

MAKING FOOD
EXTRAORDINARY

TATE & LYLE

SINCE 1859

TATE & LYLE PLC
INVESTOR PRESENTATION
2019



OUR PURPOSE

Improving Lives for Generations

Through our purpose, we believe we can successfully grow our business and have a positive impact on society. It inspires us and informs what we do.

Working in partnership with our customers, we use our ingredients, expertise and people to bring our purpose to life every day. We do this by helping people make healthier and tastier choices when they eat and drink, and lead a more balanced lifestyle.

For over 150 years, we have been working to improve people's lives. It's in our DNA.

INTRODUCING TATE & LYLE

Formed in 1921 following merger of Henry Tate & Sons and Abram Lyle & Sons	Member of FTSE 250 Headquartered in London
£2.7bn sales ¹ and £301m profit ^{1,2}	Food, beverage, industrial and pharma customers in > 120 countries
Operating in c.60 locations	18 application and technical service labs globally
> 4,100 employees worldwide	~1.4m acres of corn processed in US each year

Our Strategy

- Growing **Food & Beverage Solutions** by building leading positions in three categories globally – beverage, dairy, and soups, sauces and dressings – and in two or three additional categories in each region where we have expertise. Managing **Sucralose** to generate cash.
- Driving value from **Primary Products** by optimising its portfolio to deliver steady earnings and generate cash.

Values



Safety



Integrity



Respect

Behaviours



Partnership



Agility



Execution

¹ For the year ended 31 March 2018
² Adjusted profit before tax

AN INTEGRATED BUSINESS



Food & Beverage Solutions

Provides solutions for customers globally that meet consumer demand for healthier and tastier food and drink.

