

TATE & LYLE

Deutsche Bank Conference

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Tate & Lyle Business Overview

- Founded in the UK in 1921
- Market cap £2.2bn at 11 June 2010; £3.5bn sales and £229m profit* in FY2010
- Global provider of ingredients and solutions to the food, beverage and other industries
- Strong franchises, valuable brands and leading market positions
- Over 45 production facilities in the Americas, Europe and South East Asia
- Efficient, low-cost producer with strong technical resources

**Corn Sweeteners
Sugar & Syrups**



Food starches



**SPLENDA®
Sucralose**



Bio-Ethanol






**Molasses /
Animal feed**



**Industrial
Starches**



Historically Focused on Three Areas

	Core Area	% of Group Operating Profit ^{1,2}	% of Group Sales ¹
	Corn Wet Milling	67%	71%
	EU Cane Sugar Refining	28%	9%
	High intensity sweeteners	5%	20%

¹ In year to 31 March 2010

² before central costs

Key Results

- Solid performance in the face of challenging conditions in a number of markets
- Operating profits of £298m in line with the previous year^{1,2}
- Reported net debt reduced by over a third to £814m benefiting from free cash inflow of £540m (2009 - £154m)³
- Total net exceptional charges before tax of £276m
- Adjusted diluted earnings per share of 38.9p up 2% with lower effective tax rate^{1,2}
- Proposed final dividend maintained at 16.1p, making full year dividend of 22.9p, in line with prior year

¹ Excluding the results of International Sugar Trading and Eastern Sugar in both periods.

² Before exceptional items and amortisation of acquired intangible assets.

³ Free cash flow is defined as operating cash flows from continuing operations after working capital, interest, taxation and capital expenditure.

Performance Against Financial Priorities

Zero-based Capex

- **Capex to depreciation at 68%**



Reduce Working Capital

- **Working capital cash inflow of £291m**



Costs

- **Underlying costs reduced by £30m**



Outlook

- Steady demand for value added food expected to continue
- Continued benefit from single Sucralose manufacturing base
- Expect continuing modest decline in sweeteners to be offset by increased demand from Mexico
- Industrial starch margins expected to remain at lower levels, despite some demand improvement
- Little near-term improvement in ethanol markets
- Sugars profitability constrained by short-term supply challenges

***Anticipate
progress in
FY2011 as we
maintain focus
on strong cash
flow***

Focus, Fix, Grow

Clear Focus

What

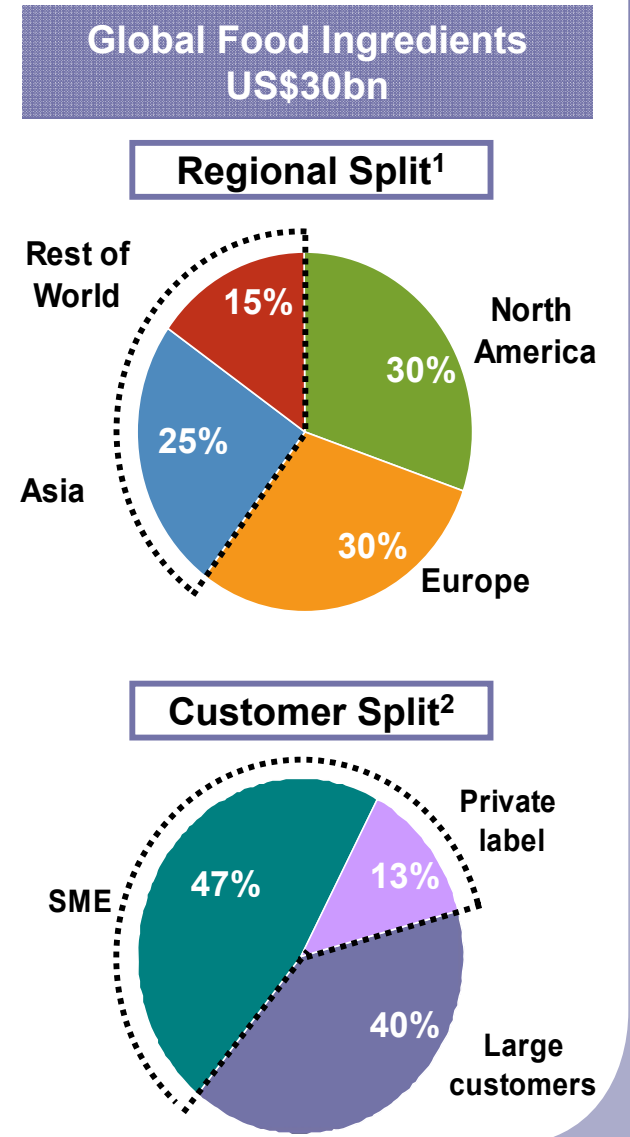
The leading global provider of speciality food ingredients and solutions

By...

