



# Building a Sustainable Future. Together.



# Continued Growth in Sustainability

I am proud to share with you Ingredion's 2023 Sustainability Report, which serves both as an update on our progress and an opportunity to revisit various purposeful goals and commitments across the entire spectrum of our sustainability program. I am also proud of the advances we continue to make against our 2030 All Life Plan. As just a small sample of the many achievements you will read about in this report, we have sustainably sourced two-thirds of our Tier 1 priority crops on our way to reaching our target of 100% by 2025, and we have achieved an absolute carbon emissions reduction of 22% versus our goal of 28% by 2030.

In 2023, we also enhanced our business strategy to sharpen our focus and align with the needs of consumers and our industry as a whole. As we worked across the various functions and regions in our organization, sustainability continued to emerge as a key enabler in driving growth for our business. This aligns with our continued investment in sustainability, both in how we operate our manufacturing facilities as well as how we engage with our customers. Evidence of that commitment includes the commissioning of biomass boilers in Brazil, solar installations at various sites globally and ongoing co-investments in regenerative agriculture with strategic customers.

Along with our progress, I am amazed at the rate of change and evolution being witnessed over the past few years in the field

of sustainability. We see a range of emerging regulations, such as the European Union's Corporate Sustainability Reporting Directive and the Securities and Exchange Commission's Climate Change rule. This is also complemented by a host of voluntary standards and an increasing number of expectations from both customers and other stakeholders. We continue to view this rapid growth and change as a great opportunity to exemplify our value of "Innovate Boldly" to develop approaches and technologies, tap into our innovative spirit, find partners to deepen collaboration and make mutual progress toward our sustainability aspirations.

I want to thank you for your continued interest in Ingredion's sustainability program. I hope that as you read our update, you will see tangible evidence of the great progress we have made against our sustainability targets. Even more than that, I hope you will see that sustainability goes beyond the words in our All Life Plan. Day in and day out, it is being embraced by our employees around the world as they strive to do business with respect for the planet and the communities in which we operate.



**James P. Zallie, he/him  
PRESIDENT AND CEO**



Ingredion.

# Building a Sustainable Future. Together.

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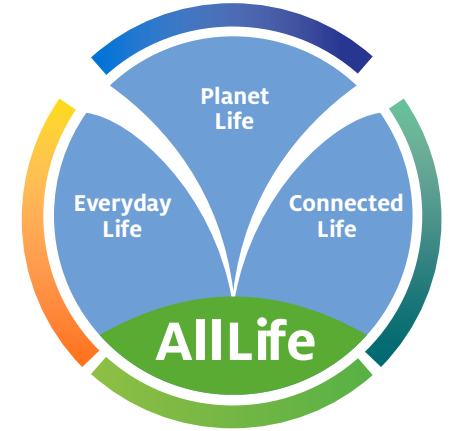
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## Sustainability Goals Progress Summary

### Everyday Life

#### ELEMENT

#### People & Product Safety

#### GOALS

- Achieve an employee and contractor TRIR of 0.18 by the end of 2025
- Establish programs to enhance health and well-being in each major area of operation by the end of 2025
- Further enhance our processes to achieve zero significant food safety-related incidents reaching consumers by the end of 2025
- Increase the average hours of training per employee by 50% by the end of 2027
- Achieve an employee and contractor TRIR of 0.15 by the end of 2030

#### Human Rights

- Implement the ISO 26000 social responsibility guidance by the end of 2023
- Assess the human rights protection practices across 100% of our agricultural supply chain for Tier 1 priority crops by the end of 2024
- Audit 100% of suppliers meeting high-risk criteria for human rights by the end of 2027
- Validate human rights protection across Ingredion's operations and supply chain by the end of 2030

- ON TRACK
- SLOWER PROGRESS
- NOT YET STARTED



#### STATUS

#### UNGC ALIGNMENT

#### UN SDG ALIGNMENT

●		3
●		3
●		3
●		3
●		3
●	1, 2, 3, 4, 5, 6, 10	8
●	1, 2, 3, 4, 5, 6, 10	8
●	1, 2, 3, 4, 5, 6, 10	8
●	1, 2, 3, 4, 5, 6, 10	8



## Sustainability Goals Progress Summary

### Everyday Life

#### ELEMENT

#### Inclusion + Belonging

#### GOALS

- Increase representation of women at the manager level and above
- Increase the representation of historically underrepresented talent at the manager level and above
- Sustain industry inclusion benchmark on global employee engagement survey

- ON TRACK
- SLOWER PROGRESS
- NOT YET STARTED



#### STATUS

#### UNGC ALIGNMENT

#### UN SDG ALIGNMENT

●	6	5
●	6	5
●	6	5
●	9	
●	9	12
●	9	
●	9	

#### Innovation

- Develop and deploy a mechanism to allow for efficient product screening against our assessment criteria by the end of 2021
- Engage in three circular economy projects within our supply chain by the end of 2025
- Have 40% of all new products aligned with the UN SDGs by the end of 2025
- Have 75% of all new products aligned with the UN SDGs by the end of 2027



## Sustainability Goals Progress Summary

# Planet Life

### ELEMENT

## Environmental Impact

## Biodiversity Protection

### GOALS

- Complete three projects per country where we have manufacturing operations to drive increased plastics circular economy by the end of 2025
- Achieve a 28% reduction in absolute Scopes 1 and 2 GHG emissions by the end of 2030
- Achieve a 15% reduction in absolute Scope 3 GHG emissions by the end of 2030
- Reduce our water use intensity by 30% in all extremely high-stress geographies where we manufacture products by the end of 2030
- Achieve 100% avoidance of waste to landfill by the end of 2030
- Reduce COD or BOD by 10% from our wastewater discharges by the end of 2030

- Engage with an NGO partner to identify any endangered species impacted by agricultural operations from which we source raw materials by the end of 2022
- Assess agricultural biodiversity risks for priority crops and sourcing regions by the end of 2023
- Identify local partners and engage in projects to have a net positive impact on any endangered species impacted by our supply chain by the end of 2025
- Implement biodiversity conservation programs in all crop sourcing areas located in biodiversity hotspots by the end of 2025
- Achieve zero deforestation, or 100% sustainable use of forest-based resources, by the end of 2030

- ON TRACK
- SLOWER PROGRESS
- NOT YET STARTED



### STATUS

### UNGC ALIGNMENT

### UN SDG ALIGNMENT

●	7, 8	12
●	7, 8, 9	13
●	7, 8, 9	7, 13
●	7, 8, 9	6
●	7, 8	12
●	7, 8	6
●	7, 8, 9	15
●	7, 8, 9	15
●	7, 8, 9	15
●	7, 8, 9	15
●	7, 8, 9	15



## Sustainability Goals Progress Summary

## Connected Life

### ELEMENT

### Sustainable & Regenerative Agriculture

### GOALS

- 100% of global waxy corn supply sustainably sourced by the end of 2022
- 100% of Tier 1 priority crops sustainably sourced by the end of 2025
- Implement water conservation projects with growers in 100% of extremely high water stressed sourcing geographies by the end of 2025
- Confirm that 100% of our agricultural supply is not using pesticides of concern (as defined by the World Health Organization) by the end of 2025
- Educate growers and/or implement integrated pest management in at least 70% of our agricultural supply chain by the end of 2027
- 100% of our Tier 1 and 2 priority crops sustainably sourced by the end of 2030

### Food Security

- Implement five product or supply chain initiatives in support of plant-based or alternative proteins by the end of 2025
- Catalyze food waste awareness and reduction by implementing at least five projects with customers and/or suppliers to minimize food waste in our supply chain by the end of 2025
- Implement agricultural efficiency initiatives in support of smallholder farmers in 100% of applicable geographies in our supply chain by the end of 2027

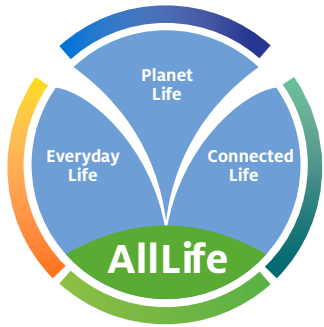


### STATUS

### UNGC ALIGNMENT

### UN SDG ALIGNMENT

● ON TRACK		
● SLOWER PROGRESS		
● NOT YET STARTED		
●	9	15
●	9	15
●	9	15
●	9	15
●	9	15
●	9	15
●		2
●		12
●		2



## Sustainability Goals Progress Summary

# Connected Life

ELEMENT

## Community Impact

GOALS

- Enact programs in 100% of the communities where we produce products to help eradicate childhood hunger by the end of 2025
- Enact programs to support education and/or educational gender equality in 100% of our operational areas with low graduation rates by the end of 2025
- Enact programs in support of local water conservation in 100% of extremely high water stress communities where we produce products by the end of 2027
- Enact initiatives to support women entrepreneurs in 100% of the communities in which we operate that have a high gender equality imbalance

- ON TRACK
- SLOWER PROGRESS
- NOT YET STARTED



STATUS

●	2
●	4, 5
●	6
●	5





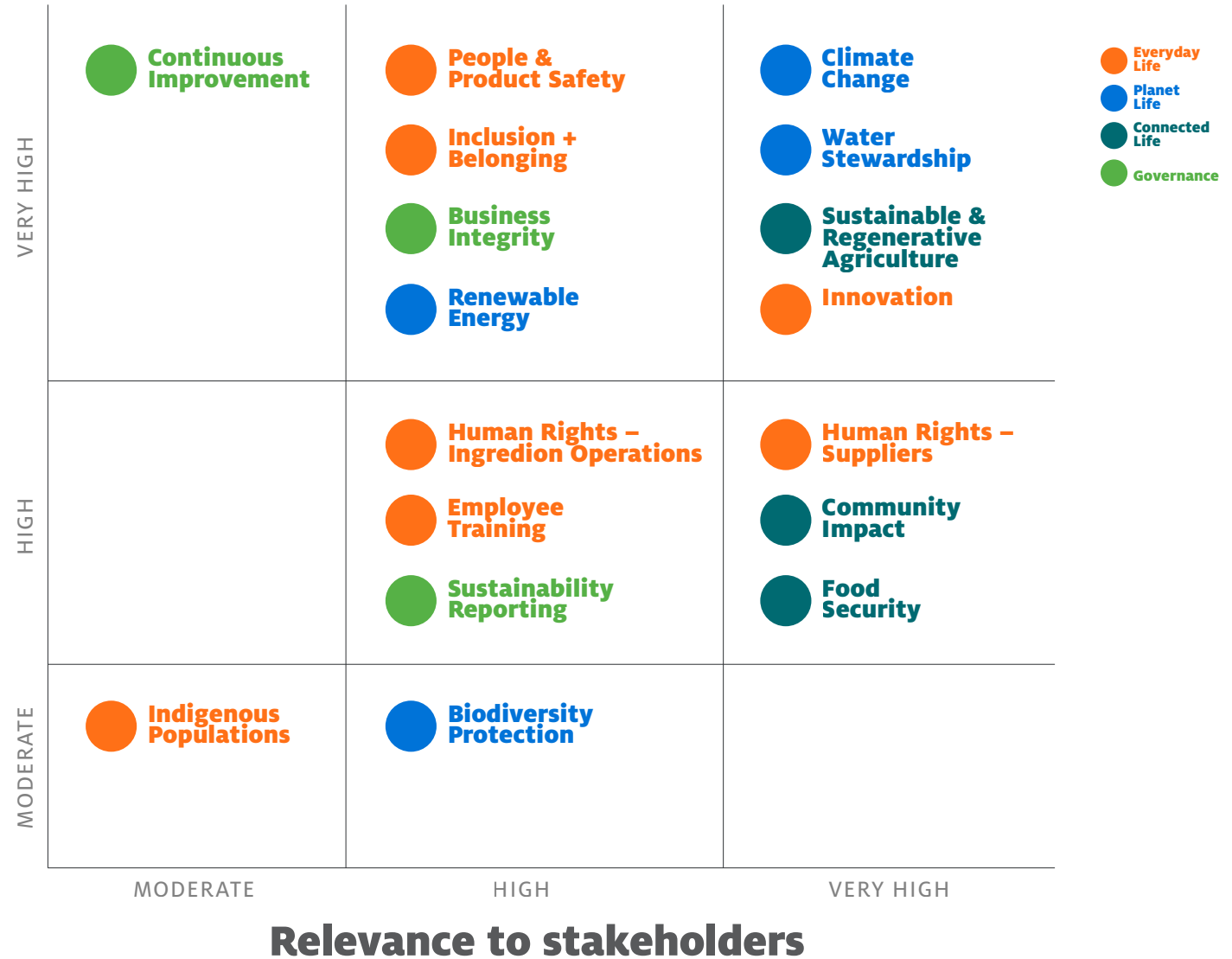
# Materiality Matrix

## Ingredion Sustainability Materiality Matrix

Ingredion's materiality assessment was based on both a passive and active approach. We have benchmarked publicly available data for customers and other companies within our industry, examining the topics that appear most frequently in their publicly available sustainability communications. Additionally, we have actively engaged in stakeholder discussions with customers, investors, non-government organizations (NGOs), trade associations and members of our communities to understand those aspects of sustainability most important to them. We evaluate our efforts and progress against external standards such as the Sustainability Accounting Standards Board (SASB), the Taskforce on Climate-related Financial Disclosure (TCFD) and other similar mechanisms that enable us to benchmark relevant sustainability topics.

In 2023, Ingredion began work with Accenture to conduct a double-materiality assessment aligned with the requirements of the European Union's Corporate Sustainability Reporting Directive (CSRD). This process included engagement with subject matter experts within Ingredion, as well as input from customers, investors and NGOs related to our business. In addition to this, the process included Accenture's 360 Value assessment, which uses AI to assess material topics within an industry. Our double-materiality assessment is expected to be completed in 2024, which will support our data collection in 2025 for required reporting in calendar year 2026.

## Relevance to Ingredion





# Everyday Life.

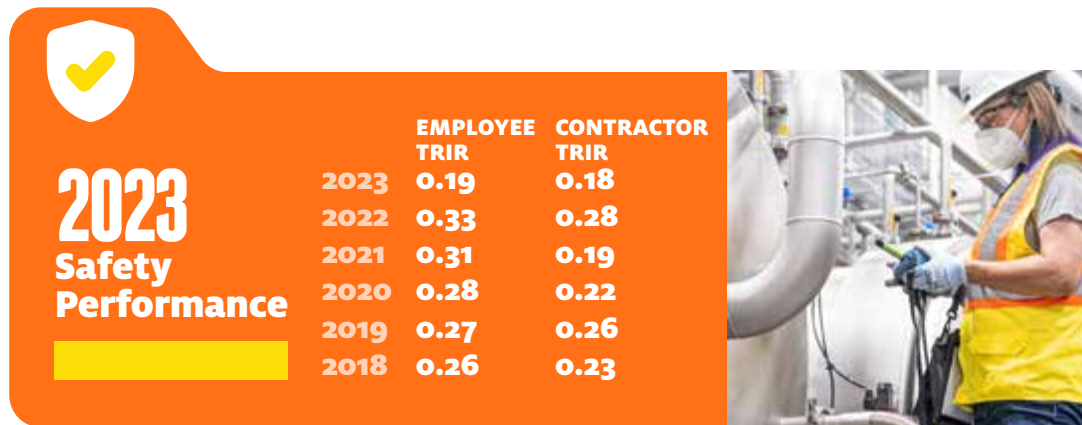




## People & Product Safety

### Our Journey Toward Zero Injuries

2023 was a strong year in safety performance. We achieved a significant reduction in both employee and contractor Total Recordable Incident Rate (TRIR) compared to the prior year. In addition, Ingredion achieved its lowest annual employee TRIR, which we attribute to advancements in our safety culture of progressing a Zero Injury Mindset at all manufacturing and non-manufacturing locations. In December, we had a higher number of recordable incidents, reminding our teams that we must work vigilantly to achieve our goal of a Zero Injury Mindset.



# 76%

of our global locations experienced zero reported injuries (i.e., employees were injury-free).

# 97%

of our non-manufacturing facilities were injury-free for our employees.