Business divisions

Shared customers



Shared assets

...supported by

Innovation and
Commercial
Development

Global Operations

Support Functions

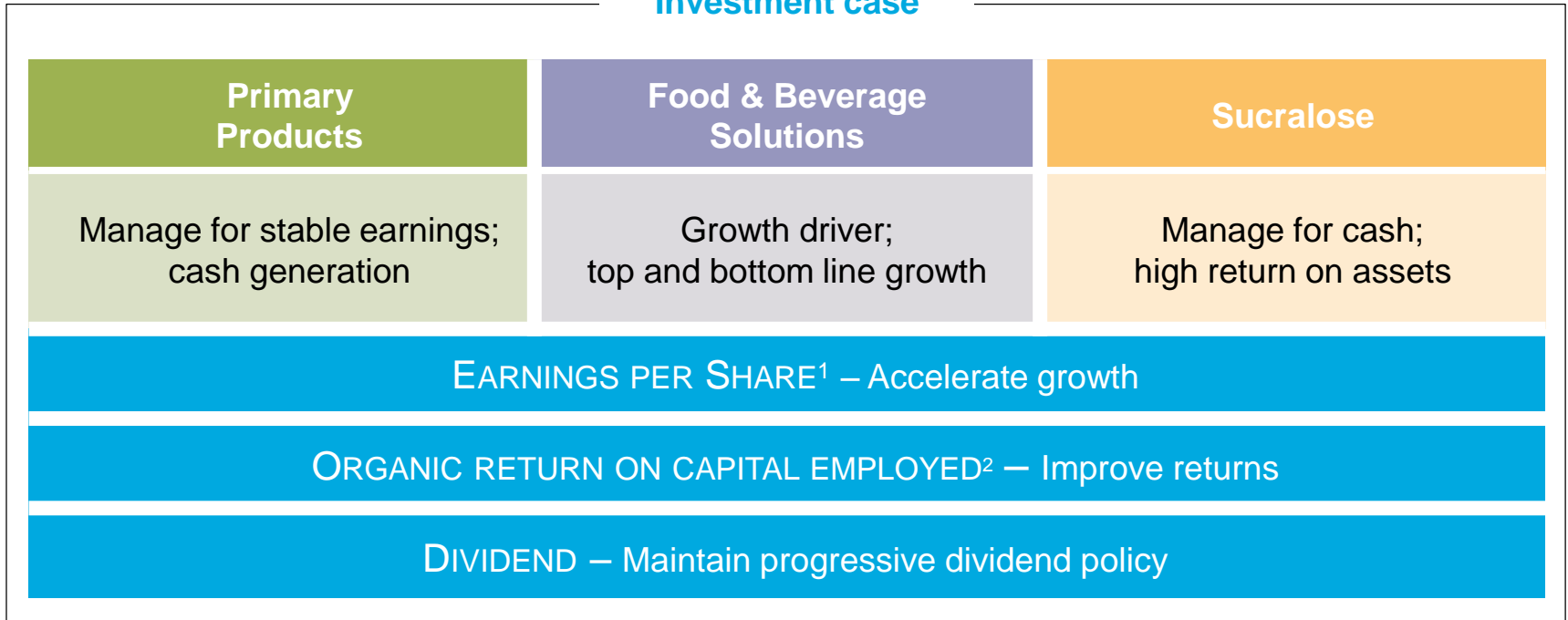
Primary Products



Provides high volume food and industrial products primarily for customers in the North American market.

WELL-BALANCED BUSINESS

Investment case



¹ Adjusted diluted earnings per share from continuing operations in constant currency

² In constant currency

THREE KEY PRIORITIES TO DRIVE BUSINESS PERFORMANCE

SHARPEN

- Ingredient to Category focus
- Global to 'Glocal'
- Integrated commercial organisation

ACCELERATE

- New Product commercialisation
- Partnerships and Open Innovation
- More active focus on acquisitions

SIMPLIFY

- Simplify organisation to drive faster decision-making
- Integrated productivity agenda including \$100m benefits*

... underpinned by

Purpose-driven organisation | New leadership team | Dynamic culture

* In May 2018, we announced a target of US\$100 million of productivity savings over the next four years

STRENGTHENED LEADERSHIP TEAM



Nick Hampton
Chief Executive



Imran Nawaz
Chief Financial Officer



Joan Braca
President,
Food & Beverage Solutions



Jim Stutelberg
President,
Primary Products



Melissa Law
President,
Global Operations



Andrew Taylor
President, Innovation and
Commercial Development



Laura Hagan
Chief Human
Resources Officer



Rowan Adams
Executive Vice President
Corporate Affairs



Lindsay Beardsell
Executive Vice President
General Counsel

Driving pace, energy and ambition across the organisation

FOOD & BEVERAGE SOLUTIONS

Ingredients and solutions which add specific functionality and value to customers' products

- Sales: £850 million¹
- Profit: £137 million^{1,2}

Value proposition

Growing
global
market

Provide
solutions
which
make food
healthier
and tastier

Category
expertise

Innovation
capabilities

Local labs
for local
tastes



¹ For the year ended 31 March 2018

² Adjusted operating profit

FOOD & BEVERAGE SOLUTIONS: GLOBAL TRENDS DRIVING CONSUMER, CUSTOMER AND GOVERNMENT ACTIONS

Trends

Obesity and Diabetes

Sugar Taxes

Population Growth

Regulatory Changes

Desire for Healthier Living

Clean Label



Actions



Reduce sugars by at least 5% over four years to 2020



Reduce calories by 20% by 2025



MINISTRY OF HEALTH
SINGAPORE

Adopt healthier meal options as part of 'War on Diabetes'

1 International Food Information Council, 2018

2 Mintel: Sugar and Sweeteners – US, December 2016

3 Tate & Lyle proprietary research – Global Consumer Ingredient Perception Research, November 2017 (always or sometimes)

4 Innova Market Insights 2015; product launches claiming no additives/preservatives, natural, organic, and/or without genetically modified organisms

FOOD & BEVERAGE SOLUTIONS: FOCUS ON THREE CORE CATEGORIES

Differentiated by the combination of our leading category expertise and ingredient knowledge

Dairy



Beverages



Soups,
sauces
and
dressings



CUSTOMER SOLUTIONS

**Sugar and calorie
reduction**

Adding sweetness
whilst reducing
calories

Texturants

Thickening and
improving shelf-life,
reducing fat

Enrichment

Adding nutrition
(e.g. fibre)

Stabilisation

Adding stability
and texture
(mainly in dairy)

