

TATE & LYLE

Capital Markets Day

Chicago, 6 December 2012

Welcome!



Your hosts for the day....



Olivier Rigaud

President, Speciality
Food Ingredients



Karl Kramer

President, Innovation and
Commercial Development



Dr. Mike Harrison

Senior Vice President,
New Product Development,
Innovation and Commercial
Development



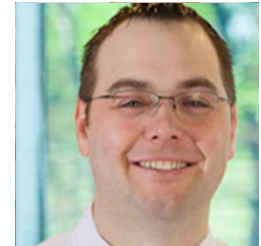
Dr. Judy Whaley

Vice President,
Sweeteners and Texturants,
Innovation and Commercial
Development



Luis Fernandez

Vice President,
Global Applications,
Speciality Food
Ingredients



Justin Kanthak

Manager of Culinary
Development,
Speciality Food
Ingredients

Today is about Speciality Food Ingredients (SFI), our innovation process and, most importantly, what our new Centre is all about

We will tell you....

- Where we play in SFI
- What we see as SFI's growth drivers
- Our approach to innovation
- How we now work with customers
- Sources of competitive advantage

You will be able to....

- See our labs and equipment
- Meet many of our people
- Have some 'customer experiences'
- Ask questions

Learn about our progress in becoming an SFI business which is:

CUSTOMER-FOCUSED | INNOVATION-DRIVEN | GLOBAL

In 2009/10, we undertook a detailed analysis of our business and concluded that....

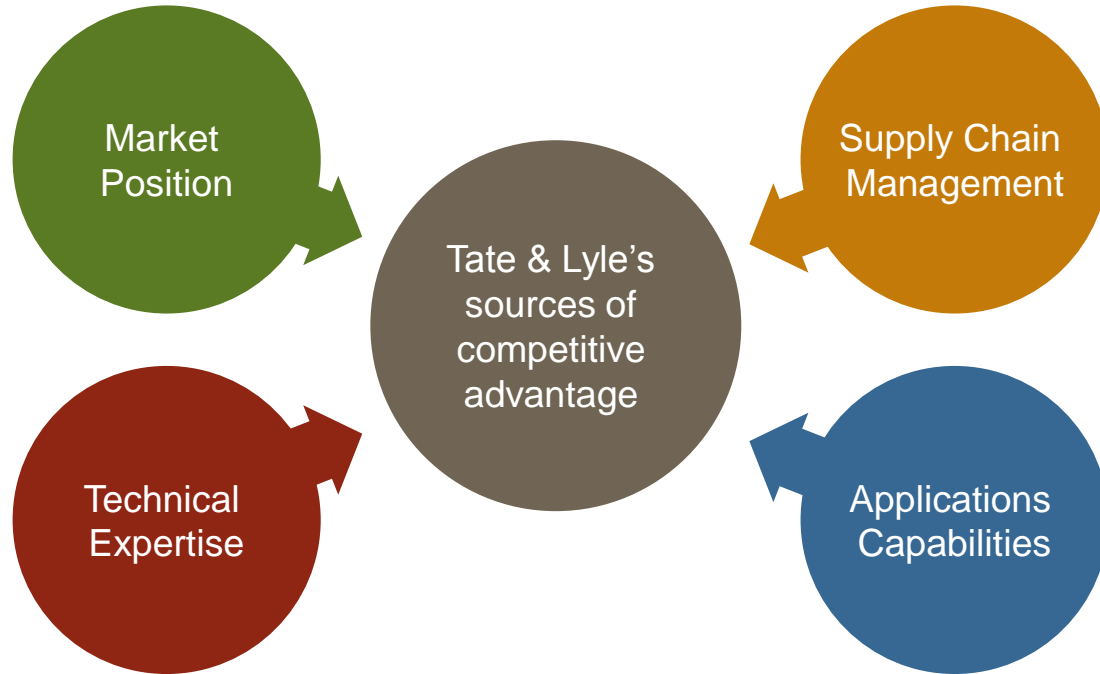
**We should focus on
Speciality Food Ingredients**

- Attractive market
- Solid building blocks in place
- Opportunities for further growth
- Clear understanding of sources of competitive advantage

**We needed to strengthen our
innovation and customer
engagement capabilities**

- Operating model and focus
- Processes and skills
- Enabling infrastructure
- Customer-centric ethos

Tate & Lyle's competitive advantage comes from a unique combination of....



**Informs our strategy of
Focus and Depth**

We measure SFI's progress in four main areas

Be a leader
in our chosen
segments

Status:

#1 SLENDA® Sucralose
#1 Crystalline fructose
#2 Speciality food starch
#2 Dairy stabilisers
#2 Polydextrose

Grow above
the underlying
market rate

Status:

Market growth (CAGR)
+4-5%
SFI's growth (CAGR)⁽¹⁾
+6%

Expand our
emerging markets
presence and business

Status:

SFI's sales growth in
emerging markets (CAGR)⁽²⁾
+26%

Be recognised as
an innovative,
high-performance
company by our
customers

KPIs:

Strength of pipeline:

- Number of projects
- Value of pipeline

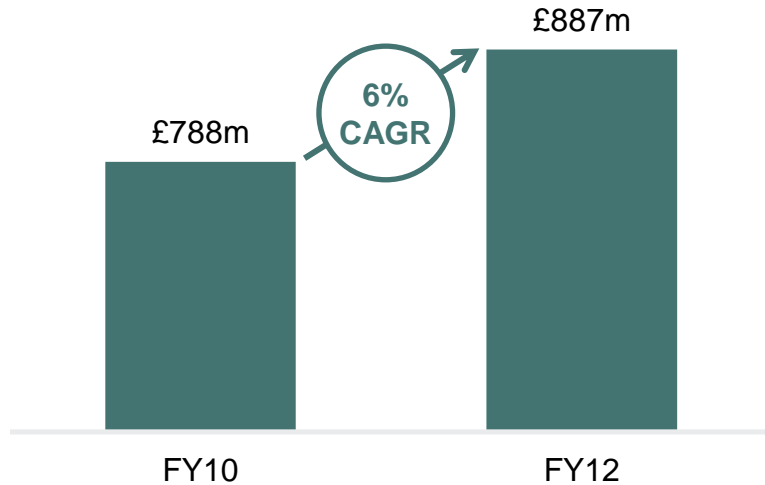
Number of new product
launches

(1) FY10 to FY12; Compound Annual Growth Rate (CAGR)

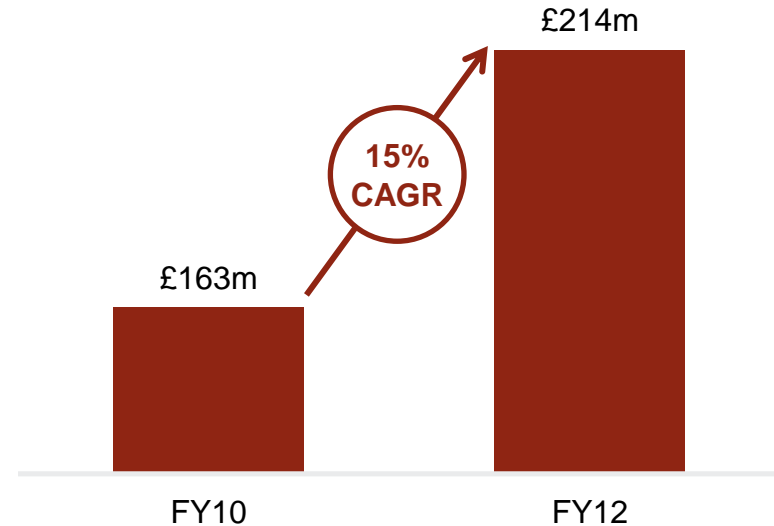
(2) FY10 to FY12 sales, calculated based on SFI's Latin America and Asia Pacific Single Ingredients sales (excluding Japan, Australia, New Zealand)

SFI has delivered growth since its inception in May 2010

Sales ⁽¹⁾



Adjusted operating profit ⁽²⁾



(1) Sales figures are for financial years ended 31 March 2010 and 31 March 2012

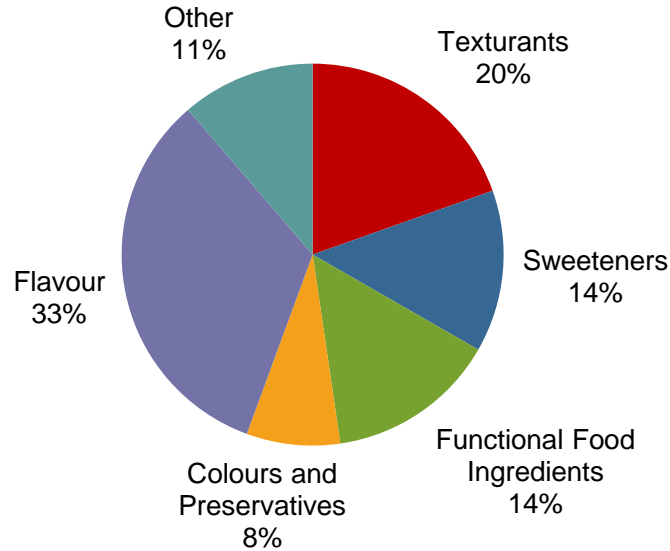
(2) Before exceptional items and amortisation of acquired intangible assets

Agenda

Subject	Timing	Presenter(s)
Welcome, safety briefing and introduction	08.00 – 08:15	Javed Ahmed
Speciality Food Ingredients	08:15 – 09:10	Olivier Rigaud
Commercial and Food Innovation Center	09.10 – 09:30	Karl Kramer
Interactive session 1	09:30 – 10:30	Teams
Coffee Break	10:30 – 10:45	
Innovation at Tate & Lyle	10:45 – 11:45	Karl Kramer, Olivier Rigaud, John Stewart
Interactive session 2	11:45 – 12:45	Teams
Lunch	12:45 – 14:00	
Interactive session 3	14:00 – 15:00	Teams
Tea Break	15:00 – 15:15	
Interactive session 4	15:15 – 16:15	Teams
Question & Answer Session	16:15 – 17:15	Tate & Lyle's senior management team
Conclusion	17:15 – 17:30	Javed Ahmed

The global SFI market is large and growing

Global Speciality Food Ingredients Market c.US\$35 billion ⁽¹⁾



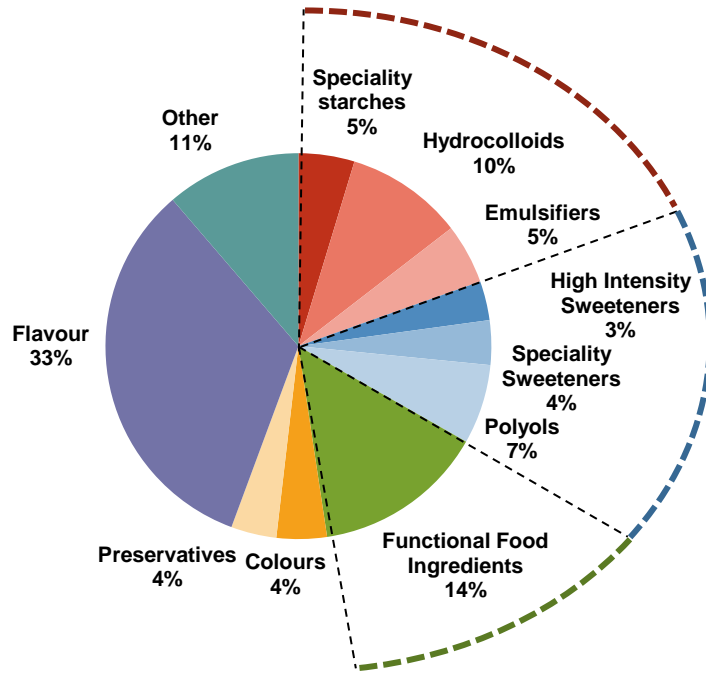
- Growing at 4-5% per annum
- Strong, underlying consumer trends
- Fragmented market
- Higher growth potential in emerging markets



- Global Food Systems market where multiple single ingredients are combined to make customised blends

(1) Source: Leatherhead, SRI, LMC, Company analysis; data as at 2010

Tate & Lyle competes in three market segments today



Segment addressable market (US\$)

Texturants

- Speciality food starches
- Dairy stabilisers

\$7.0 billion

Sweeteners

- SPLENDA® Sucralose
- Speciality corn-based sweeteners
- PUREFRUIT™
- TASTEVA™

\$4.9 billion

Health & Wellness

- Soluble corn fibre
- Polydextrose
- SODA-LO™

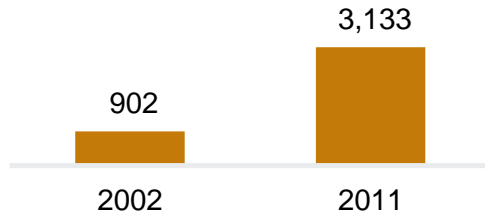
\$4.9 billion

These segments address strong, underlying consumer trends



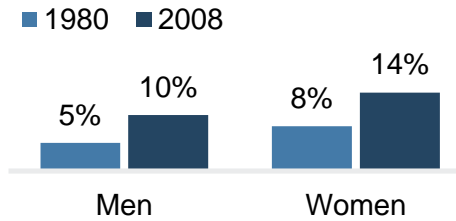
24/7 lifestyles increasing demand for processed foods

Convenience product launches in North America ⁽¹⁾ per year



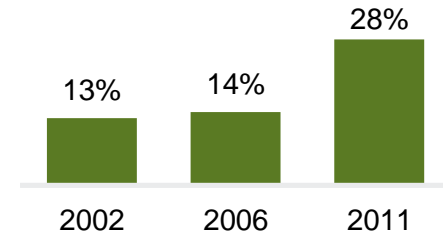
Greater understanding of the link between diet and health