We achieved key milestones at several manufacturing facilities with the following number of years since a lost-time case was reported:



In 2023, we increased our focus on leading safety indicators such as Near Miss Reporting with our team members, exceeding the global targeted observations by 300+%. We believe that continued focus on leading indicators will help our team prevent the safety incidents of tomorrow.

Our sites continue to focus on reducing thermal events to reduce risks to our people and assets. In 2023, we achieved a reduction of 56% versus the 2021 baseline.

We continued the global project implementation of an environmental, health, safety and sustainability platform that will enable us to standardize processes and enhance data analytics. We plan to fully implement the solution by the end of 2024.





We continued the implementation of our Life Savers training program, which began in 2022. The Life Savers program puts increased focus in critical safety areas that could result in a fatality or significant physical impact for employees or contractors. Training was implemented both through required computer-based training modules and face-to-face instruction.

Our global plant managers attended a program focused on leadership, finance, quality and safety. The safety component focused on elements of creating a strong, local safety culture through employee engagement and continuous improvement.

## Promoting Product Safety Through Our Quality Program

We continue to enhance our quality programs in an effort to have zero significant, food-safety-related incidents reaching consumers by 2025. To this end, we continue to evaluate and improve on our internal efforts related to food safety and Global Food Safety Initiative (GFSI) certification. This includes monitoring regulations and taking action to address changes we see on the horizon. For example, GFSI is expanding to include programs related to the reduction of food waste. These changes align very well with the commitments we have already made in our All Life plan. *(Please see the Food Safety section of this report.)*

Product safety performance in 2023 appears on the surface to have mixed results, while overall we see a trend of improvement.

Product withdrawals, or products with a quality concern that required us to get them back from the customer, increased to three for the year versus zero in 2022. While none of these withdrawals reached consumers, they do present us with opportunity for improvement.

We continue to identify and address areas of our process where failures could lead to withdrawals or claims. Claims made by customers were reduced by 50%, indicating that while our withdrawals increased, our processes are more efficiently detecting and remediating the issues.

## Good Quality Supports Sustainability

In addition to helping us meet customer expectations on quality and timing, maintaining high levels of first-pass compliance helps contribute to our overall sustainability efforts. When a product is remade, reworked or scrapped it can contribute to increased energy for production, increased water for production and cleaning and even increased waste. These things would contribute to an increased environmental footprint from the site. So maintaining high standards of quality and increasing our first-pass compliance helps contribute to achieving our All Life goals.





More work was done in 2023 to remind all employees of the role they play in quality, encouraging individuals to speak up if they see anything that could be a quality concern.

**WE ALL OWN QUALITY.**  
IF YOU SEE SOMETHING,  
SAY SOMETHING.



ENCOURAGING MORE OF  
WHAT GOOD LOOKS LIKE.

*Our Quality Guardians program really empowered people to know that all of us are responsible for product safety. The more our employees feel ownership and responsibility for the process, the more they engage in improving our efforts.*



**John-Michael Holas, he/him**  
VICE PRESIDENT,  
GLOBAL QUALITY AND IPS

The Quality Guardians aligned nicely with our Keep Dry program in 2023. This program focused on reducing moisture that leads to micro contamination in our process. As part of the program, employees were educated about various sources of moisture problems, as well as case studies around past micro contamination issues. Cleaning up spilled liquids, pointing out and repairing roof leaks, keeping doors and containers closed and keeping trailers covered during transportation are all examples of topics highlighted in this training.





## Human Rights Promoting Human Rights

Ingredion continues to be dedicated to the promotion and protection of human rights, both within our operations and across our supply chain. In our company, we seek out opportunities to continually improve on our processes and policies to promote ethical operations. Within our supply chain, we are dedicated to increasing transparency and ensuring the protection of workers. In working toward our goals, we categorize suppliers as agricultural and non-agricultural, as these groups have distinct approaches to reach a common goal.



## Assessing Human Rights of Our Grower Supply Chain

In 2023, Ingredion continued to partner with the Sustainable Agriculture Initiative (SAI) Platform to increase visibility of our supply chain. An estimated 4,600 farms have been assessed through the use of the Farm Sustainability Assessment (FSA) with third-party verification audits, including on-farm visits. A farm management group (FMG) is a set of farms located in the same country or geographic area, delivering the same crop and administered in the mass-balance volume accounting system based on the Quantity Credit Method.\*

The FSA is a tool that, in conjunction with on-farm visits, enables Ingredion to assess, validate and improve on-farm sustainability practices in our supply chain. The FSA contains a set of essential human rights questions, including topics such as land rights, proper PPE, forced labor and child labor that must be sufficiently answered to achieve a Bronze or higher rating. Ingredion has achieved a minimum of an FSA Bronze rating for its Tier 1 crops sourced for our operations in Brazil, Canada, China, Colombia, France, Hungary, Mexico, Thailand and the United States.

\*Mass balance means that FSA verified and non-verified volume can be physically mixed but are kept separate administratively and the Quantity Credit Method assures that for each crop you know how much volume is verified at each performance level (Bronze, Silver or Gold).



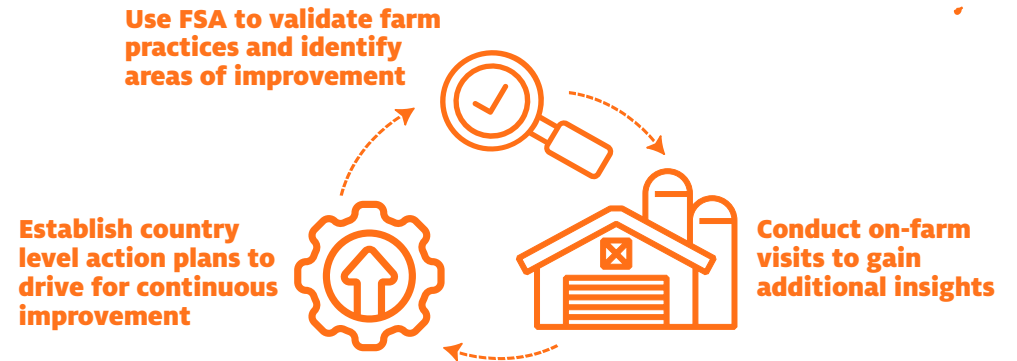
Ingredion has increased our sustainable sourcing of Tier 1 crops from 48% - 66.8% in 2023. Ingredion continues to leverage the SAI platform's FSA to increase transparency and identify opportunity areas within our supply chain.

PureCircle by Ingredion has used the SAI Platform FSA as the initial means of evaluating human rights in their stevia supply chain in China. This third-party assessment process helps increase transparency with our growers, while also meeting grower customer demand for FSA-validated supply.



100%

of crops met FSA definition of sustainably sourced with 95% of growers at the Silver level and the remaining at the Bronze level.





## Progressing Human Rights in Our Non-Agricultural Supply Chain

We have been working since 2020 to segment critical suppliers and register them in Sedex. This enables us to use Sedex’s Radar assessment tool to identify suppliers meeting high-risk criteria, triggering a request for a Sedex Member Ethical Trade Audit (SMETA) or equivalent. While this process has led to hundreds of our suppliers connecting with us through the Sedex platform, we felt that a slight change to this process was needed.



### Supplier Code of Conduct



In 2023, we decided to prioritize having our suppliers sign-off on our supplier code of conduct which was updated in 2022. Making certain our suppliers understand and are aligned with our business values and requirements is the foundation for making further progress. This work is being done in conjunction with continued work on Sedex registration, with priority given to the supplier code of conduct efforts. Additionally, our procurement, legal and sustainability teams worked closely to make certain supplier contracts reflect the most up-to-date requirements of our program.

*Our work to further align our procurement processes with our All Life plan is more than just executing on our sustainability strategy. Making certain our suppliers operate with respect for human rights help us mitigate supply risks.*



**Cindy Keisling, she/her**  
SR. DIRECTOR, GLOBAL  
INDIRECT PROCUREMENT  
AND SUSTAINABILITY

## Building Confidence with

THOMSON REUTERS

## ONESOURCE™

Ingredion has leveraged the Thomson Reuters—OneSource tool since its launch in the North America region in 2021. The OneSource tool is integrated with Ingredion’s North America SAP and vendor approval system to screen all new North America vendors against a set of 250+ global Denied Party lists. The global Denied Party Lists include inventories focused on forced labor such as the Customs and Border Patrol forced labor list and the Uyghur Forced Labor Prevent Act Entity list. Ingredion continues to roll out the use of OneSource globally, with plans to implement the use of One Source in South America, EMEA and APAC regions.

## Our Commitment to Children’s Rights

Ingredion remains committed to the promotion and protection of children’s rights across our value chain. Since children can be among the most vulnerable in our society, we must maintain a focus on how our operations could have a potential impact. In 2023, Ingredion was again assessed by the Global Child Forum as part of their broader effort to further promote children’s rights in the food and agriculture sector.



In 2023, Ingredion was evaluated as part of the Global Child Forum’s preliminary scorecard for our industry. In this assessment, we scored 6.9/10 and were classified as “Achiever”. We improved our score slightly from 6.8/10 in 2022 and were pleased to still rate above this year’s industry average of 5.4.



## Aligning with ISO 26000 on Social Responsibility

ISO 26000 is a voluntary standard designed to help organizations achieve their commitment to operating in a socially responsible manner. Ingredion has chosen to align with ISO 26000 as it provides a recognized benchmark through which we evaluate our practices and continually improve our programs. In 2023, Ingredion reached 100% alignment with this standard. In 2022, we reported an estimated 92% alignment with the standard, with our program around biodiversity being the remaining element for us to address.



100%

alignment with the ISO 26000 standard in 2023.

For more information on Ingredion's approach to biodiversity, please see the Biodiversity Protection section of this report.

*We are seeing evolution around biodiversity and nature, with programs like TNFD, the Taskforce on Nature-related Financial Disclosures, on the horizon. While we have a strategy around biodiversity protection today, we expect that this strategy will continue to expand and evolve over the coming years as industry and investor interest continues to evolve in this space.*



**Brian Nash, he/him**  
VICE PRESIDENT,  
CORPORATE SUSTAINABILITY





## Inclusion + Belonging

### The Next Steps of our Journey

Over the past few years, we've made tremendous progress on our strategic diversity, equity and inclusion (DEI) journey. Aligning more closely to our core values, we are excited to share the next step: integrating inclusion into every aspect of our organization. To achieve this, we are evolving from DEI to Inclusion + Belonging.

As we continue to mature in our approach, our commitment to DEI remains steadfast—and we believe that Inclusion + Belonging better reflects the culture we strive to achieve every day. Through Inclusion + Belonging, we reinforce the intentionality of our commitment to creating a workplace where everyone belongs, so that everyone has the opportunity to reach their full potential.

Diversity has many dimensions that go beyond representation; it's about ensuring that everyone feels included. The strategy and programs are in place to ensure everyone can see themselves as a meaningful part of our collective journey. Our goal is to create inclusive environments for our colleagues that foster connection and collaboration—and that celebrate our differences.

Just as we diversify our ingredient solution offerings to remain relevant and competitive, we recognize that our talent pipeline needs the same emphasis. Inclusion and Belonging are both ethical and business imperatives—and are key to our strategic choices. When we prioritize these principles, we become innovators and build a sustainable, purpose-driven and people-centric growth culture.



**Nancy Wolfe, she/her**  
SVP AND CHIEF HUMAN RESOURCES  
OFFICER AND EXECUTIVE SPONSOR  
FOR SERVE

### Three Strategic Pillars

Our strategy identifies three strategic pillars: Workforce Representation, Workplace Belonging and Strategic Partnerships. Each informs the strategic choices we make and, together, they help us build the culture that defines us as a company. Our dedication to fostering diverse talent and inclusive culture revolves around crafting timely and well-suited opportunities that empower our employees to thrive in their respective roles.



**Workforce  
Representation**



**Workplace  
Belonging**

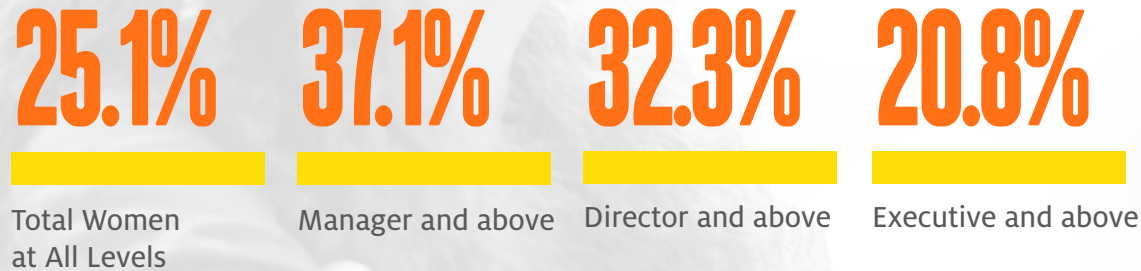


**Strategic  
Partnerships**

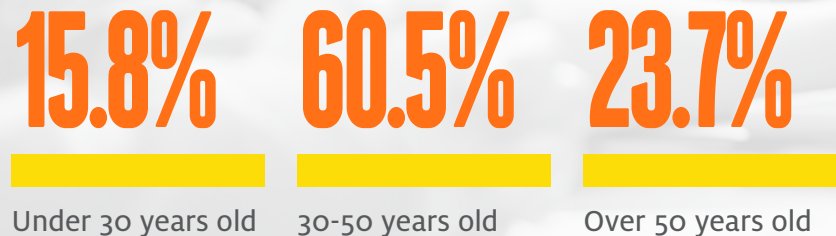


## Workforce Representation

### Women Representation of Global Employees



### Age Groups

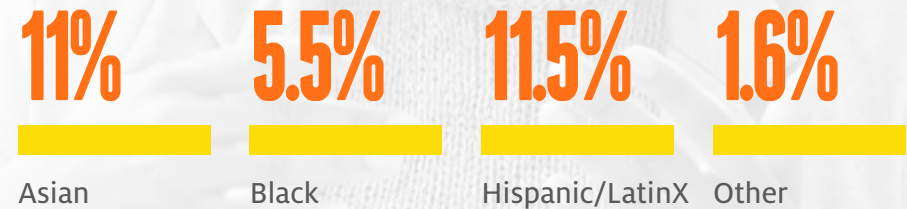


## Racial and Ethnic Breakdown of US Employees

Manager and above

# 29.6%

Total BIPOC



## Independent Board of Directors Representation

Ten members





## Workplace Belonging

### Global Inclusion Week

The inaugural 2023 Global Inclusion Week was a vibrant celebration of diversity and belonging at Ingredion, held from July 10-14. Holding space and focus for the week to highlight the importance of our “Everyone Belongs” value. Each day focused on a different aspect of inclusion, such as collaboration, speaking one’s mind and well-being. The week concluded with a global well-being webcast featuring Ingredion CEO Jim Zallie. Employees from all regions participated in virtual sessions, and the event encouraged everyone to take action towards creating a more inclusive environment.

### BRG Mentoring Program

Launched Business Resource Group (BRG) Mentoring Program Pilot to provide access and visibility to BRG members that were seeking out mentors. The purpose of the program was also to increase cross-cultural competency across the globe.

275

participants in the pilot from across the globe.





