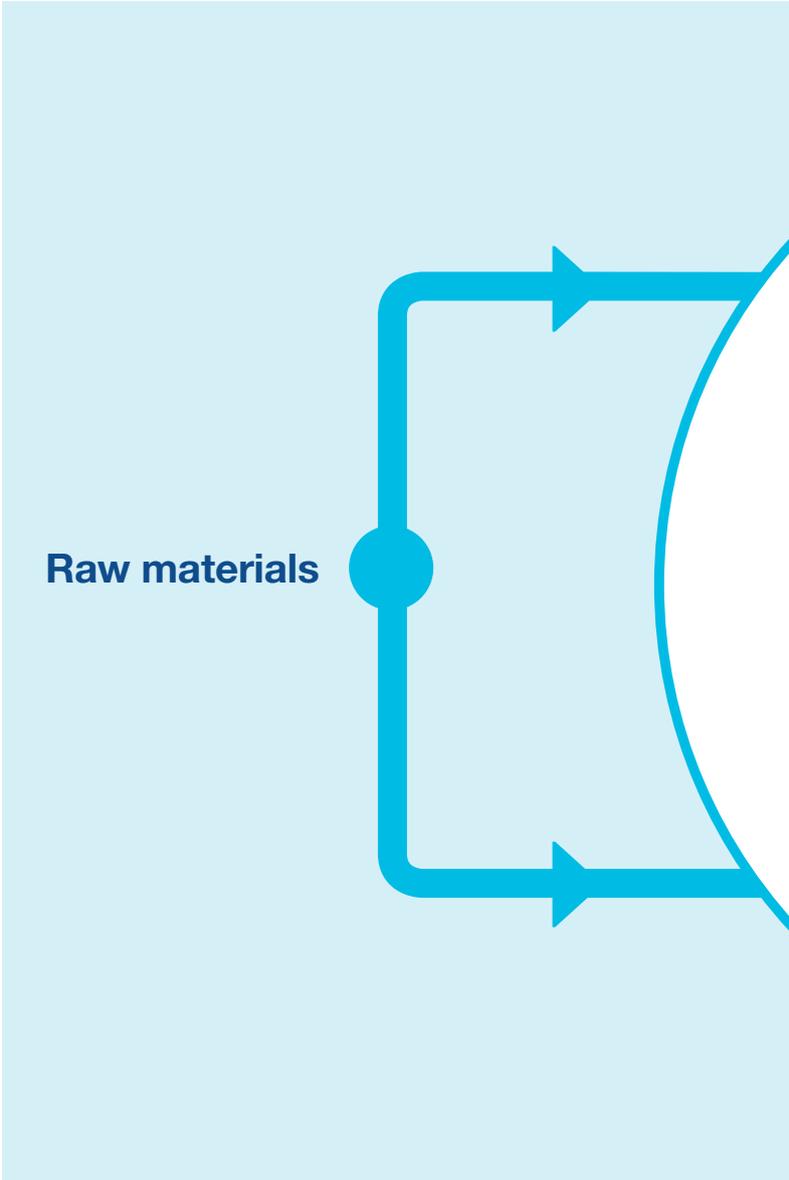


## OUR BUSINESS MODEL

# Turning raw materials into distinctive, high-quality ingredients and solutions for our customers

Through our facilities across the world we:

- Collaborate closely with our customers to help them develop new concepts, adapt formulations and get products to market faster
- Draw on the deep sector knowledge of our food scientists and ideas sourced from outside the Company to develop and commercialise the next generation of speciality food ingredients
- Apply our manufacturing know-how and supply chain expertise to turn raw materials into high quality food ingredients for delivery to our food and beverage customers worldwide.