Global population who are obese ⁽²⁾



Trend towards natural, 'cleaner label' foods

Product launches in Western Europe labelled as 'natural' ⁽³⁾



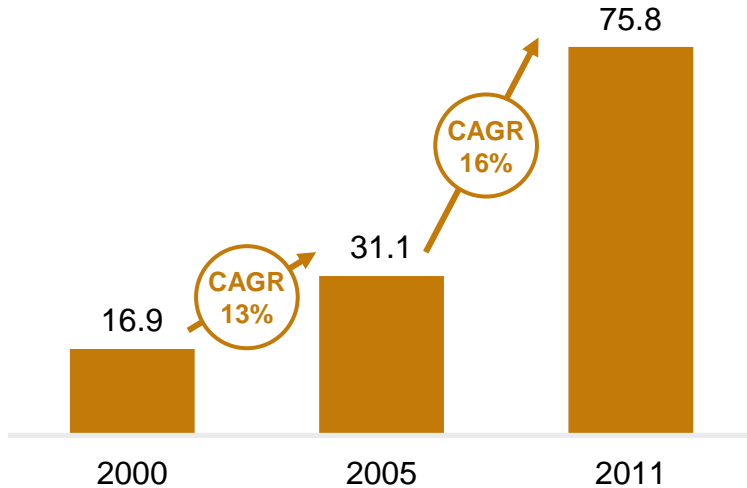
Sources: World Health Organisation, GNPD Mintel

(1) Includes microwaveable, on-the-go and time-saving/speedy products; (2) Obesity measured as BMI > 30; (3) Food and drink products claiming to be "natural" or "all natural" as a proportion of all food and drink product launches

These trends are increasingly pronounced in emerging markets

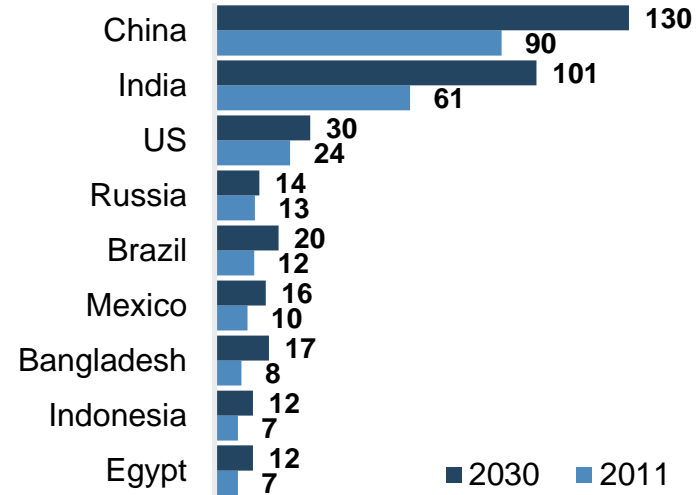
Convenience

Chinese packaged food market
US\$ billion⁽¹⁾



Health & Wellness

Number of diabetes sufferers
(aged 20-79, in millions)



Sources: Euromonitor, International Diabetes Federation
(1) At nominal exchange rates and prices

These trends create important challenges for our customers

GLOBAL TRENDS

Convenience



Health and Wellness



Natural



WHAT OUR CUSTOMERS WANT FROM US

Shelf stability

Calorie-, Fat-, Salt-reduction

Added nutrition

Cleaner label

Cost optimisation

'NON-NEGOTIABLES'




Taste

Texture

Quality

Food Safety

Tate & Lyle's portfolio and technical capabilities mean we are well-placed to provide the solutions our customers need

		Natural HIS ⁽¹⁾	Speciality sweeteners	Speciality starches			Stabiliser systems
Shelf stability	✓		✓	✓			✓
Calorie-, Fat-, Salt-reduction	✓	✓	✓	✓	✓	✓	✓
Added nutrition					✓		
Cleaner label		✓				✓	✓
Cost optimisation	✓		✓	✓			✓
Texture			✓	✓	✓		✓
Taste	✓	✓	✓	✓	✓	✓	✓
Quality	✓	✓	✓	✓	✓	✓	✓
Food Safety	✓	✓	✓	✓	✓	✓	✓

(1) High intensity sweeteners (HIS); PUREFRUIT™ and TASTEVA™



Speciality Food Ingredients

The Business

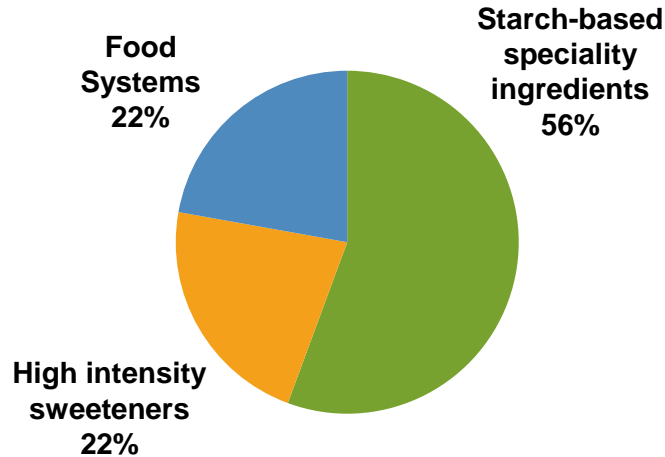
Starch-based speciality ingredients

High intensity sweeteners

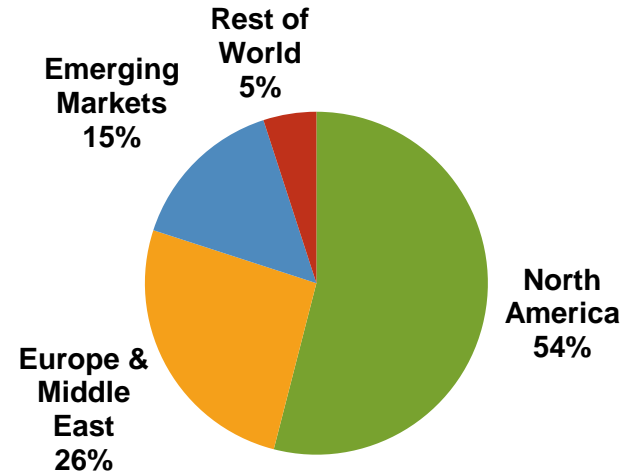
Food systems

SFI's sales by product category and region

Sales by product category ⁽¹⁾

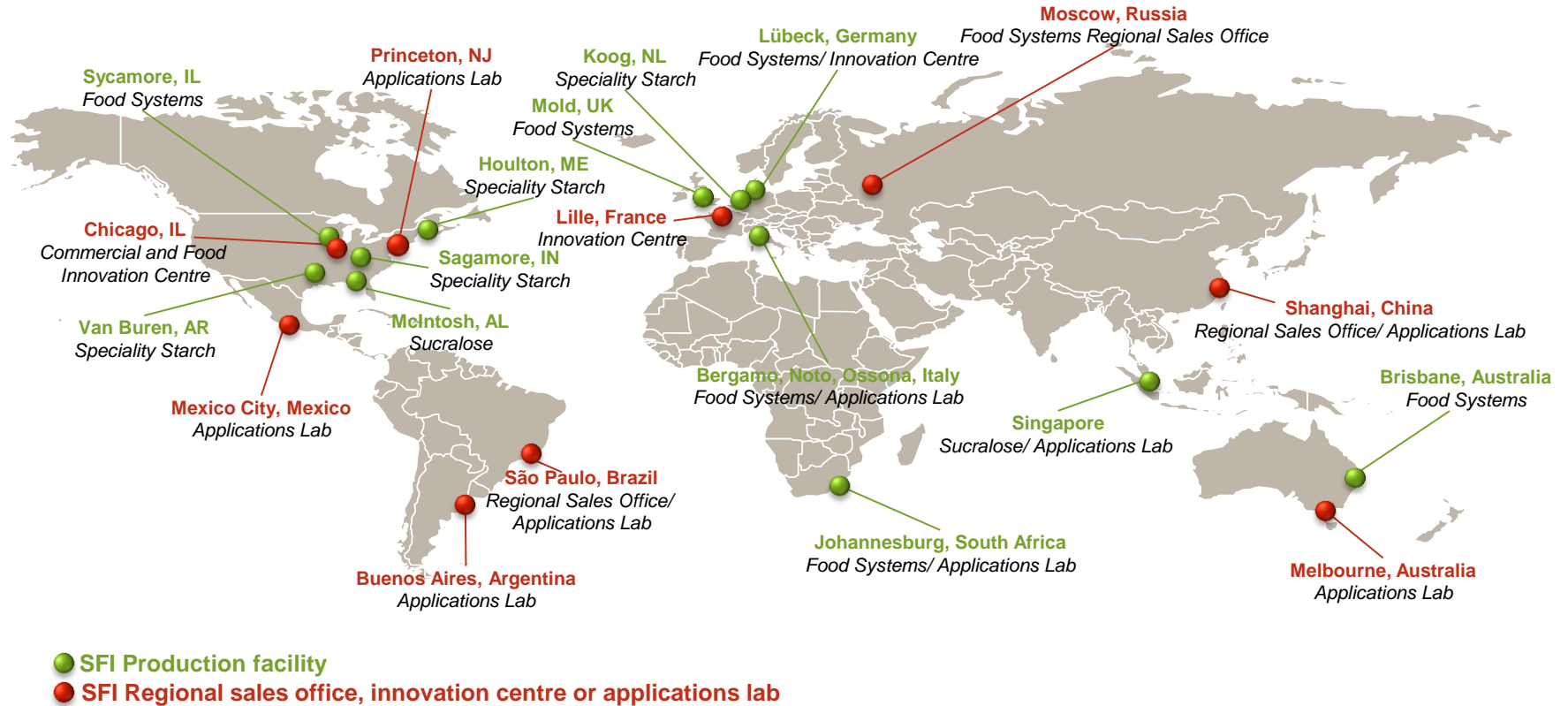


Sales by region ⁽¹⁾



(1) Sales figures are for financial year ended 31 March 2012; Rest of World includes Japan, Australia and New Zealand

SFI has a global network serving customers' needs





Starch-based Speciality Ingredients

Speciality food starches

Speciality sweeteners

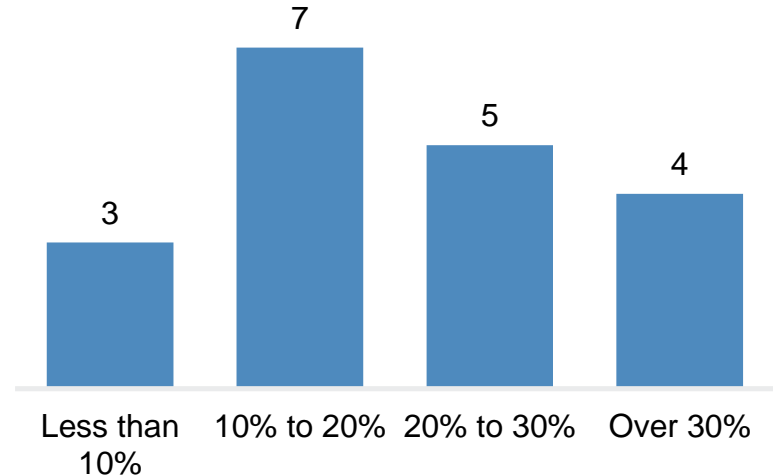
Soluble corn fibres

Starch-based speciality ingredients consist of 3 main product categories within which there are 19 product families

Main product categories and number of product families



Product families grouped by operating margin ⁽¹⁾

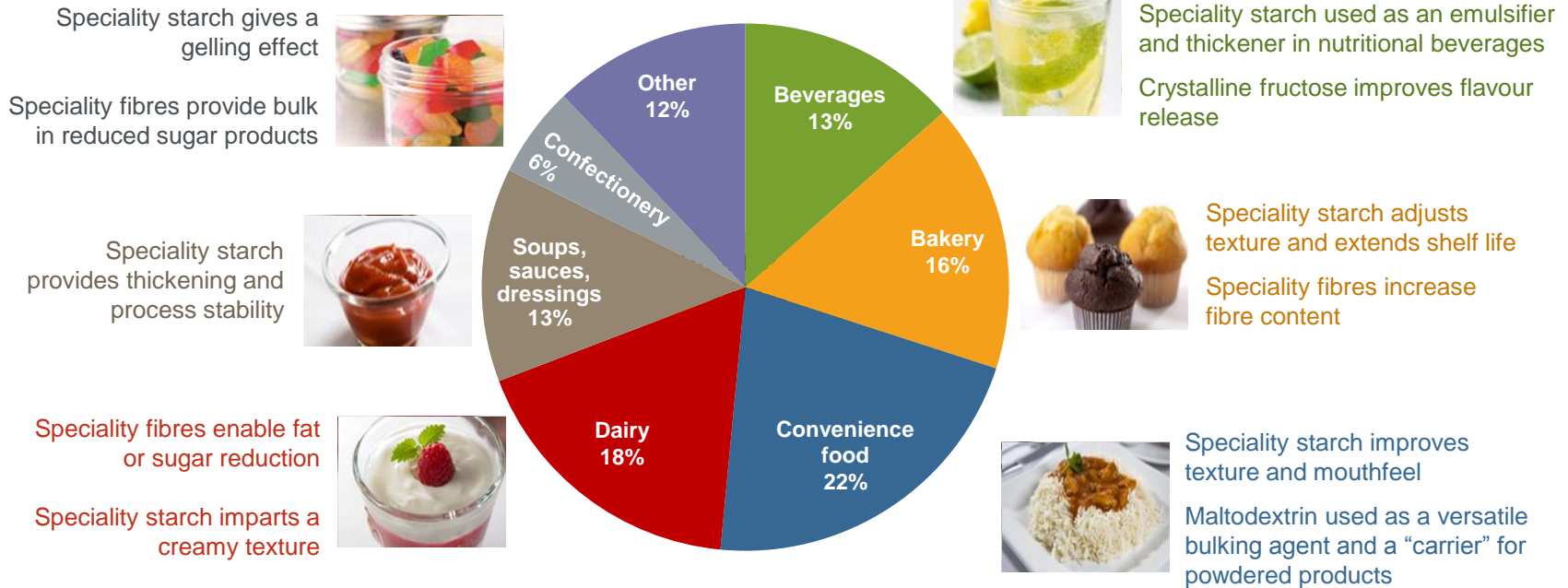


Source: Company data

(1) Excludes product families with non-material sales

Starch-based speciality food ingredients are highly versatile and are used in a broad range of applications

