 'Corporation' or 'CRDC' are references to the Cotton Research and Development Corporation.

New Australian Accounting Standards

All new standards, amendments to standards or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect, and are not expected to have a future material effect, on the Corporation's financial statements.

Taxation

The Corporation is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the Reporting Period

There was no subsequent event that had the potential to significantly affect the ongoing structure and financial activities of the Corporation.

Accounting Judgements and Estimates

In the process of applying the Corporation's accounting policies, management has made a number of judgements and applied estimates and assumptions to future events. Information around judgements and estimates that are material to the financial statements are found in the following notes:

- Note 3.1 Employee provisions
- Note 4.1 Available-for-sale financial assets

1. Financial performance

This section analyses the financial performance of the Corporation for the year ended 2025.

1.1 EXPENSES

	2025 $	2024 $
1.1A: EMPLOYEE BENEFITS		
Wages and salaries	**2,712,109**	2,536,447
Superannuation:		
Defined contribution plans	**321,039**	272,493
Leave and other entitlements	**103,432**	(58,923)
Total employee benefits	**3,136,580**	2,750,017

Accounting Policy

Accounting policies for employee-related expenses are contained in the People and relationships section.

	2025 $	2024 $
1.1B: SUPPLIERS		
Goods and services supplied or rendered		
Corporate governance	**172,136**	229,658
Consultants	**188,241**	267,798
Corporate services	**22,363**	34,726
Information technology	**313,311**	421,555
Legal services	**84,000**	39,511
Levy management	**40,377**	12,019
Personnel services	**140,811**	159,809
Property services	**67,818**	81,274
General administration	**94,892**	37,676
Total goods and services supplied or rendered	**1,123,949**	1,284,026
Goods supplied	**152,049**	138,214
Services rendered	**971,900**	1,145,812
Total goods and services supplied or rendered	**1,123,949**	1,284,026
Other suppliers		
Remuneration of auditors	**29,000**	27,000
Workers compensation expenses	**5,189**	4,781
Total other suppliers	**34,189**	31,781
Total suppliers	**1,158,138**	1,315,807

Short-term leases and leases of low-value assets

The Corporation has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000 per asset). CRDC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.1 EXPENSES (CONTINUED)

	2025 $	2024 $
1.1C: GRANTS		
Research, Development & Extension (RD&E) projects		
Australian Government entities	**1,078,868**	1,518,577
State and Territory Governments	**2,928,255**	4,358,173
Universities and Colleges	**7,660,879**	4,202,678
Commercial entities	**5,335,020**	3,876,650
Total contracted RD&E projects	**17,003,022**	13,956,078
Corporate extension activities	**388,877**	556,110
Total RD&E projects & activities	**17,391,899**	14,512,188
Grant acquittal	**-**	5,112
Depreciation transfer (CottonInfo Project Assets)	**(24,788)**	-
Total grants	**17,367,111**	14,517,300
Research grant commitments The Corporation in its capacity as grantor has agreements for research grants payable that are commitments tied to the future performance of research, development and extension activities. Research grant commitments are Agreements Equally Proportionately Unperformed.		
Internally funded	**25,282,417**	20,323,452
Funded through research grant revenue	**9,332,870**	561,453
Total research grant commitments payable	**34,615,287**	20,884,905
1.1D: WRITE-DOWN AND IMPAIRMENT OF OTHER ASSETS		
Write-down of scrapped assets	**-**	469
Total write-down and impairment of other assets	**-**	469

1.2 OWN-SOURCE REVENUE AND GAINS

OWN-SOURCE REVENUE	2025 $	2024 $
1.2A: REVENUE FROM CONTRACTS WITH CUSTOMERS		
Rendering of services		
Research grants from the Commonwealth	**1,048,761**	150,000
Research grants from others	**575,010**	630,345
Other grants	**8,332**	22,634
Royalties	**47,328**	86,299
Total revenue from rendering of services	**1,679,431**	889,278
Total revenue from contracts with customers	**1,679,431**	889,278

Accounting Policy

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

AASB 15 Revenue from Contracts with Customers applies to revenue when there is an enforceable contract with sufficiently specific performance obligations. Otherwise *AASB 1058 Income of Not-for-Profit* applies.

The following is a description of principal activities from which the Corporation generates its revenue:

Research grants received from the Commonwealth, States or Territories that require the Corporation to generate and deliver knowledge, technologies, products or processes that will benefit primary producers. AASB 1058 is applied as the performance obligations are not sufficiently specific. Revenue is recognised when there is an unconditional right to receive cash or the cash has been received.

- Research grant revenue recognised - AASB 1058	**1,048,761**	150,000

Research grants received from program partners require the Corporation to generate and deliver knowledge, technologies, products or processes that will benefit primary producers. The service is the management of the program for the partners and the intellectual property licence for reporting and activity materials that is granted at the commencement of the contracts. Revenue is recognised against performance of the obligation over the time of each grant. Progress towards complete satisfaction of the performance obligation is based on an input method, payment of sub-contract project milestones.

- Research grant revenue recognised over time - AASB 15	**575,010**	630,345
Total research grants	**1,623,771**	780,345

Other grants received from industry partners require the Corporation to manage and procure services to conduct a review and prepare a report on the performance of specific industry collaborations. The performance obligation is to manage the review process and provide a report. Revenue is recognised against performance of the obligation over time as the services are procured.

- Other grant revenue recognised over time - AASB 15	**8,332**	22,634
Total other grants	**8,332**	22,634

Royalties received from intellectual property licences collected by the co-licensors are paid within 30 days after receiving an invoice from the Corporation. The royalties are sales-based or usage-based and are recognised as revenue when received or receivable.

- Royalties - usage based	**22,050**	10,000
- Royalties - donation	**-**	63,656
- Royalties - commercial cost recovery	**25,278**	12,643
Total royalties recognised at point in time - AASB 15	**47,328**	86,299

The transaction price is the total amount of consideration to which the Corporation expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30-day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

1.2 OWN-SOURCE REVENUE AND GAINS (CONTINUED)

Research grant commitments receivable

The Corporation in its capacity as grantee has agreements for research grants receivable that are commitments tied to the future performance of research, development and extension activities and project milestones.

	2025 $	2024 $
National Heritage Trust: Advancing the adoption of climate-smart, innovative irrigation control technology for the cotton and dairy industries.	**735,608**	-
University of Southern Queensland: Strategic Partnership - Australian Cotton Disease Collaboration.	**180,000**	-
Cotton Seed Distributors: Strategic Investment in the CottonInfo Regional Extension Officers Program.	**7,450,000**	-
Other research grant commitments.	**20,000**	89,840
Total research grant commitments receivable	**8,385,608**	89,840

1.2B: INTEREST

	2025 $	2024 $
Deposits	**2,227,987**	1,739,869
Total interest	**2,227,987**	1,739,869

Accounting Policy

Interest revenue is recognised by using the effective interest method.

1.2C: PROJECT REFUNDS

	2025 $	2024 $
Project refunds	**575,193**	359,905
Total Project Refunds	**575,193**	359,905

Accounting Policy

Project refunds are surplus or unused research grants returned to CRDC.

GAINS

1.2D: GAINS FROM SALE OF ASSETS

	2025 $	2024 $
Property, plant and equipment		
Proceeds from sale	**-**	103,909
Carrying value of asset sold	**-**	(91,579)
Total gains from sale of assets	**-**	12,330

Accounting Policy

Sale of Assets

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

1.2 OWN-SOURCE REVENUE AND GAINS (CONTINUED)

	2025 $	2024 $
REVENUE FROM GOVERNMENT		
1.2E: REVENUE FROM GOVERNMENT		
Department of Agriculture, Fisheries and Forestry		
PIRD Act 1989 Contribution	**10,599,721**	11,733,036
Total revenue from Government	**10,599,721**	11,733,036
1.2F: LEVIES AND PENALTIES		
Industry Levies	**10,599,721**	11,733,036
Penalties	**3,347**	15,188
Total levies and penalties	**10,603,068**	11,748,224

Accounting Policy

Revenue from Government

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the Department of Agriculture, Fisheries and Forestry as a corporate Commonwealth entity payment item for payment to this Corporation) is recognised as Revenue from Government unless the funding is in the nature of an equity injection or a loan. Revenue from the Department of Agriculture, Fisheries and Forestry is recognised on an accrual basis from the date that the Department of Agriculture, Fisheries and Forestry notifies the Corporation of the amount receivable. Revenue from Government includes:

a) Industry Levies: Under section 30(1)(a) of the *Primary Industries Research and Development Act 1989* (PIRD Act), CRDC received cotton industry levies. This contribution to the Corporation is collected and distributed by the Australian Government under the *Primary Industries (Excise) Levies Act 1999*.

b) PIRD Act 1989 Contributions: Under section 30(1)(b) of the PIRD Act, the Australian Government provides matching payments, within certain parameters, equal to one half of the amount expended by the Corporation. Matching payments are recognised as Revenue from Government when the necessary expenditure is recognised.

2. Financial position

This section analyses the Corporation's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and relationships section.

2.1 FINANCIAL ASSETS

	2025 $	2024 $
2.1A: CASH AND CASH EQUIVALENTS		
Cash on hand or on deposit	**9,825,397**	4,686,717
Total cash and cash equivalents	**9,825,397**	4,686,717

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:
a) cash on hand; and
b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

	2025 $	2024 $
2.1B: INVESTMENTS		
Term deposits	**38,000,000**	37,000,000
Total investments	**38,000,000**	37,000,000

Accounting Policy

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the Corporation has the positive intent and ability to hold to maturity are classified as investments. Investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

	2025 $	2024 $
2.1C: TRADE AND OTHER RECEIVABLES		
Goods and services receivables		
Goods and services	**368,016**	21,654
Contract assets	**3,010**	-
Total goods and services receivables	**371,026**	21,654

The contract assets are associated with recognition of *AASB 15 Revenue from contracts with customers* for expenses incurred for partially performed obligations that are not yet recoverable under grant agreements.

