**Extract of the speech delivered by Sir David Lees, Chairman, at the Annual General Meeting of Tate & Lyle PLC held on Thursday 23 July 2009.**

As previously announced, I will be stepping down as Chairman of Tate & Lyle at the end of the meeting today. One of the most important roles of a Chairman of any Company is to ensure that there is an orderly succession plan in place for the key roles within that company. Over the last eighteen months or so, in anticipation of the retirements of both myself and Iain Ferguson, the Board has designed and executed a succession plan for Tate & Lyle which I am delighted to report has led to the appointment of Sir Peter Geshon as Chairman with effect from the close of this meeting and Javed Ahmed as Chief Executive with effect from 1 October 2009.

In November last year we announced the appointment of Sir Peter as a non-executive director and Chairman-Elect of the Company from 1 February 2009, and that he would succeed me as Chairman of Tate & Lyle by the end of the 2009 calendar year. For those of you who do not know Sir Peter, he has had a distinguished career working both in business and for the government. He is currently chairman of Premier Farnell and is a former Chief Executive of the Office of Government Commerce, Managing Director of Marconi Electronic Systems and a member of the GEC plc Board. I have worked closely with Sir Peter since he joined the Board to ensure an orderly transition in the chairmanship. I congratulate him on his appointment and wish him every success in the future.

Sir Peter's appointment as Chairman-elect was a necessary precursor to the recruitment of a new Chief Executive to succeed Iain Ferguson. A couple of months ago we announced that Javed Ahmed would take over from Iain on 1 October 2009. Javed was most recently Executive Vice President, Europe for Reckitt Benckiser having held a number of senior leadership roles within that group over the last 17 years in both Europe and North America. I am confident that, in Javed, we have found a worthy successor to Iain to lead Tate & Lyle in the next phase of its development.

Iain joined Tate & Lyle six years ago and retires from the Board at the end of September. He has brought considerable change to Tate & Lyle during that time in particular with regard to the implementation of our value added strategy, the reduction in the Group's exposure to risks in our commodities businesses and, more recently, in the re-organisation of the Group's senior management structure. His contribution to Tate & Lyle has been very significant and I am sure you will join me in thanking him for all he has done for Tate & Lyle and wishing him every success in the future.

I would like to end my opening remarks by saying a few words about dividends and dividend policy. This subject is invariably of interest to shareholders and particularly so when economic conditions are difficult as they are today.

Over the last 10 years we have sought to reduce the volatility in the annual earnings of the Group through our strategy of moving the operations of the Group increasingly towards value added products. In the last financial year value added products accounted for more than 27% of Group sales and approximately 60% of Group operating profit. Nevertheless, the Group is still subject to fluctuations in commodity markets and more general economic fluctuations and these inevitably flow through to volatility in earnings.

As regards dividends the Board essentially has two options. It could relate its dividend policy more closely to its actual earnings. This would simply transfer volatility in earnings to volatility in dividend payments. We believe this would be unattractive to most shareholders and therefore this option has been rejected by the Board. The alternative is to seek to base the dividend on a targeted smooth upward trend which effectively eliminates the peaks and troughs in the earnings. This has been the option adopted by the Board.

Obviously any dividend policy has to take into account the forward prospects of the Company and its financial position and therefore the past cannot necessarily be a guide to the future. However, as an ordinary shareholder I very much hope that circumstances will permit a continuation of the dividend philosophy that has been followed over the last 10 years and I know that this is an aspiration shared by all my Board colleagues.

As for the actual numbers they are available to you on page 164 of the Annual Report. To check our calculations you would need to bear in mind that the dividend in 1999 was 17.2p. Over the last 10 years the increase in the dividend has been 33% compared with an increase in the RPI of 27%. Over the last five years that performance has improved with an increase in dividend of 22% compared with an increase in the RPI of 14%.