

A woman with long brown hair, wearing a teal cardigan over a white blouse, is smiling and holding a sandwich. She is sitting at a red table in a restaurant. In the foreground, a man in a blue shirt is partially visible, holding a white cup. On the table are plates of food, including a sandwich and a salad, and a glass of beer. The background is a blurred restaurant interior with other patrons and warm lighting.

MAKING FOOD
EXTRAORDINARY

TATE & LYLE

SINCE 1859

TATE & LYLE PLC

INVESTOR PRESENTATION
NOVEMBER 2019

INTRODUCING TATE & LYLE

Formed in 1921 following merger of Henry Tate & Sons and Abram Lyle & Sons	Member of FTSE 250 Headquartered in London
£2.76bn sales ¹ and £309m profit ^{1,2}	Food, beverage, industrial and pharma customers in > 120 countries
Plants, labs and offices in > 30 countries	17 application and technical service labs globally
c.4,100 employees worldwide	~1.5m acres of corn processed in US each year

1 For the year ended 31 March 2019
2 Adjusted profit before tax

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

OUR PURPOSE

IMPROVING LIVES FOR GENERATIONS

We believe we can successfully **grow our business** and have a **positive impact on society**



Supporting healthy living



Building thriving communities



Caring for our planet

OUR PURPOSE

IMPROVING LIVES FOR GENERATIONS

Sustainable agriculture

New, multi-year partnership with Land O'Lakes SUSTAIN™ supporting sustainability on 1.5m acres of US-grown corn



Reducing carbon emissions

New natural gas-fired combined heat and power system to be constructed at Lafayette South, Indiana by end of 2021



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.

INVESTMENT CASE

A clear strategy for our business...

FOOD & BEVERAGE SOLUTIONS TOP AND BOTTOM LINE GROWTH

By building leading positions in:

- Three global categories – beverage, dairy, and soups, sauces and dressings
- Two or three additional categories in each region where we have local expertise

SUCRALOSE MANAGE FOR CASH; RETURN ON ASSETS

PRIMARY PRODUCTS STABLE EARNINGS AND CASH GENERATION

By managing its portfolio to:

- Optimise product and category mix
- Drive operational efficiency
- Diversify into new and growing end-markets

...driven by three priorities to accelerate performance...

SHARPEN – Focus on Customer

- Product to category
- Integrated commercial organisation

ACCELERATE – Portfolio Development

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

SIMPLIFY – and Drive Productivity

- Drive faster decision-making
- Integrated productivity agenda delivering \$100m benefits

...to deliver returns for shareholders

EARNINGS PER SHARE¹ – Accelerate growth

ORGANIC RETURN ON CAPITAL EMPLOYED² – Improve returns

DIVIDEND – Maintain progressive dividend policy

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

2 In constant currency

Three Key Priorities

Supporting performance

SHARPEN



- Increasing customer interaction
- Collaborating in new ways
- Expanding labs in emerging markets

Top-line growth

ACCELERATE



- Better balance in innovation portfolio
- New Product sales growing
- New partnerships with start-ups

Faster innovation

SIMPLIFY



- Continuous improvement projects
- Capital investments to reduce costs
- Increasing automation

Productivity gains

STRONG LEADERSHIP TEAM



Nick Hampton
Chief Executive



Imran Nawaz
Chief Financial Officer



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



Harry Boot
President, Asia Pacific,
Food and Beverage Solutions

Driving pace, energy and ambition across the organisation

Summary

Encouraging progress

- Solid financial delivery
- Purpose-driven organisation
- ‘Sharpen, Accelerate, Simplify’ supporting performance
- Increasing culture of pace and agility
- Investing in long-term growth



SHARPEN

ACCELERATE

SIMPLIFY

FOOD & BEVERAGE SOLUTIONS

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

Year ended 31 March 2019:

- Volume +3%
 - North America +3%; ASPAC and LATAM +15%; EMEA (2)%
- Sales £889 million, +5% (constant currency)
- Adjusted operating profit £143 million