Refer to Note 2.3A for information relating to contract liabilities.

	2025 $	2024 $
Government receivables		
Department of Agriculture, Fisheries and Forestry		
- PIRD Act 1989 Contributions receivable	**1,585,901**	1,976,799
- Industry levies receivable	**1,585,901**	1,772,764
Total government receivables	**3,171,802**	3,749,563
Other receivables		
GST receivable from the Australian Taxation Office	**51,355**	208,770
Interest	**513,069**	746,528
Total other receivables	**564,424**	955,298
Total trade and other receivables	**4,107,252**	4,726,515

No indicators of impairment were found for trade and other receivables.

2.2 NON-FINANCIAL ASSETS

2.2A: RECONCILIATION OF THE OPENING AND CLOSING BALANCES OF PROPERTY, PLANT, EQUIPMENT AND INTANGIBLES

	Land $	**Buildings $**	Material plant and equipment $	Minor plant and equipment $	**Total plant and equipment $**	**Computer software[1] $**	**Total $**
As at 1 July 2024							
Gross book value	**192,000**	**808,000**	321,273	281,981	**603,254**	**131,804**	**1,735,058**
Accumulated depreciation, amortisation and impairment		**-**	(46,709)	(202,622)	**(249,331)**	**(130,588)**	**(379,919)**
Total as at 1 July 2024	**192,000**	**808,000**	274,564	79,359	**353,923**	**1,216**	**1,355,139**
Additions – Purchases		**-**	534,921	136,010	**670,931**	**-**	**670,931**
Depreciation and amortisation		**(20,200)**	(66,032)	(52,812)	**(118,844)**	**(1,216)**	**(140,260)**
Total as at 30 June 2025	**192,000**	**787,800**	743,453	162,557	**906,010**	**-**	**1,885,810**
Total as at 30 June 2025 represented by							
Gross book value	**192,000**	**808,000**	856,194	417,991	**1,274,185**	**131,804**	**2,405,989**
Accumulated depreciation, amortisation and impairment		**(20,200)**	(112,741)	(255,434)	**(368,175)**	**(131,804)**	**(520,179)**
Total as at 30 June 2025 represented by	**192,000**	**787,800**	743,453	162,557	**906,010**	**-**	**1,885,810**

1. The carrying amount of computer software included $nil (2024: $1,216) internally generated software.

No indicators of impairment were found in 2025 (2024: $nil).

No non-financial assets are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated below. On 30 June 2024, an independent valuer conducted the revaluation of land and buildings.

A revaluation decrement of $nil for freehold land (2024: $18,000) was debited to the asset revaluation surplus by asset class and included in the equity section of the Statement of Financial Position.

A revaluation increment of $nil for buildings on freehold land (2024: $56,201) was credited to the asset revaluation surplus by asset class and included in the equity section of the Statement of Financial Position.

Accounting Policy

Fair value measurement of non-financial assets are based on Level 2 inputs that are observable for the asset either directly or indirectly. The fair value of these assets do not have quoted prices in active markets (Level 1 inputs).

- Land is assessed using market comparables, being the sale prices of comparable land for similar land size and long-term land appreciation rates.
- Buildings on freehold land are assessed using the discounted cash flow of future potential rental income adjusted for the market rate of interest.
- Motor vehicles in material plant and equipment are assessed using quoted prices for similar motor vehicles.
- Other material plant and equipment is assessed using the depreciated replacement cost based on market prices of similar assets less depreciation.

2.2 NON-FINANCIAL ASSETS (CONTINUED)

Accounting Policy

Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than $1,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations of land and buildings depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset was restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the Corporation using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2025	2024
Buildings on freehold land	**40 years**	40 years
Plant and equipment	**3 to 10 years**	3 to 10 years

Impairment

All cash-generating assets and assets held at cost, including intangibles, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Corporation were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

The Corporation's intangibles comprise of purchased and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Corporation's software are 3 to 5 years (2024: 3 to 5 years).

All software assets were assessed for indications of impairment as at 30 June 2025.

2.3 PAYABLES

	2025 $	2024 $
2.3A: SUPPLIERS		
Trade creditors and accruals	**160,879**	80,859
Contract liabilities	**372,292**	3,332
Total suppliers	**533,171**	84,191

Settlement is usually made within 30 days.

The contract liabilities are associated with recognition of *AASB 15 Revenue from contracts with customers* for revenue received for future performance obligations under grant agreements.

Refer to Note 2.1C for information relating to contract assets.

	2025 $	2024 $
2.3B: GRANTS		
Grants		
Public sector		
Australian Government entities	**55,268**	73,166
State and Territory Governments	**1,080,990**	763,964
Universities and Colleges	**3,239,606**	1,737,661
Private sector		
RD&E service providers	**1,426,470**	1,601,899
Total grants	**5,802,334**	4,176,690

All grants payable are expected to be settled within 12 months.
Settlement is usually within 30 days of completion of milestones and receipt of a tax invoice. Grants are accrued based on the research grants annual budget in recognition of the project activities being undertaken by the grantee. The grantee is paid on receipt of regular progress reports and approval by CRDC.

	2025 $	2024 $
2.3C: OTHER PAYABLES		
PAYG & FBT payable	**82,281**	74,315
Total other payables	**82,281**	74,315

3. People and relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

3.1 EMPLOYEE PROVISIONS	2025 $	2024 $
3.1A: EMPLOYEE PROVISIONS		
Leave	**663,221**	579,035
Total employee provisions	**663,221**	579,035

Accounting Policy

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of the reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Corporation's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the Department of Finance standard parameters for the Long Service Leave Shorthand Method set out in the Financial Reporting Rule. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

Staff of the Corporation are members of Public Superannuation Funds, Self-Managed Superannuation Funds, the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap).

The PSS is a defined benefit scheme for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The Corporation makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary sufficient to meet the current cost to the Government. The Corporation accounts for the contributions as if they were contributions to defined contribution plans.

3.2 KEY MANAGEMENT PERSONNEL REMUNERATION

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Corporation, directly or indirectly, including any director (whether executive or otherwise) of the Corporation. The Corporation has determined the key management personnel to be the Directors, Executive Director and General Managers.

Key management personnel remuneration is reported in the table below.

	2025 $	2024 $
Short-term employee benefits	**1,159,143**	1,069,208
Post-employment benefits	**138,448**	123,577
Other long-term employee benefits	**26,248**	36,969
Total key management personnel remuneration expenses	**1,323,839**	1,229,754

Notes: The total number of key management personnel that are included in the above table is 11 (2024: 17).

3.3 RELATED PARTY DISCLOSURES

The Corporation is an Australian Government controlled entity. Key management personnel include the directors and executive management.

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Certain key management personnel-related entities have transactions with the Corporation that occur within normal customer or supplier relationships on terms and conditions no more favourable than those which it is reasonable to expect the Corporation would have adopted if dealing with the director-related entity at arm's length in similar circumstances. Section 15 of the PGPA Rule 2014 is applied by the Board when a Director gives notice of a material personal interest in a matter. These transactions include the following entities and have been described below where the transactions are considered likely to be of interest to users of these financial statements:

CRDC Director Julie Bird is the Chair of Horticulture Innovation Australia Limited (HIA), a related Research and Development Corporation (RDC). HIA is leading two collaboration projects co-funded by CRDC, other RDCs and other organisations. These projects were approved by the previous CRDC Board prior to Julie Bird commencing as a member of the CRDC Board.

HIA 10549 *Plant Biosecurity Research Initiative (PBRI) Phase 3* for the project term 1/7/2023 to 30/6/2028 for total grant commitment of $227,127. Funding for 2024-25 was $42,042.

HIA 10594 *Research for Impact* for the project term 27/6/2023 to 5/7/2026 for total grant commitment of $60,000. Funding for 2024-25 was $20,000.

CRDC Director Niall Blair is a Non-Executive Director of Australian Rural Leadership Foundation (ARLF). CRDC sponsors ARLF leadership programs. These projects were approved by the Executive Director.

RIR2201 *Australian Rural Leadership Program* for the project term 1/7/2021 to 31/12/2025 for total grant commitment of $169,833. Funding for 2024-25 was $nil.

ARLF 11459 *Australian Rural Leadership Program* for the project term 1/7/2024 to 30/6/2025 for total grant commitment of $10,920. Funding for 2024-25 was $10,920.

ARLF 11461 *Australian Rural Leadership Program* for the project term 1/1/2025 to 31/12/2026 for total grant commitment of $18,333. Funding for 2024-25 was $18,333.

4. Managing uncertainties

This section analyses how the Corporation manages financial risks within its operating environment.

4.1 FINANCIAL INSTRUMENTS

	2025 $	2024 $
4.1A: CATEGORIES OF FINANCIAL INSTRUMENTS		
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	**9,825,397**	4,686,717
Term deposits	**38,000,000**	37,000,000
Trade and other receivables	**884,095**	768,182
Total financial assets at amortised cost	**48,709,492**	42,454,899
Total financial assets	**48,709,492**	42,454,899
Financial Liabilities		
Financial liabilities measured at amortised cost		
Grants payable	**5,802,334**	4,176,690
Suppliers payable	**533,171**	84,191
Total financial liabilities measured at amortised cost	**6,335,505**	4,260,881

4.1B: FAIR VALUE INFORMATION BY FINANCIAL ASSET CLASS	2025 $	2024 $
Available-for-sale financial assets have been valued under the following fair value hierarchy:		
Level 3: inputs that are not observable and involve significant judgement.		
Movements in available-for-sale financial assets		
Opening balance	-	1,097,000
Sales of shares in unlisted companies	-	(1,251,145)
Gain/(Losses) on financial assets at fair value through other comprehensive income	-	154,145
Closing balance of available-for-sale financial assets	-	-

Accounting Policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the Corporation classifies its financial assets in the following categories:

a) financial assets at fair value through other comprehensive income; and
b) financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the Corporation becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

4.1 FINANCIAL INSTRUMENTS (CONTINUED)

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets and the cash flows meet the SPPI test.

