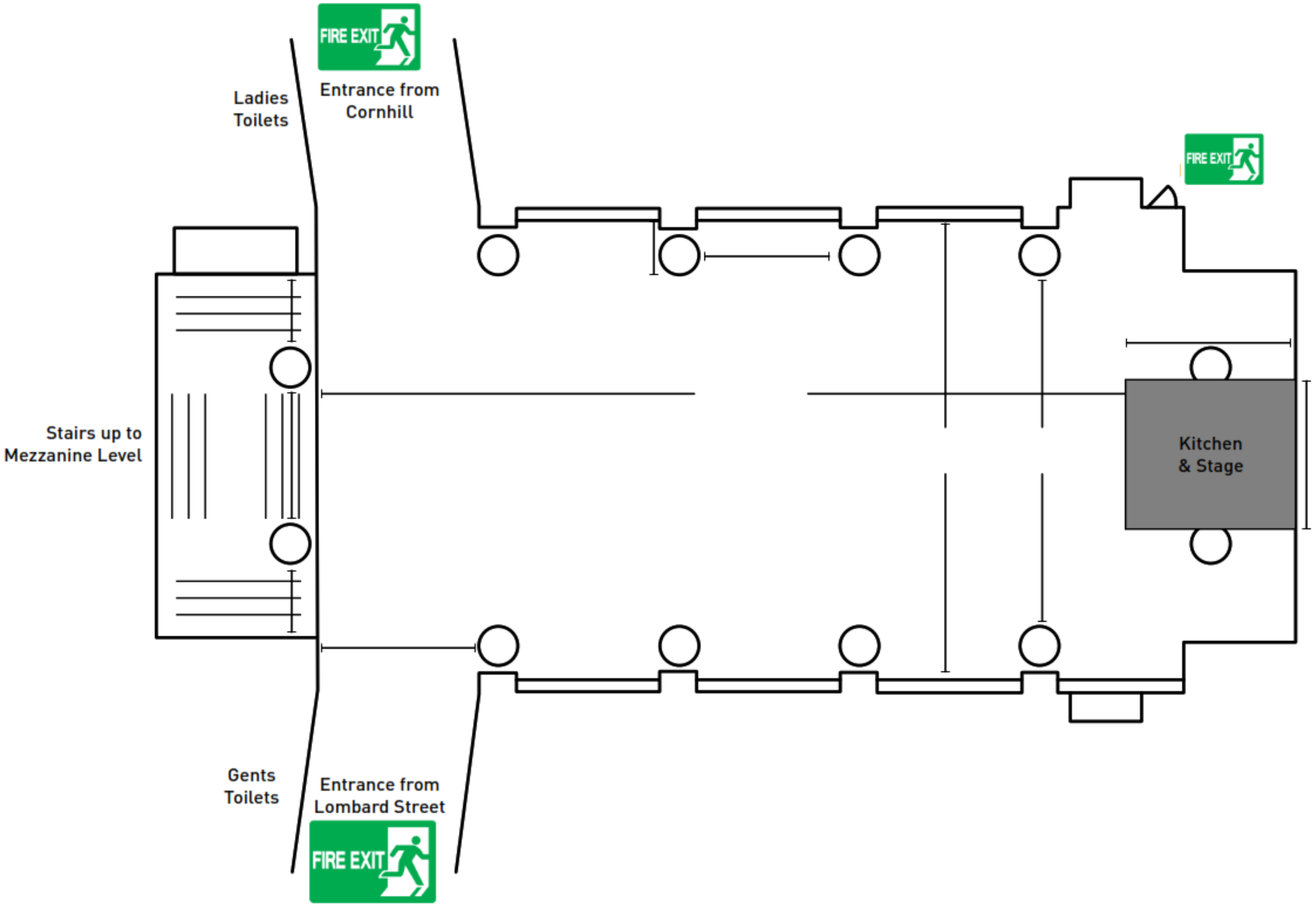
Capital Markets Day

1 July 2025

Main Room/Ground Floor



Not to scale
Sizes rounded up

TATE & LYLE

New Tate & Lyle

Nick Hampton
Chief Executive

The world is facing major health- and food-related challenges

Obesity

Population growth

Climate change


Health & Nutrition

TATE & LYLE
Science\Solutions\Society

Global leader in food and drink reformulation

Experts in taking out sugar, calories and fat, and adding fibre and protein

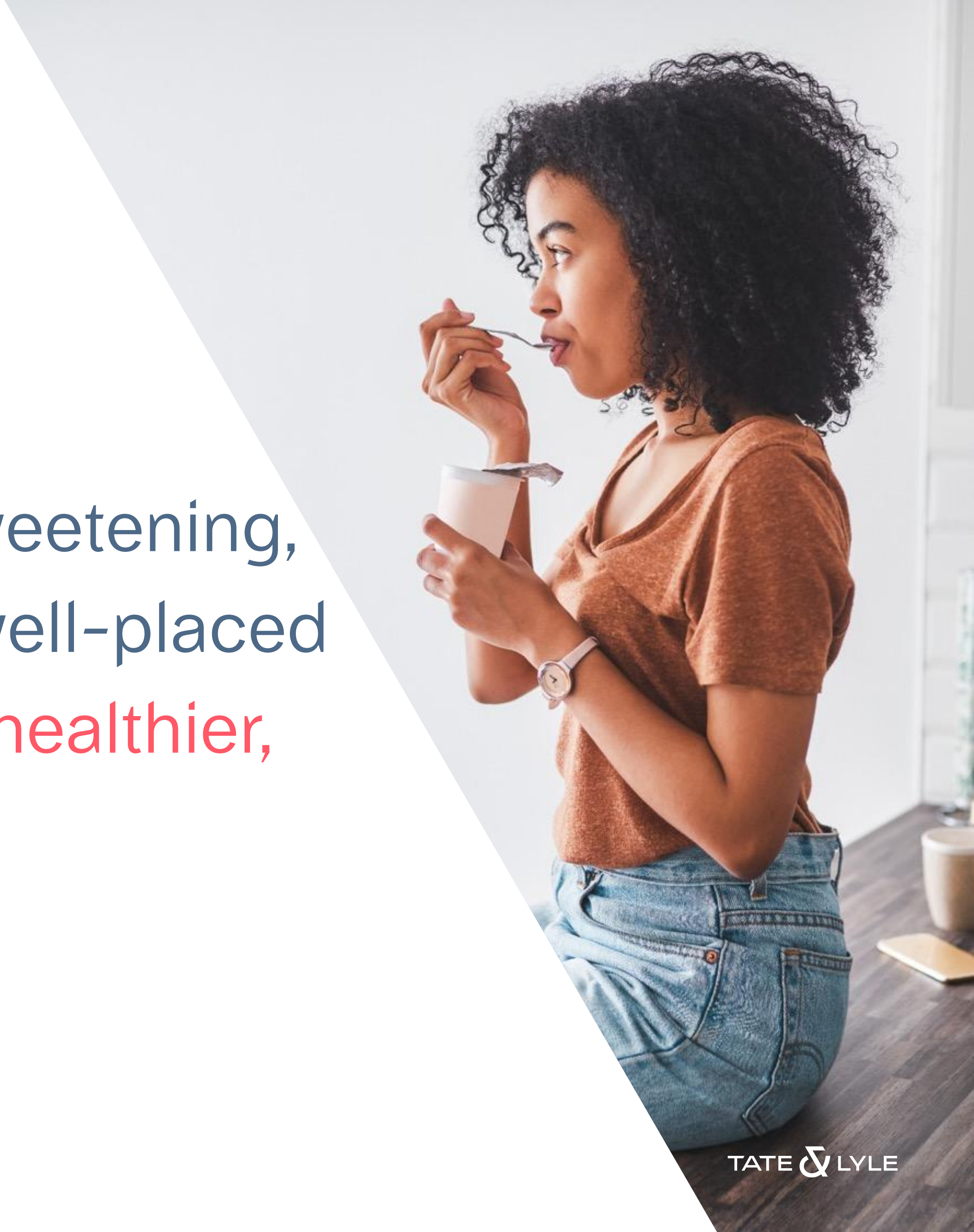
TATE & LYLE

Science\Solutions\Society

Brand video

Following the combination with CP Kelco, the structural transformation of Tate & Lyle into a speciality solutions business is complete

With our leading positions across sweetening, mouthfeel and fortification, we are well-placed to meet growing global demand for healthier, more nutritious food and drink



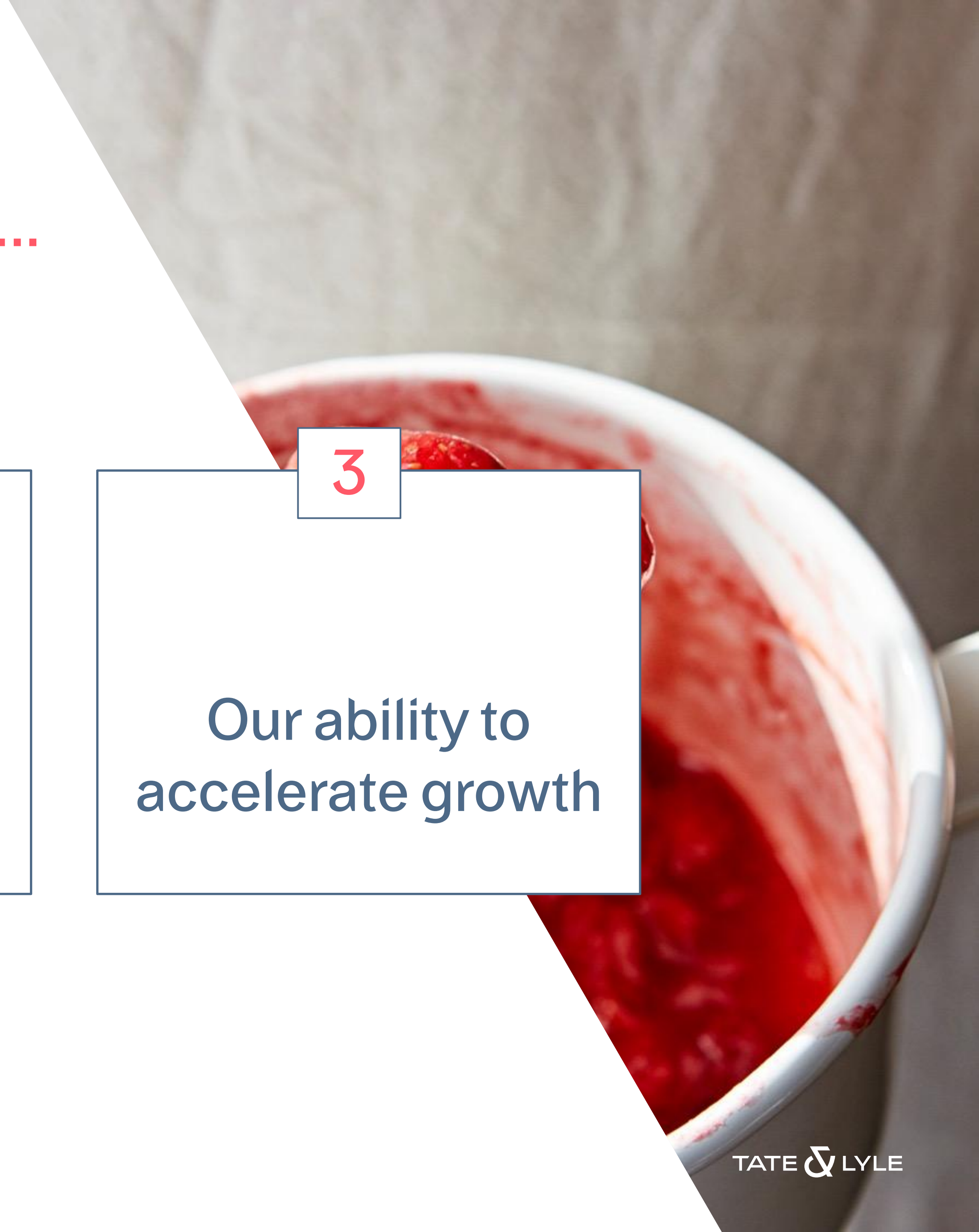
TATE & LYLE

Our unique portfolio and enhanced capabilities significantly increases our ability to be the solutions partner of choice for customers

"

We have a clear strategy for accelerating growth and delivering attractive shareholder returns

Our objective today is to show you……



1

The transformed Tate & Lyle

2

What makes us different

3

Our ability to accelerate growth

The transformed Tate & Lyle

Transformed Tate & Lyle

Transformation into speciality business complete

2018

New category model
Sales and applications

Focus on innovation and solution selling
Accelerated R&D investment

Portfolio reshaping
Four strategic acquisitions

Sold commodity business
Primient sale

Strategic acceleration
CP Kelco combination

2025

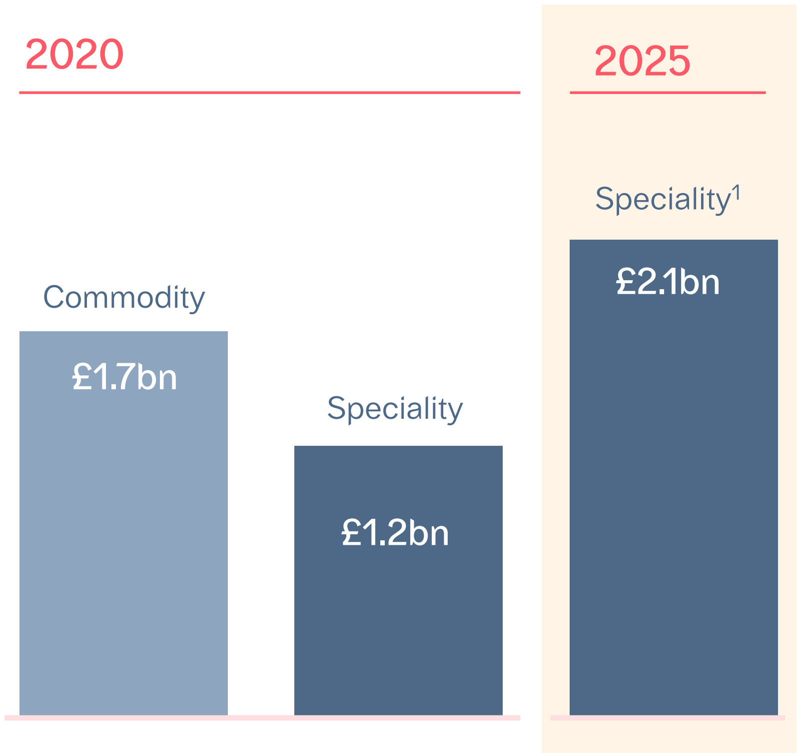
Positioning business to accelerate growth

