

TATE & LYLE

Science \ Solutions \ Society

RESULTS FOR SIX MONTHS TO 30 SEPTEMBER 2023

Nick Hampton, Chief Executive

Dawn Allen, Chief Financial Officer



Six months to 30 September 2023

Cautionary Statement

This presentation for the Half Year Results for the six months to 30 September 2023 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.

Six months to 30 September 2023

Agenda

01. Overview

02. Financial results

03. Strategic progress and Outlook

04. Summary and Q&A



Six months to 30 September 2023

Key headlines

- Robust financial **performance**
- Strategic **re-positioning** progressing well
- Positive progress on customer **solutions**
- Investing for long-term **growth**

Six months to 30 September 2023

Delivering our strategy

Managing the short-term

- Macro economic environment
- Consumer demand softness
- Customer de-stocking

Investing for the long-term

- Portfolio expansion
- Solutions capabilities
- Growth capacity

Continue to deliver revenue and profit growth



Six months to 30 September 2023

Performance

Delivering on our growth-focused strategy

Revenue

4%
growth

EBITDA¹

7%
growth

Free cash flow

+£15m
increase

Productivity

US\$17m
savings

6 \ 1. Adjusted EBITDA (earnings before interest, tax, depreciation and amortisation)
2. Percentage changes are in constant currency

Six months to 30 September 2023

Performance



SCIENCE



11%

Increase in investment in innovation and solution selling



SOLUTIONS



22%

Solutions by value from new business wins



SOCIETY



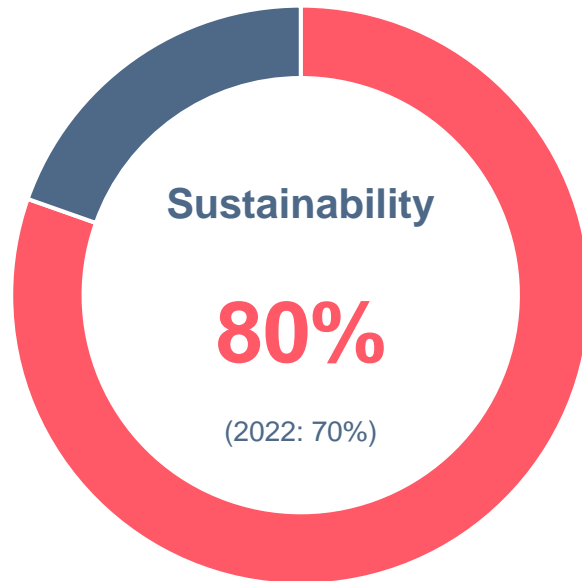
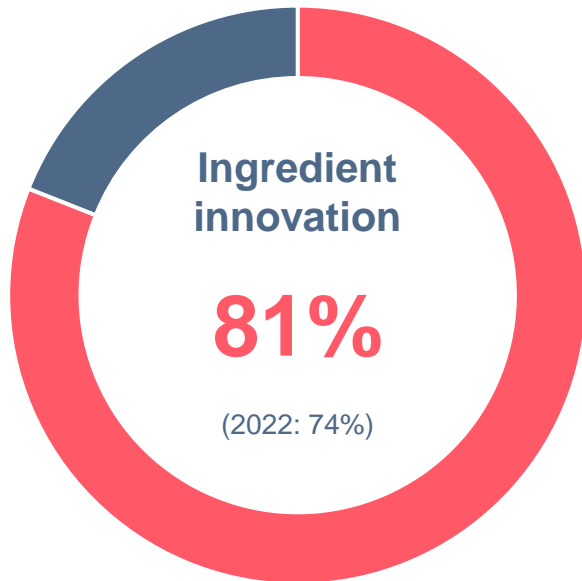
7.0m

Tonnes of sugar removed from diets by our low- and no-calorie sweeteners and fibres¹

Six months to 30 September 2023

Increasingly positive customer perception of new Tate & Lyle

Views Tate & Lyle as a leader¹



Recommends Tate & Lyle²



8 \ 1. Customers and prospective customers aware of Tate & Lyle n = 505
2. Current and past customers of Tate & Lyle n = 479

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Six months to 30 September 2023

Key headlines

Delivering on our growth ambition

- Robust revenue and profit **growth**
- Increased **investment** across pillars of Science, Solutions, Society
- Strong **cash** performance and cash conversion
- Robust balance sheet provides **flexibility** for further investment



