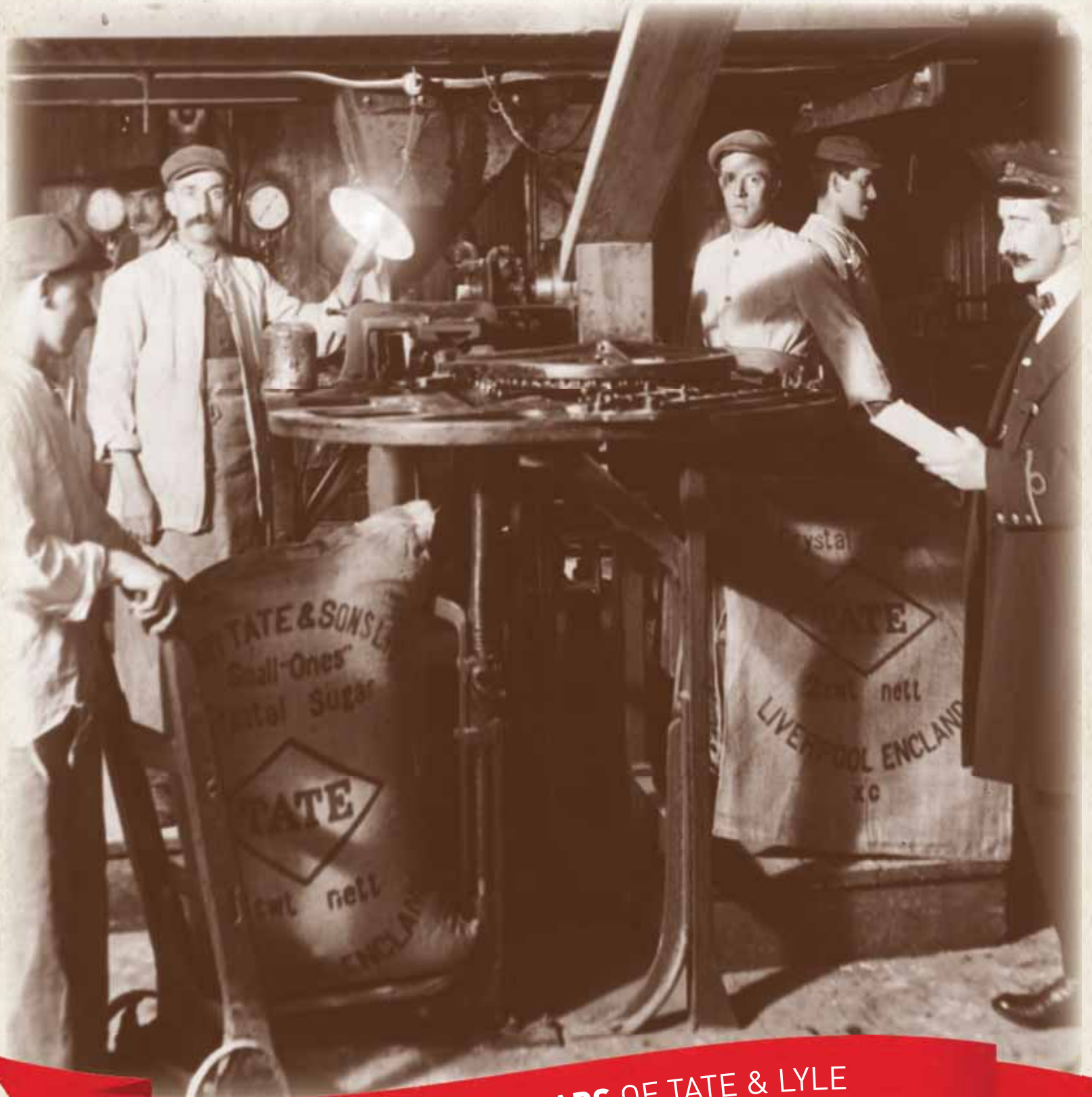


TATE&LYLE WINTER 2019/2020 ISSUE 32

WORLDWIDE

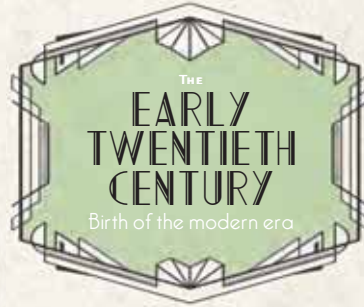


CELEBRATING **160 YEARS** OF TATE & LYLE



Separately, Henry Tate and Abram Lyle enter the UK's fast-growing sugar refining industry

4



Competitive pressures bring the two companies together as Tate & Lyle – and business booms

8



Post-war threat of nationalisation held at bay by the valiant Mr Cube!

12



In the face of increasing sugar regulation, we explore new territories and technologies

14



We give our wide portfolio a more strategic focus, shifting from 'ingredients supplier' to 'solutions provider'

18



The sale of our European sugars business in 2010 marks the end of an era – and the start of a new approach to 21st Century challenges

22

Editorial Board Miriam Wilkens (Chair), Rowan Adams, Alissa Clarke, Jennifer Walker.

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Spellings Since Tate & Lyle is a UK-owned company, we follow UK spellings (eg 'fibre') in our magazine, except when a brand name is different (eg PROMITOR® Dietary Fiber) or within quotes from American-English speakers.

Translated into nine languages For our non-English speaking colleagues, we translate article summaries. The number boxes by the first paragraph link to the translation sheets so that they can be read together with the magazine. The first number denotes the page and the second the article, so, for example, '4.1' refers to the first article on page 4.

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Celebrating our longest serving colleagues

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TATE & LYLE

160th Anniversary issue

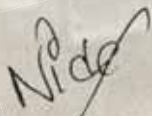
3 Early research into antibiotics? The creation of a world-class art gallery? The founding of a world-famous football* team? Who knew that Tate & Lyle has touched people's lives in so many positive ways outside our core business since our foundation in 1859?

I've learnt a lot this 160th anniversary year about our Company, as we've been going back through the archives, and have discovered some amazing and unexpected things, many of which you can read about in these pages. What's shone through to me, though, is that, while Tate & Lyle's business has changed entirely since the early days, the Company and the people have remained true to the spirit of our founders. Our Purpose of Improving Lives for Generations really started with Henry Tate 160 years ago. While I can't prove it, there's no doubt in my mind that this is the secret of our longevity – and there's something pretty humbling about being Chief Executive of the only company still listed on the London Stock Exchange that was part of the original FT30 index of 1935.

Still more humbling though, is what I've learnt about the longevity of the commitment of many of our colleagues. Businesses think they're doing well if they can celebrate a colleague's 10th anniversary – at Tate & Lyle, that's just the beginning! We have 30 people who've worked here for more than 40 years, another 170 for between 30 and 40 years, and many others over the 10- and 20-year mark, as you can read about on the back page. I was particularly awed to learn that Lawrence Lake has been working at Decatur since before I was born!

And that's the magic. It's not the markets, or the products, or the economics – we're here because of all those who had a hand in building Tate & Lyle. And we'll be here in years to come, because of what you're building today, and what those in the future will continue to build, to improve people's lives across the world.

Nick Hampton
Chief Executive Officer



* American football, for our British English readers!





The
**NINETEENTH
CENTURY**
Where we began



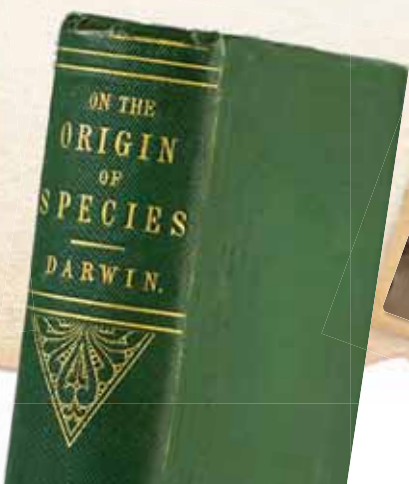
4-7 1859, the year Henry Tate first entered the sugar refining business, was a typical year in an extraordinary era. This was the year Charles Darwin published *On the Origin of Species*. Work began on the Suez Canal, ushering in a new era of global trade. And the chimes of Big Ben rang out for the first time.

Entrepreneurs and inventors were the heroes of the new industrial economies. They rushed to take advantage of scientific discoveries, technological advances and raw materials flooding in from across the globe.