Scale, higher margin speciality business

TATE & LYLE

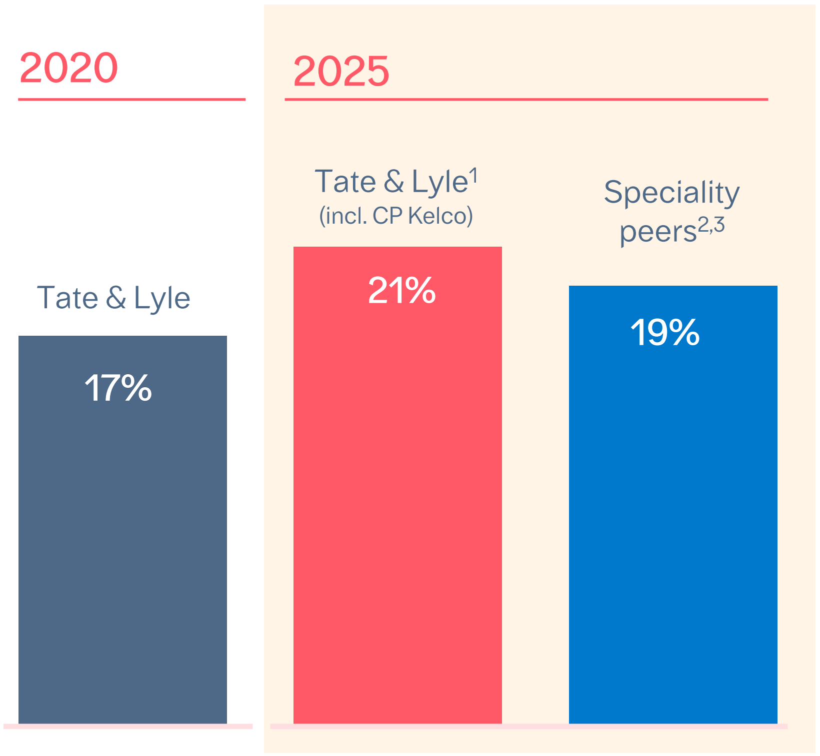
Revenue

Scale speciality business



Adjusted EBITDA Margin

Compares well to speciality peers



1. Pro forma financial information, presented as if CP Kelco was acquired on 1 April 2024.
2. Peers are Ingredion, Corbion, DSM-Firmenich, IFF, Kerry, and Givaudan.
3. Peer EBITDA margin is 2023 and 2024 actual and 2025 to 2027 consensus forecasts, overall is weighted average.

Leading market positions across our three platforms

Sweetening

- Reduce sugar and calories
- Improve nutrition
- Cleaner label
- Optimise cost

26%
EBITDA margin[1]

Mouthfeel

- Enhance texture and mouthfeel
- Sensory experience
- Cleaner label
- Optimise cost

20%
EBITDA margin[1]

Fortification

- Improve nutrition (fibres/protein)
- Added health benefits
- Reduce sugar and calories

25%
EBITDA margin[1]

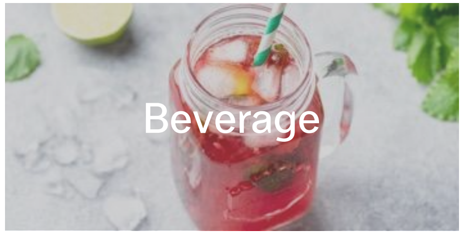
1. Pro forma financial information for the year ended 31 March 2025, as if CP Kelco was acquired on 1 April 2024.

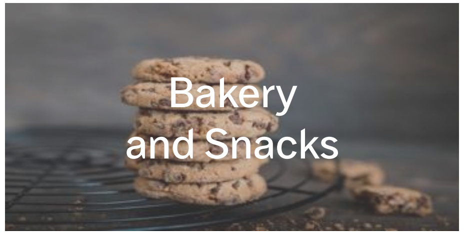
Focused strategy for growth

Strategic focus	A leading and differentiated speciality food and beverage solutions business

Platform focus	Sweetening	Mouthfeel	Fortification

Category focus



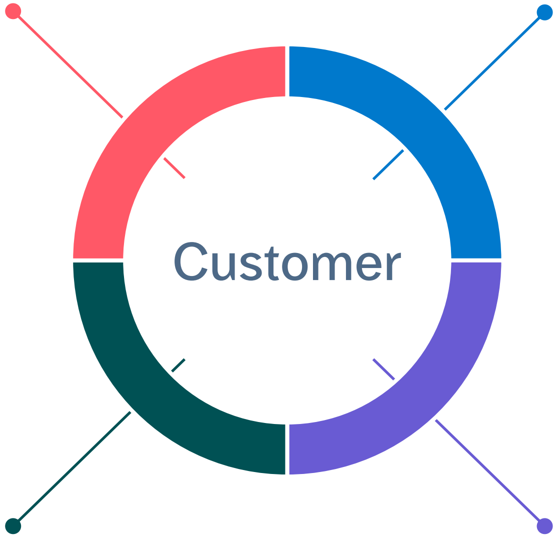


TATE & LYLE

Successfully delivering strategic growth framework

Accelerate Innovation

Integrated Solutions



Portfolio Expansion

Market Focus

Key growth enablers:

Science and technical know-how, solutions capability, global supply chain, talent and culture

Purpose-driven business

Purpose: Transforming Lives through the Science of Food

Supporting healthy living

Calories removed from diets by sugar reduction[1]

40 trillion

Building thriving communities

Meals donated to food banks and charitable partners[1]

4.6 million

Caring for our planet

Reduction in Scope 3 Forest, Land and Agriculture GHG emissions[2]

31%

1. In the five years ended 31 March 2025.
2. At 31 December 2024 from a baseline of 31 December 2019.

Transformed Tate & Lyle

Tate & Lyle today

4,971

Employees[1]

21

Innovation and Customer Collaboration centres[1]

120

Countries where we serve customers[1]

£2.1 billion

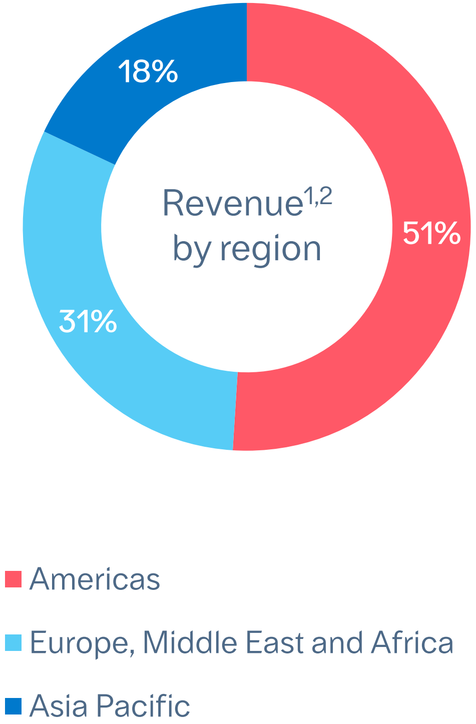
Revenue[2]

£446 million

Adjusted EBITDA[2]

2.2x

Net debt to EBITDA[1]



1. At 31 March 2025.
2. Pro forma for the year ended 31 March 2025, as if CK Kelco was acquired on 1 April 2024.

What makes us different

What makes us different.....

Broadest ingredient portfolio and solutions toolbox across our three platforms

Unique capability to formulate across our three platforms

Unrivalled scientific and technical expertise

TATE & LYLE

Broadest ingredient portfolio and solutions toolbox across our platforms

	Sweetening	Mouthfeel	Fortification
Ingredients	PUREFRUIT™ Monk Fruit Extract; TASTEVA® Stevia Sweetener; Splenda Sucralose; DOLCIA PRIMA® Allulose; MALTOSWEET® Maltodextrin; KRYSTAR® Crytalline Fructose	CLARIA® Functional Clean-Label Starch; GENU® Pectin; KELCOGEL® Gellan Gum; MERIZET® Bulking Starch; GENU® Carrageenan; REZISTA® Thickening Starch	PROMITOR® Soluble Fibre; STA-LITE® Polydextrose; EUOLIGO® FOS; GOSYAN® GOS; artesa® Chickpea Flour; artesa® Chickpea Protein
Type	Low- and no-calorie sweeteners Rare sugars Functional sugar replacements	Starches Carrageenan Pectins Speciality gums	Soluble corn fibres FOS/GOS fibres Plant proteins
Uses	Sugar and calorie reduction	Viscosity, thickening, gelling	Added nutrition, sugar reduction
Addressable market[1]	c.US$6bn	c.US$11bn	c.US$3bn

 \ 1. Market rersearch, Bain & Co. and Tate & Lyle analysis

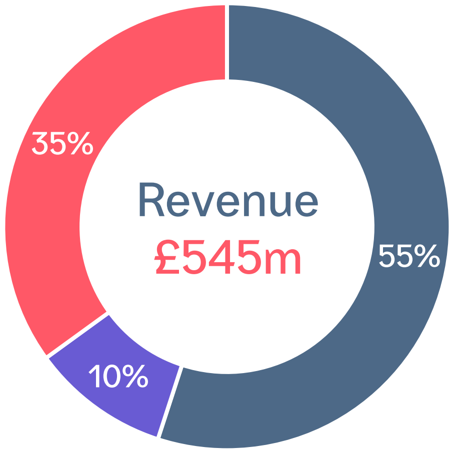
TATE & LYLE

Portfolio provides a broad offering in each platform

Revenue by platform and type

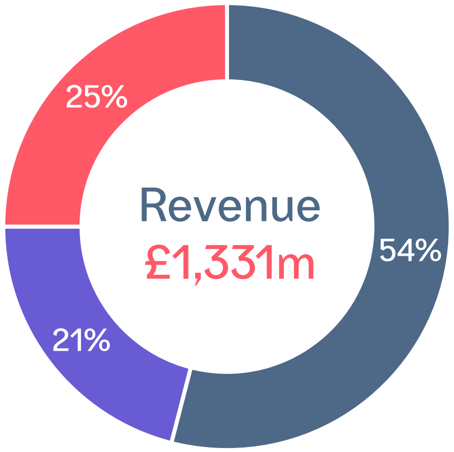
Year ended 31 March 2025[1]

Sweetening



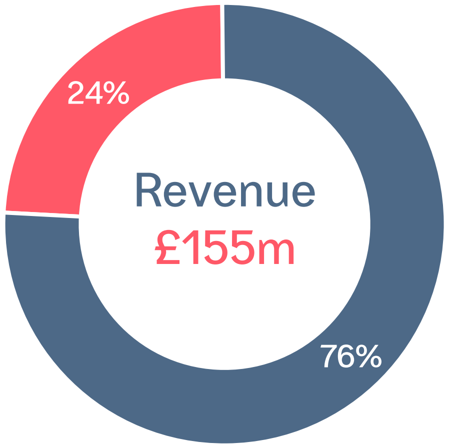
- Functional sugar replacement
- Sucralose
- Low- and no-calorie sweeteners

Mouthfeel



- Starches (including clean-label)
- Speciality gums and other ingredients
- Pectins

Fortification



- Soluble corn fibre
- FOS/GOS fibre and plant protein

 \ 1. Pro forma financial information, presented as if CP Kelco was acquired on 1 April 2024.

Unique capability to formulate across our three platforms

Sweetening	Mouthfeel		Fortification
Sugar reduction/ replacement	Cost optimisation	Fat reduction	Added nutrition
Calorie reduction	Cleaner label	Enhance texture	Fibre fortification
	Sensory experience		

TATE & LYLE

Unrivalled scientific and technical expertise

Scientific expertise

- Bio-fermentation
- Crystallisation
- Gellation
- Separation

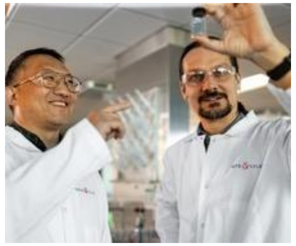
- Bio-conversion
- Fractionation
- Extraction
- Purification

Technical expertise

- Sensory

- Blending
- Formulation
- Nutrition

- Technical service



- Regulatory

What makes us different

High-quality management team focused on delivering growth

TATE & LYLE


Nick Hampton
Chief Executive


Bill Magee
President, Americas


Jerome Bera
President, Europe, Middle East and Africa


Remington Zhu
President, Asia Pacific


Melissa Law
Chief Commercial and Transformation Officer


Didier Viala
Chief Solutions Development Officer


Victoria Spadaro Grant
Chief Science and Innovation Officer


Kim Faulkner (from August 2025)
Chief Supply Chain Officer


Sarah Kuijlaars
Chief Financial Officer


Tamsin Vine
Chief People Officer


Lindsay Beardsell
General Counsel


Rowan Adams
Chief Corporate Affairs and Sustainability Officer

- Purpose-led
- Performance-focused
- Extensive industry experience
- Deep customer knowledge

Ability to accelerate growth

Ability to accelerate growth

Attractive financial algorithm over the medium-term

Organic revenue growth

4-6%
Higher end

Adjusted EBITDA growth

Ahead of revenue
with additional benefit of cost synergies in fiscal 2027

Adjusted EPS growth

Ahead of EBITDA

Free cash flow conversion[1] of >75%

1.0x to 2.5x Net debt to EBITDA

1. Free cash conversion is free cash flow before capital expenditure, divided by EBITDA.

Addressable market expected to grow ahead of wider market

Global speciality food ingredient market[1]

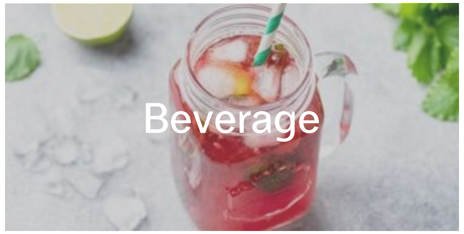
Estimated value growth, 2025-28[1]

Market	Growth CAGR
Global speciality ingredients	~2%
Addressable by Tate & Lyle	~3%