FOOD & BEVERAGE SOLUTIONS: DELIVERING VALUE, TASTE AND NUTRITION

Sweeteners

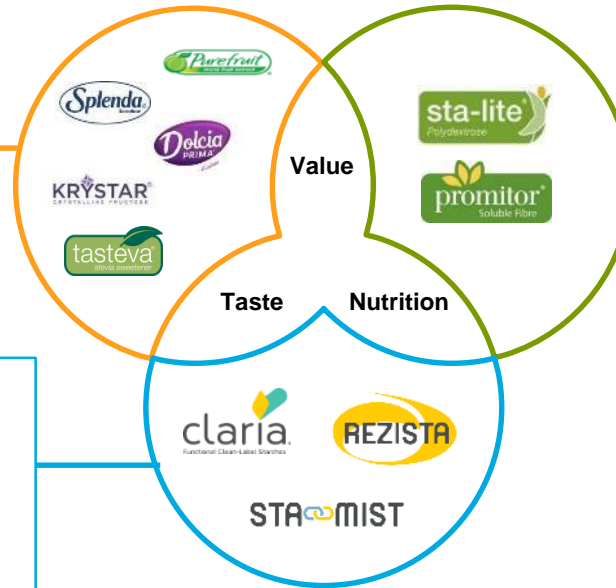
Leading provider of sweetener solutions

- Replaces sugars
- Increases sweetness
- Reduces calories
- Influences product body and mouthfeel

Texturants

#2 in texturising solutions

- Adds body and mouthfeel when sugars, fat or gluten are taken out
- Improves shelf life; provides stability



Health & Wellness

#2 in fibre enrichment solutions

- Replaces sugars to reduce calories while maintaining taste and enjoyment
- Adds nutrition through fibre enrichment

