

TATE & LYLE

RESULTS FOR SIX MONTHS TO 30 SEPTEMBER 2021

4 November 2021



PRESENTERS

Nick Hampton, Chief Executive

Vivid Sehgal, Chief Financial Officer

AGENDA

H1 highlights

Financial results

Food & Beverage Solutions

Outlook and summary

Questions



Six months to 30 September 2021

Headlines

Strong performance while progressing major strategic transformation

Double digit revenue growth in Food & Beverage Solutions

New Product revenue growth acceleration

Effective management of cost inflation through productivity, cost discipline and pricing

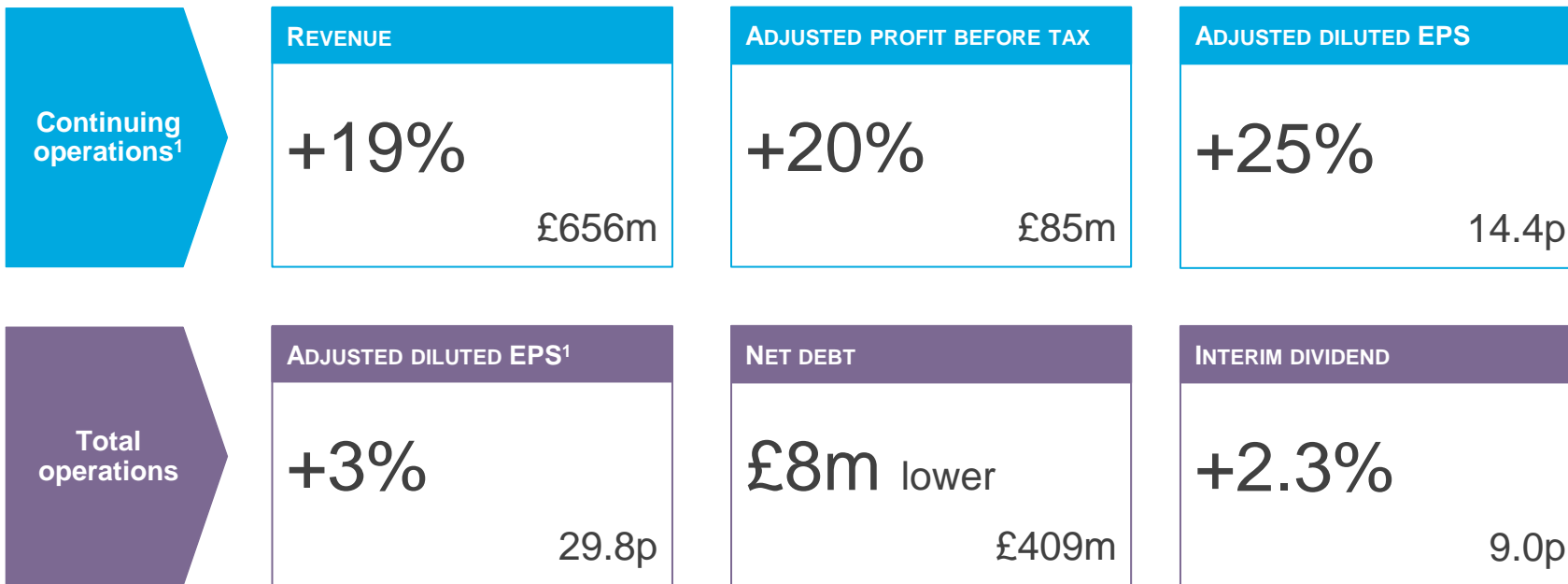
Transaction to create two focused businesses on track for completion in Q1 of 2022 calendar year

Strong platform for growth as a focused Food & Beverage Solutions business



Six months to 30 September 2021

Financial Highlights



- Statutory profit after tax for total operations at £102m is 23% lower with exceptional costs of £67m partially offset by benefit of £25m held for sale accounting adjustments

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 22 to 27, and in Note 6 on pages 33 to 35 of the Half-Year Results for the six months to 30 September 2021 available on the Company's website.

