

**21 January 2026**

**Tate & Lyle PLC**

**BOARD CHANGES**

Tate & Lyle PLC (the "Company") announces that Glenn M. Fish has resigned as a director of the Company. Mr Fish was appointed to the board by J M Huber Corporation ("Huber"), the Company's largest shareholder, at the time of the Company's purchase of the C P Kelco business from Huber in November 2024. This appointment was made in accordance with the Relationship Agreement entered into with Huber which provides that Huber shall be entitled to nominate two non-executive directors for as long as it holds at least 15% of the Company's ordinary shares. At the time of his appointment, Mr Fish was Executive Vice President & Chief Financial Officer of Huber but was recently appointed as its President & CEO.

Huber has nominated Heather Harding to replace Mr Fish as a non-executive director of the Company with effect from 27 January 2026. She will join Claudia Vaz de Lestapis, Executive Vice President, General Counsel & Corporate Secretary of J.M. Huber Corporation, as Huber's second representative on the board.

Ms Harding joined the Huber corporate board as a non-executive director in December 2022, bringing over 25 years of operational experience at multiple global industrial manufacturing companies. She most recently served as Chief Financial Officer of Luxfer Holdings PLC, a global materials technology company specialising in the design, manufacture and supply of high-performance materials, components and gas cylinders. Prior to joining Luxfer, she was Vice President of Finance for various operating units within Cooper Industries (now a subsidiary of Eaton Corporation), a multinational electrical products manufacturer, from 2004-2017. In addition to the Huber board, she sits on the board of Janus International Group, Inc. (a company listed on the New York Stock Exchange (NYSE / JBI)) and currently chairs their Audit Committee. A certified public accountant, Ms Harding received a Bachelor of Science in Accounting from Southern Illinois University at Carbondale.

David Hearn, Chair of Tate & Lyle, said: "We offer our congratulations to Glenn on his recent appointment as CEO of Huber, thank him for the contribution he has made to Tate & Lyle during his tenure and look forward to continuing our working relationship with him. I am delighted that Heather joins the Board and we look forward to benefiting from her experience and expertise."

There are no further disclosures to be made in connection with Ms Harding's appointment pursuant to paragraph 6.4.8 of the Financial Conduct Authority's Listing Rules.

**For more information contact Tate & Lyle PLC:**

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**About Tate & Lyle PLC:**

Supported by our 165-year history of ingredient innovation, we partner with customers to provide consumers with healthier and tastier choices when they eat and drink. We are proud that millions of people around the world consume

healthier and tastier choices when they eat and drink. We are proud that millions of people around the world consume products containing our ingredients and solutions every day. Through our leading expertise in sweetening, mouthfeel and fortification, we develop ingredients and solutions which reduce sugar, calories and fat, add fibre and protein, and provide texture and stability to food and drink in categories including beverages, dairy, bakery, snacks, soups, sauces, and dressings.

Tate & Lyle recently acquired CP Kelco, a leading provider of pectin, speciality gums and other nature-based ingredients to create a leader in mouthfeel, significantly enhancing our solutions capabilities. Following this combination, we now have more than 5,000 employees working in around 75 locations in 38 countries, serving customers in more than 120 countries. Science, Solutions, Society is our brand promise and how we will achieve our purpose of Transforming Lives through the Science of Food. By living our purpose, we believe we can successfully grow our business and have a positive impact on society. We live our purpose in three ways, by supporting healthy living, building thriving communities and caring for our planet.

Tate & Lyle is listed on the London Stock Exchange under the symbol TATE.L. American Depository Receipts trade under TATYY. For the year ended 31 March 2025, and on a pro forma basis which assumes for illustrative purposes that the combination with CP Kelco took place on 1 April 2024, revenue for the enlarged Tate & Lyle Group would have been £2.12 billion. For more information, please visit [www.tateandlyle.com](http://www.tateandlyle.com) or follow Tate & Lyle on [LinkedIn](#), [X](#) ([Twitter](#)), [Facebook](#) or [YouTube](#).

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