FOOD & BEVERAGE SOLUTIONS: ACCELERATING GROWTH IN NORTH AMERICA

Winning with Global Accounts



Winning in new customers/channels

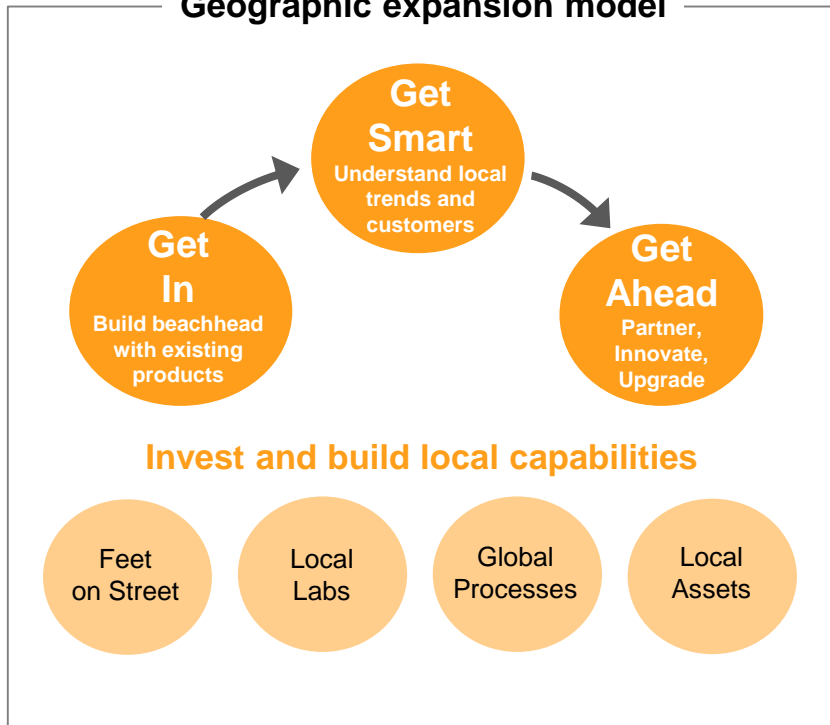


Winning with Innovation

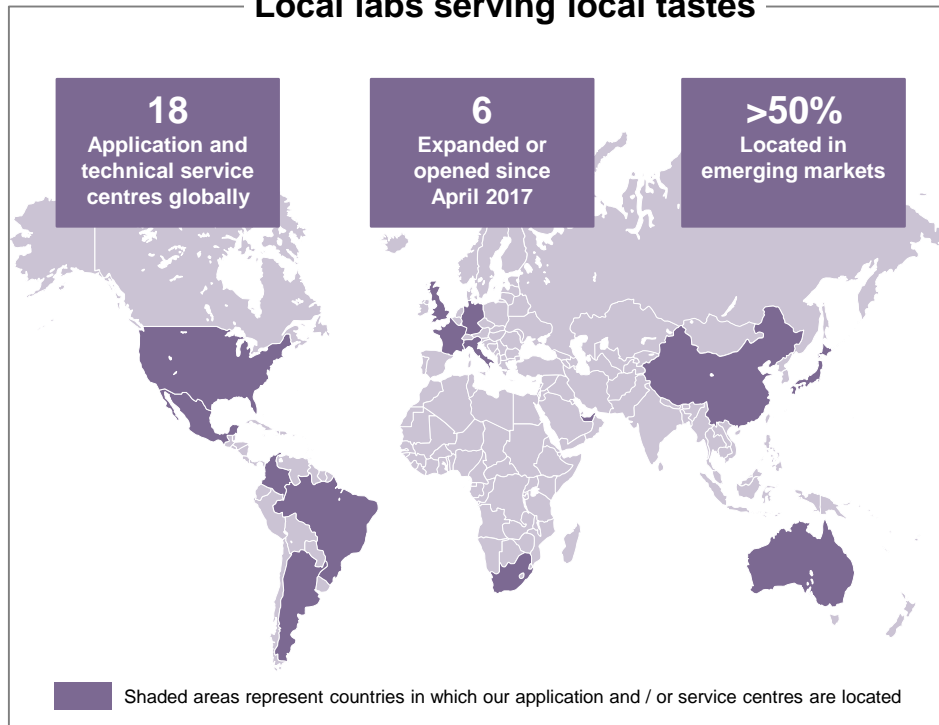


FOOD & BEVERAGE SOLUTIONS: MAINTAINING MOMENTUM IN EMERGING MARKETS

Geographic expansion model



Local labs serving local tastes



SUCRALOSE

A high-intensity sweetener which offers sugar-like sweetness, stability and versatility

- Sales: £146 million¹
- Profit: £55 million^{1,2}

Managed for cash and high return on assets

Market demand for sucralose continues to grow

Excess industry capacity, pricing pressure over time

Focus on customers who fully value benefits of our Sucralose

Finite capacity at single plant in US



¹ For the year ended 31 March 2018

² Adjusted operating profit

PRIMARY PRODUCTS

High volume ingredients which are largely undifferentiated and compete primarily on quality, service and price

