

MESSAGE FROM OUR CEO

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SAFETY & HEALTH

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2014 Sustainability Update





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To our customers, shareholders and neighbors:

2014 marked another year of advancement in our sustainability efforts, including the launch of our Company of Choice for a Sustainable Tomorrow plan. This program is designed to further align our sustainability work with the business strategy and the needs of our stakeholders. We have divided our efforts into eight focal areas that better define and characterize our work. These focal areas, which include performance goals, serve as the framework for both this update and our efforts to become the Company of Choice for employees, customers, suppliers, neighbors and investors.

Safety continues to be our utmost priority, and our teams have worked tirelessly to incorporate high safety standards into the culture of our company. This year we again delivered world-class safety performance, as we continue to strive toward zero injuries.

Maintaining a high standard of ethics is not only the right thing to do, it is a distinguishing aspect of our business and a value that our customers increasingly require in their supply chains. We are honored to have been named to the Ethisphere Institute's World's Most Ethical Companies list in 2014 and again in 2015. This accolade speaks to our dedication to ethical business practices, and to the programs and efforts highlighted in this update, including our comprehensive governance policies.



Operating our business responsibly also means maintaining our commitment to the natural environment. As such, our work to operate our plants more efficiently continues in earnest, and we have established goals for reductions in water use and carbon emissions. And our employees continue to give their time and talent to worthy causes around the world in a multitude of community engagement activities that are highlighted in the pages that follow. While there are too many to mention in this update, I hope you get a sense of the good work our employees do to support their communities around the world.

In closing, I am proud of the enthusiasm of our employees, who have worked diligently to advance our sustainability program. Along with our Board of Directors, I look forward to Ingredion becoming the Company of Choice for our many stakeholders and to another great year of continuously improving our sustainability efforts.

Ilene S. Gordon

Chairman, President and Chief Executive Officer

Ingredion Company of Choice for a Sustainable Tomorrow

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Ingredion Company of Choice for a Sustainable Tomorrow plan

Mission

We believe that our success as a company is tied to the well-being of our employees and the health of our communities and the environment. We aspire to operate our business in a sustainable manner to become the employer, supplier, neighbor, investment and Company of Choice for our many stakeholders. We intend to achieve this by rigorously incorporating sustainable practices and maintaining high moral and ethical standards wherever we do business. We will adhere to our core values of Safety, Quality, Integrity, Respect, Excellence and Innovation as we continue to grow our business into a world-leading ingredient solutions provider.



Safety & Health

PURPOSE Providing a secure and healthy work environment for our employees is our priority. We are committed to maintaining the highest standards of safety at our facilities and continually strive to achieve zero injuries to our employees, visitors and those working on our behalf.

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COLLABORATIONS

Ingredion's CEO Awards ceremony is an esteemed, annual internal celebration of the many noteworthy achievements around our global network in various business and manufacturing categories. Employees at Ingredion's San Juan del Río plant in Mexico were the winners of the **CEO Award for Safety**, in June 2014.



Effective leadership, employee collaboration, and the ongoing commitment from staff and contractors alike resulted in continued outstanding safety performance. On July 13, 2013, the site achieved 10 years without a Lost Time Case (LTC), and on December 14, 2013, site contractors achieved two years without an LTC.

Ingredion launched our 20.20 All Eyes On Safety initiative to increase awareness and enhance safety performance and to reduce our Total Recordable Incidence Rate (TRIR) to 0.20 by the year 2020.



GOAL

- Achieve an employee Total Recordable Incidence Rate (TRIR) of 0.20 by 2020



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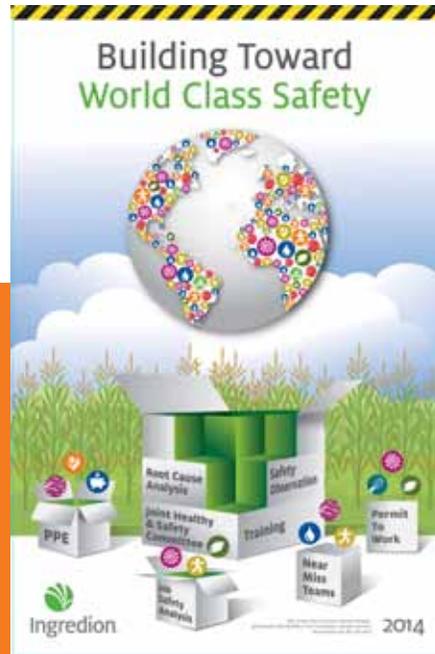
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2014 TRIR/LTIR SAFETY RESULTS



