



TATE & LYLE

**RESULTS FOR SIX MONTHS TO
30 September 2020**

Six months to 30 September 2020

Thank you to colleagues across the world!



Six months to 30 September 2020

Overview

- Robust first half performance
 - Food & Beverage Solutions revenue and profit¹ higher
 - Sucralose softer demand, profit¹ lower
 - Primary Products profit¹ steady, helped by strong Commodities
- Strong operational execution and cost discipline underpins financial performance
- Priorities to ‘Sharpen, Accelerate, Simplify’ continue to support business progress
- Strong balance sheet and cash flow
- Initial progress delivering on long-term purpose commitments



¹ Adjusted operating profit in constant currency

Six months to 30 September 2020

Financial delivery

Food & Beverage Solutions revenue	+1%*	Adjusted profit before tax	+3%*
Food & Beverage Solutions profit ¹	+9%*	Adjusted diluted earnings per share	+9%*
Primary Products profit ¹	In-line*	Adjusted free cash flow	+£23m

Interim dividend maintained at 8.8 pence

See descriptions of adjusted results in Note 1 of Statement of Half Year Results for the six months to 30 September 2020 on the Company's website

* Changes in constant currency

¹ Adjusted operating profit

Six months to 30 September 2020

Sustainability delivery

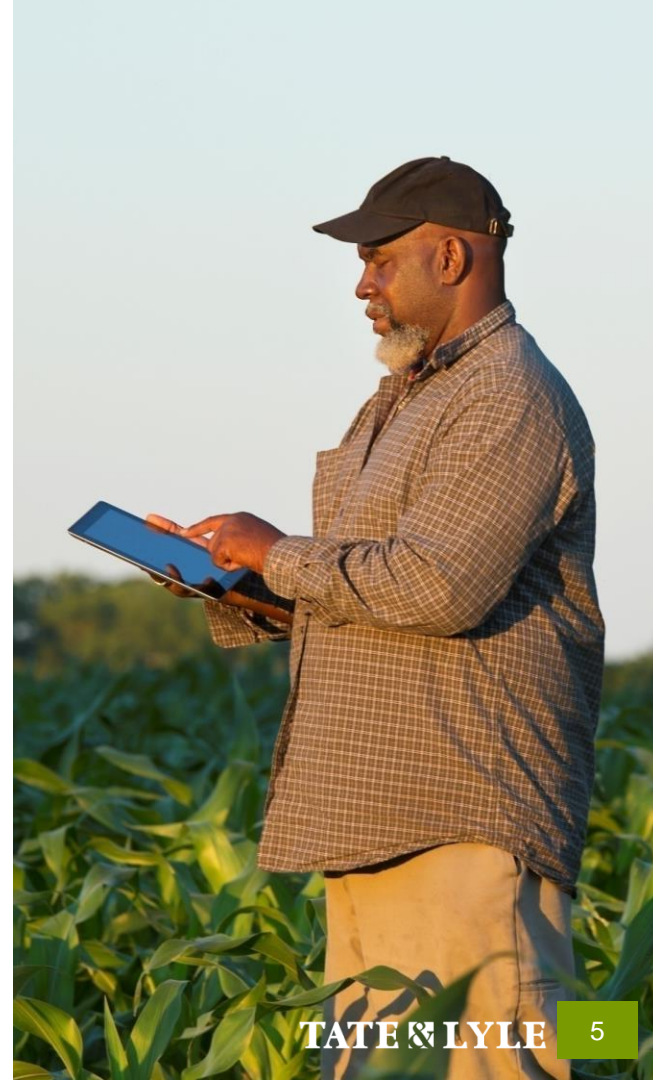
Caring for our Planet

Greenhouse gas (GHG) emissions

- Scope 1, 2 and 3 GHG targets validated by Science Based Targets Initiative
- Three major GHG reduction and efficiency projects underway which will reduce GHG emissions by up to 20% and eliminate use of coal in our operations
 - Natural gas-fired combined heat and power system in Lafayette, Indiana
 - New gas boiler in Decatur, Illinois
 - New biomass boiler in Santa Rosa, Brazil

Sustainable agriculture programme

- Encouraging first-year results from initial 148,000 acres enrolled
 - 10% reduction in greenhouse gas emissions
 - 6% reduction in topsoil erosion
- Strong traction from customers as programme provides data to measure Scope 3 (value chain) GHG emissions





