

Sweet

Season's greetings



Spreading Christmas cheer

Wilmar's Brennan Zanghi, Tania Dalton, Kiara Di Mauro, Dave Kauppila and Chris Winship helped hand out gift bags to patients at the Ingham Hospital. Read more on pages 6 and 7.

Investment underpins performance and safety

About \$150 million is being invested in capital and maintenance across Wilmar's eight mills and cane transport operations in 2020 – the bulk of it being spent on projects ahead of next year's crush.

General Manager Operations Mike McLeod said this continued investment in Wilmar's assets would underpin further improvements in performance, reliability and safety.

He said there was a long list of maintenance season works already under way at Wilmar's factories.

"Some of the larger projects are a \$3.8 million turbine overhaul at Invicta Mill, a \$2.6 million secondary air system replacement at Inkerman, and a \$3.5 million boiler station upgrade at Macknade Mill," he said.

General Manager Cane Supply and Grower Relations Paul Giordani said significant resources were also being invested in Wilmar's 1600km cane rail network, locos and cane bins.

"Millions of dollars will be spent on upgrading sidings, cane railway lines and crossings across each of our milling regions over the next seven months," Paul said.

"One of the biggest projects is the \$1.4 million improvement of cane railway track on the Up River line in the Proserpine area."

Meanwhile the workshops will be busy with locomotive rebuilds and the fabrication of new cane bins.

"We're doing major upgrades to six of our

locos this maintenance season, at a total cost of \$8.7 million. They are Plane Creek's Allan Page, Herbert's Gowrie and Jourama locos, Proserpine's Loco 9 and the Burdekin's Scott and Jarvisfield locos."

A further \$6 million is being spent on 350 new cane bins for the Herbert region. This work is being done in-house out at the Herbert Centralised Workshop and is part of a long-term project to reduce the risk of derailments and improve crush rates at the Herbert mills.

Mike said the maintenance season projects were key to performance improvements at the mills.

"It's important that not only each of these projects is done on time and on budget, but with safety at front of mind," he said.



Message from John Pratt

Executive General Manager North Queensland

I have recently returned from Dubai, where I attended a two-day conference involving senior representatives from Wilmar International's global sugar team.

Wilmar Chairman and CEO Khoo Hong Kuok attended day one of the conference, which featured market analyst presentations covering all of the world's major sugar-producing countries, including Brazil, India, Thailand and China.

While we have certainly experienced a challenging year in 2019, and can expect a similarly lean outlook in 2020, it is clear there are many sugar companies in a far worse position than us. The magnitude of losses in Europe and Brazil is staggering.

Day two of the conference comprised presentations from each of Wilmar's sugar businesses, by country, covering an overview of operations and the outlook for 2020 and beyond.

The presentation for Wilmar Sugar Australia was a team effort. I covered the Cane Products operations, Shayne Rutherford spoke on sugar marketing, and Bernard Duignan and Paul Gregory talked about refining.

The acquisition of our business (then named Sucrogen) in 2010 marked the start of Wilmar's foray into the global

sugar industry.

It is incredible that in less than a decade, the company has grown to become the world's largest sugar trader and now has the most comprehensive footprint in the global industry, with mills and refineries across the globe and an extensive trading network.

Throughout the conference, Wilmar's commitment to the continued growth of its global sugar business was reinforced. This includes ongoing reinvestment in its Australian operations.

This view was further supported during budget discussions that were held with Group Head of Sugar Jean-Luc Bohbot, Wilmar International Chief Financial Officer KK Ho and other senior Wilmar representatives the day after the conference.

We were pleased to emerge from these discussions with our 2020 operating budget approved.

Our capital program was also approved this week, which is a good way to end the year.

Thank you to everyone for your contributions throughout 2019.

I wish you and your family a safe and joyful Christmas and a Happy New Year.



Stepping up safety walks

Dave Zeller GM EHS

Safety is always a top priority for us at Wilmar.