1. Market research data, Bain & Co. and Tate & Lyle analysis.

Ability to accelerate growth

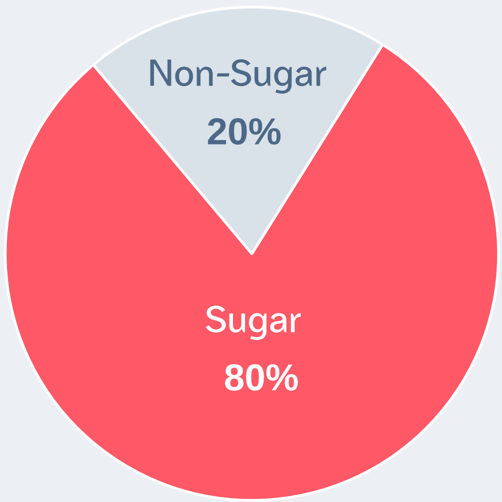
70% of addressable market in our core categories

Tate & Lyle core category	 Beverage	 Dairy	 Soups, Sauces and Dressings	 Bakery and Snacks
Addressable Speciality Ingredient Market[1]	$3.2bn	$4.4bn	$2.8bn	$4.4bn
Estimated value growth 2025-28 CAGR[1]	~4%	~3%	~2%	~3%

 1. Market research data, Bain & Co. and Tate & Lyle analysis; figures in US dollars.

Substantial further sugar replacement opportunity

Sugar has ~80% share of global sweetener market[1]



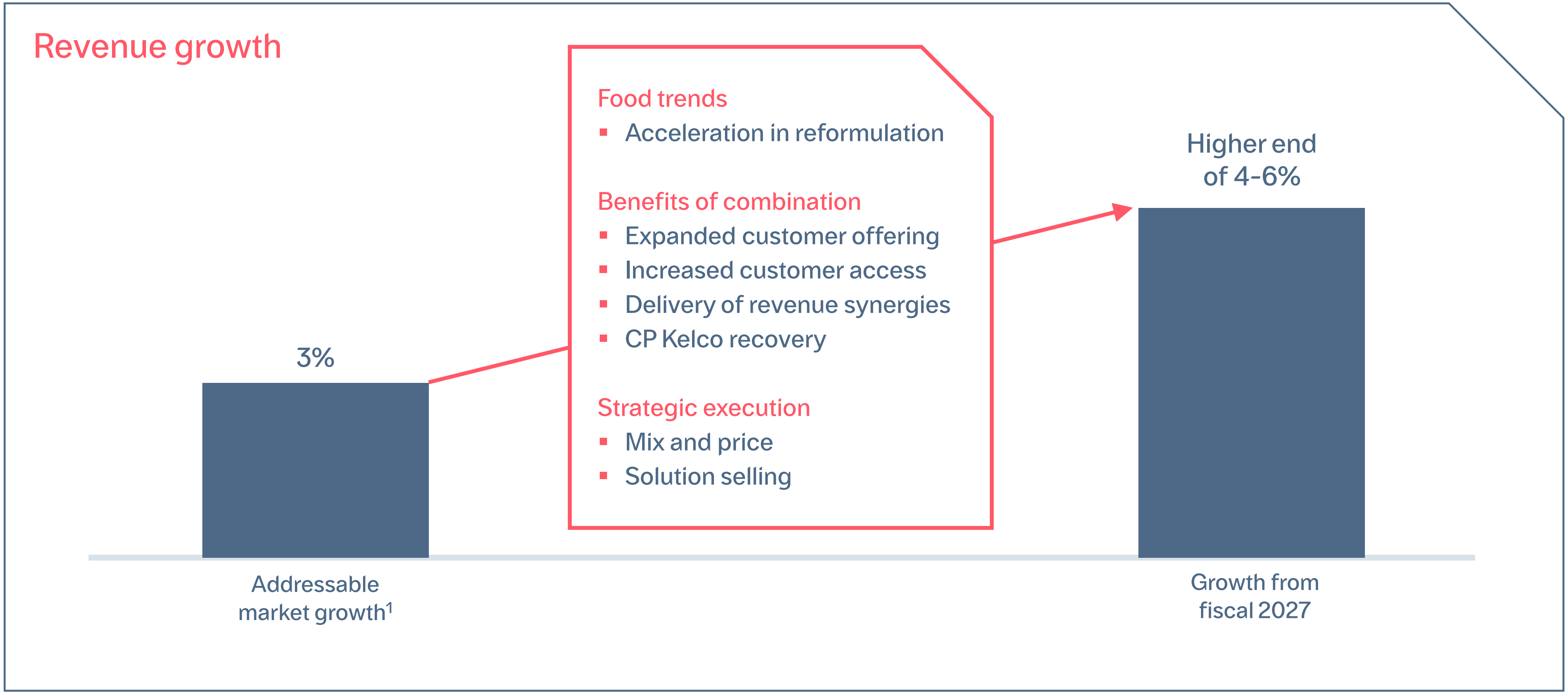
Sugar replacement opportunity across Tate & Lyle's core categories[2]

~US$3 billion

1. Euromonitor International 2025.
2. Market research data, Tate & Lyle and Bain & Co. analysis.

Ability to accelerate growth

Pathway to higher end of 4-6% revenue growth from fiscal 2027



1. Market research data, Bain & Co. and Tate & Lyle analysis; estimated value growth 2025-28.

TATE & LYLE

Pathway driven by significant market penetration opportunities

Macro trends	Food trends	Benefits of the combination		
Structural consumer trends	Acceleration in reformulation	Expanded customer offering	Increased customer access	Deliver revenue synergies
				
▪ Population growth ▪ Health & wellbeing ▪ Convenience	▪ Reformulate UPFs ▪ Sugar/calorie reduction ▪ Added nutrition (fibre)	▪ Broader portfolio ▪ Mouthfeel leadership ▪ Technical expertise	▪ Customer overlap ▪ New customers ▪ Non-food opportunities	▪ Cross-selling ▪ Direct-service ▪ Geographic presence

What we will see today.....

TATE & LYLE

Macro trends	Food trends	Benefits of the combination		
Structural consumer trends	Acceleration in reformulation	Expanded customer offering	Increased customer access	Deliver revenue synergies





Addressed in today's presentations on:

CP Kelco	Power of the combination	Mouthfeel	Customer solutions	Addressing key societal trends	Science, innovation and technology	Financial framework

Capital Markets Day

Today's agenda

13:30 – 14:45	New Tate & Lyle	CP Kelco	Power of the combination		
14:45 – 15:00	BREAK				
15:00 – 16:30	Mouthfeel	Customer solutions	Addressing key societal trends	Science, Innovation and technology	Financial framework
16:30 – 17:00	Summary	Q&A			

CP Kelco

Didier Viala
Chief Solutions Development Officer

CP Kelco in three words

Science

Customer

Nature

CP Kelco

At a glance

Well-established

90+ years
of industry experience (founded in 1929)

10+ years
innovation work with Tate & Lyle

Global business

7
manufacturing facilities

9
regional innovation labs

2
global innovation centers

Strong culture

c.1,700
employees

High engagement culture

World-class safety and environment performance

 \ Note: Information at acquisition on 15 November 2024.

TATE & LYLE

TATE & LYLE

Harnessing the power of nature to make our ingredients

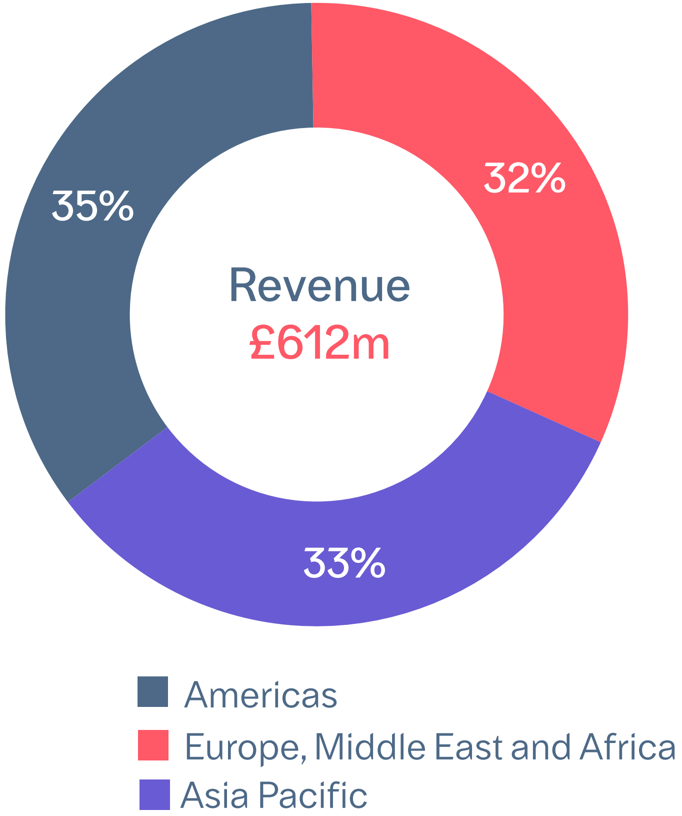
Technology	Extraction	Bio-fermentation
From/How	Mainly from oranges and other citrus peel	Microbial fermentation
Products	▪ Pectin ▪ Carrageenan ▪ Refined locust bean gum ▪ Citrus fibre	▪ Gellan Gum ▪ Diutan gum ▪ Xanthan gum ▪ Fermentation derived cellulose
Manufacturing	▪ Limeira, Brazil ▪ Matão, Brazil ▪ Lille Skensved, Denmark ▪ Großenbrode, Germany	▪ Okmulgee, Oklahoma, US ▪ San Diego, California, US ▪ Wulian, Shandong, China

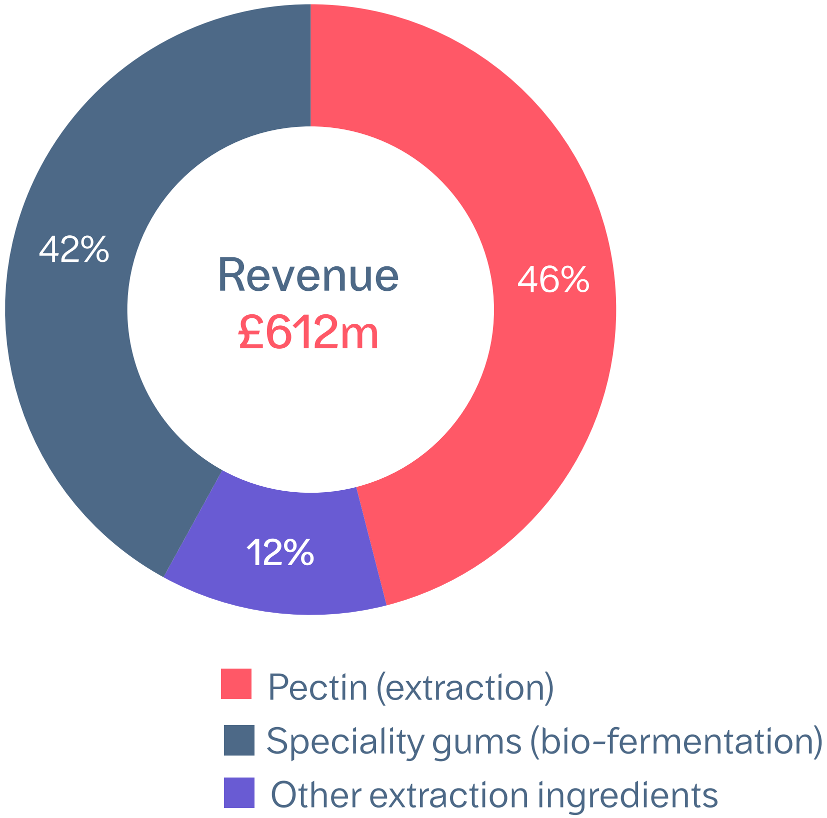
Well-balanced business

TATE & LYLE

CP Kelco revenue by geography and technology

Year ended 31 March 2025



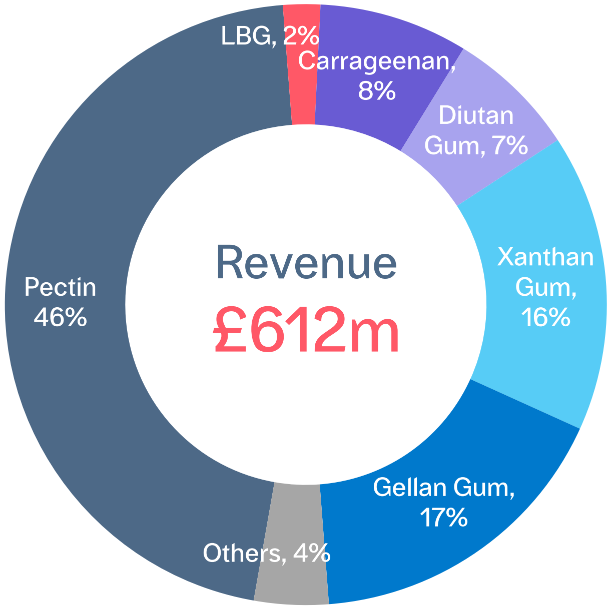


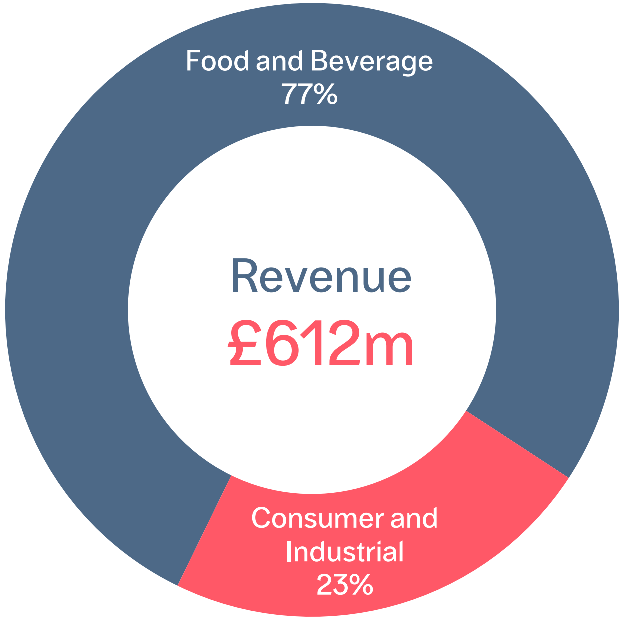
CP Kelco

Main products are pectins and gums for food and beverage industry

Revenue by application and product

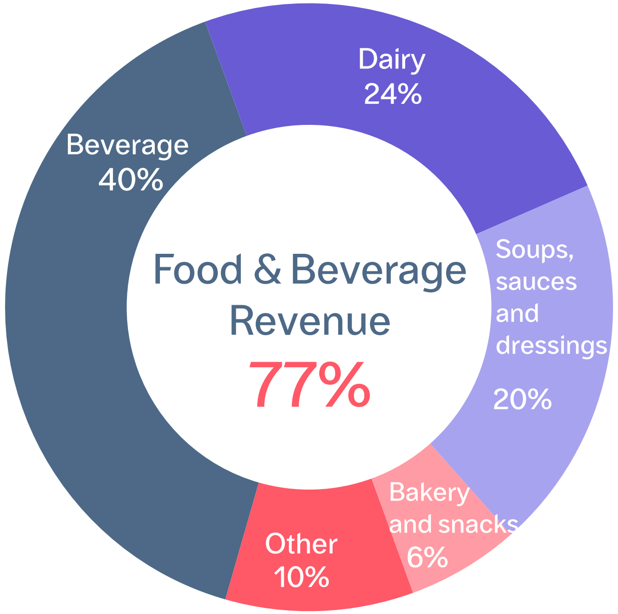
Year ended 31 March 2025





Revenue by category

Year ended 31 March 2025



Creating healthier, tastier and more sustainable food and drink

High functionality....	...across four core categories	...addressing key consumer trends
		
