

Disclosure statements

Task Force on Climate-related Financial Disclosures

Integrating TCFD and TNFD across the Annual Report

To avoid repetition, we have cross-referenced to relevant information elsewhere, as follows:

- **Governance** – see Environment section, page 49
- **Risk management** – see Risk review, pages 58 to 67
- **Strategy** – see Our business, pages 12 to 29; the Environment section, pages 47 to 57; and disclosures below
- **Metrics and targets** – see Environment section, pages 47 to 57.

We have summarised our compliance with the Task Force on Climate-related Financial Disclosures (TCFD) in the table on page 72 with cross-references for every disclosure.

We consider this statement to be consistent with the TCFD Recommendations and Recommended Disclosures, and, therefore, compliant with the requirements of Listing Rule 6.6.6(8). We began reporting on nature-related issues in our 2024 Annual Report and continue to take steps to align with the Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations and Recommended Disclosures.

Our disclosures this year include outcomes from our integration of CP Kelco, which we acquired in November 2024. This includes updates to our climate-, water- and nature-related assessments to include CP Kelco and its key supply chains.

Introduction

The climate and nature crises are two of the most urgent challenges facing the world today. And while we have a responsibility to reduce our own impact on the natural environment, we must also understand, and prepare for, the climate- and nature-related risks and opportunities that could affect our business, so that we are resilient enough to withstand future challenges, while flexible enough to adapt to new opportunities as they arise. This includes our dependence on the natural resources we need to make our ingredients and solutions.

Nature provides the water, air and food – part of what's known as ecosystem services – to sustain life, as well as many of the raw materials that support human prosperity and long-term health. But human activity is having a detrimental impact: our natural habitats are deteriorating, and biodiversity is declining faster than at any time in human history.

Since our business and supply chains are both reliant on, and part of, those ecosystem services, we understand how important it is that we make our products in ways that lower our impact on the natural world and, where feasible, help to restore it. In doing so we can also minimise the risk that nature-related issues pose to our business.

The first step towards adapting to the changes brought by climate- and nature-related issues is to understand what they are, and which are the most material issues for us and our stakeholders. Since 2022, climate change and sustainability has been one of our principal risks, which means both climate- and nature-related risks are incorporated into our enterprise risk management process.

As discussed in the Environment section on pages 47 to 57, we have a robust governance structure in place to embed climate- and nature-related risks and opportunities into our day-to-day thinking and at all levels of the business. It includes considering:

- Potential climate- and nature-related issues as part of our five-year strategic planning process
- Environmental impact or benefits of the capital investments we make as part of our capital approval process
- The footprint and impact on nature of potential acquisitions and new products being developed in our innovation pipeline.

Additional strategy disclosures

Our operations are exposed to a wide variety of physical climate-, water- and nature-related risks, as well as the opportunities and risks associated with the transition to a low-carbon economy. We depend on natural resources, such as fresh water, to run our operations. In turn, our operations have an impact on nature, for example, through our GHG emissions and wastewater discharge. We have a responsibility to help restore nature, which we do through initiatives like our corn and stevia regenerative agriculture programmes.

Our evolving CCRA process

We began analysing the impacts of climate change in 2021, producing our first physical and transition Climate Change Risk Assessment (CCRA) of our production facilities and key raw materials in our supply chain. We updated this in 2022 following our separation from Primint, and then again this year to incorporate CP Kelco's production sites and key supply chains. As our methodologies have matured, we have integrated nature and water assessments into our CCRA, giving us a more holistic view of our risk profile and helping us identify where interventions can deliver the greatest impact.

As discussed below, we took the opportunity of this year's CCRA update to do a more detailed analysis of four scenarios that may have an impact in the short term (2025 to 2039) and

medium term (2040 to 2059). We also conducted a deeper-dive water assessment to better understand our water-related risks and inform our new water programme and target for water use intensity.

