

## Our business

### New Tate & Lyle

**Global leader** in sweetening, mouthfeel and fortification for healthier food and drink.

**Revenue<sup>1</sup>**  
£1.2bn (~75% from ingredients produced at own facilities)

**Employees**  
2,700

**Customers**  
>140 countries

**R&D and Innovation**  
1 Global Innovation Centre (US)  
17 Application Centres Globally (70% in Asia Middle East Africa and LATAM)

**Newco (JV)** (primarily in the Americas)  
**Leader** in plant-based products for food and industrial market

**Revenue<sup>1</sup>**  
£1.7bn

**Employees**  
1,700

**Customers**  
>500

## Investment case

### Our Purpose – Improving Lives for Generations

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



### Clear Proposition for New Tate & Lyle

#### FOOD & BEVERAGE SOLUTIONS

##### HIGH-QUALITY BUSINESS, 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, future benefit of step-up in R&D
- Global reach, platform for accelerated growth in higher growth markets
- Focused, high-quality business well-positioned to accelerate growth

#### SUCRALOSE MANAGING FOR CASH

- Driving high return on assets

#### NEWCO (JV) STRONG NEW PARTNERSHIP WITH KPS

- Opportunity for future value creation in new and growing markets
- Benefiting from specialist expertise in operational management
- Continued focus on cash generation, ability to pay cash dividends

### 5-Year Ambition (following completion of transaction)

#### 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 p.a. on average

#### Further acceleration through + M&A

**New Products**  
**as % of FBS revenue**  
**c.20%** by fiscal 2026

### Strategic Growth Framework

**MARKET FOCUS**

**ACCELERATE INNOVATION**

**PORTFOLIO EXPANSION**

**INTEGRATED SOLUTIONS**

### Deliver Returns for Shareholders

**EARNINGS PER SHARE**  
Accelerate Growth

**RETURN ON CAPITAL EMPLOYED**  
Improve returns

**DIVIDEND**  
Maintain Progressive Dividend Policy

# 2 Food & Beverage Solutions

## What are Food & Beverage Solutions?

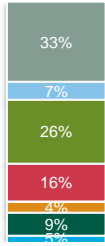
Ingredients and solutions which add specific functionality, nutrition and health benefits to our customers' products

### Global speciality food ingredients market c.US\$49bn<sup>1</sup> market growing at 4% p.a.

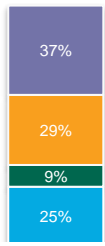
#### Segmental Split

#### Regional Split

- Others
- Cultures
- Flavours & fragrances
- Proteins
- Plant protein ex soya
- Soluble fibre
- Starches, gums
- Speciality sweeteners



Tate & Lyle addressable segments = 18%



- APAC
- EMEA
- LATAM
- North America

<sup>1</sup> Sources: Euromonitor; HIS; Grandview; GMI; Bain analysis; Company analysis

### Fully aligned to growing global consumer trends for healthier food and drink

#### Growing population



- Convenience
- Healthy snacks
- Shelf-stability

#### Healthier living



- Lower sugar / calorie
- Gut health
- Clean-label

#### Sustainability



- Plant-based
- Natural / Non-GMO

### Leader in:

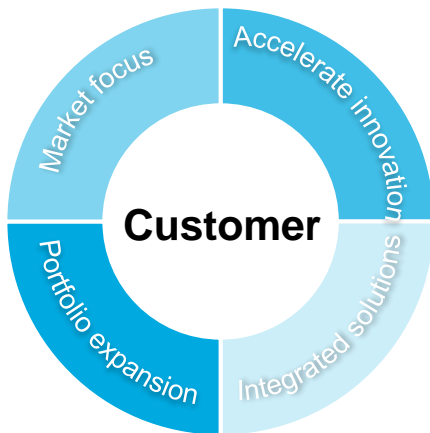
Sweetening

Mouthfeel

Fortification

### Key drivers of growth

Key growth enablers:  
Sharpen  
Accelerate  
Simplify



### Accelerating innovation

#### Step up in R&D

Proven record of innovation

Ambition for 5 years following completion

Food & Beverage Solutions (FBS)

Year ended 31 March 2016 → Year ended 31 March 2021

£57m Revenue from New Products → £133m

8% New Products as % of FBS revenue → 14%

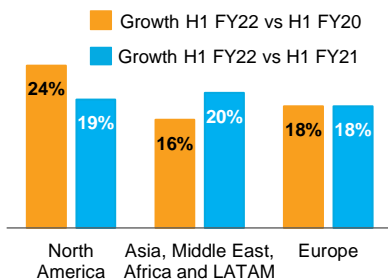
R&D spend as % of revenue  
>4% p.a.