A big thank you to everyone who has worked with us throughout the year to step up our focus on safety walks. Safety walks are a great way for people at all levels of our business to engage in the workplace and encourage safe work behaviours.

As part of our renewed focus on safety walks, we're aiming to increase our attention on high consequence risks, create work cultures that help people make the right choices, and empower our leaders to be more visible at sites and to provide coaching and feedback around safety.

While we've done a lot of great work this year, there is still a lot more to do.

So far close to 300 people have been trained in the Cane Products SHE Walk Evolution process. Further training will be conducted, as required.

We have already seen teams at some sites sign on to Not on My Shift Agreements. This initiative will continue in 2020.

EHS system audits were completed at Invicta, Kalamia and Victoria mills this year, as well as at Racecourse Refinery.

A great deal of preparation goes into audits. Thanks and well done to everyone who contributed to the audits to ensure the sites achieved a level of compliance that meets our management system requirements.

Please stay safe over the holiday period.



When fire broke out at Pioneer Mill on Saturday evening, 5 October, some in the wider community thought it was a season-ender.

No one was hurt in the blaze, but it caused major damage to the site's bagasse conveyor system and associated electrical systems.

Inside the Wilmar ranks, there was no room

for pessimism. The focus was on what needed to happen to get the factory back up and running, as quickly as possible.

Within 24 hours of the fire, crews were completing a damage assessment and doing clean-up work. A project team was formed to coordinate the recovery efforts. Work plans were being formed, materials sourced

and additional tradespeople pulled in from Wilmar's other mills.

The Cane Supply and Transport team swung into action to transfer burnt cane in bins and paddocks to the other Burdekin mills for processing.

On site, work crews and contractors were rostered around the clock to carry out the massive clean-up and recovery effort. Among other things, it involved replacing 566m of conveyor belt and about 1.5km of electrical cable.

The mill re-started crushing operations on Thursday night, 17 October – just 12 days after the fire, and four days ahead of schedule.

Burdekin Regional Operations Manager Paul Turnbull paid tribute to all of the employees who played a role in the recovery effort.

"To get the factory operational just 12 days after a significant fire event is a great achievement," he said.

"This was a multi-region project that drew on the skills and experience of people from across the business. The fact that we were able to complete the repair work so far ahead of schedule is testament to their skills and dedication."

Plane Creek shredder repairs



On Tuesday, 22 October – after all attempts to re-balance the shredder were unsuccessful – the business made the significant decision to remove the shredder rotor and take it off-site for major repairs.

The rotor was transported to Wilmar's Burdekin Centralised Workshop where engineering crews identified the fault, then trucked it south to Bundaberg to be repaired by the original equipment manufacturer.

Mackay Regional Operations Manager Craig Muddle said Bundaberg Walkers Engineering pulled out all stops to complete the repairs quickly and get the rotor on a truck back to Sarina for re-installation.

"We worked around the clock to get the shredder rotor installed and were able to get back up and running at Plane Creek early on Sunday morning, 27 October – a week after the shredder issues forced a stop to crushing.

"We were anticipating a 10-day stop. It's an absolute credit to all involved that we were able to complete these major repairs and resume crushing operations ahead of schedule."

Resources from across the business, as well as external contractors, pulled together in October to resolve major issues with the Plane Creek shredder.

Crushing operations were stopped at Plane Creek on Sunday 20 October due to increasing vibration levels in the shredder.

Wet start, dry finish for 2019 crush

The 2019 season wound up on 25 November when the last cane went through the rollers at Victoria Mill.

It was a mixed season, marked by extremes of weather.

A very wet start to the season caused significant lost time at all eight factories in the first week of July. There was then a run of dry months that caused the crop to drop off.

By season's end, a total of 14.78 million tonnes of cane was processed – about four per cent down on original estimates.

On a positive note, the dry conditions supported CCS levels. The total raw sugar make was 2.12 million tonnes, only slightly lower than the original forecast.