▪ Gelling ▪ Stabilising ▪ Suspending ▪ Thickening ▪ Modifying viscosity	▪ Beverage ▪ Dairy ▪ Soups, sauces and dressings ▪ Bakery and snacks	▪ Cleaner label ▪ Plant-based ▪ Better-for-you ▪ Mouthfeel experience ▪ Cost optimisation

Providing customers with ingredients and solutions for healthier, tastier and more sustainable food and drink

CP Kelco

80% of revenue comes from products with market-leading positions

TATE & LYLE

Leading position | Good coverage | Some coverage

Product	Tate & Lyle / CP Kelco	Peer 1	Peer 2	Peer 3	Other players
Pectin					
Carrageenan	Dairy and desserts				
Gellan gum					
Xanthan gum					
Diutan gum					
Refined locust bean gum					

Diverse raw material supply

Pectins

Key raw material

Orange

Lemon

Lime and Key Lime

- Orange is #1 processed fruit in the world
- 70% of global orange processing in Brazil
- Well-diversified base of fresh peel suppliers

Carrageenan

- Warm water seaweed (Zanzibar)
- Cold water seaweed (Latin America)

What makes us different to our customers

Product quality

Technical knowledge

Customer service

TATE & LYLE

Science \ Solutions \ Society

Video: CP Kelco customer testimonials

We look forward to welcoming you to Lille Skensved on 3 July 2025

Power of the combination

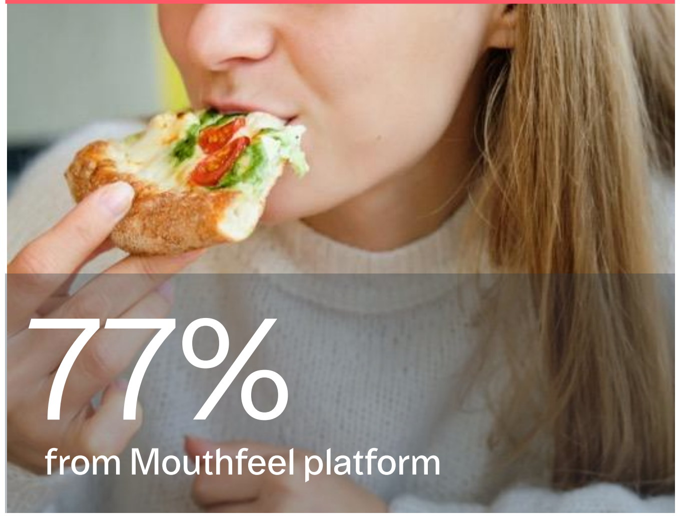
Bill Magee
President, Americas

Power of the combination

Two highly complementary businesses

CP Kelco's revenue:

Mouthfeel leadership



Category overlap

Market presence

1. Food-related revenue in dairy, beverage, soups sauces and dressings, and bakery and snacks.
2. Asia, Middle East and Africa, and Latin America

Significantly increased customer access and growth opportunity

58%

CP Kelco's revenue from distribution partners

1/3rd

CP Kelco's revenue from directly-served customers are new to Tate & Lyle

Power of the combination

Enhanced speciality portfolio and solutions offering

TATE & LYLE

Sweetening

- Sugar and calorie reduction
- Nutrition improvement
- Label improvement

Mouthfeel

- Enhance texture
- Sensory experience
- Cleaner label solutions
- Cost optimisation

Fortification

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

CPKelco ← Pectin, carrageenan, speciality gums, citrus fibre and proteins → CPKelco

Sweetening	Mouthfeel	Fortification
26% EBITDA margin[1]	20% EBITDA margin[1]	25% EBITDA margin[1]

1. Pro forma financial information for the year ended 31 March 2025, as if CP Kelco was acquired on 1 April 2024.

TATE & LYLE

Science \ Solutions \ Society

Video: Three regional Presidents talking about the power of the combination with customers

TATE & LYLE

15 Minute Break

Mouthfeel

Dr. John Stewart
Vice President, Mouthfeel Platform

Key messages

TATE & LYLE

1

Mouthfeel is at the centre of food and drink formulation

2

Combination creates a leadership position in Mouthfeel

3

Unique portfolio and technical expertise are accelerating solutions

Science\Solutions\Society

Photos: Experiencing mouthfeel

Mouthfeel is the texture and sensation you experience when consuming food and drink, including how it tastes, sounds and feels in your mouth

Taste is the #1 driver when people buy food and drink, and mouthfeel is a key component

1 in 4

product launches in 2024 had a texture claim

Source: Mintel

Food reformulation is complex

TATE & LYLE

Mouthfeel is critical to delivering a successful food reformulation

Healthier & Clean-Label & Convenient & Affordable

Mouthfeel tasting: Cake

Mouthfeel

What gives us a leadership position?

1

Insights on the future of food

2

Cutting-edge mouthfeel science

3

Market-leading mouthfeel portfolio

Published first industry trends report on the future of mouthfeel

KANTAR TATE & LYLE

Elevated experiences

Nourishment 2.0

Mouthfeel for a Modern World

Cutting-edge science and technical capabilities

Sensory

Application

Ingredient

Broadest product portfolio for texture and mouthfeel

Starches

Pectins

Gums

Leading portfolio and capabilities support wide range of customer needs

Optimise

Reformulate

Innovate

TATE & LYLE

Science \ Solutions \ Society

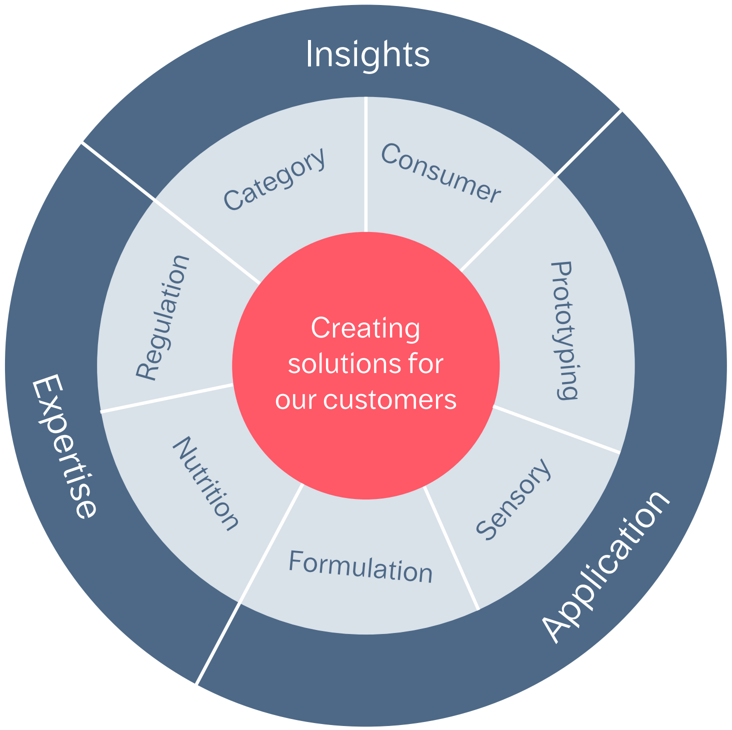
Video: Tate & Lyle Solutions

Customer Solutions

Veronica Cueva
Vice President, Applications & Solutions Development

What is a solution?

Services



Capabilities

- R&D / product development
- Differentiated functionality
- Technical support
- Production know-how

Outcomes

- Customer intimacy
- Higher margin
- ‘Stickier’ sale
- Innovation partnership

Solution chassis

A formulation chassis is the base framework or foundational piece of technical knowledge within a given application, which addresses customer challenges and consumer needs. Developed by a global team, chassis provide toolkits which regional teams then tailor for customers locally.

TATE & LYLE

Video: Tate & Lyle Sensation

Case study

Better-for-you low-fat yoghurt

Solution: Delightfully textured, low-fat, high-protein yogurt

Powered by: Our starches, pectins, proteins and fibres

Customer solutions

Reformulation challenge

Customer challenge:

Remove gelatin and fat while keeping the indulgence,
and add a more premium lightness to the overall mouthfeel

And also...

Optimise mouthfeel and maintain stability under various process conditions and market demands

Taste & Texture & Nutrition & Cost

TATE & LYLE

Customer solutions

Creating customer solutions

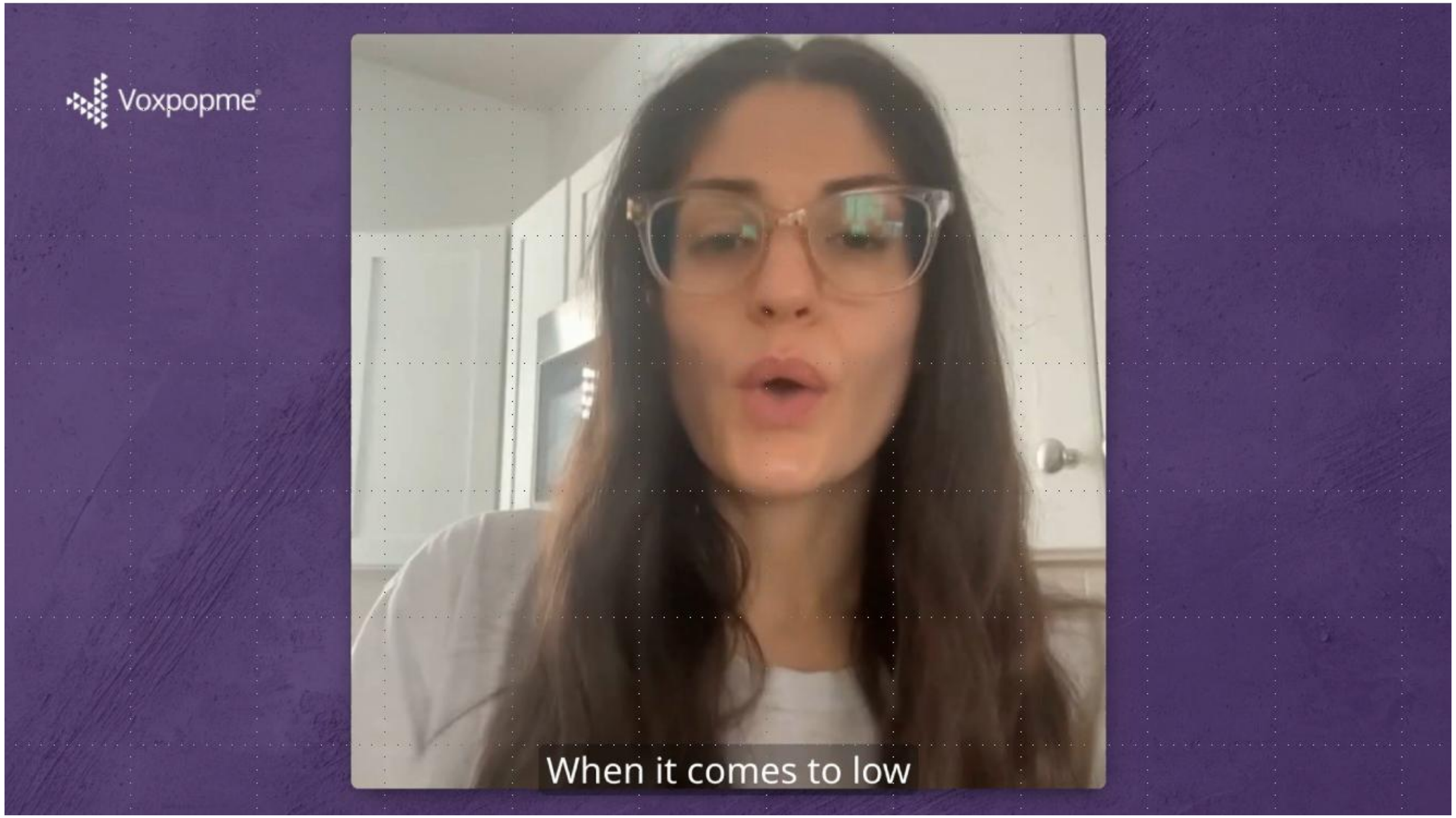
1
Consumer insights

2
Cutting-edge science

3
Leading portfolio

TATE & LYLE

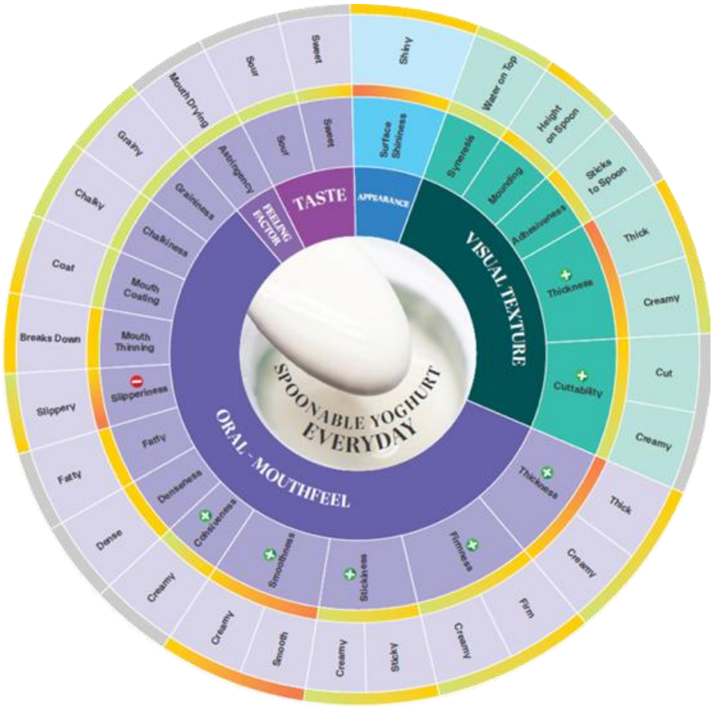
Consumer insights build understanding of mouthfeel experience



