



Notice of Annual General Meeting 2026

Wednesday 22 July 2026 at 10.30am
5 Marble Arch, London, W1H 7EJ

This document is important and requires your immediate attention.

If you have any doubts about the action you should take, you should immediately consult your stockbroker, bank manager, solicitor, accountant or other professional advisor who, if you are taking advice in the United Kingdom, is duly authorised under the Financial Services and Markets Act 2000, or an appropriately authorised independent financial advisor if you are in a territory outside the United Kingdom.

If you have sold or transferred all your shares in Tate & Lyle PLC, please send this document, and any accompanying documents, at once to the purchaser or transferee, or to the stockbroker, bank or other agent through whom the sale or transfer took place, so they can send it on to the purchaser or transferee.

Notice is hereby given that the 2026 AGM of Tate & Lyle PLC will be a combined physical and virtual meeting, held at and broadcast from 5 Marble Arch, London, W1H 7EJ, to consider and, if thought fit, pass the resolutions set out on the following pages.

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2 June 2026

Dear shareholder

Notice of Annual General Meeting

I am pleased to enclose the Notice of the Annual General Meeting 2026 (AGM) of Tate & Lyle PLC (the Company). The AGM will be held at 10.30am on Wednesday 22 July 2026 at 5 Marble Arch, London W1H 7EJ and online using the Lumi electronic meeting platform, enabling shareholders to attend, participate and vote remotely.

Important information

This year's AGM will look and feel a bit different than in the past. We are evolving our AGM format which will be optimised for an online experience, to enable as many shareholders to attend as possible and increase shareholder engagement. A number of our Board members will also participate online. We therefore encourage you to attend the meeting online as well. You can access the meeting by logging on to <https://meetings.lumiconnect.com/100-503-418-614>. Further details are set out on pages 13 to 15 of this Notice of AGM.

Any shareholders wishing to attend the AGM at the physical place of the meeting, at 5 Marble Arch, London, W1H 7EJ, should please notify the Company Secretary in advance by emailing agmquestions@tateandlyle.com to facilitate access to the building. Shareholders will have the same rights attending online as they would do at the physical place of the meeting.

The formal Notice of the AGM is set out on pages 3 and 4, along with the explanatory notes on pages 5 and 6. A user guide detailing the arrangements on how to join, submit questions and vote at the meeting online is set out on pages 13 to 15.

Voting

Your votes are important to us, and I encourage you to submit your voting instructions as early as possible, either electronically or by post. You may wish to appoint the Chair of the meeting as your proxy as this will ensure that your vote is counted if you (or any other person you wish to appoint as proxy) are unable to participate in the meeting on the day. The deadline for submitting your proxy instruction is 10.30am on Monday 20 July 2026. Further details relating to proxy appointments are set out in notes 3 to 7 on pages 7 and 8 of this Notice of AGM.

Shareholder questions

If you would like to ask the Board a question on the formal business of the AGM, please email your question to agmquestions@tateandlyle.com. You may also submit a question using the proxy card. There will be an opportunity to ask questions during the meeting.

Recommendation

Your Directors believe that all the resolutions in the Notice of AGM are in the best interests of Tate & Lyle PLC and its shareholders, and unanimously recommend that you vote in favour of them, as they intend to do in respect of their own holdings of shares in the Company.

Yours faithfully

David Hearn
Chair

Tate & Lyle PLC

Registered Office: as above
Registered in England: number 76535

The resolutions

Notice is hereby given that the one hundred and twenty-third Annual General Meeting (AGM) of Tate & Lyle PLC (the Company) will be held on Wednesday 22 July 2026 at 10.30am at 5 Marble Arch, London, W1H 7EJ and online using the Lumi electronic meeting platform, enabling shareholders to attend, participate and vote remotely.

Resolutions 1 to 18 will be proposed as ordinary resolutions and resolutions 19 to 22 will be proposed as special resolutions. Notes to the resolutions are set out on pages 5 and 6. Biographies of the Directors can be found on pages 10 to 12.

Ordinary resolutions

Annual Report and Accounts

1. To receive the Company's Annual Report and Accounts for the year ended 31 March 2026.

Remuneration

2. To approve the Directors' Remuneration Report (excluding the Directors' Remuneration Policy) as set out on pages 95 to 111 of the Annual Report and Accounts for the year ended 31 March 2026.

Final dividend

3. To declare and pay a final dividend of 13.2 pence per ordinary share in respect of the year ended 31 March 2026, payable to members on the register at the close of business on 19 June 2026.

Directors

4. To re-elect David Hearn as a Director of the Company.
5. To re-elect Nick Hampton as a Director of the Company.
6. To re-elect Sarah Kuijlaars as a Director of the Company.
7. To re-elect Jeff Carr as a Director of the Company.
8. To re-elect John Cheung as a Director of the Company.
9. To re-elect Dr Isabelle Esser as a Director of the Company.
10. To re-elect Steve Foots as a Director of the Company.
11. To elect Heather Harding as a Director of the Company.
12. To re-elect Kimberly Nelson as a Director of the Company.
13. To re-elect Warren Tucker as a Director of the Company.
14. To re-elect Cláudia Vaz de Lestapis as a Director of the Company.

Auditor

15. To re-appoint Ernst & Young LLP as auditor of the Company to hold office from the conclusion of the 2026 AGM until the conclusion of the next meeting at which accounts are laid before the Company.
16. To authorise the Audit Committee to determine the remuneration of the auditors.

Political donations

17. That in accordance with the Companies Act 2006 (the Act), the Company and its subsidiaries at any time during the period this resolution is effective, are authorised to:
 - (a) make political donations to political parties or independent election candidates;
 - (b) make political donations to political organisations other than political parties; and
 - (c) incur political expenditure,

in each case as such terms are defined in Part 14 of the Act, provided that the aggregate amount of any such donations and expenditure shall not exceed £100,000, and the amount authorised under each of paragraphs (a) to (c) shall also be limited to such amount. This authority will commence on the date of the passing of this resolution and remain in force until the conclusion of the Company's next AGM or if earlier, until close of business on 30 September 2027.

All existing authorisations and approvals relating to political donations or expenditure under Part 14 of the Act are hereby revoked without prejudice to any donation made or expenditure incurred prior to the date hereof pursuant to such authorisation or approval.

Directors' authority to allot shares

18. That the Directors be generally and unconditionally authorised pursuant to and in accordance with Section 551 of the Act to exercise all the powers of the Company to allot shares in the Company or to grant rights to subscribe for, or to convert any security into, shares in the Company:

- (a) up to an aggregate nominal amount of £43,307,639; and
- (b) comprising equity securities (as defined in Section 560(1) of the Act) up to a further aggregate nominal amount of £43,307,639 in connection with a pre-emptive offer;

such authorities to apply in substitution for all previous authorities pursuant to Section 551 of the Act and to remain in force until the conclusion of the Company's next AGM or at the close of business on 30 September 2027, whichever is earlier, save that under each authority the Company may, before such expiry, make offers and enter into agreements which would, or might, require shares to be allotted or rights to subscribe for or to convert any security into shares to be granted after the authority given by this resolution has expired.