¹ Percentage changes are in constant currency

Six months to 30 September 2021

Strong performance in Food & Beverage Solutions

Top-line Growth

Total revenue¹

+19%

Revenue growth from acquisitions¹

+3ppts

New Products Growth

New Products revenue¹

+48%

% of Food & Beverage Solutions revenue

14%

Pipeline Growth

New business pipeline value²

+4%

Innovation pipeline value^{2,3}

+2%

1 Changes in constant currency

2 Compared to pipeline values as at 31 March 2021

3 Estimated revenue value probability adjusted

Six months to 30 September 2021

Delivering on our near-term priorities



Look after our colleagues and communities



- New Employee Resource Group for mental health
- Partnerships with food banks in local communities



Strengthen relationships with customers



- New Technical Application lab opened in Dubai
- New Stabiliser University™ online course for customers



Continue to progress strategy



- Re-positioning Tate & Lyle as growth-focused business
- Integration of stevia and tapioca acquisitions



Maintain financial strength



- Further benefits from productivity programme
- Strong discipline on discretionary spend

All manufacturing facilities have remained operational to keep our customers served during the pandemic

Six months to 30 September 2021

Living our purpose



Supporting healthy living

- Partnered with Kellogg's Nutrition and Health Institute on free online course on fibres in Latin America
- Launched Middle East Sugar and Calorie Reduction Knowledge Building Programme with UAE Food and Beverage Manufacturers Group



Building thriving communities

- Mentorship programmes in Brazil, UK and US for school children and young adults entering the workplace
- Partnership with China Foundation for Poverty Alleviation to provide daily meals, nutrition education and kitchen equipment for schools

Six months to 30 September 2021

Caring for our Planet



Eliminated use of coal

- Multi-year programme to reduce greenhouse gas emissions and increase energy efficiency by replacing coal boilers in US facilities completed
- Commitment to eliminate the use of coal in all our operations delivered four years ahead of schedule



Sustainable stevia

- Launched programme to promote sustainable stevia farming in East China with Earthwatch and Nanjing Agricultural University
- Enables stevia growers to lower their environmental impact, increase their economic benefit and achieve sustainability verification

Six months to 30 September 2021

Creating two focused businesses

- Work to separate Tate & Lyle and NewCo (Primary Products business in the Americas and certain joint ventures) is progressing well
- Tate & Lyle and KPS Capital Partners, LP working together to ensure an efficient separation
- Separation process benefiting from detailed, advanced operational, financial and IT planning
- Continue to expect to complete transaction in Q1 of the 2022 calendar year

Key completion conditions	Progress
✓ Shareholder approval	Received on 30 September 2021
• Anti-trust clearances	Clearance received in 5 of 6 relevant jurisdictions
• Legal restructuring	Work ongoing
• Information technology separation	Work ongoing

PRESENTER

Vivid Sehgal, Chief Financial Officer

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Six months to 30 September 2021

Reporting framework

FORMER REPORTING FRAMEWORK

Food & Beverage Solutions

Sucralose

Primary Products

REPORTING FRAMEWORK FOR YEAR ENDING 31 MARCH 2022

Continuing operations

Food & Beverage Solutions

- Primary Products Europe
- Stranded costs

Sucralose

Discontinued operations

Primary Products

- North America
- Latin America

Joint ventures

- Almex
- Bio-PDO

Six months to 30 September 2021

Financial Highlights

Continuing operations ¹	
Food & Beverage Solutions Revenue +19%	Food & Beverage Solutions Profit ² +9% Before reporting changes +2% Reported
Sucralose Profit ² +34%	Adjusted profit before tax Profit +20%

Discontinued operations	
Primary Products profit ^{1,2,3}	(10)%

Total operations	
Adjusted diluted EPS	+3%¹
Adjusted free cash flow	£(67)m
Interim dividend	+2.3%

See descriptions of adjusted results in Notes 1 and 6 of Statement of Half-Year Results for the six months to 30 September 2021 on the Company's website