Any gains or losses as a result of fair value measurement or the recognition of an impairment loss allowance are recognised in other comprehensive income.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Grants and Suppliers payable are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

4.1C: NET GAINS OR LOSSES ON FINANCIAL ASSETS

	2025 **$**	2024 $
Financial assets at amortised costs		
Interest revenue	**2,227,987**	1,739,869
Net gain on financial assets at amortised cost	**2,227,987**	1,739,869
Investments in equity instruments at fair value through other comprehensive income		
Gain/(Losses) recognised in equity	**-**	154,145
Net gains/(losses) on investments in equity instruments at fair value through other comprehensive income	**-**	154,145
Net gain from financial assets	**2,227,987**	1,894,014

5. Other information

5.1 CURRENT/NON-CURRENT DISTINCTION FOR ASSETS AND LIABILITIES

	2025 $	2024 $
5.1A: CURRENT/NON-CURRENT DISTINCTION FOR ASSETS AND LIABILITIES		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**9,825,397**	4,686,717
Term deposits	**38,000,000**	37,000,000
Trade and other receivables	**4,107,252**	4,726,515
Total no more than 12 months	**51,932,649**	46,413,232
More than 12 months		
Land and buildings	**979,800**	1,000,000
Plant and equipment	**906,010**	353,923
Computer software	-	1,216
Total more than 12 months	**1,885,810**	1,355,139
Total assets	**53,818,459**	47,768,371
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**533,171**	84,191
Grants	**5,802,334**	4,176,690
Other payables	**82,281**	74,315
Employee provisions	**556,517**	511,303
Total no more than 12 months	**6,974,303**	4,846,499
More than 12 months		
Employee provisions	**106,704**	67,732
Total more than 12 months	**106,704**	67,732
Total liabilities	**7,081,007**	4,914,231

APPENDICES

SECTION 6

Appendix 1

CRDC's human resources

The following tables outline CRDC's employee statistics, as required by PGPA Rule Section 17BE(ka).

CRDC employees

Employee type	2024–25
Full-time employees	13
Part-time employees	4
Casual	0
TOTAL employees*	**17**

*CRDC employees as of 30 June 2025, excluding contractors. For 2024–25, contractors equalled 10.8 full-time equivalents (FTE). This includes two Innovation Brokers, one Innovation Advisor, one IT Manager, and eight Regional Extension Officers. Three contractors are on individual contracts with CRDC, and nine are contracted via hire agencies.

All ongoing (permanent) employees

CRDC	Male			Female			Total
Employees	Full time	Part time	Total Male	Full time	Part time	Total Female	Total
Location							
NSW	1	0	1	6	4	10	11
QLD	2	0	2	3	0	3	5
TOTAL	**3**	**0**	**3**	**9**	**4**	**13**	**16**

All non-ongoing (fixed term contract) employees

CRDC	Male			Female			Total
Employees	Full time	Part time	Total Male	Full time	Part time	Total Female	Total
Location							
NSW	1	0	1	0	0	0	1
TOTAL	**1**	**0**	**1**	**0**	**0**	**0**	**1**

Appendix 2

Key management personnel

During the reporting period ended 30 June 2025, CRDC had 11 key management personnel. These include Directors (Chair, Deputy Chair, Non-Executive Directors, Executive Director), and three senior executives (General Managers).

The Chair and Non-Executive Directors' remuneration is determined by the Remuneration Tribunal, an independent statutory authority established under the *Remuneration Tribunal Act 1973*. The Executive Director and senior executives' remuneration is determined by the Board.

In accordance with the PGPA Rule Section 17BE(ta), the Key Management Personnel information in Note 3.2 of the Financial Statements is further disaggregated in the table below.

		Short-term benefits		Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Name	**Position title**	**Base Salary & Accrued Annual Leave**	**Bonuses and other benefits & allowances**	**Superannuation contributions**	**Long service leave**	**Other long-term benefits**		
Directors								
Richard Haire	Chair	$67,460		$7,758				$75,218
Bernie George	Deputy Chair	$40,480		$4,655				$45,135
Julie Bird	Non-Executive Director	$40,480		$4,655				$45,135
Niall Blair	Non-Executive Director	$40,480		$838				$41,318
Ross Burnett	Non-Executive Director	$40,480		$4,655				$45,135
Sally Morgan	Non-Executive Director	$40,480		$4,655				$45,135
Michelle Tierney	Non-Executive Director	$40,480		$4,655				$45,135
Allan Williams	Executive Director	$277,757		$33,179	$11,057			$321,993
CRDC Executive								
Meredith Conaty (Part-time)	GM Innovation	$174,921		$26,650	$4,855			$206,426
Ruth Redfern	GM Comms & Extension	$197,281		$22,878	$4,981			$225,140
Graeme Tolson	GM Business & Finance	$198,844		$23,870	$5,355			$228,069
Total		**$1,159,143**		**$138,448**	**$26,248**			**$1,323,839**

CRDC does not have any other senior executive staff or highly paid staff.

Appendix 3

Australian Government priorities

CRDC's investments in RD&E during 2024–25 supported the achievement of the Australian Government's National Science and Research Priorities and National Agricultural Innovation Priorities, as outlined below.

Investments against Government priorities

CRDC's investments in RD&E support the achievement of the Australian Government's Science and Research Priorities, and National Agricultural Innovation Priorities.

National Science and Research Priorities	CRDC investment ($'000)
Transitioning to a net zero future	$2,926
Supporting healthy and thriving communities	$3,439
Elevating Aboriginal and Torres Strait Islander knowledge systems	$674
Protecting and restoring Australia's environment	$9,089
Building a secure and resilient nation	$875
Total	**$17,003**

National Agricultural Innovation Priorities	CRDC investment ($'000)
Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector	$1,200
Australia is a world leader in preventing and rapidly responding to significant pests and diseases through futureproofing our biosecurity system	$11,617
Australia is a mature adopter, developer and exporter of digital agriculture	$2,411
Australia is a trusted exporter of premium food and agricultural products	$1,775
Total	**$17,003**

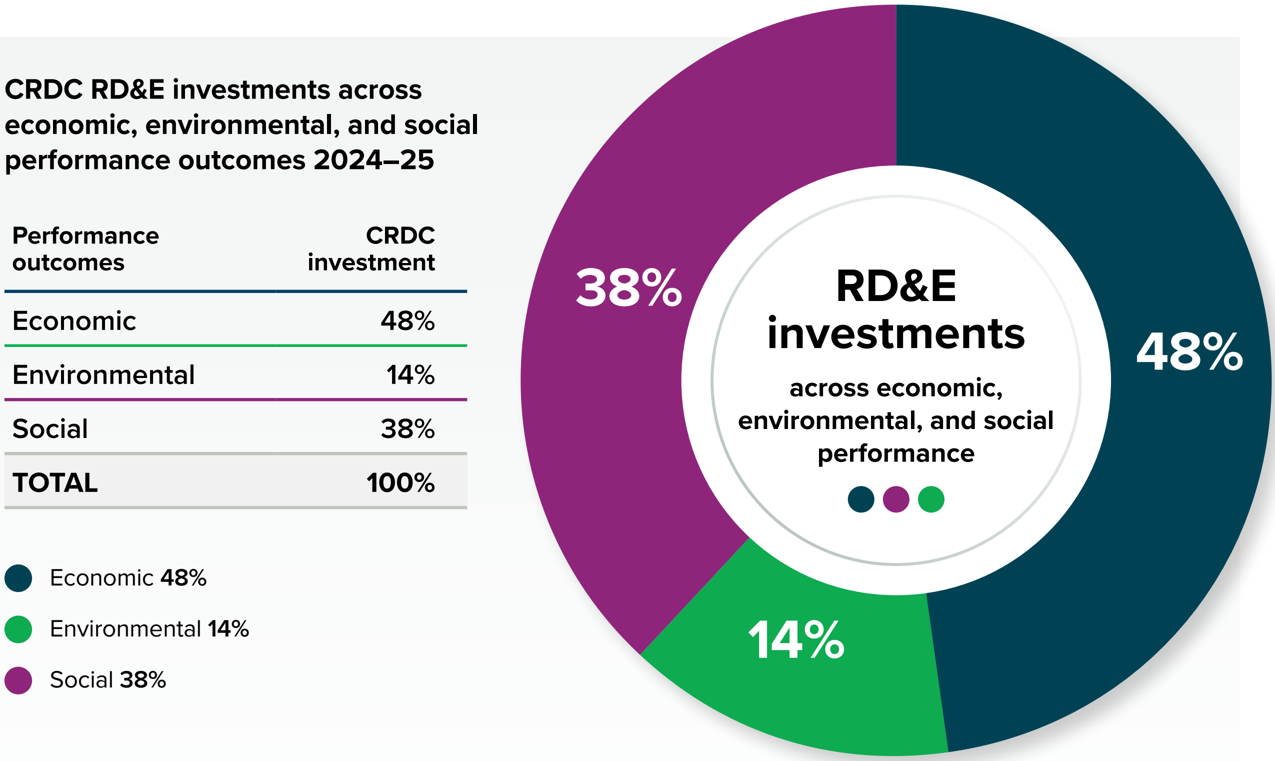
Appendix 4

Environmental performance

CRDC has integrated the principles of ecologically sustainable development under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) into its planning framework. As such, each of the measures of success within the CRDC program areas (outlined in the Strategic RD&E Plan) consider triple bottom line outputs. In line with this, the Annual Operational Plan 2024–25 was designed to ensure RD&E investments provide measurable economic, environmental, and social benefits to the cotton industry and the wider community.