In the coming year, we will continue to align our reporting more closely with external standards and frameworks, including:

- Continuing to develop our assessment of nature-related risks and opportunities, in line with TNFD's Locate, Evaluate, Assess and Prepare (LEAP) framework.
- Reviewing upcoming GHG reporting standards and guidance that will affect our programmes, and identifying any actions we need to take to remain aligned with leading industry standards such as the Greenhouse Gas Protocol Land Sector and Removals Guidance, the Science Based Targets initiative's (SBTi) Corporate Net-Zero Standard (CNZS), and SBTi's Forestry, Land and Agriculture (FLAG) sector guidance.
- Ensuring we are prepared for reporting against the UK Sustainability Reporting Standards (SRS) when they become applicable.
- Strengthening our risk management process by incorporating outcomes from our climate, nature and water risk assessments into more holistic site risk assessments and Group-level risk assessments.
- Continuing to measure progress against our existing targets and commitments to 2028 and 2030, while preparing to report on our updated science-based targets in next year's Annual Report.

Assessing climate- and nature-related risks and opportunities

Our CCRA analyses risks and opportunities over three different timeframes, short, medium and long term. What's considered short, medium and long depends on whether the risks and opportunities are physical or transition.

The physical impact of climate change and extreme weather events is likely to be felt over a long period, with projection data typically

Task Force on Climate-related Financial Disclosures continued

available up to the end of this century. Therefore, we consider the short term for physical risks and opportunities to be until 2039; the medium term, 2040-2059, and the long term, beyond 2059. Since legislation, policy and technology related to the transition to a low-carbon economy are constantly evolving, we consider transition risks and opportunities over a shorter overall timeframe, namely: short term 2025-2030, medium term 2030-2035, and long term beyond 2035.

For each risk and opportunity, we consider the likelihood of it occurring, alongside the nature and magnitude of its impact, to determine its overall potential impact and financial implications, in line with our enterprise risk management process. We then assign each potential risk an overall risk rating. The tables on pages 70 to 72 set out the parameters of our analysis as well as the key risks and opportunities most likely to affect us.

Our most significant impact on nature comes from procuring agricultural raw materials and processing those materials into ingredients at our manufacturing facilities. So, following the integration of CP Kelco into our risk assessments, and in line with previous years, we continued to focus our CCRA on our manufacturing facilities and our key ingredient supply chains.

Our greatest nature-related dependencies are associated with water. For example, our sites rely on good water quality and supply to operate, with several located in areas that, by 2050, may become water stressed. Poor water quality and water scarcity can also affect our corn supply chains, leading to reduced crop yields and degraded soil quality and, in turn, increased production costs and environmental harm. Similarly, water scarcity can lead to reduced yields and lower-quality stevia leaves, affecting overall production and profitability.

Our facilities also have the potential to adversely affect nature, through water, air and soil pollution. Many of our sites operate under strict environmental permits, and we monitor

adherence to those requirements and mitigate any related risks. Our corn and other supply chains are also at risk of pollution. For corn, this is primarily because of farming machinery and the use of fertilizers, which can lead to poor air quality and chemical 'runoff', polluting waterways and harming aquatic life. Our investment in agriculture programmes incentivises regenerative farming practices to reduce these risks and to restore nature.

2025: targeted scenarios for the short and medium terms

As part of updating our CCRA this year, we assessed our resilience in the short and medium term through four potential scenarios, considering both risks and opportunities in each. Overall, the results did not fundamentally change our risk and opportunity profile, but gave us additional detail, which has been incorporated into the tables on pages 70 to 72. These insights helped us understand what areas may need more attention, and we are incorporating the results into our planning assumptions and risk management processes.

1. Climate risk: corn yield volatility under shifting rainfall patterns

We examined the impact of more variable rainfall and seasonal shifts in corn yields in our key sourcing regions (Indiana and Illinois in the US, France and Slovakia). We assumed a yield decline of up to 20% and modelled both a one-year effect and a three-year (consecutive) decline to understand the potential impact on costs and margins. We assessed the financial implications using our existing cost structures.

