

OUR GROUP AT A GLANCE

A global business dedicated to serving our customers from over 30 locations worldwide

<p>Sales</p> <p>£3,147m</p> <p>2013 – £3,256m</p>	<p>Adjusted profit before tax</p> <p>£322m</p> <p>2013 – £327m</p>	<p>Net debt</p> <p>£353m</p> <p>2013 – £479m</p>	<p>Employees worldwide</p> <p>4,523</p> <p>2013 – 4,326</p>
--	---	---	--

Tate & Lyle operates through two global divisions: **Speciality Food Ingredients** and **Bulk Ingredients**.

These two divisions are supported by our Innovation and Commercial Development (ICD) group, global Shared Service Centre and other global functions.

We have operations in over 30 locations, including our manufacturing facilities, such as our two scale SPLENDA® Sucralose facilities in Singapore and the US, and our network of corn wet mills in Europe and the US, which are shared by the two divisions to make our corn-based products. We have also built a global network of customer-facing facilities allowing us to collaborate with customers wherever they are located, including our global innovation hub, the Commercial and Food Innovation Centre in Chicago, USA.

Principal Locations



Our operations
Page 6

Performance of our divisions
Pages 20 to 23

USA

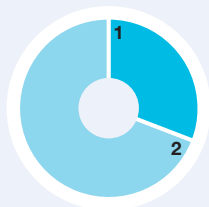
Chicago, Illinois	●
Dayton, Ohio	▲
Decatur, Illinois	▲
Duluth, Minnesota	▲
Houlton, Maine	▲
Lafayette, Indiana	▲
Loudon, Tennessee	▲
McIntosh, Alabama	▲
Princeton, New Jersey	●
Sycamore, Illinois	▲●
Van Buren, Arkansas	▲

Latin America

Buenos Aires, Argentina	●
Guadalajara, Mexico ²	▲
Mexico City, Mexico	●
Santa Rosa, Brazil	▲
São Paulo, Brazil	●

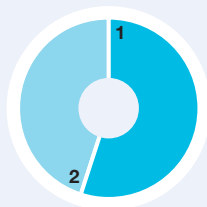
Sales by division

- 1 31% Speciality Food Ingredients
- 2 69% Bulk Ingredients



Adjusted operating profit¹

- 1 55% Speciality Food Ingredients
- 2 45% Bulk Ingredients



1 Adjusted operating profit excluding central costs.

Employees by geography

- 1 46% North America
- 2 37% Europe, Middle East & Africa
- 3 10% Latin America
- 4 7% Asia Pacific



Europe

- Adana, Turkey² ▲
- Bergamo, Italy ●
- Boleraz, Slovakia² ▲
- Kimstad, Sweden ▲
- Koog, the Netherlands ▲
- Lille, France ● ■
- Łódź, Poland ■
- London, UK ■
- Lübeck, Germany ▲ ●
- Mold, UK ▲ ●
- Noto, Italy ▲
- Ossona, Italy ▲
- Razgrad, Bulgaria² ▲
- Szabadegyháza, Hungary² ▲

Middle East & Africa

- Casablanca, Morocco ▲
- Kya Sand, South Africa ▲ ●

Asia Pacific

- Brisbane, Australia ▲ ●
- Singapore ▲ ●
- Shanghai, China ●
- Suqian, China ▲
- Xuzhou, China ●

Key

- Manufacturing facilities ▲
- Applications/technical services facilities ●
- Principal central/ICD locations ■

² Joint venture.