New Products as % of FBS revenue  
c.20% by fiscal 2026

### Market Focus

#### Revenue Growth by Region

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



### Portfolio Expansion

#### Stevia

- Acquired leading stevia business Dec 2020

TASTEVA<sup>®</sup>M  
Stevia Sweetener

OMEGA<sup>™</sup>  
Stevia Sweetener

#### Distribution

- Agreement with US-based Nutriati for artesa<sup>®</sup> chickpea protein and flour

#### Tapioca

- Acquired speciality starch business in Thailand Feb 2021

#### Open Innovation

- Partnerships in early stage companies
- Unlocking opportunities

### Integrated Solutions

#### Category insight

#### Technical expertise

#### Customer solutions



Soups, sauces and dressings



Beverage



Dairy

...with focus on sub-categories



Bakery and Snacks

Sensory	Applications	Nutrition
Formulation	Blending	Prototyping
Processing	Regulatory	Taste Modulation



Sweetening



Mouthfeel



Fortification

# 3 Key Financials – Six months to 30 September 2021

Adjusted performance metrics in constant currency

## Overview

- Group delivered strong H1 performance
- Double-digit revenue growth in Food & Beverage Solutions
- New Products revenue growth acceleration
- Effective management of cost inflation through productivity, cost discipline and pricing
- Delivered environmental commitment to eliminate use of coal in all operations four years ahead of target
- 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



## Highlights

Continuing operations	REVENUE	ADJUSTED PROFIT BEFORE TAX	ADJUSTED DILUTED EPS
	<b>+19%</b> £656m	<b>+20%</b> £85m	<b>+25%</b> 14.4p
Total operations	ADJUSTED DILUTED EPS	NET DEBT	INTERIM DIVIDEND (PENCE)
	<b>+3%</b> 29.8p	<b>£8m lower</b> £409m	<b>+2.3%</b> 9.0p

### Continuing operations

#### Food & Beverage Solutions

- Volume +9%
- Revenue +19% to £578m
- Adj. profit +2% to £83m

#### Sucralose

- Volume +23%
- Revenue +17% to £78m
- Adj. profit +34% to £31m

### Discontinued

#### Primary Products

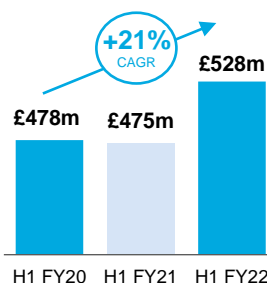
- Profit (10)% to £74m

### Strong Performance in Food & Beverage Solutions:

Top-line Growth	New Products Growth	Pipeline Growth
<b>Total revenue +19%</b>	<b>New Products revenue +48%</b>	<b>New business pipeline value +4%</b>
Revenue growth from acquisitions <b>+3ppts</b>	% of Food & Beverage Solutions revenue <b>14%</b>	Innovation pipeline value <b>+2%</b>

### Food & Beverage Solutions delivered growth through the pandemic

#### Revenue Growth



#### Pipeline Growth

H1 FY20 to H1 FY22

#### New Business Pipeline

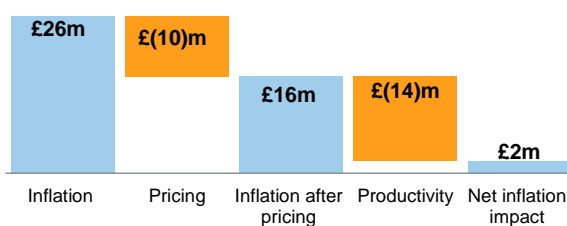
Increase in value **+13%**

#### Innovation Pipeline

Increase in value **+23%**

### Actions to mitigate inflation

#### H1 net inflation impact – total operations



- Cost inflation (exc. corn) of £26m in H1 - Energy, labour and consumables; transportation and supply chain
- Cost inflation to increase in H2, to be partially mitigated by same actions as H1, pricing particularly in Q4