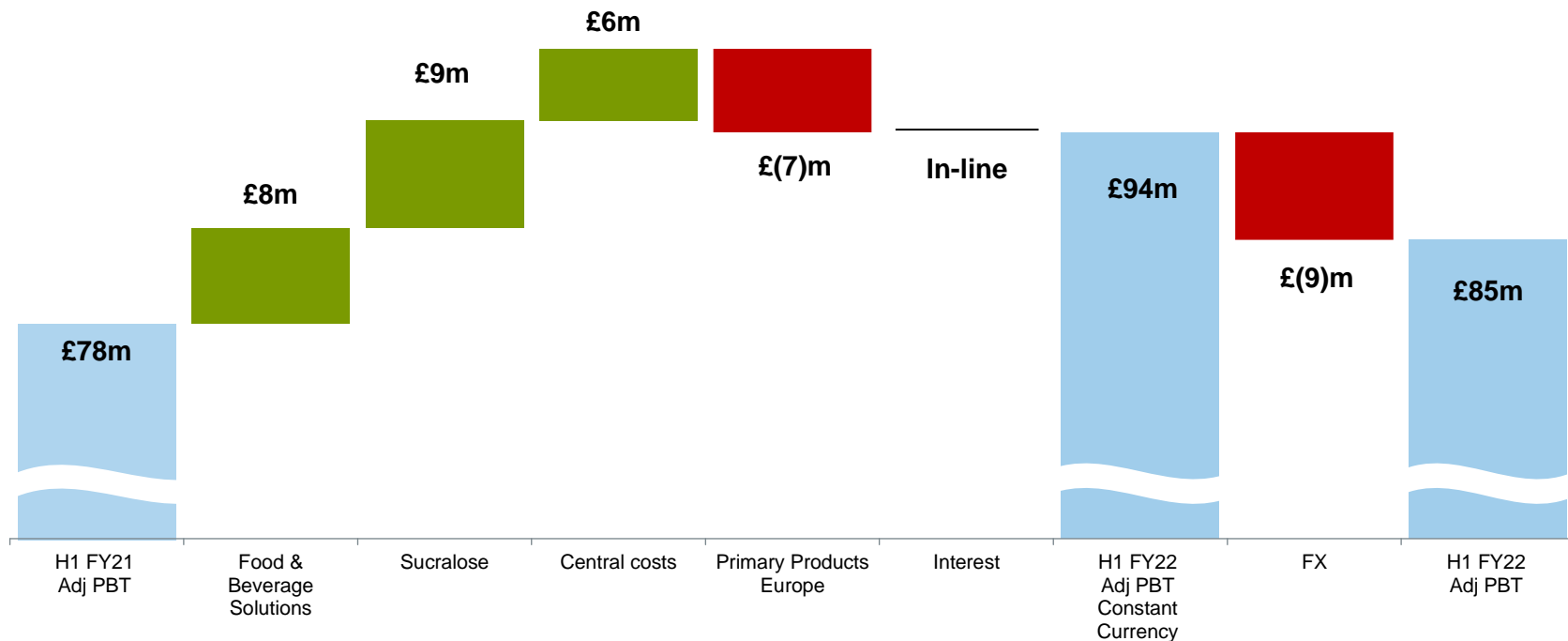
1 Changes in constant currency

2 Adjusted operating profit

3 Excludes retained European Primary Products business

Six months to 30 September 2021

Adjusted profit before tax – Continuing operations



See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2021 on the Company's website

Six months to 30 September 2021

Food & Beverage Solutions

TOTAL VOLUME	REVENUE¹
+9%	+19%
	£578m
ADJUSTED OPERATING PROFIT¹	NEW PRODUCTS REVENUE¹
+2%	+48%
£83m	£80m

STRONG TOP-LINE GROWTH

- Revenue¹ +19% benefiting from volume growth and good mix
 - +19% North America
 - +20% Asia, Middle East, Africa and Latin America
 - +18% Europe
- Adjusted operating profit¹ growth +2%
 - +9% before impact of reporting changes
- New Products represent 14% of revenue

See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2021 on the Company's website

¹ Percentage changes in constant currency

Six months to 30 September 2021

Sucralose

TOTAL VOLUME

+23%

REVENUE¹

+17%

£78m

ADJUSTED OPERATING PROFIT¹

+34%

£31m

HIGHER DEMAND IN BEVERAGES

- Volume +23% higher
 - Recovery in out-of-home consumption, particularly in beverages
 - Phasing of customer orders into H1; expected to mostly unwind in H2
- Revenue¹ increased by +17% impacted by customer mix
- Adjusted operating profit¹ +34% higher
 - Operational leverage and one-off higher production costs in the comparative period

See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2021 on the Company's website

¹ Percentage changes in constant currency

Six months to 30 September 2021

Central, Net Finance Charges, Taxation and Exceptional Items

Item (continuing operations)	Change
Central costs	£(6)m* lower
Net finance charges	In-line*
Adjusted effective tax rate	230bps lower
Comments <ul style="list-style-type: none"> • Lower Central costs reflect cost discipline and higher self-insurance costs in comparative period • Adjusted effective tax rate in H1 of 20.2% 	