CRDC RD&E investments across economic, environmental, and social performance outcomes 2024–25

Performance outcomes	CRDC investment
Economic	48%
Environmental	14%
Social	38%
TOTAL	**100%**



Appendix 5

Emissions reporting

As part of the Net Zero in Government Operations Strategy, CRDC is required to report on operational GHG.

The Greenhouse Gas Emissions Inventory presents GHG over the 2024–25 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO_2-e) emissions. GHG have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy. Not all data sources were available at the time of the report, and amendments to data may be required in future reports.

GHG inventory 2024–25, location-based method

Emission source	Scope 1 t CO_2-e	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e
Electricity (location-based approach)	N/A	25.62	1.55	27.17
Natural gas	-	N/A	-	-
Solid waste	-	N/A	9.22	9.22
Refrigerants*	5.19	N/A	N/A	5.19
Fleet and other vehicles	26.13	N/A	6.52	32.66
Domestic commercial flights	N/A	N/A	24.86	24.86
Domestic hire car**	N/A	N/A	1.11	1.11
Domestic travel accommodation	N/A	N/A	14.80	14.80
Other energy	-	N/A	-	-
Total t CO_2-e	**31.33**	**25.62**	**58.07**	**115.02**

Note: the table above presents emissions related to electricity usage using the location-based accounting method.
CO_2-e = Carbon Dioxide Equivalent.

**CRDC is reporting refrigerant emissions for the first time in 2024–25, having opted to include them in alignment with the Emissions Reporting Framework. While reporting of refrigerant emissions was optional in 2023–24, CRDC has adopted the prescribed methodology to quantify and disclose these emissions in the current reporting period.*

***CRDC is reporting hire car emissions for the first time in 2024–25 as the quality and completeness of this data and/or the calculation methodology has improved.*

N/A = not applicable

Electricity GHG 2024–25

Emission source	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e	Electricity kWh
Electricity (location-based approach)	25.62	1.55	27.17	38,818.68
Market-based electricity emissions	25.72	3.49	29.22	31,755.62
Total renewable electricity consumed	**N/A**	**N/A**	**N/A**	**7,063.06**
***Renewable Power Percentage*[1]**	N/A	N/A	N/A	7,063.06
***Jurisdictional Renewable Power* [2,3] *Percentage*[2,3]**	N/A	N/A	N/A	-
***GreenPower* [2]**	N/A	N/A	N/A	-
***Large-scale generation certificates*[2]**	N/A	N/A	N/A	-
***Behind the meter solar*[4]**	N/A	N/A	N/A	-
Total renewable electricity produced	**N/A**	**N/A**	**N/A**	**-**
***Large-scale generation certificates*[2]**	N/A	N/A	N/A	-
***Behind the meter solar*[4]**	N/A	N/A	N/A	-

Note: the table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO_2-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

1. *Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).*
2. *Listed as Voluntary renewables in 2023-24 Annual Reports.*
3. *The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).*
4. *Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.*

Appendix 6

RD&E portfolio

CRDC 2024–25 Project List (as at 30 June 2025)

PILLAR 1 Paddock: Our future fields

Project title	Project code	Researcher	Organisation	Start date	Cease date
Data-driven decisions					
Annual consultant qualitative and quantitative surveys 2022-24	CCA2202	Janet Barker	CCA	Apr-22	Jun-25
Cotton industry data platform: communications support	HOUC11489	Bernadette Murray	House of Communications	Oct-24	Sep-25
Cotton industry data platform: data governance and management group support	CRDC11355	Meredith Conaty	CRDC	Jul-24	Jun-28
Cotton industry data platform: tender application review	GARA11601	Alicia Garden	Alicia Garden	Nov-24	Dec-24
Cotton industry data platform: tender support	CMA11393	Chris Murphy	Chris Murphy Advisory Trading Trust	Jul-24	Dec-24
Cotton industry data platform: third party & security review	CYBE11589	Grace Signo	CyberCX	Feb-25	Feb-25
Cotton industry database management	ARML10554	Lee Armson	Lee Armson	Jul-23	Jun-26
CRDC cotton grower survey 2023-25	INTS10342	Michael Sparks	Intuitive Solutions	Jan-23	Nov-25
CRDC partnership relationship review 2025	INTS11642	Michael Sparks	Intuitive Solutions	Apr-25	Sep-25
Earth observation-based water-use efficiency benchmarking: Demonstrating how earth observation technologies can be used to calculate cotton water productivity and sustainability indices	WTHY11600	Brian Jackson	WT Hydro	Apr-25	Apr-26
Investigating traceability solutions for Australian cotton	CA11740	Adam Kay	Cotton Australia	Dec-23	Jan-26
Project Management Committee meetings and activities: Data-driven decisions	CRDC10670	Meredith Conaty	CRDC	Jul-23	Jun-28
Rural Safety & Health Alliance (RSHA): Ag safety data net	RIRDC11098	Ulicia Raufers	AgriFutures	Jun-24	Jun-27
Rural Safety and Health Alliance (RSHA) collaboration 2024-25	RIRDC11192	Ulicia Raufers	AgriFutures	Jul-24	Jun-25

Project title	Project code	Researcher	Organisation	Start date	Cease date
Adaptive systems					
Advanced field sensing for improved cotton management	USQ2303	Alison McCarthy	UniSQ	Sep-22	Jun-26
Australian Research Council (ARC) Research Hub for Sustainable Crop Protection	UQ2001	Neena Mitter	Hort Innovation/UQ	Jul-19	Dec-25
Beanstalk drought venture studio	CRDC11295	Susan Maas	CRDC	Jul-24	Jun-25
Bioformulation for abiotic stress	UON11397	Thava Palanisami	UON	Oct-24	Oct-25
Biopesticides 68N patent application management	IP10744	Evan Wilcox	Ahurei	Jul-23	Jun-27
Biosecurity disease capacity building in Northern Australia	USQ11604	Sambasivam Periyannan	UniSQ	Feb-25	Jun-25
Biosecurity plan and high-priority pest extension	CRDC11349	Susan Maas	CRDC	Sep-24	May-25
Characterisation and management of Alternaria leaf spot and black root rot pathogens of cotton in NSW	DAN2307	Duy Le	NSW DPIRD	Jul-22	Sep-24
Climate-proof cotton phase 2	WSU11009	Demi Sargent	WSU	Jul-24	Jun-28
Climate-smart agriculture program: VARIwise – Advancing the adoption of climate-smart, innovative irrigation control technology for the cotton and dairy industries	USQ11568	Alison McCarthy	UniSQ	Sep-24	Jun-28
Climate-smart agriculture program: VARIwise – R&D management	PHEC11566	Cathy Phelps	C&J Phelps Consulting	Jan-25	Jun-28
Demonstrating and integrating irrigation technology for cotton	USQ2301	Joe Foley	UniSQ	Jul-22	Jun-25
Developing canopy temperature sensors with new multipixel technology	USQ2304	Alison McCarthy	UniSQ	Sep-22	Dec-24
Developing proactive approaches to integrated pest management (IPM) in cotton production systems	CSP2203	Simone Heimoana	CSIRO	Sep-21	Aug-24
Digital irrigation advisory systems: Enabling extension and advisory services for agriculture's digital irrigation transition	OBCRC 11425	Margaret Ayre	One Basin CRC	Oct-24	Dec-27
Disease management in cotton farming systems: a participatory action research approach to deliver solutions	CSD2303	Michael Bange	CSD	Oct-22	Sep-26
Dryland cotton research L'lara 2024-25	US11445	Stephen Cattle	USYD	Oct-24	Jun-25
Dryland cotton research Nowley 2024-25	US11448	Stephen Cattle	USYD	Oct-24	Jun-25
Extension & adoption of drought-resilient tropical farming systems through best management practice (BMP)	NTF10747	Hannah Leu	NT Farmers	Jul-23	Sep-25
Future Cotton: Innovation and impact for sustainability, biosecurity & growth	DAQ11632	Paul Grundy	QLD DPI	May-25	Jun-29
Future Cotton: Innovation and impact for sustainability, biosecurity & growth (sub-project 1)	DAQ11742	Paul Grundy	QLD DPI	May-25	Jun-29
Future Drought Fund Grant: Long-term drought-resilient practices for climate-smart cropping systems	DAN11790	Guna Nachimuthu	NSW DPIRD	May-25	Jun-30
Herbicide resistance status of grain and cotton cropping regions	GRDC11140	Sarah Morran	GRDC	Jul-24	Jun-27
Improved insecticide resistance monitoring for key pests to support sustainable insect management	DAN2301	Lisa Bird	NSW DPIRD	Jul-22	Jun-25
Improved insecticide resistance monitoring for silverleaf whitefly to support sustainable insect management	DAQ2301	Jamie Hopkinson	QLD DPI	Jul-22	Jun-25
Improving efficacy of biopesticides through understanding mode of action	CRDC11352	Nicola Cottee	CRDC	Jul-24	Jun-26
Limited water decision support	DAN2203	Sarah Dadd	NSW DPIRD	Jul-21	Sep-24
Modern systems agronomy for resilient cotton production	CSP2001	Katie Broughton	CSIRO	Jan-20	Sep-24
NT commercial cotton growing partnership (Douglas Daly Research Station)	DANT10811	Michelle Uniacke	NT DAF	Sep-23	Oct-26
Optimising irrigation performance in bankless channel cotton layouts to improve water management and nitrogen-use efficiency	DU2301	Wendy Quayle	Deakin University	Jul-22	Jun-26