Six months to 30 September 2023

Financial highlights

Delivering on our key measures

Revenue¹

4%

£857 million

EBITDA¹

7%

£178 million

EBITDA margin¹

70bps

20.8%

Profit before tax¹

16%

£156 million

Earnings per share¹

19%

30.1 pence

Free cash flow¹

+£15m

£77 million

Six months to 30 September 2023

Food & Beverage Solutions

Drive growth

Revenue +5%			
By driver		By region	
Volume	(8)%	North America	2%
Price mix	6%	Asia, Middle East, Africa and Latin America	1%
Inflation	7%	Europe	19%

- **Revenue 5% higher at £707m**
 - (2)% from volume and price mix
 - 6% mix management and solution selling
 - (8)% volume impact of consumer demand softness and customer de-stocking
 - 7% recovery of input cost inflation
- **Adjusted EBITDA 10% higher at £153m**
 - Solution selling and mix management
 - Productivity and cost discipline



Six months to 30 September 2023

Food & Beverage Solutions

Impact of inflation and deflation on revenue

- **High input cost inflation accelerated revenue growth over last two years**
 - 19% revenue growth in Food & Beverage Solutions in both fiscal 2023 and 2022
- **H1 inflation recovery contributed 7ppts to revenue growth**
- **Input cost deflation in progress**
 - Revenue growth in second half of the 2024 financial year expected to reflect pass through of lower input costs



Sucralose

Attractive returns

Revenue (5)%	
Volume	(8)%
Price mix	3%

- **Underlying performance steady**
 - Comparative period benefited from orders phased into the half
- **Revenue 5% lower at £89m**
 - Lower volume from more normal phasing in H1 FY24
 - Inflation recovery
- **Adjusted EBITDA at £28m, 14% lower**
 - Multi-year customer contracts limit recovery of cost increases

Six months to 30 September 2023

Primary Products Europe

Optimise

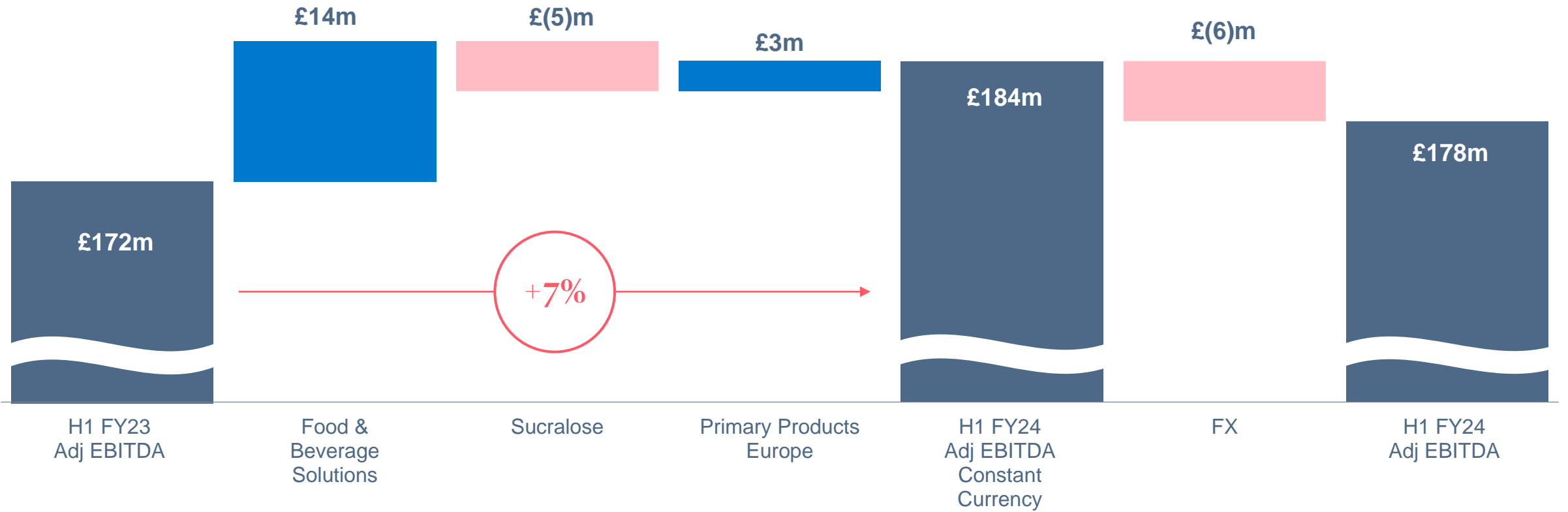
Revenue (2)%	
Volume	(25)%
Price mix	23%