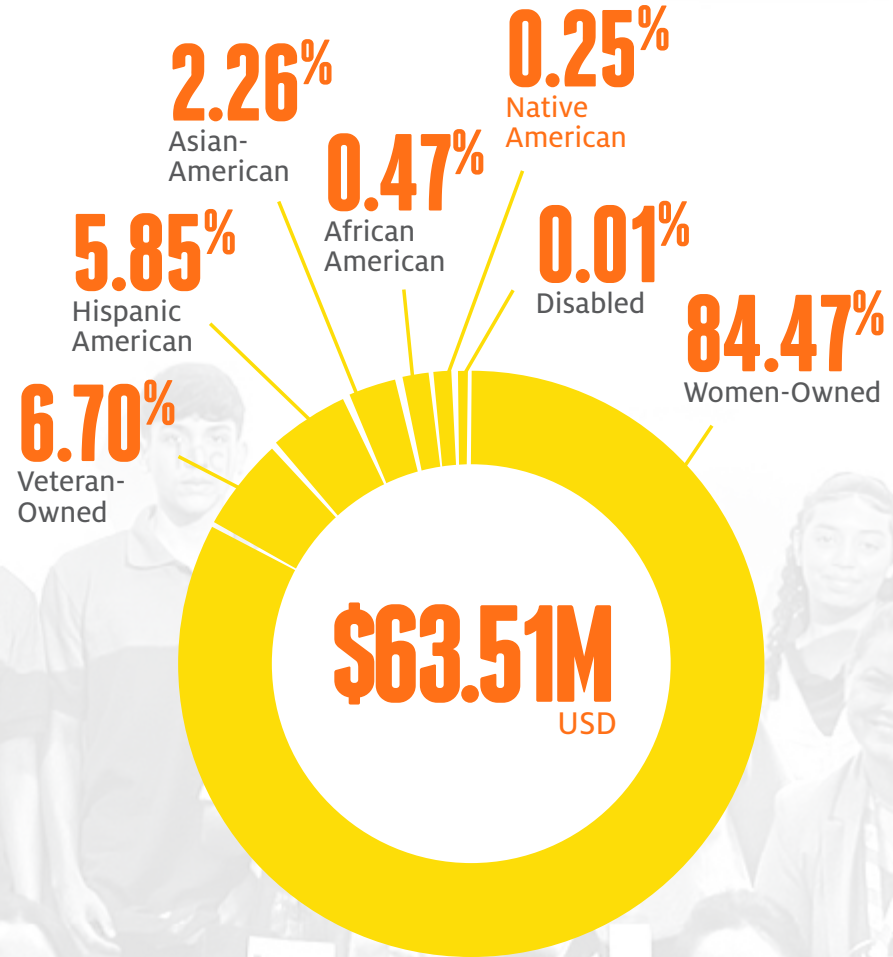
## Strategic Partnerships

# 2023

### Supplier Diversity Spend & Key Partnerships

U.S. YTD Percentage Spend (by classification)

Women Owned	\$ 53,650,686	84.47%
Veteran	\$ 4,255,360	6.70%
Hispanic American	\$ 3,713,411	5.85%
Asian American	\$ 1,433,180	2.26%
African American	\$ 297,783	0.47%
Native American	\$ 158,464	0.25%
Disabled	\$ 3,783	0.01%
<b>TOTAL</b>	<b>\$ 63,512,667</b>	<b>100.00%</b>





## Three Aspirational Goals

Our organizational commitment to fostering inclusion and belonging is unwavering. To achieve this, we have set forth three aspirational goals:

**1**

**Increase representation of women at the manager level and above.**

**2**

**Increase the representation of historically underrepresented talent at the manager level and above.**

**3**

**Sustain industry inclusion benchmark on global employee engagement survey.**

## Pay Parity Statement

We are committed to equal pay for equal work, regardless of gender, race, ethnicity or other personal characteristics. To deliver on that commitment, we benchmark and set pay ranges based on local market data and consider various factors such as an employee’s role and experience, job location and performance when establishing individual pay levels. We regularly review our compensation practices to promote fair and equitable pay.

With the support of an independent third-party expert in this field, we conduct global pay equity reviews for salaried employees to identify any unsupported differences in pay between employees of different genders and, in the United States, races. Our last global analysis was in 2022 and encompassed almost 5,000 employees across 39 countries. From this analysis, we found no systemic issues and no negative pay gap between male and female employees.

In the United States, we found no systemic issues and no negative pay gap between non-white and white employees. Our pay equity analysis is underway for 2024 and we will report findings in our May 2025 Sustainability report.

We believe providing a holistic total rewards package contributes to a valuable employee experience and helps us attract and retain employees. Underpinned by our Care First value, a total rewards package should also include benefits that focus on the wellbeing of our employees and their families.

We continue to evolve our programs to meet our employees’ health and wellness needs. We provide access to medical, welfare and retirement benefits and offer programs to all employees that support overall wellbeing, including paid parental leave and caregiver leave, as well as financial, physical and mental health resources.



# The Ongoing Impact and Expansion of Our BRGs

As a crucial component of our Inclusion and Belonging (I&B) strategy, our Business Resource Groups (BRGs) continued to thrive and expand throughout 2023.

**18.3%** of our global population are BRG members.

Our BRGs serve as the conscience of the organization and amplify key messages and issues from the communities they represent.

In the same year, we successfully hosted our third BRG Leadership Forum. Beyond sharing best practices from industry experts, this forum also offered valuable resources to enhance leadership skills and foster professional networking opportunities.



Founded **2017**

Members **344**

### EMEA

Mobile Libraries donated to schools in black communities

### North America

Hosted “My Black is not a Monolith” employee panel and Mamie Till-Mobley Memorial at Argo High School

### South America

Expanded ABLE mentoring program in South America





Hosted Affinity month activities that helped create cultural awareness and community

Continued partnership with ASCEND NJ and Midwest chapters – Promoting conferences and webinars that focus on professional development and well-being



Founded  
**2022**

Members  
**158**

*Before Ingridion, I hadn't worked at an organization with enough Asian representation to celebrate Diwali, Lunar New Year and other festivals. Getting involved with ADAPT, both as a member and leader, has enabled me to connect with colleagues outside of my department and location. It has also been rewarding to help raise cultural awareness at Ingridion and to empower my fellow AAPI colleagues to bring more of their whole identities to work.*



**Pathik Bhatt, he/him**  
GLOBAL MARKETING COMMUNICATIONS MANAGER



Founded  
**2021**

Members  
**246**

**Mexico**

Expanded into Mexico and participated in the International Day of Persons with Disabilities observation

**North America**

Hosted students with special education from Seward Academy at The Hatchery, the event included hands on activities

**Brazil**

For the third year participated in the Do4Them Marathon Race

**EMEA**

Established Business Disability Forum chapter





Founded  
**2019**



Digital journeys to different countries

“Living Library” where employees contributed cultural books



Members  
**209**

*Living in three different countries has exposed me to various cultures. The unique thing about cultures is that they are not easily accessible, as they are not written down like rules or regulations. Violating local cultures can impact how society perceives you. Leading INSPIRE is a great platform for me to increase cultural awareness within Ingridion and enable different cultures to make meaningful connections, thereby bringing greater value to the business.*



**Adrian Timboel, he/him**  
SR. MANAGER GLOBAL  
DIGITAL OPERATIONS



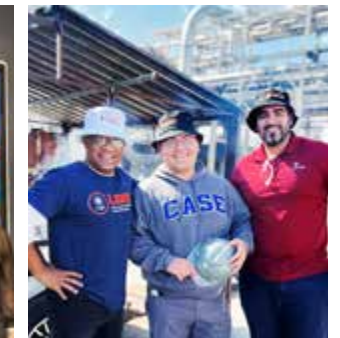
Founded  
**2021**



Hispanic Heritage Month celebration

External panel engagement with the Chicago Chamber of Commerce chapter

Members  
**181**







Founded  
**2019**



Members  
**980**

Recipient of Growth Award as BRG with biggest membership increase

Continued business knowledge sessions, including excel training to upskill employees

**China**

Expanded into China where they hosted Career Development sessions with executive leaders and launched Book Club Online



Founded  
**2019**



Members  
**545**

**Mexico**

Mexico team scored 100 in the HRC CEI for the 3rd year in a row

Engaged with customers on PRIDE fairs to share best practices, educate and celebrate PRIDE month

**Thailand**

Celebrated PRIDE Month for the first time





### United States

Held recognition events throughout U.S. locations for veterans during Veteran's Day

Continued partnership with American Corporate Partners (ACP) and enrolled 14 mentors to help veterans and their spouses find their next careers



Founded  
**2022**

Members  
**112**

*At Ingridion, have an extraordinary assembly of individuals who have served, spouses of active-duty personnel, friends and family connected to military service—even those who simply share a deep commitment to supporting our servicemen and women. As stewards of this opportunity, we hold the privilege to forge connections, provide unwavering support and foster a sense of purpose among these remarkable individuals. For this, I am profoundly grateful.*



**Rick Mowry, he/him**  
SR. MANAGER, GLOBAL  
PROCUREMENT PACKAGING,  
CAPEX



Celebrated International Women's Day across the Globe

Hosted private event for customers to discuss women's fundamental place in corporate

New clothes for female operators selected and in testing



Founded  
**2017**

Members  
**963**





## Innovation

# The Importance of Driving Sustainable Innovation

Ingredion has always focused on being an innovation company—delivering novel solutions that help our customers create better products that are aligned with trends their consumers value. But when it comes to sustainability, our focus on innovation takes on an even more significant role. The food industry faces the challenge of feeding a growing global population while managing costs, maintaining respect for human rights and minimizing environmental footprint. This is not a small task and requires companies to seek new and unique solutions. Ingredion is well positioned to bring sustainable and innovative solutions across the food and beverage supply chain, which is why this continues to be a critical focus in our 2030 All Life plan.

## Evaluating Product Sustainability

One of the biggest challenges in developing products for sustainability is the broadness of the scope covered by such an endeavor. A customer may approach Ingredion and want to minimize cost while also minimizing their carbon and water footprint. And all this has to be done while also making certain we maintain a supply chain that respects human rights. Even things as seemingly simple as a customer's request to use renewable energy in the manufacturing of the ingredients they purchase from us gets more complex when you consider the variety of approaches our customers use in procuring renewable energy. Therefore, driving sustainable innovation has to start with having mechanisms for evaluating product sustainability.

When we started our journey, Ingredion developed its own internal mechanism for assessing product sustainability. While this approach was a great start, there was a lot of complexity in maintaining up-to-date information and methodologies for evaluating the various aspects of sustainability.



This led us to look outside, which sparked our partnership with HowGood—the world's largest product sustainability database—in 2022. Across 2023, we continued to work with HowGood to better understand their platform methodologies and to enhance the data on our products going into their platform.

# 90%

estimated alignment with UN SDGs for new product launches in 2023.

*HowGood created for us a very unique mechanism that leverages their existing data to identify how well a product or ingredient is aligned with various elements of the UN Sustainable Development Goals. While there are still opportunities to enhance this tool, we are grateful for their partnership and willingness to help us create the tools we need to drive progress.*



**Abhay Borkar, he/him**  
SENIOR DIRECTOR, SUSTAINABLE  
PROCESS AND PRODUCT INNOVATION



## Partnering with HowGood

Our partnership with HowGood continued to provide business value for us in 2023. We originally looked at the platform as a means for assessing our individual ingredients. However, the more we worked with the HowGood team, the more we continued to identify opportunities to use their platform to address business needs. One such need is the growing number of customer requests for product carbon footprint (PCF) data, as our customers seek to reduce their environmental footprint.



HowGood's PCF calculator has now been certified to the Greenhouse Gas Accounting Protocols, offering us a quicker and more cost-effective approach than using a traditional life cycle assessment (LCA).

Additionally, our marketing department has been more active in using HowGood's formulations tool to advise customers on how our ingredients might positively, or negatively, impact a food or beverage formulation. In 2023, we highlighted examples of formulation sustainability analysis using HowGood with multiple customers as well as at the Institute of Food Technologists conference in Chicago.

Ingredion can further build on the information we get from HowGood by combining it with market insights. Our ATLAS Simulator is a proprietary marketing tool that provides insight into consumer trends, as well as what sustainability attributes are most valuable in different market segments and what consumers are willing to pay more for. When paired with HowGood, ATLAS allows us to bring unique insight to help our customers navigate complex formulation decision.

*What makes this powerful for Ingredion is that it expands the tools in our toolbox. We now have flexibility in how we can provide data to customers. While we agree that an LCA can give the most precise data, it can be time consuming and take as long as a year to complete. The HowGood PCF tool helps us get a quicker response back to customers, particularly ones just wanting a general idea of how our ingredient will impact the overall formulation for sustainability.*



**Eric Aaviku, he/him**  
SR. MANAGER, GLOBAL OPERATIONS  
SUSTAINABILITY



## Continuing to Explore Opportunities in Circularity

We believe that our innovation efforts need to align with our efforts to reduce food waste, which is why our sustainability program includes a focus on promoting circularity. Not only is this good for the environment, but it is also good business. Market trends show that consumers have a growing interest in circularity as well as regenerative agriculture. In support of this, we are seeing increasing interest from our customers in ingredients made with circularity in mind.



In 2023, Kerr Concentrates by Ingredion began working with the Upcycled Food Association to secure Certified Upcycled status for roughly 50 products in their portfolio. Kerr, which makes concentrates from “ugly” or waste fruits and vegetables, saw a natural fit with the work the Upcycled Food Association is doing. The certification allows our customers to use “certified upcycled” or “made with upcycled ingredients” claims on front-of-pack and marketing materials, depending on the amount of Certified Upcycled ingredients in the final product.



Ingredion will explore further Certified Upcycled certification for other products in our portfolio such as our FIBERTEX™ line of citrus fibers, which are made from citrus peels. We will also explore opportunities with our potato starches, which are made from the co-streams of potato chip and French fry manufacturing.



## Insight Driven Sustainability

Developing sustainable products continues to require navigating a sea of complexity. Often there are trade-offs that have to be considered, such as choosing raw material supplies from geographies with a higher environmental footprint to meet ethical sourcing requirements. Ingredion’s work in consumer insights—along with our proprietary ATLAS consumer insights database—help us understand how consumers value sustainability and what aspects are most important to them. This enables us to support our customers in navigating sustainability choices to provide value their consumers want.

In 2023, we furthered our work in insights by conducting an “ingredient association” study. Encompassing 11 countries with a thousand participants in each country, this study tested how various terms are perceived and associated in consumers’ minds. The research validated the connection between natural ingredients and what shoppers identify as sustainable, healthy and nutritious.

*Our further research into consumer insights helps us match ingredients in our portfolio to our customers’ formulation needs, all while enhancing the overall product desirability to the end consumer.*



**Wei Qin, she/her**  
HEAD OF INSIGHTS  
CENTER OF EXCELLENCE

### Most Appealing Label Terms to Consumers:

health and natural

### Least Appealing and Most Unknown Term:

ultra-processed

This study helps us better link our product categories to those consumer perceptions—such as natural starch, fiber and clean label texturizers being associated with the terms natural, sustainable, nutritious and healthy.

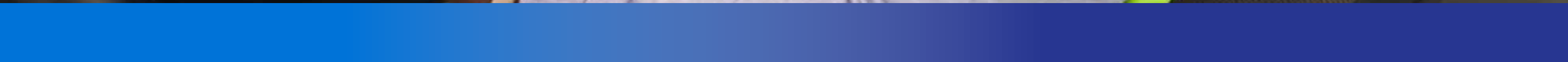
## Advancing Animal Welfare

Since 2019, Ingredion has had our policy solidifying our commitment to animal welfare by working to eliminate animal testing of our products where not required by law. Our efforts continue to be guided by our Animal Welfare Council, which is comprised of leaders from our legal, regulatory affairs, nutrition science and sustainability teams.

One of the primary functions of our Animal Welfare Council is to examine where animal testing is required to make certain it is in line with the company policy. In 2023, PETA shared with us three cases in which Ingredion was linked to studies that included animal testing. Our council reviewed these cases and found that one of the studies was required by law and the other two were product samples that had been provided to universities at their request. The latter has prompted further review of our policies on donating product for research and how we might further align them with our no animal testing commitment.



# Planet Life.





## Environmental Impact

# Making Strides Toward Our Environmental Impact Commitments

In 2023, we made notable progress toward our Environmental Impact commitments. Reductions in carbon emissions, increases in renewable electricity and progress in reducing water use intensity all demonstrate how we are working to meet our goals and create a more sustainable business. But as we continue to drive progress, we are also seeing growing and evolving outside interest in environmental performance. Stakeholders have expressed interest in understanding our carbon transition plan and a growing number of customers would like to understand how our products and operations affect their own carbon reduction plans. And all this is occurring amid an increasing number of standards and regulations that will potentially impact our program, such as the Science-Based Target initiative's (SBTi) Forest, Land and Agriculture (FLAG) guidance.

With all that said, Ingredion remains committed to protecting the environment across our operations.

