

We are a **global leader in food and drink reformulation**.
We create high-value ingredients and solutions that meet growing global consumer demand for healthier, tastier and more sustainable food and drink.

Our Purpose: Transforming lives through the science of food

Science

From the lab to the kitchen. We are world class food scientists, food experts and food lovers

Solutions

Solving challenges for our customers to make tasty food healthier and healthy food tastier

Society

Caring for the planet, supporting healthy living and building thriving communities

Key strengths

Leading market positions

&

Large and attractive addressable markets (US\$19bn)

&

Portfolio aligned to structural consumer trends

&

Leading scientific solutions and capabilities

&

Strong customer relationships

We have leading positions in each of our three platforms

Sweetening

Mouthfeel

Fortification


Solutions required to meet what customers want

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


- Enhance texture and mouthfeel experience
- Sensory experience
- Clean label solutions
- Cost optimisation

- Improved nutrition (fibres/protein)
- Add health benefits
- Sugar and calorie reduction


What consumers are looking for in their food




HEALTHY




TASTY




CONVENIENT



SUSTAINABLE



AFFORDABLE



RESPONSIBLE

Our growth framework

Accelerate Innovation

Integrated Solutions

Customer

Portfolio Expansion

Market Focus

Key growth enablers:
Science and technical know-how
Solutions capability
Global supply chain
Talent and culture

Key financials – Year ended 31 March 2025

£2.1bn
Revenue¹

£446m
Adj. EBITDA¹

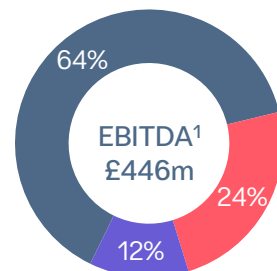
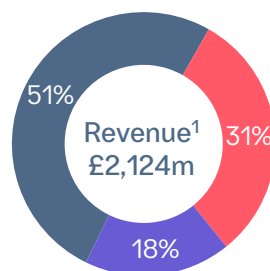
21.0%
Adj. EBITDA
margin¹

£190m
Free cash flow

12.8%
Return on
capital
employed

2.2x
Net debt to
EBITDA
leverage¹

Revenue and profit by region



■ Americas ■ Europe, Middle East and Africa ■ Asia Pacific

¹ Proforma including CP Kelco from 1 April 2024

Solutions selling

Insights

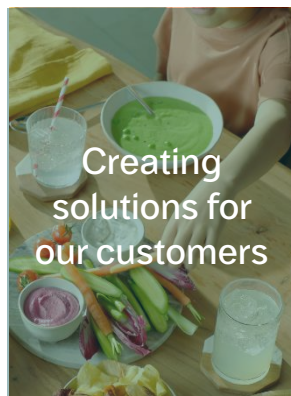
- Category
- Consumer

Applications

- Prototyping
- Sensory
- Formulation

Expertise

- Nutrition
- Regulatory



120

Countries in which we serve customers

9

Research Centres

21

Customer Innovation and Collaboration Centres

Transformed shape of business over last 7 Years

Speciality acquisitions

Transformational
CP Kelco
+ Bolt-ons

IN

TATE & LYLE

Transformation into
fully-focused speciality
business complete

OUT

Commodity disposal



Transformed performance and quality of business over last five years

Revenue
+7%
CAGR²

EBITDA
+10%
CAGR²

EBITDA margin
350bps
increase²

Free cash flow
£700m
generated²

Transformed
Commercial
model

Increase in
applications
and technical
services team
>trebled

Transformed
Innovation
focus

Investment in
innovation and
solution selling
US\$370m

Transformed
Geographical
mix

Revenue from
Asia Pacific
more than
doubled to
US\$500m¹

Transformed
Societal
impact

Calories removed
from diets
by sugar
reduction
40 trillion

² Continuing operations only; exc. CP Kelco in FY2025

Attractive medium-term financial algorithm

Revenue Growth
towards higher end of our
4%-6% range each year



EBITDA margin
improvement



Strong cash generation