



Results for six months ended 30 September 2015

London, 5 November 2015

Cautionary Statement

This Statement of results for the six months ended 30 September 2015 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.

Overview

- Encouraging first half of the year with adjusted profit before tax up 18%¹
- Speciality Food Ingredients performed well with good mix management
- Bulk Ingredients performed steadily despite challenging commodities markets
- Volume from New Products increased by 50%
- Executional discipline and supply chain performance improving
- Change programmes remain on track
- Strong cash flow management
- Interim dividend maintained at 8.2 pence per share

¹ Change reported in constant currency

Half Year Financial Results

Nick Hampton, Chief Financial Officer

Improved communication

- Disposed elements of Eaststarch joint venture reported within discontinued operations
- Revised disclosure framework
- Equity accounting for joint ventures



- Increased clarity and simplicity
- Reduced number of adjustments
- Clearer understanding of drivers of performance

Headline Financial Results

Half Year ended 30 September

Continuing operations ¹ £m, unless stated	2015 (£1 = US\$1.54)	2014 (£1 = US\$1.68)	Change ²
Sales	1,176	1,200	(6%)
Adjusted operating profit ³	100	81	12%
Adjusted profit before tax ⁴	103	80	18%
Adjusted diluted earnings per share ⁴	18.1p	13.8p	20%
Net Debt ⁵	521	555	
Dividend per share	8.2p	8.2p	-

1 Excluding the results of discontinued operations in both periods. Prior year restated to reflect discontinued operations and, in the case of adjusted metrics and net debt, restated for the adoption of equity accounting

2 Changes calculated on unrounded figures. Changes in constant currency are calculated by retranslating comparative period results at current period exchange rates

3 Before net exceptional charges of £25 million (2014 - £9 million) and amortisation of acquired intangible assets of £4 million (2014 - £4 million)

4 Adjusted for the exceptional charges and amortisation of acquired intangible assets in adjusted operating profit in (2) above and net retirement benefit interest of £4 million (2014 - £4 million) and, for adjusted diluted earnings per share, the tax effect of these items: credit £15 million (2014 - credit £4 million)

5 Net debt excludes share of net cash in joint ventures. Comparative information stated is for 31 March 2015

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Analysis of Adjusted Profit before Tax

Half Year ended 30 September

Continuing operations ¹ £m	2015	2014
Adjusted profit before tax	103	80
<i>Adjusted for:</i>		
- Business realignment – impairment and related net costs	(32)	-
- SPLENDA® Sucralose – table top agreement	(2)	-
- Tate & Lyle Ventures – investment disposal profit	9	-
- Business transformation costs	-	(9)
Net exceptional items	(25)	(9)
Amortisation of acquired intangible assets	(4)	(4)
Net retirement benefit interest	(4)	(4)
Statutory profit before tax	70	63

¹ Excluding the results of discontinued operations in both periods. Prior year restated to reflect discontinued operations and, in the case of adjusted metrics and net debt, restated for the adoption of equity accounting

Speciality Food Ingredients

Half Year ended 30 September

Continuing operations ¹ £m, unless stated	Volume change	2015 Sales	Sales change ²
Total Speciality Food Ingredients	0%	447	3%
Total excluding SPLENDA [®] Sucralose and Food Systems	(2%)	275	4%
North America	(2%)	163	0%
Asia Pacific and Latin America	(9%)	60	14%
Europe, Middle East and Africa	4%	52	6%

Total SFI adjusted operating profit of £76m, 19% higher

Total excluding SPLENDA[®] Sucralose and Food Systems

- Adjusted operating profit grew 21% to £53m; strong mix management

New products – volume grew 50%, sales of £28m increasing 44%

North America – favourable mix with volume growth in quarter two

Asia Pacific and Latin America

- Asia Pacific – strong underlying growth
- Latin America – economic slow down and softness in demand for products utilising speciality sweeteners

Europe, Middle East and Africa – Growth in Eastern Europe, Middle East and Africa, especially speciality starches

¹ Excluding the results of discontinued operations in both periods. Prior year restated to reflect discontinued operations and, in the case of adjusted metrics and net debt, restated for the adoption of equity accounting