Nick Hampton, Chief Executive
Imran Nawaz, Chief Financial Officer

AGENDA

Business Update

Financial Results

Outlook and Summary

Questions

Six months to 30 September 2020

Food & Beverage Solutions

Food & Beverage Solutions

Strong profit growth

Volume in-line Revenue +1%¹ Profit +9%¹

**Desire for
Healthier Living**



**Driving
consumer demand**

Sugar
reduction

Calorie
reduction

Clean
label

Non-GMO

Natural

Added
Fibre

Taste

Stabilisation

**Addressed by our
products and capabilities**

Sweetening

Texture and Mouthfeel

Fibre fortification

¹ Six months to 30 September 2020; constant currency; profit is adjusted operating profit

Six months to 30 September 2020

Food & Beverage Solutions

Sweetening



Sugar Reduction

+20%

Increase in revenue for ingredients used for sugar reduction^{1,2}

Texture and Mouthfeel



Clean Label

+34%

Increase in revenue for clean label texturants¹

Fibre Fortification



Fibres

+11%

Increase in revenue¹

¹ Six months to 30 September 2020; constant currency

² Excluding sucralose

Six months to 30 September 2020

Food & Beverage Solutions

North America

Delivering solutions for customers

Volume +3% Revenue +3%¹

Dairy Category Example


Sub-category approach

Ice Cream	Milk Products
Yoghurt	Dairy Alternatives
Frozen Desserts	Beverages



Size and prioritise sub-categories

Develop prototype products

Dairy-free Frozen Dessert



+9%
Sub-category
market growth
2018-20²




Technical solutions to address market trends

Customer collaboration

Integrated Solutions

Applications expertise
Consumer insights
Regulatory knowledge
Ingredient toolbox



Growth partner for customers

¹ Six months to 30 September 2020; constant currency

² Source Nielsen and Company Analysis; June 2018 to June 2020

Six months to 30 September 2020

Primary Products

Challenging business environment

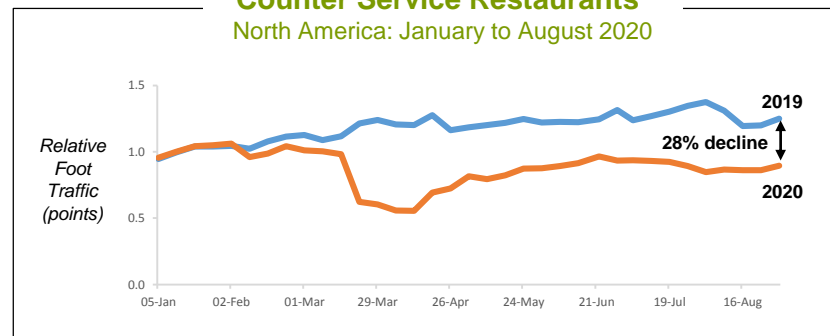
- Covid-19 negatively impacted demand
 - Significantly reduced out-of-home consumption
 - Lower demand for bulk sweeteners
 - Industrial starch impacted by US lockdown
- Demand levels improved in June and through Q2 but out-of-home demand remains below pre-pandemic levels
- Commodities profit² higher from increased demand for corn oil and earlier than normal contract phasing

¹ Source: SafeGraph

² Adjusted operating profit

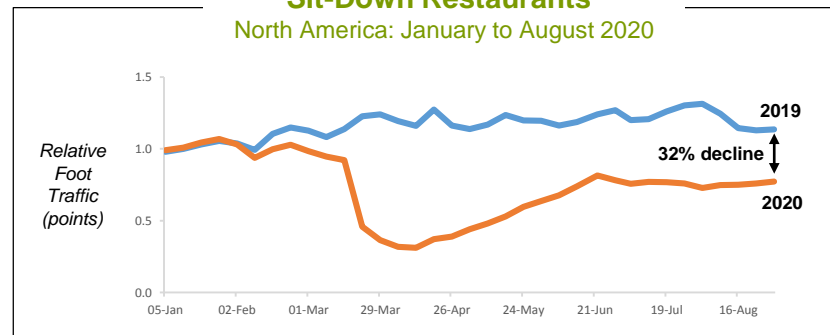
Counter Service Restaurants¹

North America: January to August 2020



Sit-Down Restaurants¹

North America: January to August 2020



Six months to 30 September 2020

Primary Products

Primary Products

Steady Earnings

Volume (7)% Profit in-line¹

Clear focus and actions to deliver strategy

Strong
customer service

Operational
efficiency

Cost
discipline

Optimise product
and customer mix

Target new and
growing markets

¹ Adjusted operating profit for six months to 30 September 2020 in constant currency