Cutting-edge sensory science

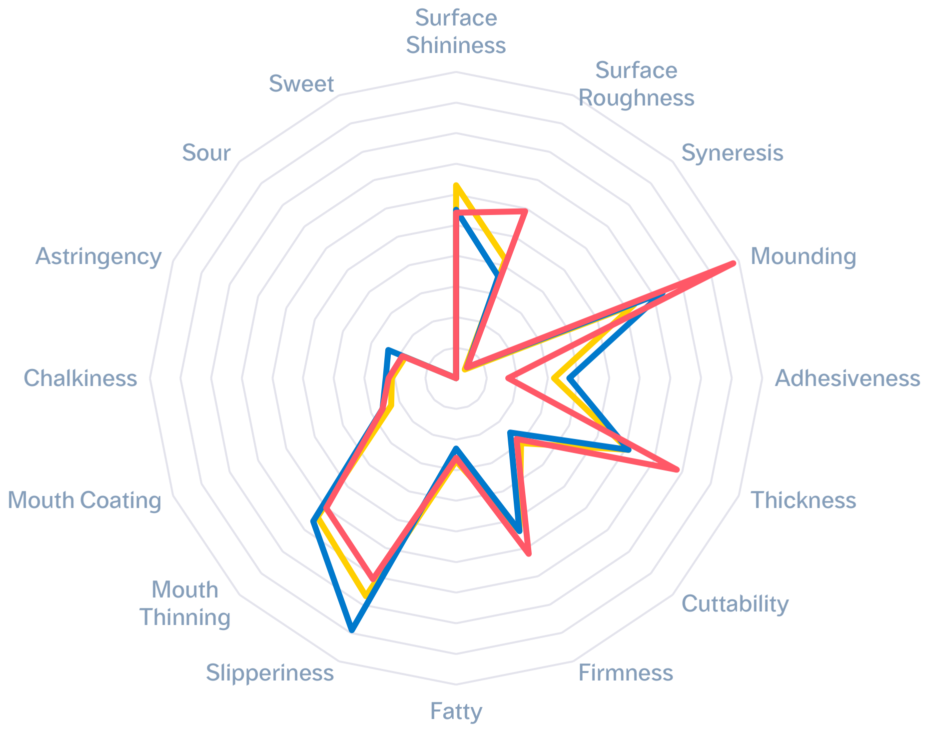
TATE & LYLE

Tate & Lyle Sensation™



Translates consumer language into sensory lexicon

Assessing sensory attributes



Combination of different ingredients match sensory appeal and enhance overall sensory profile

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Combined portfolio creates unique offering

Starches and Fibres	+ Pectins and Protein		Delivers enhanced functional benefits
REZISTA® Thickening Starch	GENU® Pectin		Enhance mouthfeel Optimise cost
CLARIA® Functional Clean-Label Starch	GENU® Pectin		Cleaner label and mouthfeel Stability and mouthfeel
PROMITOR® Soluble Fiber	SIMPLESSE™ Microparticulated Whey Protein Concentrate		Fortification Smoothness

Customer solutions

Delivering on customer's requirements

To create a healthier, lower-fat yoghurt without gelatin:

- Tate & Lyle's CLARIA® Bliss and CLARIA EVERLAST® starches provide product stability and label simply as 'starch'
- CP Kelco's GENU® Pectin provides a soft gel texture
- Combination of CP Kelco's SIMPLESSE™ Whey Protein Concentrate and Tate & Lyle's PROMITOR® Soluble fibre enhances smoothness and improves the nutritional profile

Enhanced nutritional profile & Cleaner label & Superior mouthfeel

We make healthy food tastier and tasty food healthier.

TATE & LYLE

TATE & LYLE

Key messages

1

Mouthfeel is at the centre of food and drink formulation

2

Combination creates a leadership position in Mouthfeel

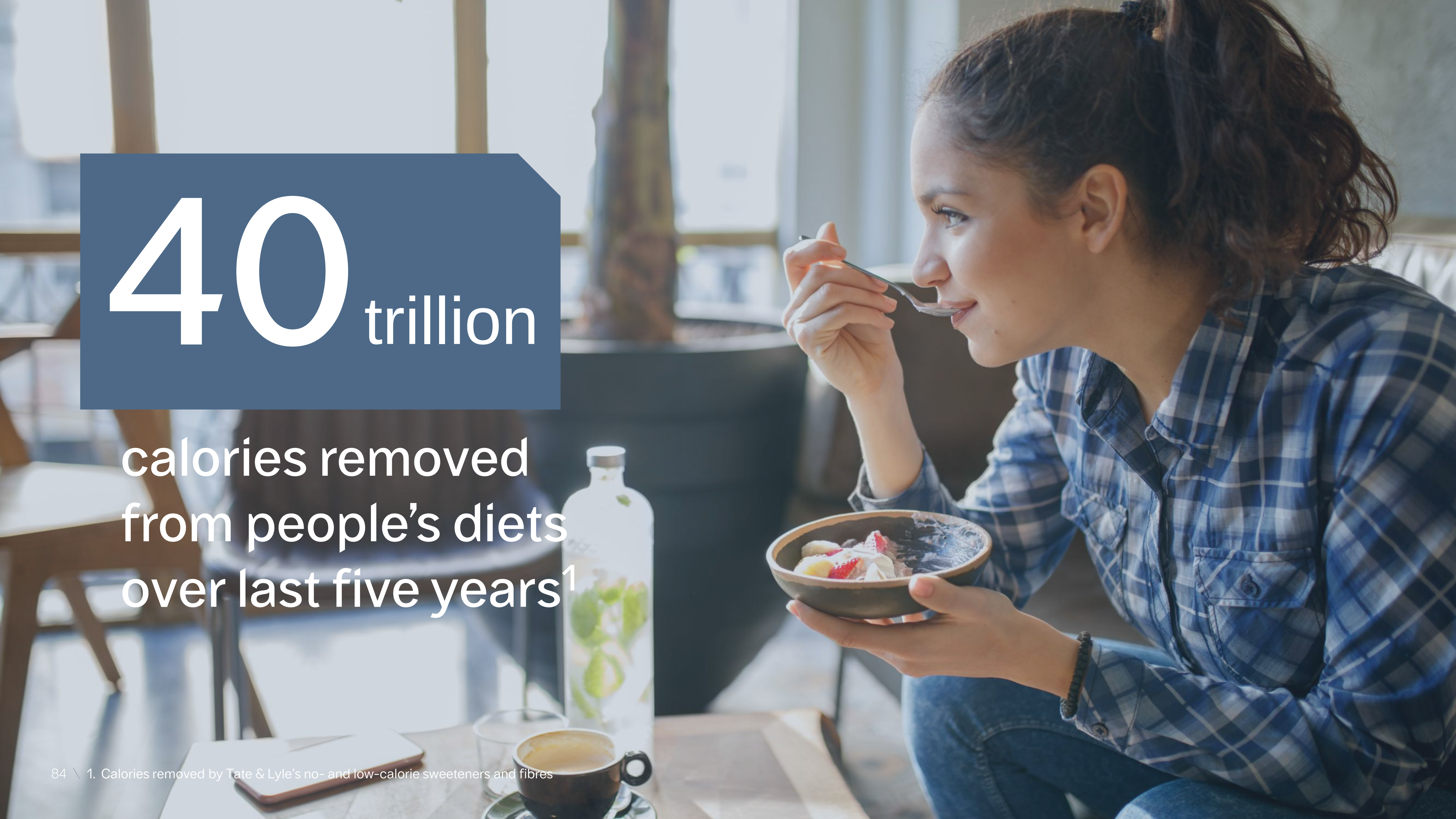
3

Unique portfolio and technical expertise are accelerating solutions

TATE & LYLE

Addressing key societal trends

Dr. Clare Leonard
Vice President, Global Nutrition and Health Science



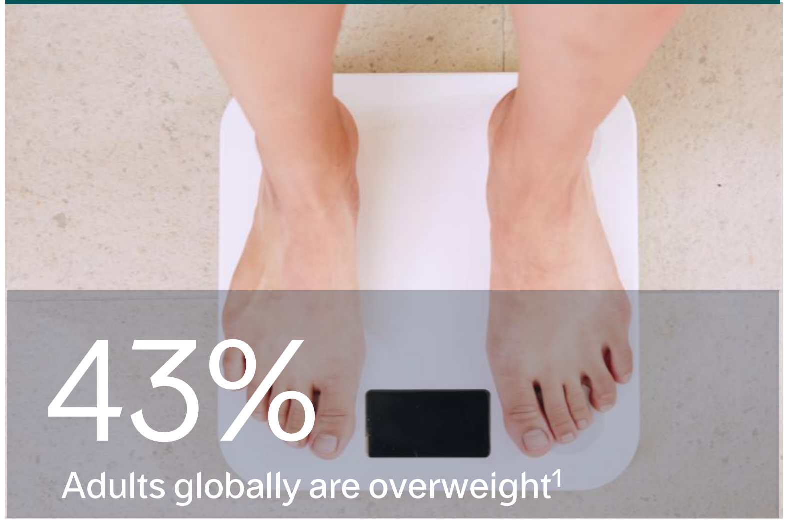
40 trillion

calories removed from people's diets over last five years[1]

1. Calories removed by Tate & Lyle's no- and low-calorie sweeteners and fibres

Rising obesity levels is focusing attention on AOMs and UPF

Obesity



Anti-obesity medicine (AOM)

Ultra-processed foods (UPF)

1. World Health Organisation.
2. Morgan Stanley research
3. British Heart Foundation

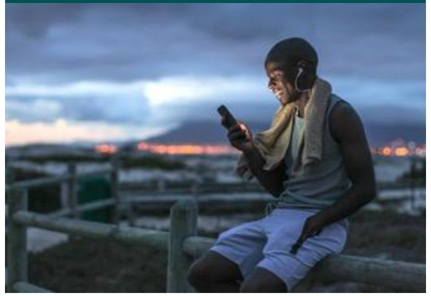
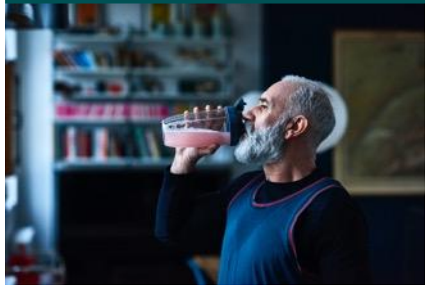
Significant opportunity to rebalance nutrition of UPF

Our portfolio and capabilities are well-placed to nutritionally rebalance UPFs

- Reduce sugar, calories and fat
- Add fibre and protein
- Provide a cleaner label

Mouthfeel is the key unlock to the successful nutritional rebalancing of food and drink

Proprietary research has identified five critical needs for AOM users

Nutrient density	Gut health	Satiety	Hydration	Permissible indulgence
				

AOM users may:

- Find it harder to meet nutritional needs due to reduced hunger, thirst and lower intakes
- Experience gastrointestinal side effects and loss of lean body mass

TATE & LYLE

Addressing key societal trends

Our portfolio supports the needs of AOM users

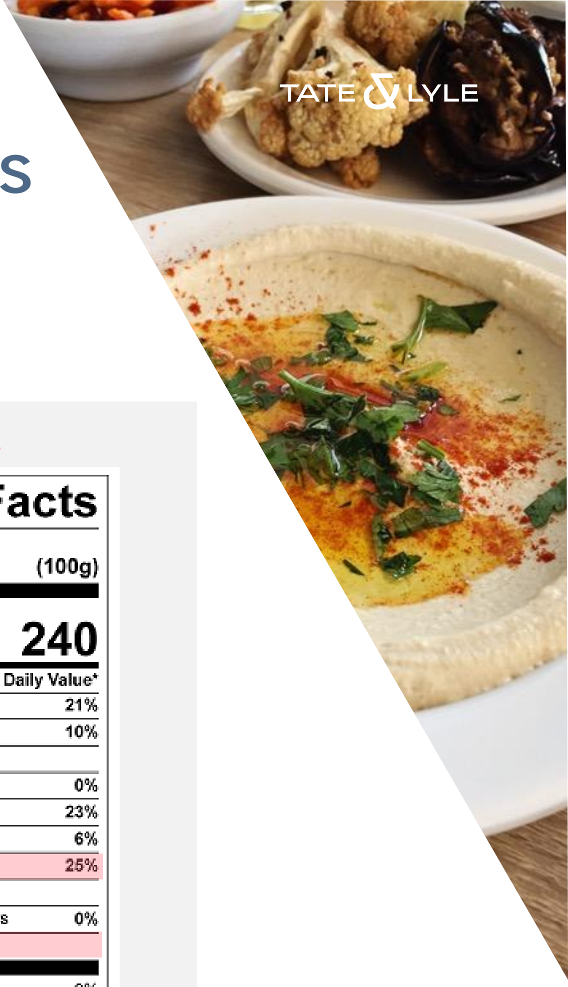
200+ solutions available to support AOM users

	AOM users' needs	Categories
1.	Nutrient density	
2.	Gut health	
3.	Satiety	
4.	Hydration	
5.	Permissible indulgence	

Our solutions support consumers before, during and after taking anti-obesity medicine

Addressing key societal trends

Healthy snacking for AOM users: Protein Cracker / Hummus



Protein cracker with hummus formulated with:

- Polydextrose fibre
- Modified Food Starch
- ARTESA Chickpea Protein

to improve **nutrition density** while maintaining consumer desired appeal and expected taste performance

---

Tailored solution delivers:

- Excellent source fiber
- Rich source of protein
- Crispy and crunchy cracker texture
- Thick, creamy hummus with smooth consistency

Protein Cracker

Nutrition Facts

servings per container	
Serving size	**(100g)**
Amount per serving	
Calories	**390**
	% Daily Value*
Total Fat 8g	**10%**
Saturated Fat 1g	**5%**
Trans Fat 0g	
Cholesterol 0mg	**0%**
Sodium 40mg	**2%**
Total Carbohydrate 53g	**19%**
Dietary Fiber 9g	**32%**
Total Sugars 1g	
Includes 0g Added Sugars	**0%**
Protein 35g	
Vitamin D 0mcg	0%
Calcium 598mg	45%
Iron 1mg	6%
Potassium 128mg	2%

*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

INGREDIENTS: WATER, FLOUR, MILK PROTEIN ISOLATE, MODIFIED FOOD STARCH, POLYDEXTROSE, WHEAT PROTEIN ISOLATE, SUNFLOWER OIL, YEAST, AMMONIUM BICARBONATE, SALT.