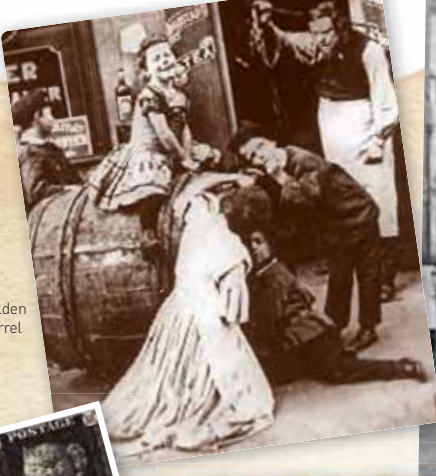
Not all their ideas were successful. For every Edison lightbulb or Stephenson steam engine, there were thousands of patent applications for things like a self-ventilating top hat, which never saw the light of day!

Sugar cane refining was particularly lucrative. Industrialising the processing of this tropical plant – taking sugar from a luxury for the rich, to a foodstuff for the masses – fuelled a refining boom throughout the UK.

It was driven by the need to feed the vast numbers of people moving from the country to the city. Rail transport enabled food to be distributed quickly; while long-life products such as condensed milk, dried eggs and bottled sauces became kitchen staples.



Lyle's Golden Syrup barrel

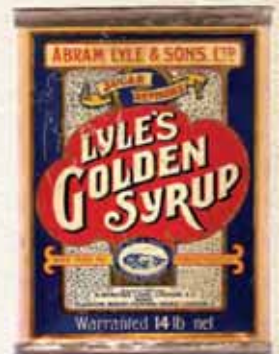


1890, London



Thames Refinery

Henry Tate's first enterprise – a grocers' shop in Liverpool



Early Lyle's Golden Syrup packaging

Our story

When Tate didn't meet Lyle

5 When grocery magnate **Henry Tate** first ventured into sugar refining in 1859 – as partner with John Wright in an existing refinery in Liverpool, England – he faced fierce competition. But Henry's eye for technical innovation brought greater yields, securing the refinery's success.

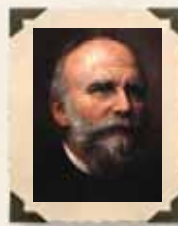
Meanwhile, up in Greenock, Scotland, **Abram Lyle** had built up a shipping fleet, with sugar its chief cargo. He too saw the commercial benefits of refining, and bought into the local Glebe Refinery.

Having both become sole owners around the early 1870s, the two men looked south, to London, to grow their respective businesses.

Parallel lives

Henry Tate's defining achievement was buying the rights to sugar cube production from its German inventor, Eugen Langen. Three years later, in 1878, Henry opened the Thames Refinery in London to exploit its potential.

Eugen Langen



Abram Lyle, for his part, was excited by a new ingredient. Originally a by-product of the refining process, 'golden syrup' was made palatable – fabulously so! – by the Eastick brothers, two chemists at Glebe. Convinced of its appeal, Abram built a specialist refinery in 1883 at Plaistow on the River Thames, just a mile away from Henry's.

Mr Tate and Mr Lyle never met – after all the businesses weren't to merge for nearly 40 years! In fact, there was intense rivalry between their two businesses. But each respected the other's expertise, and kept to their own specialist areas.

How Henry Tate started in business

by his great-grandson, Francis ('Tony') Tate

Now back in the Georgian era, up North was a parson named Tate. He had raised up a Christian family with Henry as child number eight.

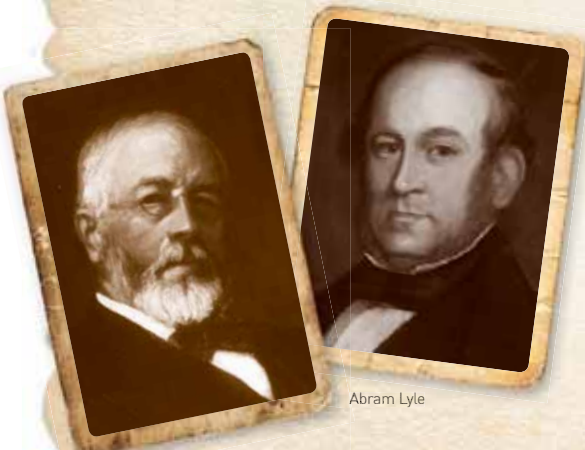
Another son, probably Caleb, had gone into grocery trade. Pa said: 'Better take Henry with you, – and mind that he's properly paid.'

For some years the family toiled on, and built up a nice chain of shops. But Henry kept thinking of sugar and learning of beet and cane crops.

He said: 'ee all yon sugar looks scruffy – those leaves are all more grey than white'. So he went to an aged Refiner well known as old honest John Wright.

Tate said: 'I've a mind to be changing; I'll give all my shops to in-laws. I've a bit of brass saved in wife's stocking, and I'd not mind a business like yours.

So Henry and Wright set up business, and made quite an impact no doubt. Til old man was called to his fathers and Henry had business for nowt.



Henry Tate

Abram Lyle



Georg Carl Hahn

Amylum plant at Aalst, Belgium



Koog aan de Zaan, the Netherlands

Our founding companies

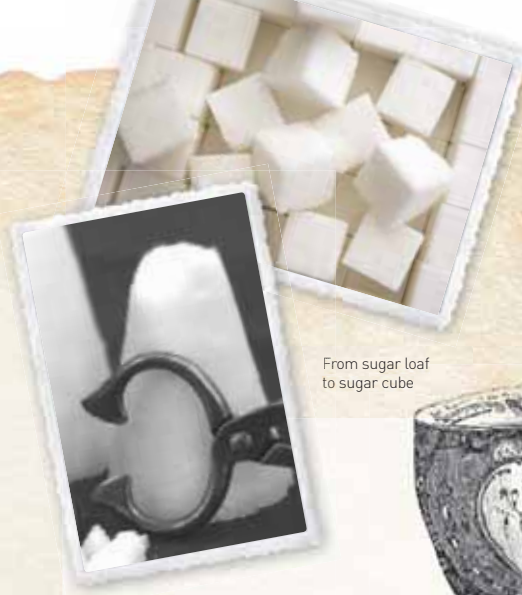
Three companies that are cornerstones of our business today were also founded in the nineteenth century. Like the Tates and the Lyles, they were all strong family businesses, with loyal workforces – and the desire to lead and innovate in their industries through technology.

G. C. Hahn was established in Lübeck, Germany, in 1848. In his 'factory for preserved food', Georg Carl Hahn took canning from cottage industry to industrial process (see 'Technical innovation').

Callebaut Frères et Lejeune (later **Amylum**), established in 1873 by the Callebaut brothers and their partner Joseph Lejeune in Belgium, originally sold sugar to the brewing trade. Responding to customers' concerns about rising taxes on sugar, they worked out how to turn glucose into highly functional corn syrup.

Our **Koog** plant, which started life as a starch-producing windmill – 'De Troffel' – on the Zaan River in the Netherlands, was bought by the pioneering Klaas Honig in 1867. Amylum acquired the plant, by then a corn wet mill, in 1987. Both became part of Tate & Lyle when we completed our acquisition of Amylum in 2000.

See more about all our founding companies on p26-27.



From sugar loaf to sugar cube



Technical innovation

From loaf to cube

Traditionally, sugar was sold as a hard 'loaf' that had to be shaved or hacked into teacup-friendly lumps. Producing it in small cubes, as Henry Tate did, not only saved time and effort, but was an efficient size to ship and store.

G. C. Hahn improves the canning process

Lübeck, 1872 – Georg Carl Hahn greatly increased the speed and capacity of the canning process, using the new invention of the autoclave: a high-pressure, high temperature sterilising vessel. This revolutionised ordinary people's access to fruit and vegetables.



Canning process at Lübeck

The way we were

Women on the packing line at Thames Refinery





Commercial innovation

The world's oldest brand packaging

7 1885: Lyle's Golden Syrup was first poured into its iconic green-and-gold tin. Originally made in small quantities and sold in wooden casks to employees and locals, as demand grew, casks were swapped for large dispensers found on the shelves of grocery stores, and finally, in 1885, the famous tins. Although we no longer own the brand, today more than a million of these same tins leave Plaistow in East London each month. In 2006, it entered the Guinness Book of Records as the world's oldest brand packaging.

The Tate Gallery at Millbank, London (renamed Tate Britain in 2000)



Improving lives

A creative legacy

With the profits from sugar refining, Henry Tate gave £150,000 to build the Tate Gallery in London in 1897. He also donated his own large collection of Victorian art, which remains there to this day.