- Disciplined focus on growing our speciality food ingredients business
 - deeper customer understanding, continuous innovation and agility
 - stronger positions in high growth markets
- Driving our bulk ingredients and sugars businesses for sustained cash generation to fuel this growth
 - large
 - cost efficient
 - strong customer relationships
 - cash generative

Speciality Food Ingredients – The Opportunity

- US\$30 billion global potential addressable market
 - growing at 5% per annum
- Increasing customer demand driven by strong, underlying consumer trends
 - health and wellness
 - convenience
- Higher potential growth in developing markets
- Fragmented market provides opportunities
- Inherently less volatile and cyclical



¹ Source: Leatherhead, SRI, Company estimates

² Source: Datamonitor, Company estimates. NB. Large customers = sales > \$5bn, SME = sales < \$5bn

Speciality food ingredients – Why Tate & Lyle Can Succeed

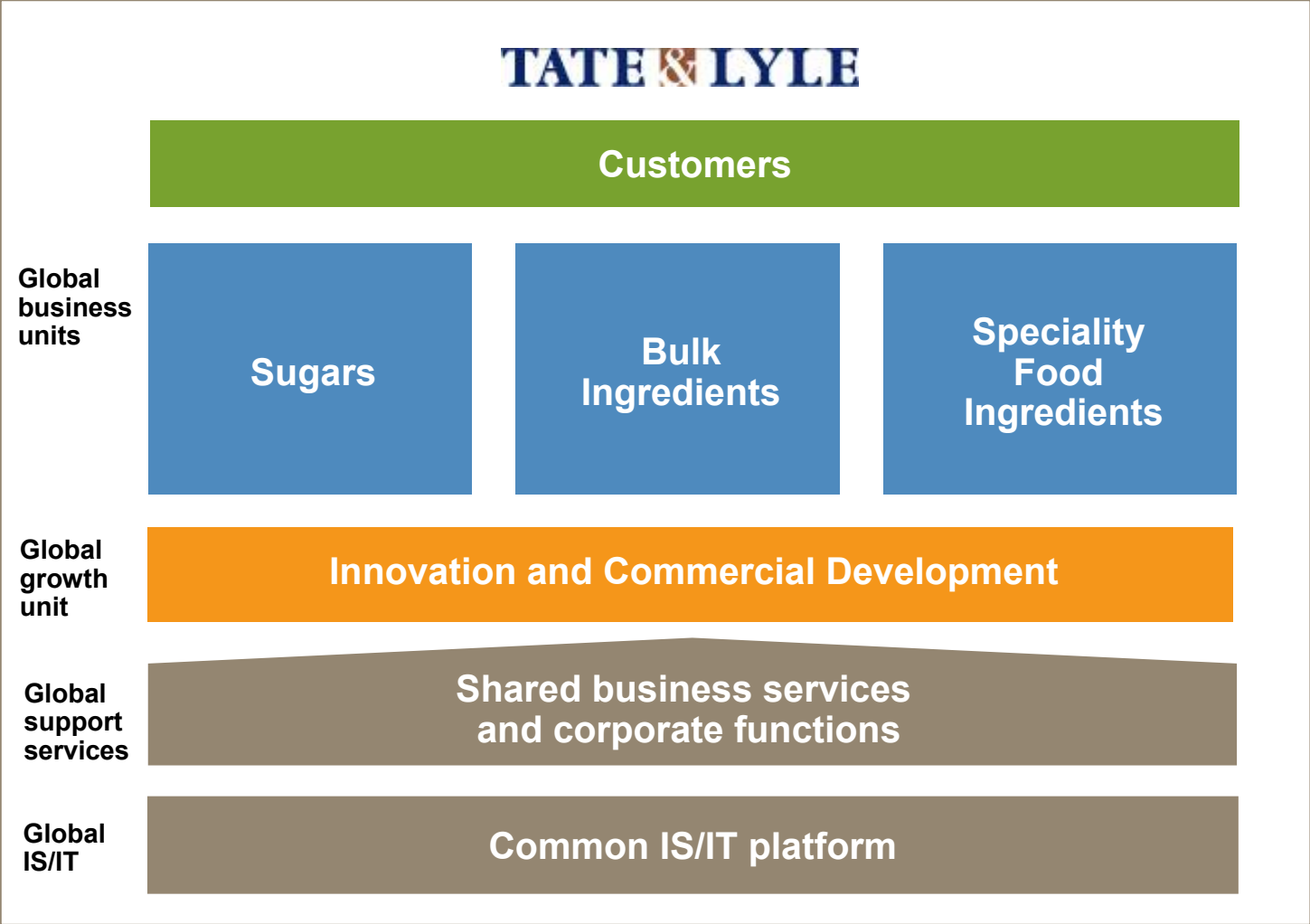
- Competitive global market positions¹
 - #2 speciality food starches
 - #1 crystalline fructose
 - #1 high intensity sweeteners
- Small position in emerging markets but growing strongly
- Strong relationships with global food and beverage customers
- Great manufacturing assets