*The strength of our program is really rooted in our employees who have shown dedication and innovation in progressing our environmental goals. It's clear that our employees around the globe are working toward a better planet.*



**Catherine Zimmerman, she/her**  
VICE PRESIDENT, ENVIRONMENT,  
HEALTH, SAFETY AND SUSTAINABILITY

## 2023 Milestone Performance

MILESTONE	PROGRESS
<b>Carbon Emissions</b> (Scopes 1, 2 and Biogenic)	<b>-22%</b>
<b>Carbon Emissions</b> (Scope 3)	<b>-3%</b>
<b>Renewable Energy</b>	<b>25%</b>
<b>Water Use Intensity*</b>	<b>-2%</b>
<b>Waste to Landfill Avoidance</b>	<b>88%</b>
<b>Wastewater COD Intensity</b>	<b>1%</b>

\*Extreme highly stressed geographies only  
Results based against 2019 baseline

## 2023 Environmental Metrics

ENVIRONMENTAL METRIC	PROGRESS
<b>Scope 1 Emissions</b>	<b>1,897,186 metric tons</b>
<b>Scope 2 Emissions</b>	<b>673,973 metric tons</b>
<b>Biogenic Emissions*</b>	<b>26,507 metric tons</b>
<b>Scope 3 Emissions</b>	<b>10,201,373 metric tons</b>
<b>Water Use: Global</b>	<b>49,046,105 cubic meters</b>
<b>Solid Waste</b>	<b>277,346 metric tons</b>

\*Net emissions after removals  
Ingredion's environmental data has undergone limited liability assurance by our outside auditor, Apex.





## Building a Carbon Reduction Strategy

The primary drivers to our improvement in Scopes 1 and 2 GHG emissions vs. 2022 were lower product demand, Pakistan energy mix, higher renewable electricity usage and the start-up of two renewable biomass boilers in Brazil. Our Cornwala, Pakistan plant experienced a temporary economic situation locally that favored transitioning from coal-fired cogen heat and electricity production to natural boiler and purchased electricity for part of the year. The economics have returned to historical differentials, and the coal-fired cogen was restarted in late 2023.

# 25%

**of purchased electricity from renewable sources with the largest year-over-year increases occurring in Brazil and China.**

We also started on-site solar generation at two Pakistan plants, and additional floating and land solar installations will be commissioned in Thailand in 2024. In the second half of 2023, renewable biomass boilers at our Mogi Guaçu and Balsa Nova, Brazil plants were commissioned.

On Feb 1, 2024, Ingredion announced the that we had completed the sale of our business in South Korea. As a result, Korean impact on GHG emissions and other environmental sustainability metrics has been removed.

## 2023 Strategy to Reduce Scope 1 and 2 Emissions

LEVER

**Optimize Energy Consumption**

PATHWAY

**Ingredion Performance System (IPS)  
Energy Efficiency Capex Investment  
Network Optimization**

LEVER

**Substitute Energy Sources**

PATHWAY

**Coal Conversion  
Biomass Energy  
Renewable Electricity  
Zero/Low Carbon Fuels (e.g. Renewable Natural Gas and Green Hydrogen)  
Electric Vehicles  
Process Electrification**

LEVER

**Capture CO<sub>2</sub>**

PATHWAY

**Carbon Capture, Utilization and Sequestration (CCUS)**

LEVER

**Offset**

PATHWAY

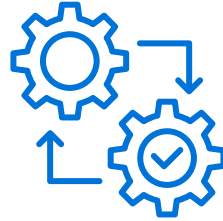
**Purchased Offsets (last 10% reduction)**



LEVER: **Optimize Energy Consumption**

**INGREDIENT PERFORMANCE SYSTEM (IPS)**

is the implementation of standard tools and routines for operations processes that apply best practices that enable continuous improvement of our operation leading to energy, water and waste optimization. IPS implementation is progressing across our global sites to become the standard way of working.



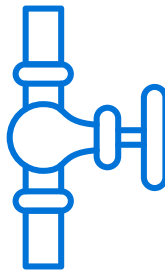
**ENERGY EFFICIENCY CAPEX INVESTMENT** is

deploying our capital resources to improve existing plant equipment energy efficiency, which leads to financial cost savings and energy consumption reductions.

**\$12M**

**in investments in projects that would make our operation more environmentally sustainable as it relates to GHG and water reduction in 2023.**

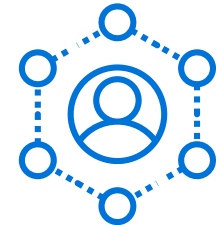
We have developed a robust global pipeline of capital projects with sustainability benefits following plant-specific energy studies with third-party energy experts. Ingredient is exploring AI digital use cases to optimize asset performance, and we will continue to build capability in areas such as energy and water optimization. We continue to prioritize these investments based on available resources.



One example of energy efficiency is the investment at our Guadalajara plant to recover heat from the boiler stack and use it as heat in our boiler preheater and dryers. This enabled the plant to reduce an estimated 3400 MT of CO<sub>2</sub>.



**NETWORK OPTIMIZATION** is routinely performed by our Global Sales and Operations team, which aims to optimally produce products in our global asset network to satisfy our customers' requirements with a high level of service.





LEVER: **Substitute Energy Sources**

**COAL CONVERSION** has been a significant decarbonization lever for Ingredion. In 2021, Ingredion finalized efforts to stop using coal in the boilers at our Argo, USA facility – the largest manufacturing plant globally for the company.

**8%** reduction in the company's global carbon footprint resulted from this change. It is also expected to deliver nearly one-third of the reductions planned to meet our science-based climate change goal.

In the United States, our Winston Salem, North Carolina site also uses a small percentage of coal in its energy mix, and we have a project underway in 2024 to transition this small portion to natural gas and reduce the site's carbon footprint by approximately 5000 MT CO<sub>2</sub>.

**BIOMASS ENERGY** has recently been used in new renewable biomass boiler investments at three Brazilian locations since 2019, which has enabled Ingredion to reduce its carbon footprint through the transition to renewable sources.

**RENEWABLE ELECTRICITY** provides a substantial lever to decarbonize our global carbon footprint.

**25%** of our electricity purchases were from renewable sources in 2023.

The economic cost of renewable electricity varies by market based on local supply and demand. In some markets, there is relative cost parity, and we have prioritized renewable electricity purchases from the grid. In 2023, we participated in a project to explore a US virtual power purchasing agreement (VPPA) with an external consultant and other supply chain partners. Upon analysis, we concluded that the current US VPPA agreement structures would increase Ingredion's earnings volatility and add incremental energy cost. Currently, it is extremely difficult to pass on this incremental cost to our customers, who are looking for cost-effective solutions in their formulations. As a result, we decided not to pursue the VPPA agreement and continue to monitor the market for more economic opportunities in the future.

We continue to evaluate solar power solutions at our manufacturing sites. These solutions provide renewable green power. Given the physical on-site surfaces available (e.g., available land, rooftops, etc.), the solution can often be a small percentage of the site's overall electricity consumption. We have conducted on-site solar installations in Colombia, Thailand and Pakistan, which have had attractive capacity generation and financial returns.



**LEVER: Substitute Energy Sources**

**ZERO/LOW CARBON FUELS**, such as renewable natural gas and green hydrogen, provide a significant future opportunity to reduce carbon emissions in processes that have traditionally consumed natural gas. Our procurement team continues to scout for suppliers with capability to provide renewable natural gas at cost parity to conventional natural gas. Our customers are focusing on cost-competitive ingredient formulations and maintaining a competitive cost is an important consideration for them. Green hydrogen is a potential long-term solution and we continue to monitor technology opportunities for it to become cost competitive.

A portion of our sites use anaerobic wastewater treatment processes, which produce biogas, a sustainable alternative to conventional natural gas.

**70%**

**of the produced biogas at our sites is already being used in other areas of the process, such as energy for product dryers.**

**ELECTRIC VEHICLES** present a very low magnitude impact for Ingredion's Scope 1 and 2 emissions. Our supply chain model almost exclusively includes third-party transportation suppliers, so the majority of our transportation-related emissions are reported in Scope 3. Ingredion only has a small number of lease vehicles for employee transportation globally and our procurement team is working with local vendors to evaluate options along with electrical charging infrastructure requirements.

**PROCESS ELECTRIFICATION**, when coupled with renewable electricity, also creates a pathway for carbon emissions reductions. In 2023, our global engineering team conducted a benchmarking visit to a food and beverage manufacturing site that had deployed an electric boiler to better understand potential applications. Deployment of this pathway is best suited for greenfield builds, plant expansions or replacement of obsolete equipment. We continue to evaluate new technologies that could be applied to our process as an economic alternative to conventional natural gas-fueled equipment.

**LEVER: Capture CO<sub>2</sub>**

**CARBON CAPTURE, UTILIZATION AND SEQUESTRATION (CCUS)** technologies have been evaluated for Ingredion's corn wet milling processes with a third-party consultant. The flue gas streams from our corn wet mill operations that serve as potential targets for carbon capture possess a relatively low CO<sub>2</sub> concentration compared to other processes such as fermentation that produce a high-concentration CO<sub>2</sub> stream. The low CO<sub>2</sub> concentration stream impacts the economic feasibility of using the current carbon capture technology available, but we continue to monitor the technological advances in this area.

**LEVER: Offset**

**PURCHASED OFFSETS** are not a priority for Ingredion at this time because we have prioritized reducing our physical emissions in our operation. This approach aligns with the SBTi, which provides guidance that offsets should only be used for the final increment of emissions that cannot be physically reduced.



Ingredion remains focused on trying to identify a pathway to a Scope 1 and 2 SBTi 1.5-degree target, which is required before we can have a validated Net Zero target as well. We believe that the SBTi methodology establishes criteria aligned with our own beliefs that reducing physical emissions in our value chain is essential to mitigating climate change.

Our strategy to reduce Scope 3 emissions is focused on the categories most relevant to our supply chain emissions, specifically those related to Purchased Goods and Services, Transportation and Processing of Sold Product.

# 2023

## Strategy to Reduce Scope 3 Emissions

LEVER

**Purchased Goods and Services**

PATHWAY

**Regenerative and Sustainable Agriculture  
Supplier Engagement (e.g. Chemicals,  
Packaging, Ingredients)**

LEVER

**Transportation**

PATHWAY

**Air Freight Minimization  
Logistics Optimization and Electrification**

LEVER

**Processing of Sold Product**

PATHWAY

**Customer Engagement**





LEVER: **Purchased Goods and Services**

**SUSTAINABLE AND REGENERATIVE AGRICULTURE** is a foundational component of Ingredion’s All Life Sustainability strategy.

**66%** of our Tier 1 crops were sustainably sourced in 2023. In addition, we have put about 74,000 acres of crops in regenerative programs, covering corn sourced for Brazil, Mexico and the US.

In our grower engagements, we work with farmers to collect farm-level information related to issues such as fertilizer use with applications like the Cool Farm Tool. We are working to develop a robust methodology to leverage this data in our GHG reporting that requires a 2019 base year and current year information that will also meet the third-party audit requirements.

**SUPPLIER ENGAGEMENT** related to GHG emissions reductions associated with the materials we purchase is an important lever for reducing our Scope 3 emissions. In 2023, we completed a supplier segmentation to better understand what suppliers are estimated to be the highest contributors to Ingredion’s Scope 3 emissions based on a spend based analysis. We have started to engage our Top 50 suppliers related to their sustainability priorities and GHG emissions data.



LEVER: **Transportation**

**AIR FREIGHT MINIMIZATION** contributes to mode cost and carbon optimization because air freight is an extremely carbon-intensive form of transportation compared to other modes (e.g., truck, rail, ocean, etc.). Our Global Supply Chain team has implemented a Sales and Operations Planning (S&OP) process that aims to accurately forecast customer demand and optimize production globally to meet on-time customer deliveries. In 2023, the global spend on air freight was minimal, indicating there is not a significant current opportunity to reduce emissions in this area.

**LOGISTICS OPTIMIZATION AND ELECTRIFICATION** includes load optimization, route optimization and supplier engagement to reduce carbon emissions associated with transportation. Our Global Supply Chain team is working to deploy technologies and processes to optimize loads and routings. Ingredion primarily uses heavy-duty trucks, which have electrification challenges related to range limitations, weight constraints and charging for long-haul routes. Our procurement team is working with potential vendors to identify viable use cases to pilot electrification and other technologies.

LEVER: **Processing of Sold Product**

**CUSTOMER ENGAGEMENT** related to the GHG emissions associated with the processing of our product in their facility has not yet started. In the coming year, we aim to start the initial engagement process with our customers with similar sustainability objectives as Ingredion. This will enable further product collaborations related to GHG reductions and primary data that can be used in our Scope 3 calculations.



## Making Significant Strides Toward Our Renewable Energy Commitment

As indicated in our carbon transition plan, renewable energy plays a strategic role in our global carbon reduction strategy. This past year saw our renewable electricity increase to approximately 25% of our global purchased electricity, with the largest year-over-year increases occurring in Brazil and China.

In addition to purchased electricity, we also expanded our use of on-site renewable energy throughout the year. We started on-site solar generation at two of our Pakistan plants and started installing additional floating and land solar panels in Thailand, which will be completed in 2024. However, our biggest projects came in the second half of 2023, with renewable biomass boilers being commissioned in our Mogi Guaçu and Balsa Nova, Brazil plants.

We are also seeing renewable energy become increasingly important to some of our customers, who are looking at ways to reduce their Scope 3 emissions.

*We were approached by a strategic customer who wanted us to procure renewable electricity to cover the manufacture of the products they buy from us. This was a great collaboration, as it helped us increase our renewable electricity while simultaneously reducing their supply chain emissions. It's just a further example of how we can create mutual value while working toward our collective goals.*



**Luc Bertram, he/him**  
VICE PRESIDENT, GLOBAL KEY ACCOUNTS  
AND SALES EXCELLENCE





# Maintaining Water Stewardship Across Our Operations

Water is a critical resource for our operations and we are committed to responding to current and future water risks in the communities where we operate. Our global operations network has a Manufacturing Excellence team that identifies best practices in our operational routines, equipment and technologies, and then share them across our global organization so they can be quickly adopted. We identified Mexico as an extremely high-water stress region that needs strong focus. In the previous decade, our Mexico team already executed on the easier opportunities to reduce water use intensity.



In 2023, our Mexico operation achieved:

**2%**  
reduction in water intensity vs. our 2019 baseline.

**4%**  
improvement over the prior year was underpinned by a portfolio of continuous improvement opportunities.

In 2024, we will complete an anaerobic wastewater treatment project at our San Juan del Rio plant that will enable more water recovery for cooling. In 2024, we plan to initiate an additional investment project to reduce our Mexico water consumption.

Our Pakistan operation also continued its water intensity reductions, achieving a

**26%**  
reduction in water intensity in 2023 vs. our 2019 base year.

This improvement was accomplished by investing in more efficient water separation technologies, cutting down on “once through” water consumption and developing strong systems to prevent water waste.