- Sales: £1,714 million¹
- Profit: £166 million^{1,2}

Value Proposition

Stable
North
American
market

Strong
positions in
sweeteners
and
industrial
starches

Scale, cost
competitive
assets

Trusted
supplier

¹ For the year ended 31 March 2018

² Adjusted operating profit



PRIMARY PRODUCTS: WHAT WE MAKE

Sweeteners



HFCS 55
HFCS 42
Corn Syrup
Dextrose

Industrial starches



Adhesive starches
Coating starches
Binding starches
Strength starches

Acidulants



Citric Acid
Malic Acid
Fumaric Acid

Commodities



Corn Gluten Feed
Corn Gluten Meal
Corn Oil
Ethanol

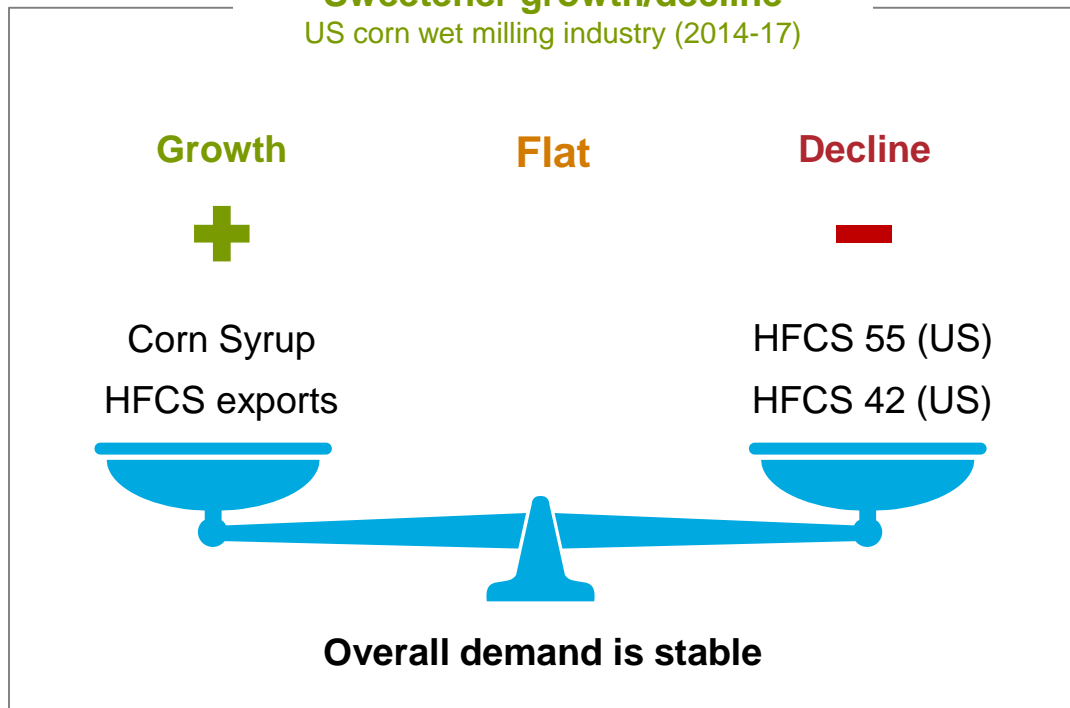
Joint ventures



DuPont Tate & Lyle
Bio-Products
Almex

PRIMARY PRODUCTS: SWEETENER MARKET REMAINS STABLE

Sweetener growth/decline US corn wet milling industry (2014-17)



Market Dynamics

- Supply/demand environment remains balanced
- Decline in US demand for HFCS offset by exports to Mexico and demand for corn syrup in US
- NAFTA negotiations ongoing with agreement in principle announced between US and Mexico

PRIMARY PRODUCTS: MAXIMISING MARGINS THROUGH PORTFOLIO MANAGEMENT

Customer, product and category mix

- Optimise customer and product mix
- Margin expansion opportunities

Operational efficiency

- Capital investment to drive cost efficiencies
- Commitment to continuous improvement

Grind diversification

- Move grind from declining to growing product lines
- Target new and growing end markets