For the purposes of this Resolution 18:

- (i) "pre-emptive offer" means an offer of equity securities open for acceptance for a period fixed by the Directors to:
 - (a) holders (other than the Company) on the register on a record date fixed by the Directors of ordinary shares in proportion to their respective holdings (as nearly as may be practicable); and
 - (b) other persons so entitled by virtue of the rights attaching to any other securities held by them, but subject in both cases to such exclusions or other arrangements as the Directors may deem necessary or expedient in relation to treasury shares, fractional entitlements, record dates or legal, regulatory or practical problems in, or under the laws of any territory; and
- (ii) the nominal amount of any securities shall be taken to be, in the case of rights to subscribe for or convert any securities into shares of the Company, the nominal amount of such shares which may be allotted pursuant to such rights.

Special resolutions

Disapplication of pre-emption rights

19. That, subject to the passing of Resolution 18, the Directors be authorised to allot equity securities (as defined in Section 560(1) of the Act) wholly for cash as if Section 561(1) of the Act did not apply to any such allotment, pursuant to the authority given by Resolution 18 and/or where the allotment constitutes an allotment of equity securities by virtue of Section 560(3) of the Act, such authority to be limited to:

- (a) allotments in connection with a pre-emptive offer;
- (b) otherwise than in connection with a pre-emptive offer, allotments up to an aggregate nominal amount of £12,992,291 (this amount representing not more than 10% of the issued ordinary share capital (excluding treasury shares) of the Company as at the last practicable date prior to publication of this Notice of AGM); and
- (c) otherwise than pursuant to paragraphs (a) and (b) of this Resolution 19, allotments up to an aggregate nominal amount equal to 20% of any allotment of equity securities made from time to time under paragraph (b) of this Resolution, such authority to be used only for the purposes of making a follow-on offer which the Directors determine to be of a kind contemplated by paragraph 3 of Section 2B of the Statement of Principles on Disapplying Pre-Emption Rights most recently published by the Pre-Emption Group prior to the date of this Notice of AGM,

such authorities to expire at the conclusion of the next AGM of the Company or at the close of business on 30 September 2027, whichever is earlier but, in each case, so that the Company may, before such expiry, make offers and enter into agreements which would, or might, require equity securities to be allotted and treasury shares to be sold after the authority granted by this resolution has expired and the Directors may allot equity securities and sell treasury shares under any such offer or agreement as if the power had not expired.

For the purposes of this Resolution 19:

- (i) “pre-emptive offer” has the same meaning as in Resolution 18;
 - (ii) references to an allotment of equity securities shall include a sale of treasury shares; and
 - (iii) the nominal amount of any securities shall be taken to be, in the case of rights to subscribe for or convert any securities into shares of the Company, the nominal amount of such shares which may be allotted pursuant to such rights.
20. That, subject to the passing of Resolution 18 and in addition to any power granted by Resolution 19, the Directors be authorised to allot equity securities (as defined in Section 560(1) of the Act) wholly for cash under the authority given by Resolution 18 and/or where the allotment constitutes an allotment of equity securities by virtue of Section 560(3) of the Act, as if Section 561(1) of the Act did not apply to any such allotment, such authority be limited to:

- (a) allotments up to an aggregate nominal amount of £12,992,291 (this amount representing not more than 10% of the issued ordinary share capital (excluding treasury shares) of the Company as at the last practicable date prior to publication of this Notice of AGM), such authority to be used only for the purposes of financing (or refinancing, if the authority is to be used within 12 months after the original transaction) a transaction which the Directors determine to be either an acquisition or a specified capital investment of a kind contemplated by the Statement of Principles on Disapplying Pre-Emption Rights most recently published by the Pre-Emption Group prior to the date of this Notice of AGM; and

- (b) otherwise than under paragraph (a) above, allotments up to an aggregate nominal amount equal to 20% of any allotments made from time to time under paragraph (a) of this Resolution, such authority to be used only for the purposes of making a follow-on offer which the Directors determine to be of a kind contemplated by paragraph 3 of Section 2B of the Statement of Principles on Disapplying Pre-Emption Rights most recently published by the Pre-Emption Group prior to the date of this Notice of AGM,

such authorities to apply until the conclusion of the next AGM of the Company (or, if earlier, at the close of business on 30 September 2027), but, in each case during this period, so that the Company may make offers and enter into agreements which would, or might, require equity securities to be allotted and treasury shares to be sold after the authority granted by this resolution ends and the Directors may allot equity securities and sell treasury shares under any such offer or agreement as if the authority had not ended.

For the purposes of this Resolution 20, references to an allotment of equity securities shall include a sale of treasury shares.

Authority to purchase own shares

21. That the Company, pursuant to and in accordance with Section 701 of the Act, be generally and unconditionally authorised to make market purchases (as defined in Section 693 of the Act) of ordinary shares in the capital of the Company, provided that:

- (a) the maximum aggregate number of shares which may be purchased under this authority is 44,545,000;
- (b) the minimum price (excluding expenses) which may be paid for a share is the nominal value of that share; and
- (c) the maximum price (excluding expenses) which may be paid for a share is the higher of (i) 105% of the average of the closing price of the Company’s ordinary shares as derived from the London Stock Exchange Daily Official List for the five business days immediately preceding the day on which such shares are contracted to be purchased, and (ii) the higher of the price of the last independent trade and the highest current independent bid as stipulated by Regulatory Technical Standards as referred to in article 5(6) of the Market Abuse Regulation (as it forms part of UK law),

such authority to expire at the conclusion of the next AGM of the Company or at the close of business on 30 September 2027, whichever is earlier, except in relation to the purchase of ordinary shares the contract for which was concluded before such time and which will or might be executed wholly or partly after such time and the Company may purchase ordinary shares pursuant to such contract as if the authority had not expired.

Notice of general meetings

22. That a general meeting of the Company, other than an AGM, may be called on not less than 14 clear days’ notice.

By order of the Board

Victoria Barlow
Company Secretary

2 June 2026

Tate & Lyle PLC

Registered Office: 5 Marble Arch, London W1H 7EJ
Registered in England: number 76535

Notes to the resolutions

Resolutions 1 to 18 will be proposed as ordinary resolutions which require a simple majority of the votes to be cast in favour.

Resolutions 19 to 22 will be proposed as special resolutions which require at least a 75% majority of the votes to be cast in favour.

Any references to the 'Act' mean the Companies Act 2006. Any references to the 'Code' mean the UK Corporate Governance Code 2024.

Resolution 1: Annual Report and Accounts

As a shareholder, you will have received the Annual Report and Accounts 2026 either as a hard copy or via our website www.tateandlyle.com/annual-reports. The Directors are required to present the Company's annual accounts for the year ended 31 March 2026, together with the strategic report, directors' report and the auditor's report to the meeting under the Act.

Resolution 2: Remuneration Report

Shareholders are invited to approve the Directors' Remuneration Report for the year ended 31 March 2026. This resolution is advisory and, as such, does not affect the actual remuneration paid to any individual director. The Directors' Remuneration Report is set out in the Annual Report and Accounts 2026 on pages 95 to 111 and excludes the Directors' Remuneration Policy on pages 99 to 100.

