

## Growth Focused Speciality Food & Beverage Solutions Business<sup>1</sup>

<b>£2.25bn</b> Revenue	<b>£434m</b> Adj. EBITDA	<b>&gt;5,000</b> Employees	<b>26</b> Innovation and Customer Collaboration Centres	<b>&gt;121</b> Countries where we serve customers
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<sup>1</sup> Pro-forma post-completion of CP Kelco acquisition

## Our Purpose

### Transforming Lives Through the Science of Food

We believe we can successfully **grow our business** and have a **positive impact on society**

**Supporting  
Healthy  
Living**



**Building  
Thriving  
Communities**



**Caring for  
our Planet**



## At the Centre of the Future of Food

**Structural mega-trends** **Consumer food demands**

People living longer

Healthy

Tasty

Population growing



Convenient

Climate change

Sustainable

On demand society **Affordable**

## Key Strengths

- Leading market positions
- Large and attractive markets
- Portfolio aligned to structural consumer trends
- Leading scientific solutions and capabilities
- Strong customer relationships

## Transformation to Speciality Business



## Society: Purpose Delivery<sup>2</sup>

**13** CLIMATE ACTION **(11)% (20)%**

Scope 1 & 2 absolute reduction in GHG emissions  
(2030 target: S1 & 2: 30%; S3: 15%)

**2** COMMUNITY ENGAGEMENT **4.2m**

Meals donated to food banks in local communities  
(2025 target: 3.0m)

**3** GOOD HEALTH AND WELL-BEING **7.9m**

Tonnes of sugar removed from diets using our fibres and low/no-calorie sweeteners  
(2025 target: 9.0m)

**5** DIVERSITY, EQUITY AND INCLUSION **45%**

Leadership / management roles held by women  
(2025 target: 50%)

**12** ECONOMIC CONTRIBUTION AND ENVIRONMENTAL CARE **90%**

Waste beneficially used  
(2030 target: 100%)

**12** ECONOMIC CONTRIBUTION AND ENVIRONMENTAL CARE **367,000**

Sustainable acres of corn supported, equal to volume of corn used each year  
(Commitment: all corn bought annually)

### New 1.5°C trajectory targets from May 2024: Larger, faster GHG emissions reduction

- Validated as **science-based by SBTi**
- In absolute terms, **by 2028** from 2019 baseline, committed to reduce:
  - Scope 1 and 2** GHG emissions **by 38%**
  - Scope 3 non-FLAG** GHG emissions **by 38%**
  - Scope 3 FLAG** emissions **by 23%**

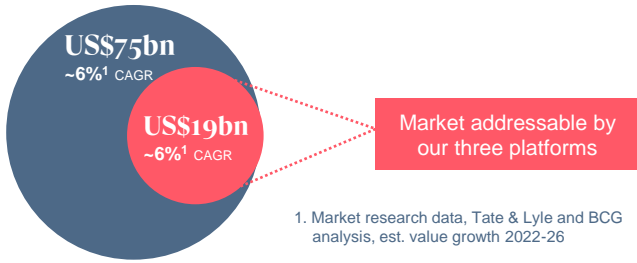
**We are committed to reaching net zero by 2050**

# Food & Beverage Solutions (FBS)

Large and attractive addressable market

70% of US\$19bn addressable market in our core categories

Global speciality food ingredient market<sup>1</sup>



Tate & Lyle core category	Beverage	Dairy	Soups, Sauces, Dressings	Bakery and Snacks
Addressable speciality market <sup>1</sup>	US\$3.3bn	US\$4.6bn	US\$1.7bn	US\$3.5bn
Est. growth CAGR <sup>1</sup>	~7%	~6%	~6%	~6%

Portfolio aligned to consumer trends

Consumer preference

Solutions Required

Delivered by our platforms

- Healthy
- Tasty
- Convenient
- Sustainable
- Affordable

- Sugar and calorie reduction
- Enhance texture and mouthfeel
- Increase nutrition



Driving innovation and solutions

Ambition for 5 years ending 31 March 2028

New products	R&D investment	Solution selling
New products as % of FBS revenue	Investment in innovation and solutions selling	Solutions revenue from new business wins increase to
20% of revenue	5% growth per annum	32% of our new business pipeline
Increasing customer collaboration		