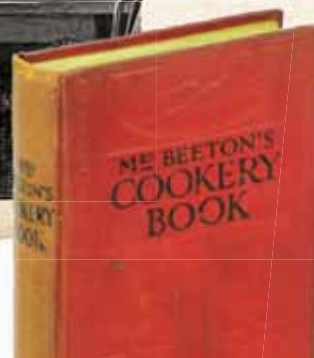


Bust of Sir Henry Tate outside the Tate Gallery



Did you know?

Abram Lyle was a devout Christian. The Lyle's Golden Syrup logo and strapline, 'Out of the strong came forth sweetness', come from Samson's story of the lion and the bees in the Book of Judges in the Old Testament, where bees nest inside a lion's carcass and produce honey.



Mrs Beeton's Apple Pie

Ingredients

- 8oz Pastry
- Apples
- To every 1lb un-peeled Apples allow: 2oz Moist Sugar (Soft Brown Sugar)
- 1 tbsp Lemon Juice
- 1 Egg White
- ½ tsp Lemon Peel, finely minced
- Caster Sugar

Method

- Peel, core and slice the apples.
- Put into a deep pie dish, just capable of holding them, with the sugar, placing a small cup upside down in the middle of them.
- Place a border of pastry around the edge of the dish.
- Cover with pastry and ornament as desired. Bake for 30 minutes.
- Remove from the oven.
- Brush the pie with lightly whisked egg white, sprinkle with some caster sugar and a few drops of water.
- Put the pie back into the oven and finish baking, being careful that it does not catch or burn, which it is very liable to do after the crust is iced.
- If made with a plain crust, the icing may be omitted.
- Serve with two scoops of Mrs. Beeton's Rediscovered Rich Rum & Raisin Ice Cream
- Allow 2 lbs. of apples for a pie for 6 persons.





THE
EARLY TWENTIETH CENTURY
 Birth of the modern era

8-11 In the first three decades of the twentieth century, explosive growth in population, industry and wealth made the United States the most powerful nation on earth. Mass production took off. The Jazz Age of the 1920s set the cultural tone, and skyscrapers were symbols of national pride and confidence.

The flipside of this boom were problems of poverty, crime, racism... and debt, which led to the Wall Street Crash in 1929. The impact of the crash on a world already weakened by the First World War was the Great Depression. This global economic slump, which lasted well into the 1930s, helped put Hitler into power in Germany.

But science and medicine continued to leap forward. In the century's first decade, Dutch scientists discovered the existence of vitamins. In the UK in 1917, high levels of malnourishment among potential army recruits spurred the government to invest in dietary research.

And in 1928, Scottish researcher Alexander Fleming discovered penicillin. Diseases and infections that once killed millions could now be controlled. A. E. Staley, one of our founding companies, would help commercialise antibiotics – find out more on page 11.



Jamaican sugar cane plantation



Molasses cargo ship c. 1926



Destruction of European sugar beet fields during WWI

Our story

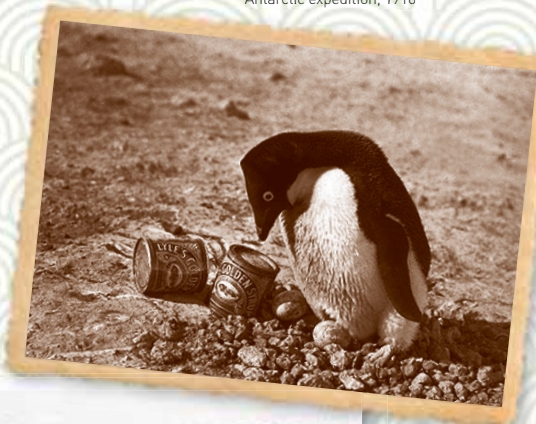
Joined by an ampersand

The war years took their toll on the sugar industry. During the conflict, the British government took control of raw sugar stocks and refining. When this ended in 1918, competition from abroad prevented both Henry Tate & Sons and Abram Lyle & Sons from returning to their individual pre-war strength, despite the increase in demand for cane sugar following the destruction of Europe's sugar beet fields. Between them, the Tates and the Lyles refined more than half of the cane sugar consumed in the UK, so it made commercial sense to combine to become a stronger single entity. In 1918, Henry Tate's grandson Ernest approached brothers Charles and Robert Lyle (sons of Abram), and the merger as 'Tate & Lyle Ltd' was sealed in 1921. Friendly rivalry between Tates and Lyles continued long afterwards!

The new company acquired smaller UK refiners and rapidly expanded in both cane and beet sugar production. When the government took control of beet sugar production in 1936, Tate & Lyle invested in cane sugar in partnership with shipping company United Molasses, buying estates in Jamaica and Trinidad.

The Company's success was confirmed when it became a founder member of the newly established FT30 share index in 1935. By 1939, Thames Refinery had become the largest cane sugar refinery in the world.

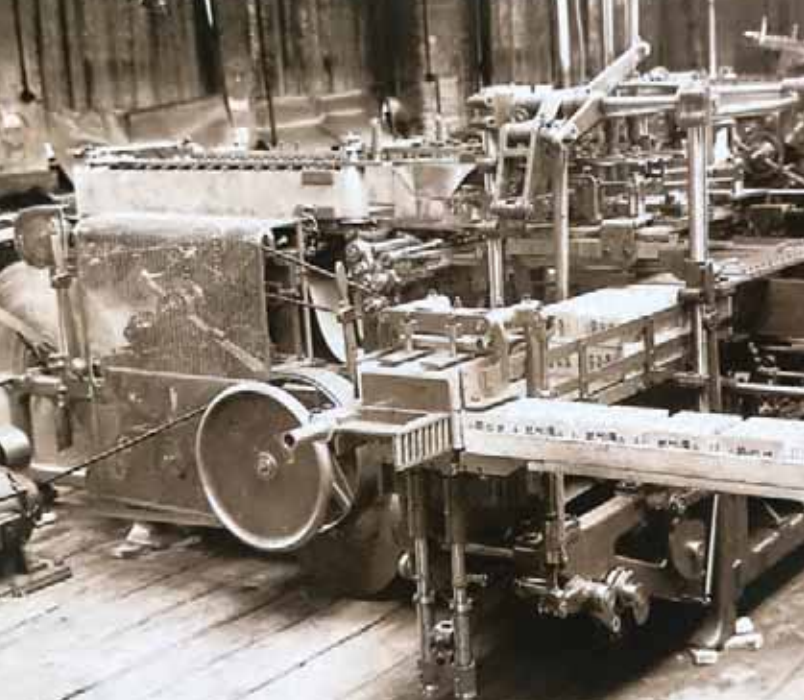
Lyle's Golden Syrup was supplied to Captain Robert Falcon Scott's Antarctic expedition, 1910



Granulated sugar packaging 1920-1930



Thames Refinery, 1921



Hesser's automatic packing machine



Technical innovation

From sacks to packs

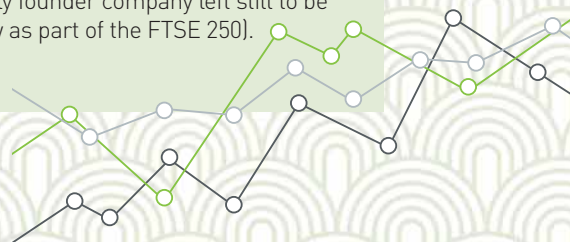
10 Tate & Lyle's first automated packaging machine, made by Hesser of Stuttgart, at Thames Refinery, changed the way sugar was sold. Jute sacks were replaced with pre-weighed, printed cartons.

Johnny Ringwood started his working life at Tate & Lyle. Here he recalls the formidable women who worked on the Hesser floor at Thames:

'When I was 15 I got a job on the Hesser floor, where the girls packed sugar into 28lb packages. Every now and again there would be a spillage, and me and my mate Georgie had to sweep it up. We were called the Dirty Sugar Boys!'

The UK's oldest share index

Tate & Lyle was one of the companies listed on the FT30 – the UK's oldest continuous share index, established in 1935. Today, we are the only founder company left still to be listed (now as part of the FTSE 250).



The original plant in 1909... and with improvements in 1912



'Gene' Staley



Staley sales team, 1923

Our founding companies

From humble beginnings selling corn starch, Augustus Eugene Staley incorporated his business as the **A. E. Staley Manufacturing Company** in 1906. His search for premises brought him to Decatur, Illinois where he purchased a defunct starch-making plant in 1909. Having made the necessary repairs and improvements, he began processing food starch in 1912... and the rest is American Dream history.

Italian company **Cesalpinia** was founded in 1932. Starting out as an ice cream manufacturer, they pioneered the use of natural gums and stabilising systems to enable freeze-thaw stability.