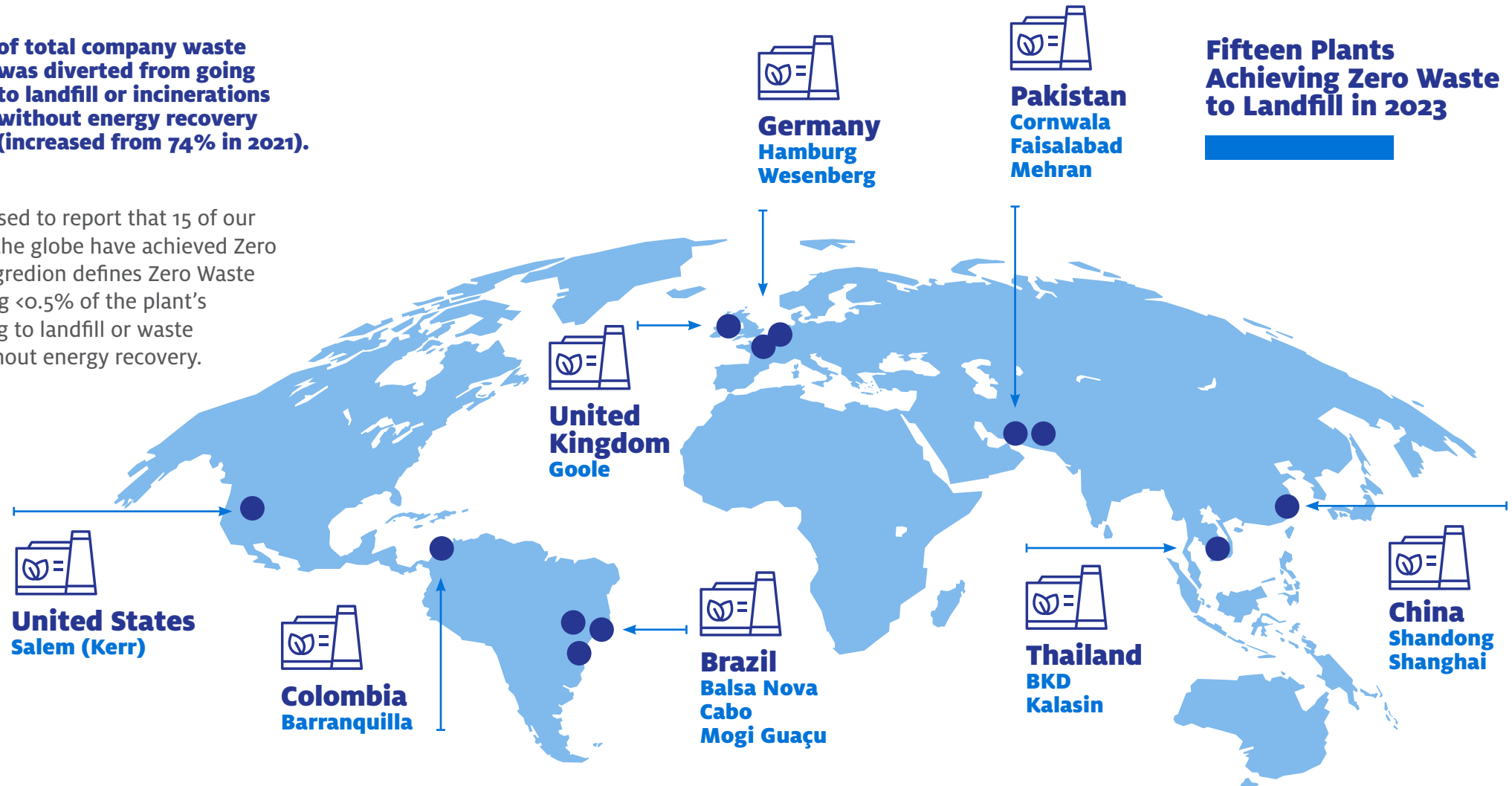
# Reducing Waste Across Our Operations

In 2023, we continued to work across our global operations to lower the amount of waste sent to landfill.

# 88%

of total company waste was diverted from going to landfill or incinerations without energy recovery (increased from 74% in 2021).

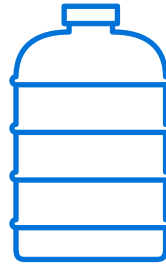
We are also pleased to report that 15 of our facilities across the globe have achieved Zero Waste status. Ingredion defines Zero Waste as manufacturing <0.5% of the plant's solid waste going to landfill or waste incineration without energy recovery.





## Committed to Minimizing Plastic Waste in Our Operations

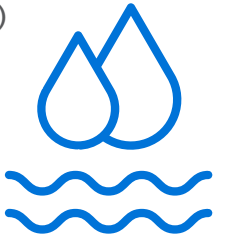
In 2023, Ingredion performed a preliminary mapping of where plastics are used within our operations. Primary use occurs in packaging and shipping/distribution of product to the customer. Smaller amounts of plastics are used in direct operations, but primarily are for quality control, testing of product and intermediate storage. Our estimates indicated that approximately 13,500 MT of plastic packaging material use containing 50% plastic (as a percentage of total weight) or greater was used in our global operation. We do not have complete data on the plastics packaging content associated with our raw material consumption at the present time.



We aim to reduce plastic waste associated with our operation by completing three projects per country where we have manufacturing operations to drive increased circular plastics economy by the end of 2025. Through 2023, we have completed 22 projects. Our South America procurement and operations teams collaborated with suppliers to implement solutions that reduced plastic content in drums and stretch film used per pallet while still maintaining the product quality that our customers expect.

## Improving Water Quality Through COD Reduction

In waste reduction, we measure the COD (Chemical Oxygen Demand) intensity associated with operational streams going to wastewater. Our goal is to reduce our COD intensity by 10% by 2030 vs. our 2019 baseline so that we create more products and less waste from the agriculture crops we consume. In 2023, we achieved a 1% increase in COD intensity vs. our 2019 baseline. Some of our facilities were impacted by unexpected operational upsets, which adversely impacted the COD intensity. While not an improvement vs. our base year, it reflects a 6% performance improvement vs. last year. Our teams will continue to focus on this metric in 2024.



## Engaging Our Communities on Earth Day

In April, many Ingredion sites celebrated Earth Day with employees participating in community activities such as tree planting and trash pickups and making personal commitments on how they would “Do One Thing” to improve Ingredion’s sustainability.





## Biodiversity Protection

### Navigating the Complexity

According to the World Economic Forum (WEF), 50% of the world's gross domestic product economic value generation is dependent on biodiversity. The year 2023 saw further changes and developments in the regulatory and standards framework related to biodiversity and its different elements. Whether a company had to follow requirements such as the European Union's Deforestation Regulation, or they opted to conform with voluntary standards like the Taskforce on Nature-related Financial Disclosure (TNFD), biodiversity became a more complicated area.

*I regularly engage our customers and stakeholders to ask what they are doing or what they expect from suppliers around biodiversity. And out of all the sustainability-related topics we discuss, this is where we see the greatest variation in responses.*



**Brian Nash, he/him**  
**VICE PRESIDENT,**  
**CORPORATE SUSTAINABILITY**



# Assessing Our Impact on Biodiversity

As the complexity around biodiversity planning for corporations has increased, we have sought tools and mechanisms to further our understanding of possible biodiversity considerations in the geographies where we operate. In 2023, we assessed the geographies of our global manufacturing operations using the World Wildlife Fund’s (WWF) Biodiversity Risk Filter. The Biodiversity Risk Filter assesses the state of biodiversity-related issues, as well as external pressures that may impact them, using 33 distinct indicators. These include items such as wild flora and fauna, soil condition, ecosystem condition, herbicide resistance, tropical cyclones, landslides and tree cover loss.

Like others we use to assess water stress or labor risks, these tools help narrow our focus so we can use more in-depth means to evaluate areas for further investigation. Having insights from the WWF tool allows us to compare against farm-level results received from our growers using the SAI Platform Farm Sustainability Assessment (FSA). While the alignment between the tools is not a perfect overlap, the FSA provides a great next level of information. From there, we can engage our growers directly with questions about their practices or information to help them make more environmentally sound decisions.

## High-Level Overview Table of Key Impact Areas

LOCATION	WATER SCARCITY	ECOSYSTEM CONDITION	PLANT PESTS AND DISEASE	TROPICAL CYCLONES
Shanghai	4.1	*	4.5	4.5
Cornwala	4.5	*	4	3
Faisalabad	4.5	*	4	3
Mehran	4.3	*	4	3.5
Shandong	4.35	*	4.5	3.5
Banglen	4.25	*	4	3.5
Guadalajara	4.05	*	3.5	4.5
Kalasin	4.35	*	4	4
San Juan del Rio	4.35	*	3.5	4.5

\*No dependency or impact



The above table, which simply provides a high-level summary of the multitude of information from the WWF Biodiversity Risk Tool, shows key topics and a sampling of Ingredion operating geographies.

In 2023, SAI Platform commissioned a study to evaluate whether or not the FSA meets the requirements of EU Corporate Sustainability Due Diligence Directive (CSDDD). It found that evaluations at FSA Silver and Gold level could meet the requirements of CSDDD, provided the specific questions answered covered the requirements of CSDDD. The environmental criteria of CSDDD also include biodiversity and ecosystems, further supporting Ingredion’s use of the FSA as a means to enhance their knowledge of activity in operating geographies and supply chain.



# Evaluating Deforestation in Our Supply Chain

Ingredion continues to use the SAI Platform FSA as our primary mechanism for evaluating deforestation in our supply chain. As the lack of deforestation activity is considered an “Essential” question, and therefore required for a farm to be considered sustainable, our goal of having 100% of our Tier 1 priority crops sustainably sourced by 2025 is well aligned with our goal of having zero deforestation in our supply chain. We have currently assessed and validated approximately two-thirds of our Tier 1 crop suppliers as being sustainably sourced under the FSA, and we are working with even more growers who have been assessed but do not quite meet the sustainable sourcing criteria. *(For more information, please see the Sustainable and Regenerative Agriculture section of this report.)*

Of the geographies currently assessed under the FSA, we have identified only two areas where we are seeking a greater understanding of possible deforestation impacts in our agricultural supply chain *(see chart to right)*.

## Areas for Greater Deforestation Evaluation



### Brazil

Deforestation Identified by FSA

**NO**

Deforestation Identified by Other Means

**YES**

While we have not identified significant deforestation risk through the FSA, Brazil has been identified as a geography where significant deforestation risk exists. For that reason, we would like to further validate that no issues exist in our supply chain.



### Canada

Deforestation Identified by FSA

**YES**

Deforestation Identified by Other Means

**NO**

Some corn growers in the Ontario area have identified that they have cleared trees in the past 10 years as part of government-sanctioned deforestation to expand farmland. We are working to better understand how this may, or may not, meet industry standards of deforestation, as it has been done in a licensed and controlled way.



In 2023, Ingredion’s Brazil operations began work on a multi-year project to increase transparency into our supply chain. While part of the focus on this project is to gain a better understanding of social aspects of our agricultural suppliers, there will also be an environmental focus that will look at deforestation and other topics. For our Canada suppliers, we clearly understand the relatively small percentage of our grower suppliers who have cleared trees for farmland. We are now working to gain a better understanding of whether or not activity done under the sustainable management of a government or other entity meets industry and regulatory definitions of deforestation. This work will help us better engage customers seeking their own clarity into deforestation in their supply chains.



# Connected Life.



# Sustainable & Regenerative Agriculture Supporting a Climate Resilient Supply Chain Through Sustainable Agriculture

Sustainable and regenerative agriculture continue to be among the most common topics of discussion in sustainability engagements with our customers and other stakeholders. We continue to see many consumer-facing companies put an emphasis on sustainably sourced ingredients, leveraging continued consumer demand for sustainable products. At Ingredion, our work in this area is not only about helping our customers meet their sustainability aspirations, but also about working with our growers to support a more climate-resilient supply chain. We understand that we have an obligation to work with our grower partners across the world to support sustainable and regenerative farming.

66.8%

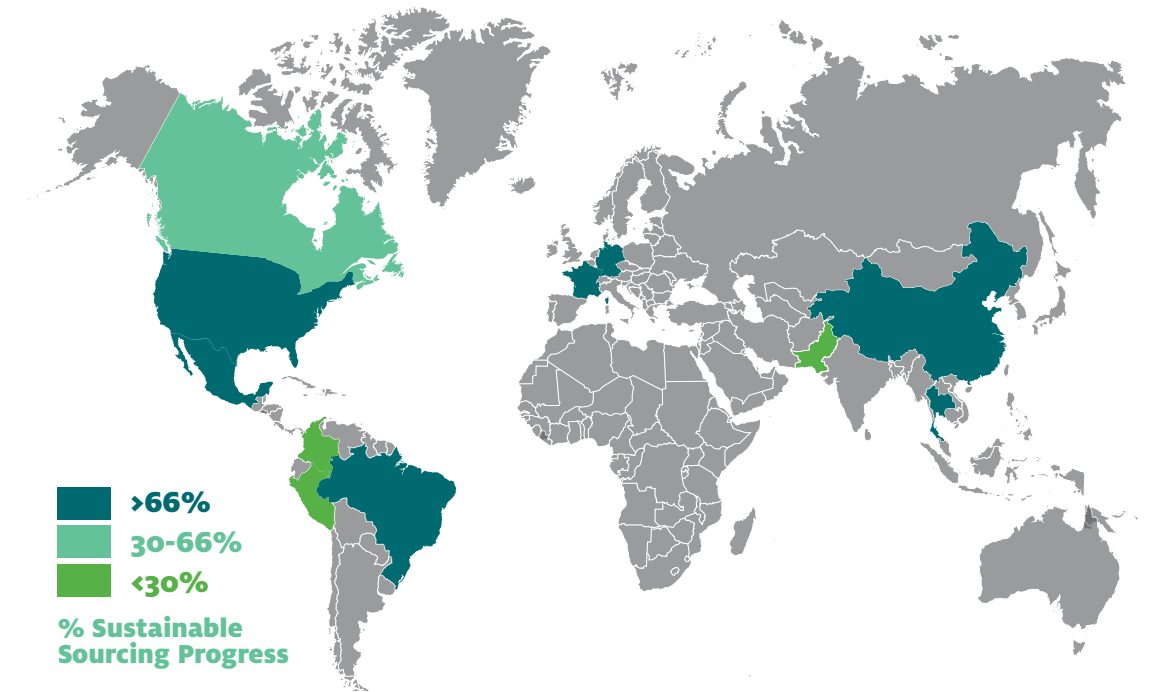
of Tier 1 priority crops are sustainably sourced.

100%

of Waxy corn is sustainably sourced.

In 2023, we achieved 66.8% progress toward our goal of having 100% of our Tier 1 priority crops (i.e. corn, tapioca, potatoes, stevia and peas/pulses) sustainably sourced by 2025. Additionally, we have achieved our goal of having 100% of global waxy corn sustainably sourced as part of that broader effort. We are at various stages of implementing sustainable agriculture, as indicated on the following map. Of the 66.8% of crops that were sustainably sourced globally, we are pleased to share that 14.6% of growers achieved SAI Platform’s FSA Gold level by demonstrating the highest levels of sustainable agriculture.

## Tier 1 Priority Crop Sourcing Maturity



Various challenges have impacted our progress toward our goals in different geographies. For example, in the United States where we source the majority of our corn from grain elevators from grain elevators that may, in turn, source from varying draw areas, connecting with farmers can pose a challenge. In Thailand, where we were the first company to sustainably source waxy tapioca, our biggest challenge was educating growers about sustainable sourcing and spreading that knowledge to the thousands of smallholder farmers in our supply chain.



## Regenerative Agriculture and Regenerating Together

As founding members of the Sustainable Ag Initiative (SAI) Platform's effort to develop a standard regenerative agriculture platform, Ingredion is excited to use the Regenerative Together global framework for regenerative agriculture. The framework aligns the food and beverage industry behind a shared definition of regenerative agriculture and a shared set of outcomes to facilitate the transition to regenerative agriculture. Ingredion sees this progress as an important step forward in scaling a transition to regenerative agriculture practices with our suppliers.

By focusing on four environmental impact areas of regenerative agriculture—Soil Health, Water, Biodiversity and Climate—Regenerating Together will allow Ingredion to identify common practices to address each impact area, choose meaningful KPIs to measure progress, follow guidance on measurement tools and gain assurance in reporting outcomes. Agreement across supply chain members in the food and beverage industry on these regenerative agriculture practices will allow for easier scale-up of projects, streamlined collaboration between different links in the supply chain and the ability to work on landscape-level solutions to environmental challenges in agriculture.

# 74K

**acres are under regenerative agriculture programs and working with customers and third-party organizations to support growers in adopting select regenerative practices like cover crops and no tillage.**

These projects also focused on reducing carbon emissions at the farm level, with payments made to growers for the carbon reductions achieved. These payments help our growers offset any near-term expense for adopting practices before the full benefits of the regenerative farming are realized. Ingredion will be working with SAI Platform and its member organizations to identify geographies where implementation of the Regenerating Together program can begin.

*We are seeing significant customer interest in regenerative agriculture at the moment. There are two challenges with this. The first is keeping up with the growing demand. The second is the capital it takes to enact these projects. We are hoping that programs like SAI Platforms Regenerating Together can start to offer the most cost-effective option for implementing regenerative practices with our growers.*



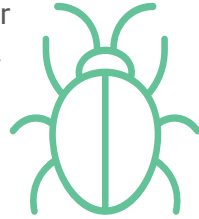
**Andy Utterback, he/him**  
DIRECTOR, GLOBAL  
SUSTAINABLE SOURCING





## Pesticide Management

At Ingredion we understand that growers have many tools at their disposal to maximize the agronomic potential of their operations. One very important tool is access to pesticides. While pesticides have their place in a successful farming operation, it is of the utmost importance to Ingredion that these products are used in a way that is safe for both the grower and the environment.