Exceptional Item (total operations)	Six months to 30 September 2021
Pre-tax exceptional charges	£(61)m
Comments <p>Continuing operations – £(59)m charge</p> <ul style="list-style-type: none"> • £41m costs for separation and disposal of NewCo¹ • £13m impairments for assets no longer in use as a result of the disposal of NewCo¹ • £5m other items <p>Discontinued operations – £(2)m charge</p> <ul style="list-style-type: none"> • £2m for restructuring costs 	

¹ NewCo refers to the Primary Products business in the Americas and the Almex and Bio-PDO joint venture interests

* Change in constant currency

Six months to 30 September 2021

Discontinued operations

VOLUME	ADJUSTED OPERATING PROFIT ¹
Total +3%	(10)% £74m
Sweeteners (1)%	JOINT VENTURES ADJUSTED PROFIT AFTER TAX¹
Industrial starches +22%	+12% £15m

RESILIENT PERFORMANCE

- Adjusted operating profit¹ (10)% lower at £74m
- Sweeteners and Starches adjusted operating profit¹ (13)% lower
 - Cost inflation
 - Productivity-related operational disruption costs of £(6)m
 - Strong performance in industrial starch
 - Foreign exchange transactional benefit in the comparative period
- Commodities profits¹ +4% higher at £14m
- Joint ventures profit¹ for the period +12% higher
 - Strong performance in Bio-PDO

See descriptions of adjusted results in Note 6 Statement of Half-Year Results for six months to 30 September 2021 on the Company's website

¹ Changes in constant currency

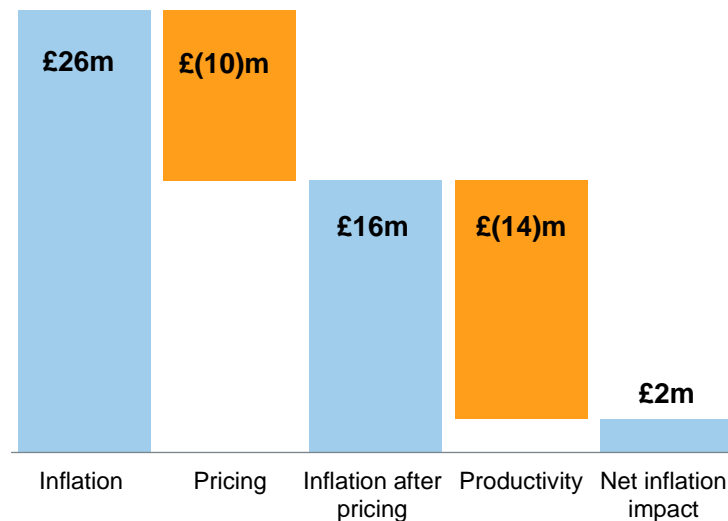
Six months to 30 September 2021

Actions to mitigate inflation

- Cost inflation of £26m in H1
 - Energy, labour and consumables
 - Transportation and supply chain
- Cost inflation excludes impact of corn price changes
 - Corn hedged in North America
 - Increasing corn prices had impact of £(7)m in European Primary Products business
- Inflation in H1 mitigated by pricing, productivity and cost discipline
- Cost inflation to increase in H2 to be partially mitigated by the same actions as H1
 - Pricing to play a greater role particularly in the fourth quarter reflecting the annual contracting cycle

Net inflation impact on total operations

Six months to 30 September 2021



Six months to 30 September 2021

Productivity programme continues to deliver benefits

Productivity programme

- Six-year programme to deliver US\$150m of benefits by March 2024
- US\$20m (£14m) benefits delivered in H1
 - US\$14m from projects in operations
 - US\$6m from SG&A
- US\$144m total benefits from programme to-date
- Productivity in operations includes:
 - Capital investments to increase efficiency
 - Supply chain efficiencies
 - Continuous improvement
 - Procurement activities