Project title	Project code	Researcher	Organisation	Start date	Cease date
Adaptive systems					
Optimising plant growth regulator management for cotton production	CSIRO11427	Katie Broughton	CSIRO	Oct-24	Sep-27
Pesticide international patent application costs	IP10589	Susan Maas	CRDC	May-23	Jun-25
PhD: Remote sensing of cotton stubble regrowth: Pest survival and management implications	CDU11748	Pablo Arriaga Velasco Aceves	CDU	May-25	Apr-26
Plant Biosecurity Research Initiative (PBRI) phase 3	HIA10549	Jo Luck	Hort Innovation	Jul-23	Jun-28
Postdoc: Measuring evapotranspiration from canopy temperature	USQ2302	Simon Kelderman	UniSQ	Jul-22	Jun-25
Production of material for biopesticide commercialisation activities	WSU10312	Robert Spooner-Hart	WSU	Sep-22	Jun-25
Project Management Committee meetings and activities: Adaptive systems	CRDC10671	Nicola Cottee	CRDC	Jul-23	Jun-28
Quantifying the economic impact of weeds on the Australian grain and cotton cropping systems investment	GRDC10612	Sarah Morran	GRDC	Jul-23	Jun-25
Regional demonstration of integrated weed tactics across farming systems	DAN2304	Eric Koetz	NSW DPIRD	Jul-22	Jun-25
Residue risks in cotton stubble for northern Australia	CA11326	Doug McCollum	Cotton Australia	Jul-24	Jun-26
Review of regulatory decision for Paraquat/Diquat	GRDC11387	Gordon Cumming	GRDC	Sep-24	Nov-24
RNA-based biopesticides for sustainable crop protection (Australia-India Strategic Research Fund)	UQ11160	Narelle Manzie	UQ	Sep-21	Sep-26
Scope for productivity improvements in farming systems	AE11342	Janine Powell	Ag Econ Australia	Sep-24	Jun-25
Seeking regionally specific guidelines for cover crops through cotton farmer-led best practice and soil security	US2301	Thomas O'Donoghue	USYD	Feb-23	Jan-26
Siphonless irrigation economic case studies	AE11150	Jon Welsh	Ag Econ Australia	May-24	Aug-24
Spray drift hazard alert and warning systems	DISA2201	Gaurav Jalota	Discovery Ag	Jan-22	Jun-28
Supporting a sustainable northern Australia cotton, grain & cattle system (northern program)	CRCNA 2301	Ian Biggs	CRCNA	Jul-22	Oct-26
Supporting farming system adaptation to climate and biological threats (including CottonInfo Technical Leads Paul Grundy and Sharna Holman)	DAQ2201	Paul Grundy	QLD DPI	Jul-21	Jun-25
Supporting southern cotton production systems: Southern cotton agronomy and fibre quality	DAN2306	Beth Shakeshaft	NSW DPIRD	Jul-22	Sep-25
Sustainability implications for bankless irrigation technologies	AE11522	Jon Welsh	Ag Econ Australia	Dec-24	Apr-25
Tactical management and surveillance of Verticillium, Fusarium and Reoccurring Wilts	DAQ2302	Linda Smith	QLD DPI	Jul-22	Sep-24
The Australian Cotton Disease Collaboration (ACDC)	USQ11135	Sambasivam Periyannan	UniSQ	May-24	Jun-28
The Australian Cotton Disease Collaboration (ACDC): leadership and support	CU10808	Mark Gibbard	Curtin University	Aug-23	Jun-28
The Australian Cotton Disease Collaboration (ACDC): Northern Australia component	USQ11574	Sambasivam Periyannan	UniSQ	Jan-25	Jun-27
Travel: Attendance at the 2024 Australian Cotton Conference: Veronica Toral-Granda	CDU11294	Veronica Toral-Granda	CDU	Jul-24	Aug-24
Travel: NT/WA cotton research support	USQ11307	Joseph Foley	UniSQ	Aug-24	Aug-24
Understanding and reducing evaporation losses in the northern Murray Darling Basin (MDB)	OBCRC 11736	Lachlan Mollica	One Basin CRC	Jun-25	Jun-28
Understanding risks associated with ratoon cotton	DAQ11511	Paul Grundy	QLD DPI	Nov-24	Jun-25
Validation and implementation of new molecular tools for Bt resistance monitoring	CSP2204	Amanda Padovan	CSIRO	Sep-21	Jun-25
Water balance scoping study for Northern NSW/QLD	USQ11685	Joseph Foley	UniSQ	Apr-25	Sep-25

Project title	Project code	Researcher	Organisation	Start date	Cease date
Adaptive systems					
Water balance scoping study for Southern NSW	DU11696	Wendy Quayle	Deakin University	Apr-25	Jul-25
Water productivity benchmarking in the Australian cotton industry	DAN2303	Malem McLeod	NSW DPIRD	Jul-22	Jun-25
WeedSmart Phase 6	UWA10548	Jessica Strauss	UWA	Jul-23	Jun-26
What is the best fit for electric weed control in Australia?	WAAA 10493	Catherine Borger	WAAA	Jul-22	Aug-24
Whole-of-farm water management digital dashboard	CSD2302	Michael Bange/ John Pattison	CSD/ Discovery Ag	Oct-22	Jun-25

Project title	Project code	Researcher	Organisation	Start date	Cease date
Connected market intelligence					
A critique of the life cycle assessment-based methodologies used in garment labelling	CSIRO11673	Maartje Sevenster	CSIRO	May-25	Jun-26
A review of regen ag standards: risks and rewards	HAKK11099	Kater Hake	Kater Hake	Apr-24	Jul-24
Cotton sustainability website	TBONE 11364	Andrew Cush	T-Bone Productions	Sep-24	Jun-27
CRDC membership of and participation in sustainability initiatives	CRDC11801	Allan Williams	CRDC	Jan-25	Jun-28
Human rights risk assessment for the Australian cotton industry	ERGA11716	Alastair Usher	Ergon Associates	Apr-25	Aug-25
Innovative fibres, their economic viability, sustainability, threats and opportunities (with specific reference to cotton)	CSIRO 10628	Stuart Gordon	CSIRO	Jul-23	Nov-24
Membership: Better Cotton Initiative (BCI) 2023-26	BCI10724	Vinay Kumar	BC	Sep-23	Oct-26
Membership: Cascale Inc. 2024-25	CASC11134	Glenn Robinson	Cascale Inc	Jul-24	Jun-25
Membership: Cascale Inc. policy hub	SUAC10902	Mackenzie Roach	Cascale Inc	Jan-24	Dec-26
Membership: Sustainable Agriculture Initiative platform (SAIP) – Australian chapter 2024-25	SAIP11405	Selwyn Heilbron	SAI	Jul-24	Jun-25
Membership: Textile Exchange 2024-25	TEXE11182	Beatrice Levy	Textile Exchange	Jun-24	May-25
National Agriculture Traceability Grants Program: Better sustainability reporting – Better information and better decisions, a proof of concept for Australian agriculture	SUSA10782	Chris Cosgrove	Sustenance Asia	Jul-23	Jul-25
National Agriculture Traceability Grants Program: Sustainability reporting – Design 2024 Australian cotton sustainability reports and supporting documents	BLAC11810	Kristy Fielder	Black Canvas	Jun-25	Jun-25
National Agriculture Traceability Grants Program: Sustainability reporting – Review of an experimental natural and social capital assessment	AE11812	Jon Welsh	Ag Econ Australia	Jun-25	Jun-25
National Agriculture Traceability Grants Program: Cotton industry economic value distributed	BOYC11789	Nicole Killen	Boyce	Jun-25	Jul-25
Project Management Committee meetings and activities: Connected market intelligence	CRDC10672	Meredith Conaty	CRDC	Jul-23	Jun-28
Review of the Australian cotton industry's *my*BMP program	SCHC11238	Angela Schuster	SCG	Nov-24	Jun-25
Support for the sustainability working group, industry sustainability reporting and integration of research into *my*BMP	SUSA11185	Chris Cosgrove	Sustenance Asia	Jul-24	Jun-27
Sustainability communication support	CRDC11513	Ruth Redfern	CRDC	Jul-24	Jun-26

PILLAR 1 TOTAL: $9.58 MILLION

PILLAR 2 People: Central to our success

Project title	Project code	Researcher	Organisation	Start date	Cease date
Design and innovation					
CRDC Innovation Advisor 2023-24	WATC10631	Warwick Waters	Waters Consulting	Jul-23	Dec-24
CRDC Innovation Advisor 2025-26	WATC11576	Warwick Waters	Waters Consulting	Jan-25	Dec-26
Grower RD&E advisory panels 2024-27	CA11297	Jennifer Brown	Cotton Australia	Jul-24	Jun-27
Grower RD&E advisory panels and industry committees 2019-2024	CA2002	Jennifer Brown	Cotton Australia	Jul-19	Jul-24
Project Management Committee meetings and activities: Design and innovation	CRDC10673	Meredith Conaty	CRDC	Jul-23	Jun-28
Leadership and capacity					
AgriFutures Rural Women's Award Gala: Dinner 2023-28	RIRDC 10692	Abbey O'Callaghan	AgriFutures	Jul-23	Jun-28
AgriFutures Rural Women's Award Gala: Travel scholarships 2023-28	CRDC10693	Ruth Redfern	CRDC	Jul-23	Jun-28
Assess CRDC's research capacity and capability to support the cotton industry's RD&E	ACIL10866	Jan Paul van Moort	ACIL	Jan-24	Sep-24
Australian cotton industry awards sponsorship: CRDC Chris Lehmann Young Cotton Achiever of the Year Award 2024 and 2025	CA10951	Paul Sloman	Cotton Australia	Oct-23	Sep-25
Australian Future Cotton Leaders Program 2022 and 2024	CA2201	Paul Sloman	Cotton Australia	Oct-21	Oct-24
Australian Rural Leadership Foundation (ARLF): TRAIL emerging leaders program 2025 – Sharna Holman	ARLF11459	Tristan Richmond	ARLF	Jul-24	Jun-25
Australian Rural Leadership Program (ARLP): Course 29, 30 & 31 and Trail 2022, 2023 & 2024	RIR2201	Tristan Richmond	ARLF	Jul-21	Dec-25
Australian Rural Leadership Program (ARLP): Course 32 – Gabrielle Coupland	ARLF11461	Gemma Gordon	ARLF	Jan-25	Dec-26