To help manage pesticide risks within our supply chains, Ingredion has pledged to eliminate pesticides of concern (as identified by the World Health Organization) from our supply chains. We have also pledged to train our grower partners in the importance of practicing Integrated Pest Management (IPM) in their operations. Ingredion sees the elimination of pesticides of concern as a way to promote the health and safety of our suppliers and their employees. In areas where these products might still be in use, Ingredion will work to find safe alternatives without compromising farm productivity. An important option for eliminating the unnecessary use of pesticides is grower adoption of IPM principles. IPM focuses on using products according to their labeled use and only when agronomically advisable for the operation. A focus on IPM can have positive impacts on biodiversity in agricultural settings and helps growers become more efficient with their inputs, which, in turn, has positive environmental benefits.

## Collaborating Toward Common Goals

When considering the scope and scale of Ingredion's operations and the goals we have committed to in sustainable and regenerative agriculture, it is necessary for us to find like-minded partners for collaboration. Driving change in agricultural supply chains takes time, resources and, most importantly, consistent and strong signals to suppliers about what change is needed. Ingredion has found that the most efficient way to meet these needs is by working with as many members of a supply chain as possible to drive change. When a regenerative ag project is supported by cooperatives and suppliers that work directly with the grower, purchasers and processors of commodities, and the downstream users of the ingredients made from the commodities such as Consumer Product Goods (CPGs), collective action can be harnessed to lower the strain on any one supply chain member without reducing the environmental outcomes targeted in the project. Showing growers supply chain alignment around sustainable and regenerative agriculture sends a powerful message about the importance and endurance of these initiatives. Supply chain collaboration also connects the grower more closely to the consumer-facing products that their commodities go into, which allows them to conceptualize and take pride in the positive effects their participation has on people and the environment.





## Food Security

### The Need for a More Food-Secure World

We know that it's critical to support food security in a world where population and resource inequality are on the rise. We also know that our position in the food supply chain and as an innovative ingredient manufacturer gives us a great opportunity to have a positive impact, both with our customers and our growers. We remain committed to the three components of our food security strategy: producing innovative products that support food security, supporting small holder farmers in our supply chain and reducing food waste in our operations and our supply chain.

### Formulating for Sustainability and Food Security

There are many focus areas in our strategy where innovative ingredients support a more food secure world, such as plant-based proteins and our affordability line of products. These product categories are examples of how we can support our customers in delivering more affordable and nutritious foods to their customers.

In 2023 we saw a softening of the plant protein market, as trends moderated from the sharp rise seen in previous years. Even with reduced consumer purchases, we believe there will still be growth in plant proteins that is aligned with the overall need for a healthy diet for society. We continue to expand our efforts in plant proteins, helping customers with formulation changes to meet their needs.

Also in 2023 we launched a water calculator to help customers quantify the water savings of formulating with plant protein versus animal protein. We also launched a new pea protein isolate that is lower in sodium, helping customers reduce sodium for healthier product offerings.

**Check Out Our Water Savings Calculator**



We have met our target of implementing five product or supply chain projects in support of plant proteins by 2025.

Ingredion's Affordability line of products are designed to help our customers create products to manage rising costs. For example, products like our PECISA™ Bake 100 can replace up to 50% of eggs in products like muffins, and our VITESSENCE™ Pulse 3600 can reduce up to 100% of eggs in dry pasta applications. Aside from helping our customers reduce the cost of their formulation, these substitutions can sometimes also contribute to a lower environmental footprint of the product. Being able to offer customers ingredient substitutions that can reduce cost while also helping them meet their sustainability goals continues to be an area where our customers are looking for support.

But formulating for affordability is not always as simple as just replacing one ingredient with another, as other considerations like ingredient functionality and sustainability performance come into play.

***Common challenges in driving affordability are taste and texture parity, as well as possible labeling impacts. Ingredion has a robust marketing and insights team to help identify how label changes can be leveraged to increase consumer willingness to pay. And our expertise in texture means we can help our customers deliver taste and a consumer experience with the change that is on par or better.***



**Charlotte Commarmond, she/her**  
VICE PRESIDENT,  
GLOBAL MARKETING



## Continuing to Support Small Holder Farmers in Our Supply Chain

A component of combating hunger and supporting food security under the United Nations Sustainable Development Goals (SDGs) is supporting small holder farmers. At Ingredion, we continue to work with small holder farmers in our supply chain around the globe to educate them on sustainable agriculture practices, help improve yields and support their earning a living wage in our communities. Our use of the SAI Platform Farm Sustainability Assessment (FSA) to evaluate our growers provides a tool for understanding where our small holder farmers need the most support so we can work with them year after year to drive continual improvement in their practices. Doing this often leads to minimized inputs at the farm level and/or increased crop yields, both of which typically contribute to increased profit of their farms.

A great example of our work with small farms can be seen in Thailand, where Ingredion has been working with local growers to deliver against our target of having 100% of our Tier 1 priority crops (including tapioca) sustainably sourced by 2025. This goal was a significant challenge for the company's agricultural team in Thailand, where challenges like varying practices, grower literacy and economic barriers were impactful across our supply chain. Over the past few years, we have launched our SMART sustainable agriculture program, hosted numerous training opportunities for growers, as well as launching an app that enables increased grower engagement and best practice sharing opportunities. This work has not only led to the first SAI Platform FSA-validated tapioca in Thailand, but in 2023 we validated our first FSA Gold tapioca.

# 97.5%

**of small holder growers supplying into our Kalasin, Thailand facility were validated at the FSA Gold level—with the remaining 2.5% reaching Silver level.**



### Ingredion's agriculture team works with local growers to share best practices

Ingredion has engaged small holder farmers in geographies representing 95.5% of our crop sourcing that touches on these small farms. We start by assessing these growers with the FSA, which allows us to identify opportunities to include in local continuous improvement plans with growers. Sharing best practices is an impactful way educate these growers.



## Tackling the Challenge of Food Waste

We understand the global challenge with food imbalance and food waste is contributing to both food insecurity and the increased environmental footprint associated with food being grown that is wasted. Ingredion is committed to reducing food waste, as well as supporting our customers and suppliers in this endeavor.

Our global focus on reducing wastes of all kinds has also put an emphasis on food waste. While our initial emphasis is on eliminating waste before it is ever generated, putting a focus on reducing food waste has challenged us to look for additional outlets for food-grade products that, for some reason, may not be sellable to customers. An example of this is off-specification food-grade product that is sold into premium animal feed to recycle it back into the food system. We are still in the process of implementing systems to help us track food wastes within our organization, with the understanding that better data will lead to more impactful improvement plans.



Our efforts to help minimize food waste also include using crops or material traditionally going to waste streams as incoming raw material. We have previously shared that our FIBERTEX™ line of functional fibers are made from citrus peels, and our functional potato starches come partially from the co-streams of operations of some of customers making potato chips and French fries. *(To learn more about our circular economy efforts, please see the Innovation section of this report.)*



Our commitment has also included collaboration with organizations dedicated to promoting food security. Ingredion has previously signed The Global FoodBanking Network's donation agreement, a commitment to donate consumer-ready food products to local food banks rather than as an alternative to throwing it away. While most of the products Ingredion makes globally are not consumer-ready, we do manufacture corn oil in Mexico that is periodically donated to food banks. We know that we have a lot of work still to do on reducing food waste, but we are committed to making the journey.

Over the last few years, Ingredion has engaged in four projects within our supply chain to help minimize food waste. Three of these projects were done at the agricultural supply level, and one was in collaboration with one of our customers. We know there is still a lot of work that needs to be done in this area, and we will continue to engage our supply chain partners in search of additional engagement opportunities.



## Community Impact

### The Importance of Supporting Our Communities

Ingredion maintains a long history of supporting the communities in which we operate. We believe that being a good corporate citizen is the obligation of any organization—and one that we take very seriously. We don't just work in these communities. Our employees live there, many for their entire lives.

We support several key themes in our community impact efforts:

- Combating hunger
- Supporting education
- Promoting gender equality
- Fostering water stewardship in high-water-stress areas

While we want to maintain flexibility for our sites to support many different areas of need in their communities, these four remain our primary focus.

### Combating Hunger: The Most Extreme Form of Poverty

We know that hunger is the most extreme form of poverty, where people are not able to afford food to feed themselves and their families. This hunger can result in malnutrition and increased risk of disease. It can also stifle the physical and mental development of the youngest members of our society in need. The World Food Program (WFP) reports that over 333 million people around the world are experiencing extreme hunger.

As a food ingredient company, Ingredion is committed to promoting food security and combating hunger in the areas where we operate. We do this through a variety of activities, including supporting local food banks, working with local farmers to enhance efficiency and other local efforts to help the hungriest in our communities. In 2023, we held numerous food drives around the globe, expanded our collaborative school feeding program in Kenya and even worked in Thailand to repopulate rivers with fish, which provide a key source of food. *For more information on our work with farms, please see the Sustainability and Regenerative Agriculture section of this report.*



**Thailand team releasing native fish into the local river, which provides a source of food for the local community.**






## Kenya School Feeding Program

In 2023, we continued our collaboration around hunger and education in Kenya. Funded in part by the Ministry of Education via the National Council for Nomadic Education in Kenya (NACONEK), this partnership is a first-of-its-kind for Africa and brings together expertise from DSM, Ingredion, TetraPak and the Kenyan government. The ultimate aim of the project is to combat hunger and malnutrition experienced by schoolchildren in arid and semi-arid regions of Kenya to improve attendance and education performance.

The program provides students with a nutritional porridge drink made from locally sourced crops including maize, soybeans, sorghum and sweet potato. This super-porridge is sweetened with stevia, fortified with 15 micronutrients and processed and packaged by TetraPak.



 **12,000** small-holder farmers have been contracted to supply the agricultural materials to support the local economy through this initiative.

*This is a very emotionally fulfilling project to be involved in, as we are bringing our purpose to life by making life better for underprivileged children by improving their nutrition and getting them back to school.*



**Kennedy Ouma, he/him**  
DIRECTOR, AFRICA AND MIDDLE EAST

This is a collaborative project, with all partners working together to secure a successful outcome from the onset. The core objective was formulating an affordable and nutritious product, based on climate-resilient crops with a minimum six months' shelf life for ease of distribution and storage, as the arid regions of Kenya lack clean water and cold storage due to lack of electricity. Ingredion's role was to provide the expertise in stabilizing, texturizing and sweetening solutions, which was done through numerous trials by our teams in Nairobi, Kenya, Johannesburg, South Africa and Lübeck, Germany, as well as in idea labs and pilot plant facilities.

As part of the program, the companies plan to implement training on food safety, product storage and hygiene. The used cardboard packaging will be recycled and converted into boards, which will then be used to make chairs and desks that will be donated to the schools covered in the program.

## Projected Growth of Children Supported by the Initiative as Funding Increases



It is estimated that around three million children every year drop out of school due to drought in the arid and semi-arid regions of Kenya. Through the program, data on school attendance, educational performance and the health and physical development of the children will be collected as part of the impact assessment.



## Supporting Education

Our support of education goes beyond just helping students be successful in their studies. We know that for the world to meet its increasing sustainability challenges and to meet the goals set out in the UN Sustainable Development Goals, we will need to continue to support education, particularly in the science, technology, engineering and math (STEM) areas. Much like hunger, poverty can dramatically impact education, which makes our efforts in impoverished communities even more important.

For example, we helped to support education for underprivileged children in Pakistan via The Citizens Foundation. We also helped provide operational support for the Maqbool Ahmad Shaikh School, leveraging the knowledge of our employees.

600

new books were donated by the Ingredion team in China to local middle schools in Ganzhou in support of education and literacy.



## Promoting Gender Equality

Ingredion remains dedicated to promoting gender equality and supporting the empowerment of women and girls in our communities. This may take the form of helping women with business and technical skills to explore entrepreneurial opportunities from their homes or by empowering female farmers to operate more sustainably and expand the climate resiliency of their farms for long-term viability. Supporting UN Sustainable Development Goal 5, gender equality promotes more equitable communities and helps ensure representation in the voices needed for a more sustainable world by 2030.

Ingredion continues to drive Inclusion and Belonging within our own operations, spearheaded by our Business Resource Groups (BRGs) designed to engage our employees and their allies in driving progress toward one of our values, Everyone Belongs. The Women of Ingredion Network (WIN) not only works to support women across our organization, but they also engage in activities with our customers and within our communities.



## Being Good Stewards of Water

Many of Ingredion's manufacturing operations around the world include the wet milling of crops. We understand how important water is not only to our operations, but to the farmers who supply us with crops, as well as the people who live and work in our communities. We know how important it is to leverage innovation and technical expertise to continue to be good stewards of water in our operations. But even more than that, it's important that we share that expertise and knowledge in our local communities.

Across Thailand, Ingredion employees helped celebrate the theme of 2023 World Food Day: "Water for Life, Water is Food." This included various community outreach programs to help demonstrate the importance of water and of being good stewards of water where we live. For example, members of our Ban Khao Din plant visited a local primary school to educate students about the important role water plays in our daily lives. Ingredion also donated a drinking water dispenser and filter to the school to make sure every student has access to clean drinking water, which is fundamental to their growth and overall health.

*With the planet's well-being in mind, we have an opportunity and a responsibility to help ensure that the young minds are equipped with the right knowledge to make impactful decisions in the future.*

**Pongthorn Maitreemitr, he/him**  
THE BAN KHAO DIN PLANT MANAGER



**Kalasin, Thailand employees promoting water quality on World Food Day.**



**Ban Khao Din, Thailand employees help educate local primary school children on the importance of water.**

Across the globe, Ingredion's agricultural teams work with local growers to help make them more climate-resilient and improve their water efficiency while continuing to enhance crop yield. (For more information on how we promote water stewardship with our growers, please see the Sustainable and Regenerative Agriculture section of this report.)



# **Our Governance.**



## Governance

### Growing Complexity and the Need for Strong Governance

As we have indicated throughout this report, the area of sustainability is changing faster than it ever has before. Regulatory changes, emerging standards, customer demands and consumer trends are but some of the drivers adding to the complexity of sustainability. With this has come increasing concern over greenwashing, which has led to green-hushing, or a concern that companies will become a target for their sustainability aspirations or claims.

*In the context of ESG initiatives, good governance serves as the bedrock upon which sustainable practices are built. It ensures transparency, accountability and ethical behavior, safeguarding both the company's reputation and its commitment to long-term sustainability.*



**Tanya Jaeger de Foras, she/her**  
SENIOR VICE PRESIDENT,  
CHIEF LEGAL OFFICER,  
CORPORATE SECRETARY AND  
CHIEF COMPLIANCE OFFICER

Now more than ever, we see a strong need for governance of our sustainability program. We remain guided by the Ingedion Code of Conduct, as well as the oversight provided by our ESG Executive Advisory Committee and our Board of Directors. The implementation of our program continues to be guided by our Global Sustainability Council, which is comprised of senior leaders in various functions and regions of the organization.



**Ingedion's  
Code of  
Conduct**

## Government Affairs

In order to maintain oversight of any Ingedion activity with local government, Ingedion created a new global government affairs team within the organization. Existing within our legal team, this group also helps track new and emerging regulations and keeps leadership informed when the business could be impacted.

## Looking Outside to Evaluate Progress

As part of the oversight and assessment of our program, we look to external evaluation tools and standards to help us assess the progress and maturity of our sustainability program. Some of these tools, such as the Sedex Member Ethical Trade Audit, the CDP questionnaires, the SAI Platform Farm Sustainability Assessment and others, have already been mentioned throughout this report. Yet still others are worth mentioning here.