Starch-based speciality ingredient sales by end-use category (1)



(1) Company analysis using North American data

We have solid positions in both speciality food starch and sweeteners

Speciality food starches

- Global sales in this category are estimated at US\$1.6 billion and growing at 4-5% p.a.
- Tate & Lyle is global #2 with Ingredion (#1) and Cargill (#3) the main competitors
- Demand in emerging markets being driven by growth in convenience and packaged foods
- Developed markets more mature with growth largely driven by:
 - innovation (line extensions and new product development)
 - ingredient replacement (using starch to replace other hydrocolloids, fruit pulp etc)

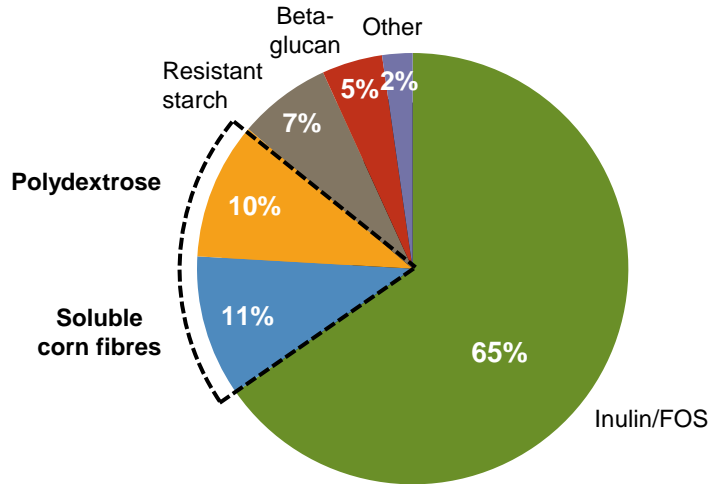
Speciality starch-based sweeteners

- Products in this category include crystalline fructose and maltodextrins
- For crystalline fructose, Tate & Lyle is the leading global provider with DuPont (Danisco), ADM, Galam and Gadot the main competitors
- Demand for crystalline fructose is being driven by sugar replacement, functional benefits and nutritional foods
- Tate & Lyle sells maltodextrins mainly into the US and European markets
- Maltodextrins are used as a sweetener or as a “carrier” for powdered products
- Main maltodextrin competitors are ADM, Cargill, Ingredion, Roquette and Syral

Source: Company estimates

Demand for fibre is growing as benefits are becoming better understood

Soluble Fibre Category US and Western Europe ⁽¹⁾



Soluble fibre sales in US and Western Europe estimated to be US\$660 million and growing at 8%

Benefits of Tate & Lyle's polydextrose and soluble corn fibre products

Boost fibre content

Can help reduce calories

Provide texture / bulk

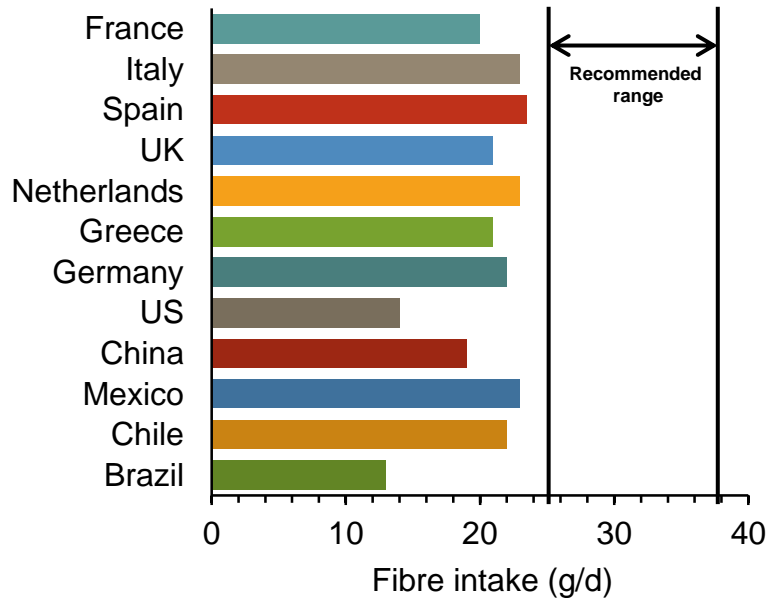
Easily incorporated into products

Well-tolerated

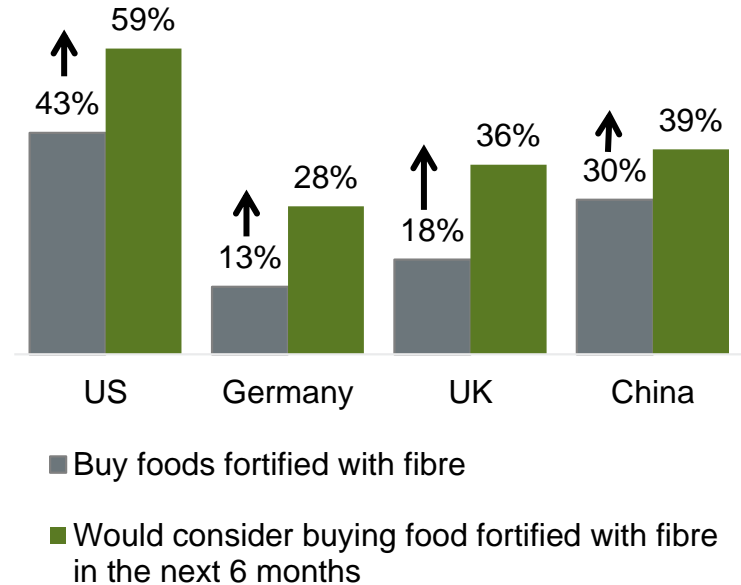
Elicit lower glycaemic response

Global consumer fibre intake is below recommended levels

Fibre intake below recommendations Adult fibre intake by country ⁽¹⁾



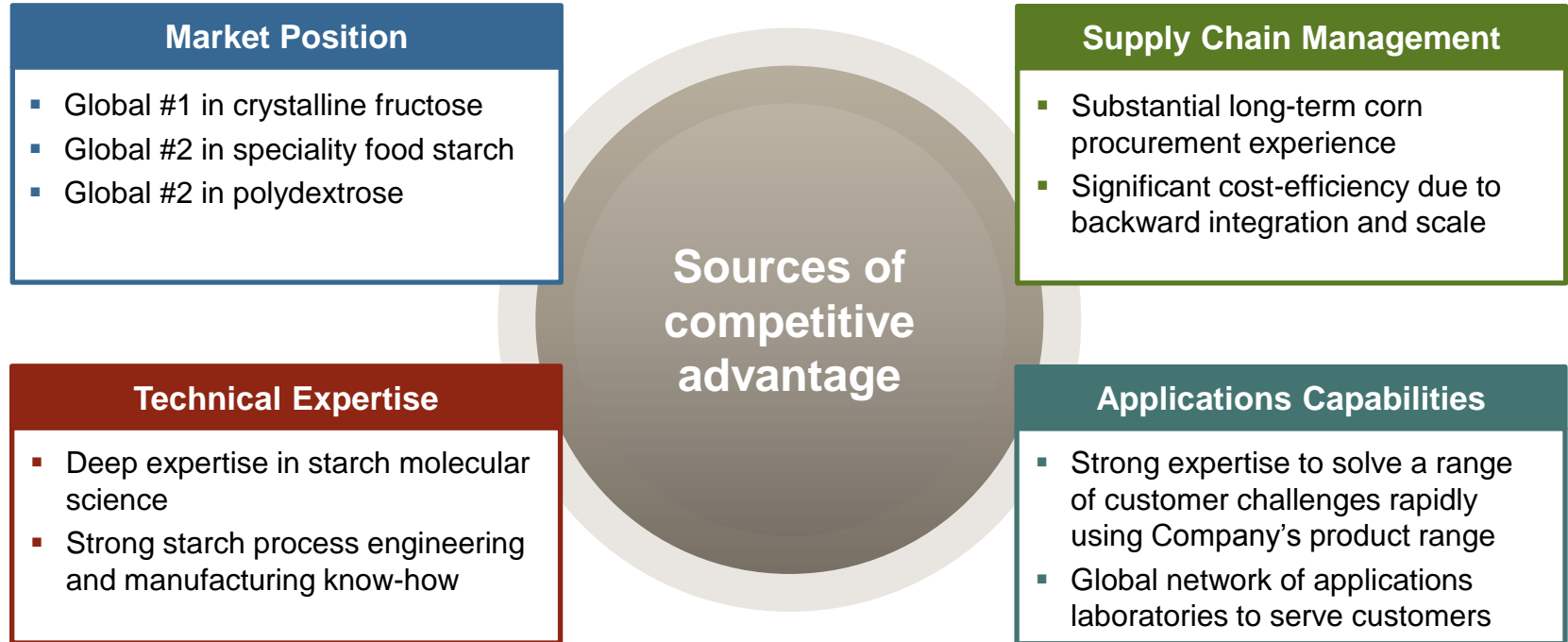
Those intending to consume more fibre % who buy/would buy fibre-fortified food ⁽²⁾



(1) Amalgamation of sources for each country; Most recommendations for adults call for fibre intakes ranging from 25-38g/day depending on country specific guidelines. The World Health Organization suggests worldwide recommendations of 25g per day

(2) Online survey carried out March-April 2012, >2000 respondents across the four countries

Tate & Lyle is a leading global speciality starch ingredient player





High Intensity Sweeteners

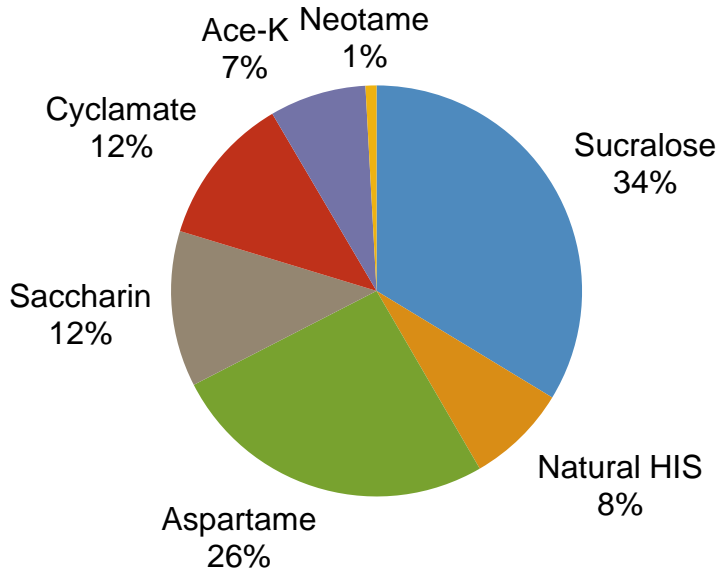
SPLENDA® Sucralose

PUREFRUIT™ Monk fruit extract

TASTEVA™ Stevia Sweetener

Tate & Lyle has strong positions in the two growing segments of the global high intensity sweetener market

Global High Intensity Sweetener Market 2011, US\$1.2billion ⁽¹⁾



- Sucralose and natural high intensity sweeteners gaining market share from other high intensity sweeteners
- Tate & Lyle has strong positions in these two segments

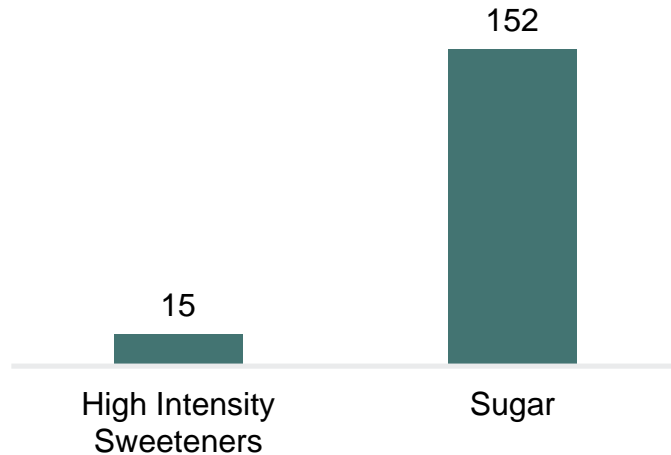
Sources: LMC International; Company analysis
(1) Value shares

Sugar replacement continues to be a key growth opportunity

Considerable opportunity for sugar replacement...

...both for cost optimisation and calorie reduction

Global Sweetener Volumes ⁽¹⁾
Million Tonnes Sugar Equivalent



SPLENDA® Sucralose is 600 times sweeter than sugar

SPLENDA® Sucralose is 2-3 times lower cost than sugar for same level of sweetness

Substituting 30% of sugar in a product typically enables...