Productivity examples

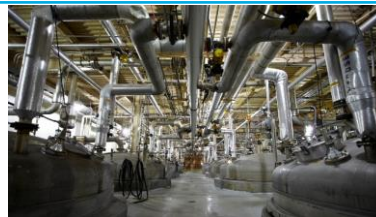
Energy efficiency

Replacing coal boilers with natural gas powered systems in the US



Yield improvement

Adapting processes to improve fermentation yield for citric acid



Reduction in water use

Installing systems to reuse water for cooling and lubricating pumps

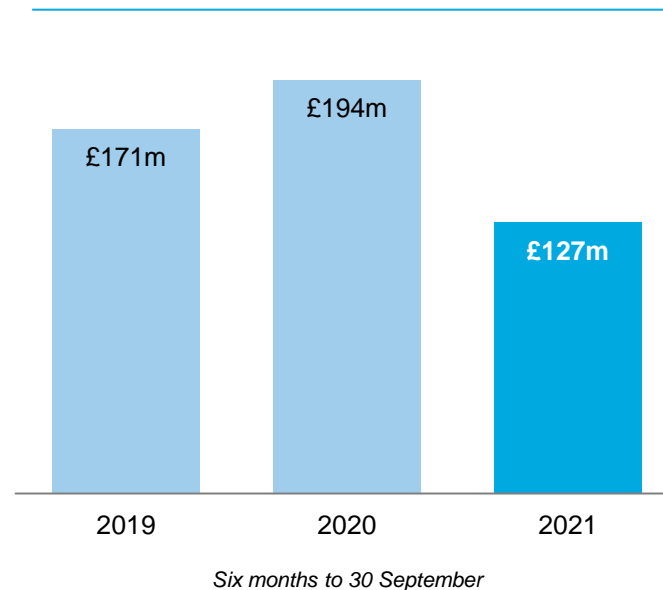


Six months to 30 September 2021

Balance sheet

- Adjusted free cash flow £127m; £67m lower
 - £54m investment in working capital from higher revenue and higher corn costs
- Capital expenditure in the 2022 financial year expected to be between £160m and £180m¹
- Net debt of £409m, £8m lower than 31 March 2021
- Net debt to EDITDA ratio of 0.8x
- Strong balance sheet; liquidity of US\$1.3bn

Adjusted free cash flow



¹ Assumes completion of the disposal of the Primary Products business on 31 March 2022

Six months to 30 September 2021

Financial delivery

- Strong top-line growth in Food & Beverage Solutions
- Focus on productivity, cost discipline and pricing to mitigate cost inflation
- Adjusted profit before tax for continuing operations +20%¹ higher
- Strong balance sheet maintained
- Interim dividend increased by 2.3% to 9.0p per share

See descriptions of adjusted results in Note 1 of Statement of Half-Year Results for six months to 30 September 2021 on the Company's website