- **Revenue 2% lower at £61m**
 - Improved pricing from favourable market conditions
 - Recovery of input cost inflation
- **Lower volume and price mix**
 - Ongoing transition to speciality ingredients
 - Lower co-product volume
- **Adjusted EBITDA loss improved significantly to £(3)m**



Six months to 30 September 2023

EBITDA performance



Six months to 30 September 2023

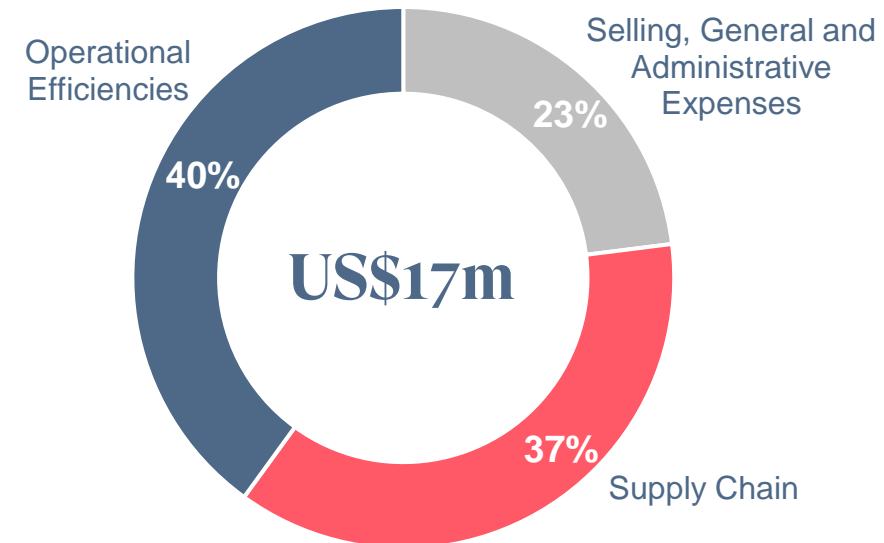
Productivity savings

Strong performance in first half

- Delivered **US\$17m** of productivity savings
- Expect productivity savings in fiscal 2024 of **more than US\$25m**
- On track to deliver **US\$100m** savings in five years to 31 March 2028

Key areas of savings

Six months to 30 September 2023



Taxation and Exceptional items

Adjusted effective tax rate

21.9%

- **In-line** with the comparative period
- Effective tax rate for fiscal 2024 expected to be **1-2ppts higher** than 19.9% in fiscal 2023

Pre-tax exceptional charges

£(8)m

- **£(7)m** restructuring costs to drive organisational improvements and productivity benefits
- Exceptional cash outflow of **£(11)m**

Six months to 30 September 2023

Minority holding in Primient joint venture

- **Share of adjusted profit 32%¹ higher at £17m**
 - Strong commercial performance and sweetener demand
 - Improving operational performance
 - Higher finance charges
 - Lower share of profits from joint ventures
- **Received US\$17m cash dividend from Primient in first half**
 - Further US\$37m cash dividend received in November