Resolution 3: Dividend

The Board recommends a final dividend for the year ended 31 March 2026 of 13.2 pence per ordinary share of 0.29 1/6 pence which, if approved, will be paid on 31 July 2026 to shareholders on the Register of Members at the close of business on 19 June 2026.

Resolutions 4 to 14: Election and re-election of Directors

In accordance with the Code, all Directors are required to retire annually and offer themselves for election or re-election as appropriate.

The Board has concluded that each of the non-executive directors, save for Ms Harding and Ms Vaz de Lestapis (both of whom were appointed by J.M. Huber Corporation), is independent under the terms of the Code. The Board considers that their skills, experience, independence and knowledge of the Company enable them to discharge their respective duties and responsibilities effectively. The Board confirms that following a formal performance review as referred to on page 85 of the Annual Report and Accounts 2026, that each Director continues to be effective and demonstrates commitment to their role.

The biographies of each Director standing for election or re-election can be found on pages 10 to 12 of this Notice of AGM.

Resolutions 15 and 16: Auditor and auditor's remuneration

The auditor of the Company must be appointed or re-appointed at every annual general meeting at which accounts are presented. On the recommendation of the Audit Committee, the Board proposes the re-appointment of Ernst & Young LLP as the Company's auditor until the conclusion of the next general meeting at which accounts are laid before the Company.

The remuneration of the auditor must also be fixed by the Company in a general meeting or in such manner as the Company may determine in a general meeting. Resolution 16 seeks authorisation for the Audit Committee to determine the auditor's remuneration.

Resolution 17: Political donations

The Company has a policy not to make donations to, or incur expenditure on behalf of, political candidates, parties or organisations and has no intention of changing that policy.

However, the Act contains restrictions on companies making political donations or incurring political expenditure and it defines these terms very widely, such that activities that form part of the normal relationship between the Company and bodies concerned with policy review, law reform and other business matters affecting the Company, may be included. Therefore, to avoid the possibility of inadvertently contravening the Act, the Company is seeking authority under Resolution 17 to allow the Company or any of its subsidiaries to fund donations or incur political expenditure for the period from the date of the AGM to the conclusion of next year's AGM up to an aggregate £100,000 per annum.

Resolution 18: Authority to allot shares

Resolution 18 seeks renewal of the Directors' authority to allot shares. At our 2025 AGM, the Directors were given authority to allot shares in amounts up to two thirds of the Company's then issued ordinary share capital (excluding treasury shares). This authority expires at the end of this AGM.

The authority in paragraph (a) will allow the Directors to allot new shares and grant rights to subscribe for, or convert other securities into, shares up to a nominal value of £43,307,639, which is equivalent to approximately 33% of the total issued ordinary share capital of the Company, exclusive of treasury shares, as at 27 May 2026.

The authority in paragraph (b) will allow the Directors to allot new shares and grant rights to subscribe for, or convert other securities into, shares only in connection with a pre-emptive offer up to a further nominal value of £43,307,639, which is equivalent to approximately 33% of the total issued ordinary share capital of the Company, exclusive of treasury shares, as at 27 May 2026.

This is in line with the Investment Association's (IA) Share Capital Management Guidelines issued in February 2023 which state that IA members will regard as routine resolutions seeking an authority to allot shares representing up to two thirds of a company's issued share capital provided that any amount in excess of one-third of a company's issued share capital is applied to pre-emptive offers only.

In light of these guidelines and as in previous years, the Directors consider it appropriate to seek renewal of this authority. There are no present plans to exercise this authority other than in connection with the Company's employee share schemes, but the Directors consider it prudent to have the maximum flexibility permitted by corporate governance guidelines to respond to market developments and to enable allotments to take place to finance business opportunities as they arise.

If this resolution is passed, the authority will expire on the earlier of the Company's next AGM or at the close of business on 30 September 2027.

Resolutions 19 and 20: Disapplication of pre-emption rights

If the Directors wish to exercise the authority granted under Resolution 18 to allot new shares and other equity securities, or to sell treasury shares, for cash (other than in connection with an employee share scheme), they must, in the first instance, offer them to existing shareholders in proportion to their holdings. Resolutions 19 and 20 are special resolutions which give the Directors the flexibility to disapply these pre-emption rights in certain circumstances and in line with the guidance of the UK's Pre-Emption Group, which is generally supported by UK asset managers and owners.

The authority set out in Resolution 19 would be limited as follows:

- (a) to pre-emptive offers but subject to such exclusions or arrangements as the Directors consider necessary to deal with certain legal, regulatory or practical difficulties;
- (b) to non-pre-emptive allotments or sales of shares without restriction as to the use of the proceeds, up to an aggregate nominal value of £12,992,291, representing 44,545,000 ordinary shares and approximately 10% of the total issued share capital of the Company excluding treasury shares as at 27 May 2026. This limit is in line with the Pre-Emption Group's Statement of Principles 2022; and
- (c) to further allotments or sales of shares up to an additional aggregate nominal amount equal to 20% of any allotments or sales made under (b) above (so a maximum aggregate nominal amount of £2,598,458 representing 8,909,000 ordinary shares and approximately 2% of the issued ordinary share capital of the Company (excluding treasury shares) as at 27 May 2026). Such power would be used only to make a follow-on offer of a kind contemplated by Section 2B of the Pre-Emption Group's Statement of Principles 2022. The Board intends to adhere to the provisions in the Pre-Emption Group's Statement of Principles for any follow-on offers made, as far as practicable.

Resolution 20 would give the Company the flexibility to make non-pre-emptive issues of ordinary shares as permitted by the Pre-Emption Group's Statement of Principles 2022, i.e. in connection with acquisitions and specified capital investments which are announced contemporaneously with the allotment, or which have taken place in the preceding twelve months and are disclosed in the announcement of the issue.

The authority under Resolution 20 is in addition to that proposed by Resolution 19 and would be limited as follows:

- (a) to allotments or sales of shares up to an aggregate nominal amount of £12,992,291 (representing 44,545,000 ordinary shares and an additional 10% of the issued ordinary share capital of the Company (excluding treasury shares) as at 27 May 2026; and
- (b) to further allotments or sales up to an additional aggregate nominal amount equal to 20% of any allotments or sales made under (a) above (so a maximum aggregate nominal amount of £2,598,458 representing 8,909,000 ordinary shares and approximately 2% of the issued ordinary share capital of the Company (excluding treasury shares) as at 27 May 2026), such power to be used only for the purposes of making a follow-on offer of a kind contemplated by Section 2B of the Pre-Emption Group's Statement of Principles 2022.

The Directors have no present intention of exercising the authorities contained in Resolutions 19 or 20, however, they wish to ensure that the Company has maximum flexibility in managing the Group's capital resources. If the powers sought by Resolutions 19 and 20 are used in relation to a non-pre-emptive offer, the Directors confirm their intention to follow the shareholder protections in Section 2B of the Pre-Emption Group's Statement of Principles 2022 and, where relevant, follow the expected features of a follow-on offer as set out in paragraph 3 of part 2B of the Pre-Emption Group's Statement of Principles 2022.