2. Physical risk: water stress and operational disruption

We assessed the implications of water stress for manufacturing sites in areas at high risk of such stress given our dependence on a reliable water supply. We considered higher water treatment costs, sourcing alternative water supplies at higher cost, and temporary operational downtime, including a simultaneous shutdown of three sites. We assessed the potential impact against our current financial baselines.

3. Transition risk: rising input costs and energy price volatility

We looked at the macroeconomics of how external shocks and structural changes could affect the availability of key materials, procurement and pricing. We considered both near-term cost volatility and longer-term shifts in agricultural cycles and consumer preferences, based on the assumption that costs and availability of key materials were driven by external rather than internal factors.

4. Transition opportunity: efficiency-enhancing technologies and operational gains

We explored how scaling up energy efficient technologies, process improvements, digital tools and beneficial waste initiatives could reduce energy use and operating costs while strengthening productivity, competitiveness and long-term resilience across our manufacturing network. We assumed that all technologies were scalable across our operations with our existing capabilities.

We will continue to update our scenarios as the external environment evolves, and integrate findings into our strategic decision-making to ensure we remain responsive and resilient to the changing climate.

Financial impacts of climate- and nature-related events

Over the last six years, climate- and nature-related events have continued to affect parts of our manufacturing, logistics and agricultural supply chains, with the total financial impact estimated to be between US\$25 million and US\$30 million after mitigating actions were taken.

In the 2026 financial year, we did not experience any major climate- or nature-related events that resulted in material operational or financial disruption. This reflects the effectiveness of the mitigation measures we have put in place, including winterisation plans, diversified sourcing, more flexible logistics arrangements and enhanced water and climate risk management. While these actions helped limit

any material disruption during the year, we recognise that climate- and nature-related risks continue to evolve. As a result, we remain focused on maintaining strong preparedness, monitoring emerging risks and strengthening resilience across our operations and supply chains to help minimise future financial impacts. Our aim remains to minimise the negative effects and costs of climate- and nature-related risks, while maximising our ability to serve our customers.

Task Force on Climate-related Financial Disclosures continued

Summary of our key climate-related risks and opportunities

Physical climate risk

Risks analysed: increase in extreme weather events, such as higher maximum and average temperatures, drought, wildfire, flooding and tropical storms. These events could affect all aspects of our business, causing operational disruption, asset damage, and higher raw material and utility costs.

Timeframes:

- Short term – 2025-2039
- Medium term – 2040-2059
- Long term – beyond 2059

Tate & Lyle sites: 24 production sites across North America, South America, Europe, Africa, Asia and Australia

Key supply regions: ten corn-growing regions in the US, France and Slovakia

Procurement: potential future risks associated with purchasing key ingredients

Transportation: transport, distribution and logistics (upstream and downstream)

Emissions concentration pathway: high emissions scenario (+4°C, RCP 8.5 pathway)

