

Food & Industrial Ingredients, Americas

Our largest division, Food & Industrial Ingredients, Americas represented 57% of our adjusted operating profit this year. From large-scale, efficient plants mainly in the US corn belt, this division produces both primary ingredients and, with our R&D expertise, value added ingredients for the food and beverage, industrial, animal feed and pharmaceutical markets.

Key performance indicators

Return on net operating assets¹

Target (longer-term)	20%
2009	18%
2008	23%
2007	25%

¹ Measured by financial year on continuing operations

Description. This is the division's profit before interest, tax and exceptional items divided by the average net operating assets. The Group's initial target is to achieve a return on net operating assets of 15%, with a longer-term target of 20%.

Energy use²

Target	3.0% reduction
2008	1.3% increase
2007	4.0% increase
2006	1.3% reduction

² Measured by calendar year

Description. Our businesses have a target to reduce energy consumption on a per unit basis by 3% each year. The figures above show the percentage movement in the division's energy index each year. More details on the Group's energy use are on page 73.

Safety index³

Target	zero
2008	1.26
2007	2.88
2006	5.39

³ Measured by calendar year

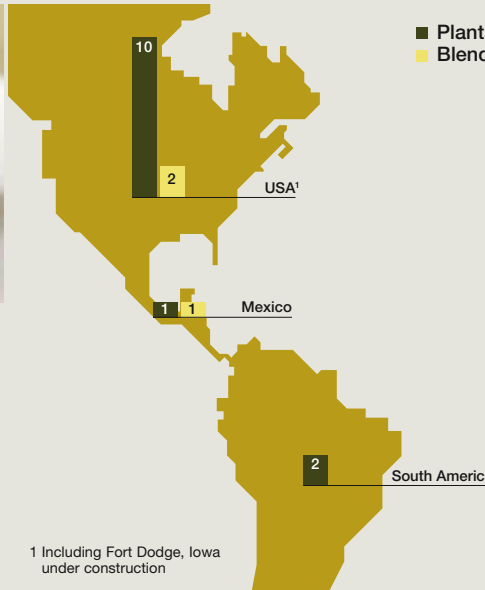
Description. Our safety index compares safety performance across the division and is a weighted average of injuries sustained in the workplace, with more severe incidents having greater impact. The lower the index, the better the performance. More details are on page 71.

What we do



PROMITOR™ Dietary Fibers

Our new range of PROMITOR™ Dietary Fibers, launched in 2008, allows our customers to deliver the goodness of fibre in mainstream food and beverage products without compromising their great taste. Our range currently includes soluble corn fibre and resistant starch.



¹ Including Fort Dodge, Iowa under construction

- Plants
- Blending facilities

Processes and raw materials
 Corn (maize) milling
 Cereal sweetener, sugar, or molasses fermentation

Main joint ventures
 Almex:
 Cereal sweeteners and starches

DuPont Tate & Lyle
 BioProducts:
 Bio-PDO™

Sucromiles:
 Citric acid and alcohols