¹ Percentage changes are in constant currency



PRESENTER

Nick Hampton, Chief Executive

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H1 highlights

Financial results

Food & Beverage Solutions

Outlook and summary

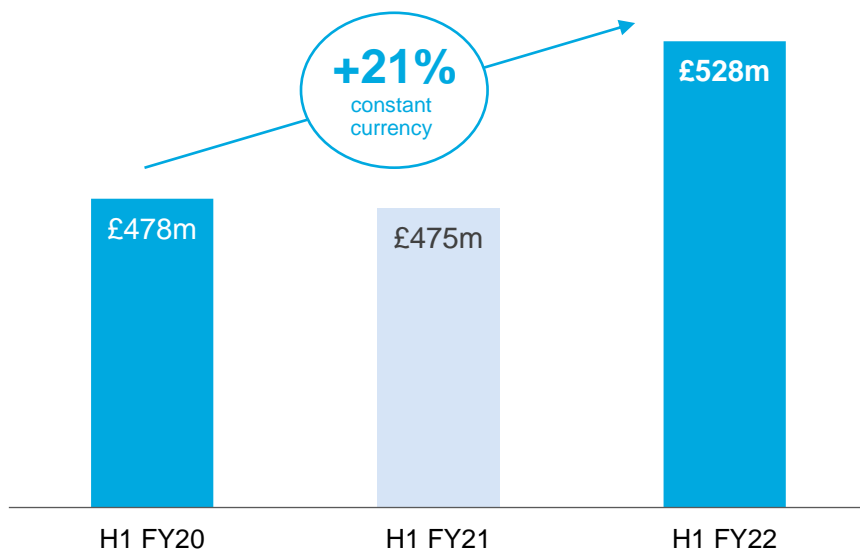
Questions



Six months to 30 September 2021

Food & Beverage Solutions delivered growth through the pandemic

Revenue Growth^{1,2}



Pipeline Growth²

H1 FY20 to H1 FY22

New Business Pipeline

Increase in value

+13%

Innovation Pipeline

Increase in value³

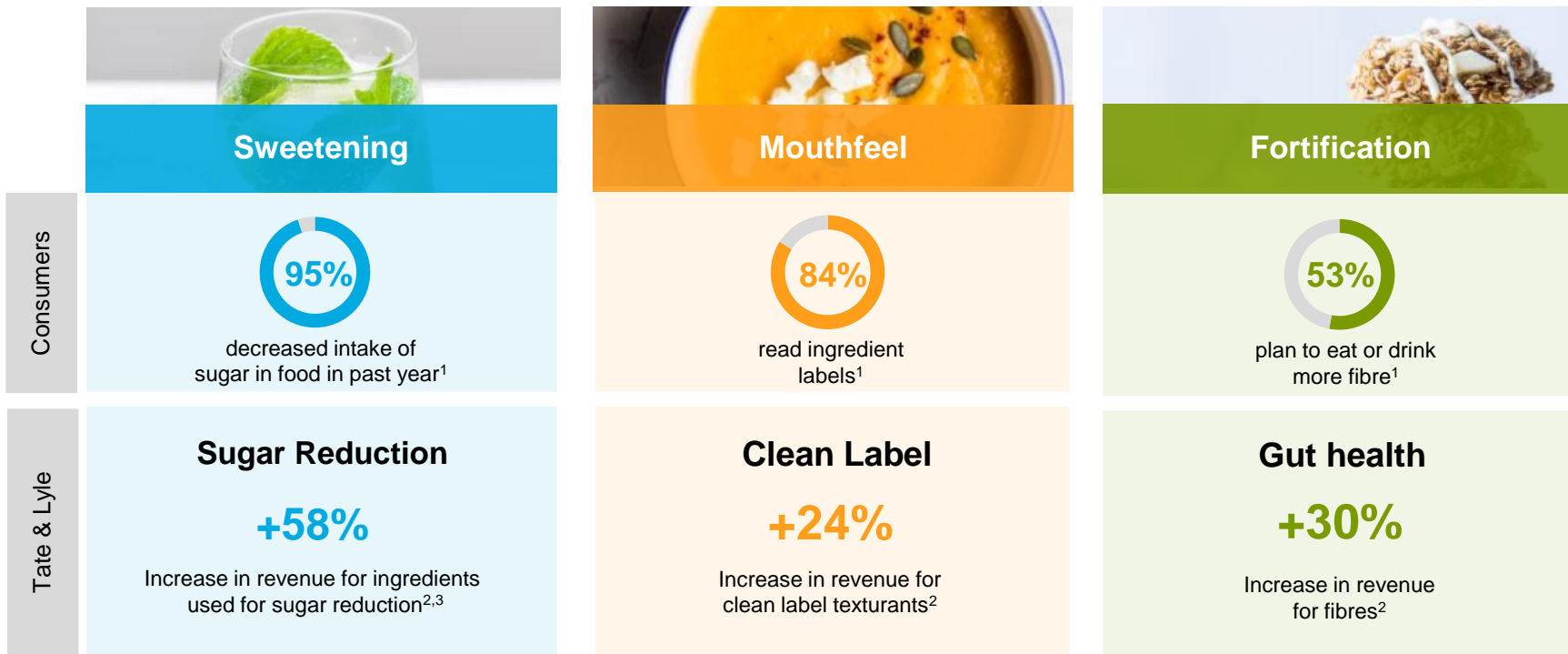
+23%

1 Excludes European Primary Products reporting change

2 FY means financial year ended 31 March

3 Estimated revenue value probability adjusted

Growth aligned to long-term structural consumer trends



1 Tate & Lyle Proprietary Research, 2020 Global Consumer Ingredient Perception Research (14 Countries)

2 Six months to 30 September 2021; constant currency

3 Excluding sucralose

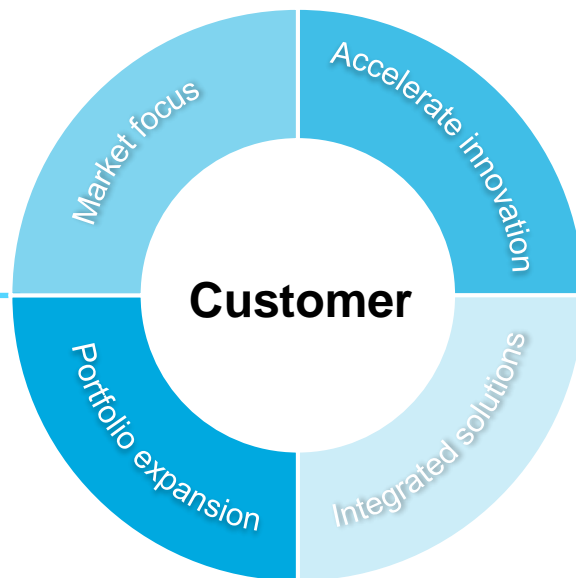
Strategic framework driving growth

Market Focus

- Continued growth momentum in developed markets
- Expand in higher growth markets of Asia, Middle East, Africa and Latin America