## Combination with CP Kelco...

...creates a leading speciality solutions business



CP Kelco complementary speciality portfolio

Leading portfolio	Key functionality	Consumer trends
<ul style="list-style-type: none"> <li>Pectin</li> <li>Carrageenan</li> <li>Speciality gums</li> <li>Proteins</li> <li>Citrus fibre</li> </ul>	<ul style="list-style-type: none"> <li>Gelling</li> <li>Stabilizing</li> <li>Suspending</li> <li>Thickening</li> <li>Modifying viscosity</li> </ul>	<ul style="list-style-type: none"> <li>Clean-label</li> <li>Plant-based</li> <li>'Free-from'</li> <li>Added fibre</li> <li>Cost optimisation</li> </ul>

...with a compelling strategic rationale

- Creates** a leader in mouthfeel and strengthens all three sweetening, mouthfeel and fortification platforms
- Expands** offering and deepens expertise across Tate & Lyle's core categories and markets
- Delivers** compelling customer proposition with a significantly enhanced solutions offering
- Accelerates** R&D and innovation by combining world-class scientific, technical and applications expertise
- Expanded** business provides strong growth opportunities in its core and adjacent markets
- Drives** stronger growth:
  - Revenue growth towards the higher end of 4%-6% p.a. ambition
  - Significant adjusted EBITDA margin improvement over the next few years

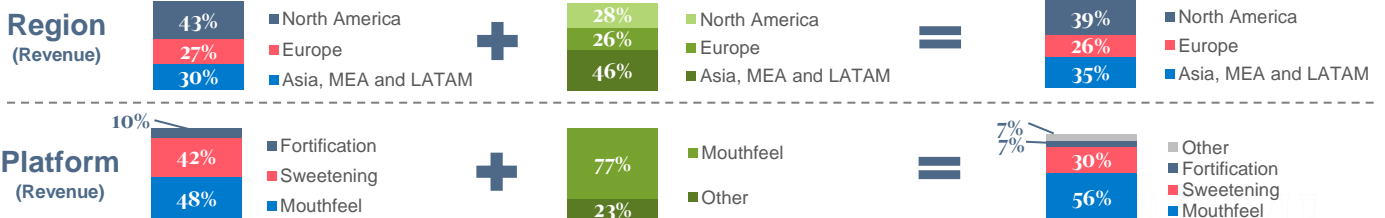


...strengthens regions and platforms

**TATE & LYLE**  
Revenue £1,647m

**CP Kelco**  
A HUBER COMPANY  
Revenue £603m

**TATE & LYLE + CP Kelco**  
A HUBER COMPANY  
Revenue £2,250m



Combined business to have greater proportion of revenue from larger, fast-growing markets

# Financial Framework (Tate & Lyle standalone)

Ambition for 5 years ending 31 March 2028

Attractive organic growth profile

## Revenue

**4%-6%**

growth per annum

## EBITDA

**7%-9%**

growth per annum

## Return on capital employed

**Up to 50 bps**

increase per annum on average

## Productivity

**US\$150m**

benefits (increased May 2024)

Potential for further growth acceleration through **M&A**

## Revenue ambition

Food & Beverage Solutions (82% of FY24 revenue)	Sucralose (11% of FY24 revenue)	Primary Products Europe (7% of FY24 revenue)
<b>Drive growth</b> Growing high-single-digit % pa	<b>Attractive returns</b> Broadly flat over time	<b>Optimise</b> Declining low-double-digit % pa

**Group**

**4%-6% growth per annum**

## Drivers of Food & Beverage Solutions

### EBITDA growth

(FBS 86% of FY24 Group EBITDA)

#### Grow volume

- Demand for healthier food and drink
- Stronger customer relationships driving new business
- Expanding geographic presence
- R&D-led innovation and portfolio expansion

#### Price/mix

- Strategic mix management
- Margin accretive New Products
- Increasing solution selling

#### Manage costs

- Productivity
- Operational leverage

## Capital allocation

Capital allocation to prioritise growth opportunities and drive shareholder value

Invest in organic growth

Acquisitions, joint ventures partnerships

Progressive dividend policy

Return surplus capital to shareholders

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

## Disciplined use of cash

### Rigorous focus on cash

**Consistently exceed 75%**

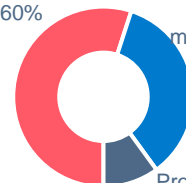
Free cash flow conversion target

### Investing to grow

Growth capex increasing:  
5 years to 2028 £120m – £150m

#### Mix of capex

Growth 50%-60%



Sustainability (inc. maintenance) 30%-40%

Productivity 5%-10%

## Progressing our strategy

Six months to 30 September 2024

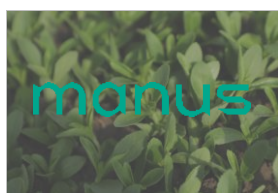
### New Technology



ALIFIE<sup>1</sup> - Automated Laboratory for Ingredient Experimentation – opened in Singapore.