Summary of risk	Potential impact	What we are doing
Production facilities		
<p>Damage and operational interruptions from the following climate hazards represent moderately high risks: higher temperatures and more frequent heatwaves; prolonged drought; increased intensity and frequency of storms and major cyclones; more frequent and severe wildfires.</p> <p>As a high consumer of water, this remains a key risk for our production sites (including both water quality and water availability), particularly when factoring in the effects of increased drought. Flooding and water stress are expected to become more significant risks over time.</p> <p>We expect these trends to continue in the medium and long term.</p>	<p>Production could be disrupted and sites could face asset damage, equipment failure and occupational health risks.</p> <p>This could lead to revenue loss, higher operating costs for energy and water, repair and/or replacement costs, reduced work capacity, increased insurance premiums, and/or associated reputational damage.</p>	<p>We continue to monitor potential physical risks to our facilities and ensure we have adequate controls in place to mitigate them. These include plans to manage the impacts of extreme weather (hot and cold), plans to manage the impacts on our facilities from flooding, and capital investment to maintain and replace key equipment.</p> <p>Since water is a critical resource, we have developed a risk-based water programme and target focused sites located in areas at higher risk of water stress. Implementing water efficiency programmes, good practices and pursuing Alliance for Water Stewardship (AWS) certification strengthens our approach to water management.</p>
Distribution network		
<p>More frequent and severe cold weather, flooding and wildfires present the main risks, primarily to road, rail and sea freight. We expect their frequency and severity to rise through the medium and long term, with more frequent and severe storms, storm surges and rising sea levels creating additional risk.</p>	<p>Our strategic distribution and logistics network could be disrupted, and we could see delays in our product distribution. We have already experienced port closures due to hurricanes, as well as winter rainfall and flooding across our road transportation network.</p> <p>These risks could reduce profitability as we may not be able to pass on additional shipment re-routing or product replacement costs to customers.</p>	<p>We continuously review logistics and shipment risks associated with climate-related events, including alternative shipping routes, multiple suppliers and inventory management. We are also investing in digital tools to enhance our logistical effectiveness.</p>
Corn supply		
<p>In the short term, changes in total annual rainfall, increased seasonal variability of rainfall, and more severe droughts could occur, affecting production.</p> <p>Worsening drought conditions across all major corn-growing regions are driving higher irrigation demands.</p> <p>We expect these trends to continue into the medium and long term, alongside higher temperatures.</p>	<p>Supply uncertainty and declining yields could increase operating costs, and we could face greater price volatility.</p> <p>This could reduce our profits and damage our reputation.</p>	<p>In the short term, most higher corn costs can be passed through, while hedging and index-linked pricing, alongside our productivity programme, help protect margins.</p> <p>In the medium term, declines in yield could create residual cost increases that are harder to recover, so we are reducing our dependence on corn-based products by diversifying our raw materials and our ingredient solutions portfolio.</p> <p>We continue to partner with suppliers, customers and solution providers to invest in regenerative agriculture programmes to improve crop resilience.</p> <p>We are also diversifying our sourcing regions to mitigate the impact on availability in regions affected by flooding, drought or disease.</p>

Task Force on Climate-related Financial Disclosures continued

Summary of our key climate-related risks and opportunities continued

Transition risk

Risks analysed: increasing expectations from society, changes in regulation, policy and technology and rising costs associated with the transition to a lower-carbon economy could all have an impact on our business.

Timeframes:

- Short term – 2025-2030
- Medium term – 2030-2035
- Long term – beyond 2035

Tate & Lyle sites: 24 production sites across North America, South America, Europe, Africa, Asia and Australia

Transportation: transport, distribution and logistics (upstream and downstream)

Procurement, science and commercial: global policy trends with potential effects on Tate & Lyle's key geographies and markets

Emissions concentration pathway: aggressive mitigation scenario (+2°C, RCP 2.6 pathway)