PRIMARY PRODUCTS: COMMODITIES

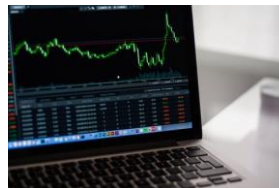
Principal activities

- Corn procurement
- Network of storage facilities
- Sale of co-products

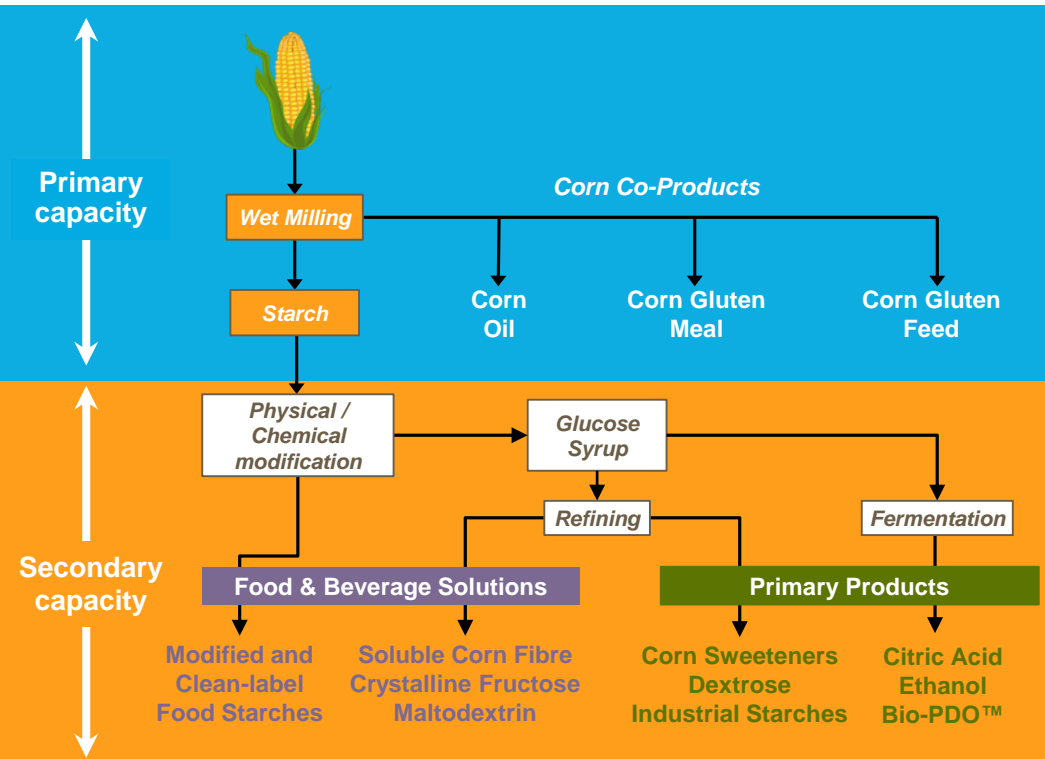
Dampening volatility

- Conservative hedging strategy
- Investments in elevator network to manage cost effectiveness and security of corn supply
- Active management of co-product sales
- Reduced ethanol exposure

Enables efficient operation of corn-based business for both divisions



CORN WET MILLING PROCESS



- Majority of our ingredients produced through corn wet milling
- We have 6 major corn wet mills: 4 in US, 2 in Europe
- Around 60% of a kernel of corn is starch. The remainder is co-products
- Primary Products represent c.80% of Tate & Lyle corn grind

INNOVATION AND COMMERCIAL DEVELOPMENT

Brings together scientific and commercial functions to provide an integrated approach to developing and commercialising new products

Critical growth enabler

Unique strengths drive innovation

Driven by consumer and category insights

Strong track record of commercialising innovation

Accelerating portfolio development



INNOVATION AND COMMERCIAL DEVELOPMENT: A KEY ENABLER OF TATE & LYLE'S FUTURE GROWTH

ICD's unique structure enables rapid
commercialisation of new ingredients and solutions