Production figures

Region	Cane crushed (tonnes)	Raw sugar produced (tonnes)
Herbert	4,056,000	545,000
Burdekin	7,909,000	1,179,000
Proserpine	1,547,000	178,000
Plane Creek	1,272,000	214,000
TOTAL	14,784,000	2,116,000

Leaders achieve service milestones

Cane Products leaders Tracey Garzotto and Jay Venning have notched up 40 years of service within a month of each other.

Tracey achieved the milestone on 11 November, with Jay following suit on 17 December.

When Tracey joined Kalamia Mill's finance team as a clerk in 1979 she was one of the first to be employed under CSR terms.

"Everyone else was employed by Australian Estates," she said.

"They got their payslips every fortnight and I got paid monthly."

Tracey worked in a number of finance roles in the Herbert and Burdekin regions over the ensuing decades before being appointed Cane Products' Senior Finance Manager in 2014, her final position before taking long service leave in April this year.



Although Jay is widely respected for his vast knowledge of sugar mills, he began his career in sugar refining, as a technical assistant at CSR's New Farm refinery.

His sugar milling career commenced in 1982, when he moved to Goondi Mill as a shift chemist. He went on to work in a range of technical and production roles across the business, including supporting Wilmar

International's sugar operations in Myanmar.

He is currently General Manager Production and Technology.

Jay said his time at New Farm set him up well for his career in sugar mills.

"It gave me a good understanding of what refineries, our customers, need from the raw sugar we supply them," he said.

When Jay secured his first job with CSR, his dad foretold that he had found a job for life. Forty years later, it would appear he was right.

The Cane Products Leadership Team celebrated their colleagues' service milestones at a lunch this week.

Executive General Manager North Queensland John Pratt said it was special to have two members of the leadership team mark 40 years of service together.



Proserpine beds down new boiler control technology

Professor Karl Åström and Ron McCall inside Proserpine Mill's boiler control room.

New boiler control system technology trialled at Proserpine Mill this year as part of a \$700,000 research project could be expanded to more sites in the near future.

Technical Services Manager Rob Peirce said the new technology, installed on Proserpine's Boiler 1 during the 2019 crush, had taken almost the full season to bed down but ultimately delivered promising results.

"We did a lot of modelling and experimenting. It was a real work in progress," Rob said.

"By the last month of the season we had

adopted a new control scheme that was working well.

"The team at Proserpine was great to work with."

Wilmar partnered with Emeritus Laureate Professor Graham Goodwin and Dr Diego Carrasco from the University of Newcastle on the project, which aimed to utilise more advanced control techniques to create more stable boiler operations.

"We chose Boiler 1 at Proserpine for the project because we knew it was a difficult boiler, and

that we could experiment on it and not impact factory operations too much," Rob said.

World-renowned control theorist Professor Karl Åström from the Lund University in Sweden visited Proserpine in September as part of the project.

"He toured the mill, tuned controllers, talked with operators and met with management," Rob said.

Professor Åström also attended a one-day workshop in Townsville, at which operators and engineers from the four milling regions had the opportunity to discuss issues around factory control systems.

Rob said there were plans to hold a similar workshop, along with training, with Professor Goodwin mid-next year.

Professor Åström said Wilmar was approaching work around control systems in a sensible way.

"It's doing the simple things first, and making sure they work, and gradually putting in more and more advanced controllers," he said.

"It helps to make the operations more efficient and encourages younger workers to stay in the industry, to learn more about control systems."

Rob said the Australian Research Council funding allocated to the control system project would run out in March next year but it was hoped Wilmar would further the good work started at Proserpine.

"We would eventually like to see this technology applied across all of our factories," he said.

Sugar nutrition facts



Dr Mary Harrington
Wilmar Sugar Australia,
Nutrition Manager ANZ

Christmas wouldn't be right without a festive selection of foods and drinks. Sugar often takes centre stage, with the gingerbread house and Christmas pudding. Sweet treats bring us together and help us celebrate the festive season.

Just because foods and drinks contain sugars does not mean they need to be avoided. Too much of anything is potentially a problem for health, including sugars. The key is to keep things in check while still enjoying yourself.