CONTAINS: MILK AND WHEAT

Hummus

Nutrition Facts

servings per container	
Serving size	**(100g)**
Amount per serving	
Calories	**240**
	% Daily Value*
Total Fat 16g	**21%**
Saturated Fat 2g	**10%**
Trans Fat 0g	
Cholesterol 0mg	**0%**
Sodium 520mg	**23%**
Total Carbohydrate 17g	**6%**
Dietary Fiber 7g	**25%**
Total Sugars 2g	
Includes 0g Added Sugars	**0%**
Protein 12g	
Vitamin D 0mcg	0%
Calcium 47mg	4%
Iron 3mg	15%
Potassium 418mg	8%

*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

INGREDIENTS: WATER, CHICKPEAS, TAHINI, CHICKPEA PROTEIN, CANOLA OIL, LEMON JUICE, SALT, GARLIC POWDER, CITRIC ACID, SUNFLOWER LECITHIN.

CONTAINS: SESAME

TATE & LYLE

Improving nutrient density: High Protein Milk Shake

High Protein Milk Shake formulated with:

- PROMITOR® Soluble Fibre
- SPLENDA® Sucralose
- Stabilizer and cocoa blend

to improve **nutrition density** while maintaining consumer desired appeal and expected taste performance

---

Tailored solution delivers:

- Low fat
- Excellent source fibre
- Rich source of protein

Nutrition Facts

servings per container

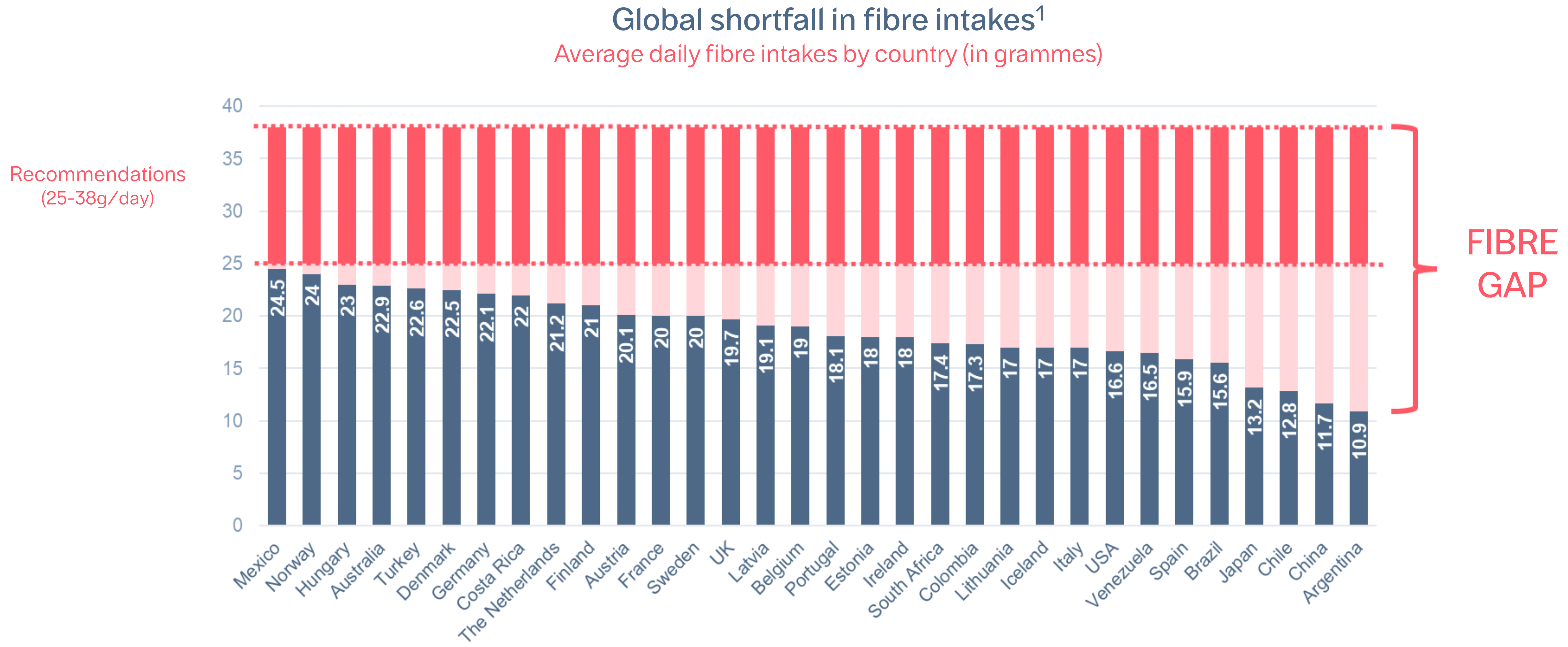
Serving size	(100g)
Amount per serving	
Calories	**50**
	% Daily Value*
Total Fat 1g	1%
Saturated Fat 0.5g	3%
Trans Fat 0g	
Cholesterol 5mg	2%
Sodium 80mg	3%
Total Carbohydrate 4g	1%
Dietary Fiber 2g	7%
Total Sugars 1g	
Includes 0g Added Sugars	0%
Protein 8g	
Vitamin D 0mcg	0%
Calcium 180mg	15%
Iron 1mg	6%
Potassium 126mg	2%

*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

INGREDIENTS: WATER, SKIM MILK, MILK PROTEIN CONCENTRATE, CREAM, COCOA, COCOA (PROCESSED WITH ALKALI), SOLUBLE CORN FIBER, CONTAINS LESS THAN 2% OF NATURAL AND ARTIFICIAL FLAVORS, SODIUM HEXAMETAPHOSPHATE, DIPOTASSIUM PHOSPHATE, CORN STARCH, SALT, SUCRALOSE, CARRAGEENAN, LACTASE ENZYME, VITAMIN A PALMITATE AND VITAMIN D3.

CONTAINS: MILK

Awareness of the importance of fibre is growing but intake remains low



 \ 1. Tate & Lyle analysis; data from various scientific papers.

TATE & LYLE

Combined portfolio supports dietary needs with clear nutritional benefits

	Dietary fibres				Pectin	Low- and no-calorie sweeteners		
Benefits[1]	PROMITOR® Soluble Fiber	STA-LITE® Polydextrose	EUOLIGO® FOS	GOSYAN® GOS	GENU® Pectin	DOLCIA PRIMA® Allulose	TASTEVA® Stevia Sweetener	Splenda® Sucralose
Source of fibre	✓	✓	✓	✓				
Digestive health	✓	✓	✓	✓	✓			
Satiety		✓			✓			
Gut microbiome health[2]	✓	✓	✓	✓	✓			
Weight management	✓	✓	✓	✓	✓	✓	✓	✓
Digestive tolerance	✓	✓	✓	✓				
Glycaemic response	✓	✓	✓		✓	✓	✓	✓
Mineral absorption[2]	✓		✓	✓				
Bone health[2]	✓			✓				

1. The health benefits (excluding 'source of fiber' and 'weight management') are based on clinical trial evidence and may not be substantiated health claims. Regulations might allow similar claims at different amounts and regulations differ by region.
2. Effects shown in specific populations. Prebiotic effects of PROMITOR and GOS are shown in healthy adolescents. Bone health effects of GOS and PROMITOR are shown in healthy adolescents and postmenopausal women. Mineral absorption effects of PROMITOR, FOS, and GOS are shown in healthy adolescents and postmenopausal women.

Key messages

1

Demand for healthier, nutritious and tastier food is systemic and growing

2

Nutritional rebalancing of food is a significant growth opportunity

3

We are well-placed to deliver AOM-friendly solutions and nutritionally rebalance UPFs

Science, innovation and technology

Dr. Victoria Spadaro Grant,
Chief Science and Innovation Officer

Science, innovation and technology

Ingredient science is at the centre of the future of food

Agriculture

Ingredients & Solutions

Driving innovation and technology to enable the next-generation of speciality ingredients and solutions

Customer

Consumer

TATE & LYLE

Science \ Solutions \ Society

Graphical explanation of starch molecules and hydrocolloids working together

Investing in new technology to accelerate customer solutions

Speed & Precision & Innovation

ALFIE

Automated Laboratory for Ingredient Experimentation

By TATE & LYLE

Revolutionising ingredient experimentation

TATE & LYLE

Science\Solutions\Society

Video: ALFIE

TATE & LYLE

Expanded global network of labs to serve our customers in local markets

21

Customer Collaboration and Innovation Centres[1]

>70%

In fast-growing markets of Asia, Middle East, Africa and Latin America[1]

 \ 1. At 31 March 2025.

TATE & LYLE

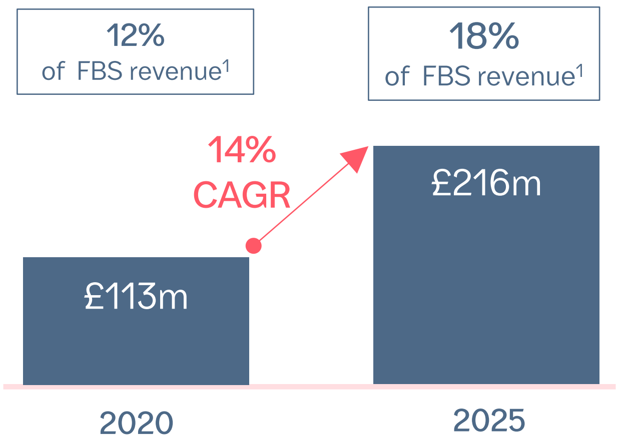
Strong and consistent track record of innovation delivery

New Products
2020-25

63

New Products
added to our portfolio

New Product Revenue
Reported



New Product Revenue
Like-for-like[2]

26%

Average growth per
year over last five years

Pipeline value US$432 million[3]

1. FBS is Food & Beverage Solutions.
2. Like-for-like basis is where no products are removed from disclosure due to age.
3. Expected value of revenue of unlaunched ingredients from the innovation pipeline at 31 March 2025.

Key messages

1

Ingredient science is at the centre of the future of food

2

Investing in partnerships and technology to accelerate solutions

3

Strong and consistent track record of innovation delivery

TATE & LYLE

Financial Framework

Sarah Kuijlaars
Chief Financial Officer

Tate & Lyle at a glance

£2.1 billion
Revenue[1]

5%
CAGR 2021-25[2,3]

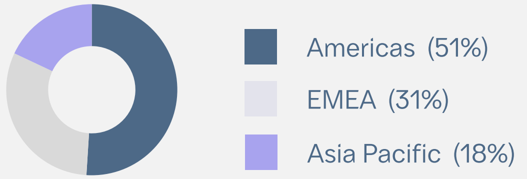
£446 million
Adjusted EBITDA[1]

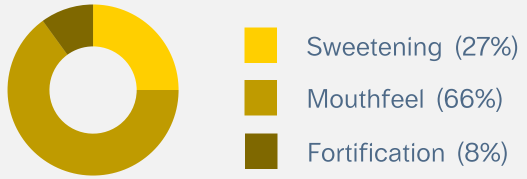
10%
CAGR 2021-25[2]

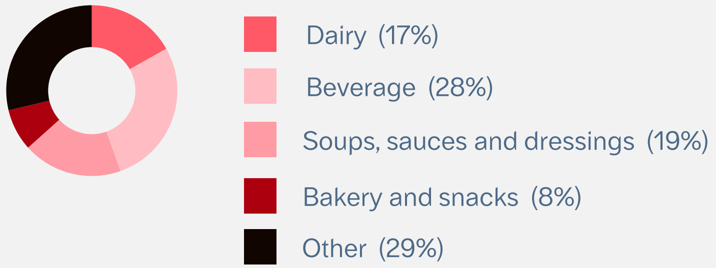
>£700 million
Free cash flow[2,4]

£1.2bn
Returned to shareholders[4]

