

OUR OPERATIONS

Tate & Lyle operates through two global divisions:

Speciality Food Ingredients (SFI)	Bulk Ingredients (BI)
<p>SFI develops, produces and markets distinctive, high-quality ingredients for food and beverage customers across the world. By leveraging our manufacturing facilities, innovative technology and formulation expertise, we help create cost-effective, better tasting products for consumers.</p> <p>SFI works closely with our Innovation and Commercial Development group to develop and commercialise new products.</p>	<p>BI manufactures and markets products including sweeteners, industrial starches, ethanol, acidulants and animal feed, for food and beverage, industrial and agricultural customers around the world.</p> <p>BI also partners with bio-based materials companies seeking expertise to commercialise green chemistry fermentation. One such partnership is our joint venture with DuPont which manufactures Bio-PDO®, a bio-based ingredient used in the textile and plastics industries.</p>
<p>Customers</p> <ul style="list-style-type: none"> • Large, multi-national food and beverage manufacturers • Small and medium-sized food and beverage manufacturers • Private label food and beverage manufacturers 	<p>Customers</p> <ul style="list-style-type: none"> • Large, multi-national food and beverage manufacturers • Paper and board producers • Gasoline suppliers • Textile manufacturers • Animal feed compounders
<p>Products</p> <p>Sweeteners</p> <ul style="list-style-type: none"> – Speciality corn-based sweeteners including KRYSTAR® Crystalline Fructose – High-intensity sweeteners including SPLENDA® Sucralose, PUREFRUIT™ Monk Fruit Extract and TASTEVA® Stevia Sweetener <p>Texturants</p> <ul style="list-style-type: none"> – Speciality starches – Locust bean gum <p>Health and wellness</p> <ul style="list-style-type: none"> – PROMITOR® Soluble Corn Fiber – STA-LITE® Polydextrose – SODA-LO® Salt Microspheres – PromOat® Beta Glucan <p>Food Systems</p> <ul style="list-style-type: none"> – Food stabiliser systems – Functional ingredient blends 	<p>Products</p> <ul style="list-style-type: none"> • Liquid sweeteners including corn syrup, dextrose and glucose • Industrial starches • Citric acid • Bio-fuels • Animal feed including corn gluten feed and corn gluten meal

The Innovation and Commercial Development group supports our two divisions:

Innovation and Commercial Development (ICD)

ICD is a key enabler of Tate & Lyle's growth strategy. It brings together open innovation, R&D, global marketing and platform management into one global team, to provide an integrated approach towards developing and commercialising innovative new products and technologies.

While ICD supports both of Tate & Lyle's global divisions, it concentrates particularly on growing SFI. As a result, ICD's resources are predominantly focused on three broad platforms within the global speciality food ingredients market – sweeteners, texturants, and health and wellness.

We have identified five core scientific competencies as being key to delivering innovation in these three platforms: bio-chemistry; formulations science; separations science; particle design; and organic chemistry.

We have made investments in innovation and technical services facilities across the world to support these.

Ideas are generated from both internal and external sources. Internally, these come from work done by our own scientists. Externally, we generate ideas from engagement with our customers and from our dedicated Open Innovation team which seeks to develop partnerships with universities, research institutions and start-ups specialising in food science and novel ingredients. We also invest in long-term external partnerships through our venture funds.

All of our ideas and innovations are put forward for commercialisation via a defined process which is designed to prioritise ideas, time and resources.

A clear focus on three SFI platforms

Sweeteners Texturants Health and wellness

Marketplace for SFI and BI
Pages 10 and 11

Our business model
Pages 12 and 13