Annual General Meeting

23 July 2008
Agenda

Strategy
Share price
Key results
Reshaping the business
Outlook and conclusion
What is Tate & Lyle?

Tate & Lyle is a world-leading manufacturer of renewable food and industrial ingredients. We use innovative technology to transform corn and sugar into quality ingredients used by millions of people every day.

Our strategy is to build a stronger value added business on a low-cost, high efficiency primary production base.
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Total Shareholder Return
One year relative performance

Source: Bloomberg, Datastream
Total Shareholder Return
Five year relative performance

Source: Bloomberg, Datastream
Agenda

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**Key results**
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### Key Results
Year to 31 March 2008

<table>
<thead>
<tr>
<th><strong>Continuing operations</strong>*</th>
<th>vs FY 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit Before Tax(^1)</td>
<td>£244m</td>
</tr>
<tr>
<td>Core Value-Added Food Ingredient Operating Profit</td>
<td>£89m</td>
</tr>
<tr>
<td>Ingredients, Americas Operating Profit</td>
<td>£186m</td>
</tr>
<tr>
<td>Diluted EPS(^1)</td>
<td>32.7p</td>
</tr>
<tr>
<td>Dividend</td>
<td>22.6p</td>
</tr>
</tbody>
</table>

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\(^1\) Before exceptional items and amortisation of acquired intangible assets

* Excluding Redpath, Eastern Sugar, Occidente and TALFIIE (disposed plants)
Divisional results
Year to 31 March 2008

Food & Industrial Ingredients, Americas (TALFIIIA)
Sales £1 386m
Profit £186m
Margin 13.4%
Ingredients, Americas
Citric Acid
Custom Ingredients
DuPont Tate & Lyle

Food & Industrial Ingredients, Europe (TALFIIIE)
Sales £461m
Profit £41m
Margin 8.9%
Ingredients, Europe
Cesalpinia
G C Hahn

Sugars
Sales £1 429m
Profit £24m
Margin 1.7%
London and Lisbon
Vietnam
Sugar Trading
Molasses Distribution

Sucralose
Sales £148m
Profit £66m
Margin 44.6%
SPLENDA®
Sucralose

# Excluding Redpath, Eastern Sugar and TALFIIIE (disposed plants)
*Before exceptional items and amortisation of intangible assets
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# Reshaping the business

## Calendar of significant events

### Year to 31 March 2006

- Custom Ingredients and Cesalpinia EU acquired; Bio-PDO™ facility construction completed; Eastern Sugar closed

### Year to 31 March 2007

- Expansion of McIntosh, Alabama SPLENDA® Sucralose facility complete

### Year to 31 March 2008

- **1Q** Redpath sold; 80% GC HAHN acquired; Singapore SPLENDA® Sucralose facility complete
- **2Q** 5 European starch plants sold; Sagamore expansion complete
- **3Q** Installation of new sugar cranes at London refinery; Occidente sold
- **4Q** Loudon expansion complete; US citric acid producers file trade remedy petitions

### Year to 31 March 2009

- **1Q** New management team announced
- **2Q** Disposal of International Sugar Trading business announced
- **4Q** Construction of biomass boiler at London refinery to be completed; Fort Dodge corn wet mill construction to be completed
Major milestones
New corn wet milling plant in Fort Dodge, Iowa
Major milestones

New corn wet milling plant in Fort Dodge, Iowa
Major milestones
New corn wet milling plant in Fort Dodge, Iowa

- Over 1 million cubic metres of soil moved
- 42,000 cubic metres of concrete poured
- 65,000 tonnes of structural and reinforcing steel used
- 23 miles of pipe used to connect equipment
- 200 ethanol rail tank cars and 75 railroad hopper cars purchased to ship product
Major milestones
Sugars

Celebrating 130 years of sugar refining in London
A stronger business with a strong management team

Iain Ferguson, Chief Executive

Matt Wineinger, President, Food & Industrial Ingredients, Americas

Olivier Rigaud, President, Food & Industrial Ingredients, Europe

Karl Kramer, President, Sucralose

Ian Bacon, Chief Executive, Sugars

Dr. Bob Fisher, President, Research & Development

John Nicholas, Group Finance Director

Robert Gibber, Company Secretary & General Counsel
Agenda

Recap on strategy
Share price
Key results
Reshaping the business
**Outlook**
Outlook for Year to 31 March 2009

• We are on track to make progress for the year as a whole

• Focus for management: deliver returns on invested asset base

Our business is well invested, well resourced and well positioned for growth