15-20% cost saving

+


30% reduction in calories



Sources: LMC International; Company analysis;
(1) Excludes non-food use

SPLENDA® Sucralose, PUREFRUIT™ and TASTEVA™ have strong benefits

SPLENDA® Sucralose has a functional advantage over other high intensity sweeteners

PUREFRUIT™ and TASTEVA™ have a taste advantage over Reb A 97

		Aspartame	Saccharin
Taste profile	✓✓	✓	✗
Stability	✓✓	✗	✓✓
Label-friendly	✓	✗	✗
Cost vs. sugar ⁽¹⁾	✓	✓✓	✓✓

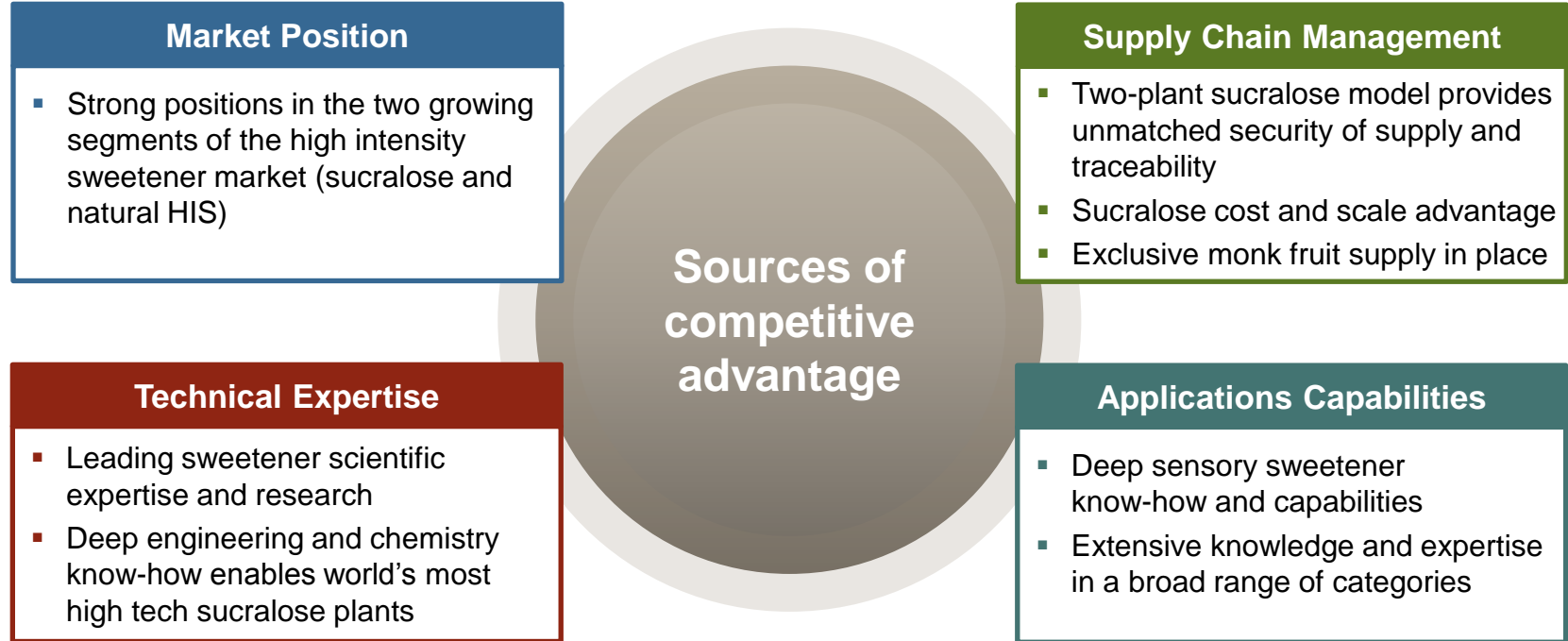
			Reb A 97
Taste profile	✓✓	✓✓	✓
Regulatory Approval	✓ (2)	✓✓	✓✓
“Fruit Appeal”	✓✓	✗	✗
Cost-in-use	✓	✓✓	✓✓

(1) Cost-in-use

(2) PUREFRUIT™ approved for use in US, China and Japan; not yet approved in Europe

Source: Company analysis

Tate & Lyle is a leading global provider of sweetener solutions





Food Systems

Stabiliser systems

Customised blends

Food Systems are customised blends used in many applications

What is a food system?

- Combination (blends) of ingredients
- Customised for specific applications

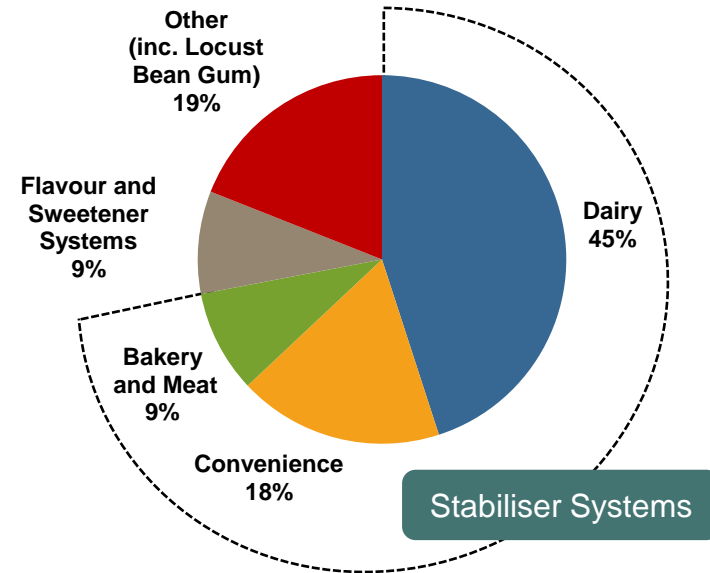
What ingredients do we blend?

- Hydrocolloids such as starch, pectin, carrageenan, guar and locust bean gum
- Sugar and high intensity sweeteners
- Other ingredients such as egg yolk, gelatine, emulsifiers and cocoa powder

What are the key success factors?

- Strong technical expertise
- Breadth of recipes
- Local taste and customer understanding
- High levels of quality assurance
- Rapid response times

Food Systems Sales By end-use category in FY12



Food Systems primarily serve SME customers

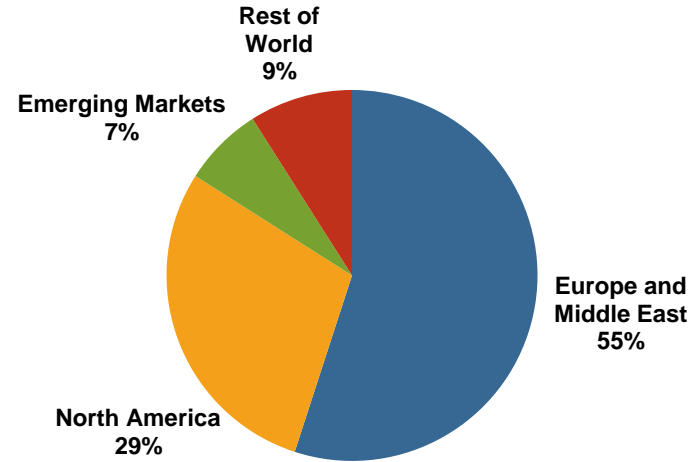
Key functionality

- Stabiliser systems used to:
 - “Hold together” ingredients
 - Maintain product consistency
 - Add texture and mouth-feel
- Also flavour and sweetener systems

Market

- Primarily serves small and medium enterprise (SME) customers
- Localised market makes it difficult to size but overall market is growing at about 4-5% p.a.
- DuPont (Danisco) and Cargill are main competitors, with several local players
- Growth opportunity in emerging markets as consumers become more sophisticated about food

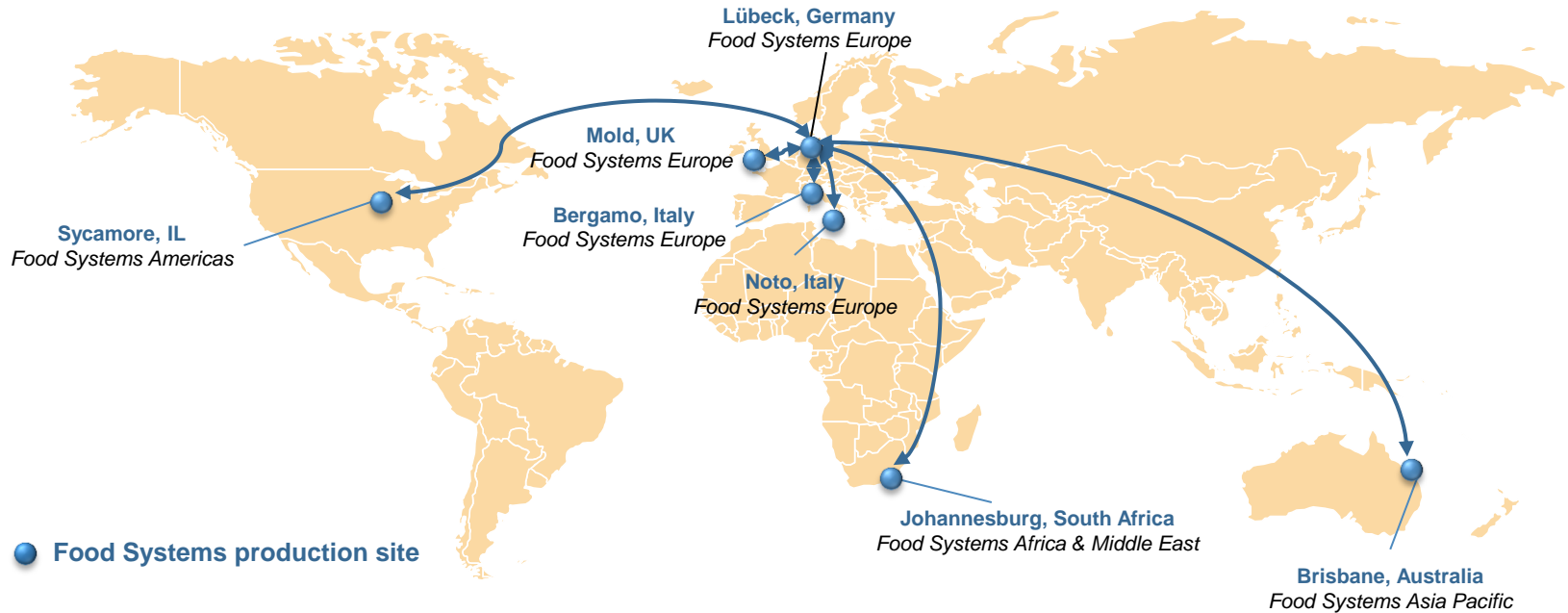
Food Systems Sales By region in FY12 ⁽¹⁾



Source: Company analysis

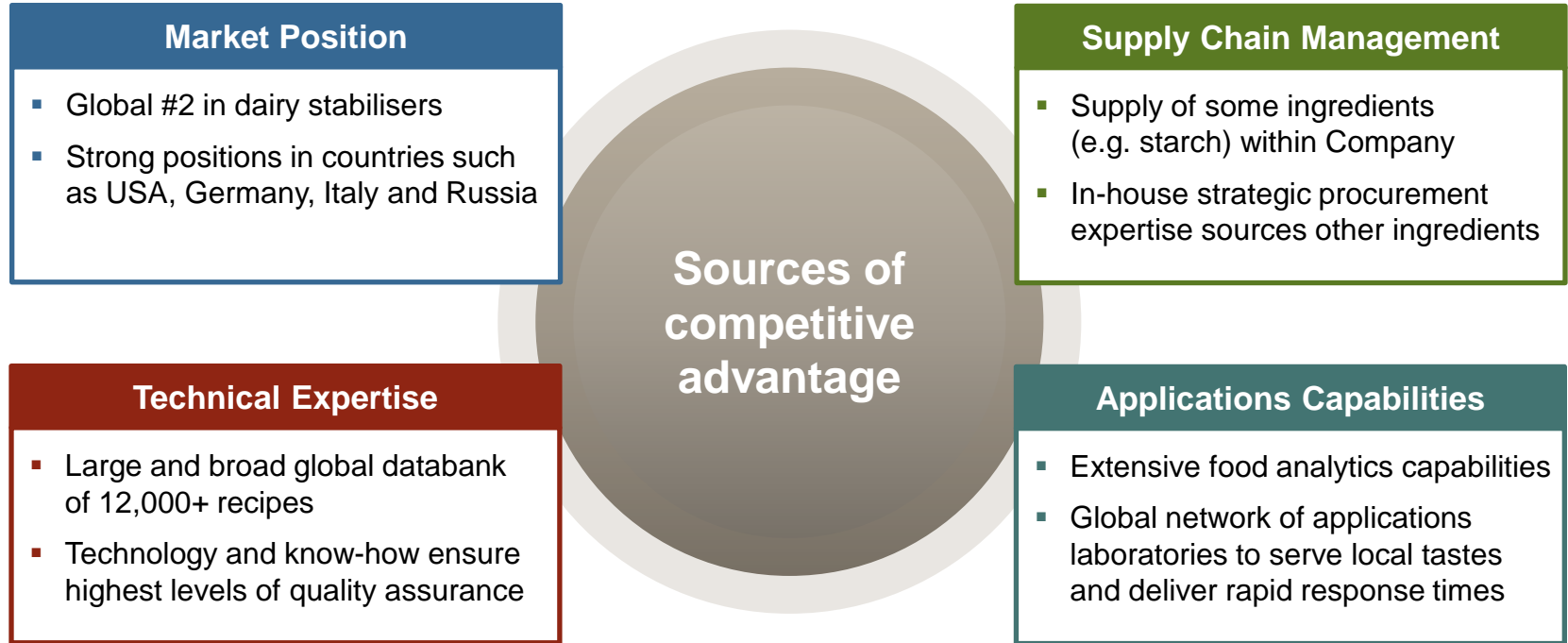
(1) Rest of World includes Australia and New Zealand

Food Systems operates locally but shares recipes and expertise globally



Local formulation knowledge and customer understanding
+
Global sharing of recipes and technical expertise

Technical expertise, local knowledge and high levels of quality assurance bring key competitive advantages for Food Systems