Six months to 30 September 2020

Delivering on our priorities for year ending 31 March 2021

Purpose at the centre of our Covid-19 response

- Global Pandemic Response team in place
- Local response teams at each site
- Manufacturing network fully operational
- Close customer connectivity
- Focus on employee health and wellbeing

Priorities

Look after
our colleagues
and communities

Continue
to progress
strategy

Build stronger
customer
relationships

Maintain
financial
strength

Six months to 30 September 2020

Look after our colleagues and communities

Supporting Healthy Living

- Programme to support colleagues' mental health
- Free fibre education online course in Latin America
- Supporting BNF's¹ public health research in UK

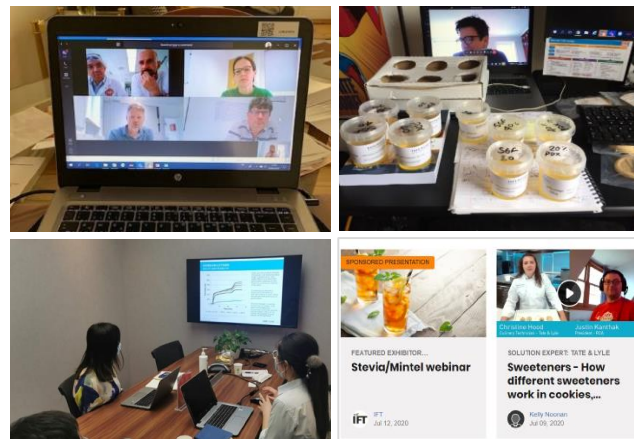
Building Thriving Communities

- Additional support for over 20 food banks globally
- Founding partner of UK's FastFutures programme
- Grants to schools in Americas for virtual learning

Six months to 30 September 2020

Build stronger customer relationships

- Strengthening customer connectivity through technology
- Bespoke customer webinars and seminars
 - Sugar and calorie reduction, plant-based ingredients
- Accelerated launch of online customer-focused programmes
 - Sweetener Vantage™ Expert Systems
- Greater use of video technology in application labs



Food & Beverage Solutions

Six months to 30 September 2020

Increase in value of
customer pipeline

+10%

Customer calls on growth
opportunities held by video¹

>75%

¹ In September 2020

Six months to 30 September 2020

Continue to progress strategy

Portfolio Expansion

- Agreement signed to acquire tapioca business in Thailand
- Expands manufacturing footprint in Asia Pacific
- Investing to increase capacity for higher functionality texturants
- Extends customer offering for clean-label texturants in categories including dairy, bakery, snacks and noodles

Focus on higher growth markets

- New region: Asia, Middle East, Africa and Latin America, led by Andrew Taylor



Six months to 30 September 2020

Continue to progress strategy

Innovation growth

- Collaborating with customers to launch new products
- Value of innovation pipeline up 4%¹
- Double digit revenue growth in texturant platform
- Strong growth from stevia sweeteners

Innovation and Commercial Development

- Victoria Spadaro Grant appointed to lead team

¹ Growth in six months to 30 September 2020; estimated revenue value probability adjusted

² Six months to 30 September 2020; constant currency

New Products

Six months to 30 September 2020

Reported
revenue growth²

+8%

Like-for-like
revenue growth²

+27%



Six months to 30 September 2020

Maintain financial strength

Robust financial position

- Strengthened balance sheet
- Low leverage and strong liquidity

Simplifying the business

- Continuous improvement programme progressing well
 - 95 projects completed in the first half
- Simplified organisation of support functions

Continuous improvement

Six months to 30 September 2020

Examples from Sagamore, Indiana facility



Reduction in use of
heavy steep water

US\$600,000

savings per year

Improved
roll dryer process

US\$100,000

savings per year

Six months to 30 September 2020

Summary

- Resilient performance
- Delivering on our priorities
- Culture of agility
- Close customer connectivity