Fireproofing drill at Cesalpinia's Bergamo plant (photo from 1956)

Then & Now

1920s/30s: The women who worked on the packing line were known as 'Hesser Girls'

Today: Women (and PPE) have come a long way since then!

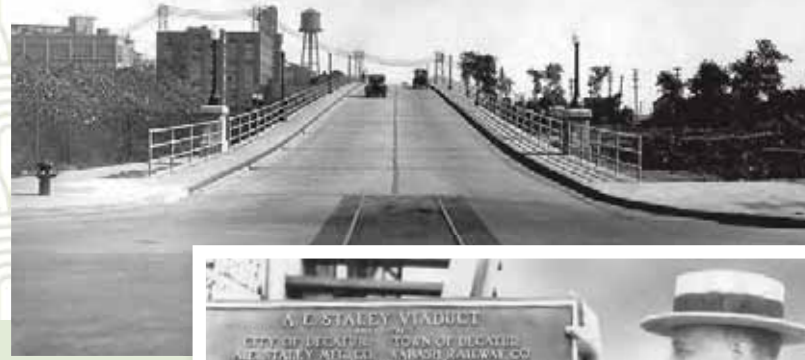




Lake Decatur 1922



Staley Pump House and Fellowship Club



Improving lives

“Big men don't do small things”*

11 Among A.E. Staley's many achievements was the creation, in 1919, of the Decatur Staleys, which went on to become the world-famous American Football team, the Chicago Bears. Staley was a big sports fan. He believed it helped build character, team spirit and competitiveness, as well as improving health and wellbeing.

Staley's combining of philanthropy and business interests didn't end with sport. In 1922, he lobbied officials in Decatur to dig Lake Decatur, which, when built, was the largest man-made lake in the state. The water it provided was needed to run the plant, but the lake also offered recreational opportunities that are still enjoyed by the local community today.

Whether it was ambitious building projects like the huge Art Deco Staley headquarters ('The Castle in the Cornfields') and town viaduct, or a social club and journal for employees, A. E. Staley is synonymous with Decatur. This history is celebrated in the town's thriving Staley Museum.

*A.E. Staley, in an interview for the Decatur Herald, just before his death in 1940

Staley Office building, inaugurated in 1930



Then & Now

Colleagues at Decatur celebrated their team's 100th anniversary with a specially commissioned replica shirt



During WW2 a plot of land was given to Staley employees to 'grow their own' - it became known as Victory Gardens





1940s

War and its aftermath

12-13 The Second World War of 1939-45 convulsed the world to an extent unimaginable to earlier generations. More than 30 nations devoted their people, industries and economies to the war effort. It's estimated that 75 million people died, more than half of them civilians.

Food still had to be put on the table. Our knowledge of nutrition today owes much to wartime research and food rationing – which taught us what the human body needs for healthy functioning, and how this could be provided in times of scarcity.

The war drove huge technological invention. From breakthroughs such as nuclear power, the jet engine and computers, to everyday items such as instant coffee granules and the ballpoint pen – wartime ingenuity propelled humanity into a brave but uncertain new world.

When the war ended, a power struggle between the Soviet Union and the United States kick-started the Cold War. New institutions such as the United Nations, and increased welfare provision, paved the way for a period of relative stability – and a global economic boom which was to last until the 1970s.



SUGAR MAY BE NATIONALIZED



Our story

Tate not State!

13.1 Between 1946 and the early 1950s, Britain's Labour government nationalised most of the country's heavy industries, including coal, steel and rail. In early 1949, leaked government reports indicated that Tate & Lyle was next in line – prompting our Board to mount a vigorous anti-nationalisation campaign.

There's no record of who first came up with the idea of Mr Cube, the valiant little cartoon sugar cube defending householders – and our Company – against state intervention. But he played a crucial role in Tate & Lyle's bid to resist nationalisation.

There was more to it than that, of course. Tate & Lyle was a family business spanning four generations; its people had been through the Blitz

together, and few wanted to see the Company handed over to bureaucrats. Another factor was the Board's sharp political instincts. As well as providing information to the UK Parliament, they rallied the support of shareholders, other sugar refiners – and employees, creating a Speakers Team who travelled the country spreading the word.

To the public, Mr Cube's messages were simple. Under nationalisation, sugar would cost more, quality would decline and consumers would have less choice. Printed onto sugar packets, these messages reached households nationwide: cheap but effective PR! Ultimately, having narrowly won the 1950 election and realising the strength of opinion against nationalisation, the Labour government quietly dropped its plans.

Then & Now

This test kitchen at Decatur in 1947 contrasts with today's high-tech labs and customer demonstration areas. However much technology and trends change, we have and always will remain close to our customers and their consumers.



Technical innovation

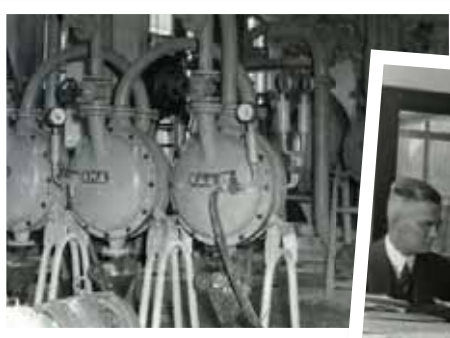
Revolutionising starch production

13.2 In 1948, Meindert Honig – grandson of the founder of our Koog plant in the Netherlands – read an article that was to change the starch industry.

It explained how hydrocyclones were used in coal mining to separate different-sized particles in a liquid suspension. Meindert realized that the same principle could be used to separate gluten and starch. At the time, separation was achieved by gravity, using long, sloping tables; a laborious and not very effective process.

After many engineering trials, hydrocyclones were installed at Koog. This move from manual to mechanized revolutionised the production of starch worldwide.

Hydrocyclones at Koog; Meindert Honig (foreground) and his two brothers



Improving lives

Commercialising antibiotics

13.3 Antibiotics were first discovered in the 1920s, but producing them in quantity was an enormous challenge. Scientists at Staley were instrumental in commercialising antimicrobials in the 1940s:

- They discovered that corn steep liquor – a by-product of the wet-milling process – was an exceptional material for growing penicillin, producing ten times the yield of other nutrients.
- They also developed a soybean-based nutrient that enabled the newly-discovered streptomycin – an antibiotic effective against diseases such as tuberculosis – to be produced cheaply in commercial quantities.



A. E. Staley's son Gus (company president 1932-58), played a significant role in the US Government's war effort. He advised on supplying food to troops overseas; and afterwards, in 1948-9, he was Envoy to Norway, helping to oversee the distribution of Marshall Plan aid.





50s

60s

70s

THE RISE OF TECHNOLOGY

14-17 What's known as the 'golden age of capitalism' began after the Second World War and ended with the 1973-75 recession. The United States, the Soviet Union, Western Europe and East Asian countries all experienced unusually high growth and full employment.

In the West, cultural experimentation reflected the desire to build a better, 'free-er' world. In almost every sphere of life, from art to politics, established principles were challenged by a baby boom generation enjoying unprecedented spending power and leisure time. Technological progress was seen as the answer to humanity's problems – an idea that reached its fullest expression in the space race.

After years of rationing, there was an explosion of interest in food. Consumers were hungry for exciting new tastes from around the world. Ready meals, and the availability of home technology such as freezers and microwaves not only brought exotic dishes to the mass market, but drastically reduced food preparation time. With greater freedom from the domestic sphere, more women entered the workforce by choice rather than necessity.



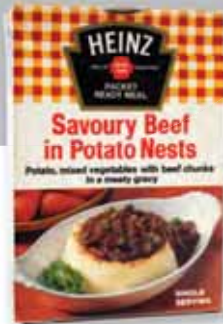
US civil rights campaigner, Martin Luther King Jr



British design took off in London in the 'Swinging Sixties'



Ready meals brought exotic dishes to the mass market and reduced food preparation time



Our first computer department, Mincing Lane, London

OUR STORY

New ingredients for a new world

15 In the late 50s, declining consumption and increasing regulation of sugar in the UK prompted Tate & Lyle to diversify. We made investments in sugar companies in Zambia, Zimbabwe, Belize and Canada (Redpath). In 1965 we bought out our shipping partner, United Molasses, to become owners of the world's largest private shipping fleet.

Tate & Lyle established its first computer department in London in 1960. A whole floor was cleared for the delivery of our first ever computer, an IBM 1401. Its entire processing power was a tiny fraction of the power of a phone today!