Tate & Lyle's ingredients at work

Yoghurt Example

SPLENDA® Sucralose
Sweetens without adding calories

Crystalline fructose
Complements SPLENDA® Sucralose
sweetness and adds body



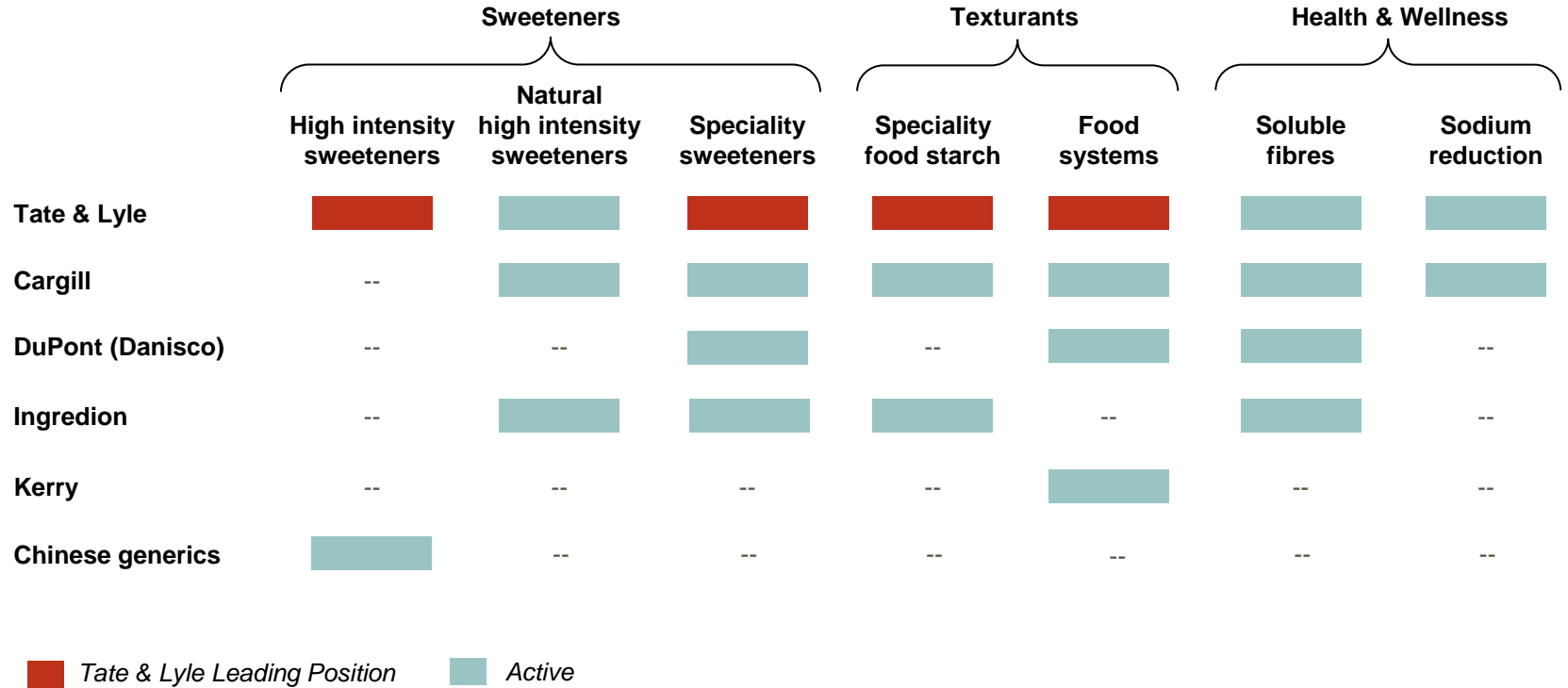
HAMULSION™
Food system
Thickens, stabilises, optimises cost
and provides consistent mouthfeel
(one all-inclusive solution)

REZISTA™
speciality food starch
Provides body,
mouthfeel and stability

PROMITOR™
Soluble Corn Fiber
Provides added fibre and mouthfeel
to rebalance fat or sugar reduction

**= Delicious reduced fat, reduced sugar and
reduced calorie yoghurt with added fibre**

Tate & Lyle has strong positions in its chosen segments



In summary.....



Tate & Lyle has strong market positions and deep expertise in large growing markets which are underpinned by long-term structural global consumer trends

Agenda

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Question & Answer Session	16:15 – 17:15	Tate & Lyle's senior management team
Conclusion	17:15 – 17:30	Javed Ahmed

What we set out to achieve....

Focus

- Speciality food
- Leading-edge
- Responsible

Culture

- Creative
- High performing
- Global

**Combine science
with commercial**



**Become the
Partner of choice**

Customer

- Collaborative
- Solutions
- Accessible

Workspace

- Open
- Collaborative
- Flexible

The Centre is focused on the customer, food and science

3rd Floor

Six research laboratories each dedicated to an area of scientific focus/capability

2nd Floor

Offices, open plan workspace, meeting rooms, video conferencing



1st Floor

1. Pilot plant

2. Processing labs

3. Culinary

4. Sensory

5. Applications

Dedicated to serving our customers

Today, we have significantly more capabilities to serve our customers

New to Tate & Lyle

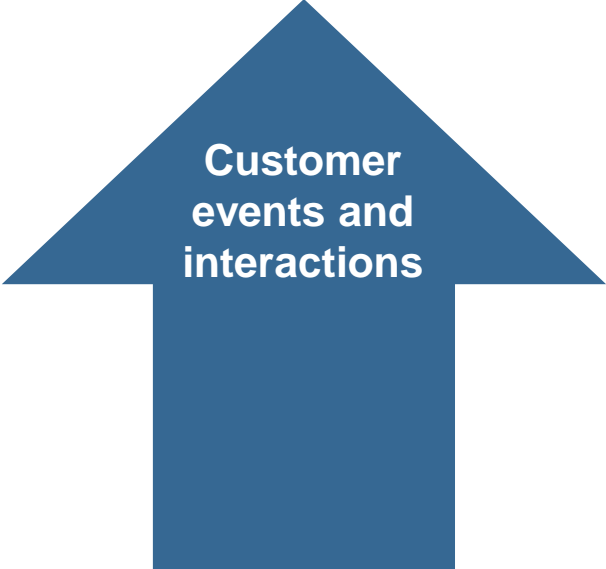
- Full sensory capabilities
- Full culinary capabilities
- High tech food processing labs
- Pilot plant sample preparation area
- Global access and capabilities
- Ability to expand into new applications

Customer Benefits

- Faster, more informed decision making
- New ways to interact and 'ideate'
- Higher quality prototypes
- Larger samples earlier in process
- Support global launches and interaction
- Support new categories and segments

Customer interaction and feedback has been very positive to-date

+ 500%⁽¹⁾



**Customer
events and
interactions**

Customer comments

“Tate & Lyle has enhanced its value as a partner of choice”

“I have worked with Tate & Lyle for many years and really saw a unique and different approach from your team”

“The capabilities demonstrated here can really help us reduce our cycle time on projects”

(1) From 1 April 2012 to 30 September 2012 compared to year ended 31 March 2012

Today you will experience the four key components of the Centre

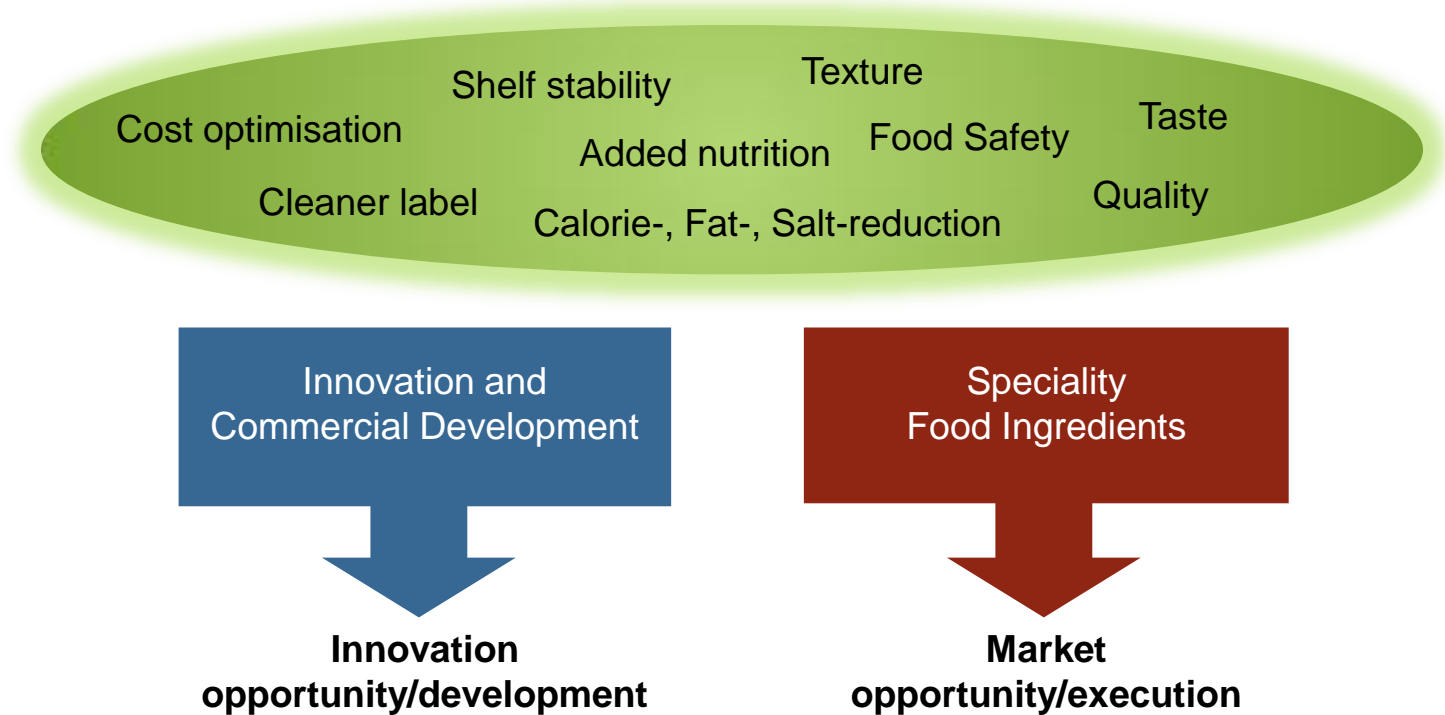


Innovation at Tate & Lyle

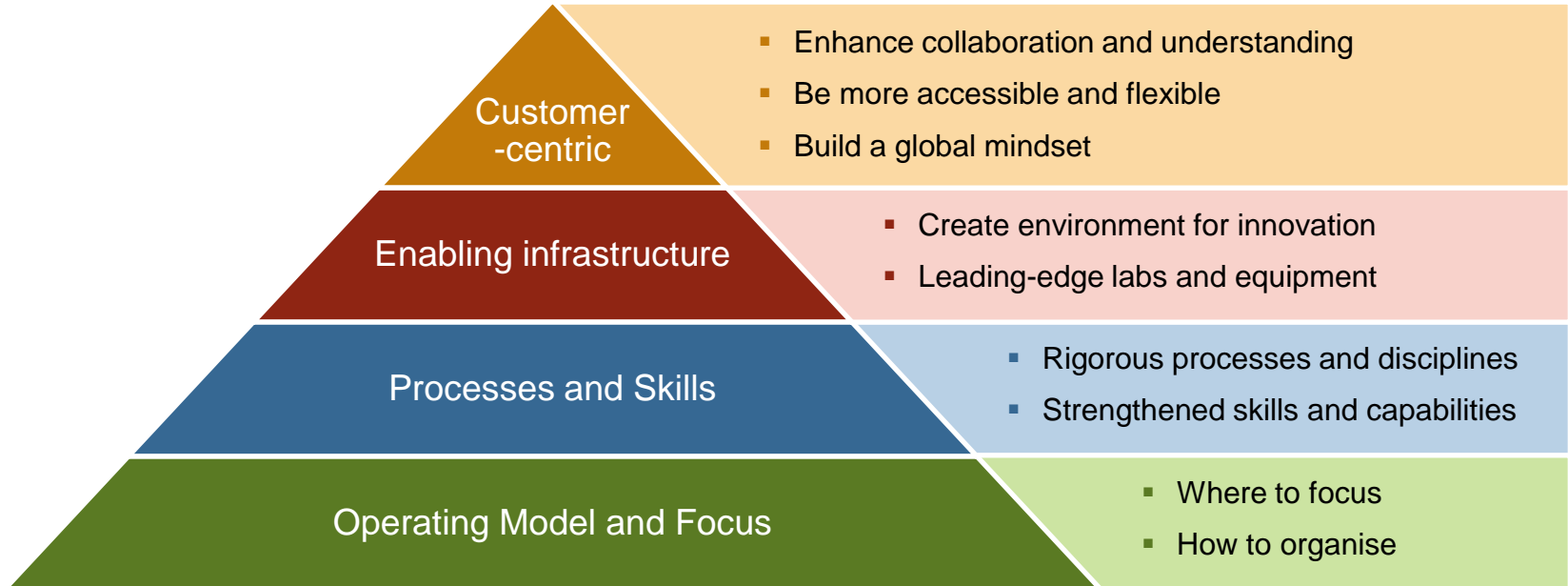
Capital Markets Day, Chicago

6 December 2012

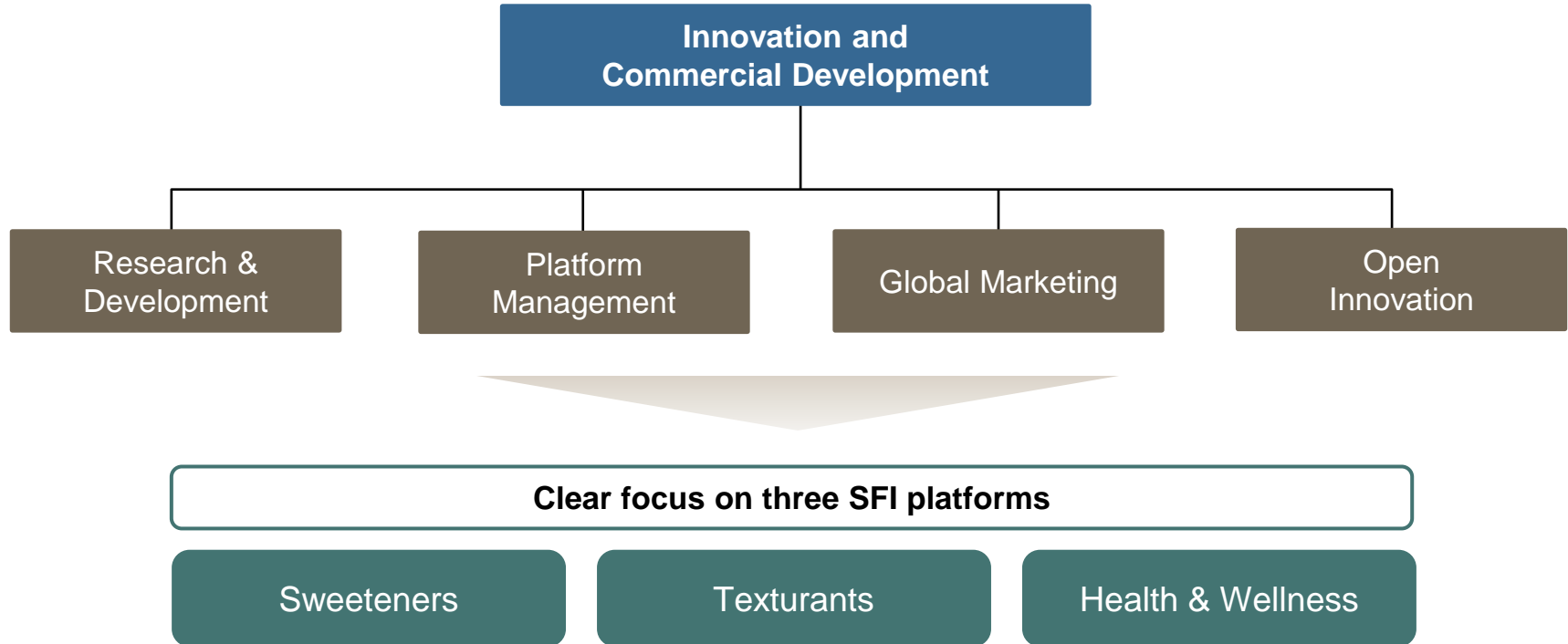
SFI and ICD look at the same customer challenges but through different lenses