Portfolio Expansion

- Build on existing strong platforms
- Expand into new platforms
- Deliver value enhancing M&A



Accelerate Innovation

- Increase investment in R&D
- Expand open innovation
- Leverage deep scientific knowledge

Integrated Solutions

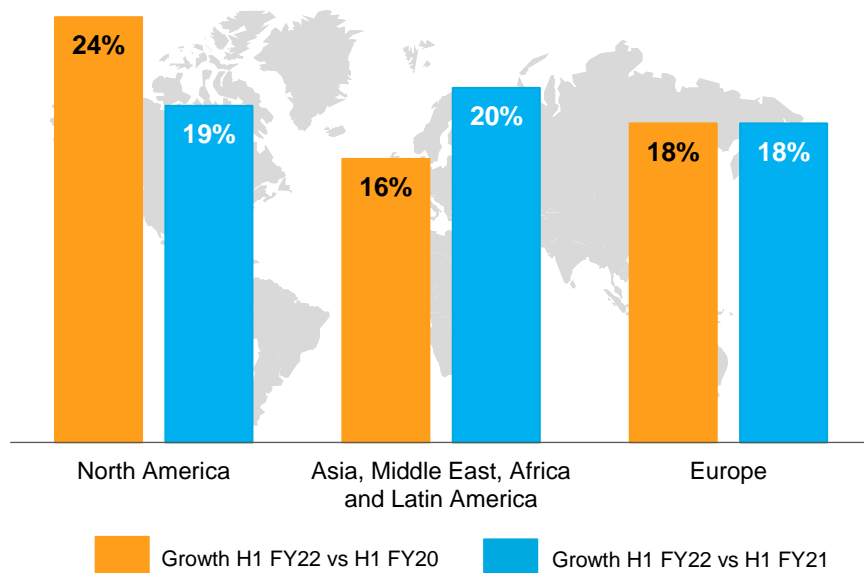
- Build category insight/understanding
- Strengthen customer intimacy
- Enhance formulation expertise

Key growth enablers: Sharpen, Accelerate, Simplify

Six months to 30 September 2021

Market Focus

Revenue growth by region^{1,2}



1 Before reporting changes for Primary Products Europe
2 FY means financial year ended 31 March

Driven by category focus and expertise

Revenue growth in H1 FY22²



Dairy

+18%

Latin America



Beverage

+17%

North America



Soups, sauces
and dressings

+9%

Europe



Bakery
and Snacks

+26%

Asia

Six months to 30 September 2021

Portfolio expansion

Plant-based protein



Chickpea protein and flour

Distribution agreement with US-based Nutriati for artesa® plant-based ingredients



Integration of acquisitions progressed well



Tapioca business in Thailand

- ✓ Strengthened management team
- ✓ New capacity programme on track
- ✓ Enhanced safety programme



Global stevia business

- ✓ Customer transfer completed
- ✓ Extraction capacity increased
- ✓ Integrated leaf grower relationships