Over in the US, A. E. Staley started producing sweeteners that remain highly valuable to our business and customers to this day. High fructose corn syrup (HFCS) was first produced at Decatur in 1972, using a pioneering enzyme-based process. Staley went on to become the world's number one HFCS producer, and a major supplier to the beverage industry. In 1984, Coca-Cola and PepsiCo announced they would replace 100% of the sugar in colas sold in the US with HFCS. Tate & Lyle would acquire a majority interest in Staley in 1988.



Animal feed is a key by-product of the corn wet milling process



1965: purchase of United Molasses



1972: HFCS first produced at Decatur



Professor Hough with Chris Darwen, who joined Tate & Lyle in 1987



A youthful Chris tries a cheesecake made with SPLENDA® Sucralose at the press launch in 1991

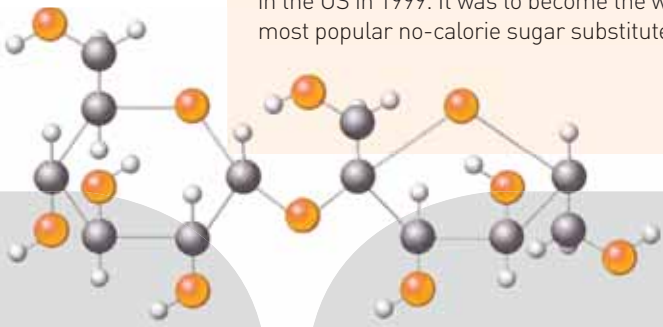


TECHNICAL INNOVATION/ IMPROVING LIVES

The invention of sucralose

London, 1976 – and a misheard word between two Tate & Lyle-funded scientists led to the discovery of an ingredient that was to change the world's diet.

Riaz Khan and Shashikant Phadnis were working on separate projects involving sucrose molecules under the guidance of Professor Leslie Hough. Riaz rang Shashi to ask for a testing sample. Shashi misheard this as an instruction to taste the sample – and on doing so, was astonished at its intense sweetness. It was the first known example of **sucralose**. Much development, IP and regulatory work later, and Tate & Lyle launched SPLENDA® Sucralose in the US in 1999. It was to become the world's most popular no-calorie sugar substitute.



“Taste the sample...”



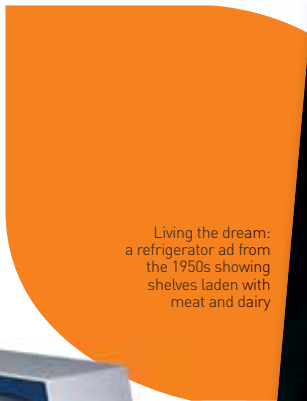
COMMERCIAL INNOVATION

The age of the consumer

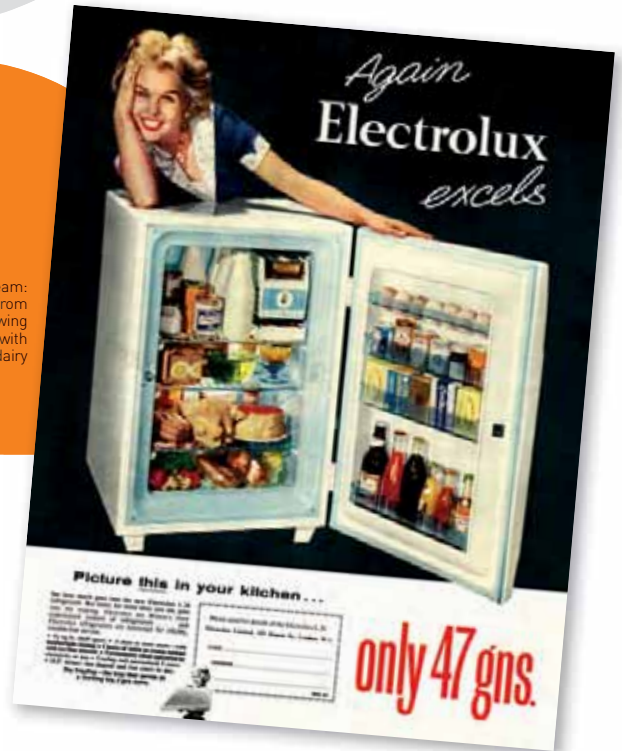
16 A. E. Staley was quick to grasp the opportunities of 'the age of the consumer' and diversified into a dizzying range of household products, from waffle syrup to fabric softener. Staley salesmen would travel the country with a mountain of these items, creating elaborate displays in their sales pitches to local grocers.



1950, Kathleen from Thames Refinery was named 'Sweetest Girl in Sugar' in a company-wide beauty contest

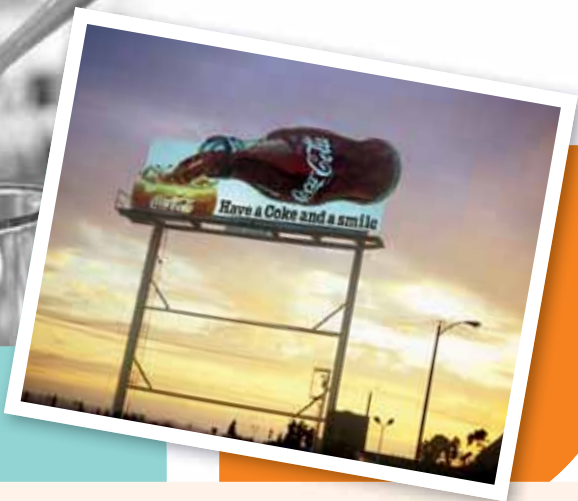


Living the dream: a refrigerator ad from the 1950s showing shelves laden with meat and dairy



The white heat of technology: the Commodore PET 2001 launched by Commodore in 1977, was the first personal computer





COLLEAGUES REMEMBER...

17 **Jim Cornelissen**, *Director Sweetener Technology*, recalls his early days as a 'rookie engineer' on a critical project.



'I joined A. E. Staley as an engineering intern in 1979. Lafayette South was only a few years old at the time, and the excitement was all around HFCS. Volumes and margins were huge, and every manufacturer wanted it. We couldn't make enough!

'But the big prize was the cola brands. Coca-Cola had detected slightly different flavours in trials using HFCS, and my job was to track down the acetaldehydes responsible. We didn't have computers, so we'd take thousands of

samples, tabulate the results on a graph, look for patterns – then it was all hands on deck, looking in the plant to see where the problem was.

'It was cool to be 21 and at the centre of all this, doing 12-18 hour days for 20 days straight. The stakes were high but it was fun! I learned so much from close contact with engineers, scientists, operators, the plant manager... the VP R&D was a regular visitor too.

'Well, we won the prize, and in 1982 Coca-Cola began the switch to HFCS. But we had to share our science with other corn refiners, because Coca-Cola didn't want to have just one supplier. All part of the service that's kept Lafayette South the premier HFCS plant in the world!

Lawrence Lake is our longest serving employee. He joined our Decatur, US plant in 1966, served in the Army from 1970 to 1972, and returned to the plant after he was honourably discharged. His very first job was



'working the extra board' – doing any job wherever it was needed in the plant. Over the years he's worked in every building in the plant, and today works in the storeroom.

'My first job, I could be pulling ash out of boilers,

or cleaning the oil refinery... my least favorite was throwing the 100 and 150lb bags. They put me with this big person who'd done it for years, and I struggled to keep up at first!

'Back in the 70s, safety as we know it now was not much of a consideration. If it was hot, you'd be outside cleaning something just in your jeans and boots. And to work on a mixer, you'd get inside it, put the [power] breaker in your pocket and do the job!

'But the pay was good, and the benefits. Best of all were the people – the vast majority did their job well and were there to help you if you needed it.'



Ron Rechkemmer, who retired in September 2019, was there when Staley opened the Lafayette South plant in 1977.



'I started as a graduate electrician in Maintenance and Utilities. We had four months to get the plant ready for operation and it was very well planned. We'd spend half the day doing a walk-through of our areas, compiling

a punch list [minor faults to be corrected]. It was all state-of-the-art technology, using new computer controls.

'Staley had also introduced a non-hierarchical team management system that was very ahead of its time. So in the other half of the day, we focused on the human aspects – how teams worked together, communicated and so on. I'm proud to have helped develop that system, which is used in the plant to this day.

'I took what I'd learned into a career in human resources. I helped set up a maintenance apprenticeship program at Lafayette, and in time became the HR person for most of our NOAM sites. It's been a wonderful place to work, with good people around me.'