Project title	Project code	Researcher	Organisation	Start date	Cease date
Leadership and capacity					
Community trust in cotton (cotton-specific trust monitoring project)	REFL10444	Rolf Fandrich	Reflexivity Pty Ltd	Mar-23	Dec-24
Community trust in rural industries 2022-25	RIRDC10461	Ulicia Raufers	AgriFutures	Jun-23	Dec-25
CRDC Cotton Course	US11442	Stephen Cattle	USYD	Jan-25	Dec-28
CRDC Innovation Broker (People: Leadership and Capacity)	HOLR10836	Rachel Holloway	Rachel Holloway	Jul-23	Oct-24
CRDC travel support 2024-25	CRDC11322	Meredith Conaty	CRDC	Jul-24	Jun-25
CRDC Workforce and Capacity Specialist	HOLR11591	Rachel Holloway	Rachel Holloway	Nov-24	Jun-27
CSIRO Agriculture & Food student vacation scholarship program 2024-25	CSIRO11227	Hazel Parry	CSIRO	Jul-24	Jun-25
Delivering best practice to manage future workforce skills	CQU2201	Nicole McDonald	CQU	Oct-21	Sep-24
Developing CRDC's research capacity framework	RMCG11783	Brooke Hermans	RM Consulting	Jun-25	Sep-25
Foundation sponsorship: 21st Australian Cotton Conference	CA10945	Tracey Byrne-Morrison	Cotton Australia	Feb-24	Sep-24
Graduate tour: Careers in cotton industry 2025	CRDC11633	Rachel Holloway	CRDC	Apr-25	Sep-25
Honours: Assessment of multi-molecular films in evaporation suppression under varied climatic conditions	USQ10829	Sarah Seton	UniSQ	Nov-23	Nov-24
Honours: Enhancing aerial application efficiency: multiphase CFD optimisation for cotton canopy penetration	MONU11069	Andre Briffa	Monash Uni	Mar-24	Nov-24
Horizon scholarship 2023-24: Georgie Oldham	RIRDC10499	Annabel Day	AgriFutures	Mar-23	Dec-24
Horizon scholarship 2023-24: Niamh Mason	RIRDC10500	Annabel Day	AgriFutures	Mar-23	Dec-24
Horizon scholarship 2024-25: Julian Craven	RIRDC11114	Annabel Day	AgriFutures	Apr-24	Dec-25
Horizon scholarship 2025-26: Emma Holmes	RIRDC11619	Emily Jones	AgriFutures	Apr-25	Dec-26
How to attract and retain young people on cotton farms	CQU2301	Amy Cosby	CQU	Oct-22	Jun-25
International travel: Knowledge sharing on farm water loss	USQ11652	Michael Scobie	UniSQ	Jun-25	Jul-25
Major capital investment: Refurbished precision planter	US11267	Stephen Cattle	USYD	Aug-24	Dec-24
Nuffield Australia scholarship 2023: Tim Houston	CRDC2301	Tim Houston	Nuffield Australia	Oct-22	Oct-24
Nuffield Australia scholarship 2025: Kate Lumber	NUFA11457	Jodie Redcliffe	Nuffield Australia	Jul-24	Sep-26
PhD: Crop rotation as a tool to ameliorate soil compaction in modern cotton farming systems	DAN10920	Blake Palmer	NSW DPIRD	Sep-23	Jun-28
PhD: Drought-resilient cotton: Combining synthetic biology solutions to improve cotton productivity under future water-limited and heatwave conditions	UWS2202	Garima Dubey	WSU	Mar-22	Dec-25
PhD: Employing specific peptides and receptors to improve nitrogen uptake and its utilisation to enhance cotton yield	WSU10579	Bhagya Samarasinghe	WSU	Jan-24	Jan-27
PhD: Exploring smart farming technologies' impact on youth perspectives towards the agri-food sector	UM10799	Yuchen Miao	UMELB	Oct-23	Oct-26
PhD: How to face the agricultural labour challenges: applying the concept of job quality to the agricultural industry	UM10810	Xinyue Tang	UMELB	Oct-23	Oct-26
PhD: Microwave pyrolysis: A game-changer for cotton waste management and circular economy in the context of coating applications	QUT11022	Niroshan Manoharan	QUT	Jul-24	Feb-27

Project title	Project code	Researcher	Organisation	Start date	Cease date
Leadership and capacity					
PhD: Quantifying the temporary climate mitigation benefit of biogenic carbon in cotton apparel and home textiles globally	NCSU2301	Stephen Pires	NCSU	Aug-22	Aug-25
PhD: Resilient cotton: Determining the impact of light, heat and nutrition on boll shredding	WSU11003	Mishal Bano	WSU	Apr-24	Apr-27
PhD: Strategies to mitigate high soil temperature stress in cotton: Impacts on seedling growth, establishment, and soil health	CDU11575	Md Saidur Rahman	CDU	Apr-25	Mar-28
PhD: Synthesis of silicon and nitrogen-doped carbon dots from waste cotton textiles for solar cell application	RMIT10986	Wenjing Chen	RMIT	Jan-25	Jun-28
PhD: Waste to value: Development of controlled-release fertiliser (CRFs) using upcycled cotton textile waste	UON11019	Akila Ravindran	UON	Sep-24	May-27
Program Management Committee meetings and activities: Leadership and capacity	CRDC10674	Rachel Holloway	CRDC	Jul-23	Jun-28
Sponsorship: Association of Australian Cotton Scientists (AACS) 2025 Australian cotton research conference	AACS11344	Warren Conaty	AACS	Dec-24	Sep-25
Sponsorship: evoke^{AG} 2024 Perth, 2025 Brisbane	RIRDC10614	Clancy Pattinson	AgriFutures	Jul-23	Jun-26
Summer scholarship: Effect of gibberellins and salicylic acid on the resilience of cotton seeds during germination under elevated temperatures	CDU11587	Oshadi Bhagya	CDU	Mar-25	Jun-25
Summer scholarship: Impact of irrigation performance on Verticillium wilt disease on cotton	USQ11515	Isaac Halling	UniSQ	Dec-24	Aug-25
Summer scholarship: Low-cost satellite technologies that remove need for cellular or radio coverage in smart broadacre irrigation	USQ10154	Nicholas Manns	UniSQ	Dec-22	Nov-24
Summer scholarship: Sustainable natural dyeing for developing cotton-based smart textiles	RMIT11527	Abby Everson-Blacklock	RMIT	Jun-25	Dec-25
Supporting undergraduates to attend the Association of Australian Cotton Scientists (AACS) 2025 conference	CRDC11703	Rachel Holloway	CRDC	Apr-25	Sep-25
Travel: AI in entomology	USQ10961	Derek Long	UniSQ	Jun-24	Jul-24
Travel: Attend and present at Association of Australian Cotton Scientists (AACS) 2025 conference	CQU11694	Nicole McDonald	CQU	Apr-25	Sep-25
Travel: Attend and present at Association of Australian Cotton Scientists (AACS) 2025 conference	RMITV11504	Rajkishore Nayak	RMIT	Mar-25	Sep-25
Travel: Attend and present at the World Cotton Research Conference, Uzbekistan 2024	VANM11086	Rene van der Sluijs	TTS	Jun-24	Oct-24
Travel: Attend Association of Australian Cotton Scientists (AACS) 2025 conference	UQ11727	Francesca Devoto	UQ	Jun-25	Sep-25
Travel: Attend the 21st Australian Cotton Conference, Gold Coast 2024	NACRA11158	Abaigh Gleeson	NACRA	Jun-24	Aug-24
Travel: Cotton-based smart textiles towards sustainable innovation	RMIT11593	Xin Wang	RMIT	Jun-25	Sep-25
Travel: Employing specific peptides and receptors to improve nitrogen uptake and its utilisation to enhance cotton yield	WSU11165	Bhagya Samarasinghe	WSU	Jul-24	Aug-24
Travel: To attend and showcase at the Asia-Pacific Agri-Food Innovation Summit in Singapore, 2025	NANB11733	Cong Vu	NanoSoils	Jun-25	Nov-25
Upskilling early-career agriculturists	GRDC10696	Sally Dickinson	GRDC	Jul-23	Jun-26