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Business Update

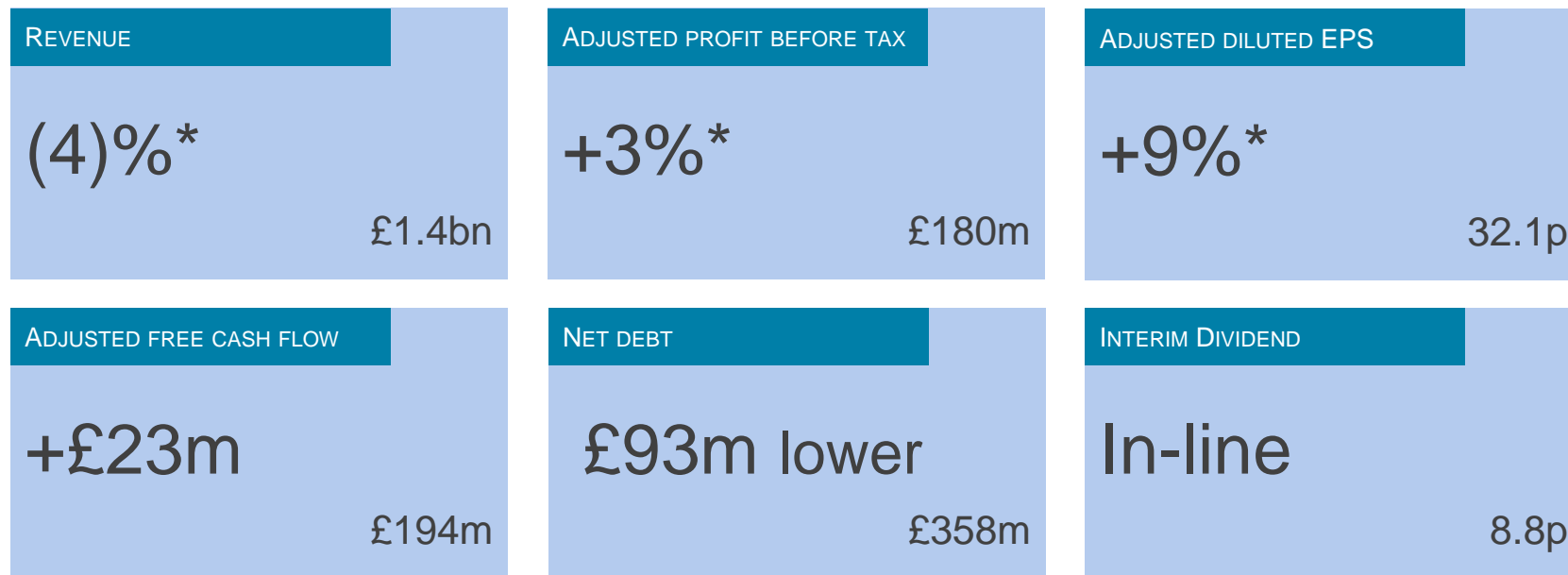
Financial Results

Outlook and Summary

Questions

Six months to 30 September 2020

Financial Highlights



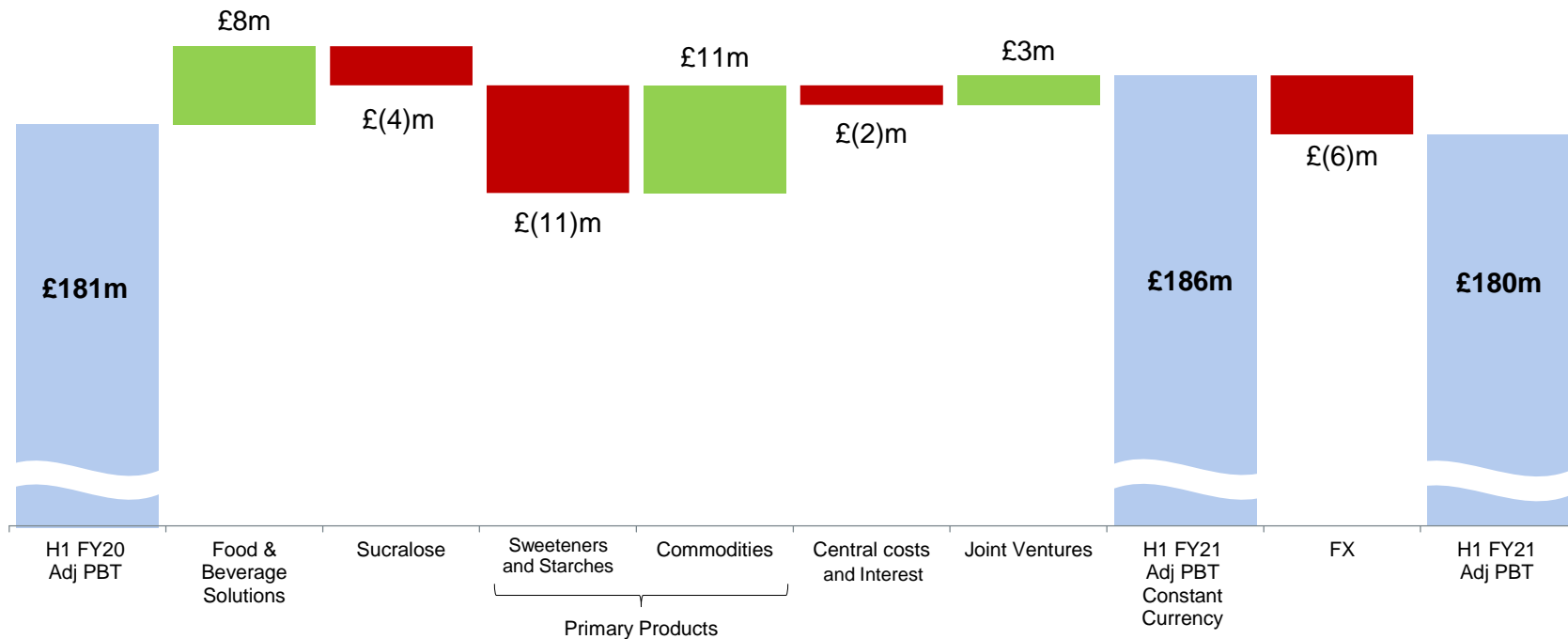
- Statutory profit before tax at £157m, 4% lower due to net exceptional costs of £18m

Adjusted results and a number of other terms and performance measures used in this presentation are not defined within