The control room at Lafayette South in 1978, and today



Our Decatur, US plant



80s - 90s - 00s

globalisation



18-21 The 1980s heralded the Information Age. The world underwent a period of globalisation, dominated by the US but also seeing the rising influence of China and India, as the world's largest populations started to integrate into the world economy. In 1989, the fall of the Berlin Wall opened Eastern Europe for business. The idea of the 'global village' was born.

Yuppies and later foodies embodied the aspirations of the era. Nouvelle cuisine, along with 'international' discoveries like pesto, sundried tomatoes and sushi, were the height of sophistication in the 1980s; while gastro pubs and celebrity chefs characterised the soul-searching 90s. Meanwhile, consumers filled their baskets with reduced-calorie, microwaveable ready meals, as trends for health (mainly around weight loss) and convenience took off.

Towards the end of this period, instant communication began to change daily life. Online shopping, digital streaming and downloading, social media, smart technology – all brought immense new freedoms and challenges.

The era took a turn on 11 September 2001, with the terror attack on the World Trade Center – the worst on American soil. The consequences of the attack continue to reverberate globally to this day.





Santa Rosa, Brazil, in 1980



Boleráz, Slovakia, acquired in 1992



Celebrating the opening of our Shanghai facility in 2007



Loudon Bio-PDO™ plant, US, 2004



then and now

Environment, health and safety

Dain Baker *Global Health and Safety Manager, remembers the 'old days' of EHS when he joined our Loudon plant, then owned by Staley, in 1982 – and how times have changed.*

THEN

'The Loudon leaders went to great lengths to inform us that safety was very important. There was little talk of health or the environment. The safety program consisted of:

- 1) Wear your hard hat
- 2) Wear your safety glasses
- 3) Wear your safety boots.

It will be to no one's surprise that we experienced many injuries during the early years of my work history. Over time, we made improvements and injury rates decreased. We would learn lessons and change practices, but were not very strong in documenting those changes. Often, we'd have to learn the same lessons again and again.

NOW

'We began our Journey to EHS Excellence [J2EE] in early 2018. As we progress, we are creating and documenting improvements designed for sustained growth. We are bringing our environmental efforts up to the same level as our health and safety ones. And we are using data through our Gensuite system to understand and solve problems.

'When I look back on my 30+ years and how EHS has changed, I'm proud of how far we've come. We have some distance to go, but I feel confident in our future, because I think J2EE is the right path to get us there!'

our story

Sell, buy, sell, buy...

In 1980 Tate & Lyle entered the 1980s with a wide portfolio of interests, ranging from bulk liquid storage and warehousing, to engineering, road transport and shipping. This greatly increased the Group's debt, made worse by a collapse in profits at the end of the 70s.

But the arrival in 1980 of a new Managing Director, Neil Shaw, brought a recovery in the Company's fortunes. Some smaller parts of the business were sold, meaning we could invest more in our core sugar activities – and, in time, in more acquisitions:

- In 1976 we bought our first stake in European sweeteners and starches group, **Amylum** – who also owned the **Koog** corn wet mill that's a cornerstone of our European operations today.
- In 1988 we acquired a 90% interest in **A. E. Staley**, by now one of the largest corn refiners in the US, and a great strategic fit with Tate & Lyle.
- In 1991, we set up a joint venture with ADM called **Eaststarch**, to invest in Central European countries after the fall of the Berlin Wall. The following year we bought a corn wet mill in **Boleráz, Slovakia**. We later sold our other Eaststarch investments, but Boleráz remains one of our two manufacturing plants in Europe today (the other being Koog).
- We acquired Brisbane-based **Bundaberg Sugar** in 1991 and **Zambia Sugar** in 1995 (both later sold in 2000/01).
- In 1998 we bought **Haarmann & Reimer**, a subsidiary of Bayer AG, making us the world's leading producer of citric acid.

- In 2000 we strengthened our position in Europe by buying the remaining shares of **Amylum**; and our position in the US by completing our acquisition of **Staley**.
- In 2004, we created a joint venture with **DuPont** in the US to produce **Bio-PDO™**, a textile polymer ingredient made from renewable resources.
- In 2005 we bought **Cesalpinia**, an Italian food blending and ingredients specialist producing ingredients such as locust-bean gum, our first acquisition in the food stabilisation space. This was followed by **Continental Custom Ingredients** in the US in 2006, and an 80% acquisition of **G. C. Hahn & Co** in 2007.
- And we began turning our attention more to Asia, with the opening of a satellite R&D facility in **Shanghai** in 2007.

The pattern of these acquisitions shows the beginnings of Tate & Lyle's broadening ambition, from that of 'great ingredients supplier' to 'great solutions provider'. The groundwork for this shift in orientation was laid in the early 21st century by CEO Javed Ahmed – and taken to the next level by our current Chief Executive, Nick Hampton, from 2018.



Cesalpinia blends solutions and makes locust-bean gum





Gerry and his son in the 1980s

technical innovation

Just add water!

20 **Gerry Schlueter**, Project Director, Global Operations, joined the Decatur plant as a design engineer in 1984.

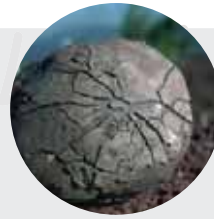
In 1987 he started work on the so-called Raven Project at Lafayette Sagamore, to create a pre-cookup starch for iconic American brand, Jell-O. The customer, General Foods (now Kraft), wanted a pudding mix that didn't have to be boiled – you just added water and left it in the fridge for five minutes and it was ready.



'The main challenge was how to make the starch chemistry and plant modifications work,' says Gerry. 'We did a lot of work on the mill's dryer and separation technology – much easier with the control systems and cell phones we have today! We worked it out and it became a great product for General Foods. It's out of patent now of course.'

'The highlight for me was working with an unbelievably talented pool of people, who are still awesome 30 years later!'

The technicians from Sagamore who worked on the Raven Project and are still here are Rusty Clawson, Kelly Farrell, Todd Hankins, Tim Weaver, Harry Fry and Tim Miller.



Basaltic 'bombs' littered the sugar cane fields

a colleague remembers...

Harold Deacon worked as an agricultural consultant for Tate & Lyle from 1955 until the early 1980s. His daughter Anna kindly sent us his memoirs, 'Sweet and Sour', which recall his adventures on projects in Africa, South America, South East Asia and the Caribbean. The following extract gives a flavour of what it was like to be a jet-setting engineer in the 1970s...

'After flying into Mexico airport, we were taken on a long journey south to Vera Cruz. We had been placed in a magnificent guest house – in contrast to what confronted us as we were driven through the sugar cane fields to the estate office.

'We couldn't believe our eyes. The entire surface was covered in huge round stones, each as large as a football. It is well known that Mexico is a volcanic country but this was quite new to us. This debris was not the normal lava flow but a covering of basaltic "bombs". Hard basalt rock had been spewed out in globules when the volcano erupted, and formed these large round stones as it fell and hardened. How the farmers had managed to plant between the stones was beyond comprehension.

'The estate used mechanical grabs to load cane, and brought many of these stones to the cane feeder tables of the factory. To remove them, men swung down on ropes attached to a frame surrounding the table, gathered up a stone, then scrambled back up the rope to avoid being carried away along with the cane on the conveyor. This was extremely dangerous and already many men had had near-escapes from death or serious injury. Besides that, the cost was excessive, and the whole operation reduced the speed of factory throughput.

'We suggested some solutions for avoiding picking up the "bombs" during cane loading. Whether these were ever fully implemented we never heard. We had, however, enjoyed our visit, made it back to the capital and caught our homeward plane in good time.'





technical innovation

The invention of KRYSTAR®

21 In the mid 1980s, Jim Gaddy, now VP Process Technology in ICD, was a novice engineer working in the R&D pilot plant in Decatur when an interesting project came up. KRYSTAR® Crystalline Fructose had been developed in R&D and was entering the process start-up phase when he was asked to join the start-up team.

'It was an exciting ingredient – basically, a dry version of fructose (the main ingredient in HFCS) and very stable, and lighter to transport and store compared to wet syrup. It could be reconstituted with water or used direct in dry applications. Whoever worked out how to produce it at scale would have a global success on their hands.

'But processing it was extremely challenging. Several companies had tried and failed. Fructose has higher water solubility than other sugars, which makes it difficult to crystallize. You need a supersaturated solution that's very thick and hard to handle. Not to give too much away, we had to come up with new crystallization, centrifuging, and drying techniques! It took two years of intense work, but we did it. And KRYSTAR® Crystalline Fructose became another great sweetener on the market.

'What I learned from this project, and the excellent multifunctional team working on it, has stayed with me throughout my career. It was very useful in developing the process for DOLCIA PRIMA® DS (crystalline allulose).'