The authorities under Resolutions 19 and 20 will expire at the conclusion of the next AGM of the Company, or 30 September 2027, whichever is earlier.

Resolution 21: Authority to purchase own shares

Resolution 21 seeks authority for the Company to make market purchases of up to a maximum of 44,545,000 ordinary shares (10% of its issued ordinary share capital (excluding treasury shares), as at 27 May 2026, until the AGM in 2027 or 30 September 2027, whichever is earlier, continuing a similar authority granted by shareholders at last year's AGM. Resolution 21 also states the maximum number of shares that may be purchased and the minimum or maximum prices at which they may be bought.

The Directors have no present intention of exercising this authority, but consider it prudent to have the flexibility to do so. The Directors will only exercise the authority where they consider it to be in the best interests of shareholders generally and where it is expected to result in an improvement in earnings per share or otherwise enhance shareholder value.

Pursuant to the Act, the Company may either cancel repurchased shares or hold them as treasury shares depending on which course of action is considered by the Directors to be in the best interests of the shareholders at that time. Shares held in treasury can either be resold for cash, cancelled (either immediately or at a point in the future) or used for the purposes of the Company's share incentive plans. No dividends will be paid on, and no voting rights will be exercised in respect of, treasury shares.

The total number of shares which may be subscribed for on the exercise of outstanding options as at 27 May 2026 (the last practicable date prior to the posting of this document) is 305,113, which represents approximately 0.068% of the issued ordinary share capital (excluding shares currently held in treasury) at that date. If the authority for the Company to purchase shares under Resolution 21 is used in full, the outstanding options over ordinary shares would represent 0.076% of the issued share capital as at 27 May 2026 (excluding any shares then held in treasury). The Company holds 31,294,579 treasury shares at the date of this document.

Resolution 22: Notice of general meetings

The minimum notice period required by the Act for general meetings (other than annual general meetings) is 21 days unless the Company:

- (a) has gained shareholder approval for the holding of general meetings on 14 clear days' notice by passing a special resolution at the most recent AGM or at a subsequent general meeting; and
- (b) offers the facility for all shareholders to vote by electronic means.

Resolution 22 seeks such approval and replaces a similar authority granted at the 2025 AGM.

The shorter notice period would not be used as a matter of routine but only where the Company considers the flexibility is merited by the business of the meeting and is thought to be in the best interests of shareholders as a whole. Should this resolution be approved, it will be valid until the conclusion of the next AGM.

Important notes

The following notes explain your general rights as a member and information about this Notice of AGM.

If there are any changes to the arrangements for the AGM as set out in this Notice of AGM, we will notify shareholders as soon as possible via our website www.tateandlyle.com/investors/agm and, where appropriate, by Regulatory Information Service announcement.

1. Attendance and voting

As the meeting will be optimised for an online experience, some members of the Board will not be present at the physical place of the meeting and will take part in the AGM electronically. Consequently, not all Directors will be available to meet shareholders after the AGM. Shareholders are therefore encouraged to join the AGM electronically and participate via the online platform (Lumi).

For those shareholders who still wish to attend at the physical place of the meeting, a room will be available at 5 Marble Arch, London W1H 7EJ. Shareholders attending at the physical place of the meeting should please notify the Company Secretary in advance via agmquestions@tateandlyle.com to facilitate access to the building.

To be entitled to attend and vote at the physical place of the meeting, online or by proxy at the AGM, shareholders must be entered on the Company's Register of Members at 6.30pm on Monday 20 July 2026 (or, in the case of an adjournment, at 6.30pm on the date which is two business days before the date fixed for the adjourned meeting). Changes to the Register of Members after the relevant deadline shall be disregarded in determining the rights of any person to attend, speak and vote at the AGM.

Voting on each of the Resolutions to be put to the AGM will be by poll, so that all shares voted are included. The results of the voting at the meeting, the number of proxy votes cast for and against and the number of votes withheld, in respect of each of the Resolutions proposed at the meeting will be announced to the London Stock Exchange as soon as practicable following the meeting and will be published on the Company's website at www.tateandlyle.com.

2. Questions at the meeting

Any shareholder attending the AGM has the right to ask questions. Questions for the Board can be submitted in advance to agmquestions@tateandlyle.com or at the AGM through the Lumi platform. To enable the Board to address as many questions as possible, we request that where possible, questions are submitted in advance of the AGM. The Chair will ensure that any question relating to the business being dealt with at the AGM receives a response, but in accordance with Section 319A of the Act, no response need be given if:

- (a) to do so would interfere unduly with the preparation for the AGM or involve the disclosure of confidential information;
- (b) the answer has already been given on the Company's website in the form of an answer to a question; or
- (c) the Chair determines that it is undesirable in the interests of the Company or the good order of the AGM that the question be answered.

The Chair may determine the order in which questions raised by shareholders are taken, having due regard for shareholders present at the AGM.

3. Appointment of proxies

Any shareholder of the Company entitled to attend and vote at the meeting convened by this Notice of AGM is entitled to appoint a proxy to exercise all or any of their rights to attend and to speak and vote on his or her behalf at the meeting. A shareholder may

appoint more than one proxy, provided that each proxy is appointed to exercise the rights attached to different shares held by that shareholder. A proxy need not be a shareholder of the Company. Shareholders may wish to appoint the Chair of the meeting as their proxy, as this will ensure that your vote is counted if you (or any proxy appointed) are unable to attend on the day. If you complete and return the proxy form this will not prevent you from attending and voting at the meeting should you subsequently decide to do so.

In order to be valid, an appointment of proxy must be made by returning a proxy form or by one of the electronic methods described in note 4 or 5 below.

To be effective, a proxy form must be lodged at the offices of the Company's registrar, Equiniti, in accordance with the instructions provided on the proxy form and received no later than 10.30am on Monday 20 July 2026.

Shareholders who prefer to register the appointment of their proxy or proxies electronically can do so through Equiniti's website, www.shareview.co.uk. You will need to create an online portfolio using your Shareholder Reference Number printed on your proxy form and follow the on-screen instructions. Alternatively, shareholders who have already registered with Equiniti's online portfolio service can appoint their proxy electronically by logging on to www.shareview.co.uk and clicking on the 'Vote Online' link. A proxy appointment made electronically will not be valid if sent to any address other than those provided or if received after 10.30am on Monday 20 July 2026.

If you do not have a proxy form and believe that you should have one, or if you require additional forms, please contact Equiniti by post (Equiniti, Highdown House, Yeoman Way, Worthing, West Sussex BN99 6DA) or by telephone (+44 (0)371 384 2063; lines are open from 8.30am to 5.30pm Monday to Friday excluding public holidays in England and Wales. If calling from outside of the UK, please ensure the country code is used).

4. Holders via the Corporate Sponsored Nominee Service

Holders via the Corporate Sponsored Nominee Service already registered with Equiniti's online portfolio service, Shareview, can register their voting instruction electronically by logging on to their portfolio at www.shareview.co.uk and clicking on the link to vote. If you have not registered for a Shareview portfolio, please go to www.shareview.co.uk and follow the instructions.

