



Date: October 1, 2023

Re: Pandemic Preparedness Plan

Dear Valued Customer:

This document serves as our response to your request for a written pandemic preparedness plan.

United Sugar Producers and Refiners (United) production and distribution systems are designed and operated to assure a consistent supply of sugar to our customers. Nine manufacturing plants that produce the same specification sugar enables us to provide acceptable product to any customer in the event any one or more of our plants are forced into a shutdown situation.

Similarly, our extensive distribution system throughout the country enables us to supply customers from any number of our operated or contracted sugar transfer stations and warehouses. If any particular geographic or organization-specific issues were to arise, we have the ability to ship and deliver products from any number of alternate sources.

The above processes comprise the core of United's supply solutions which continue to provide our customers with the confidence of continuous and uninterrupted service everyday.

Please call or write if you have any questions or concerns. United Sugar Producers and Refiners is committed to continued service to our valued customers.

Regards,

Janet A. W. Harriman
Director of Quality and Safety
United Sugar Producers and Refiners

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