accounting standards. See descriptions of these items and, where relevant, ratio calculations in Notes 1 and 2 on pages 18 to 21 of the Half-Year Results for the six months to 30 September 2020 available on the Company's website.

* Percentage changes are in constant currency

Six months to 30 September 2020

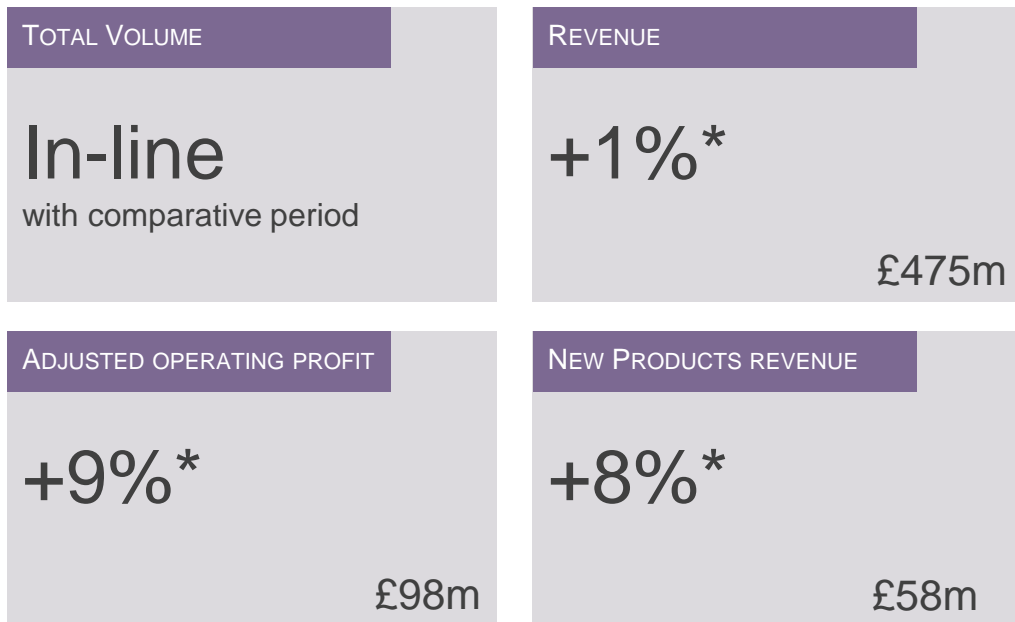
Adjusted profit before tax



See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2020 on the Company's website