Revenue







>1,000
Ingredients

120
Countries in which we serve customers

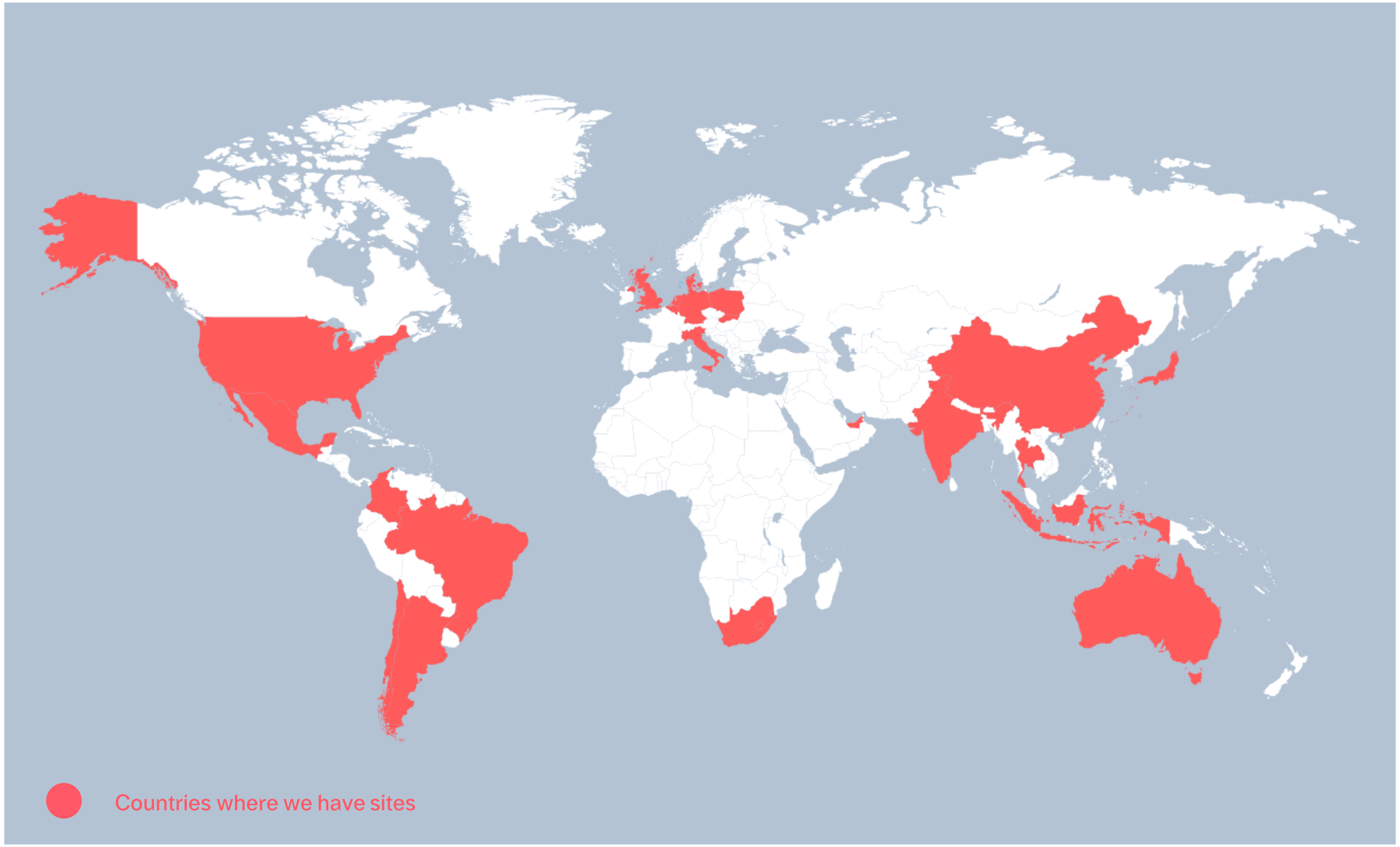
21
Customer Innovation and Collaboration centres

4,971
Employees

 \ 1. Year ended 31 March 2025 pro forma including CP Kelco from 1 April 2024; 2. Continuing operations, excludes CP Kelco in 2025 financial year; 3. Includes Primary Products Europe, modified from as reported in the presentation of full year results to 31 March 2025; 4. Five financial years to 31 March 2025

TATE & LYLE

Regional manufacturing network provides security of supply



Our main production facilities

Corn wet mills[1]

- Lafayette, Indiana, US
- Koog aan de Zaan, the Netherlands
- Boleráz, Slovakia

Speciality starches[2]

- Van Buren, Arkansas, US
- Houlton, Maine, US

Sucralose

- McIntosh, Alabama, US

Fibre

- Nantong, Jiangsu, China
- Jiangmen, Guangdong, China

Speciality gums

- Okmulgee, Oklahoma, US
- San Diego, California, US
- Wulian, Shandong, China

Stevia

- Anji, Zhejiang, China

Locust bean gum

- Noto, Sicily, Italy

Pectin

- Lille Skensved, Denmark[3]
- Großenbrode, Germany
- Limeira, São Paulo, Brazil
- Matão, São Paulo, Brazil

Blending

- Six facilities in US, UK, Brazil, South Africa, Italy and Australia

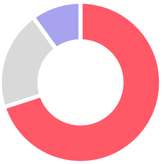
1. Corn wet mills produce a range of products including sweeteners, starches and fibres.
2. Speciality starches include corn, tapioca and potato; these plants do not have grind capacity and are not classified as corn wet mills.
3. Lille Skensved also manufactures carrageenan and locust bean gum.

TATE & LYLE

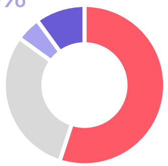
New disclosure framework

Composition of revenue[1]

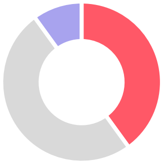
Americas



Europe, Middle East and Africa



Asia Pacific



	Revenue[2]	Adjusted EBITDA[2]
Americas	51% (CAGR[3] 6%)	64% Margin 26.6%
Europe, Middle East and Africa	31% (CAGR[3] 5%)	24% Margin 16.2%
Asia Pacific	18% (CAGR[3] 2%)	12% Margin 13.6%

- Food & Beverage Solutions
- CP Kelco
- Sucralose
- Primary Products Europe

Supplemented by:

Near term additional disclosure of CP Kelco's ingredient portfolio margin progression

1. For year ended 31 March 2025, CP Kelco included on a pro forma basis as if acquired on 1 April 2024
2. Proportion of Group in year ended 31 March 2025, pro forma basis
3. Cumulative annual growth rate pro forma information for four years ended 31 March 2025

Ability to accelerate growth

Attractive financial algorithm over the medium-term

TATE & LYLE

Organic revenue growth

4-6%

Higher end

Adjusted EBITDA growth

Ahead of revenue

with additional benefit of cost synergies in fiscal 2027

Adjusted EPS growth

Ahead of EBITDA

Free cash flow conversion[1] of >75%

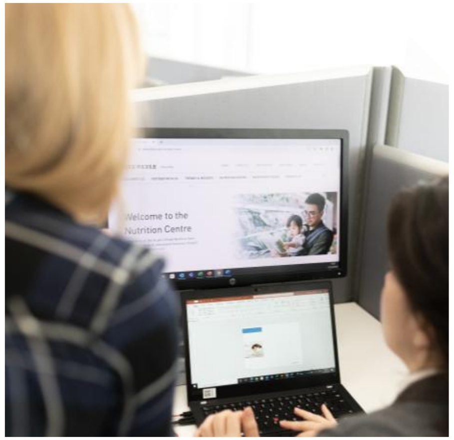
1.0x to 2.5x Net debt to EBITDA

1. Free cash conversion is free cash flow before capital expenditure, divided by EBITDA.

TATE & LYLE

Concrete steps already taken to deliver cost synergy realisation

Confident in delivering targeted cost synergies of US$50m by end of 2027 financial year, and >US$25m in 2026 financial year



Removed duplication of senior roles and delayering	**Closed** office space in Atlanta and Dubai	**Delivered** cross-supply efficiencies	**Consolidated** insurance contracts	**Reduced** transportation costs

Actions taken to realise revenue synergies

Confident in delivering targeted revenue synergies of 10% of CP Kelco's revenue over medium-term

Building cross-selling capabilities

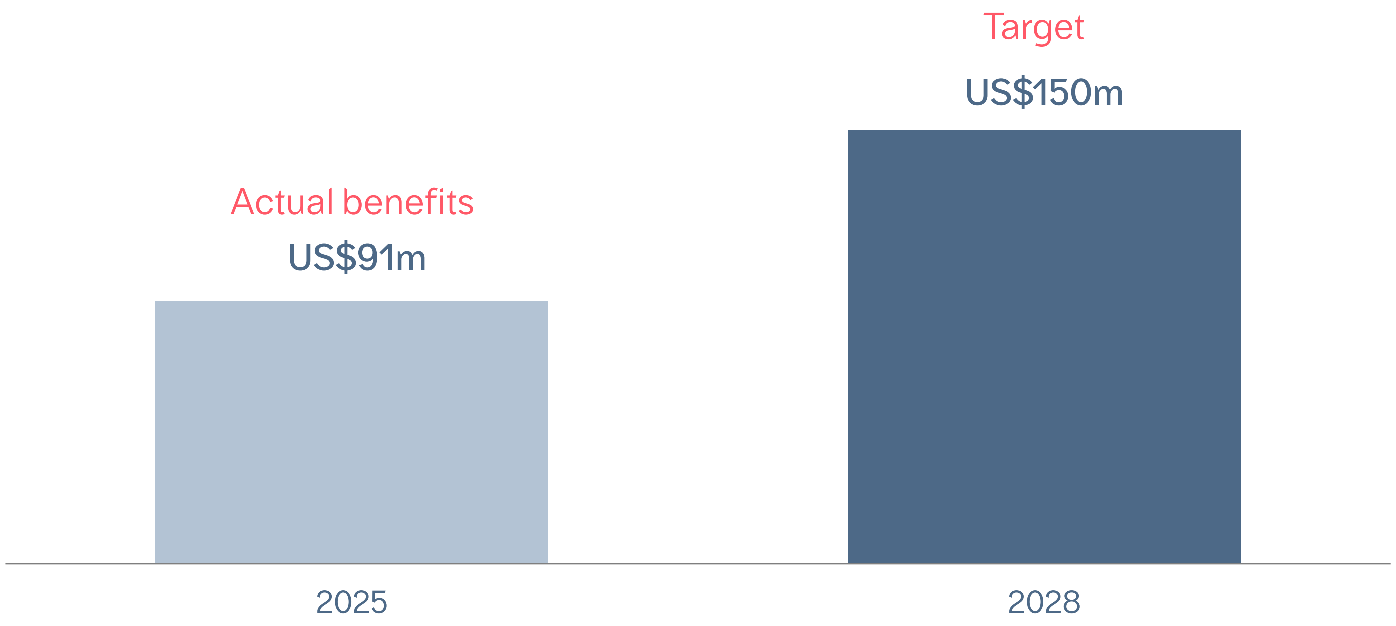
- Global training programme
- Revised sales incentive programme
- Improved relationship management tools
- Dedicated technical support teams

Increasing direct-service for CP Kelco customers

- Regional plans in place
- Consolidating distribution partners
- Moving smaller accounts into distribution
- Positive customer response

Strong progress on US$150m productivity target to 2028

Current programme[1] productivity savings (cumulative)

