

A woman with long dark hair, wearing a bright pink button-down shirt, is smiling and looking down at a small cup of ice cream she is holding. She is using a white plastic spoon to eat it. The background is a blurred office environment with desks, papers, and other people working. The lighting is bright, suggesting a window nearby.

TATE & LYLE

**RESULTS FOR SIX MONTHS TO
30 September 2018**



Nick Hampton, Chief Executive
Imran Nawaz, Chief Financial Officer

AGENDA

Business Update

Financial Results and Outlook

Summary

Questions

Overview

- Programmes to ‘Sharpen, Accelerate, Simplify’ progressing well
- Strengthened leadership team driving pace and agility across organisation
- Overall H1 performance in line with our expectations:
 - Volume growth in Food & Beverage Solutions, including North America
 - Primary Products profit* lower due to Commodities
 - Inflationary headwinds proactively managed
- Full year guidance unchanged
- Interim dividend increased by 0.2p (2.4%) to 8.6p per share

* Adjusted operating profit



Three Clear Priorities

SHARPEN

ACCELERATE

SIMPLIFY

Sharpen the Focus on our Customers

Both divisions

- Broadening customer interactions at all levels
 - Executive, R&D, Marketing, Commercial

Food & Beverage Solutions

- Focus on selected categories
- Solutions approach
- Innovation growth partner

Primary Products

- Maximise margins through customer and product mix
- Diversify capacity to new and growing end-markets

Beverages



Indonesia



Mexico



North America



Japan

Soups, sauces and dressings



North America



Middle East



Philippines



Costa Rica

Accelerate Portfolio Development

Balanced Pipeline



More line extensions and next generation projects

+10%

Increase in last 12 months

Customer Collaboration



Developing solutions jointly with customers

>40%

Over last 12 months

New Product Acceleration



Accelerating projects to meet customer demand

12 months

Faster launch of TASTEVA® M Stevia Sweetener

Open Innovation



External partnerships to catalyse innovation

4

Partnerships with start-ups in TERRA incubator

Simplify the Business

Making Faster Decisions

Examples



Combined logistics and transportation teams in North America



Consolidated Group-wide marketing activities within Food & Beverage Solutions

Sustainable Productivity

Examples



New gas boiler
>US\$1.5m
benefit per annum



Warehouse optimisation
>US\$0.75m
benefit per annum

Encouraging early progress

SHARPEN

ACCELERATE

SIMPLIFY

Purpose-driven organisation | Strengthened leadership team | Dynamic culture



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Solid first half performance

SIX MONTHS TO
30 SEPTEMBER 2018

Commercial

Food & Beverage Solutions
volume growth

Sucralose
delivered solid results

Primary Products
Sweeteners and Starches demand steady

Financial

Earnings per share growth¹

Strong cash generation

Robust balance sheet

¹ Adjusted diluted earnings per share from continuing operations in constant currency

Financial Highlights

SIX MONTHS TO
30 SEPTEMBER 2018

SALES

£1.4bn

+2%*

ADJUSTED PROFIT BEFORE TAX

£166m

+2%*

ADJUSTED DILUTED EPS

27.9p

+5%*

ADJUSTED FREE CASH FLOW

£152m

+£1m

NET DEBT

£337m

£55m lower than 31 March

INTERIM DIVIDEND (PENCE)

8.6p

+0.2p

Inflationary headwinds of £12 million from materials and transportation in North America.

Adjusted results and a number of other terms and performance measures used in this presentation are not defined within accounting standards. See descriptions of these items and, where relevant, ratio calculations in Notes 1 and 2, on pages 20 to 24, and "Ratio Analysis" on page 33 of the Half Year Results for the six months to 30 September 2018 available on the Company's website

* Percentage changes are in constant currency

TOTAL VOLUME

+4%

SALES

£443m

+5%*

ADJUSTED OPERATING PROFIT

£77m

+3%*

NEW PRODUCTS SALES

+6%*

£47m

VOLUME GROWTH

- +4% volume growth
 - North America +3%
 - Asia Pacific and Latin America +16%
 - Europe, Middle East and Africa in line
- +3%* adjusted operating profit growth
 - After absorption of investments in second half of fiscal 2018 and cost inflation
- +6%* increase in New Products sales

TOTAL VOLUME

+7%

SALES

£77m

+5%*

ADJUSTED OPERATING PROFIT

£27m

+1%*

SOLID RESULTS

- Volume +7% higher
 - Benefit of production efficiencies
 - Increasing demand
- Adjusted Operating Profit +1%*
 - Tighter pricing due to surplus industry capacity
 - Cost inflation in North America

TOTAL VOLUME

In line

with comparative period

SWEETENER VOLUME

In line

with comparative period

ADJUSTED OPERATING PROFIT SWEETENERS AND STARCHES

£80m

In line with comparative period*

ADJUSTED OPERATING PROFIT COMMODITIES

£5m

-£5m

SOLID FUNDAMENTALS, COST INFLATION

- Sweeteners volume in line; Industrial starch volume 3% lower
- Sweeteners and Starches adjusted operating profit in line*
 - Steady demand and margins
 - Mix management and cost discipline offsetting cost headwinds
 - £4m insurance recovery
- Commodities profits £5m lower
 - Exceptionally strong comparative period

Central, Interest and Joint Ventures

SIX MONTHS TO
30 SEPTEMBER 2018

- Central costs £4m lower
 - Cost discipline
- Net finance expense £4m lower
 - Benefit of prior year pension contribution
- Joint ventures profit after tax +6%*
 - DuPont Tate & Lyle Bio-Products performed well
 - Firm demand at Almex, Mexico



* Percentage change in constant currency

Strong cash generation and robust balance sheet

SIX MONTHS TO
30 SEPTEMBER 2018

Adjusted free cash flow



Net Debt



Capital expenditure at £62 million was in line with comparative period.

Exceptional Items

SIX MONTHS TO
30 SEPTEMBER 2018

£ million	Cash In period	Non-cash	Total
Focus portfolio			
Oat ingredients impairment	–	(40)	(40)
Simplify business			
Restructuring ¹	(1)	(1)*	(2)
Gain on sale and leaseback of rail cars	13	(2)	11
Asset remediation	–	(16)*	(16)
	12	(59)	(47)

¹ Four-year programme to drive US\$100m productivity benefits, with total cash costs estimated up to US\$40m

* Will become a cash outflow in future periods

Summary

Full year outlook remains unchanged

HALF YEAR TO
30 SEPTEMBER 2018

- H1 performance in line with our expectations
- Inflationary headwinds proactively managed
- Adjusted diluted earnings per share +5%¹
- Robust balance sheet
- Interim dividend up 0.2p to 8.6p per share

Outlook for year ending 31 March 2019 remains unchanged

We expect growth in earnings per share¹ in constant currency to be in a mid-single digit range, albeit towards the lower end due to energy and transport cost inflation in North America and a strong year of Commodities performance in fiscal 2018.

¹ Adjusted diluted earnings per share from continuing operations in constant currency
See descriptions of adjusted results in Note 1 of Statement of Half Year Results for six months to 30 September 2018 on the Company's website



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Conclusion

- Programmes to ‘Sharpen, Accelerate, Simplify’ progressing well
- Strengthened leadership team driving pace and agility across organisation
- Performance in line with our expectations
- Long-term growth potential



SHARPEN



ACCELERATE



SIMPLIFY



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Cautionary Statement

This presentation for the Half Year Results for the six months to 30 September 2018 contains certain forward-looking statements with respect to the financial condition, results, operations and businesses of Tate & Lyle PLC. These statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that will occur in the future. There are a number of factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements and forecasts.