Six months to 30 September 2020

Food & Beverage Solutions



PROFIT MOMENTUM

- 1%* revenue growth benefiting from strong in-home demand
 - +3%* North America
 - +1%* Asia Pacific and Latin America
 - (1)%* in Europe, Middle East & Africa
- 9%* adjusted operating profit growth
- New Products¹ represent 12% of sales

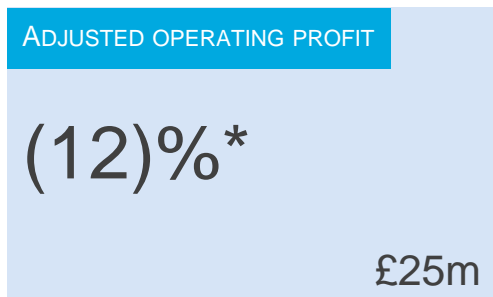
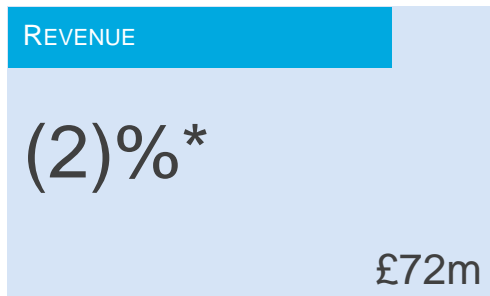
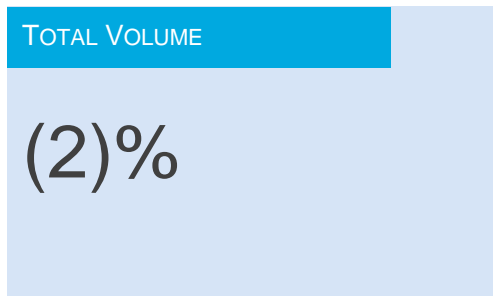
See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2020 on the Company's website

¹ Three ingredients were removed from New Products during the period since they were launched more than seven years ago; had those ingredients been included in New Products, revenue growth in constant currency would have been 27%.

* Percentage changes in constant currency

Six months to 30 September 2020

Sucralose



SOFTER DEMAND

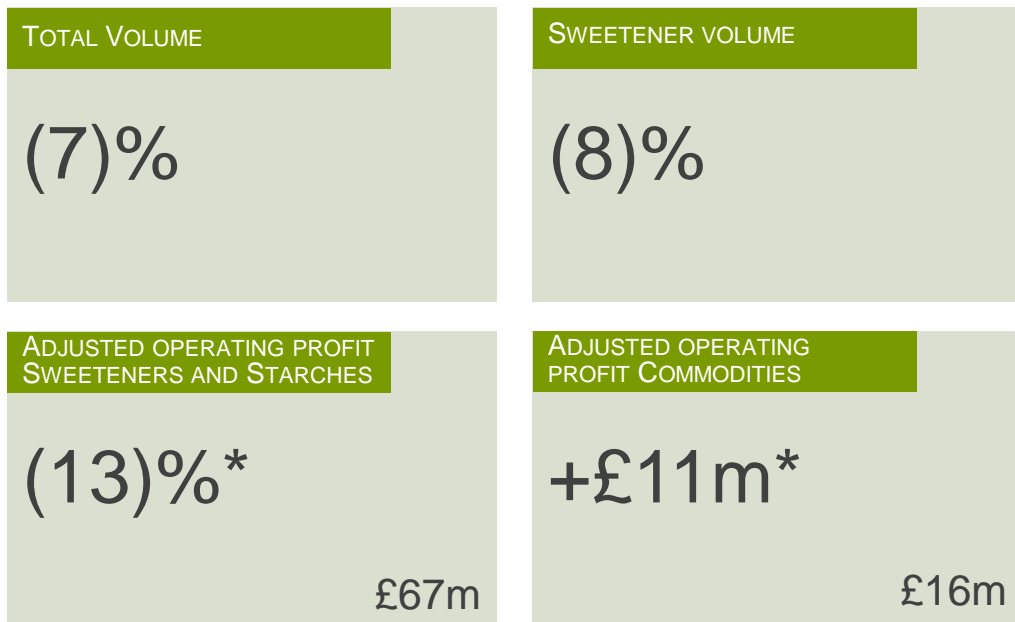
- Volume 2% lower
 - Reduced out-of-home consumption, mainly in beverages
 - Demand in September higher than usual due to phasing of some customer orders
- Adjusted operating profit 12%* lower
 - De-leveraging impact of lower volume
 - Pricing firm
 - One-off higher production costs