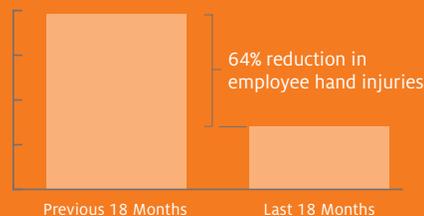
Total Recordable Incidence Rate (TRIR) and Lost Time Incidence Rate (LTIR) stated per 200,000 hours.

PROGRAMS & ACTIVITIES

In support of our aspiration for zero injuries, every June Ingredion celebrates Safety Month at our facilities around the world. During this time we engage, educate and train our employees and contractors about various safety issues to promote safe behavior and further instill our core value of safety throughout all levels of the organization. Safety Month activities include a safety poster contest in which employees around the world design and submit posters to promote our emphasis on working safely. In 2014, employees from the North Kansas City, Missouri plant submitted the **winning poster**, which features building blocks from Ingredion's safety program, *Building Toward World Class Safety*. The culture of safety and participation in Safety Month events throughout the organization runs deep; in all, 74 pieces of artwork were submitted as part of this annual contest.

HAND SAFETY — EMPLOYEES

Pre- and Post-Initiative



We continued in 2014 to support our **global hand safety program**, which was first launched in 2013. The program is a six-step approach to protecting the hands of our employees and contractors. The program was initiated after a study revealed that the primary injury cause in our plants was hand-related. We have achieved a 64 percent reduction in hand injuries over the past 18 months.



SOCIAL
ACCOUNTABILITY

Social Accountability

PURPOSE We are dedicated to the welfare of our employees, business associates and the communities in which we operate. We promote ethical business practices and strive to protect and support human rights. We know that our efforts to maintain a socially responsible supply chain are important to our business, our customers and other stakeholders.

COLLABORATIONS

As our goals indicate, we are committed to assessing responsible and ethical practices across our value chain. The first step of this process is to evaluate our internal operations. Beyond that, we work with key suppliers in the assessment of their practices and, where appropriate, seek certified social accountability audits of their facilities.

We continued the work started in late 2013 to conduct four-pillar certified Sedex Members **Ethical Trade Audit (SMETA)** assessments of our manufacturing locations. These audits were performed by Bureau Veritas and included select, critical third-party toll manufacturers.

GOALS

100%

- certified social accountability assessments of all our manufacturing locations by end of 2016
- of key suppliers registered in Sedex by 2016
- of key suppliers with completed certified social accountability audits by 2017

97%

of facilities completed
SMETA audits in 2014*

PROGRAMS & ACTIVITIES

To enable our customers to effectively and thoroughly evaluate their supply chains, we continued our annual process of reviewing and updating our self-assessment questionnaires (SAQ) in **Sedex (the Supplier Ethical Data Exchange)**. Our increased participation in the comprehensive Sedex program helps to improve data quality and responsiveness to our customers' inquiries. Ingredion has chosen Sedex as the primary means through which we communicate social accountability information with our customers.

* Exclusive of Penford locations purchased March 11, 2015.



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ENVIRONMENTAL CONSERVATION

Environmental Conservation

PURPOSE We are dedicated to being good stewards of the environment. We understand the importance of environmentally sound manufacturing practices that conserve resources and enable us to grow our business in a sustainable manner. We recognize the human need for access to key resources such as clean water and, throughout our organization, we focus on conserving natural resources. We encourage our employees to participate in conservation efforts, both at work and in their communities.

GOALS

By 2020, achieve an overall

**10%
REDUCTION**

in water use intensity and carbon emission intensity across our manufacturing operations (2010 base year).



InFocus

Rafhan Maize, Ingredion's affiliate in Pakistan, was awarded the Environmental Excellence Award by the National Forum for Environment and Health for its exemplary environmental and sustainability performance.

COLLABORATIONS

Ingredion has increased its efforts around the growing global focus on water use and availability. We carefully track water use at all of our locations and have set reduction goals to contribute towards efforts that protect and preserve this precious resource. We use an aggregate of industry-recognized tools to assess water availability. This provides us with a broader understanding of our relationship with water. We understand that assessing this relationship in the context of our ever-changing communities is an ongoing endeavor.