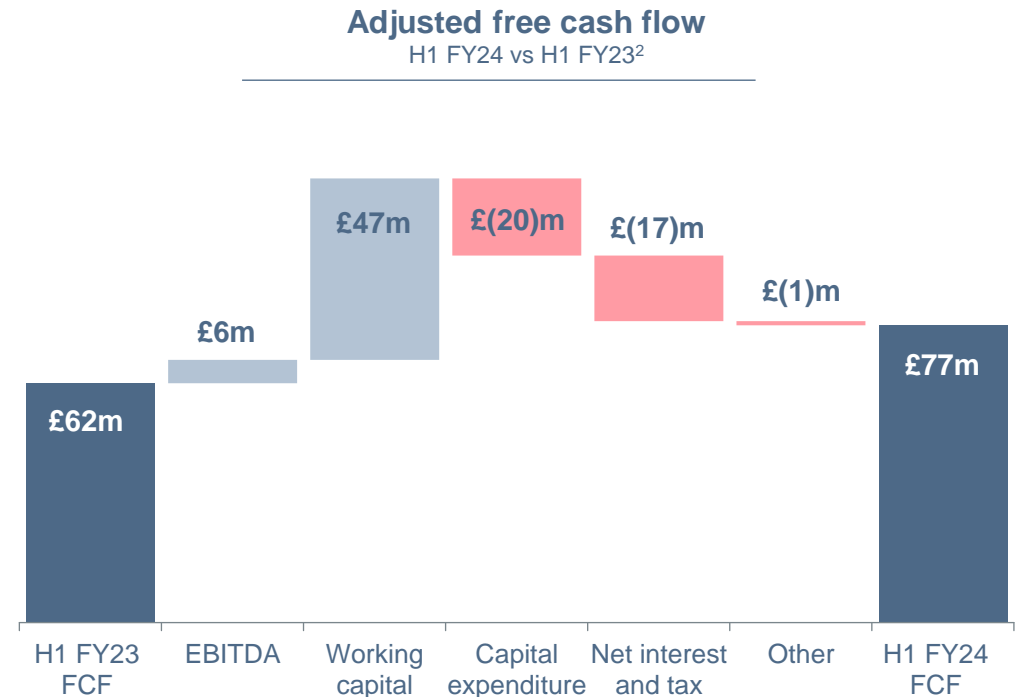
Six months to 30 September 2023

Free cash flow

Adjusted free cash flow £77m
+£15m

Free cash conversion 69%¹
+14ppts

- **Working capital £47m lower**
 - Strong cash conversion optimisation activities
- **Capital expenditure £20m higher at £46m**
 - Expected to be £90m to £100m in fiscal 2024



Net debt and interim dividend

Net debt

£249m

- **Net debt up £11m from 31 March 2023**
- **Flexibility to invest in growth**
 - 0.8x net debt to EBITDA ratio
 - Over £1.0bn of available liquidity
- **US\$120m debt repaid since 31 March 2023**

Interim dividend

6.2p per share

- **0.8p per share increase**
 - Represents one third of prior year's full-year dividend
- **Progressive dividend policy**

Six months to 30 September 2023

Resilient first half performance

- Delivering on our **growth** strategy
- Strong **cash flow**, productivity and cost discipline
- **Investing** for long-term growth

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Six months to 30 September 2023

Key headlines

Continued strategic progress

- Business re-positioned at **centre** of the future of food
- Deeper **solutions-based** partnerships with customers
- Investing in R&D, **innovation**, sustainability and growth capacity