To be valid, the voting instruction together with the power of attorney or other authority (if any) under which it is signed, must be received by Equiniti by no later than 10.30am on Friday 17 July 2026. If you submit more than one voting instruction in respect of the same holding, the instruction received last by Equiniti before the aforementioned deadline for receipt of voting instructions will take precedence.

Any power of attorney or any other authority under which the voting instruction is signed (or a duly certified copy of such power or authority) must be included.

If the holder via the Corporate Sponsored Nominee Service is a corporation, the voting instruction must be executed under seal or signed by a duly authorised officer or attorney.

The Corporate Sponsored Nominee will appoint the Chair of the meeting as its proxy to cast the votes of holders via the Corporate Sponsored Nominee Service. The Chair may also vote or abstain from voting as they think fit on any other business (including amendments to the resolutions included in this document and on any procedural business, including any resolution to adjourn) which may come before the AGM.

5. Electronic proxy voting through CREST

CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so by following the procedures described in the CREST Manual on the Euroclear website (www.euroclear.com). CREST personal members or other CREST-sponsored members, and those CREST members who have appointed a voting service provider(s), should refer to their CREST sponsor or voting service provider(s), who will be able to take the appropriate action on their behalf.

In order for a proxy appointment or instruction made by means of CREST to be valid, the appropriate CREST message (a CREST Proxy Instruction) must be properly authenticated in accordance with Euroclear specifications and must contain the information required for such appointment or instruction, as described in the CREST Manual. The message, regardless of whether it constitutes the appointment of a proxy or an amendment to the instruction given to a previously appointed proxy, must, in order to be valid, be transmitted so as to be received by Equiniti (ID RA19) by no later than 10.30am on Monday 20 July 2026. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp applied to the message by the CREST Applications Host) from which Equiniti is able to retrieve the message by enquiry to CREST in the manner prescribed by CREST. After this time, any change of instructions to proxies appointed through CREST should be communicated to the appointee through other means. The Company may treat as invalid a CREST Proxy Instruction in the circumstances set out in regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.

CREST members and, where applicable, their CREST sponsors or voting service providers, should note that EUI does not make available special procedures in CREST for any particular messages. Normal system timings and limitations will therefore apply in relation to the input of CREST Proxy Instructions. It is the responsibility of the CREST member concerned to take (or, if the CREST member is a CREST personal member or sponsored member or has appointed a voting service provider(s), to procure that their CREST sponsor or voting service provider(s) take(s)) such action as shall be necessary to ensure that a message is transmitted by means of the CREST system by any particular time. In this connection, CREST members and, where applicable, their CREST sponsors or voting service providers, are referred, in particular, to those sections of the CREST Manual concerning practical limitations of the CREST system and timings.

6. Appointment of proxy through Proxymity

If you are an institutional investor, you may be able to appoint a proxy electronically via the Proxymity platform, a process which has been agreed by the Company and approved by the Registrar. For further information regarding Proxymity, please go to www.proxymity.io. Your proxy must be lodged by 10.30am on Monday 20 July 2026 in order to be considered valid. Before you can appoint a proxy via this process, you will need to have agreed to Proxymity's associated terms and conditions. It is important that you read these carefully as you will be bound by them, and they will govern the electronic appointment of your proxy.

7. Changing proxy instructions

To change your proxy instructions you may return a new proxy appointment using the methods set out above. Where you have appointed a proxy using your proxy form and would like to change the instructions using another proxy form, please contact Equiniti by post (Equiniti, Highdown House, Yeoman Way, Worthing, West Sussex BN99 6DA) or by telephone (+44 (0)371 384 2063; lines are open from 8.30am to 5.30pm Monday to Friday excluding public holidays in England and Wales. If calling from outside of the UK, please ensure the country code is used). The deadline for receipt of proxy appointments, which is not later than 10.30am on

Monday 20 July 2026, also applies in relation to amended instructions. Where two or more valid separate appointments of proxy are received in respect of the same share in respect of the same meeting, those received last by Equiniti will take precedence.

8. Information on website

A copy of this Notice of AGM 2026 and other information required by Section 311A of the Act can be found on the Company's website, www.tateandlyle.com/investors/agm.

9. Shareholder requisition rights

Under Section 338 and Section 338A of the Act, members meeting the threshold requirements in those sections have the right to require the Company: (i) to give, to members of the Company entitled to receive notice of the meeting, notice of a resolution which may properly be moved and is intended to be moved at the meeting; and/or (ii) to include in the business to be dealt with at the meeting any matter (other than a proposed resolution) which may be properly included in the business. A resolution may be properly moved or a matter may properly be included in the business unless: (a) (in the case of a resolution only) it would, if passed, be ineffective (whether by reason or inconsistency with any enactment of the Company's constitution or otherwise); (b) it is defamatory of any person; or (c) it is frivolous or vexatious. Such a request may be in hard copy form or in electronic form, must identify the resolution of which notice is to be given or the matter to be included in the business, must be authorised by the person or persons making it, must be received by the Company not later than the date 6 weeks before the meeting, and (in the case of a matter to be included in the business only) must be accompanied by a statement setting out the grounds for the request.

10. Nominated persons

A copy of this Notice of AGM has been sent for information only to persons who have been nominated by a member to enjoy information rights under section 146 of the Companies Act 2006 (the Act) (Nominated Persons). The statement of rights of members in relation to the appointment of proxies does not apply to Nominated Persons. The rights described in that paragraph can only be exercised by members of the Company. Nominated Persons may have a right under an agreement with the registered member who holds the shares on their behalf to be appointed (or to have someone else appointed) as a proxy. Alternatively, if Nominated Persons do not have such a right, or do not wish to exercise it, they may have a right under such an agreement to give instructions to the person holding the shares as to the exercise of voting rights.

11. Total voting rights

Holders of ordinary shares are entitled to attend and vote at general meetings of the Company. As at 27 May 2026, being the last practicable date prior to publication of this document, the total number of issued shares was 476,744,583 and the Company held 31,294,579 shares in treasury. The total number of shares with full voting rights as at the last practicable date was therefore 445,450,004.

12. Corporate representatives

A shareholder of the Company which is a corporation may appoint one or more corporate representatives who may exercise on its behalf all of its powers as a shareholder, provided that they do not do so in relation to the same shares.

13. Attending and voting by electronic means

Members may attend, speak and vote at the meeting by following the instructions on page 13.

14. Documents available for inspection

The following documents are available for inspection at the registered address of the Company during normal business hours on any weekday (Saturday, Sunday and UK public holidays excluded):

- (a) service contracts between the executive directors and the Company; and
- (b) letters of appointment of the non-executive directors.

15. Website publication of audit concerns

Under Section 527 of the Act members meeting the threshold requirements set out in that section have the right to require the Company to publish a statement on its website setting out any matter that the members propose to raise at the meeting relating to (a) the audit of the Company's accounts (including the auditor's report and the conduct of the audit) that are to be laid before the meeting or (b) any circumstances connected with an auditor of the Company ceasing to hold office since the last annual general meeting. The Company cannot require the members requesting the publication to pay its expenses. Any statement placed on the website must also be sent to the Company's auditor no later than the time it makes its statement available on the website. The business which may be dealt with at the meeting includes any statement that the Company has been required under Section 527 of the Act to publish on its website.