In the last 2 years a more focused, rigorous and customer-centric approach to innovation has been established



R&D and commercial functions have been combined into one team to drive innovation and bring new products to market



Five core scientific competencies have been identified as key to delivering innovation in our three growth platforms

**Growth
Platforms**

Sweeteners

Texturants

Health & Wellness

Key Scientific Competencies

**Bio-
Chemistry**



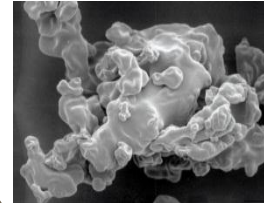
**Formulations
Science**



**Separations
Science**



**Particle
Design**

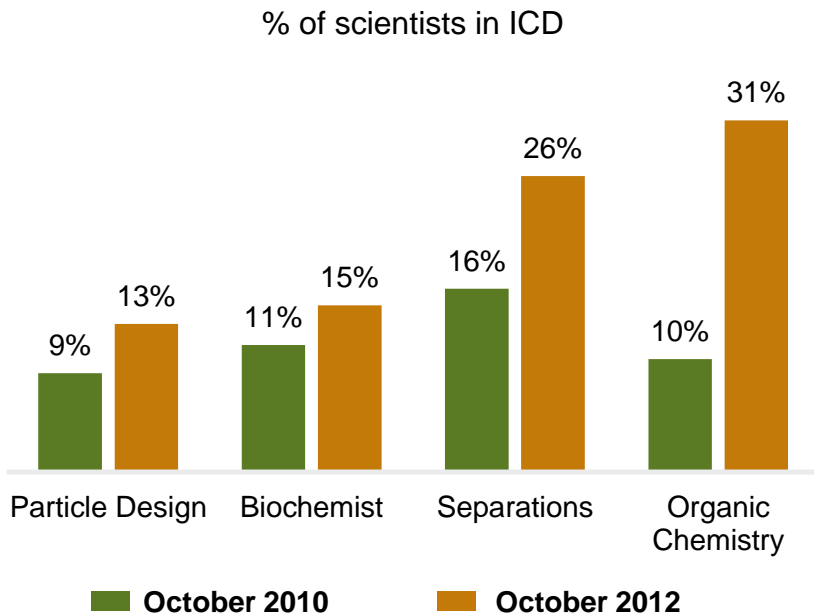


**Organic
Chemistry**

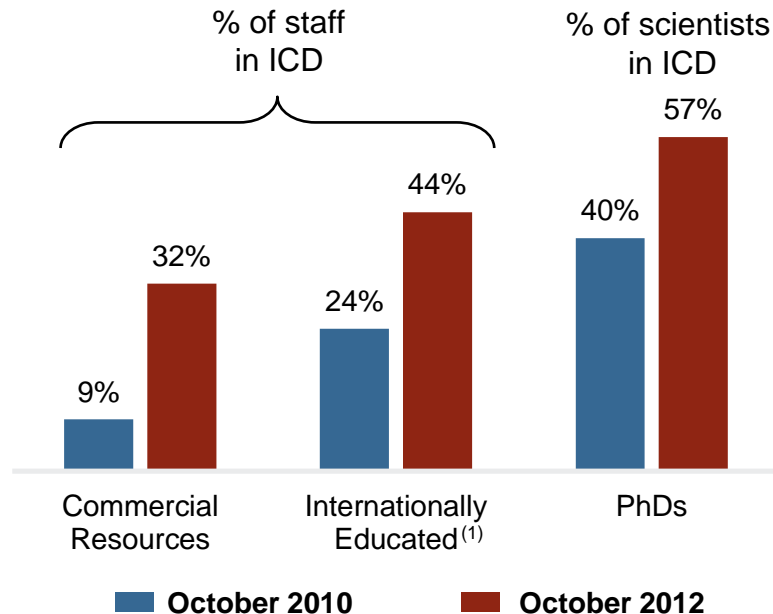


ICD's resources have been significantly reshaped and strengthened

Focused resources on ICD's core scientific competencies



Strengthened skills, experience and commercial expertise

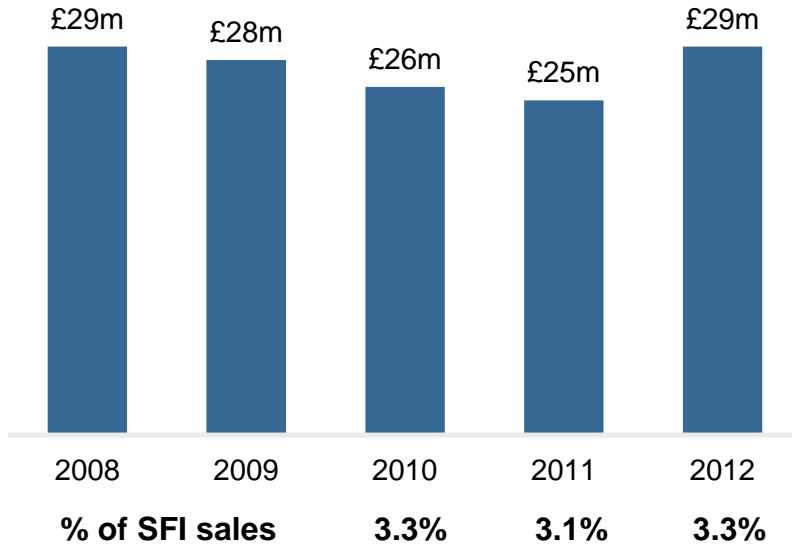


(1) Educated outside North America

R&D spend is broadly unchanged but is now more focused

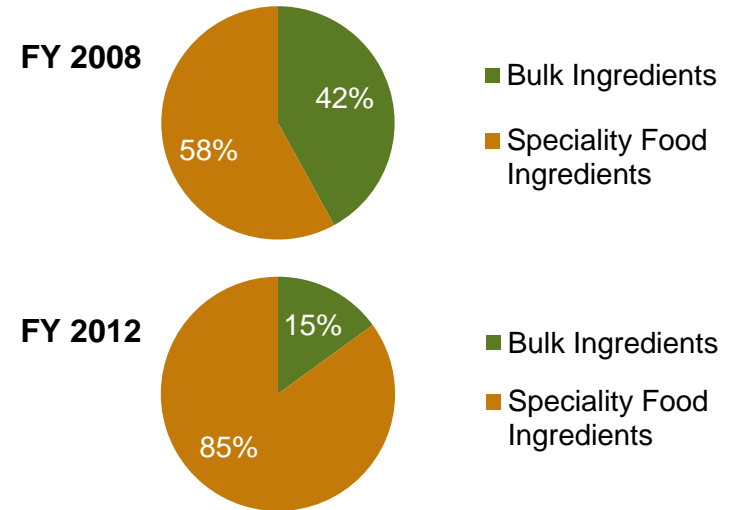
R&D spend unchanged from 2008

R&D expenditure FY 2008-2012 ⁽¹⁾



R&D focus is now on SFI

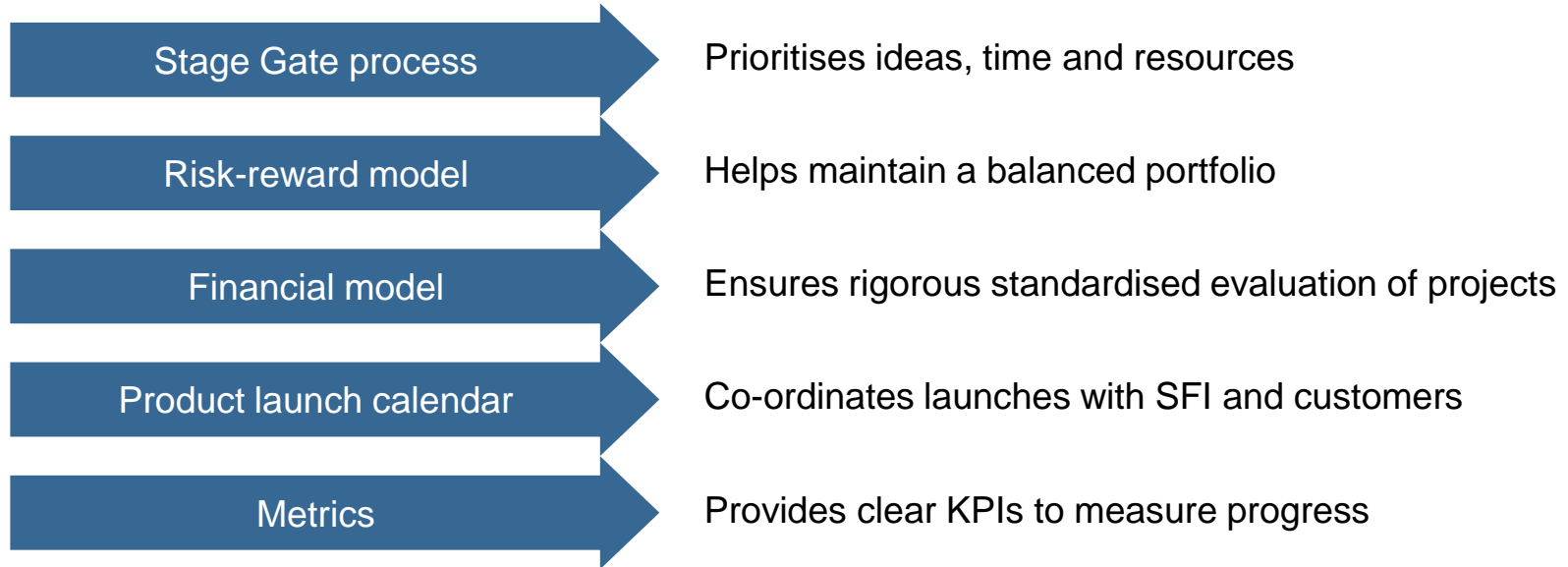
% R&D spend by business unit ⁽²⁾



(1) Tate & Lyle Annual Reports

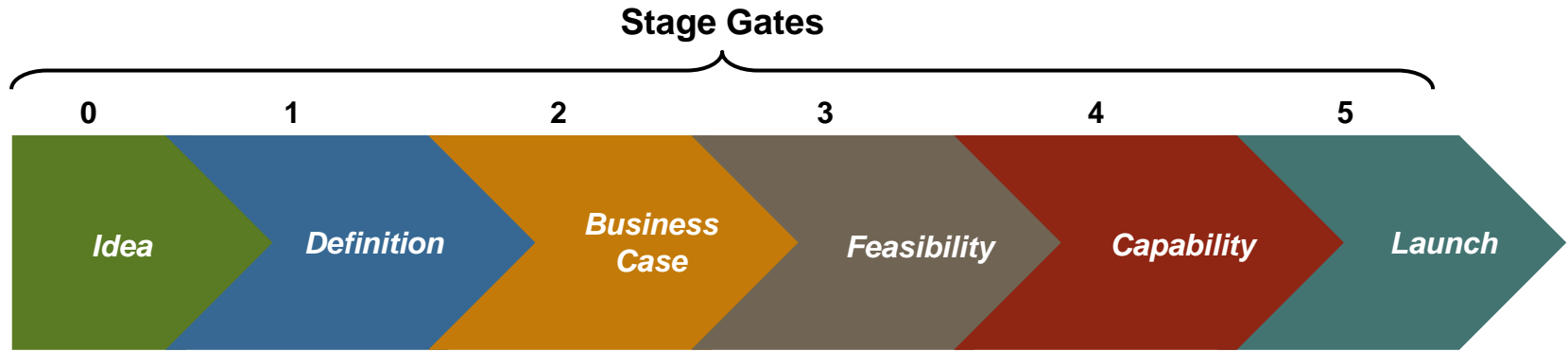
(2) Company data

New processes have been implemented to ensure rigour and discipline in decision-making