- First-of-its-kind in food industry
- Step change in providing customer solutions
- New automated robotics system
- Drives innovation productivity

### New Partnerships



Strategic partnership with Manus to commercialize large-scale, all-Americas sourced and bio-converted stevia Reb M

- World class supply, extraction and bio-conversion
- Strengthens our leadership position in sweeteners

### Sustainability



New renewable energy agreements to cover global purchased electricity

- 100% of purchased electricity for Tate & Lyle will come from renewable sources
- >25% reduction in Scope 1 and 2 greenhouse gas emissions

# Key Financials – Six months to 30 September 2024 (Tate & Lyle standalone)

Adjusted performance metrics in constant currency

## Key headlines

**Strong volume and profit growth, and cash delivery**

**Continued strategic progress on innovation and solution selling to support customers**

**Sale of Primient completed transformation to speciality ingredients business**

**Significant acceleration in delivery of growth-focused strategy through combination with CP Kelco**

**Good progress on science-based targets aligned to 1.5C trajectory**

## Financial highlights

Revenue

**(7)%** £775m

EBITDA

**+6%** £188m

Profit before tax

**+11%** £156m

Earnings per share

**+13%** 30.6p

Return on capital employed (reported)

**+150bps** 18.5%

Free cash flow

**+£48m** £127m

• Interim dividend +0.2p to 6.4p per share; one third of prior full-year dividend, in line with policy

## Food & Beverage Solutions (FBS)

### Resilient performance

#### Revenue (8)%

By driver		By region	
Volume	+4%	North America	(6)%
Price/mix	(4)%	Asia, Middle East, Africa and LATAM	+1%
Inflation	(8)%	Europe	(23)%

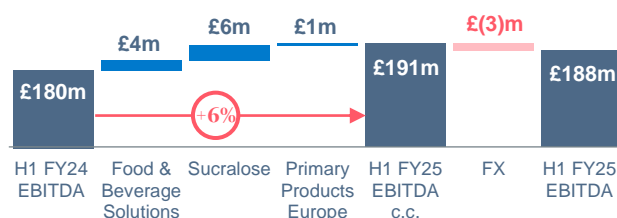
- Volume 4% higher
  - \ Reflects growth-focused approach to customer contracting and end of customer de-stocking
- Revenue (8)% lower at £631m
  - \ Pass through of input cost deflation and price mix
- EBITDA 3% higher at £157m
  - \ Volume leverage, productivity and cost discipline
  - \ EBITDA margin 24.9% (21.0% in H1 FY23)

## Sucralose

### Attractive returns

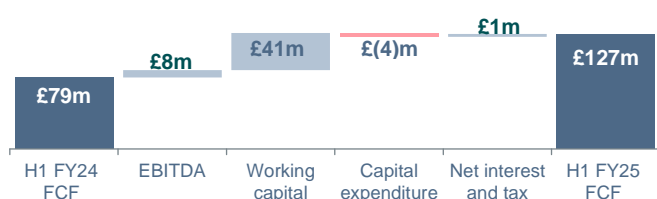
Revenue	<b>+17%</b>	• Volume +20% reflects customer order phasing and productivity benefits
Volume	+20%	• Revenue +17% at £99m
Price/mix	(3)%	• Customer mix led to modest decline in average pricing
		• EBITDA +23% at £33m, with lower input costs

## Group EBITDA performance



## Cash generation / Share buyback

**Free cash flow £127m, cash conversion 94% (+25ppts)**



### Excellent cash delivery

- Working capital **£41m** lower
- **Timing** of tax payments to be weighted to H2
- Capital expenditure **£4m** higher at **£50m**
  - \ Continue to expect to be £100m to £120m in FY2025

### £215m share buyback programme

- £93m (43%) complete at 30 September 2024

## Outlook for year ending 31 March 2025

**(updated February 2025)**

### Context

- Q3 good volume and EBITDA growth
- Market demand broadly stable; we have not seen acceleration in demand we expected in H2
- Continued benefit of pull-forward of customer orders in Sucralose expected to partially unwind in Q4
- Continued delivery of productivity benefits
- CY25 contracts expected to deliver volume and revenue growth

### Outlook for standalone Tate & Lyle

#### We expect to deliver in constant currency:

- Revenue to be mid-single digit % lower than prior year
- EBITDA growth to be towards lower end of 4% to 7% range