Project title	Project code	Researcher	Organisation	Start date	Cease date
Adoption and impact					
Commercialisation management tasks	CRDC2203	Jarrod Ward	Ahurei	Jul-21	Jun-25
CottonInfo Climate and Carbon Technical Lead 2023-24	AE10070	Jon Welsh	Ag Econ Australia	Jul-23	Jul-24
CottonInfo Climate and Carbon Technical Lead 2024-26	AE11412	Jon Welsh	Ag Econ Australia	Jul-24	Jun-26
CottonInfo Disease Technical Extension Lead	CSD10630	Peter White	CSD	Jul-23	Jul-24
CottonInfo Fibre Quality Technical Lead	VANM10023	Rene van der Sluijs	TTS	Jul-23	Jun-26
CottonInfo Irrigation Technical Lead	GVIA2301	Lou Gall	GVIA	Jul-22	Jun-25
CottonInfo multimedia content development	DAQ2202	Tonia Grundy	QLD DPI	Jul-21	Aug-25
CRDC CottonInfo and *my*BMP support	CI11684	Bob Ford	CottonInfo	Mar-25	Jun-28
CottonInfo Natural Resource Management Technical Lead	VOGS10071	Stacey Vogel	Stacey Vogel Consulting	Jul-23	Jun-26
CottonInfo Soil Health Technical Lead 2024-25	DAN11191	Blake Palmer	NSW DPIRD	Jul-24	Mar-25
CottonInfo Soil Health Technical Lead 2025-28	CI11682	Blake Palmer	CottonInfo	Mar-25	Jun-28
CottonInfo strategic planning 2023-28	PURP11055	Vickie Burkinshaw	Purple Pyjamas	Mar-24	Jul-24
CSD investment in CottonInfo	CI11823	Janelle Montgomery	CottonInfo	Mar-25	Mar-30
Future Cotton: Innovation and impact for sustainability, biosecurity & growth (sub-project 2)	DAQ11743	Paul Grundy	QLD DPI	May-25	Jun-29
Grassroots Grant: Central Highlands Weather Network	CHCGIA 11070	Alexandria Galea	Central Highlands CGA	May-24	Nov-24
Grassroots Grant: Darling Downs Cotton Grower Inc weather station upgrade	DDCGI11657	Daniel Skerman	Darling Downs CGA	May-25	Dec-25
Grassroots Grant: Grower development and extension: Macquarie Cotton Growers tour to Dirranbandi	MACC11546	Alexandra Dalton	Macquarie CGA	Mar-25	Mar-25
Grassroots Grant: Grower group tour of NT	CHCGIA 11495	Robyn Lehmann	Central Highlands CGA	Nov-24	Jun-25
Grassroots Grant: Northern grower travel to Emerald	NTCGA11126	Simone Cameron	NT CGA	May-24	Jun-25
Grassroots Grant: Travel to Irricom and CSD field day February 2024	CI10863	Kieran O'Keeffe	Southern Valleys CGA	Jan-24	Oct-24
Program Management Committee meetings and activities: Adoption and impact	CRDC10676	Warwick Waters	CRDC	Jul-23	Jun-28
Research for impact	HIA10594	Matt Reynolds	Hort Innovation	Jun-23	Jul-26
Review of extension arrangements in the Australian cotton industry	BOWR11180	Rosemary Richards	Bowman Richards & Associates	Jun-24	Aug-24
Scientific and CottonInfo Weed Technical Lead	DAN2302	Graham Charles and Eric Koetz	NSW DPIRD	Jul-22	Jun-25
Ten-year impact assessment of RD&E investment	JANW11698	Jane Wightman	Jane Wightman Consulting	Jun-25	Dec-25
The impact of research on the socio-economic resilience of rural and regional communities	RAI10501	Luke Jeffress	RAI/GRDC	Apr-23	Jan-25
Travel: Attend the 2024 Australian Cotton Conference – Northern Australia contingent	DANT10567	Staci Stanley	NT DAF	May-24	Aug-24

PILLAR 2 TOTAL: $2.61 MILLION

PILLAR 3 **Planet:** Our shared future

Project title	Project code	Researcher	Organisation	Start date	Cease date
Natural capital					
Carbon and biodiversity benchmarking in native vegetation on cotton farms	UNE2301	Rhiannon Smith	UNE	Jan-23	Dec-25
Evaluating the economic and environmental return on investment of modern fish screens	DAN2308	Fiona Scott	NSW DPIRD/ OzFish	Jul-22	Jun-26
Impacts of landscape connectivity on bat and bird activity in cotton and value of acoustic monitoring technology: benefits for natural pest suppression	USC10494	Stuart Parsons	USC	Jul-23	Dec-26
Landuse risks for pesticides and nitrogen movement in cotton catchments	SCU11080	Mick Rose	SCU	May-24	Jun-25
Macquarie Valley landscape impact program	REGF11614	Andrew Ward	RFM	Mar-25	Nov-25
National sustainability metrics and datasets for native vegetation – Stage 2	SQL11510	Andrew Davidson	Southern QLD Landscapes	Nov-24	Jun-25
Northern cotton farm boundary dataset	DATF11420	Tim Neale	DataFarming	Nov-24	Nov-24
On-farm biodiversity monitoring tools scoping study	2ROG11195	Jerremy Simmonds	2rog Consulting	Aug-24	Apr-25
Optimising floating solar covers for evaporation mitigation	USQ11136	Michael Scobie	UniSQ	Sep-23	Aug-26
Pilot spray drift extension activities	CI11705	Janelle Montgomery	CottonInfo	May-25	Jan-26
Pre-scoping SENTRI for Ag (Sensor-based environmental sense-making network for threat response and information)	UniSA11692	Siobhan Banks	UniSA	May-25	Sep-25
Project Management Committee meetings and activities: Natural capital	CRDC10677	Stacey Vogel	CRDC	Jul-23	Jun-28
Restoration case studies	LANA11437	Trish O'Gorman	Landcare Australia	Oct-24	Dec-24
Riparian exotic weed management prioritisation framework	GU11317	Sam Capon	Griffith Uni	Oct-24	Oct-27
SataCrop maintenance and hosting	CA10895	Doug McCollum	Cotton Australia	Dec-23	Jun-25
Smart system for evaporation polymer deployment	USQ10698	Michael Scobie	UniSQ	Jun-24	May-28

Project title	Project code	Researcher	Organisation	Start date	Cease date
Carbon					
Soil health framework collaboration for Australian agriculture	GRDC11611	Nicola Cottee	CRDC	Mar-25	Jul-29
Understanding the environmental co-benefits of irrigation water in the northern Murray-Darling Basin	GU2201	Rebekah Greiger	Griffith Uni	Jul-21	Feb-25
Update of Birds on Cotton Farms book – photography	CAMC11598	Christopher Cameron	Christopher Cameron	Feb-25	Feb-25
Water R&D support	PHEC10735	Cathy Phelps	C&J Phelps Consulting	Sep-23	Sep-25
Assessing the critical nitrogen and phosphorus values of cotton cultivars for improved yield and fertiliser efficiency	UQ2301	Tim McLaren	UQ	Jul-22	Jun-25
Benchmarking soil carbon, soil properties and management between long-term experimental sites and on-farm cotton industry sites	DAN2305	Guna Nachimuthu	NSW DPIRD	Jul-22	Sep-25
Building profitable farming systems for the future through increasing soil organic carbon and optimising water-use efficiency in a changing climate	CRDC2202	Annette McCaffery	DCRA	Jul-21	Apr-25
Carbon Farming Outreach Program: Integrated approaches to building on-farm emissions knowledge-gap analysis opportunity (Ag Econ Australia)	AE11697	Jon Welsh	Ag Econ Australia	May-25	Dec-25
Carbon Farming Outreach Program: Integrated approaches to building on-farm emissions knowledge-gap analysis opportunity (NSW DPIRD)	DAN11681	Aaron Simmons	NSW DPIRD	May-25	Jan-26
Carbon Farming Outreach Program: Integrated approaches to building on-farm emissions knowledge-gap analysis opportunity (Sustenance Asia)	SUSA11675	Chris Cosgrove	Sustenance Asia	May-25	Jan-26
Climate-Smart Agriculture Program: Reducing nitrous oxide emissions with enhanced efficiency fertilisers	QUT11399	Peter Grace	QUT	Nov-24	Jun-28
Co-development of an enhanced efficiency fertiliser (EEF) evaluation framework	ZNECRC 11676	Vicki Lane	ZNE-Ag CRC	Jan-25	Jun-26
De-risking nitrogen management in cotton farming systems	CSIRO 10999	Peter Thorburn	CSIRO	Apr-24	Feb-27
Developing smart and sustainable nitrogen fertilisers using nano urea and cotton waste-derived biochar-clay composites	UON11647	Ajayan Vinu	UON	Apr-25	Apr-26
Future Cotton: Innovation and impact for sustainability, biosecurity & growth (sub-project 3)	DAQ11744	Paul Grundy	QLD DPI	May-25	Jun-29
Greenhouse gas baseline and mitigation for cotton: phase 1 and 2	CSP2102	Maartje Sevenster	CSIRO	May-21	Jun-25
Highly efficient waste-derived circular fertilisers via recouping soil carbon and nitrogen cycles to deliver impacts across three greenhouse gas inventory subsectors	ZNECRC 11665	Vicki Lane	ZNE-Ag CRC	Mar-25	Mar-30
Environmental Accounting Platform	AIA10739	Sam Brown	AIA	Sep-23	Sep-24
Low Emissions Intensity Cotton Farming Systems (LIEFS NSW)	DAN11402	Aaron Simmons	NSW DPIRD	Oct-24	Jun-28
Major capital investment: Climate-smart agriculture program: nitrous oxide analysers	QUT11478	Peter Grace	QUT	Nov-24	Oct-25
Major capital investment: Operational support for CRDC projects at USYD farms Narrabri	US10742	Thomas O'Donoghue	USYD	Aug-23	Apr-25
Membership: Zero Net Emissions (ZNE) Agriculture Cooperative Research Centre (CRC) Tier 2	ZNECRC 11401	Nicola Cottee	ZNE-Ag CRC	Jul-24	Jun-34
Project Management Committee meetings and activities: Carbon	CRDC10678	Meredith Conaty	CRDC	Jul-23	Jun-28
Understanding nitrogen cycling in cotton soils, and the timing of nitrogen availability to plant roots	CSIRO10081	Diogenes Antille	CSIRO	Oct-23	Sep-26

Project title	Project code	Researcher	Organisation	Start date	Cease date
Circular Economy					
An evaluation of cotton fibre waste processing and composting alternatives: Comparison of business models, greenhouse gas emissions and commercialisation opportunities	UTS10080	Christopher Bajada	UTS	May-24	Jun-27
Closing the loop: textile waste composting for improved carbon footprint and sustainability	UON2301	Thava Palanisami	UON	Jul-22	Jun-26
Developing a pathway for the composting and agricultural use of pure cotton textile waste	UQ11090	Johannes Biala	UQ	Jan-25	Jun-27
Process optimisation and commercial viability analysis of fibre-to-fibre textile recycling	UON11580	Thava Palanisami	UON	Apr-25	Sep-25
Program Management Committee meetings and activities: Circular economy	CRDC10679	Meredith Conaty	CRDC	Jul-23	Jun-28