² Changes calculated on unrounded figures. Change reported in constant currency

Speciality Food Ingredients

Half Year ended 30 September

Continuing operations ¹ £m, unless stated	Volume change	2015		Sales change ²	Adjusted Operating Profit change ²
		Sales	Adjusted Operating Profit		
Total excluding SPLENDA® Sucralose and Food Systems	(2%)	275	53	4%	21%
Food Systems	25%	95	13	5%	(4%)
SPLENDA® Sucralose	6%	77	10	(3%)	57%
Total Specialty Food Ingredients	0%	447	76	3%	19%

Food Systems

- Gemacom integration on track
- Higher input costs

SPLENDA® Sucralose

- Price decline slowing
- Refocusing of business on track

¹ Excluding the results of discontinued operations in both periods. Prior year restated to reflect discontinued operations and, in the case of adjusted metrics and net debt, restated for the adoption of equity accounting

² Changes calculated on unrounded figures. Change reported in constant currency

Bulk Ingredients

Half Year ended 30 September

Continuing operations ¹ £m, unless stated	Volume change	2015		Sales change ²	Adjusted Operating Profit change ²
		Sales	Adjusted Operating Profit		
North American Sweeteners	2%				
North American Industrial Starches	(5%)				
Total Bulk Ingredients	0%	729	42	(11%)	(15%)
Of which Commodities			(2)		

- **North American Sweeteners** – resilient US demand, growth in exports to Mexico
- **North American Starches** – capacity reallocated to speciality food ingredients division
- **Commodities** – impacted by weak ethanol market
- **Total Bulk Ingredients Adjusted Operating profit** – below prior year driven by Commodities (ethanol)
- **Pricing round** – moderate margin gains on renewed volume

¹ Excluding the results of discontinued operations in both periods. Prior year restated to reflect discontinued operations and, in the case of adjusted metrics and net debt, restated for the adoption of equity accounting

² Changes calculated on unrounded figures. Change reported in constant currency

Financial Results

Half Year ended 30 September

Continuing operations ¹ £m, unless stated	2015 (£1 = US\$1.54)	2014 (£1 = US\$1.68)	Change ²
Adjusted operating profit			
- Speciality Food Ingredients & Bulk Ingredients	118	106	4%
- Central	(18)	(25)	25%
Adjusted operating profit ³	100	81	12%
Adjusted net finance expense ⁴	(10)	(13)	24%
Share of profit after tax of joint ventures/associates	13	12	19%
Adjusted profit before tax ⁵	103	80	18%
Adjusted effective tax rate	17.9%	18.9%	

- **Central** – reduced to £18m reflecting lapping of one-off costs
- **Adjusted Net Finance Expense** – favourable mix of debt with \$400m private placement bond not drawn down until October 2015
- **Adjusted Effective tax rate** – improved geographical mix of profits

¹ Excluding the results of discontinued operations in both periods. Prior year restated to reflect discontinued operations and, in the case of adjusted metrics and net debt, restated for the adoption of equity accounting

² Changes calculated on unrounded figures. Changes reported in constant currency

³ Before net exceptional charges and amortisation of acquired intangible assets

⁴ Excluding net retirement benefit interest of £4 million (2014 - £4 million)

⁵ Adjusted for the exceptional charges and amortisation of acquired intangible assets in adjusted operating profit in (3) above and net retirement benefit interest

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Discontinued Operations

Half Year ended 30 September

£m	2015	2014
Share of post-tax profits of disposed elements of Eaststarch	17	16
Exceptional charge for professional and other disposal costs	(2)	
Exceptional charge for EU Sugars litigation	(18)	
(Loss) / profit for the period	(3)	16

Second half Income Statement

- European restructuring charge - £15m
- Gains on disposal of Eaststarch - c. £60m