So how do you do this? The Australian Health Foundation has provided some simple fact-based advice. Here is what they call their 5 tips for healthy holidays.

Dr Harrington leads Wilmar's ANZ Nutrition team, based in Sydney. The public face of the ANZ Nutrition team is the Sugar Research Advisory Service, which is jointly funded by Sugar Australia and New Zealand Sugar. The SRAS website is SRAS website – www.srasanz.org – aims to provide an evidence-based view on the role of carbohydrates, and particularly sugar, in nutrition and health.

5 tips for healthy holidays

- 1. Drink wisely:** Keep hydrated by alternating alcoholic drinks with water. Dilute alcoholic drinks with soda water or choose low alcohol or light beer and wine.
- 2. Fresh food:** Look for nutritious and delicious options at events, such as fresh seafood, colourful salads, vegetable-based dips and fruits. Bring your own healthy dish, if possible.
- 3. Check portions:** Be aware of your portion sizes, particularly for discretionary festive foods, and try to eat mindfully.
- 4. Keep moving:** Aim for at least 2.5 hours of moderate exercise or 75 minutes of vigorous exercise a week.
- 5. Get cooking:** When you're not socialising, try home cooking instead of takeaway.

The holiday season is a time to enjoy with family and friends – pick your treats wisely, slow down and enjoy!

Quality move for Stelios

After more than two decades of being a Wilmar bioethanol customer, Stelios Liberatos jumped the fence two and a half years ago and became an employee instead.

Stelios is bioethanol's National Technical and Quality Manager for the bioethanol division of Cane Products, as well as Operations Manger for the Yarraville Processing and Packing Plant.

He previously worked in the pharmaceutical and therapeutic goods industry, which meant he was already familiar with many bioethanol products when he joined the business.

"Ethanol is an amazing product – you distil it and it's drinkable, you add water to it and it's a disinfectant, you make denatured alcohol and it can be used as a solvent, a petrol or many other products," Stelios said.

"We can mix up to 200 different products at the Yarraville site."

In his role as National Technical and Quality Manager, Stelios is responsible for ensuring all of those products, and the base ethanol manufactured at Sarina Distillery, meet strict quality standards.

That means managing a quality team split between split between the Yarraville and Sarina Distillery sites, located more than 2000km apart.

"I'm based in Melbourne but am at Sarina every third week of the month," he said.



"For us to be productive, we have to be a close unit.

"Our goal is to get the two laboratories to work closer together to improve testing methods, procedures, product quality and compliance."

Coming from the highly regulated pharmaceutical industry, Stelios said it was a big change to work in a more industrial environment.

"There's been a big learning curve for me around safety and working in hazardous areas," he said.

"On an operations level at Yarraville, we've made some really good progress around things like safety walks and Take 5s.

"The team is now regularly doing Take 5s because they see value in the process, not just to tick a box.

"I love the challenge of finding ways to continually improve safety and the way we do things."

Marketing support for Wilmar increases



The Grower Marketing team Tania Dalton, Franco Zaini, Yolanda Hansen, Chris Winship, Angus McKerrow and PJ Gileppa.

Growers have increased their support for Wilmar as their sugar marketer for the 2020 season.

The 2020 Marketing Nominations period closed on 31 October.

Grower Marketing and Pricing Manager PJ

Gileppa said Wilmar's Grower Marketing team rolled out a 20-week campaign to encourage growers to choose Wilmar as their grower economic interest (GEI) sugar marketer.

PJ said Wilmar offered a highly competitive range of products and services in pricing, pooling and marketing.

"Our team worked very hard on the campaign and spent a lot of one-on-one time with growers across all four regions to promote our products, so it was pleasing to wrap up the nominations period with an increase in support from growers," he said.

"We'll review the success of the campaign over the coming months and look at ways we can further improve our product offerings to ensure Wilmar remains at the forefront of marketing innovations and initiatives."

PJ said the 2019 season was now in wash-up stage, which involved accessing growers' marketing positions with regards to their sugar production and pricing orders.