### Outlook:

#### Year ending 31 March 2022

Assuming sale to KPS completes on 31 March, we expect:

#### Continuing operations (new Tate & Lyle)

- Food & Beverage Solutions – another year of progress
- Sucralose profit – ahead of prior year
- **Growth in adj. PBT in constant currency – in high single-digit percent range**

#### Discontinued operations (NewCo)

- Sweeteners and Starches adj. op. profit - below prior year; Commodities – significantly lower

#### Total operations (Tate & Lyle Group)

- **Change in adj. diluted EPS in constant currency – mid-single digits percent lower due to performance of discontinued operations and expected cost inflation**

# 4 Divisional Performance – Six months to 30 September 2021

New Tate & Lyle  
(Continuing Operations)

## Food & Beverage Solutions

Strong top-line growth

Continuing operations	2021 £m	cc % change
<b>Revenue</b>		
North America	260	+19%
Asia, Middle East, Africa and LATAM	151	+20%
Europe	167	+18%
<b>Total</b>	<b>578</b>	<b>+19%</b>
<b>Adjusted operating profit</b>	<b>83</b>	<b>+2%</b>

- **Volume +9%**
  - ❖ North America +4%
  - ❖ Asia, Middle East, Africa and LATAM +19%
  - ❖ Europe +9%
- **Revenue +19%**
  - ❖ benefiting from volume growth and good mix
- **Adj. profit +9%**
  - ❖ +2% after impact of reporting changes
- **New Products revenue +48% to £80m**
  - ❖ Represent 14% of revenue

## Sucralose

Higher demand in beverages

- **Volume +23%**
  - ❖ Recovery in out-of-home consumption, esp. in beverages
  - ❖ Phasing of customer orders into H1, expected to mostly unwind in H2
- **Revenue +17%**
  - ❖ Impacted by customer mix
- **Adj. profit (9)%**
  - ❖ Operational leverage and one-off higher production costs in comparative period

Continuing operations	2021 £m	cc % change
<b>Revenue</b>	<b>78</b>	<b>+17%</b>
<b>Adjusted operating profit</b>	<b>31</b>	<b>+34%</b>

*Sucralose: A high-intensity sweetener offering sugar-like sweetness, stability and versatility*

Newco  
(Discontinued Operations)

## Primary Products (North America)

Discontinued operations	2021 £m	cc % change
<b>Revenue</b>		
Total Primary Products	891	+22%
<b>Adjusted operating profit</b>		
Sweeteners and Starches	60	(13)%
Commodities	14	+4%
<b>Total Primary Products</b>	<b>74</b>	<b>(10)%</b>

- **Total volume +3%**
  - ❖ Sweetener volume (1%)
  - ❖ Industrial starch volume +22%
- **Sweeteners and Starches adj. profit (13)%**
  - ❖ Cost inflation
  - ❖ Productivity-related operational disruption costs of £(6)m
  - ❖ Strong performance in industrial starch
  - ❖ Foreign exchange transactional benefit in comparative period
- **Commodities adj profit +4% at £14m**
- **JVs adj. profit +12%**

# 5 Sustainability targets to 2025 and 2030

Our Purpose Targets and UN SDG Commitments

 **Supporting healthy living**  
2025 targets

**Improving nutrition** Remove 9m tonnes sugar

**Balanced lifestyles** Help 250,000 people

**Promote personal well-being** Support 90% of employees

 **Building thriving communities**  
2025 targets

**Equity, diversity, inclusion** 50% leadership roles held by women

**Preventing hunger** Donate 3m meals globally

**Supporting education** Support 100,000 students

 **Caring for our planet**  
2030 targets

**Air** 30% GHG reduction

**Waste** 100% beneficially used

**Water** 15% use reduction

**Agriculture** Sustainable farming for all corn used