The KRYSTAR® building under construction in the 1980s



Did you know?

The first applications of KRYSTAR® Crystalline Fructose were in two famous brands from what was then Kraft Foods: Kool-Aid (currently sold by Kraft Heinz), and Tang (currently sold by Mondelez International) – the powdered breakfast drink taken on early NASA space flights.



improving lives



Jennifer Walker
Director, Global Community Relations, talks about the long history of this great partnership.




'WSOY is the local radio station in Decatur. The legendary WSOY Community Food Drive, one of the largest single-day food drives in the US, started in 2001. Eighteen years later it's stronger than ever, raising 1.6 million pounds weight of food this October!



The team in 2008


'We are a longstanding partner of the event. Our support has grown to include incentives for public school participation; a corporate donation (over \$10,000 in 2019); an employee food and donation collection; and volunteers at the event.'






2010 AND BEYOND

DIGITALISATION AND THE FUTURE



22-25 The early 2010s were dominated by the legacy of the 2008 global financial crisis. Industry worldwide sought to optimise operating efficiency, using new digital tools including SAP, and approaches such as 'Continuous Improvement'. Our own Company underwent major change and restructuring to reflect the challenges and opportunities of the new global market.

Shifting social attitudes have brought inclusivity and environmental concerns to the fore, aided by social media platforms. In the West, a new generation of consumers has turned towards vegan/vegetarian lifestyles, with YouTube 'influencers' driving demand for plant-based products and meat substitutes.



Brands, too, now interact directly with their customers. Retailers like Amazon, who deliver a seamless, personalised service on a global scale, have redefined commerce. Constantly improving the customer experience is now the top priority for every business.

Working with our customers to create high-fibre, low-sugar, low-calorie, plant-based, GMO-free foods and drinks, Tate & Lyle is responding to global consumer trends for healthy eating and traceability. It's just the latest chapter in our ongoing story of innovation and transformation.





Gemacom Tech, Brazil



Łódź, Poland



Nantong, China



Grain elevators, Heyworth, US



Pilot plant, Lübeck, Germany



Hoffman Estates, US



Shanghai, China



Mexico City, Mexico

Our story

Goodbye sugar... hello ingredients

23 2010 saw perhaps the biggest turning point in our history to date: the sale of our European sugars business. It was a difficult decision, but the EU's pro-beet Sugar Regime was making our cane-refining business unsustainable. Happily, buyers American Sugar Refining have maintained the success of the Tate + Lyle sugar and Lyle's Golden Syrup brands in the UK.

After years of struggling with government bureaucracy and regulation, the sale of sugars unleashed a new energy and focus in our business.

It began in 2010 with our reorganisation into two global divisions, now known as Food & Beverage Solutions and Primary Products. This was swiftly followed by the establishment of Global Shared Services in Łódź, Poland, in 2011; the opening of our Innovation and Commercial Development centre (ICD) in Chicago, and SAP platform launch, in 2012; and the creation of our Global Operations group in 2014. They've

turned what was a group of successful but semi-autonomous businesses into an efficient, streamlined and agile global partner for our customers.

This period also saw us turning our attention increasingly to the emerging markets of Asia and Latin America, investing in new facilities and welcoming new teams to the Tate & Lyle family. In 2014, we acquired Gemacom Tech (founded in Brazil in 1990), and Winway (a polydextrose business in China).

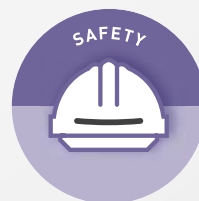
And, importantly, we identified and established our Purpose, Improving Lives for Generations, which reminds us why we are here and the positive impact we can have on the world around us. Meanwhile, Nick Hampton's priorities to 'Sharpen, Accelerate, Simplify' the business are ensuring that customer focus is embedded in all our activities; and our deep commitment to the environment, health and safety – the Journey to EHS Excellence (J2EE), begun in 2018 – is proving its value to customers and colleagues alike.



Environment, health and safety posters for use at Tate & Lyle sites



Saying farewell to our sugars colleagues in our Autumn 2010 magazine



Our core values



Our behaviours



Technical innovation

24 Responding to our customers' needs and consumer trends, this era has seen an explosion in launches of pioneering solutions.



2011
PROMITOR™ Soluble Gluco Fibre – an extension to our PROMITOR™ dietary fibre line that enables manufacturers to develop healthier versions of a wide range of foods and drinks. The first PROMITOR™ ingredient was launched in 2007.



2011
PUREFRUIT™ Monk Fruit Extract – made from monk fruit, the first fruit-based calorie-free sweetening solution, that can be formulated into a variety of foods including beverages, dairy, cereal, confectionery and bakery products.



2012
SODA-LO® Salt Microspheres – hollow spheres that deliver a salty taste while reducing salt levels by up to 50%.



2015
CLARIA® Functional Clean-Label Starches – high-performing starches with great taste and appearance.



2015
DOLCIA PRIMA® Allulose – a low-calorie sugar that exists in nature, and delivers the satisfying mouthfeel and sweetness of table sugar.



2018
TASTEVA®M Stevia Sweetener – a great-tasting, natural, zero-calorie stevia, without the bitter aftertaste. Our original stevia sweetener ingredient, TASTEVA® Stevia Sweetener, was launched in 2012.



2019
TEXTURLUX® Personal Care Additive Products – a range of plant-based speciality starches for skincare products.



Innovation over the years

Mary Quinlan, who joined Tate & Lyle in 1979, reflects on innovation from then til now.



'When I joined, interest in low-calorie sugar alternatives was beginning to grow and one of our major projects was the development of sucralose. Over recent years there has been increasing interest in "natural" food ingredients, so we've been developing our range and expertise in sweeteners from natural sources. This led to the development of PUREFRUIT®, TASTEVA® and our partnership with Sweet Green Fields.'

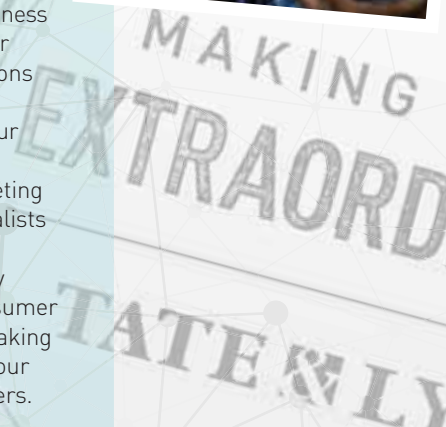


Commercial innovation

Making Food Extraordinary

While continuing to provide the same great products and service to our customers, we've reoriented the business from ingredients supplier and sugar refiner, to food and beverage solutions partner. How to communicate this subtle but profound distinction to our customers?

Our Communications and Marketing teams worked with branding specialists to create a memorable phrase and visual language that sit comfortably alongside our customers' own consumer advertising. Our brand promise, 'Making Food Extraordinary', encapsulates our legacy, and our promise to customers.





A colleague remembers...

25 *The night of 27 May 2011 was a memorable one for **Mark Huber** – then plant manager at our sucralose plant in Singapore. He'd just heard that our mothballed McIntosh, Alabama plant (where he'd been the ninth employee), was going to be reopened. And so he spent his night, their day, calling every member of the old McIntosh team, so they'd hear the news from their former colleague first.*

'McIntosh is a really special site. When we started we were the only people in the world who made sucralose, and it was a tough job getting it all together. Our commitment today goes back to the sacrifices everybody made then. It felt, and still feels like, "our" product. 'When McIntosh was mothballed and sucralose production moved to Singapore in 2007, people got other jobs, but there was something really special about our team spirit. So when I called everyone that night and asked if they wanted to come back, the response was overwhelming – 75% of people said yes. And because they'd done such a professional job of mothballing the plant, it was in great shape when we reopened. We made our first sucralose shipment from the re-opened plant three months ahead of schedule.'

Improving lives

Promoting sustainable farming



Anna Pierce, Global Sustainability Manager, talks about our pioneering work on corn sourcing.

'We're working with Land O'Lakes SUSTAIN™ (a leading conservation solutions provider, and the sustainability arm of farmer-owned cooperative, Land O'Lakes) to help US Midwest corn farmers target and measure the

impact of their efforts to protect the environment. The initiative will be applied to 1.5 million acres of corn, equivalent to the volumes we buy globally each year.

'Using best-in-class technology and sustainability solutions from Land O'Lakes SUSTAIN™, we're the first corn wet-milling ingredient supplier to launch a sustainable agriculture programme of this kind. The aim is to enable more sustainable farming practices, support our customers' environmental initiatives and impact reporting, and ultimately increase transparency throughout our industry.'