He said growers had until 20 February 2020 to make decisions about where they would like to set their final prices for their Call and Target pricing orders on unpriced GEI sugar tonnage.

"If any employees have questions about how GEI sugar is marketed and/or priced, please feel free to contact me or one of our local grower marketing consultants," he said.

"On behalf of the team, I'd like to wish everyone a safe and happy Christmas and thank all those who assisted and supported us during the year."



Townsville - Cassie Lewis, Nina West and Gary Baker

Spreading Christmas cheer

Wilmar employees have been out and about in the community in December, spreading festive cheer in the lead-up to Christmas.

The Townsville Finance team helped pack more than 1,000 food hampers for the Mayor's Christmas Appeal, to help Townsville's needy have a more enjoyable Christmas.

More than 1,500 sausages and 34kg of onions were cooked during the annual sausage sizzles held at the Ingham, Townsville, Ayr and

Proserpine hospitals. Teams also delivered small gifts to patients and cheesecakes were provided to staff at the Home Hill Hospital.

The Cane Products HR team also got into the festive spirit, putting their culinary skills to work for the annual Feast with Friends event at the Ronald McDonald House in Townsville. Those who weren't in the kitchen helped give the house a pre-Christmas clean.



Townsville - David Watt



Townsville - Christina Liepouris, John Seedhouse, Camilla Woods, Neomi Butler, Nicole Butler, Taja Gray



Townsville - Alana Murphy and Sally Rizzi



Townsville Hospital Foundation CEO Tanya Busoli with GM Asset Management Russell Brown



Townsville - Alycia Wall and Barb Page



Ingham - Frank Girone and PJ Gileppa



Ayr - Debbie Oar, Lisa Sims and Anthony Bombardieri



Blair Aspinall, Kelsey Shand, Sharni Lennox

Season goes out swinging

Sugar industry participants across the Herbert and Burdekin regions hit the golf course in December to celebrate the end of the 2019 crushing season.

While the Burdekin's end of harvest golf day is a long-standing tradition, the Herbert's event was the first of its kind. Based on the strong turnout for the event, jointly organised by Wilmar and Canegrowers, it is likely to become an annual outing.

There was also a fundraising element to both days. Money from the Herbert golf day went to the Herbert River Men's Shed and the Burdekin's was donated to Laurie's Love.



Ben Wharton, Ben Goldsack, Luke Aroney, Carlo Marcello, Jason Smith



Proserpine - Elaine Riley, Jodie McDonald, Tracey Kostecki and Katrina Dening



Ayr - Peter Wood and Dave Zeller



Julie Cantoni, Megan Bourne and Glynis Romano



Rob Ravizza, Glenn Brock and NEM Group's Elara Hughes, Jordan Smith, Todd Reinhardt



Alana Romano, Sarah Castles, Nicole Gileppa, Emma Castles



Proserpine - Andrew Linneweber, Laurie Johnson, Danny Van der Berg, Eric Campbell and Hayden Clair



Ayr - Shanna Spreadborough, Larry Holman and Judy Spelta

Site-seeing



Townsville office's Mo Bros (clockwise from front left) Paul Trayner, Nick Attam, Vaughan Jones, Peter Larsen and Rohan Geysler.



Peter Cursio, Ian Hanson, Neville Oats, Alf Greco and Greg Pickering at the Inkerman Mill break up.



Emily Lino, Sean Kennedy and Cody Lambert at Victoria Mill.



Shift fitter Raymond La Rosa, shift electrician Lyndsay Kemp and shift coordinator Daniel Castorina witness some of the last cane for the season head towards the A-side shredder at Victoria Mill.



Enjoying Wilmar's Townsville Fire home game (from left, back) Megan Lennox, Paula Scarabel, Deb Calligaro, Renay Wyllie, Julia Tomarchio, Colleen Stevenson, (front) Nina West, Maree McLaughlin and Blair Aspinall.



Helen Burbidge, Sarah Percy, Hailey Jardine and Sam Chirgwin at the Townsville office Christmas party.