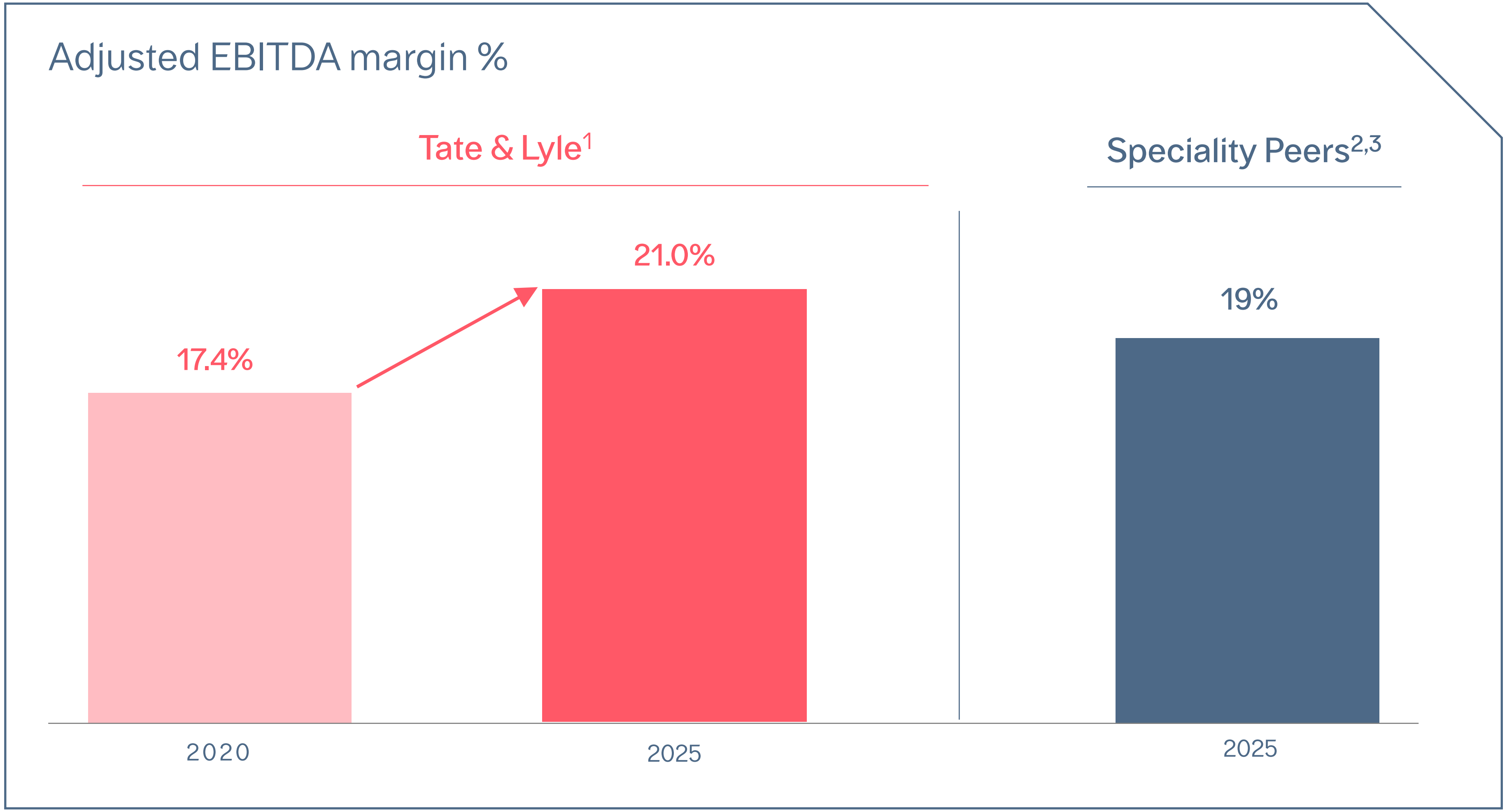


US$270m productivity savings delivered since first programme initiated in 2018

 1. Productivity programme does not include synergies savings.

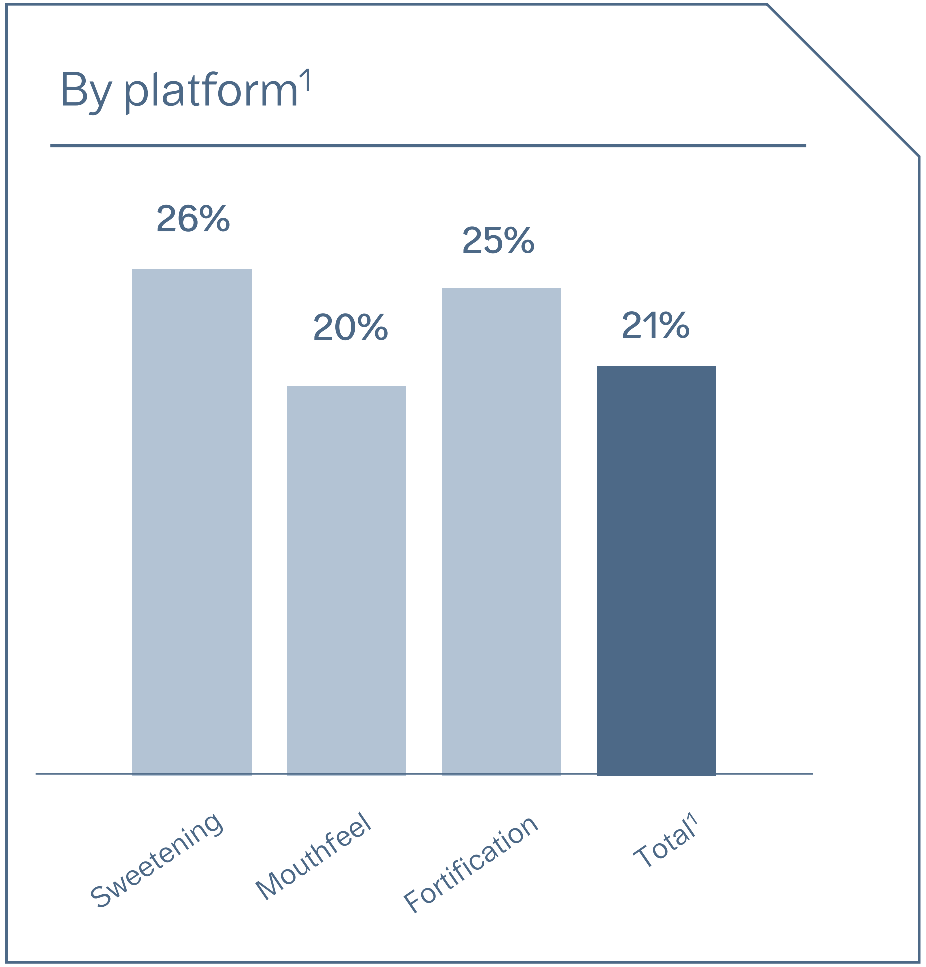
Financial framework

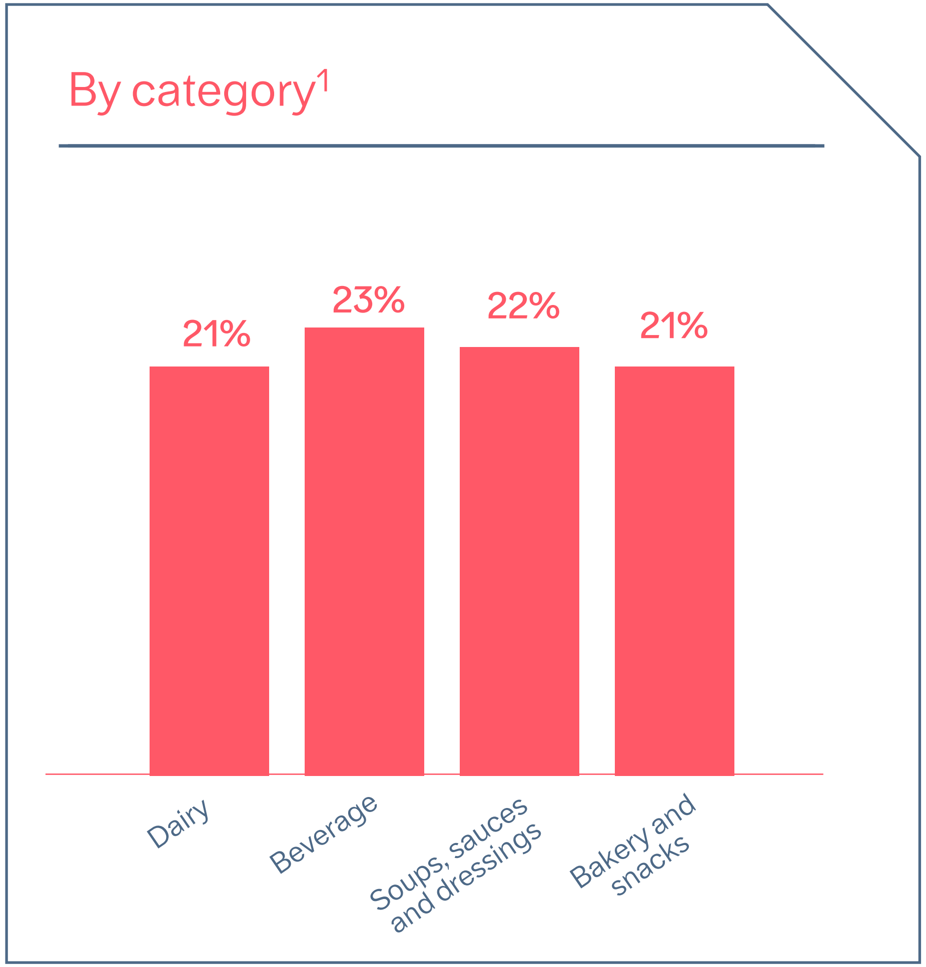
EBITDA margin compares well to speciality peers



1. Financial years ended 31 March, continuing operations only; 2025 is pro forma for the acquisition of CP Kelco as if it was acquired on 1 April 2024.
2. Peers are Ingredion, Corbion, DSM-Firmenich, IFF, Kerry, and Givaudan.
3. Peer EBITDA margin by company is 2023 and 2024 actual and 2025 to 2027 consensus forecasts, overall is weighted average.

Consistent EBITDA margin across platforms and categories





1. Year ended 31 March 2025, pro forma including CP Kelco from 1 April 2024.

Key drivers of speciality margin

TATE & LYLE

High functionality	R&D development	IP Protection	Applications and technical capabilities
Low inclusion rate in customer products	Investment in innovation and solution selling	Intellectual property portfolio	Increase in applications and technical service team
0.1% to 5%	US$370m[1]	>990 patents[2]	>trebled[1]

Enabling customer demand for healthier, tastier and more sustainable food and drink

1. For the five years ended 31 March 2025.
2. At 31 March 2025.

Capital allocation framework remains unchanged

Capital allocation to prioritise growth opportunities and drive shareholder value

Invest in organic growth → Acquisitions, joint ventures, partnerships → Dividend → Return surplus capital to shareholders

Maintain strong and efficient balance sheet,
Target long-term leverage between 1.0x and 2.5x net debt to EBITDA

Progressive Dividend Policy

- Grow dividend when earnings allow, hold dividend in other periods
- Improving cash cover over time

Disciplined use of capital

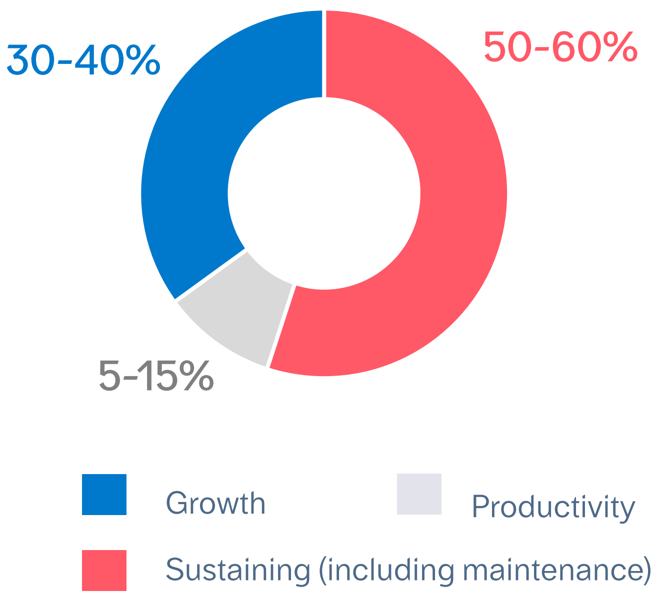
Flexibility to invest

Capital expenditure outlook

FY26[1] Guidance	FY27 to FY28[1]
£120m – £140m	6-7% of revenue

Growth projects: typically IRR of 20%

Capital expenditure outlook FY26-FY28[1]



1. FY is financial years ending 31 March

Summary

1

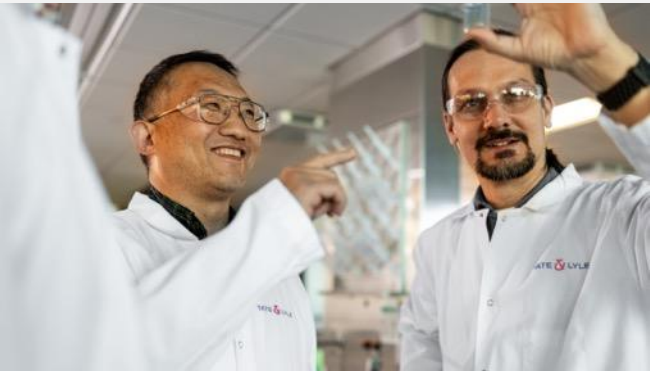
Focused on accelerating top-line growth

2

Delivering on CP Kelco combination and synergy commitments

3

Generating attractive shareholder returns



TATE & LYLE

In conclusion.....

Nick Hampton
Chief Executive

TATE & LYLE
Science \ Solutions \ Society

Growth-focused speciality food and beverage solutions business

Global leader in food and drink reformulation

In conclusion

Significant opportunities to accelerate top-line growth

Macro trends	Food trends	Benefits of the combination		
Structural consumer trends	Acceleration in reformulation	Expanded customer offering	Increased customer access	Deliver revenue synergies

Confidence in growth potential of combined business

Tate & Lyle is a global leader in:

Sweetening	Mouthfeel	Fortification

With a leading portfolio and unique combination of capabilities to support its customers:

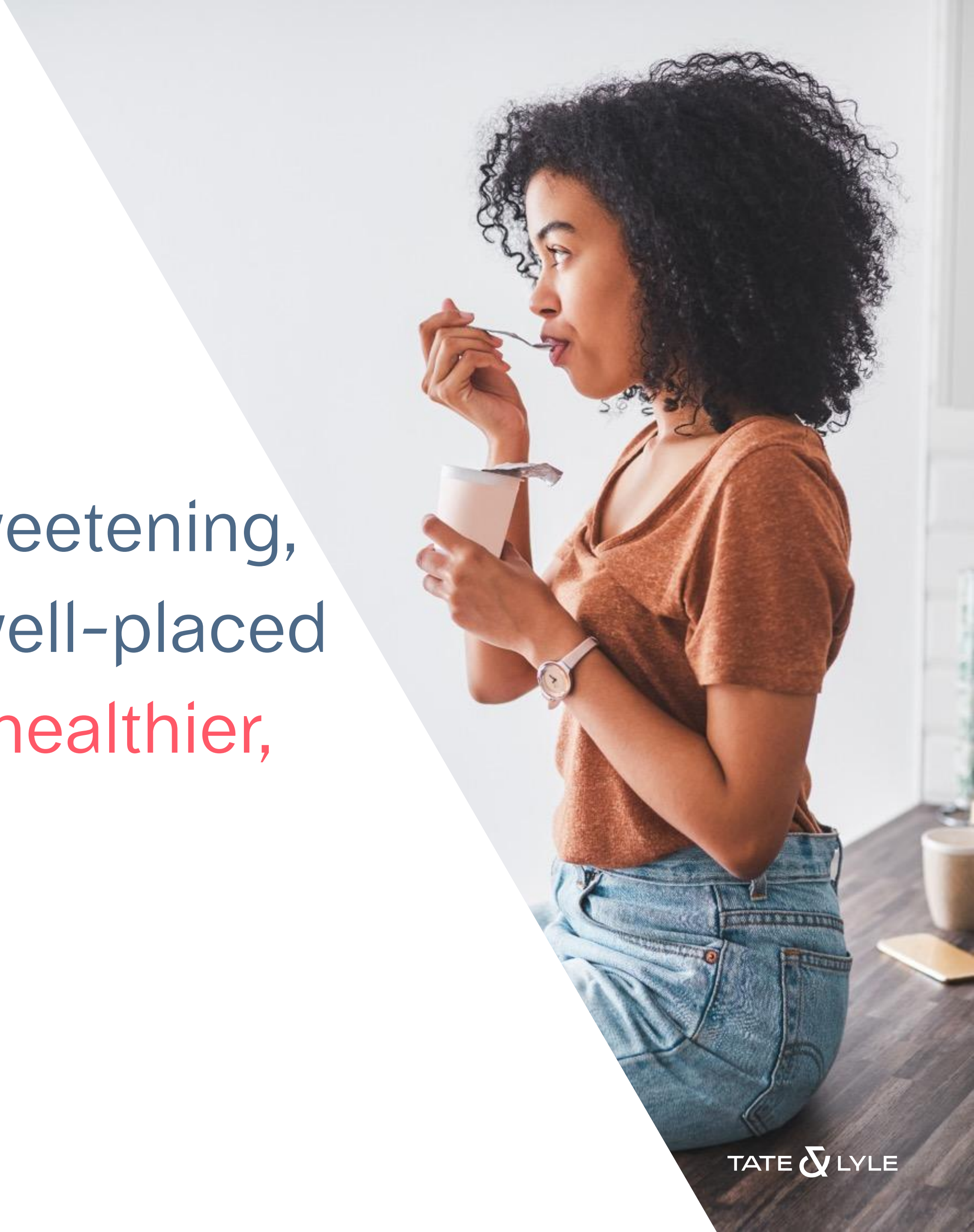
- Science
- Applications
- Formulation
- Nutrition
- Insights
- Regulatory

At the centre of the future of food

Following the combination with CP Kelco, the structural transformation of Tate & Lyle into a speciality solutions business is complete

TATE & LYLE

With our leading positions across sweetening, mouthfeel and fortification, we are well-placed to meet growing global demand for healthier, more nutritious food and drink



TATE & LYLE

Our unique portfolio and enhanced capabilities significantly increases our ability to be the solutions partner of choice for customers

We have a clear strategy for accelerating growth and delivering attractive shareholder returns


SCIENCE & SOLUTIONS & SOCIETY
TATE & LYLE

Q&A.....

Nick Hampton, Chief Executive

Sarah Kuijlaars, Chief Financial Officer

Bill Magee, President, Americas

Didier Viala, Chief Solutions Development Officer