16. Communication with the Company

You may not use any electronic address provided either in this Notice of AGM or any related documents including the proxy form to communicate with the Company for any purposes other than those expressly stated.

17. Data processing

The Company will process personal data that shareholders provide to the Company, including the personal data of a shareholder's proxy if a proxy is provided. Personal data includes all data provided by shareholders, or on behalf of shareholders, which relates to: (1) the shareholder, including name and contact details, the votes that the shareholder casts and any other personal data collected by the controller regarding the shareholder, e.g. the shareholder's reference/identification number; and (2) any person who is identified as a proxy by a shareholder via a proxy form, including their name and contact details. The Company will also process personal data of shareholders and/or their proxy to the extent that shareholders or their proxy attend meetings held by the Company or the Company makes a recording of these meetings, in which case personal data processed may include images and audio of the shareholder or their proxy which may be captured in the form of photographs and/or video and audio recordings. Please note that if shareholders either provide the personal data of a proxy, or send a proxy to a meeting in their place, the Company requires the shareholder to communicate this privacy information to such proxy. The Company and any third party to which it discloses the data (including the Company's registrar) may process such data for the purposes of maintaining the Company's records, meeting management, managing corporate actions, fulfilling the Company's legal obligations to shareholders, fulfilling the Company's legal obligations and communicating with shareholders. The Company's lawful bases for the processing described above, for the purposes described above, is that the processing is necessary in order for the Company to: (1) fulfil its legitimate interests; and (2) comply with its legal obligations. All of this data will be processed in accordance with the Company's privacy notice which can be accessed at www.tateandlyle.com/your-privacy.

Shareholder communications

As we look to minimise our impact on the planet and its resources, we are asking shareholders to do the same. Please consider whether you could:

- receive your copy of notices of annual general meeting and other shareholder communications electronically; and
- receive your dividends (and any unclaimed dividends) directly into your bank account.

Shareholders can register for electronic communications and update dividend payment instructions via Shareview, a secure internet based platform provided by our Registrar, Equiniti. Go to www.shareview.co.uk and follow the 'Register' link. You will need to enter your Shareholder Reference Number which is included on your proxy form.

Directors' biographies

David Hearn N

Chair and Chair of the Nominations Committee

Date appointed to Board: January 2024

Independent: Yes (on appointment)

Nationality: British

Skills and contribution to the Board: David brings to the Board more than 40 years of knowledge and deep leadership experience within food and beverage companies. David has held senior roles at a number of global businesses including Del Monte, PepsiCo and United Biscuits.

Current external commitments: Chair of Safestore plc.

Previous roles: Until November 2023, served as chair of The a2 Milk Company, a company listed on the Australian and New Zealand Stock Exchanges. Served as CEO of Goodman Fielder, an Australian food business, from 1995 to 2001, and was CEO of Cordiant Group PLC in the US from 2001 to 2003. In 2005, he was appointed CEO of Committed Capital, an international private equity and advisory firm based in London and Sydney, for whom he acted as chair of a wide range of portfolio businesses over a 12-year period.

Nick Hampton

Chief Executive

Date appointed to Board: September 2014

Date appointed Chief Executive: April 2018

Independent: No

Nationality: British

Skills and contribution to the Board: Nick brings a wealth of food industry insights to the Board. His general management, financial and operational experience in senior management roles in a major multinational food and beverage business, combined with his experience in leading transformational projects, provides him with the skillset required to inspire and lead the Group.

Current external commitments: Senior independent director at Severn Trent plc, and a member of its Audit and Risk, Treasury, Remuneration and Nominations Committees.

Previous roles: Prior to being appointed Chief Executive, he served as CFO of Tate & Lyle. Before joining Tate & Lyle, he held a number of senior roles over a 20-year career at PepsiCo, including senior vice president and CFO, Europe, and president, West Europe Region and senior vice president commercial, Europe.

Board Committees

A Audit Committee R Remuneration Committee N Nominations Committee

Sarah Kuijlaars

Chief Financial Officer

Date appointed to Board: September 2024

Independent: No

Nationality: British

Skills and contribution to the Board: Sarah brings more than three decades of experience in various global listed companies and has a proven track record of financial leadership. Her financial, commercial and international experience is of great value to the Board. Sarah is a Fellow of the Chartered Institute of Management Accountants and an Associate Member of The Association of Corporate Treasurers.

Current external commitments: Non-executive director and member of the Audit and Risk, Remuneration and Nomination Committees of JD Sports Fashion Plc. Sarah is due to be appointed as chair of the Audit and Risk Committee with effect from 1 June 2026.

Previous roles: During a 25-year career at Shell plc, Sarah held various finance leadership roles in geographies such as Brazil, the Middle East, Nigeria and Russia. She has also held roles as deputy CFO and group controller of Rolls-Royce Holdings plc, CFO of Arcadis NV and CFO of De Beers Group.

Jeffrey (Jeff) Carr A N R

Non-Executive Director and Chair of the Remuneration Committee

Date appointed to Board: April 2024

Independent: Yes

Nationality: British

Skills and contribution to the Board: Jeff is a chartered management accountant and has over 30 years' experience in international financial roles, across a range of consumer and retail companies. Jeff brings an understanding of the investment community and shareholder institutions and, in his previous role as CFO at Reckitt Benckiser Group plc, he was a key player in delivering strategic and cultural change.

Current external commitments: Non-executive director of Kingfisher plc and chair of its Audit Committee.

Previous roles: CFO of Reckitt Benckiser Group plc from 2020 to 2024, CFO for European retailer Ahold Delhaize from 2011 to 2020.

John Cheung A N

Non-Executive Director

Date appointed to Board: January 2021

Independent: Yes

Nationality: Chinese (The People's Republic of China (Hong Kong SAR))

Skills and contribution to the Board: The Board benefits from John's breadth of food and beverage experience and deep understanding of markets in Asia, particularly in China. His experience in senior positions in Asia in multiple companies and as a chief executive officer enables him to provide valuable insights about the region.

Current external commitments: Non-executive director at China Feihe Limited.

Previous roles: President of Wyeth Nutrition Global, chairman and chief executive officer of Nestlé Greater China, VP China at Coca-Cola and chief executive officer at Zhejiang Supor Co., Limited.

Dr Isabelle Esser R N

Non-Executive Director

Date appointed to Board: June 2022

Independent: Yes

Nationality: Belgian

Skills and contribution to the Board: Isabelle brings over 30 years' experience in global consumer food and ingredient companies, with a particular focus on research and development, quality and food safety. Her scientific expertise and extensive technology leadership experience in Tate & Lyle's markets are of significant benefit to the Board. In addition, her human resources experience within international organisations further strengthens the Board's collective skills.

Current external commitments: Chief research, innovation, quality and food safety officer and chief human resources officer at Danone SA.

Previous roles: EVP, R&D Foods Transformation, Global Foods and Refreshment at Unilever PLC and chief human resources officer at Barry Callebaut AG.