Stevia growing strongly



Stevia revenue growth

Six months to 30 September 2021

+165%¹



¹ Constant currency

Six months to 30 September 2021

Integrated Solutions

Category insight



Beverages



Dairy



Soups, Sauces
and Dressings



Bakery
and Snacks

...with focus on sub-categories

Technical expertise

Sensory

Applications

Nutrition

Formulation

Blending

Prototyping

Processing

Regulatory

Taste
Modulation

Customer solutions



Sweetening



Mouthfeel



Sweetening



Sweetening



Mouthfeel



Fortification

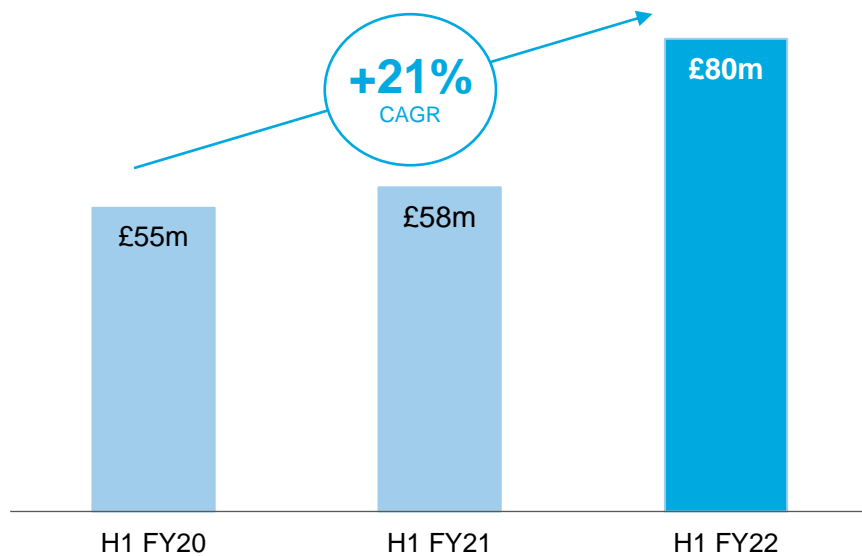
Differentiated portfolio of products

Six months to 30 September 2021




Accelerate Innovation

Demand for New Products accelerating

New Products Revenue



New Products revenue growth^{1,2} by platform in H1 FY22

Sweeteners	+213% (97% excluding acquisitions)	
Health & Wellness	+23%	
Texturants	+9%	

1 Changes in constant currency
2 FY means financial year ended 31 March

Six months to 30 September 2021

Accelerate Innovation

Open Innovation unlocking new opportunities for future growth

Enzyme immobilisation

Partnership with:



**Enhancing
process efficiency**

3D food printing

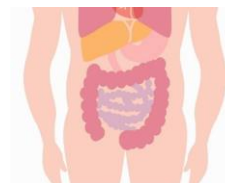
Partnership with:



**Connecting personal nutrition
needs with digital technologies**

Metabolic health

Partnership with:



**Health benefits of combining
fibre and bacterial strains**

Performance underpins strategic transformation of Tate & Lyle and 5-Year ambition

Ambition for 5 years following completion of transaction¹

Organic revenue

+ Mid-single digit
percent growth per annum

Operating margin

At least
+ 50 to 100 bps
expansion per annum

R&D spend
as % of FBS revenue

>4%
per annum

Organic return on
capital employed

+ 50 bps
improvement per annum on average

Further acceleration
through

+ M&A

New Products
as % of FBS revenue

c.20%
by fiscal 2026

¹ Transaction refers to sale of a controlling stake in Primary Products

Note: The above information is not intended to constitute a Profit Forecast or estimate for any period for the purpose of the UK Listing Rules

Food & Beverage Solutions

High-quality business with significant growth potential

Strong top-line performance underpins strategic transformation

Global leader in sweetening, mouthfeel and fortification

Creates solutions to meet growing structural consumer trend for healthier food and drink

Pace of innovation accelerating with expected future benefit of step-up in R&D

Global reach with platform for accelerated growth in higher growth markets

Focused, high-quality business well-positioned to accelerate growth



PRESENTER

Nick Hampton, Chief Executive

AGENDA

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Outlook

Outlook for year ending 31 March 2022

We continue to work on completing the sale of a controlling interest in the Primary Products business in the Americas and certain joint venture interests to KPS Capital Partners, LP in the first quarter of the 2022 calendar year. For the purposes of providing an outlook, we are assuming completion of the transaction on 31 March 2022.

On that basis, for the year ending 31 March 2022, we expect:

Continuing operations (new Tate & Lyle)

- Food & Beverage Solutions to deliver another year of progress
- Sucralose profit to be ahead of the prior year
- **Growth in adjusted profit before tax in constant currency to be in the high single-digit percent range**

Discontinued operations (NewCo)

- Sweeteners and Starches adjusted operating profit to be below the prior year and Commodities profit to be significantly lower

Total operations (Tate & Lyle Group)

- **Change in adjusted diluted earnings per share to be mid-single digits percent lower due to the performance of discontinued operations and expected cost inflation**

Six months to 30 September 2021

Conclusion

Strong H1 performance in a year of significant change

Strong top-line growth in Food & Beverage Solutions

Strategic transformation progressing well

Delivering on our near-term priorities, purpose and environmental commitments

Mitigating cost inflation headwinds through productivity, cost discipline and pricing

Strong platform for growth as a focused Food & Beverage Solutions business



QUESTIONS



Six months to 30 September 2021

Cautionary Statement

This presentation for the Half Year Results for the six months to 30 September 2021 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.