Value proposition

Growing
global
market

Provide
solutions
which
make food
healthier
and tastier

Category
expertise

Innovation
capabilities

Local labs
for local
tastes



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

Trends

Obesity and Diabetes

Sugar Reduction

Plant Power

Regulatory Changes

Desire for Healthier Living

Clean Label



70 million children projected to be overweight or obese globally by 2025¹

110 million diabetics in China, estimated to increase to 154 million by 2040²



Global population expected to grow by a third by 2050³

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 World Health Organisation
² International Diabetes Federation
³ United Nations

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)

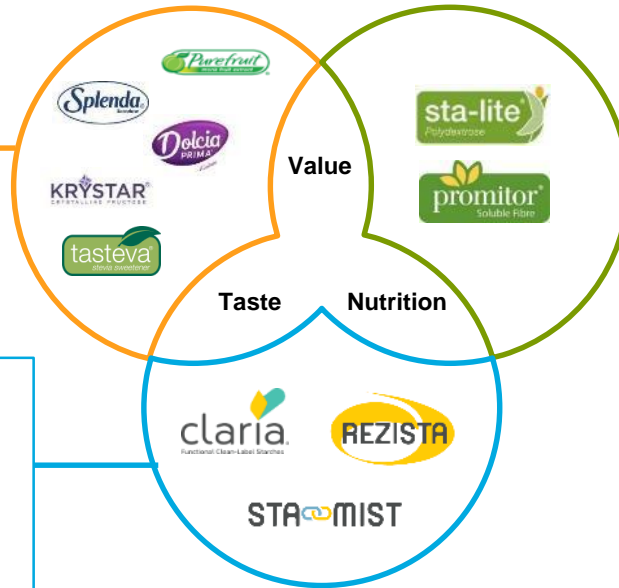
FOOD & BEVERAGE SOLUTIONS: DELIVERING VALUE, TASTE AND NUTRITION

Sweeteners

- Replace sugars
- Reduce calories
- Match sweetness
- Optimise product bulk and mouthfeel

Texturants

- Add body and mouthfeel when sugars, fat or gluten are taken out
- Improves shelf life
- Provide stability
- Improve sensory appeal



Health & Wellness

- Replace sugar to reduce calories while maintaining taste
- Add nutrition through fibre enrichment