*At Ingedion, we are steadfast in our conviction that sustained, proactive and forthright dialogue between businesses and government authorities is essential for robust public governance. As members of the private sector, we embrace our crucial role in the civic process, engaging with policymakers to shape legislation, regulations and policies that support sustainability initiatives. Our commitment extends beyond direct involvement; as conscientious corporate citizens, we contribute to the environmental, social and governance (ESG) agenda, fostering sustainable progress through our actions and collaborations.*



**Luz Najera, she/her**  
VICE PRESIDENT, GLOBAL  
GOVERNMENT AFFAIRS



Ingredion is proud to announce that we have been named to Ethisphere's World's Most Ethical Companies list for the tenth time. Even more than the recognition, the application questionnaire has served as a benchmark for us for over a decade, challenging us to continually improve our programs and processes related to our ethical operations.



Last year, we reported our performance under EcoVadis assessment platform as having been scored at the bronze level. Our re-evaluation under that program is not due until the second quarter of 2024, so our scoring remains unchanged from what we reported last year. There are, however, two factors which are expected to impact our 2024 rating. First, EcoVadis has announced that they are changing the scoring process for assessments. It is unclear yet how that may impact Ingredion's overall score, if at all. Additionally, Ingredion was notified by Ethisphere that our next rating will be negatively impacted by an environmental fine paid for an air permit violation at our Indianapolis, USA facility. This fine is the settlement from a self-reported violation reported years ago, with the final payment having been assessed in 2023.

## Cybersecurity

Cybersecurity remains an area of focus for our organization, as is the case with many companies. In 2023, 342 cyber alerts were received and successfully addressed to protect the company. We did this through a variety of processes, controls and other means that work in unison to protect company data and assets. We continued to train employees both through online courses, as well as with other approaches such as email phishing campaigns, because awareness and vigilance of our employees continues to be our first line of defense.

## Governance, Ethics and Compliance

The Board has adopted Corporate Governance Principles, which are designed to promote the effective functioning of the Board's activities, and to ensure that

we conduct our business in accordance with the highest ethical and legal standards. Ingredion's Corporate Governance Principles ensure that strong, independent Directors continue to effectively oversee company management and provide vigorous oversight of how we address key issues relating to strategy, risk and integrity.

The Board of Directors of Ingredion's three standing committees—the Audit Committee, the People, Culture and Compensation Committee and the Corporate Governance and Nominating Committee—each operates pursuant to a written charter adopted by the Board. Each committee of independent directors provides regular reports to the full Board on risk assessment and risk management matters within its respective scope.

**AUDIT COMMITTEE:** Our Audit Committee comprises “independent directors,” as defined under the rules of the NYSE. Consistent with the corporate governance standards of the New York Stock Exchange, the Audit Committee of the Board has primary responsibility for oversight of the company's risk management profile and its compliance with legal and regulatory requirements.

**PEOPLE, CULTURE and COMPENSATION COMMITTEE:** The People, Culture and Compensation Committee oversees human resource and labor matters as well as executive and director compensation issues and considers whether the company's compensation plans, policies and practices encourage excessive or inappropriate risk-taking that could have a material adverse effect on the company.

**GOVERNANCE and NOMINATING COMMITTEE:** Pursuant to its Charter, the Corporate Governance and Nominating Committee addresses potential risks that could result from the absence of independence or diversity on the Board, potential conflicts of interest, ethics and compliance, environmental and quality matters and security and safety issues.



At the Board level, the Governance and Nominating Committee provides oversight of our corporate governance practices and Business Integrity (BI) Program. Senior level management provide oversight for significant strategies and program effectiveness through regular meetings and communications.

## Enhancing Processes in Support of Business Integrity

Ingredion’s ethics and compliance program is called “Business Integrity” because our values center on integrity: Trust and integrity are the essential ingredients to our program. Our robust and comprehensive BI program is designed to support employees’ understanding of legal requirements and what it takes to operate our business responsibly, ethically and with integrity. We operationalize our BI Ethics & Compliance Program through three strategic pillars: governance, risk and culture. These pillars integrate the core elements of an effective compliance program: oversight; policies and procedures; training and communication; confidential reporting; program monitoring and auditing.

## Empowering Our Speak-Up Culture: Core Policies

Ingredion’s purpose-driven, people-centric growth culture is guided by our values-based Code of Conduct. Published in 12 languages, the Code is the foundational document of our risk-based, values-driven Business Integrity, Ethics and Compliance Program (Business Integrity Program). Our Code is supported by several core business practice policies including:



**ANTI-BRIBERY and CORRUPTION:** We have strict anti-corruption policies and related procedures, such as the Anti-Corruption Due Diligence Process, which are designed to ensure compliance with the U.S. Foreign Corrupt Practices Act and local anti-bribery laws.

**SPEAKING UP/NON-RETALIATION:** Reinforcing our open door, speak-up culture by welcoming, encouraging and supporting our employees in asking questions and raising concerns and by having zero tolerance for retaliation.

**SUPPLIER CODE OF CONDUCT:** We expect our suppliers to share our core values, comply with all laws applicable to doing business with us and implement responsible and ethical business practices consistent with our core values.

**COMPETING FAIRLY:** Our antitrust policy underscores the importance of compliance with competition laws.

**ANTI-HARASSMENT and DISCRIMINATION:** Reinforcing our commitment to our Everyone Belongs value, we do not tolerate discriminatory or harassing behavior by employees, customers, vendors, agents or any third parties conducting business with our company.

## The Business Integrity Program



**Governance**  
Oversight & Accountability

Build accountability with an Owner’s Mindset for our employees, customers and stakeholders.



**Risk**  
Proactive Risk Management

Drive strong cross-functional leadership and build functional partnerships to increase accountability to manage risks.



**Culture**  
Engagement & Learning

Promote a culture of compliance and ethical conduct.



## Continuing to Train and Communicate with Employees

We consistently exceed a 98% rate of completion of annual Code of Conduct training. Our yearly training also includes an annual certification of compliance, conflicts of interest disclosure—and now, for the second year in a row, an ethical culture pulse survey. BI reinforces our code and risk training with targeted communications, including emails, newsletters, videos and digital signage. Throughout the year, we provide consistent and interactive training to our global teams, including:

**Leadership Videos:** Senior leaders sharing their personal experiences and reflections on leading with integrity and managing risk with resiliency and agility.

**Speaking Up/Non-Retaliation Lunch and Learns:** Live, interactive employee communication sessions covering what happens when reports are made, how the information is handled, what can be expected from the process and how speaking up helps operationalize our company values.

**Listen Up!:** Training for managers on their responsibility to create and maintain an open-door, speak-up culture.

**Ethical Storytelling:** Sharing examples of real-life stories of ethics and compliance issues and achieving high-performance with integrity.

**Global Business Integrity Week:** As an annual global celebration of our values and culture of ethics, our Integrity Week's goal is to inspire, engage and inform our global teams on risks that can affect our business, learn about tools, resources and best practices to manage these risks, as well as to celebrate our culture of integrity.

## Business Ethics Reporting

Our Speak-Up culture encourages employees and suppliers to raise concerns and report suspected misconduct. Concerns or questions can be raised to the employee's manager, human resources or the Business Integrity team at (AsktheCCO@ingredion.com) or by contacting the confidential Business Ethics Line by phone or web at INGRethics.com. The Business Ethics Line is available 24/7 and is available in 12 languages, with the option for anonymous reporting. The Business Ethics line is managed by an independent, third-party vendor and is freely available to employees and anyone who conducts business with Ingredion. Our reporting process logs, reviews and assigns reported matters to trained internal team members. For quality assurance, Ingredion annually reviews the effectiveness of its internal reporting process and solicits feedback from individuals who, if identified, have interacted with the process to ensure compliance with our investigative principles of procedural justice. Ingredion investigates all credible, good-faith reports of misconduct. We have zero-tolerance for retaliation against anyone who reports suspected violations of policy in good faith.

## Linking Sustainability to Executive Compensation

This year we also progressed our efforts to link executive compensation to our sustainability performance. Our executive leadership team now has direct measurement tied to the company performance in safety performance, carbon emission reductions and sustainable sourcing targets. While Ingredion employees have had a longstanding link that couples compensation to safety performance, this marks a further evolution in aligning with some of the key targets in our All Life plan.

**A LETTER FROM  
OUR CHIEF  
SUSTAINABILITY  
OFFICER**



# Progress with an Eye to the Future

Thank you for taking the time to read our 2023 Sustainability Report. Like me and many others at Ingredion, I hope you are encouraged by the ongoing progress being made toward our 2030 All Life Plan. With growing demands from customers, consumers and other stakeholders, navigating sustainability remains increasingly complex, making addressable progress that much more challenging.

As we continue on this journey to our 2030 Plan, it seems like a great time to reflect on how far we've come in just a few short years. At the start, we wanted to align our Environmental Impact targets with sound science—and we have since validated our carbon emission reduction targets with the Science Based Target initiative. We wanted to support our Tier 1 priority crop growers in implementing and validating sustainable agriculture programs towards our 100% sustainably sourced targets—and we are two-thirds of the way there. We wanted our All Life Plan to drive collaboration toward our goals—and we engaged customers and those outside our organization more in 2023 than ever before. Lastly, we positioned our program to link to the UN Sustainable

Development Goals to make certain our progress remains meaningful to the needs of our planet and society, and I believe we have done that in the communities in which we operate by combating hunger, supporting education and promoting gender equality.

We don't see our All Life Plan as an unchanging document set in stone over ten years. It is a living, breathing plan. As a result, changes or enhancements can sometimes be necessary to help us achieve the goals we set out to accomplish. In short, it serves as a compass to guide us as our sustainability program continues to evolve to help us meet the needs of our company in conjunction with our customers and our many stakeholders.

I remain excited for what the future of sustainability will bring—and I know that we will be ready to embrace each new opportunity to bring continued value to Ingredion, our customers, our investors and the communities in which we operate.

Thank you.



**Larry Fernandes, he/him**  
**SENIOR VP, CHIEF COMMERCIAL  
AND SUSTAINABILITY OFFICER**



## GRI Index

### The Organization and its Reporting Practices

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-1	Organizational details	Legal Name: Ingredion Incorporated Ownership and legal form: 2023 Annual Report Location of headquarters: Chicago, Illinois (USA) Location of operations: 2023 Annual Report		Additional information on our locations can be found at <a href="http://www.ingredion.com">www.ingredion.com</a> .
2-2	Entities included in the organization's sustainability reporting	2023 Annual Report		
2-3	Reporting period, frequency and contact point	Reporting period: 2023 Sustainability Report Frequency: Ingredion's sustainability reports are issued annually and based on calendar year Contact Point: Inquiries about this GRI Index or Ingredion's sustainability program can be directed to <a href="mailto:corpcomm@ingredion.com">corpcomm@ingredion.com</a>		Ingredion provides updates on our efforts on an annual basis.
2-4	Restatements of information			There were no restatements of information in Ingredion 2023 Sustainability Report
2-5	External assurance	2023 CDP Water; 2023 CDP Climate Change; 2023 Sustainability Report		Data reported in Ingredion's 2021 CDP Water and Climate Change questionnaires are verified by Apex. Additionally, volumes covered by Ingredion's sustainable sourcing program are also reviewed and assured externally by Apex.

## Activities and Workers

NUMBER	DESCRIPTION	CROSS-REFERENCE / RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-6	Activities, value chain and other business relationships	2023 Sustainability Report 2023 Annual Report		Additional information on our products can be found at <a href="http://www.ingredion.com">www.ingredion.com</a> . There were no significant changes to Ingredion or its supply chain in 2023.
2-7	Employees	2023 Annual Report		
2-8	Workers who are not employees	Ingredion may employ managed contractors at our facilities, but do not otherwise employ workers who are not employees.		



## Governance

NUMBER	DESCRIPTION	CROSS-REFERENCE / RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-9	Governance structure and composition	Ingredion Incorporated Corporate Governance Principles 2023 Annual Report Board of Directors (Ingredion website)	5	The Principles can be accessed at <a href="http://www.ingredionincorporated.com/investors/Governance.html">www.ingredionincorporated.com/investors/Governance.html</a>
2-10	Nomination and selection of the highest governance body	Ingredion Incorporated Governing and Nominating Committee Charter; Ingredion Incorporated Corporate Governance Principles		The Charter and Principles can be accessed at <a href="http://www.ingredionincorporated.com/investors/Governance.html">www.ingredionincorporated.com/investors/Governance.html</a>
2-11	Chair of the highest governance body	2023 Annual Report; Board of Directors (Ingredion website)		
2-12	Role of the highest governance body in overseeing the management of impacts	2023 Sustainability Report Ingredion Incorporated Corporate Governance Principles and Nominating Committee Charter	16, 17	Ingredion engages with customers, investors, NGOs, trade associations and other stakeholders to obtain input on a variety of topics. The Board regularly reviews the strategy and objectives of the company and our sustainability efforts. The Principles and Charter can be accessed at <a href="http://www.ingredionincorporated.com/investors/Governance.html">www.ingredionincorporated.com/investors/Governance.html</a> . Aside from the general governing responsibility of the Board of Directors, the Governance and Nominating Committee of the Board has direct oversight for sustainability.
2-13	Delegation of responsibility for managing impacts	2023 Sustainability Report		Ingredion's Governance and Nominating Committee of the Board of Directors has oversight responsibility for sustainability
2-14	Role of the highest governance body in sustainability reporting	2023 Sustainability Report		Ingredion's global Sustainability Council operates under the guidance of the Governance and Nominating Committee of the Board of Directors.
2-15	Conflicts of interest	Code of Conduct		The Code of Conduct can be accessed at <a href="https://www.ingredionincorporated.com/CorporateResponsibility/CodeofConduct.html">https://www.ingredionincorporated.com/CorporateResponsibility/CodeofConduct.html</a>





2-16	Communication of critical concerns	Concerns can be communicated by any employee (1) to the executive leadership team directly or through managers, (2) to the corporate Business Integrity Committee directly or through anonymous reporting hotline, or (3) to the Corporate Compliance Officer who communicates independently with the Board of Directors.		
2-17	Collective knowledge of the highest governance body	Ingredion Incorporated Governing and Nominating Committee Charter		The Governance and Nominating Committee Charter covers sustainability responsibility, as well as stipulations for seeking Resources and Consultants where appropriate. The Charter can be accessed at <a href="http://www.ingredionincorporated.com/investors/Governance.html">www.ingredionincorporated.com/investors/Governance.html</a>
2-18	Evaluation of the performance of the highest governance body	Ingredion Incorporated Corporate Governance Principles; Ingredion Incorporated Governing and Nominating Committee Charter		The Principles and Charter can be accessed at <a href="http://www.ingredionincorporated.com/investors/Governance.html">www.ingredionincorporated.com/investors/Governance.html</a>
2-19	Remuneration policies	2023 Annual Report; Governance (Ingredion website)		
2-20	Process to determine remuneration	Ingredion Incorporated Compensation Committee Charter		The Charter can be accessed at <a href="http://www.ingredionincorporated.com/investors/Governance.html">www.ingredionincorporated.com/investors/Governance.html</a>
2-21	Annual total compensation ratio	Ingredion 2022 Proxy Statement (p. 25)		



## Strategy, Policies and Practices

NUMBER	DESCRIPTION	CROSS-REFERENCE / RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-22	Statement on sustainable development strategy	2023 Sustainability Report		Our report includes statements from both our CEO and CSO.
2-23	Policy commitments	Code of Conduct; Our Values (Ingredion website)	16	The Code of Conduct can be accessed at <a href="https://www.ingredionincorporated.com/CorporateResponsibility/CodeofConduct.html">https://www.ingredionincorporated.com/CorporateResponsibility/CodeofConduct.html</a>
2-24	Embedding policy commitments	Code of Conduct; Our Values Supplier Code of Conduct (Ingredion website)	16	The Code of Conduct, Our Values and Supplier Code of Conduct can be accessed at <a href="https://www.ingredion.com/na/en-us/company/meet-ingredion/sustainability.html">https://www.ingredion.com/na/en-us/company/meet-ingredion/sustainability.html</a>
2-25	Processes to remediate negative impacts	Code of Conduct		Ingredion utilizes a number of mechanisms for ethics, including items such as open-door policies and an anonymous reporting line.
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct		Ingredion utilizes a number of mechanisms for ethics, including items such as open-door policies and an anonymous reporting line.
2-27	Compliance with laws and regulations	Ingredion discloses fines and non-monetary sanctions as required by the laws and regulations applicable to its operations including, among others, SEC reporting requirements.		In 2023, Ingredion paid a fine of \$1.7M related to testing requirements under our Indianapolis, USA plant air permit. This violation was self-reported and controls have been put in place to mitigate recurrence.
2-28	Membership associations	2023 Sustainability Report	17	Ingredion is a member of multiple organizations with a sustainability focus, including the SAI Platform, Field to Market, The Campbell Institute and others.