**Platform
Strategy**



**Research &
Development**



**Nutrition Science
and Regulatory**



**Open
Innovation**



**Partner with
leading customers**

**Rapid commercialisation
with Food & Beverage Solutions**

**Globally
connected**

INNOVATION AND COMMERCIAL DEVELOPMENT: ACCELERATE PORTFOLIO DEVELOPMENT

Balanced Pipeline



More line extensions and next generation projects

+10%

Increase in last 12 months*

Customer Collaboration



Developing solutions jointly with customers

>40%

Over last 12 months*

New Product Acceleration



Accelerating projects to meet customer demand

12 months

Faster launch of
TASTEVA® M Stevia
Sweetener

Open Innovation

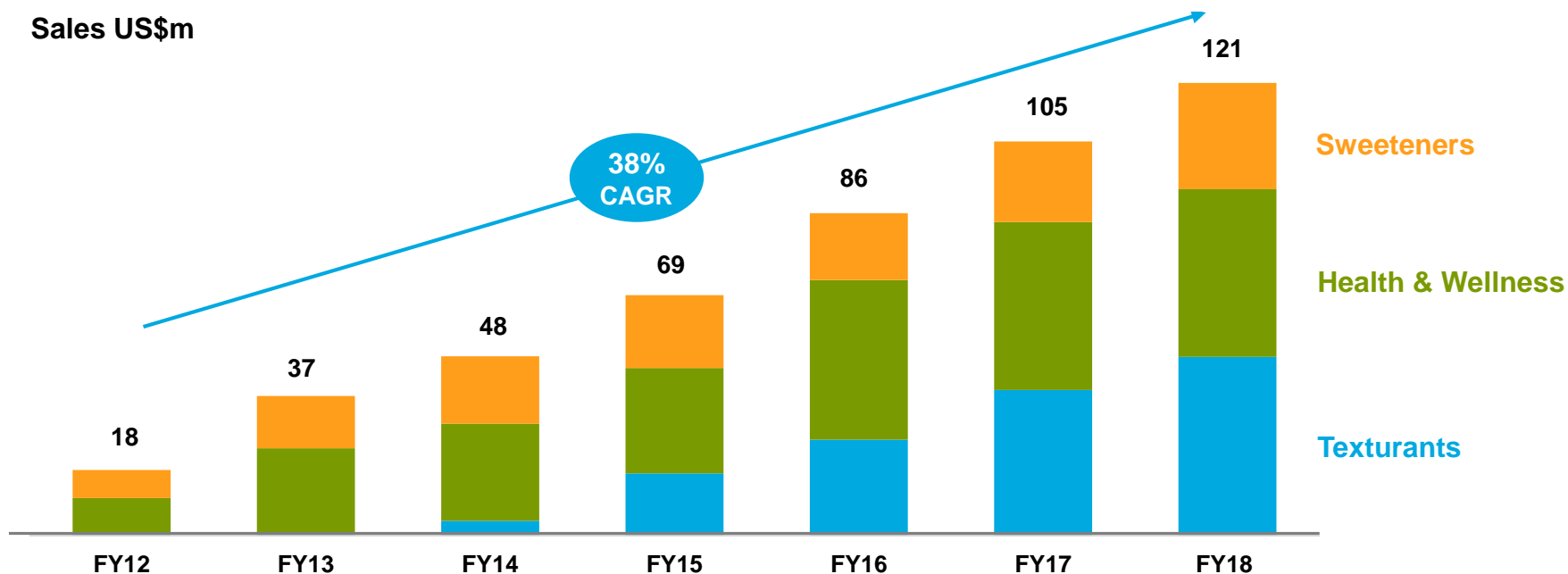


External partnerships to catalyse innovation

4

Partnerships with start-ups in TERRA incubator

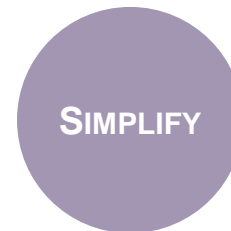
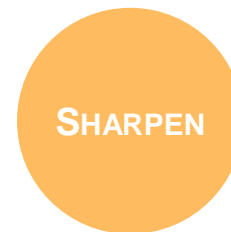
STRONG TRAJECTORY OF INNOVATION PERFORMANCE: NEW PRODUCT SALES



'New Products' are products launched within the last 7 years
FY represents years ended 31 March

SUMMARY

- Integrated business managed to optimise overall return
- Two important divisions with strong value propositions
- Three programmes underway to realise growth potential
- New leadership team, capabilities and culture
- As programmes gather momentum, we expect
 - Growth in earnings per share to accelerate
 - Organic return on capital employed to improve
 - Strong cash generation to support progressive dividend policy





APPENDIX



CLEAR CAPITAL ALLOCATION FRAMEWORK

Capital allocation priorities to maintain investment grade credit rating

Invest in organic growth

Acquisitions, joint ventures, partnerships

Progressive dividend policy

Return surplus capital to shareholders

Balance Sheet

Strong returns on capital employed

Forward leverage¹ range of 1x to 2x

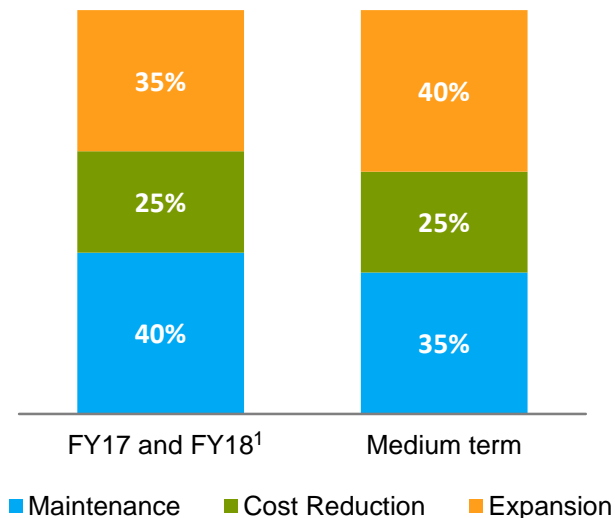
Attractive shareholder returns

¹ Net debt:EBITDA on a financial covenant basis

DISCIPLINED USE OF CAPITAL

Investing to Grow

Expansion capital expenditure increasing



Capital expenditure outlook

	FY18 ¹ Actual	FY19 ¹ Guidance	Medium term
Capital Expenditure	£131m	£130m – £150m	£130m – £170m
Multiple of depreciation and amortisation ² charge	0.9x	0.9x – 1.1x	0.9x – 1.2x

