

Innovation and Commercial Development

Innovation continues to be a key enabler of our strategy and how we work with others.

What we do

Innovation and Commercial Development consists of a number of areas working together as one team.

- Research and development
- Solutions innovation
- Platform ingredient management
- Nutrition, scientific and regulatory affairs
- Marketing and consumer insights
- Open innovation

£239m

New Products revenue¹

17%

New Products as a percentage of Food & Beverage Solutions revenue¹

75

Patents granted¹

¹ Year ended 31 March 2023.

Our Innovation and Commercial Development (ICD) team uses deep understanding of consumer trends and food and beverage categories, along with leading-edge science and technical expertise, to create solutions for customers which address growing consumer demand for healthier and tastier food and drink. It does this by bringing together scientific and commercial functions into one team, thereby providing a fully integrated approach to serving customers and helping them bring their products to market faster. ICD not only creates 'new to the world' products, like our CLARIA® Functional Clean-Label Starches and DOLCIA PRIMA® Allulose, but also develops extensions to existing product lines, as well as new technologies and processes which make our business more efficient.

Our researchers and food scientists are experts in formulating food and beverages, working side by side with customers to leverage our skills and knowledge to reduce or eliminate sugar and calories from our customers' products. But we don't just take things out, we also improve the nutritional profile of products by adding structure, fibre and protein. And we offer other benefits, such as our stabiliser systems, which allow food to travel over long distances.

Leading science

Our deep knowledge in the fields of bio-chemistry and materials science are at the heart of our business. Our core capabilities in areas such as enzymology and fermentation, industrial scale-up, drying and crystallisation, and separation and fractionation, mean we are uniquely placed to create solutions for customers which address growing consumer trends such as sugar reduction, added fibre and clean label. Supported by our nutrition and regulatory knowledge, we carry out research with academic organisations around the world. This, alongside our intellectual property and our external partnerships and open innovation activities, gives us a strong, science-based innovation platform which we use to accelerate growth.

Collaborating with customers

Consumer preferences are different around the world and so we have a global network of labs, which we call Customer Innovation and Collaboration Centres, where we work together with customers to make their products work in their local markets. During the year, we opened a new centre in Santiago, Chile, to serve customers in that region, and expanded our centre in Singapore to add an area specifically focused on mouthfeel solutions.

Investing in clinical research and promoting nutrition education

We design, conduct and interpret preclinical and clinical research to provide key scientific knowledge about our ingredients, and to support the development of new ingredients and solutions. We do much of this with academic and industry partners who bring wider expertise and resources to the table. For example, in July 2022 we extended our scientific partnership with APC Microbiome Ireland through a new two-year research project to increase understanding of how dietary fibres can affect the functioning of the gut microbiome. Then, in August, we announced a jointly filed international patent application for a synbiotic fibre technology that has shown positive preliminary results in improving metabolic health.

We also contribute to studies and research to improve the general understanding of the impact of food policy on public health. For example, in October 2022, we supported a new three-year research project by The University of Aberdeen's Rowett Institute which aims to improve the understanding of the UK food system and help people experiencing food insecurity and living with obesity make healthier, more sustainable food choices.