FOOD & BEVERAGE SOLUTIONS: ACCELERATING GROWTH IN NORTH AMERICA

Winning with Global Accounts



Winning in new customers/channels

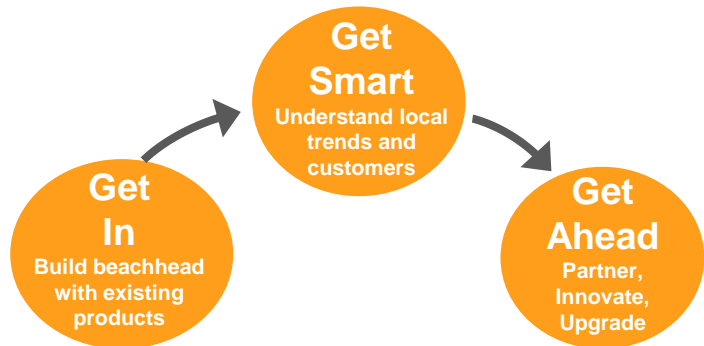


Winning with Innovation

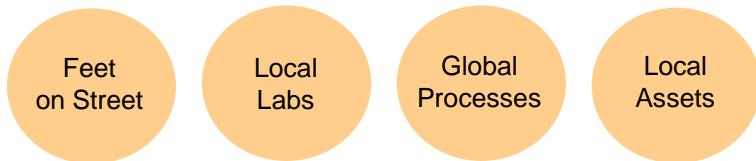


FOOD & BEVERAGE SOLUTIONS: MAINTAINING MOMENTUM IN EMERGING MARKETS

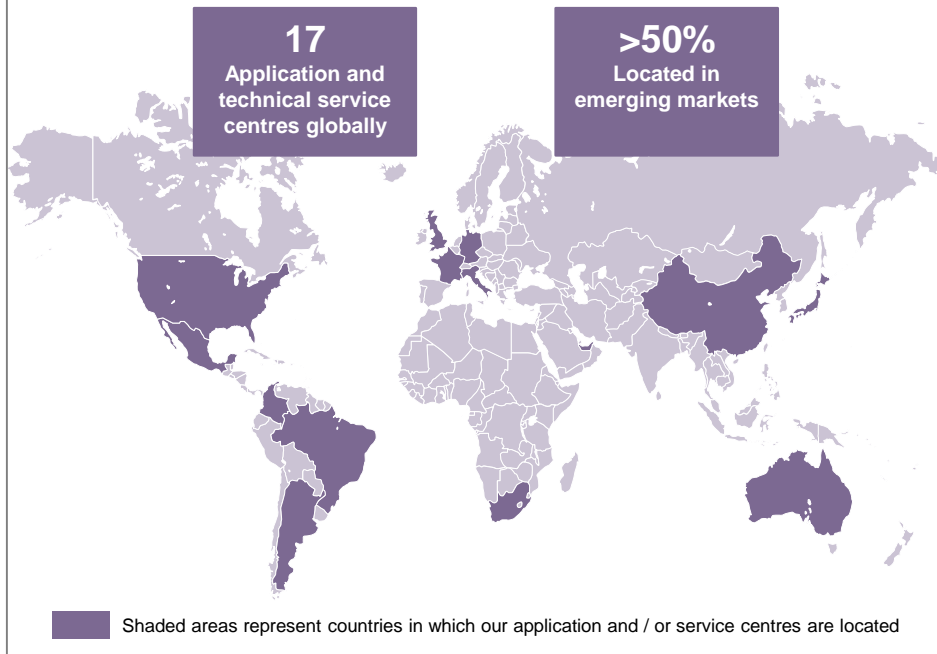
Geographic expansion model



Invest and build local capabilities



Local labs serving local tastes



SUCRALOSE

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

Year ended 31 March 2019:

- Volume +16%
 - Benefits of programme to optimise production and sale of excess inventory
- Sales £164 million
- Adjusted operating profit £61 million
 - Softer pricing due to surplus industry capacity
 - £3 million gain from supply contract
 - Cost inflation in North America

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



PRIMARY PRODUCTS

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

Year ended 31 March 2019:

- Volume in line
- Sales £1,702 million
- Adjusted operating profit £148 million
 - Sweeteners and starches £126 million
 - Commodities £22 million

Value Proposition

North American market stable in 5 years to CY2017, weaker in CY2018

Strong positions in sweeteners and industrial starches

Scale, cost competitive assets

Trusted supplier



PRIMARY PRODUCTS: WHAT WE MAKE

Sweeteners



HFCS 55
HFCS 42
Corn Syrup
Dextrose

Industrial starches



Adhesive starches
Coating starches
Binding starches
Strength starches

Acidulants



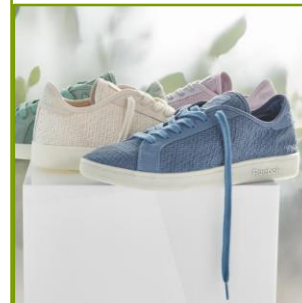
Citric Acid
Malic Acid
Fumaric Acid

Commodities



Corn Gluten Feed
Corn Gluten Meal
Corn Oil
Ethanol

Joint ventures



DuPont Tate & Lyle
Bio-Products
Almex

PRIMARY PRODUCTS: MARKET OVERVIEW AND ACTIONS

Market conditions remain challenging

Bulk sweeteners



- Volume in US regular carbonated soft drinks declined by 1.6%¹
- Exports to Mexico slightly lower
- Corn price volatility