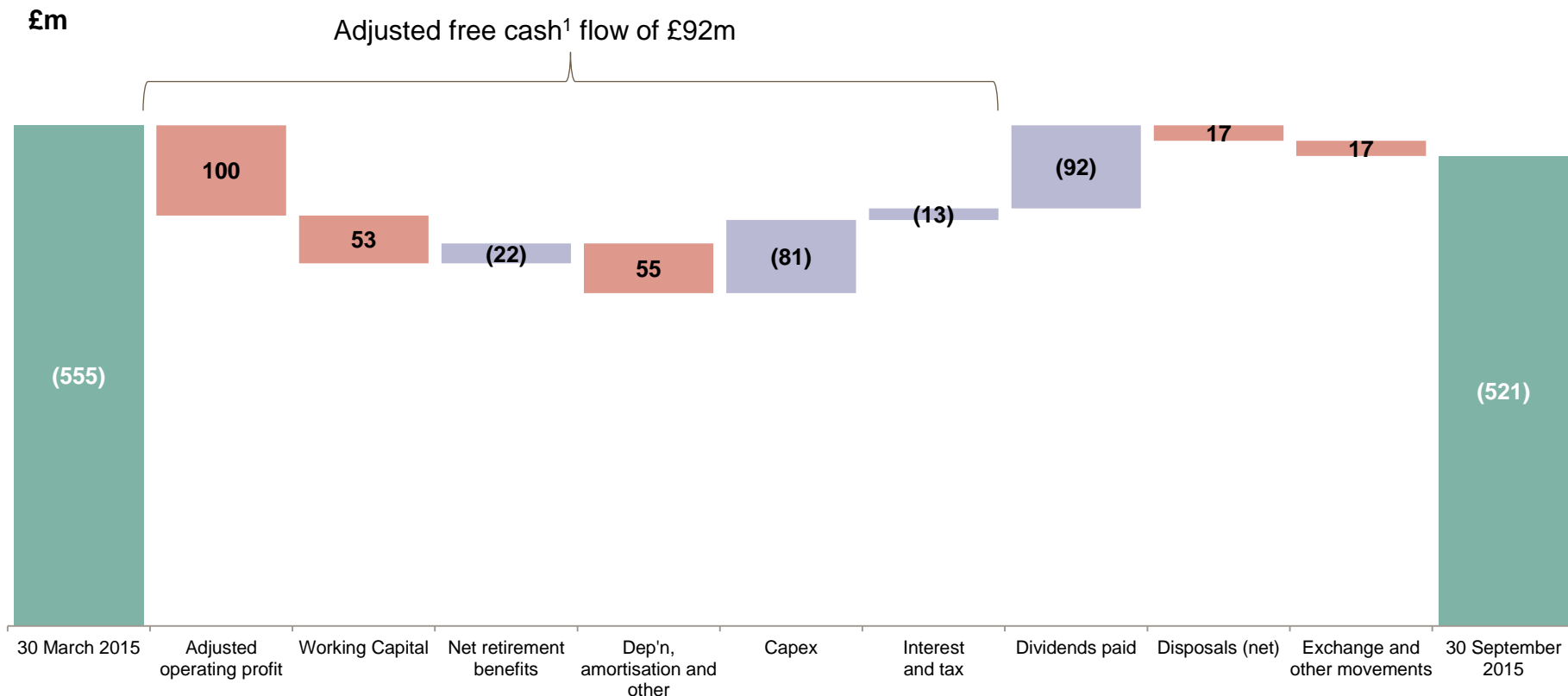
Second half cash flows

- Proceeds from exit of Eaststarch - €240m (£173m)
- Eaststarch dividends - €94m (or £68m)
- Settlement of EU Sugars litigation - £23m
- European restructuring cash flows - c. £10m

Net Debt and Adjusted Cash Flows

Half Year ended 30 September 2015

Net Debt is £34m lower than at the start of the year



¹ Adjusted free cash flow represents cash generated from continuing operations excluding the impact of exceptional items, less net interest paid, less income tax paid, less capital expenditure

Supply Chain and Performance Management Update

**2016
Financial
Year**

Introduction of robust supply chain and performance management capabilities

- **Improvements to global supply chain and demand / supply planning processes**
 - Creation of strong demand / supply planning team embedded in each region
 - Monthly reporting to committee chaired by CFO
 - Creation of Global Operations Group
 - Completion of SFI capacity expansion
 - Increased focus on manufacturing reliability and inventory levels
- **Business performance management process driving improved decision making and visibility**
- **New IS / IT system providing higher quality data and reporting**
- **End-to-end performance delivery improving**

**2017
Financial
Year**

Continue journey to optimise and deliver world class performance

Full Year Guidance

Expectations for the full year remain unchanged from our guidance issued at our full year results in May 2015 that the Group's adjusted profit before tax from continuing operations in constant currency and on an equity accounting basis will be broadly in line with that of the 2015 financial year at £193 million¹

Second half performance drivers:

Speciality Food Ingredients

- Volume momentum
- New capacity on-stream
- Sucralose price erosion

Bulk Ingredients

- Q4 pricing round
- Continued ethanol weakness

Central

- Normal run-rate

¹ Guidance assumed foreign exchange rates of GBP:USD £1/\$1.54. Previous guidance based on £208 million adjusted for removal of one quarter's profit before tax of the disposed elements of Eaststarch (£8 million) and for equity accounting, the deduction of the tax on the Group's share of profits of joint ventures (£7 million)

Strategy Update

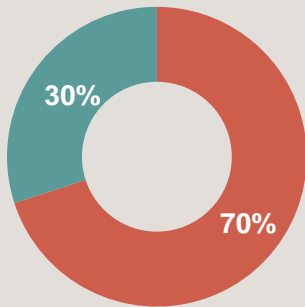
Javed Ahmed, Chief Executive Officer

Ambition to further strengthen the business mix by 2020

2020 Ambition

Mix of Group profits¹

Adjusted operating profit

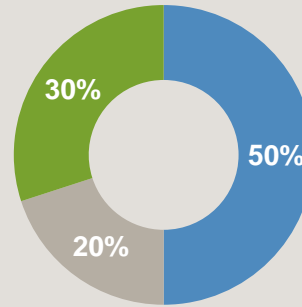


■ Speciality Food Ingredients
■ Bulk Ingredients

**70%
from SFI**

Geographic spread of SFI Sales

SFI Sales²

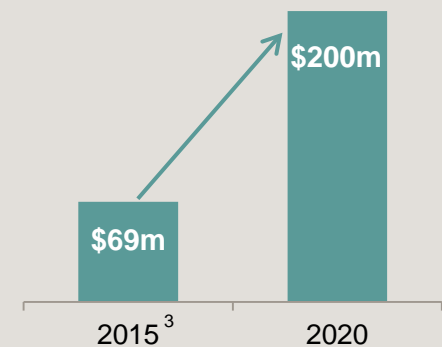


■ North America
■ EMEA
■ Asia Pacific/LATAM

Broaden geographical sales mix

Contribution from New Products

New Products Sales



**\$200m
from New Products**

¹ Excluding Central costs

² Excluding SPLENDA® Sucralose

³ Year ended 31 March 2015

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Achievement of ambition driven by clear executional priorities

Bulk Ingredients

Steady earnings and cash generation

Priorities

- Optimise product mix and margins
- Manage contract mix
- Continuous operational improvements to drive productivity and efficiency
- Dampen volatility in Commodities
- Steadily re-deploy primary capacity to SFI

Speciality Food Ingredients

Growth engine

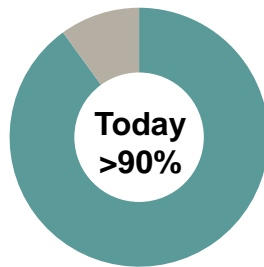
Priorities

- Drive growth in North America
- Build on growth in Asia Pacific/Latin America
- Restructure Europe to enhance margins
- Top line growth in Food Systems
- Continue to drive growth in New Products
- Selective bolt-on acquisitions

Bulk Ingredients: Core Business



% of Bulk Ingredients Profit from North America¹



■ North America ■ Rest of World

- Eaststarch re-alignment a significant step in further reducing volatility
- Integrated, scale and efficient assets
- US offers vehicles to dampen volatility:
 - Futures market to hedge corn
 - Toll contracts



Strong market positions
+
Long-standing customer relationships

Bulk sweeteners

- Very large, mature market in gradual decline
- Supply/demand dynamics key variable

Industrial starches

- Established but declining demand
- Active mix management to optimise returns

¹ Equity accounted adjusted operating profit for continuing operations

Bulk Ingredients: Commodities

Enables efficient operation of corn-based business for both divisions

Principal activities

- Corn procurement
- Operates network of storage facilities
- Manages the sale of:
 - Co-products: Corn gluten feed; Corn gluten meal; Corn oil
 - Ethanol



Grain elevator

Dampening volatility

- Conservative hedging strategy
- Investments in elevator network to manage cost effectiveness and security of corn supply
- Active management of co-product sales



Co-products



Ethanol

Bulk Ingredients: Re-shaped and re-focused business

Purpose

- Focus on steady earnings, sustained cash generation, dampening volatility
- Operate efficient assets which also support growth in Speciality Food Ingredients
- Steadily re-deploy primary capacity to Speciality Food Ingredients