Steve Foots R N

Non-Executive Director

Date appointed to Board: July 2025

Independent: Yes

Nationality: British

Skills and contribution to the Board: Steve joined Croda International Plc as a graduate trainee in 1990 and during his career with the company has held a number of senior management positions, including president of Croda Europe from 2010, at which time he was appointed to the board, and group chief executive from 2012. His considerable strategic and operational leadership experience is of significant benefit to the Tate & Lyle Board.

Current external commitments: Group chief executive of Croda International Plc and Industry co-chair of the Chemistry Council.

Heather Harding

Non-Executive Director

Joined the Board on 27 January 2026

Date appointed to Board: January 2026

Independent: No

Nationality: American

Skills and contribution to the Board: Heather has held several high-level executive positions during her career, including serving as CFO, where she directed complex financial strategies, oversaw regulatory compliance and managed investor relations. Heather brings experience in corporate acquisitions and integrations as well as expertise in managing the operations of international manufacturing firms. She is a certified public accountant.

Current external commitments: Non-executive director and chair of the Audit Committee at J.M. Huber Corporation and non-executive director and chair of the Audit Committee at Janus International.

Previous roles: Vice president of Finance and Administration of Emerson Electric, senior finance roles at Cooper Industries (now a subsidiary of Eaton Corporation) and CFO of Luxfer Holdings PLC.

Kimberly (Kim) Nelson A N

Senior Independent Director

Date appointed to Board: July 2019

Independent: Yes

Nationality: American

Skills and contribution to the Board: Kim has nearly 30 years of experience in the global consumer foods industry with a particular understanding of consumers and retailers in the US market. Kim's operational background leading large consumer brands, combined with corporate leadership of sustainability issues and crisis management, communications and government relations, allows her to bring a unique and valuable perspective to the Board.

Current external commitments: Non-executive director of Colgate-Palmolive Company and non-executive director of Cummins, Inc.

Previous roles: President of the Snacks Division, General Mills Inc. and senior vice president, External Relations, General Mills. Senior operating roles at General Mills with increasing responsibility in the Big G cereal, Yoplait yogurt, Meals and Snacks divisions.

Warren Tucker A R N

Non-Executive Director and Chair of the Audit Committee

Date appointed to Board: November 2018

Independent: Yes

Nationality: British

Skills and contribution to the Board: Warren is a chartered accountant and has extensive experience as a former CFO of a large global manufacturing group, where he also co-led the company's organic and strategic growth. His experience in large multinational and business-to-business organisations across several geographies and industries enables him to provide valuable insights to the Board. He also brings an understanding of the London investment community and shareholder institutions.

Current external commitments: Non-executive director of Modulaire Group and chair of its Audit Committee.

Previous roles: CFO of Cobham plc for ten years until 2013. Warren also held senior finance roles at Cable & Wireless and British Airways. Chair of TT Electronics Plc until 2026, non-executive director of Reckitt Benckiser Group plc until 2020, and chair of the Audit Committee at Survitec Group. Non-executive director and chair of the Remuneration Committee at Thomas Cook Group plc and a non-executive chair at PayPoint plc.

Cláudia Vaz de Lestapis

Non-Executive Director

Date appointed to Board: November 2024

Independent: No

Nationality: Portuguese/French

Skills and contribution to the Board: Cláudia has been the executive vice president, general counsel and corporate secretary of J.M. Huber Corporation since January 2023 and is a member of the Huber Management Council. The Board benefits from Cláudia's extensive experience in law firms and multinational corporations and her expertise in handling complex legal matters internationally.

Current external commitments: Executive vice president, general counsel and corporate secretary of J.M. Huber Corporation.

Previous roles: Cláudia previously served as vice president and assistant general counsel for J.M. Huber Corporation and general counsel for CP Kelco.

Electronic participation in the AGM

Electronic meeting

Shareholders are encouraged to join the meeting electronically. This can be done by accessing the AGM website at <https://meetings.lumiconnect.com/100-503-418-614>.

Accessing the AGM website

To access the meeting, you will need the latest version of Chrome, Safari, Edge or Firefox on your computer, laptop, tablet or smartphone. Please ensure your browser is compatible. An active internet connection will also be required at all times to participate in the meeting. It is the user's responsibility to ensure you remain connected for the duration of the meeting.

Access will be available one hour prior to the start of the meeting (from 9.30am on Wednesday 22 July 2026). If you experience any difficulties, please contact Equiniti by emailing hybrid.help@equiniti.com stating your full name and postcode.

Please note that the inability of any person to access or participate in the meeting via the electronic facility, or any interruption to a person being so able, despite adequate facilities being made available by the Company, shall not invalidate the proceedings of, or any business conducted at, the meeting.

Logging in

On accessing the AGM website, if you are prompted to enter the meeting ID, enter 100-503-418-614.

You will then be prompted to enter your unique Shareholder Reference Number (SRN) and PIN which is the first two and last two digits of your SRN. These can be found on your form of proxy. Please note that your ability to vote will not be enabled until the Chair formally declares the poll open.

Broadcast

The meeting will be broadcast with presentation slides. Once logged in, and at the commencement of the meeting, you will be able to listen to the proceedings of the meeting on your device, as well as being able to see the slides of the meeting, which will include the Resolutions to be put forward to the meeting; these slides will progress automatically as the meeting progresses.

Questions

Members joining electronically may ask questions via the website by typing them into the online platform. Select the messaging icon from within the navigation bar and type your question at the top of the screen. Once finished, press the 'send' icon to the right of the message box to submit your question.

Alternatively, you can ask questions verbally using the virtual microphone (following the instructions set out on page 15).

Voting

Once the Chair has formally opened the voting, the list of Resolutions will automatically appear on your screen. Select the option that corresponds with how you wish to vote.

Once you have selected your vote, the option will change colour and a confirmation message will appear to indicate your vote has been cast and received; there is no submit button.

To vote on all Resolutions displayed select the 'vote all' option at the top of the screen. To change your vote, re-select your choice.

To cancel your vote, select the 'cancel' button. You will be able to do this at any time whilst the poll remains open and before the Chair announces its closure.

Requirements

An active internet connection is required in order to allow you to submit questions and listen to the audiocast. It is the user's responsibility to ensure you remain connected for the duration of the meeting.

Duly appointed proxies and corporate representatives

If you plan to participate in the meeting as a proxy or corporate representative, please contact the Company's Registrar by emailing hybrid.help@equiniti.com. Your unique SRN and PIN, which is required to access the meeting, will be provided once a valid proxy appointment or letter of representation has been received. To avoid delay accessing the meeting, contact should be made at least 24 hours prior to the meeting date and time. Mailboxes are monitored 9.00am to 5.00pm Monday to Friday, excluding public holidays, in England and Wales.

Online meeting guide

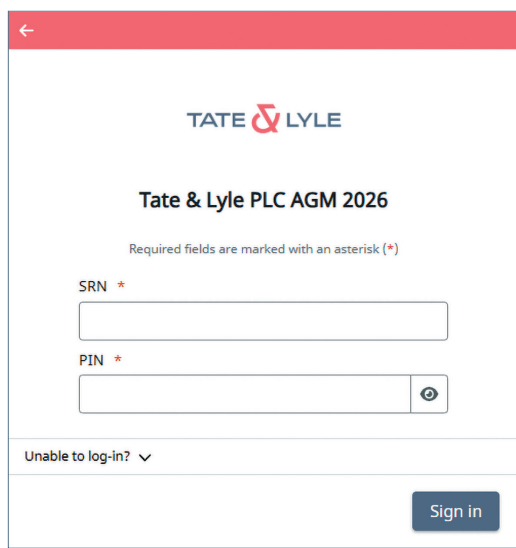
Joining the meeting

Visit <https://meetings.lumiconnect.com/100-503-418-614> on your smartphone, tablet or computer.