Regular and granular involvement of senior management in the innovation process

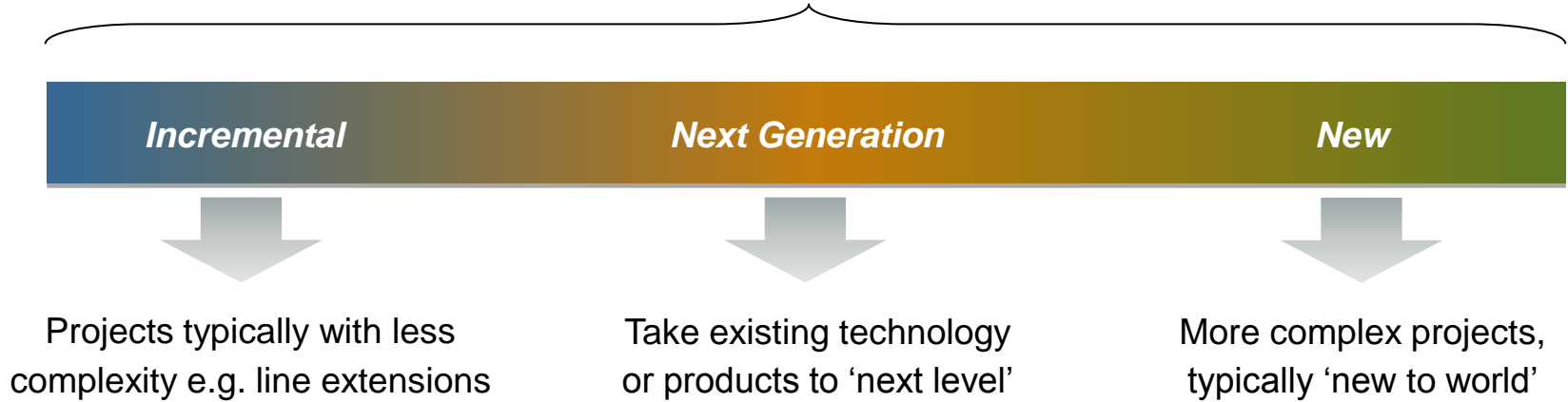
Stage Gate is a process that prioritises ideas, time and resources



For every 100 ideas at Stage 0, typically, 30% will go to Stage 1 and become defined projects; of these, about 10% will reach Stage 5 and result in a new product launch

We categorise innovation in three broad categories

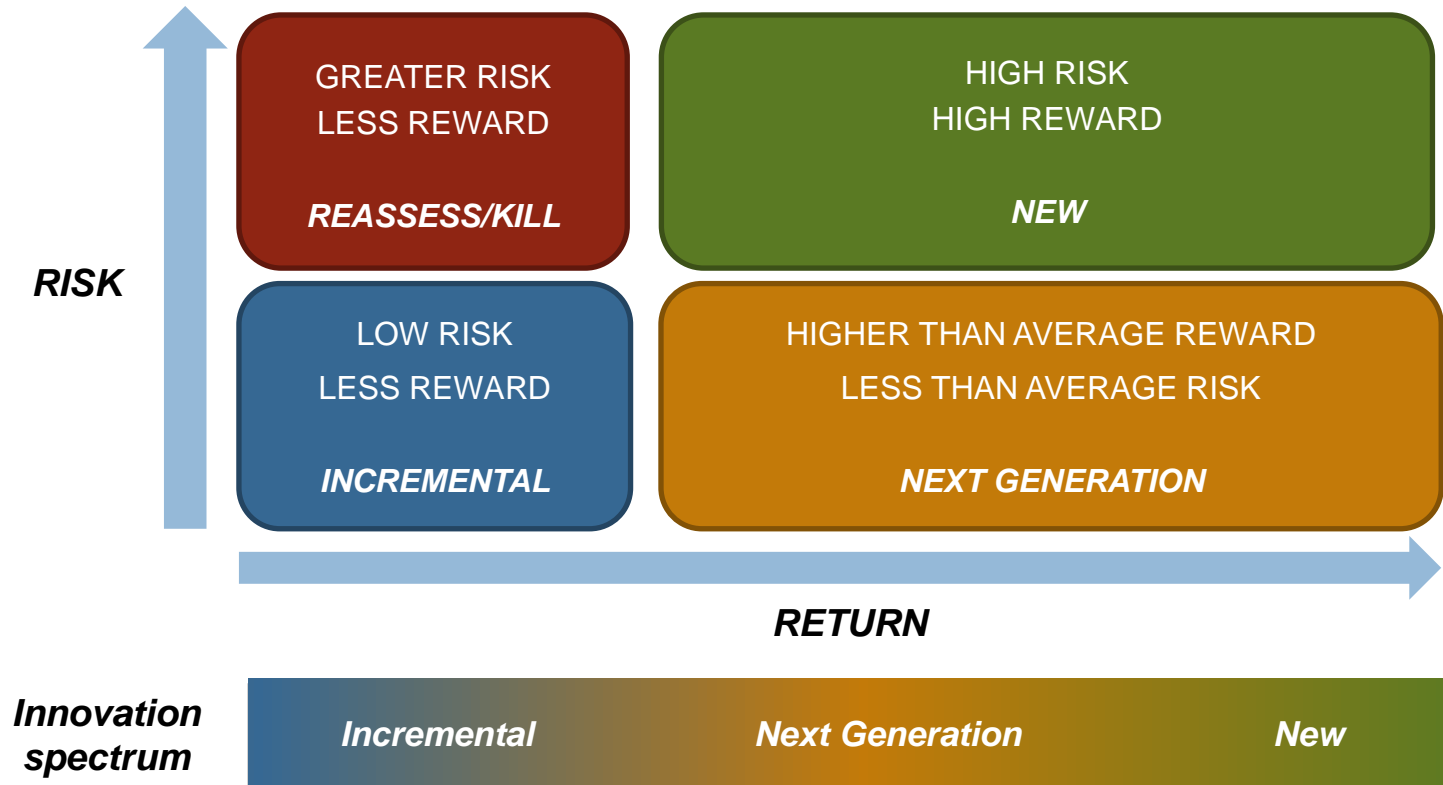
Innovation Spectrum



Estimated percentage split by category for SFI industry

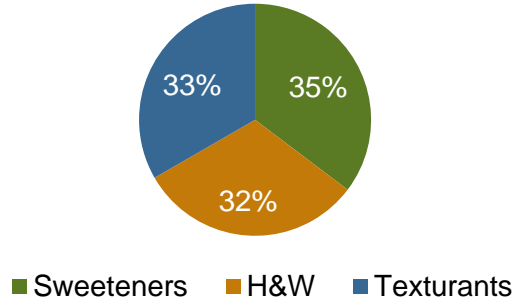


We regularly evaluate the balance of risk and value in our pipeline

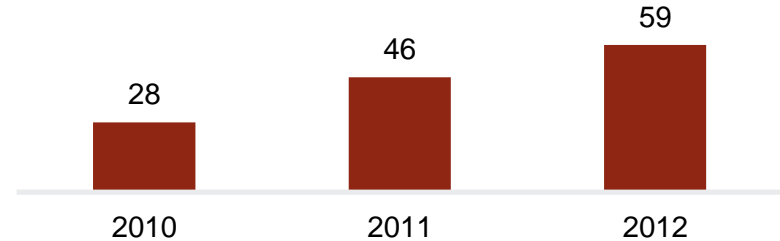


A number of metrics are used to measure our progress including.....

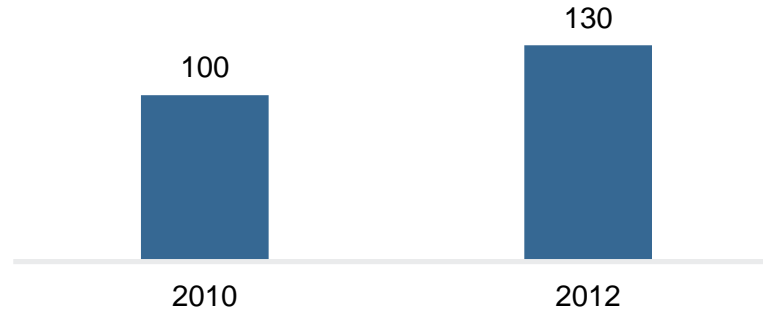
% split of pipeline by platform ⁽¹⁾



Number of projects in pipeline ⁽²⁾



Year-5 revenue estimate of new products in pipeline ⁽³⁾ (indexed)



- (1) As at 30 September 2012
(2) As at 30 September in each year
(3) Company estimates, probability adjusted

We have enhanced our infrastructure and customer offering

Enhanced infrastructure

- Commercial and Food Innovation Centre, Chicago
- New applications labs in São Paulo and Mexico City
- New Food Systems lab and pilot plant near Lübeck, Germany

Customer focus

- Dedicated account managers for key global accounts
- Technical resources realigned into expert category teams

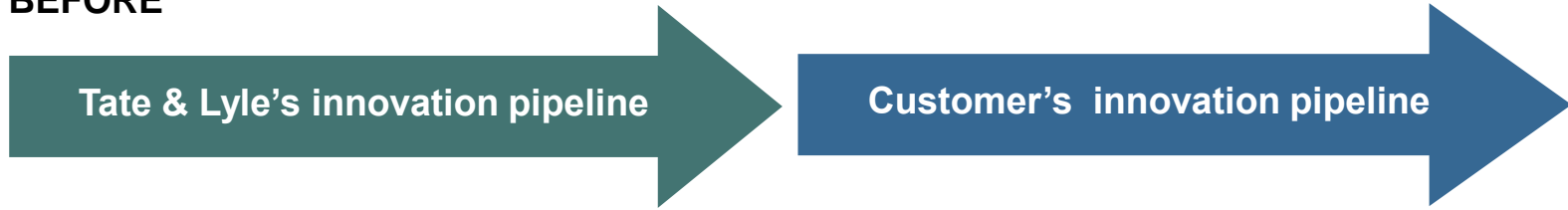


Transactional

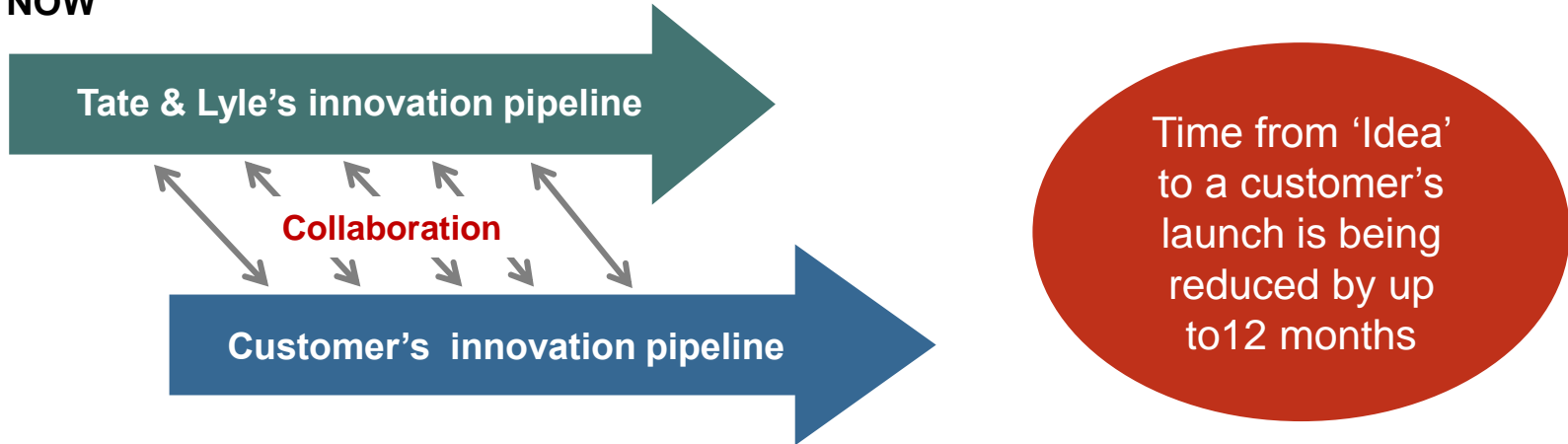
Partnership

Our new way of collaborating is reducing time from 'Idea to Plate'

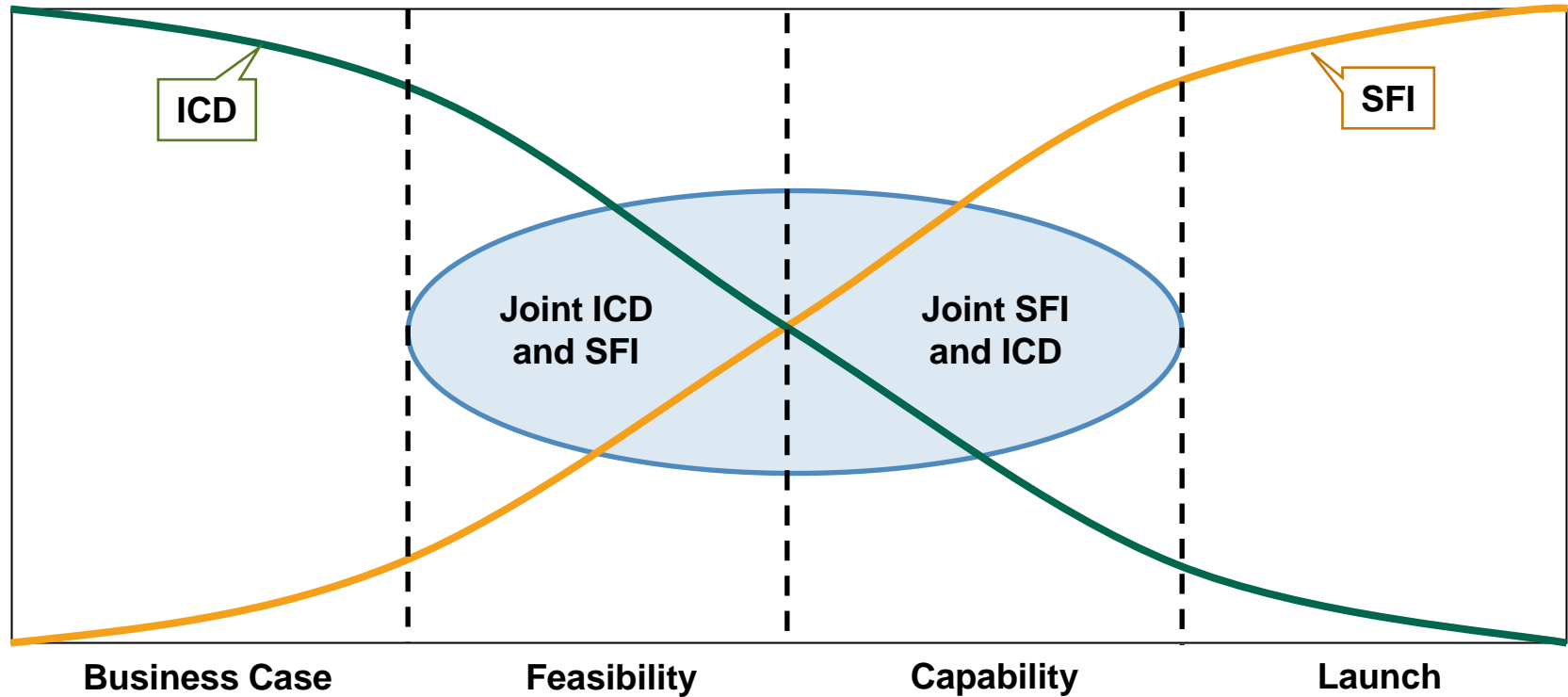
BEFORE



NOW



A fully integrated approach to bringing new products to market requiring close ICD and SFI interaction