PROGRAMS & ACTIVITIES

Our employees around the world celebrated World Water Day and Earth Day through a variety of activities and observances. Many of these events included hands-on activities designed to educate the local community, schoolchildren and contractors on tips and opportunities for resource conservation. Employees also participated in educational presentations across our sites, learning how to incorporate sustainable practices in their homes as well as at work. Some highlights of these activities included:

- Employees in South Korea picked up litter in the Sunpo mineral spring and the Bokha River.
- In Mexico, employees visited a local school to promote the benefits of an environmentally responsible culture.
- In the United Kingdom, employees participated in a national hill climbing event to raise money for Water Aid, an international charity aimed at improving access to safe water.
- Employees in Brazil undertook a "Walk Against the Waste of Water" during which they made a thorough inspection of their plant, identifying locations where repairs and maintenance



could save water. And, the company donated 400 seedlings to participants in their Earth Day presentations, which included employees, contractors and local schoolchildren.

- Ingredion Canada donated clean totes to be used as rain barrels by the Niagara Peninsula Conservation Authority.
- In the U.S., employees at the Indianapolis, Indiana plant participated in the Great Indy Cleanup biannual event by picking up trash along the White River Parkway.



OPERATIONAL EXCELLENCE

Operational Excellence

PURPOSE We are dedicated to continually improve every aspect of our operations to enhance efficiency and undertake initiatives to foster a culture of excellence. We benchmark ourselves against the highest globally recognized standards and constantly raise the bar on our performance.

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COLLABORATIONS

Our commitment to continuous improvement is evident in our focus on quality and food safety. This keen focus not only promotes a safe food supply, but can contribute to a reduction in water and energy use by reducing waste. In support of this effort, Ingredion utilizes the **Global Food Safety Initiative (GFSI)** as the benchmark for our food production operations.

Ingredion also has a strong commitment to build a culture of continuous improvement. More than 25 percent of our global employee population has been trained in some form of Lean Six Sigma (LSS). It is our objective to train 80 percent of our employees by the end of 2018. This certification extends beyond manufacturing and includes all business functions in our four world regions as well as our corporate groups.

We have engaged an outside consultant to assist in global implementation of our continuous improvement and LSS activities. Additionally, we utilize local training partners around the world for efficiency and local language support.

GOALS

100%

Certify 100% of manufacturing sites against GFSI food safety standards by end of 2016

100%

Implement ISO 17025 certification for pathogen testing in 100% of our microbiological laboratories by 2017

80%

of all employees trained in Lean Six Sigma by end of 2018

95%

of company-owned facilities GFSI certified

100%

of company-owned facilities ISO 9001 certified

PROGRAMS & ACTIVITIES

Our commitment to operational excellence is visible around our global operations. In 2014, five additional facilities—Barranquilla and Cali, Colombia; Conchal, Brazil; and Faisalabad and Cornwalla in Pakistan—received GFSI certification, bringing the total company certification to 95 percent. This certification process requires meticulous and coordinated efforts among various plant functions over approximately 18 months. Ingredion is on target to certify remaining company-owned facilities by the end of 2016.

Ingredion South Korea has fostered a robust culture of Continuous Improvement that crosses all levels of employees and organizational functions. The foundation of the program is rigorous Lean Six Sigma training, with 70 percent of salaried employees green belt certified and 64 percent of manufacturing personnel yellow belt certified. Not only does this type of Continuous Improvement culture encourage and achieve more effective operations, but the impacts are felt beyond the manufacturing sector, with efficiencies gained in administrative, sales and other transactional areas of the business.

To build teamwork and improve communication, employees at the Stockton, California plant initiated a job-shadowing program entitled TACT (Teamwork, Accountability, Communication and Training). Co-workers from different departments worked side by side for several days, gaining insight and knowledge about their counterpart's job and experience. The result was a heightened sense of appreciation and understanding among the participants about the responsibilities of other work areas as well as a tool to uncover potential career paths.



CONTINUOUS IMPROVEMENT

Ingredion South Korea is on track to certify all employees in Lean Six Sigma by the end of 2015.



Sustainable Sourcing

PURPOSE We believe high safety, quality, environmental and sustainability standards in our supply chain are vital to our business. We support our suppliers in their efforts to produce sustainable raw materials, particularly agricultural crops, which are produced with respect for society and the environment.