### Sourcing raw materials

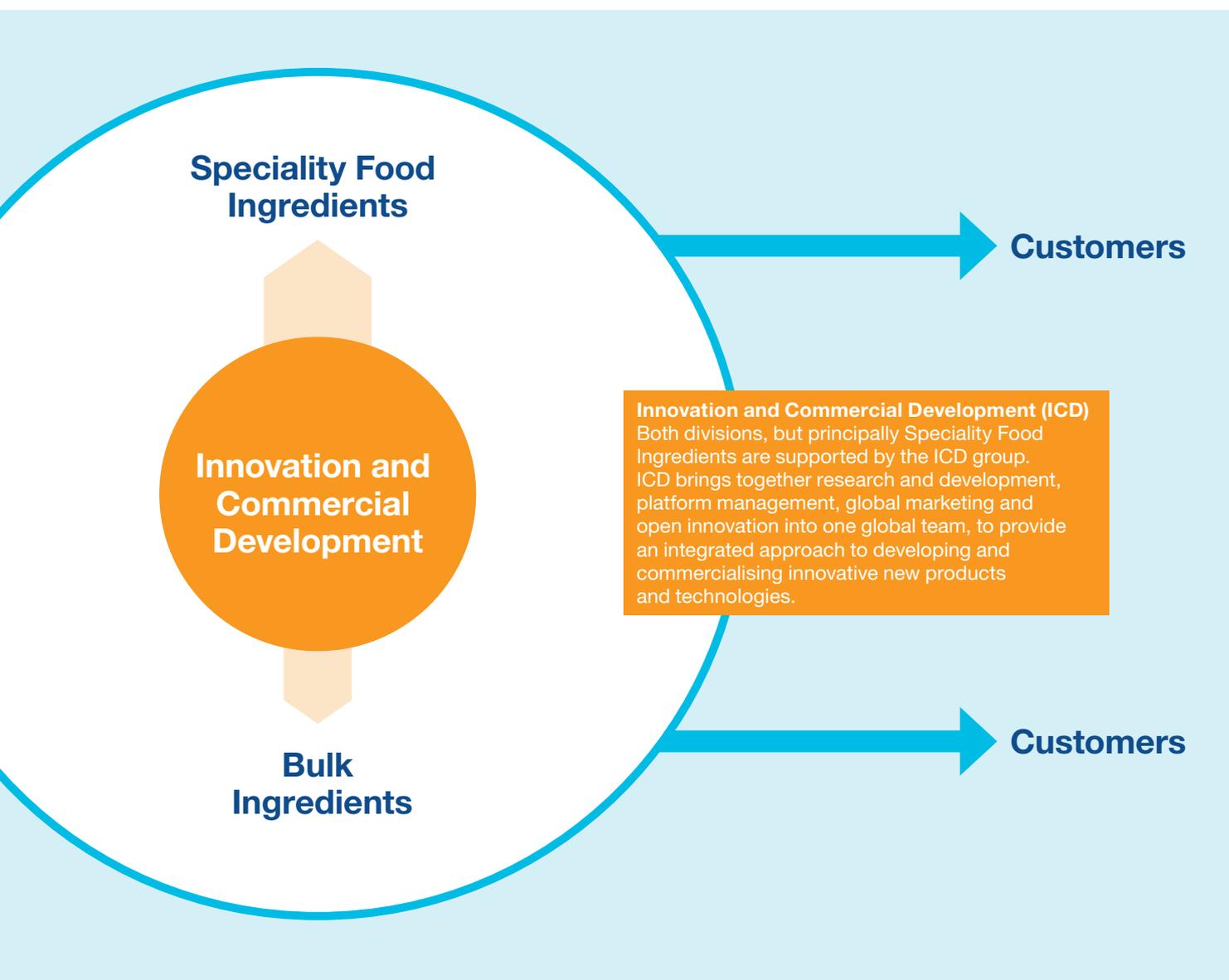
Most of our ingredients are produced from crops, predominantly corn. Ensuring we have a reliable source of corn for our plants is essential. This involves developing long-term, mutually beneficial relationships with growers, farmers and other commercial partners to secure supply; understanding commodity markets; and hedging costs where feasible.

Supply chain ethics are important to us. We apply clear standards, both operational and ethical, to our suppliers, and work with them to help them meet our compliance needs. This is essential if we are to meet our customers' requirements for traceability, quality and ethical standards throughout the supply chain.

 **Our operations**  
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 **Our Strategy in Action**  
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 **Developing sustainable products**  
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## Producing high-quality ingredients

We operate through two global divisions – Speciality Food Ingredients and Bulk Ingredients.

Our production facilities include a network of corn wet mills in North America and Europe which manufacture both bulk and speciality products. In addition to the plants shared by the two divisions to make corn-based products, we produce sucralose through two, large-scale, continuous processing facilities in the US and Singapore, and operate a number of smaller-scale blending facilities where we make food stabiliser systems.

Each division has its own sales force and commercial operations to provide the necessary focus and expertise for customers in their respective end markets.

## Understanding our markets

Customer insights drive all that we do. We analyse the markets we operate in globally and we use market research to gain insights into consumers' dietary habits, their perceptions of ingredients, and their nutritional expectations of food and drinks.

We use these insights to drive our own product development, to differentiate ourselves from our competitors and to help our customers meet consumer needs.