***Strong
elements we
can build on***



¹ Source: Datamonitor, LMC International, Company estimates. NB. by manufacturer and value.

Our New Operating Model



Fixing the Operations

Capital allocation

- Review completed with external experts
- Rigorous capital allocation process being rolled-out

Working capital

- Introduced standard metrics for cash conversion cycle
- Included in bonus incentive system for the first time

Operational enablers

- Set up common performance metrics across business
- Moving to a common, global IT platform

Fixing the Organisation

Structure

- De-layer and flatten organisational structure
- Improve management's 'line of sight' to business

Talent

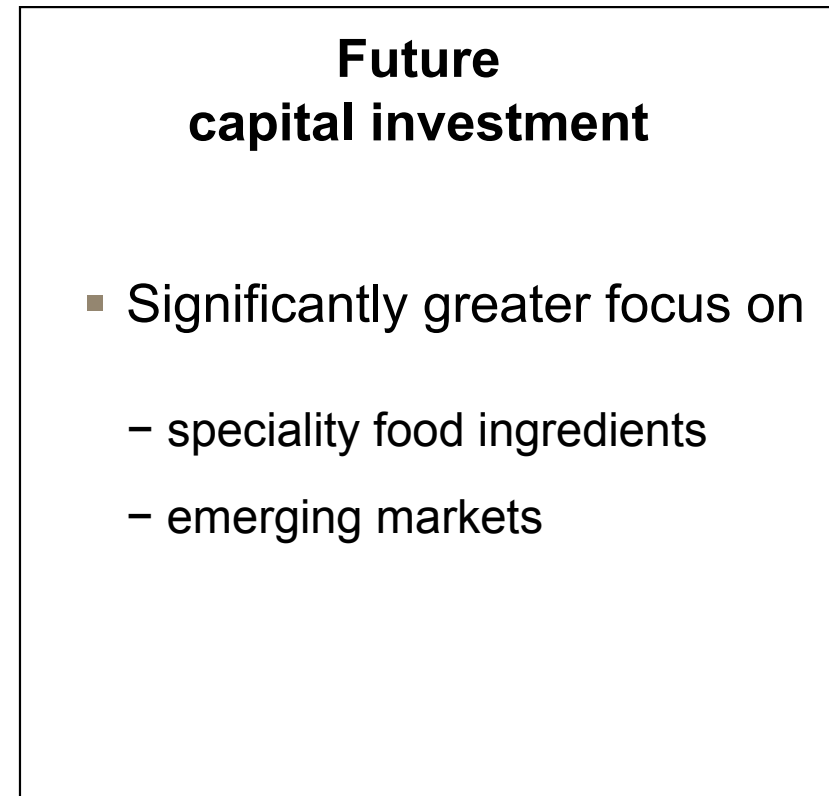
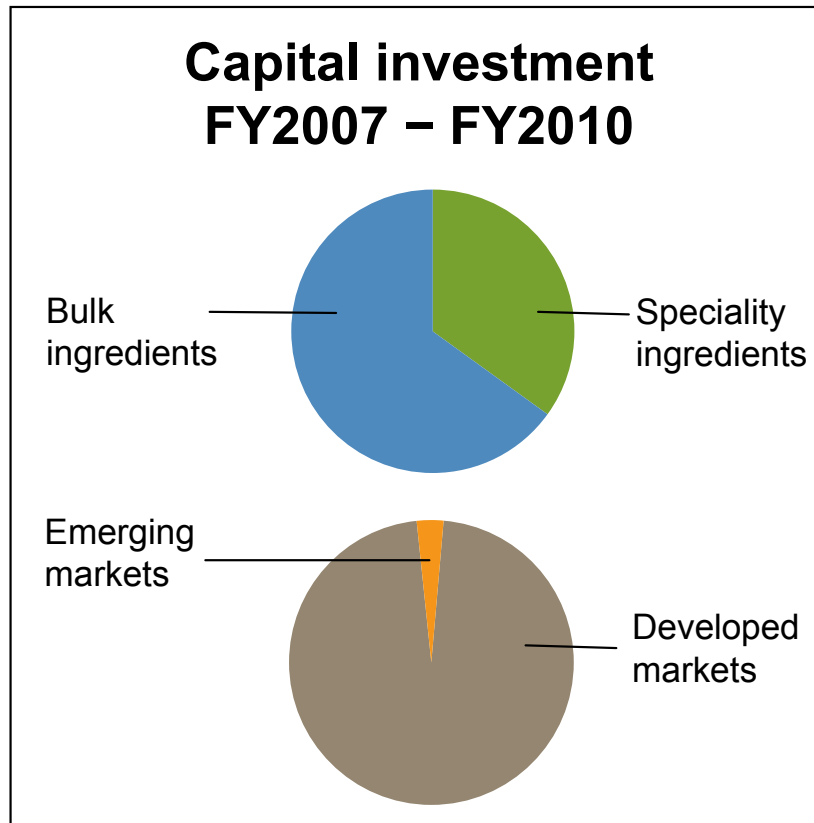
- New Group HR Director joined in February
- Clear recruitment criteria established