Priorities

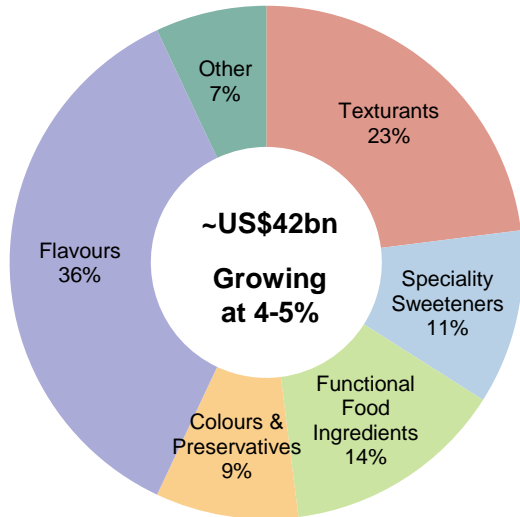
- Optimise product mix and margins
- Continuous operational improvements to drive productivity and efficiency
- Dampen volatility in Commodities

Medium Term Ambition

- **Core business:** Steady earnings
- **Commodities:** Dampen volatility

SFI: High quality business with strong structural growth drivers

Attractive global SFI market



Leading positions

#2 Speciality food starches
#2 Dairy stabilizers
#2 Locust bean gum

#1 Crystalline fructose
#1 Sucralose
#1 Monk Fruit Extract

#1 Soluble corn fibre
#2 Polydextrose
#2 Oat beta glucan

Benefiting from global trends

Wellness



'Natural'



'Free From'



Convenience

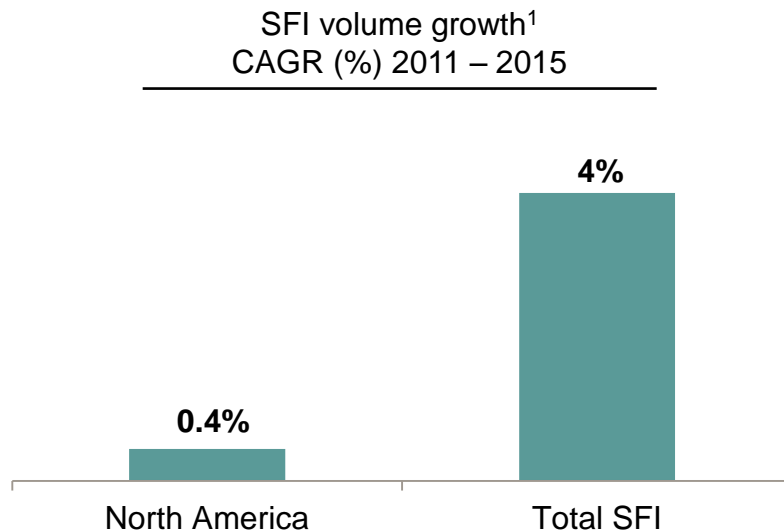


Priorities

- Drive growth in North America
- Build on growth in Asia Pacific and Latin America
- Restructure Europe to enhance margins
- Continue to drive growth in New Products
- Top line growth in Food Systems
- Selective bolt-on acquisitions

Regional priority: Driving SFI growth in North America

Volume opportunity in North America



Key Actions in North America

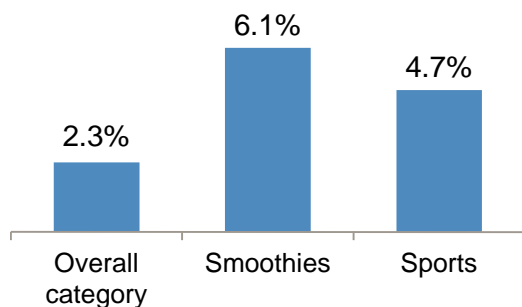
- New leadership and strengthened go-to-market team
 - New General Manager, Finance Director and Head of Sales since 2014
 - Significantly strengthened sales team to increase customer-facing capabilities
- Focus on higher growth sub-categories
 - ‘Healthy-snacking’ e.g. Nutrition bars, smoothies, drinking yoghurts
- Pursue new customer opportunities, broadening and deepening relationships