Positioned at the centre of the future of food

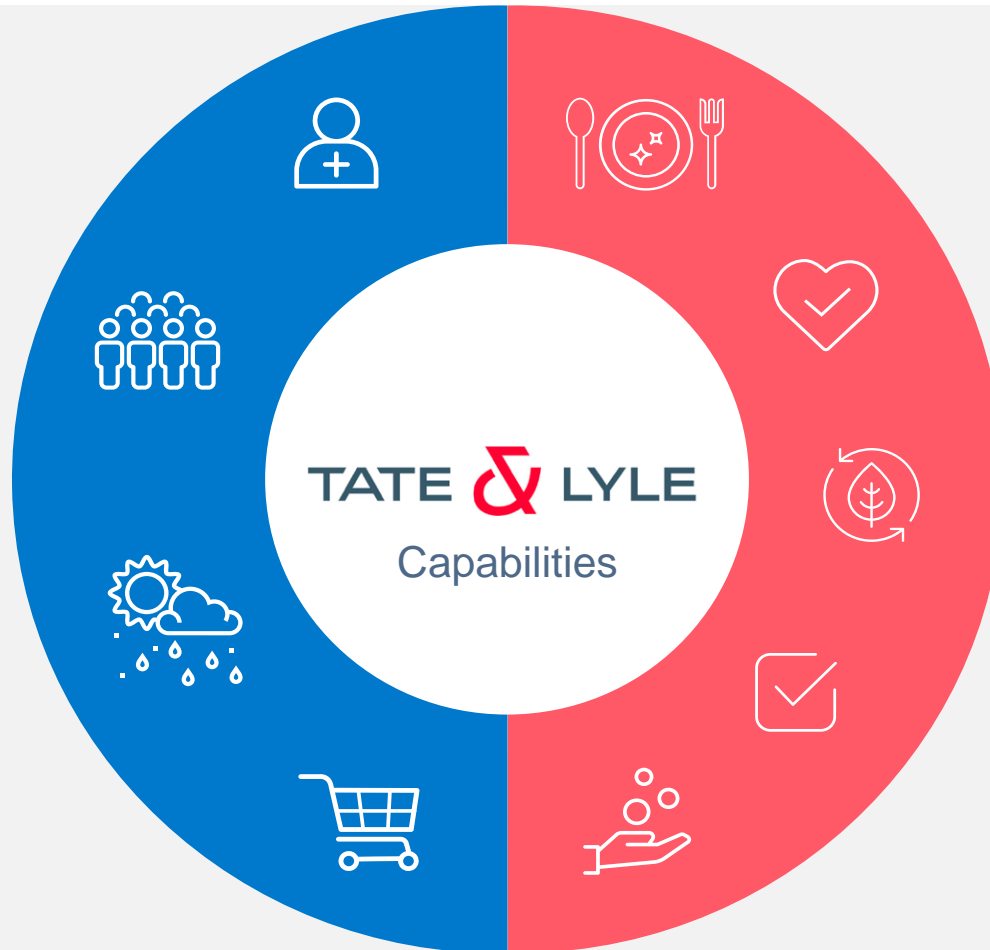
Structural mega-trends

Population growing

People living longer

Climate change

On demand society



Consumer food demands

Healthy

Tasty

Convenient

Sustainable

Affordable

Portfolio directly aligned to meeting consumer trends

Consumer preference

Solutions required

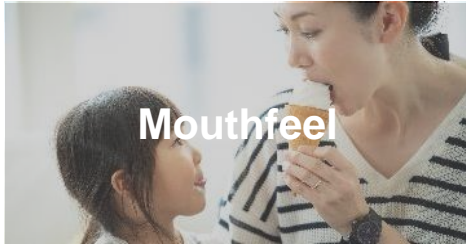
Delivered by Tate & Lyle

- Healthy**
- Tasty**
- Convenient**
- Sustainable**
- Affordable**

- Sugar and calorie reduction
- Nutrition improvement
- Label improvement
- Cost optimisation

- Enhance texture and mouthfeel experience
- Clean label
- Stability
- Cost optimisation

- Increase nutrition from fibres and protein
- Add health benefits
- Sugar reduction



Six months to 30 September 2023

Investing in innovation

Launching New Products



- Patented breakthrough in stevia technology
- Premium taste and clean label
- 200x solubility of Reb M and D
- Applications include beverage concentrates and dairy
- Use at high levels of sugar replacement

New Products revenue +18%
(like-for-like basis¹)



Six months to 30 September 2023

Investing in technology

Leveraging AI and digital to accelerate innovation



Predictive modelling of sensory data to accelerate adoption of customer solutions



New automated lab in Singapore to increase speed-to-market of mouthfeel solutions



Enhanced technical knowledge management system

Six months to 30 September 2023

Investing in solutions

Building solutions-based partnerships with customers



Increased investment in innovation and solution selling by 11%



Opened new Customer Innovation and Collaboration Centre in Jakarta, Indonesia



Strengthened capabilities in areas such as sensory and open innovation

Six months to 30 September 2023

Investing in growth capacity

Investing in fibre solutions

- New capacity for Non-GMO PROMITOR® Soluble Fibres
- Coming on-line at facility in Boleráz, Slovakia in mid-2024
- €25m investment represents first part of programme to add fibre capacity at Boleráz
- Meet demand for fibre fortification and sugar reduction
- Studies show PROMITOR® Soluble Fibres can support gut health and promote calcium absorption

The logo for PROMITOR Soluble Fibre features the word "PROMITOR" in a bold, black, sans-serif font with a registered trademark symbol. Above the letter "O" is a stylized leaf icon with three leaves in shades of green and orange. Below "PROMITOR" is the text "Soluble Fibre" in a smaller, green, sans-serif font.



Six months to 30 September 2023

Investing in sustainability

Expanding use of renewable energy

- In Brazil, Guarani site powered entirely by renewable energy
- In the UK, Netherlands and Italy, production facilities moved to purchase 100% electricity from renewable sources

Promoting sustainable agriculture

- In China, stevia programme delivering double-digit reductions in greenhouse gas emissions
- In US, intervention programmes underway with corn farmers



Outlook

We expect to deliver progress in-line with our five-year ambition to 31 March 2028 with revenue reflecting both strategic momentum and the impact of the expected pass through of input cost deflation in the second half.

For the year ending 31 March 2024, in constant currency, we expect to deliver:

- Revenue slightly ahead of the prior year
- EBITDA growth of 7% to 9%

We continue to expect stronger profits from our minority holding in Primient.



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Summary

- Robust financial **performance**
- Delivering on **growth**-focused strategy
- Increasing **solutions**-based business with customers
- **Investing** in R&D, innovation, growth capacity and sustainability
- Positioned at the centre of the **future** of food

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Q&A