Industrial starch



- Closure of paper capacity by customer
- Higher paper imports into US
- Weaker paper and packaging demand

Clear focus and actions

- Mix management
 - Optimise customer and product mix
 - Margin expansion opportunities
- Operational efficiency
 - Invest capital to drive cost efficiencies
 - Continuous improvement projects
- Corn grind diversification
 - From declining to growing product lines
 - Target new end-markets

PRIMARY PRODUCTS: COMMODITIES

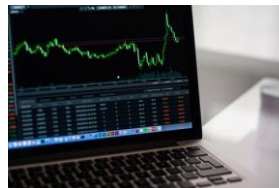
Principal activities

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

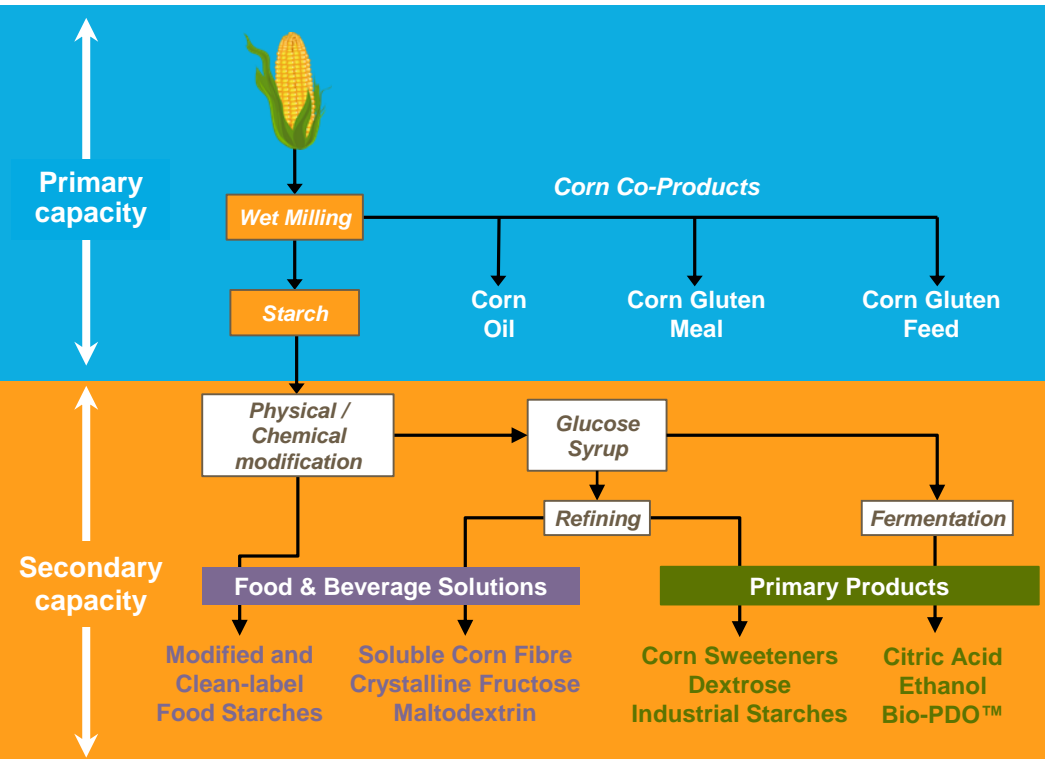
Dampening volatility

- 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**

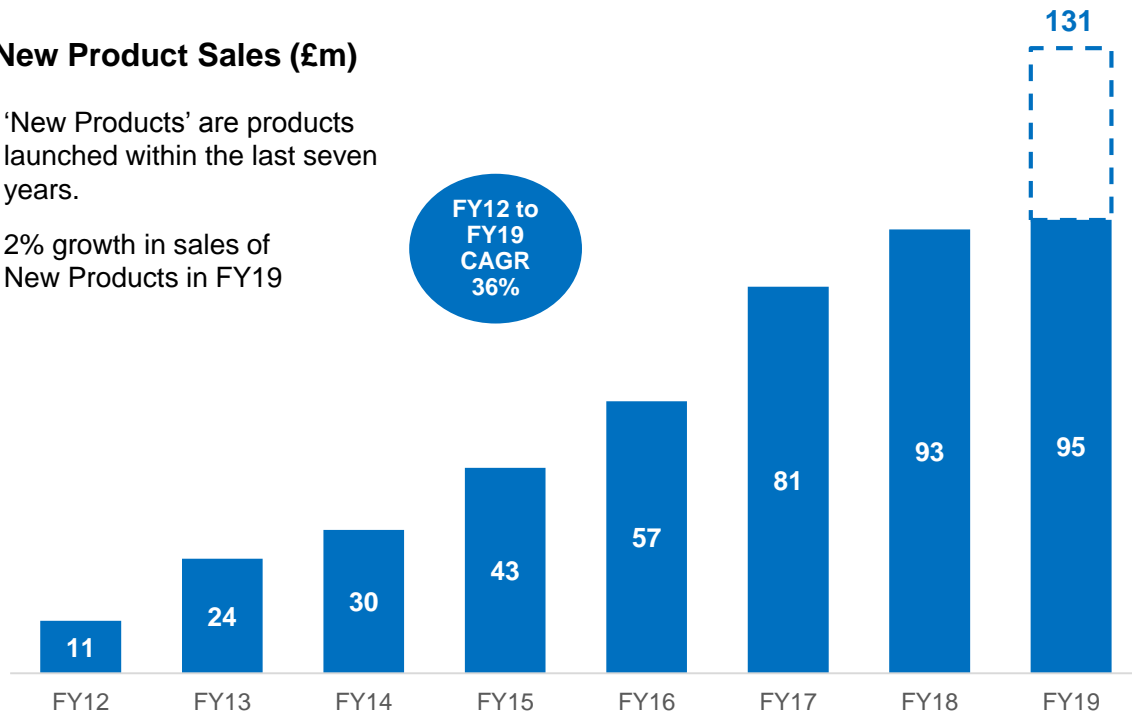
**Rapid commercialisation
with Food & Beverage Solutions**

**Globally
connected**

STRONG TRAJECTORY OF INNOVATION PERFORMANCE: NEW PRODUCT SALES

New Product Sales (£m)