See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2020 on the Company's website

* Percentage changes in constant currency

Six months to 30 September 2020

Primary Products



CHALLENGING MARKET CONDITIONS

- Total volume 7% lower
 - Sweeteners volume 8% lower
 - Industrial starch volume 9% lower
- Sweeteners and Starches adjusted operating profit 13%* lower
 - Strong operational execution
 - Good cost discipline
 - Foreign exchange transactional benefit mitigates loss of profit from savoury ingredient business exited in prior year
- Commodities profits £11m* higher

See descriptions of adjusted results in Note 1 Statement of Half-Year Results for six months to 30 September 2020 on the Company's website

* Changes in constant currency

Six months to 30 September 2020

Central, Interest, Joint Ventures, Taxation and Exceptional Items

Item	Change	Comments
Central costs	£2m* higher	<ul style="list-style-type: none"> Higher self-insurance costs Underlying strong cost discipline
Net finance charges	In-line	<ul style="list-style-type: none"> Lower borrowing costs from bond refinancing Loss of finance income from UK Pension Scheme buy-in
Joint ventures	£3m* higher	<ul style="list-style-type: none"> Almex profit higher with impact of weaker sweetener demand more than offset by transactional foreign exchange benefit
Taxation	430bps lower	<ul style="list-style-type: none"> Adjusted Effective Tax Rate (ETR) of 16.6% Release of tax provision and benefit from US tax law change Full year ETR expected to be at similar level
Exceptional Item	Six months to 30 September 2020	Comments
Exceptional charges	£(18)m charge	<ul style="list-style-type: none"> Restructuring costs related to simplification programme

* Change in constant currency

Six months to 30 September 2020

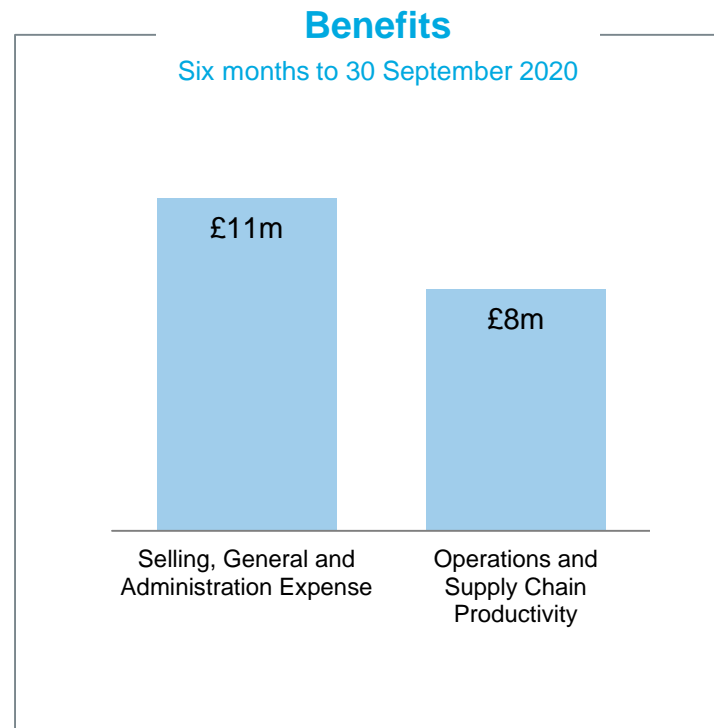
Actions to reduce costs and drive productivity