We leverage internal and external sources to drive innovation

In-house innovation

- New products or technologies generated by in-house scientists in our three growth platforms
- Commercialised via Stage Gate process



Open Innovation

- Leverages global network of research institutions, start-ups and universities
- Provides route to market for technologies or products close to commercial launch



Tate & Lyle Ventures

- Leverages global network of research institutions, venture funds, universities and entrepreneur community
- Invests in early stage companies seeking equity finance, and manages them to exit in 3-5+ year timeframe

External ideas and opportunities

Open Innovation helps us access new and exciting technologies

Open Innovation

TATE & LYLE

Search Search
Advanced Search

Home | What we're looking for | Why Tate & Lyle | Work with us | FAQs | Contact us

We'll help you make your idea a reality

Develop your invention in partnership

- Do you have a speciality ingredient or technology in development?
- Would you like to work with one of the world's largest ingredients businesses?
- Find out how to begin what we hope will be a long and mutually beneficial partnership with us.

Tate & Lyle provides ingredients and solutions to food and beverage manufacturers all over the world.

We aim to be the world's most innovative developer of speciality food ingredients – and to do this, we are looking for partners who share our passion for developing ground-breaking new products.

"We're scoping the world for partnerships that will help us bring great speciality food ingredients to market. Some of our most successful products have been created when we have put all the expertise and commercial resources of Tate & Lyle behind the brilliant ideas of academics, inventors or business partners – and we have created a team of open innovation experts dedicated to finding more. If you have a speciality food ingredient in development, we'd love to hear from you: it could lead to a partnership that brings us both success for many years."

Karl Kramer, President, Innovation and Commercial Development

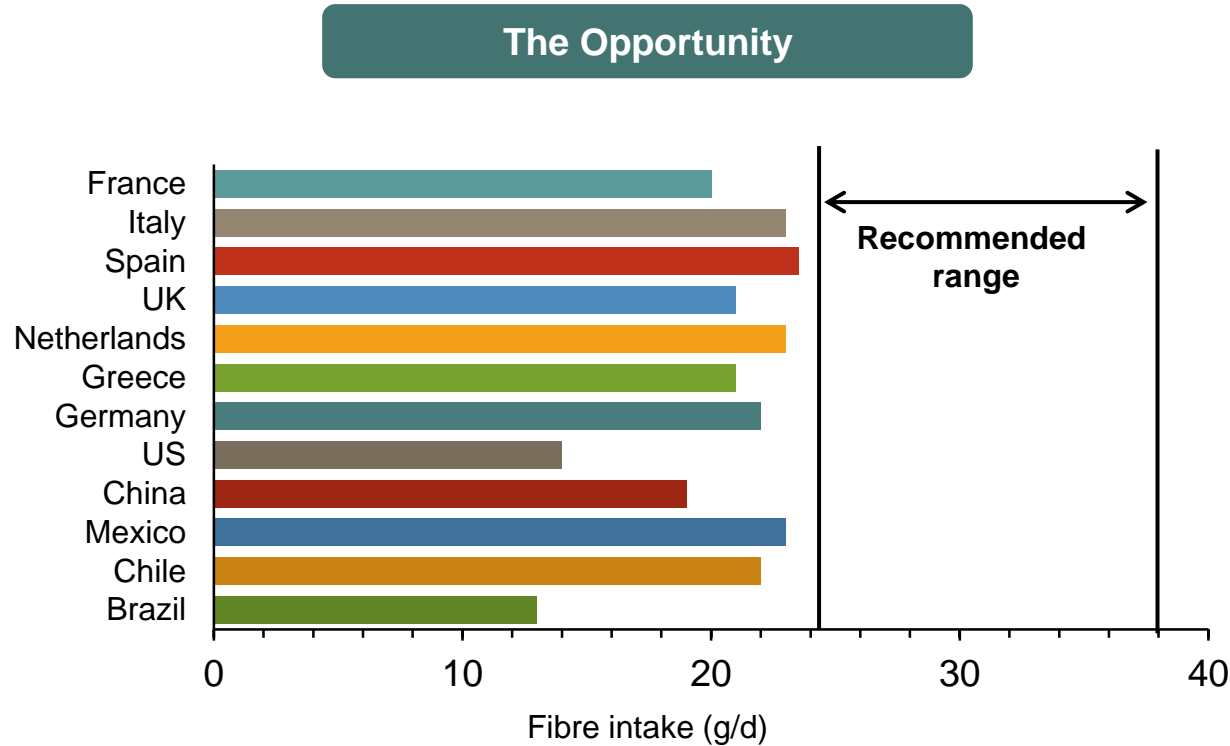
Scout

Beacon

Innovation case studies

6 December 2012

Global consumer fibre intake is below recommended levels



(1) Amalgamation of sources for each country; Most recommendations for adults call for fibre intakes ranging from 25-38g/day depending on country specific guidelines. The World Health Organization suggests worldwide recommendations of 25g per day

PROMITOR™ Soluble Corn Fiber (SCF)

The Science

In-house discovery

- Digestion-resistant carbohydrate
- PROMITOR™ Soluble Corn Fiber 85 is the premier soluble fibre in the market

Health and nutritional benefits

- Reduces calories and sugar while adding fibre to the diet
- Can be used in a wide range of applications

Industry recognition

- 2012 Food Technology Industrial Achievement Award



Acerola Flavoured Blueberry Juice

The Solution



Built with:

- PROMITOR™ Soluble Corn Fiber 85L

Benefits:

- Excellent source of fibre
- Mixes easily with other ingredients
- Heat and acid stable
- Prebiotic fibre with excellent tolerance

Provides an excellent source of fibre per serving without compromising taste or texture and contributes less than half a gram of sugar per serving

Reference

Nutrition Facts

Serving Size 8 oz	
Servings Per Container	
Amount Per Serving	
Calories 100	Calories from Fat 0
% Daily Value*	
Total Fat 0g	0%
Saturated Fat 0g	0%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 5mg	0%
Total Carbohydrate 25g	8%
Dietary Fiber 0g	0%
Sugars 25g	
Protein 0g	
Vitamin A 0%	• Vitamin C 2%
Calcium 2%	• Iron 2%
*Percent Daily Values are based on a 2,000 calorie diet.	

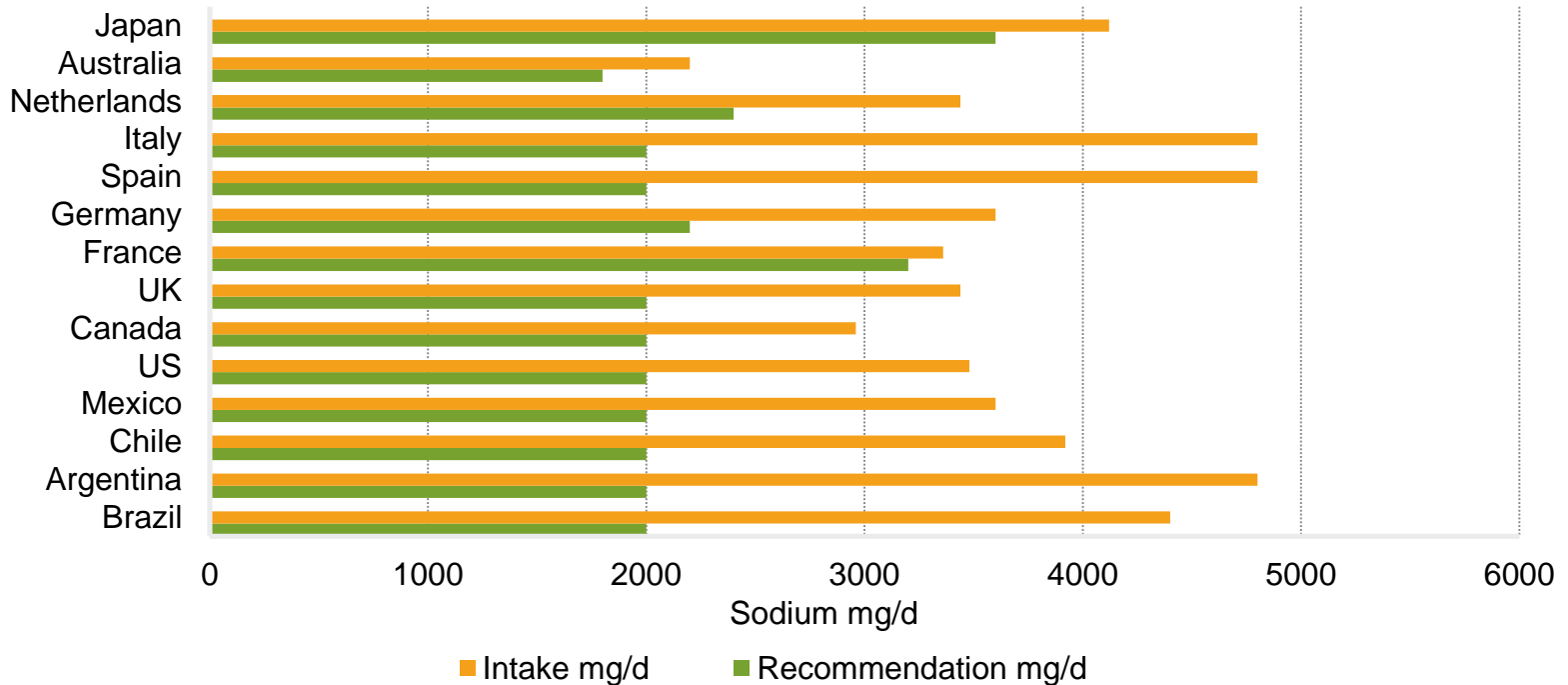
With PROMITOR™ Soluble Corn Fiber 85L

Nutrition Facts

Serving Size 8 oz	
Servings Per Container	
Amount Per Serving	
Calories 110	Calories from Fat 0
% Daily Value*	
Total Fat 0g	0%
Saturated Fat 0g	0%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 5mg	0%
Total Carbohydrate 31g	10%
Dietary Fiber 5g	20%
Sugars 26g	
Protein 0g	
Vitamin A 0%	• Vitamin C 2%
Calcium 2%	• Iron 2%
*Percent Daily Values are based on a 2,000 calorie diet.	

Sodium intake globally is above recommended levels

The Opportunity



Source: See Appendix 1

SODA-LO™ Salt Microspheres

Open Innovation, Science and Applications

Open Innovation



- Eminate developed great technology
- Unable to commercialise successfully
- Needed partner with global applications expertise, marketing, sales, distribution

Unique technology



- Hollow crystalline microspheres
- Ability to reduce salt by up to 50%
- Functions, labels and tastes like salt



“Heart Health & Circulatory Innovation of the Year” (2012)
“Most Innovative Health Ingredient of the Year” (2012)



Reduced sodium microwave popcorn with SODA-LO™

The Solution



Built with:

- SODA-LO™ Extra Fine

Benefits:

- 25% reduction in sodium
- Natural taste of salt
- Clean flavour
- Label-friendly

Reduces sodium content in snack foods without compromising on salt perception and flavour

Reference

Nutrition Facts

Serving Size (29g)		Servings Per Container	
Amount Per Serving			
Calories 130	Calories from Fat 45		
% Daily Value*			
Total Fat 5g			8%
Saturated Fat 2g			10%
Trans Fat 0g			
Cholesterol 0mg			0%
Sodium 300mg			13%
Total Carbohydrate 18g			6%
Dietary Fiber 3g			12%
Sugars 0g			
Protein 3g			
Vitamin A 0%		Vitamin C 0%	
Calcium 0%		Iron 4%	
*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:			
	Calories:	2,000	2,500
Total Fat	Less than	65g	80g
Saturated Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g
Calories per gram:			
	Fat	9	Carbohydrate 4 • Protein 4

25% Reduced Sodium

Nutrition Facts

Serving Size (29g)		Servings Per Container	
Amount Per Serving			
Calories 130	Calories from Fat 45		
% Daily Value*			
Total Fat 5g			8%
Saturated Fat 2g			10%
Trans Fat 0g			
Cholesterol 0mg			0%
Sodium 220mg			9%
Total Carbohydrate 18g			6%
Dietary Fiber 3g			12%
Sugars 0g			
Protein 3g			
Vitamin A 0%		Vitamin C 0%	
Calcium 0%		Iron 4%	
*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:			
	Calories:	2,000	2,500
Total Fat	Less than	65g	80g
Saturated Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g
Calories per gram:			
	Fat	9	Carbohydrate 4 • Protein 4

Key takeaways

ICD structure and processes are well embedded

We have invested in key innovation enablers

We are getting closer to the customer at the right levels

We are starting to get to market faster

Making good progress but with much more to do.....

Innovation at Tate & Lyle

Appendix

Appendix 1

Sources for bar chart on slide 22 showing sodium intake vs. recommended levels by country

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TATE & LYLE

Capital Markets Day

Chicago, 6 December 2012