- 'New Products' are products launched within the last seven years.
- 2% growth in sales of New Products in FY19



- Three ingredients were removed from New Products during the year since they were launched more than seven years ago
- +42% like-for-like sales growth in FY19 assumes those ingredients remain included in New Products

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



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

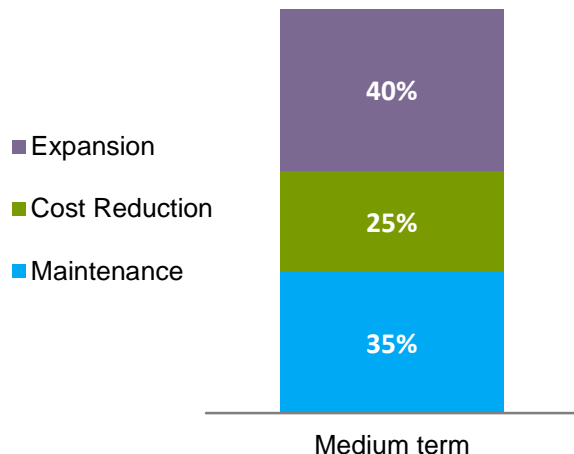
Strong returns on capital employed

Forward leverage range of 1.5x to 2.5x

Attractive shareholder returns

Investing to Grow

Capital expenditure mix



Capital expenditure

	FY20 ¹	Medium term
Outlook	£140m – £160m	£130m – £170m

- 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

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

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 2019 Annual Report which is available on our website.