Culture

- Restructured incentive system
- Revamped performance management system
- Establish one common culture with clear organisational values

Fixing the Investment Focus

- Historical inconsistency between strategic intent and investment allocation



New Focus on Long-Term Growth

- New Innovation and Commercial Development group established
- Combines R&D, marketing and product management
- Close collaboration with customers worldwide
- Primary focus on speciality food ingredients
- Responsible for innovation pipeline



Our KPIs

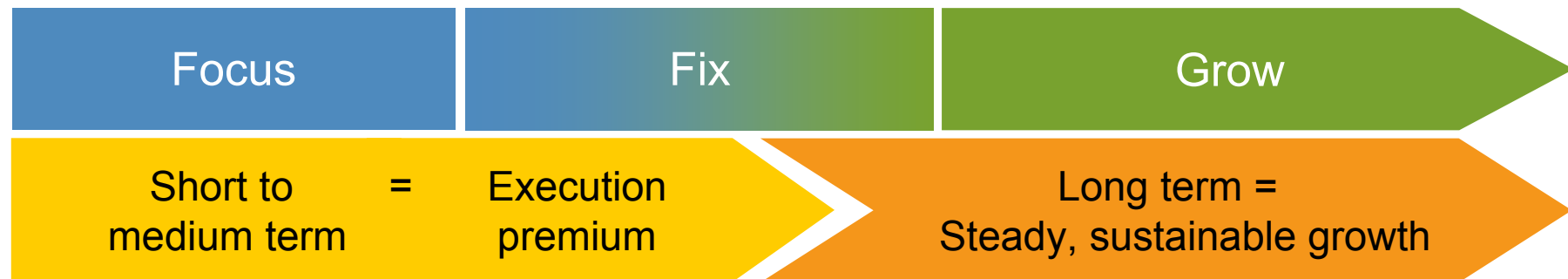
	KPI		Measure
Financial performance	Growth in Speciality Food Ingredients	⇒	Sales
	Profitability	⇒	Operating profit / PBTEA
	Working capital efficiency	⇒	Cash conversion cycle
	Asset utilisation	⇒	ROCE
Financial strength	Balance sheet	⇒	Net Debt / EBITDA Interest Cover
Corporate responsibility ¹	Safety	⇒	Safety Index

¹ Our intention is also to report a sustainability metric in the future

The future...

- Clear focus
- New operating model
- Investment priorities realigned
- Stronger operational and organisational foundations
- Creating a platform to deliver growth

***Management
highly engaged
and committed
to deliver***



Questions & Answers