¹ Excluding SPLENDA® Sucralose and Food Systems

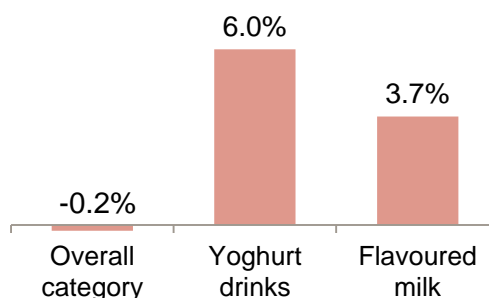
SFI North America: Focus on higher growth sub-categories

'Healthy-snacking' sub-category growth in North America¹

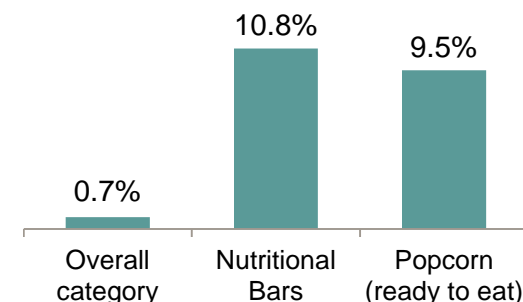
Beverages



Dairy



Bakery



¹ Source: IRI - 52 Weeks Ending 8/9/15

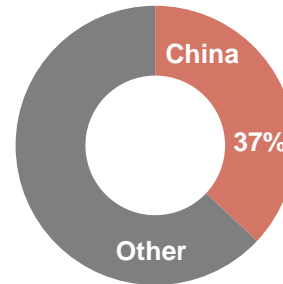
Regional priority: Continue to drive growth in Asia Pacific and Latin America

Build on growth in Asia Pacific and Latin America

- **Strong growth from a low base**
 - 50% volume growth since 2012
- **Increasingly meaningful part of SFI**
 - 25% of SFI Core Sales¹
- **Leverage investment in people and regional footprint (e.g. new labs in Singapore, Shanghai, São Paulo, Mexico City)**
- **Opportunities for further growth**
 - Expand into new geographies
 - Benefit from growing consumer demand for wellness products
 - Expand customer base

Leverage technical expertise in China

Asia Pacific F&B²



China Dairy Category

End-market size
US\$62bn³

Estimated growth
9.5%³

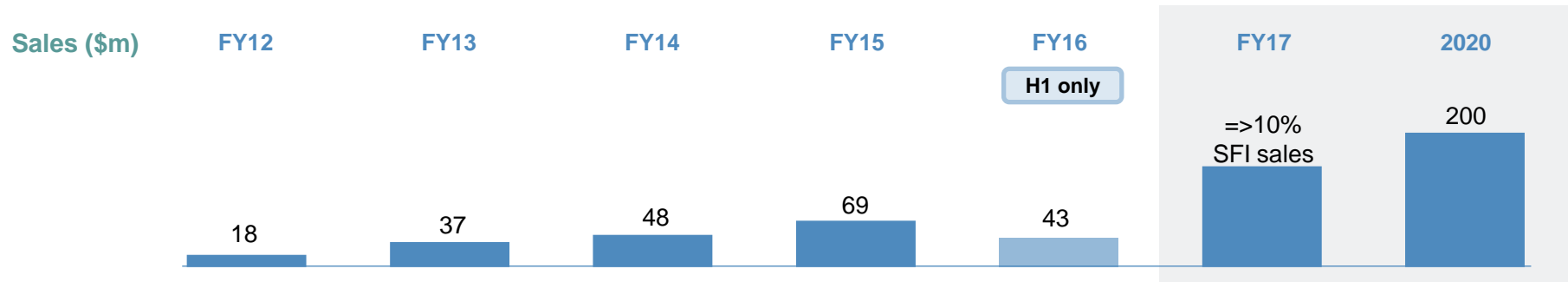


¹ Excluding SPLENDA® Sucralose and Food Systems

² Packaged Food & Beverage Market, 2014

³ Growth rate 2014-2019 estimates. Source: Euromonitor International

Delivering strong growth in New Products



Main New Products in the market

A collection of logos for various new products: Purefruit (monk fruit extract), promitor (Soluble Fibre), sta-lite (polydextrose), REZISTA, tasteva (arabid xanthan), soda-lo (salt microspheres), PromOat (Beta Glucan), proatein (Oat Protein), claria (Essential Fibrous Plant Glucuron), and Dolcia PRIMA (The Low-Calorie Sugar).