You will then be required to enter your:

- Shareholder Reference Number (SRN)
- PIN (the first two and the last two digits of your SRN)

Your SRN can be found printed on your form of proxy or notification letter. If you are unable to access your SRN, please contact the Company's registrar, Equiniti, using the details set out above.



Home page and broadcast

Once logged in, you will see the home page which contains instructions for using the platform.



At the commencement of the meeting, the live broadcast of the proceedings will be available on the right-hand side of your device. If you are joining via a computer/laptop, the broadcast will appear automatically. If you are joining on a mobile device, you will need to click on the 'Broadcast' tab.

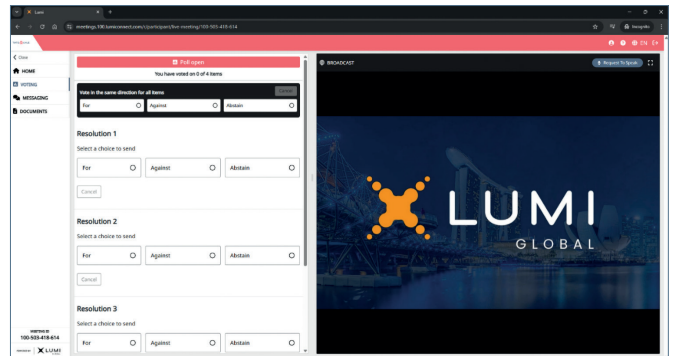
Click play on the broadcast, ensure that your device is unmuted and the volume is turned up.

Voting

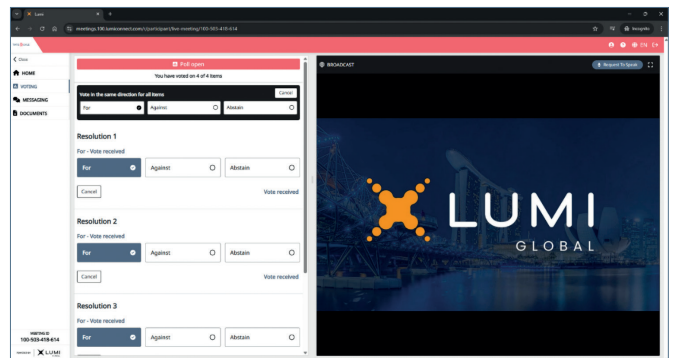
All resolutions for consideration at the AGM will be decided by way of a poll.

Once the Chair has declared the meeting open, the voting procedure will be explained. Voting will be enabled on the Chair's instruction, following which, the list of resolutions will automatically appear on your screen.

Select the option that corresponds with how you wish to vote, 'For', 'Against' or 'Withheld'.



Once you have selected your vote, the option will change colour and a confirmation message will appear to indicate your vote has been cast and received, there is no submit button.



To vote on all resolutions displayed select the "vote all" option at the top of the screen.

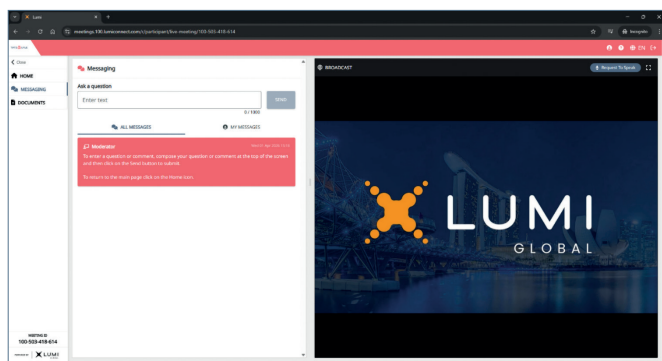
To change your vote, reselect your choice. To cancel your vote, select the "cancel" button. You will be able to do this at any time whilst the poll remains open, the poll will remain open for five minutes following the end of the meeting.

Questions

Shareholders attending the meeting electronically may ask questions via the website by typing and submitting questions in writing. Alternatively, you can ask questions verbally using the virtual microphone (following the instructions set out below).

Written questions can be submitted by selecting the messaging icon from the navigation bar and typing your question into the 'Ask a question' box. Click the Send button to submit the question.

Copies of questions you have submitted can be viewed by selecting 'My Messages'.



Questions will be moderated before being sent to the Chair to avoid repetition and ensure the smooth running of the meeting. If multiple questions on the same topic are received, a single answer may be provided to address all shareholder queries on the same or similar topics.

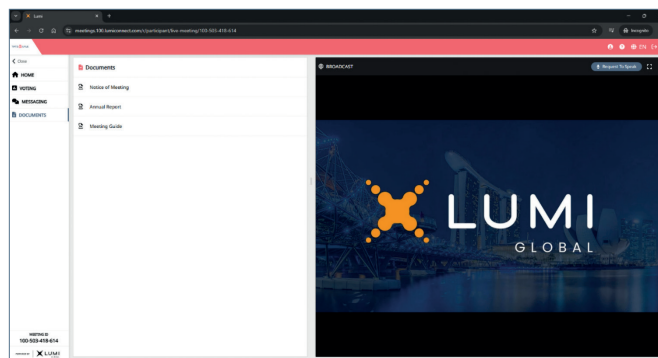
Virtual microphone

If you would like to ask your question verbally, press the 'Request to speak' button, which is located at the top of the window.

Follow the on-screen instructions to join the queue.

Documents

Meeting documentation can be found within the documents tab in the navigation bar. Documents can be viewed within the platform.



Appointed proxies and corporate representatives

If you plan to participate in the meeting as a proxy or corporate representative, please contact our registrar Equiniti by emailing hybrid.help@equiniti.com. Your unique SRN and PIN, which is required to access the meeting, will be provided once a valid proxy appointment or letter of representation has been received.

To avoid any delay in accessing the meeting, contact should be made at least 24 hours prior to the meeting date and time.

Mailboxes are monitored 9.00am to 5.00pm (UK) Monday to Friday (excluding public holidays in England & Wales).

Venue



How to get there

By underground

The nearest tube station is Marble Arch.

For step-free access, go to Bond Street tube station. On exiting the station, walk west along Oxford Street towards Marble Arch.

By train

The nearest train stations are Marylebone (0.8 miles) and Paddington (0.9 miles).

By car

There is no car parking at the venue.

Security

Shareholders attending at the physical place of the meeting should please notify the Company Secretary in advance via agmquestions@tateandlyle.com to facilitate access to the building.

The Company will not permit behaviour that may interfere with another person's security or safety or the good order of the AGM.

Laptop computers, cameras and recording equipment will not be permitted in the AGM. Mobile phones and other electronic devices should be turned off throughout the AGM.