



Tuesday, 13 December 2016

Dear Suppliers

Further to the Chairman's notice yesterday, I wanted to write to introduce myself ahead of my planned commencement in February next year.

I am privileged to have been offered the position as Chief Executive Officer of Murray Goulburn. It is a true honour to be leading this great Australian organisation that has enjoyed such a long and significant history; a company that is regarded as the backbone of dairy farming in this country.

I appreciate that 2016 has been a difficult year for all involved and I am under no illusions about the task ahead and the expectation to deliver lasting and positive change to transform the co-operative. While I don't pretend to offer an overnight solution to Murray Goulburn's situation, I have had experience in similar situations and together we will hopefully be able to transform and refocus Murray Goulburn for a prosperous and successful future.

When I join in February, one of my priorities is to engage with suppliers, employees and other stakeholders to obtain their perspectives on the events of the recent past. I intend visiting the regions to meet as many of you as soon as is practical, in order to gain an in-depth understanding of the key issues driving the business and the industry.

I know that there has been a great deal of change in the leadership team over the recent past and a priority is to focus on the team, harnessing the knowledge we have and building new capabilities as needed. While I can't pre-empt any changes that will be considered, what I can ensure is that I will be focused on delivering the best possible outcomes for all stakeholders, and particularly our suppliers.

As someone coming in new to the industry, with your assistance and support, there is the opportunity to review the organisation through fresh eyes and to ensure that we make the most appropriate decisions.

My initial impressions of Murray Goulburn are that despite the fatigue with the past year, this is an organisation with tremendous potential. Since its inception, MG's strength has clearly been the passion, hard work and dedication of its people and I believe this will stand us in good stead as we navigate the next important chapter.

I look forward to working with you and all stakeholders to rebuild this iconic company.

Kind regards,

A handwritten signature in black ink, appearing to read "Ari Mervis".

Ari Mervis
Incoming Chief Executive Officer and Managing Director