Rigorous cost discipline

- Actions to reduce costs and offset inflation include:
 - Travel, consulting, recruitment freeze
- Savings benefited both business divisions

Productivity programme on track

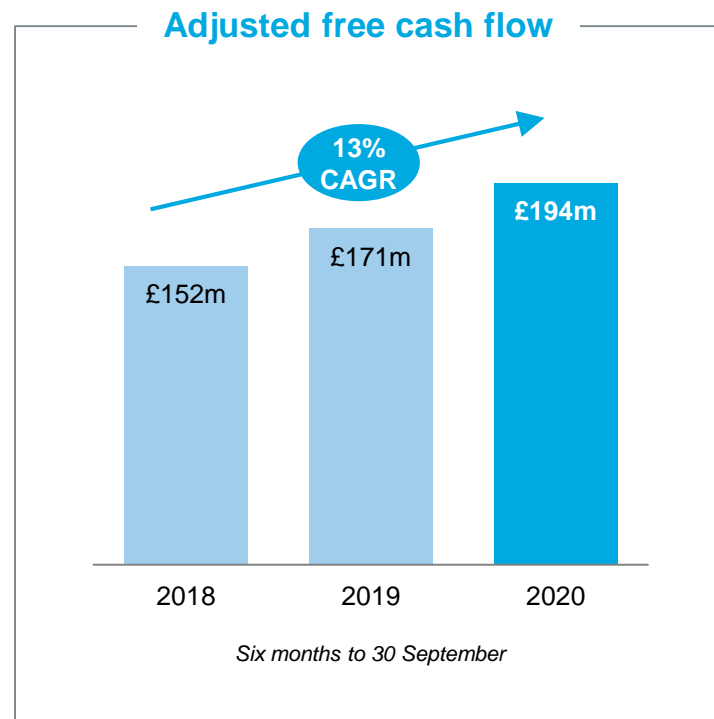
- To deliver US\$150m benefits over six years to March 2024
- Programme drivers include:
 - Capital investments to reduce energy costs
 - Improving supply chain efficiency
 - Continuous improvement programme



Six months to 30 September 2020

Balance sheet

- Adjusted free cash flow £23m higher at £194m
- Capital expenditure in the 2021 financial year expected to be between £140m and £160m
- Net debt of £358m, £93m lower than 31 March 2020
- Net debt to EDITDA ratio of 0.7x
- Strong balance sheet with liquidity of US\$1.4bn



Six months to 30 September 2020

Robust financial delivery

- Adjusted profit before tax 3%¹ higher in a challenging environment
- Strong profit growth in Food & Beverage Solutions
- Rigorous operational and cost discipline
- Adjusted diluted earnings per share 9%¹ higher
- Free cash flow higher and balance sheet strengthened
- Interim dividend unchanged at 8.8p per share



See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2020 on the Company's website

¹ Percentage changes are in constant currency



AGENDA

Business Update

Financial Results

Outlook and Summary

Questions

Business environment

Future uncertainties

- Duration and severity of pandemic
- Government actions
- Out-of-home demand
- 2021 calendar year sweetener pricing round

Looking ahead

- Not issuing guidance for year to 31 March 2021
- Q3 trading update on 28 January 2021

Priorities

Remain unchanged for the year ending 31 March 2021



**Look after our
colleagues and
communities**

**Build stronger
customer
relationships**

**Continue
to progress
strategy**

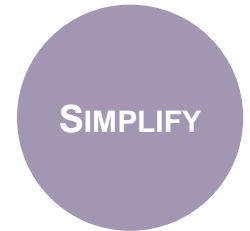
**Maintain
financial
strength**

Emerge a stronger business

Six months to 30 September 2020

Summary

- Robust performance
- Progressing strategy
- Strong financial position
- Investing in growth
- Purpose-driven organisation





Questions

Six months to 30 September 2020

Cautionary Statement

This presentation for the Half Year Results for the six months to 30 September 2020 contains certain forward-looking statements with respect to the financial condition, results, operations and businesses of Tate & Lyle PLC. These statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that will occur in the future. There are a number of factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements and forecasts.