OUR FOUNDING FAMILIES TATES, LYLES, STALEYS, CALLEBAUTS AND HAHNS

26-27 The multi-site companies that, together with Tate & Lyle, make up our founding companies all started out as family businesses with a loyal workforce and a devotion to innovation. The Tate and Lyle families are covered earlier in the magazine – here we give an overview of the Staleys, Callebauts and Hahns.

A. E. Staley Manufacturing Company

A. E. Staley (Gene) was born in 1867 on the family farm in Julian, North Carolina, where his parents grew tobacco, corn and cotton.

Gene worked on the farm from a very early age and was largely self-taught.

Taking the family produce to market was Gene's introduction to salesmanship, and he loved it. He began working as a travelling salesman, and a job with a baking powder company first brought him to Decatur, Illinois. He had noticed how

important starch was to all his customers; and, convinced it would make for a good business, he began creating what would later turn into A. E. Staley Manufacturing Company.



FOUNDED 1912

Gene Staley started packaging and selling starch in Baltimore, Maryland – but when suppliers threatened to cut him off, he looked for a plant where he could make his own starch. This brought him back to Decatur, where he bought a defunct starch-making plant in 1909. He refurbished it and opened for business in 1912.

The company became an industrial giant, producing high fructose corn syrup, crystalline fructose and many other products for the food, paper and other industries. Tate & Lyle bought a 90% stake in Staley in 1988, and the remainder in 2000.

Callebaut Frères et Lejeune (Amylum)

What was later known as Amylum was founded by the Callebaut brothers and their partner Joseph Lejeune in Aalst, Belgium, in 1873. They'd moved from supplying hops and sugar to breweries to setting up the Aalst glucose plant – which opened up new opportunities for them in chocolate and corn syrup production.

They expanded greatly throughout the twentieth century, buying corn processing plants in the UK, France, Belgium, Italy and the Netherlands (Koog). When the Berlin Wall came down, Amylum bought plants in the corn-growing regions of Hungary, Bulgaria and Slovakia (Boleřáz). Their production expertise and familiarity with agri-business made every new venture a success.

Tate & Lyle acquired a stake in Amylum in 1976, doubled it in 1988, and acquired the remaining minority interests in 2000.

FOUNDED 1873

Early photos of Callebaut Frères et Lejeune's plant in Aalst, Belgium – later Amylum



Early and mid 20th century employees at the A. E. Staley Manufacturing Company





And the other companies that are part of Tate & Lyle today

- **Cesalpinia** founded in Bergamo, Italy, 1932, acquired by Tate & Lyle in 2006. Locations today – Ossona and Noto, Italy.
- **Continental Custom Ingredients** founded in Sycamore, Illinois, US, 1975, acquired by Tate & Lyle in 2006. Locations today – Sycamore, US.
- **Dolcré** founded in South Africa in 1996, acquired by Tate & Lyle in 2004. Locations today – Kya Sand, South Africa.
- **Gemacom Tech** founded in Brazil in 1990, acquired by Tate & Lyle in 2014. Locations today – Juiz de Fora and Guarani, Brazil.
- **Haarmann & Reimer** a division of Bayer AG, acquired by Tate & Lyle in 1998. Locations today – Dayton and Duluth, US; Santa Rosa, Brazil.
- **Winway** a polydextrose business in China acquired by Tate & Lyle in 2014. Locations today – Nantong, China.



G. C. Hahn & Co's early facilities in Lübeck, Germany

FOUNDED **1848**

Founder Georg Carl Hahn and his young family



G. C. Hahn & Co

In 1844, Georg Carl Hahn was working for a ship-builder in Lübeck, Germany, when he began experimenting with the new science of canning food. Four years later, he had founded the 'G. C. Hahn & Co. factory for preserved food'. The company sterilised cooked food in open hot-water baths so it could be canned or bottled for long sea voyages. The turning point came when Hahn travelled to Paris in 1872 and bought some of the world's first autoclaves, which allowed sterilisation at higher temperatures and faster speeds. By 1889 he handed over a thriving business to his sons. The firm continued to export preserved foods until the outbreak of World War Two.

It was Georg's great-grandson, Georg Friedrich, who revitalised the business in 1951.

He oversaw the end of the company's association with canning, and its entry into the fast-growing science of food stabilisation. G. C. Hahn supplied the global food industry with products that help determine the taste, texture and stability of foods from yoghurt to pizza.

In 1957, Georg Friedrich went into partnership with Cesalpinia SpA. By the time of his death in 1997, he had founded subsidiaries in France, Wales, Australia, Holland, Hungary, Russia, Poland, the Czech Republic, Spain, Egypt and Brazil. His daughter Katharina Hahn took over the business in 2002. Tate & Lyle acquired an 80% share in G. C. Hahn & Co. in 2007, and the remainder in 2011.

AMAZING SERVICE!

Longest serving



53
YEARS!

Lawrence Lake

Decatur (US)

JOINED: 15 August, 1966, doing whatever jobs were needed around the plant

TODAY: Process Support, delivering materials from storeroom to plant

"The best piece of advice was from my parents and an old boss from the wet milling days: if you're going to do something, do it right the first time."

See more from Lawrence on page 17.

Fantastic fact The Three Larrys

Our three longest serving employees are all called Larry (or Lawrence) – Lawrence Lake, above; Lawrence Margison from Houlton, US (celebrated in issue 31) and Larry Garrison from Lafayette Sagamore, US (celebrated in issue 29).



49
YEARS

Lawrence Margison
Houlton, US



46
YEARS

Larry Garrison
Lafayette Sagamore, US

28 One of the greatest things about Tate & Lyle throughout our history has been the dedication and commitment of our people. We asked for nominations from across our regions and were amazed to find so many long servers. Here we include the longest serving from each location who sent in a nomination.

And from around the world – longest serving from...

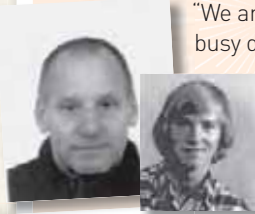
KOOG THE NETHERLANDS

Bert Kwint

43
YEARS

JOINED: 23 August, 1976, as 'youngest clerk', doing admin pre computers!

TODAY: Supply Chain Officer, managing transport documents, especially for export



"We are a close team. After a busy day, I always leave the office with a satisfied feeling because we have got the job done together."

SÃO PAULO BRAZIL

Ana Sorvilo

29
YEARS

JOINED: December, 1990, as secretary for the commercial department

TODAY: Customer Service and Logistics



"My favourite thing about working here is the positive environment. Living day by day with my colleagues all these years makes it feel like a family."

SANTA ROSA BRAZIL

Donizetti Barbosa

41
YEARS

JOINED: 3 July, 1978, as a lab assistant

TODAY: Chemical Laboratory Supervisor



"I remember my old boss telling me: 'to succeed in the job, you have to be honest, work honestly and wear a company shirt!'"

BRISBANE AUSTRALIA

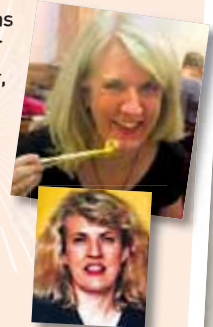
Robyn Casswell

27
YEARS

JOINED: December, 1992, as Quality Assurance Manager

TODAY: Marketing Manager, Australia and New Zealand

"A business mentor told me: 'key to a successful career is developing resilience to deal with the ever-changing business 'environment', which has been very useful here!"



KINGSWAY UK

Mary Quinlan

40
YEARS

JOINED: 1 October, 1979, as an analytical chemist

TODAY: Senior Research Fellow, ICD Sweetener Platform

"Tate & Lyle has evolved considerably from the UK sugar company I joined – and my job has changed continually, which is why I have been here so long."



KYA SAND SOUTH AFRICA

Estelle de Koker

17
YEARS

JOINED: 18 June, 2002, as sales support

TODAY: Team Leader of an SAP project

"I have so many great team memories – like hiking in the Drakensburg mountains or riding on elephants! Those – plus the opportunity to learn and grow over and again – keep me here."



LÜBECK GERMANY

Karl-Heinz "Kalli" Mai

36
YEARS

JOINED: 11 July, 1983, in charge of maintenance of pilot plant machinery

TODAY: Pilot Plant Manager

"I very much like that the Company allows me to organize my work myself, and relies on me to carry it out. Best advice? If you don't understand, ask – there are no stupid questions."



GRATITUDE TO ALL OUR LONG-SERVING EMPLOYEES!