



SUNSHINE SUGAR STRATEGIC BUSINESS PLAN

SUMMARY ON A PAGE

CRITICAL DRIVERS

- Recover from catastrophic 2022 floods across milling and field
- Maintain cane supply area for mill and refinery throughput
- Recognise threat of significant loss of land under cane
- Ensure our farmers are sustainable
- Target high sugar prices and continue hedging program
- Ensure refinery sales program delivers profits and premiums
- Diversify into alternative income streams to white sugar
- Ensure finance is available to support development projects
- Improve business systems, safety and human resource performance
- Ensure plants are in a condition to manage available crops
- Maintain Risk Management process including COVID 19 and other
- Develop and Implement programs to address climate change

KEY IMPERATIVE: Target improved production levels and invest capital into plants, risk and diversification programs to maintain the sustainability of the business

CORE OBJECTIVES



Ensure sustainability of our growers and our business	Support continuous improvement culture	Ensure appropriate risk management systems in place	Diversify the business to deal with market changes
Flood recovery and climate change mitigation efforts	Grow a profitable DC Raw market	Continue to develop Asset Management Systems based on asset criticality and risk	Diversify to deliver alternative income streams
Improve Warehousing, Packaging & Distribution	Embed Continuous Improvement	Maintain Business Continuity Plan	Diversify and increase refined sugar range
Maximise the supply of high quality cane from the available area	Review Pol Recovery and develop a plan of action to implement improvement	Deliver values driven HR Management Plan	Identify product and market opportunities for all cane constituents — juice, water, fibre
Continue to build the Corporate Farming operation	Implement new production control systems and identify automation opportunities	Manage Harwood boiler performance	Generate revenue streams for ash and grate gravel
Maximise returns to growers		Continue development of Environmental Management System	Look to utilise our plants to process or produce other products
Increase branded retail sales		Develop Harwood power generation capacity and improve reliability	Develop projects for the alternative use of trash
Improve brand and industry engagement			
Ensure sugar supply from Rocky Point and Bundaberg to refinery during crop recovery	Ensure data management and security in IT System		
Model rationalisation of milling capacity that maximises refinery throughput and supports diversification deliverables	Promote Project Management systems and improve capital planning processes		
Continue to develop and enforce an industry Safety Management System			
Deliver cane haulage improvements in cost and efficiencies			