

# Annual General Meeting

23 July 2009



# Annual General Meeting

lain Ferguson, Chief Executive

23 July 2009

## Focused on three key core areas



Core Area

Tate & Lyle Division

% of Group Operating Profit\*



**Corn Wet Milling** 

Food & Industrial Ingredients, Americas

57%

Food & Industrial Ingredients, Europe

16%

## Focused on three key core areas



Core Area	Tate & Lyle Division	% of Group Operating Profit*
Corn Wet Milling	Food & Industrial Ingredients, Americas	57%
	Food & Industrial Ingredients, Europe	16%
EU Cane Sugar Refining	Sugars	4%

## Focused on three key core areas



	Core Area	Tate & Lyle Division	% of Group Operating Profit*
	Corn Wet Milling	Food & Industrial Ingredients, Americas	57%
		Food & Industrial Ingredients, Europe	16%
	EU Cane Sugar Refining	Sugars	4%
Splenda With sections of Splenda Splen	High intensity sweeteners	Sucralose	23%

<sup>\*</sup> before central costs

### Customer focused R&D Team









# Corn Wet Milling Food & Industrial Ingredients, Americas



### Sagamore, Indiana

 Capacity expansion for value added food ingredients complete



### Loudon, Tennessee

 Expansion being commissioned: will enable additional production of ethanol, value added ingredients and substrate for the Bio-PDO™ plant

## TATE & LYLE CONSISTENTLY FIRST IN RENEWABLE INGREDIENTS

## Corn Wet Milling Food & Industrial Ingredients, Americas



### Fort Dodge

- New corn wet mill to produce industrial starches and ethanol: 95% complete
- Final construction and start-up postponed until ethanol market conditions improve



### **Custom Ingredients**

- Continues to perform well
- Recognised leader in dairy stabilisers

## Corn Wet Milling

## TATE VLYLE CONSISTENTLY FIRST IN RENEWABLE INGREDIENTS

### Food & Industrial Ingredients, Europe



### Single Ingredients business

- Attractive geographical footprint
- Efficient cost structure



### Food Ingredients Systems business

- Hahn and Cesalpinia continue to integrate well
- Number 1 in stabiliser systems in Europe

# Cane Sugar Refining Sugars



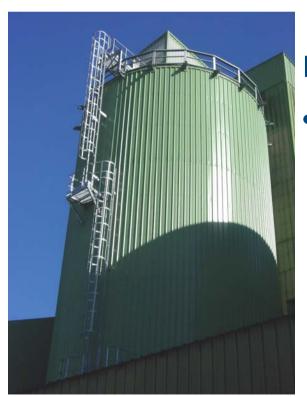


- Signs of margin recovery
- Final raw price reduction from October 2009



### London refinery

- New bio mass boiler completed; further reduces carbon footprint
- Installed new raw sugar unloading cranes



### Lisbon refinery

 Installed new sugar silo as part of debottlenecking project





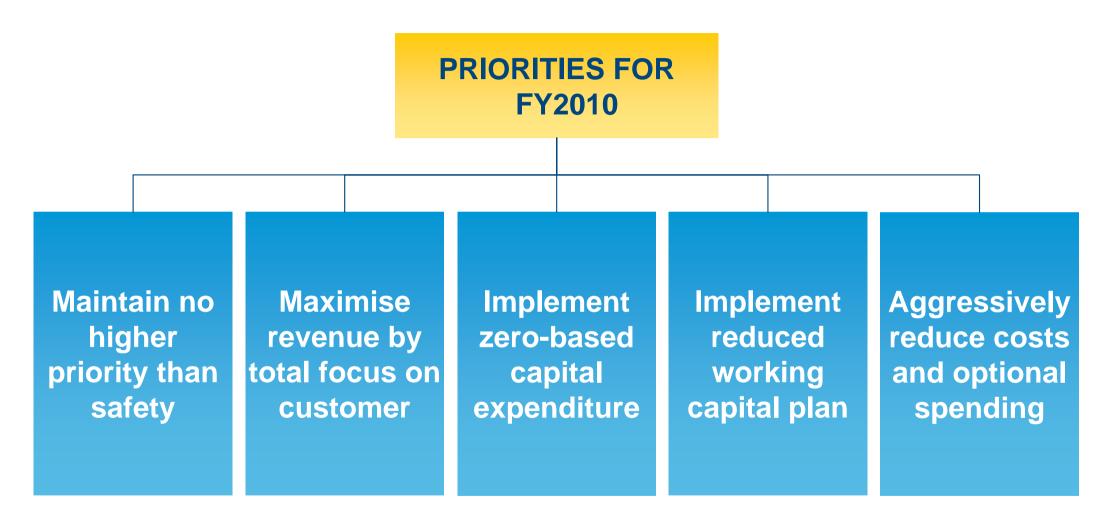
### All product moved to Singapore



- Outstanding growth since realignment with McNeil Nutritionals in 2004
- Breakthrough yield improvements of over 25% in FY2009
- Decision to mothball plant in Alabama
- No impact on customers



# Current management priorities Building a strong platform for future growth



Tate & Lyle will emerge a leaner, stronger, and more flexible business



# A stronger business with a strong management team

### **Chief Executive**



Matt Wineinger
President,
Food & Industrial
Ingredients,
Americas



Olivier Rigaud President, Food & Industrial Ingredients, Europe



Karl Kramer, President Sucralose



lan Bacon Chief Executive, Sugars



Dr. Bob Fisher President, Research & Development



Tim Lodge,
Group
Finance Director



Robert Gibber
Company Secretary
& General Counsel