- Strong balance sheet gives investment flexibility
- Invest behind growth as opportunities arise e.g. significant new product scale-up
- Continued disciplined use of capital, expansion projects approvals typically target 20% IRR

¹ Years ended 31 March

² Excludes amortisation of acquired intangible assets

SOURCES OF PRODUCTIVITY BENEFITS

Produce, Procure and Fulfil

Capital investment to reduce costs

Continuous improvement

Supply chain / Procurement

Operational reliability

~60%

Selling, General and Administrative Efficiencies

Zero-based budgeting

Simplify organisation
to make faster decisions

~40%

US\$100m productivity benefits evenly phased over 4 years

ENVIRONMENT, HEALTH AND SAFETY (EHS)

Protecting our people and the environment is foundational to our business



Environment



Health



Safety

Multi-year programme focusing on:

- Prevention of injury and loss of life
- Clarity on the behaviour we expect from those who work for us and with us
- Reducing our environmental impact, throughout the entire life-cycle of our products

EHS in action

Environment

SOURCING SUSTAINABLE CORN

Helping define, measure and promote sustainability in agriculture.

DRIVING ENERGY EFFICIENCY

Loudon, Tennessee plant awarded EPA 'Energy Star' status. Follows installation of new co-generation facility.

Health

PROMOTING HEALTH EDUCATION

Launched 'Healthy Eating, Happy Learning' programme in schools in Asia.

MAKING FOOD AND DRINK HEALTHIER

Helping food and beverage customers reduce sugar, calories and fat and add fibre to their products.

Safety

IMPROVING PROCESS SAFETY

New hazard management process to identify, evaluate and mitigate high risk processes.

NEW 'STOP WORK' AUTHORITY

All employees and contractors given authority to stop activity they believe to be unsafe or poses an environmental risk.

ENVIRONMENTAL AND SAFETY PERFORMANCE

Environment¹

TARGETS: 2020		
Reduce CO ₂ e emissions by 19% (baseline year 2018)	Reduce waste to landfill by 30% (baseline year 2018)	Implement sustainable agricultural sourcing programmes*
PERFORMANCE: 2017		
<p>22%</p>  <p>since 2008 per tonne of production</p>	<p>17%</p>  <p>since 2008 tonnes of waste per 1,000 tonnes</p>	<p>New programme implemented in 2018.</p> <p>*for top 35 agricultural raw materials and ingredients based on risk and spend (£)</p>

Safety¹

TARGETS		
Reduce recordable incident rate	Reduce lost-work case rate	Analyse nature of accidents to address cause
PERFORMANCE: 2017		
<p>49</p> <p>Number of incidents combined² [2016: 53] Number of injuries requiring treatment beyond first aid per 200,000 hours</p>	<p>12</p> <p>Number of lost-work cases combined² [2016: 8] Number of injuries that resulted in lost-work days per 200,000 hours</p>	<p>26% slip, trip or fall</p> <hr/> <p>31% struck by or against an object</p> <hr/> <p>2% burns</p> <hr/> <p>27% ergonomics or manual handling</p> <hr/> <p>14% other</p>

¹ We report environmental and safety performance by calendar year and for all qualifying sites – both Tate & Lyle and joint ventures

² Employees and contractors combined

CAUTIONARY STATEMENT

This presentation has been prepared solely to provide information to assess the Group's strategy and should not be relied upon for any other purpose.

It 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.

With regard to the regulatory or labelling status of any ingredient referred to, this presentation contains our good-faith assessment of the matters discussed, based on information available as at the publication date; legal, regulatory and labelling policies and requirements are subject to change and vary in different jurisdictions; recipients of this information should take their own advice in each relevant jurisdiction with regard to the legal and regulatory aspects of our food ingredients.

A broader outline of the risk factors relevant to Tate & Lyle's business and a glossary of some of the terms used in this presentation can be found within our 2018 Annual Report which is available on our website.