Ambition for New Products

- New Products launched within the last 7 years to equal or exceed 10% of SFI sales by FY17
- New product sales of \$200m by 2020

DOLCIA PRIMA® Allulose



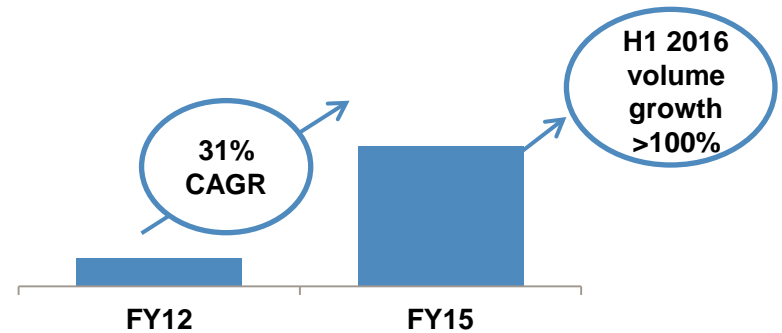
- Potentially very exciting opportunity
- Customer uptake key determinant of future progress
- Significant capital investment will only be deployed if underpinned by attractive risk adjusted financial returns

Case Study: Growing success of Promitor® Soluble Corn Fibre



- **Created and developed by Tate & Lyle**
 - High fibre product launched in FY11
- **#1 global soluble corn fibre**
- **Key drivers of customer uptake:**
 - Fibre enrichment
 - Digestive tolerance
 - Consumer-friendly labelling
 - Stability and ease-of-use
- **Clinical support for claims**

Strong volume momentum¹



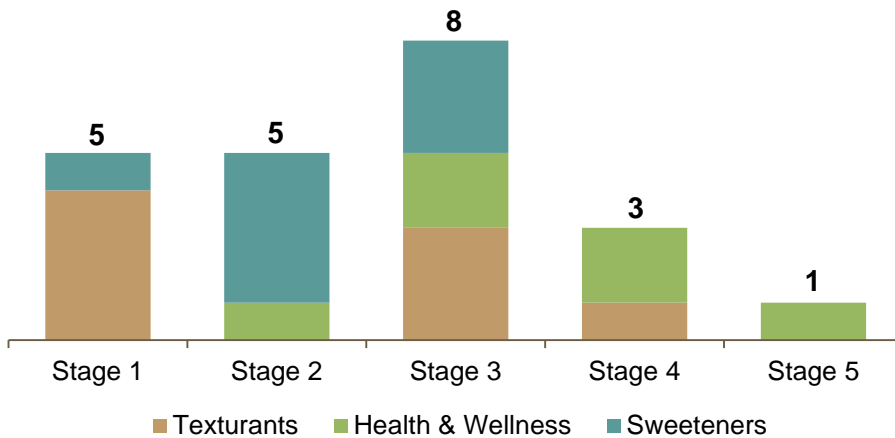
Promitor® can be used across nearly all food and beverage categories



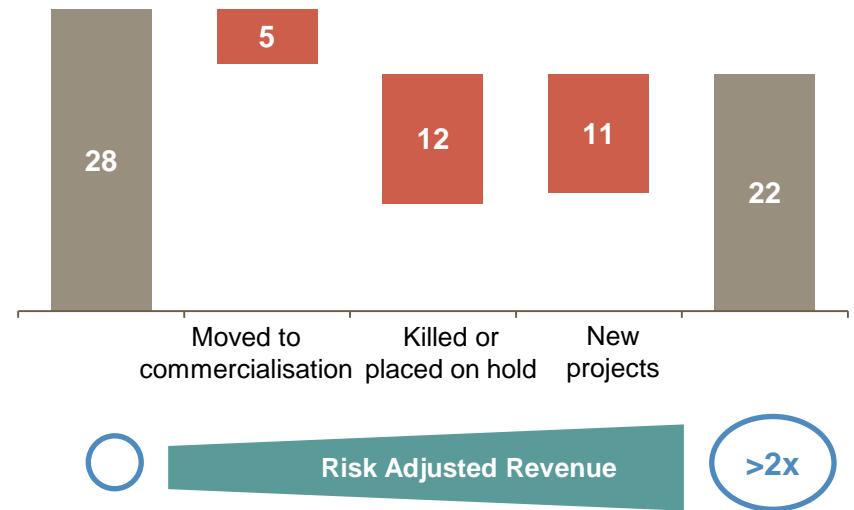
¹ Promitor® products launched since the formation of ICD
© Tate & Lyle 2015