## Stakeholder Engagement

NUMBER	DESCRIPTION	CROSS-REFERENCE / RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-29	Approach to stakeholder engagement	List of stakeholder groups: 2023 Sustainability Report (various listed throughout) Identifying and selecting stakeholders: Ingredion has conducted an internal stakeholder assessment, which examined the overlap between areas most important to our sustainability strategy and our existing stakeholder engagement. We utilize this assessment to inform where we may solicit additional stakeholder input. Approach to stakeholder engagement: We engage with stakeholders in two ways: (1) as a part of regularly scheduled meetings through organizational membership and (2) on an as-needed or as-requested basis.		Ingredion engages with customers, investors, NGOs, trade associations and other groups to solicit input and feedback on our sustainability efforts. Some of these stakeholder groups and their engagements are referenced in our sustainability report. Others are not referenced explicitly due to constraints on space in the sustainability report or confidentiality concerns. Ingredion undertakes stakeholder engagements as a normal course of business, and not solely for the preparation of our annual sustainability report.
2-30	Collective bargaining agreements	Approximately 45% of Ingredion's manufacturing plants have collective bargaining agreements in place.		Per our internal Social Accountability Management System, employees have the right to establish collective bargaining agreements. Our labor practices across our manufacturing operations are audited utilizing 4-pillar Sedex Member Ethical Trade Audits (SMETA).

## Disclosures on Material Topics

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
3-1	Process to determine material topics	2023 Sustainability Report		Ingredion's All Life plan was developed based upon stakeholder analysis and materiality assessment. Reporting against our sustainability pillars addresses the key points of these assessments.



3-2	List of material topics	List of material topics: 2023 Sustainability Report; CDP Climate Change and Water reports Changes in reporting: 2023 Sustainability Report		Our sustainability report contains a list of material topics as identify under the EU CSRD double-materiality requirements. This assessment was conducted with an outside consultant and drawing on information from internal experts, stakeholders and NGOs.
3-3	Management of material topics	2023 Sustainability Report (The content of our report is based on those topics most material to our business.) Ingredion has a Global Sustainability Council made up of senior leaders within the organization. This group meets on a regular basis to assess progress against the company's sustainability strategy. Periodic reports are also made to the Executive Leadership Team, as well as the Board Governance and Nominating Committee (GNC), which both assess performance.		Ingredion has used the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) double-materiality assessment process to determine material topics for sustainability.

## Economic Performance

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
201-1	Direct economic value generated and distributed	2023 Annual Report		
201-2	Financial implications and other risks and opportunities due to climate change	2023 CDP Climate Change	13	
201-3	Defined benefit plan obligations and other retirement plans	2023 Annual Report		



## Indirect Economic Impact

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
203-1	Infrastructure investments and services supported	Any such investments are made at the local or regional level and are not collected at this time at the corporate level.		
203-2	Significant indirect economic impacts	This information is not currently collected at the corporate level within Ingredion.		

## Procurement Practices

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
204-1	Proportion of spending on local suppliers	Ingredion manages this activity at the regional or local level and does not currently have the data to report this at the corporate level.		Ingredion purchases crops from local suppliers in many of the geographies in which we operate, including Brazil, Canada, China, Colombia, France, Hungary, Mexico, Pakistan, Thailand and the United States.

## Anti-Corruption

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
205-1	Operations assessed for risks related to corruption	As part of our risk management processes, Ingredion continually assesses our operations for risks related to corruption, as well as other activities related to compliance with local laws and/or our policies on business conduct.		
205-2	Communication and training about anti-corruption policies and procedures	All employees receive ethics training and sign-off on Ingredion's Code of Conduct, as well as our company values.		This training was conducted again in 2023, in accordance with the policies in our Code of Conduct.



## Anti-Competitive Behavior

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
206-1	Legal action for anti-competitive behavior, anti-trust and monopoly practices	There were no legal actions against Ingredion in 2023 for anti-competitive behavior.		

## Materials

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
301-2	Recycled input materials used	This information is not currently collected at the corporate level.		The primary raw materials in Ingredion products are agricultural crops, which are not recycled material, but are from renewable sources.
301-3	Reclaimed products and their packaging material	This information is not currently collected at the corporate level within Ingredion.		Ingredion has circular economy products that consist of products from waste or co-streams. For example, our Kerr Concentrates group uses “ugly” fruit not sellable by growers to retail outlets, and upcycles them into viable fruit and vegetable concentrates.

## Energy

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
302-1	Energy consumption within the organization	2023 CDP Climate Change	13	
302-2	Energy intensity	2023 CDP Climate Change	12, 13	
302-3	Reduction of energy consumption	2023 CDP Climate Change	12, 13	
302-4	Reduction in energy requirements of products and services	2023 CDP Climate Change	12, 13	



## Water

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
303-1	Water withdrawal by source	2023 CDP Water	6	
303-2	Water sources significantly impacted by withdrawal of water	2023 CDP Water	6	
303-3	Water recycled and reused	2023 CDP Water	6	

## Biodiversity

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.	2023 Sustainability Report	15	Ingredion has assessed our direct operations against biodiversity hotspots and have determined there is not a significant impact. As we continue to expand our efforts related to sustainability (e.g. energy from biomass), further evaluations will be made.
304-2	Significant impacts of activities, products and services on biodiversity	2023 Sustainability Report	15	
304-3	Habitats protected or restored	2023 Sustainability Report	15	Engagement in support of local habitats is ongoing, with a particular focus on biodiversity hotspots and our crop supply areas.
304-4	IUCN Red List species and national conservation list species with habitats in areas impacted by operations	Ingredion has assessed our operations against the CEPF global biodiversity hotspot list, as well as the IUCN Red List, with no significant impact to either.		The biggest risk to species and habitats comes from the growers in Ingredion's supply chain. We are in the process of continuing to evaluate potential impacts.



## Emissions

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
305-1	Direct (Scope 1) GHG emissions	2023 CDP Climate Change; 2023 Sustainability Report	13	
305-2	Energy indirect (Scope 2) GHG emissions	2023 CDP Climate Change; 2023 Sustainability Report	13	
305-3	Other indirect (Scope 3) GHG emissions	2023 CDP Climate Change	13	Full details on our estimated Scope 3 emission related to transportation and agricultural sourcing can be found in Ingredion's CDP report.
305-4	GHG emission intensity	2023 CDP Climate Change	13	
305-5	Reductions of GHG emissions	2023 CDP Climate Change; 2023 Sustainability Update	13	
305-6	Emissions of Ozone Depleting Substances (ODS)	This information is not currently collected at the corporate level within Ingredion.		

## Effluents and Waste

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
306-1	Water discharge by quality and destination	2023 CDP Water	6	
306-2	Water by type and disposal method	2023 CDP Water	6	
306-3	Total weight of waste generated	2023 Sustainability Report		
306-4	Waste diverted from landfill	2023 Sustainability Report		
306-5	Water bodies affected by water discharges and/or runoff	2023 CDP Water	6, 14	Water basins potentially impacted by operations are identified utilizing the WWF Water Risk Filter.





## Supplier Environmental Assessment

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
308-1	New suppliers that were screened using environmental criteria	2023 Sustainability Report; 2023 CDP Climate Change		Ingredion currently uses Sedex to assess environmental considerations of our non-agricultural suppliers. Additionally suppliers have been screened using the WWF Water Risk Filter, as reported in our 2023 CDP Climate Change questionnaire. Agricultural suppliers are assessed for environmental practices used the SAI Platform Farm Sustainability Assessment (FSA).
308-2	Negative environmental impacts in the supply chain	2023 Sustainability Report		

## Employment

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
401-1	New employee hires and employee turnover	2023 Annual Report		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits, and their variance between full-time and part-time employees, vary by country and region. These benefits may also be impacted by any collective bargaining agreements that are in place.		Benefits can include items such as paid holidays, health care insurance, bonus compensation, parental leave, educational tuition reimbursement and other such items.
401-3	Parental leave	Parental leave varies by country and region and is managed locally in accordance with legal requirements.		Ingredion has enhanced its parental leave policies to extend maternity leaves, offer paternity leave for employees and more accurately define benefits for adoptions and other similar considerations.



## Occupational Health and Safety

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
403-1	Workers representation in formal joint management-worker health and safety committees	All Ingredion manufacturing facilities have health and safety committees made up of workers and members of the local management team. The exact make-up of these teams may differ by location and be dictated by local law and/or collective bargaining agreement.		
403-2	Types of injuries and rates of injury, occupational disease, lost days and absenteeism and the number of work-related fatalities	2023 Sustainability Report		The company reports Total Recordable Incidence Rates for employees and contractors. While information on occupational disease and lost days are collected, these are not reported publicly at this time.
403-3	Workers with high incidence or high risk of disease related to their occupation	Ingredion has identified no such high-risk groups within the organization.	3	Ingredion tracks work-related injuries and illnesses on an on-going basis, and this data is regularly assessed for trends so that mitigation actions can be taken.
403-4	Health and safety topics covered in formal agreements with trade unions	A variety of health and safety topics may be covered in formal agreements with various trade unions across our global operations.	3	Ingredion has an internal Environmental, Health and Safety Management System which covers our global operations and sets minimum standards of practice. This management system is aligned with ISO 14001 and OHSAS 18001 criteria.



## Training and Education

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
404-1	Average hours of training per employee	2023 Sustainability Report	3	Training such Environmental, Health, and Safety (EHS), Lean Six Sigma, Code of Conduct and Cybersecurity are tracked at the corporate level. However, there is additional training at the local or regional level that may not be reported at the corporate level.
404-2	Programs for upgrading employees' skills and transition assistance programs	2023 Sustainability Report		Ingredion tracks some training activities globally, such as employees trained in Lean Six Sigma (LSS). Many additional skills-based training activities are coordinated at the local or regional level and are not reported at the corporate level. Ingredion has established targets around increasing training hours as part of our 2030 All Life plan.

## Diversity and Equal Opportunity

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
405-1	Diversity of governance bodies and employees	2023 Sustainability Report You can find more information on board diversity in the proxy statement for our 2024 annual meeting of shareholders that we filed with the SEC on April 3, 2024	5	Ingredion monitors the representation of our workforce and board. For example, we reported 25.1% of women in our total workforce and 40% female representation on our Board.



## Freedom of Association and Collective Bargaining

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2023 Sustainability Report	8	Ingredion assesses our manufacturing operations with third-party Sedex Member Ethical Trade Audits (SMETA), which include interviews of employees around a variety of human rights considerations. To date, no issues have been identified where collective bargaining rights are at risk. Ingredion is in the process of defining risk criteria which will inform SMETA audits with suppliers.

## Child Labor

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
408-1	Operations and suppliers at significant risk for child labor	2023 Sustainability Report	8	Ingredion utilizes Sedex/SMETA to assess suppliers, and the SAI Platform as our global program for assessing agricultural suppliers. Our agricultural supply represents our biggest potential risk for child labor issues, however, we utilize an assessment protocol that looks for child labor in farming operations. Approximately 98% of our global crop sourcing is from corn and tapioca, which are not typically associated with child labor risks. No instances of child labor were found during on farm audits in 2022.



## Forced or Compulsory Labor

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
409-1	Operations and suppliers at significant risk for forced or compulsory labor	2023 Sustainability Report	8	Ingredion utilizes Sedex/SMETA to assess key suppliers, and the SAI Platform as our global benchmark in assessing our agricultural suppliers. Our PureCircle operations have identify the Xinjiang province in China as having potential risk for forced labor, which is why stevia leaf used by the company is not sourced from that region.

## Security Practices

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
410-1	Security personnel trained in human rights policies or procedures	This information is not currently tracked at the corporate level.		Training activity is currently managed at a local or regional level within Ingredion, and therefore training information is not available at the corporate level at this time. Training resources for Ingredion's Social Accountability Management System have been provided across the business, as has training in our Code of Conduct and company values.

## Rights of Indigenous People

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
411-1	Incidents of violations involving rights of indigenous people	Ingredion is not aware of any issues or violations in our operations involving the rights of indigenous people. 2023 Sustainability Report	16	Ingredion's internal Social Accountability Management System addresses the rights of indigenous people, as well as processes for obtaining Free, Prior and Informed Consent (FPIC). We utilize external tools such as the LandMark Map to help identify geographic areas where considerations involving indigenous peoples may exist.



## Human Rights Assessment

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
412-1	Operations that have been subject to human rights reviews or impact assessments	2023 Sustainability Report		Ingredion manufacturing sites are assessed using third party Sedex Member Ethical Trade Audits (SMETA).
412-2	Employee training on human rights policies or procedures	Ingredion has implemented an internal Social Accountability Management System, which outlines our human rights practices and includes associated training. Additionally, all employees are trained on Ingredion's Code of Conduct, which includes our policy on Human Rights.		Training activity is currently managed at a local or regional level within Ingredion, and therefore training information is not available at the corporate level at this time.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	These agreements or contracts may be managed at the local, regional or corporate level. This information is not currently tracked at the corporate level.		

## Local Communities

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
413-1	Operations with local community engagement, impact assessments and development programs	2023 Sustainability Report		Ingredion does not have a centrally coordinated local impact assessment process at this time.

## Supplier Social Assessment

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
414-1	New suppliers that were screened using social criteria	2023 Sustainability Report		Ingredion has a program to assess key suppliers through Sedex, SMETA or similar programs.



## Marketing and Labeling

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
417-3	Incidents of non-compliance concerning marketing communication	No incidents of marketing non-compliance were identified in 2023.		

## Customer Privacy

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ingredion had no such complaints made by our customers.		



## TCFD Index Recommended Disclosures

RECOMMENDATION	DISCLOSURES	REFERENCE
<b>Governance</b>	Describe the organization’s governance around climate-related risks and opportunities	2023 CDP Climate Report (C1.1a-b)
	Describe management’s role in assessing and managing climate-related risks and opportunities	2023 CDP Climate Report (C1.2)
<b>Strategy</b>	Describe the climate related risks and opportunities the organization has identified over the short, medium and long term	2023 CDP Climate Report (C2.1a, C2.3, C2.4)
	Describe the impact of climate-related risks and opportunities on the organization’s business, strategy and financial planning	2023 CDP Climate Report (C2.3, C2.4)
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	2023 CDP Climate Report (C3)
<b>Risk Management</b>	Describe the organization’s process for identifying and assessing climate-related risks	2023 CDP Climate Report (C2.1, C2.2)
	Describe the organization’s processes for managing climate-related risks	2023 CDP Climate Report (C2.1, C2.2)
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management	2023 CDP Climate Report (C2.1, C2.2)
<b>Metrics and Targets</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	2023 CDP Climate Report (C4.2, C9.1)
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks	2023 CDP Climate Report (C6)
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2023 CDP Climate Report (C4.1, C4.2)





## Supplemental Sector Disclosures

FINANCIAL CATEGORY	CLIMATE-RELATED CATEGORY	METRIC	REFERENCE
<b>Revenues</b>	Risk Adaptation & Mitigation	Revenues/savings from investments in low-carbon alternatives	2023 CDP Climate Report (C4.3b)
<b>Expenditures</b>	Water	Total water-withdrawal and total water consumed	2023 CDP Water Report (W1.2b)
		Percent of water withdrawn and consumed in regions with high or extremely high baseline water stress	2023 CDP Water Report (W1.2d)
	GHG Emissions	Purchased energy (Scope 2) emissions from purchased heat, steam, and electricity consumed in company-owned plants	2023 CDP Climate Report (C4.1a)
<b>Assets</b>	Water	Number of company-owned production sites in regions with high or extremely high baseline water stress	2023 CDP Water Report (W4.1b, W4.2)
	Risk Adaptation & Mitigation	Investments (CapEx) in low carbon/water alternatives	2023 CDP Climate Report (C4.3b) 2022 CDP Water Report (W4.3, W7.2)