



Tuesday, 24 March 2020

Dear Les

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- **We've put steps in place to manage the risks of COVID-19**
  - **We're working towards the start of crushing in June**
  - **Business continuity planning is well advanced**

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The COVID-19 pandemic has put us all in uncharted territory.

I understand there is a great deal of concern in our communities, so I want to share with you the steps we're taking to manage the risks this virus poses to our people and our business operations.

I also want to reassure you that we are continuing to work towards the start of crushing in June.

We have implemented guidelines to protect the health and wellbeing of our employees, contractors, suppliers and visitors to our sites.

Control measures for our employees include:

- Restricting all non-essential work travel
- Minimising face-to-face meetings
- Implementing social distancing measures at worksites
- Self-isolation in certain circumstances.

Control measures for contractors, suppliers and visitors include:

- Restricting all non-essential visits to our sites
- Preventing any unannounced visits to our sites
- Introducing a health declaration to be completed by all visitors and contractors before being granted access to a site.

We hope to shortly receive Queensland Government confirmation that our sugar milling operations and associated supply chain are 'essential' in the context of the current public health control measures.

It is too soon to know what impact this outbreak might have on our workforce, our growers or our operations. However business continuity planning is well advanced across all milling regions, as well as for raw sugar transport, storage and shipping.

In the meantime, we are continuing with the maintenance season works program at our eight mills.

The coronavirus outbreak has had some impact on our ability to source certain equipment and materials from overseas suppliers. We are working through these issues.

We're also proceeding with our crop estimating process following beneficial rainfall over the past two months. Growers are currently being asked to validate farm estimates and we expect to be in a position to release pre-season crop estimates in early April.

These are unprecedented times. Be assured that we are monitoring the unfolding situation closely and continue to follow the advice of government and public health authorities.

As always, we will let you know as soon as possible if there are any changes that may impact you or your farming operations.

Best regards

**JOHN PRATT**

Executive General Manager - North Queensland