Disciplined innovation process; continuous innovation approach

SFI New Products Pipeline at September 2015
22 projects



SFI New Products Project Bridge
March 2014 to September 2015



- Fewer but larger opportunities
- Greater investment per project
- Strengthened ICD expertise and leadership

- c.20% of pipeline at March 2014 commercialised
- Risk adjusted revenue substantially increased
- Clear Stage Gate progress milestones

Speciality Food Ingredients: Growth engine

Priorities

- Drive growth in North America
- Build on growth in Asia Pacific and Latin America
- Increase contribution from New Products
- Restructure Europe to enhance margins
- Focus on top line growth in Food Systems
- Selective bolt-on acquisitions

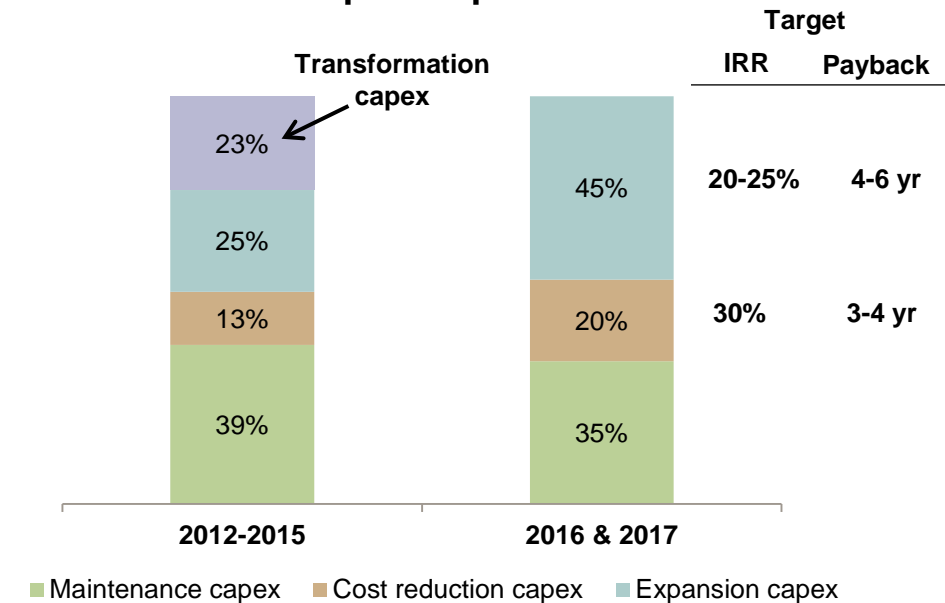
New SFI
management
team making a
real difference

Medium Term Ambition

- Grow on average modestly ahead of the market
- Margin expansion over time
- Broaden geographic sales mix
- \$200m sales from New Products

Disciplined use of cash; re-building cash dividend cover

Increasing expansion and cost reduction capital expenditure



	FY15	FY16 Forecast	FY17 Forecast
Capital Expenditure	155	200	150
Depreciation and Amortisation ¹	100	95	115
Capital Expenditure/Dep'n and Amortisation	1.5x	2.1x	1.3x

¹ Excluding amortisation of acquired intangibles

Capital and operating cash flow discipline

Capital discipline

- Transformation infrastructure now in place
- Mix of spend moving to SFI growth and cost reduction projects
- From FY17, c.1.3x depreciation (excluding significant New Product investment such as DOLCIA PRIMA® Allulose)
- Discipline behind capital return targets

Working capital focus

- Improved working capital (at constant corn prices)

Re-building cash dividend cover

Tate & Lyle 2020 Ambitions

Businesses

Speciality Food Ingredients

- Grow on average modestly ahead of the market
- Margin expansion over time
- Broaden geographic sales mix
- \$200m sales from New Products

Bulk Ingredients

- Core business to provide steady earnings
- Dampen volatility in Commodities

SPLENDA® Sucralose

- Reposition to reflect market reality and pricing trends
- Manage for modest profitability

Group

Growing earnings

Improving cash flow

Rigorous capital allocation

Shareholders

Attractive dividend with growing cash cover

Strong Balance Sheet

Materially re-shaped SFI-focused business

Questions