Summary of risk	Potential impact	What we are doing
Group		
Customers and other stakeholders continue to look for ambitious commitments to accelerate decarbonisation efforts.	Not meeting our commitments could damage our reputation with our stakeholders. It could also affect demand as customers looking to meet their own sustainability goals choose to work with other suppliers.	We have had science-based targets to reduce our GHG emissions since 2020 and have updated our science-based targets which are currently under review by SBTi. We will report on progress against our updated targets in next year's Annual Report. We continuously monitor evolving sustainability reporting requirements, including eligibility criteria, and are voluntarily disclosing our double materiality assessment and material impacts, risks and opportunities to stay ahead of future regulations.
Rising input costs and volatility in energy prices could affect us financially.	In the short term, sharp fluctuations could increase the cost of both producing and transporting raw materials and finished products, while in the medium and longer term, such pressures on global food production could have an impact on costs.	We have robust risk management processes to monitor volatility and an annual planning process to ensure effective procurement and pricing. In the longer term, diversifying our sources of supply, forward contracting and hedging all support our resilience.
Production facilities		
In the short to medium term, uncertainty and potential changes in regulation, policy and technology are likely to affect us financially. We expect the following to be most relevant: national climate commitments in countries where we have major production facilities; and decreasing caps on carbon allowances.	Uncertainty about broader sustainability legislation creates planning challenges. A global move to lower-carbon transport could lead to an increase in the cost of raw materials and energy at our sites. The need to adapt to lower-carbon alternatives for our products and materials could also lead to higher costs, for example in research and development. Such alternatives may also lead to additional processing, which could indirectly trigger higher carbon emissions and costs associated with minimising those emissions. Utility and supply costs are likely to continue rising in the long term, for example due to a lack of lower-carbon alternatives and continued market expectations for low-carbon production. This could affect the competitiveness of different sites.	As part of our sustainability commitments, we continue to work towards lower-carbon production, introducing renewable electricity and cleaner energy options where available. We factor the impact of GHG emissions and water use into our engineering feasibility studies for capital projects and continue to respond proactively to emerging regulations. We look for ways to improve our overall operational efficiency and reduce our exposure to variable fossil fuel prices and carbon taxes.
Distribution network		
The global switch to lower-carbon transport could result in higher costs.	Our transport costs could increase as our sub-contracted hauliers switch from diesel to lower-carbon vehicles to meet their own environmental goals.	Our logistics team ensures we have sufficient flexibility in our distribution network to use different suppliers, where needed, to meet our economic and environmental goals.

Task Force on Climate-related Financial Disclosures continued

Transition opportunities

Summary of opportunity	Potential impact	What we're doing
Production facilities		
Market demand for low-carbon, bio-based products in the food industry could increase.	In the short to medium term this could open up access to new markets and customers.	We assess all new products in our innovation pipeline for their sustainability impact. We also look to build impactful sustainability partnerships that make the most of technologies such as bioconversion, and enhance end-to-end traceability in our supply chain, such as our 2025 partnership in bioconversion with Manus.
Production processes and renewable energy sources and customer services could be more efficient, including through the adoption of new technologies.	By embracing new technologies, adopting new processes or sources of energy and implementing beneficial waste programmes we could increase our efficiency and significantly reduce the carbon footprint of our business and products.	In 2024, we signed new agreements for renewable electricity and associated renewable energy certificates (RECs), which, together, mean that 65% of the electricity we procured globally this year came from renewable sources and associated RECs. We remain committed to using 100% renewable electricity in our operations by 2030 and are implementing transition plans for our newest sites.
Lower-carbon transport options could become available.	This is both a risk and an opportunity for Tate & Lyle, since costs could fall in the medium to long term as more businesses adopt low- and zero-emissions transport options. This could improve our efficiency and reduce our costs.	We continue to work with our logistics suppliers to find more carbon efficient ways to transport our raw materials and finished products, such as using electrified modes of transport.

TCFD table of concordance

The table below cross-refers to where the relevant disclosures in this Annual Report have been made against the 11 principles of the TCFD.

TCFD principles	Page(s)
1. Governance	
1.1 Describe the Board's oversight of climate-related risks and opportunities	49
1.2 Describe management's role in assessing and managing climate-related risks and opportunities	49
2. Strategy	
2.1 Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	68-72
2.2 Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	68-72
2.3 Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	68-72
3. Risk management	
3.1 Describe the organisation's processes for identifying and assessing climate-related risks	58-60, 68-72
3.2 Describe the organisation's processes for managing climate-related risks	58-60, 68-72
3.3 Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	58-60, 68-72
4. Metrics and targets	
4.1 Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	47, 50-57
4.2 Disclose Scope 1, Scope 2 and if appropriate Scope 3 GHG emissions and the related risks	50-57, 68-72
4.3 Describe the targets used by the organisation to manage climate-related risks and opportunities, and performance against targets	47, 50-57