PILLAR 3 TOTAL: $4.45 MILLION

PILLAR 4 Enabling Strategies

Project title	Project code	Researcher	Organisation	Start date	Cease date
Enabling Strategies					
Cotton industry media monitoring 2023-26	CA10718	Darrin Davies	Cotton Australia	Jul-23	Jul-26
CRDC *Spotlight* magazine	CRDC11373	Ruth Redfern	CRDC	Sep-24	Jun-27
CRDC Strategic Plan video project	CUSM10578	David Cussons	Cussons Media	Jun-23	Dec-25
Elevating cotton's RD&E profile – communications support	REGP11172	Georgie Roberston	Regional PR Co	Jul-24	Jun-27
Farm performance: rate of return data for cotton sustainability report	CRDC2208	Simon Fritsch	AgriPath	Nov-21	Oct-24
Membership: Australasia Pacific Extension Network (APEN) 2024-27	APEN11222	Ruth Redfern	CRDC	Jul-24	Jun-27
Newsletter support	CA11516	Adam Kay	Cotton Australia	Jan-25	Dec-27
Research summaries	HOUC10573	Bernadette Murray	House of Communications	Jun-23	Jun-26
Social media strategy	WRIS11572	Heidi Wright	Wright Social	Feb-25	Feb-26

PILLAR 4 TOTAL: $0.36 MILLION

TOTAL INVESTMENT IN RD&E: $17.00 MILLION

Appendix 7

Abbreviations list

Term	Description
AACS	Association of Australian Cotton Scientists
ABARES	Australian Bureau of Agricultural and Resource Economics and Sciences
ACRI	Australian Cotton Research Institute
AgriFutures	AgriFutures Australia Ltd
AIA	Agricultural Innovation Australia
ARLF	Australian Rural Leadership Foundation
ARLP	Australian Rural Leadership Program
BC	Better Cotton
CA	Cotton Australia
CCA	Crop Consultants Australia Inc.
CDU	Charles Darwin University
CGA	Cotton Grower Association
CO_2-e	Carbon dioxide equivalent
CottonInfo	Joint venture between CRDC, Cotton Australia and CSD to deliver cotton extension activities
CQU	Central Queensland University
CRC	Cooperative Research Centre
CRCNA	Cooperative Research Centre for Developing Northern Australia
CRDC	Cotton Research and Development Corporation
CRRDC	Council of Rural Research and Development Corporations
CSD	Cotton Seed Distributors Ltd (a grower-owned cooperative)
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAFF	Department of Agriculture, Fisheries and Forestry
DCRA	Dryland Cotton Research Association
GM	genetically modified
GMO	genetically modified organism
GRDC	Grains Research and Development Corporation
GVIA	Gwydir Valley Irrigators Association
ha	hectare
HOC	House of Communications
IP	Intellectual Property
IPM	Integrated Pest Management
kg	kilogram
LCA	Life Cycle Assessment
ML	megalitre
***my*BMP**	The cotton industry's Best Management Practice program

NACRA	Northern Australia Crop Research Alliance
NCSU	North Carolina State University
NRM	Natural Resource Management
NSW DPIRD	NSW Department of Primary Industries and Regional Development
NT DAF	Northern Territory Department of Agriculture and Fisheries
PBRI	Plant Biosecurity Research Initiative
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PHA	Plant Health Australia
PhD	Doctor of Philosophy
PIRD Act	*Primary Industries Research and Development Act 1989*
QLD DPI	Queensland Department of Primary Industries
QUT	Queensland University of Technology
R&D	Research and development
RAI	Regional Australia Institute
RD&E	Research, development and extension
RDC	Rural Research and Development Corporation
REO	Regional Extension Officers
RFM	Regen Farmers Mutual
RMIT	Royal Melbourne Institute of Technology
SAC	Sustainable Apparel Coalition
SAI	Sustainable Agriculture Initiative
SCG	Schuster Consulting Group
SCU	Southern Cross University
TIMS	Transgenic and Insect Management Strategy Committee
TTS	Textile Technical Services
UMELB	University of Melbourne
UNE	University of New England
UON	University of Newcastle
UQ	University of Queensland
USC	University of the Sunshine Coast
UniSQ	University of Southern Queensland
USYD	University of Sydney
UTS	University of Technology, Sydney
UWA	University of Western Australia
WA DPIRD	Western Australian Department of Primary Industries and Regional Development
WAAA	Western Australia Agriculture Authority
WHS	Work Health and Safety
WSU	Western Sydney University
ZNE-Ag CRC	Cooperative Research Centre for Net Zero Emissions from Agriculture

Appendix 8

Compliance index

REQUIREMENT	SOURCE	PART OF THE REPORT	PAGE
Primary Industries Research and Development Act 1989 (PIRD Act)			
R&D activities	Paragraph 28(a)(i)	**Section 1:** Overview / Progress against the CRDC Strategic R&D Plan 2023–28: Our Annual Performance Statement **Section 3:** Our Investments and Performance	6-17, 28-45
Marketing activities funded by levy	Paragraph 28(a)(ia)	Not applicable	
Expenditure on R&D activities	Paragraph 28(a)(ii)	**Section 2:** Our business **Section 3:** Our Investments and Performance **Section 5:** Our Financials	24-27, 29-45, 64-91
Impact of R&D activities on the cotton industry	Paragraph 28(a)(ii)	**Section 1:** Overview / Progress against the CRDC Strategic R&D Plan 2023–28: Our Annual Performance Statement **Section 3:** Our Investments and Performance	6-17, 29-45
Revisions of the R&D plan	Paragraph 28(a)(iii)	Not applicable	
Agreements under sections 13 and 14	Paragraph 28(a)(iv)	**Appendix 6:** RD&E portfolio	61, 100-110
Patents and commercialisation	Paragraph 28(a)(v)	**Section 4:** People and Governance / Governance and accountability	26, 61
Companies	Paragraph 28(a)(vi) & (vii)	None to report	
Real property	Paragraph 28(a)(viii)	None to report	
Assessment of operations	Paragraph 28(b)	**Section 1:** Overview / Progress against the CRDC Strategic R&D Plan 2023–28: Our Annual Performance Statement **Section 3:** Our Investments and Performance	10-13, 65-91
Contribution to the objects of the Act	Paragraph 28(c)	**Section 4:** People and Governance	60
Sources and expenditure of funds	Paragraph 28(d)	**Section 2:** Our Business / Role, Financial Summary **Section 5:** Our Financials	20-27, 64-91
Selection committee report	Paragraph 141 (1)	**Section 4:** People and Governance / Selection Committee report	62
Public Governance, Performance and Accountability Rule 2014			
Approval of the report by Directors	Section 17BB	Letter of transmittal	2
Enabling legislation	Paragraph 17BE(a)	**Section 4:** People and Governance / Governance and accountability	60
Legislated objects and functions	Paragraph 17BE(b)(i)	**Section 4:** People and Governance / Governance and accountability	60
Purpose	Paragraph 17BE(b)(ii)	**Section 1:** Overview / About CRDC and the Australian cotton industry	5
Responsible Minister	Paragraph 17BE(c)	**Section 4:** People and Governance / Governance and accountability	60
Ministerial directions	Paragraph 17BE(d) & (f)	None to report	
Policy orders	Paragraphs 17BE(e) & (f)	None to report	
Annual performance statements	Paragraph 17BE(g)	**Section 1:** Overview / Progress against the CRDC Strategic R&D Plan 2023–28: Our Annual Performance Statement	10-13

Significant issues related to financial compliance	Paragraph 17BE(h) & (i)	None to report	
Information on members of the accountable authority	Paragraph 17BE(j)	**Section 4:** People and Governance / CRDC Board **Appendix 2:** Key Management Personnel	49-53, 68
Organisational structure	Paragraph 17BE(k)	**Section 4:** People and Governance / CRDC Team	58
Employee information	Paragraph 17BE(j)	**Section 4:** People and Governance / CRDC Team **Appendix 1:** CRDC's human resources	58-59, 94-95
Location	Paragraph 17BE(l)	**Section 2:** Our Business / Role	20
Corporate governance	Paragraph 17BE(m)	**Section 4:** People and Governance / Governance and accountability	49
Related entity transactions	Paragraphs 17BE(n) & (o)	**Section 4:** People and Governance / Governance and accountability **Section 5:** Our Financials	61, 64-91
Significant activities and changes	Paragraph 17BE(p)	None to report	
Judicial decisions or decisions of administrative tribunals	Paragraph 17BE(q)	None to report	
Reports by the Auditor-General, a parliamentary committee, the Commonwealth Ombudsman or the Office of the Australian Information Commissioner	Paragraph 17BE(r)	None to report	
Information from subsidiaries	Paragraph 17BE(s)	None to report	
Indemnity and insurance	Paragraph 17BE(t)	**Section 4:** People and Governance / Governance and accountability	60
The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Paragraph 17BE(taa)	**Section 4:** People and Governance / CRDC Board	49 50-53 54 55 95
Information about executive remuneration	Paragraph 17BE(ta)	**Appendix 2:** Key Management Personnel	95
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Other reporting requirements			
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***Work Health and Safety Act 2011* (Cth)**	Schedule 2, Part 4	**Section 4:** People and Governance / CRDC team	59
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CRDC

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If you are interested in learning more about CRDC and our investments, visit our website or subscribe to our quarterly magazine, *Spotlight*. With thanks to the photographers and organisations who contributed photos to this report: Melanie Jenson, Ruth Redfern, Megan Woodward, Renee Anderson, Paul Grundy, Avanell Morawitz, Tom Rayner and Landcare Australia.

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