COLLABORATIONS

We are committed to identifying potential risks in our supply chain and to working with suppliers to improve the sourcing process. As such, we have engaged in a number of activities that proactively encourage and assimilate sustainable sourcing throughout our business.

In January 2014, we joined the **Sustainable Agriculture Initiative (SAI)** Platform to better connect with and understand the efforts of our customers and the food industry as a whole. We also joined the Field To Market initiative in 2015.

In 2014, many of our global locations worked with local farmers to drive improvements such as crop yields, more efficient water usage and better land management practices. We also worked closely with customers to understand and implement sustainable agriculture validation and certification programs. In some cases this work is being progressed through trade groups such as the Corn Refiners Association.

A copy of Ingredion's **Statement on Agricultural Sustainability** can be found on our website.



GOAL

Sustainably source more than

1 million

metric tons of crops by 2018

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Pakistan



Thailand



Brazil



United States

Ingredion actively engages with its growers around the world. Some initiatives include sustainable farming programs in Pakistan (Women’s Empowerment in agriculture), Thailand (Model Farmer Program) Brazil (PROSEM farmer seed program), and the United States (Future Farmers of America engagement).



PROGRAMS & ACTIVITIES

Our persistent work in sustainable sourcing is evident in our collaborative efforts with key customers. Our facilities in Brazil, for example, obtained premier sustainable sourcing certification with one such customer. The certification was achieved through close work with our growers to collect a myriad of farm-level data that were then entered into an online database. With growing interest in the long-term sustainability of supply, Ingredion Brazil is now positioned to help this key customer, and others, reach their goal for sustainably sourced agricultural raw materials.

In Pakistan, our affiliate Rafhan Maize won a CEO Award nomination for hosting farmers for a workshop on sustainable farming production. Attendees heard from experts about the latest developments in farming and corn production as well as methods to reduce the impact of global climate change and safe handling practices for pesticides. This effort was undertaken in conjunction with local academic and research organizations and is a continuation of a long tradition of support programs and education Rafhan Maize has provided to farmers in the region. Additional efforts also focused on women empowerment through agriculture in the Sindh province.

In Colombia, Ingredion is working with our farmer suppliers on a Good Agricultural Practices initiative for growing cassava in the northern part of the country. This includes activities such as looking at friendlier pesticides, proper planting distances and minimum tillage.

In Thailand we helped pioneer the Model Farmer Program, a collaboration among the district governor, a local agricultural research center and Ingredion. This effort helps train local farmers in areas such as crop pest protection, cost reduction and yield improvements. A key component of the program is then having participants transfer that knowledge to other local farmers.

As agriculture represents a substantial portion of the overall environmental footprint of our value chain, we are committed to supporting our growers’ efforts in efficiency.



INNOVATION

Innovation

PURPOSE We are dedicated to producing high-quality ingredients while relentlessly pursuing innovative new products that deliver value for our customers and shareholders. We are committed to creating products that support our own sustainability efforts, the changing needs of our customers and society in general.

GOAL
.....

100%

of new innovation platforms assessed for sustainability considerations by 2017



InFocus

In conjunction with a customer's productivity efforts, Ingredion developed three new starches to be used in infant nutrition products. One of the ingredients allowed the customer to eliminate a step in their production, thus increasing efficiency.

COLLABORATIONS
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Ingredion's work in Europe and the United States helped a key customer launch their most successful retail brand. The company was looking to reduce fat and calories in a popular product as part of their sustainability effort to provide healthier options to customers. Through close collaboration with the customer, Ingredion R&D experts developed a solution that reduced fat levels by 40 percent and calories by 30 percent without compromising texture or flavor.

Ingredion developed and launched a unique native starch that can withstand harsh preparation methods and holds up well to freeze-thaw cycling during storage or further processing. The functionality of the starch also supports customers' environmental efforts by minimizing the energy used in their processes.

Ingredion tailors unique starch-based materials with proprietary technology in order to provide protection for electrical-grade glass fiber yarns used in top-quality printed circuit boards for cutting-edge smart devices such as phones and tablets. These unique starches provide green solutions for the tech industry, enabling them to provide more efficient communication and productive business functions around the world, while replacing petroleum-based materials with nature-based ingredients.

In addition to these innovations, Ingredion was named an innovation partner and won several innovation supplier awards from key customers in 2014.



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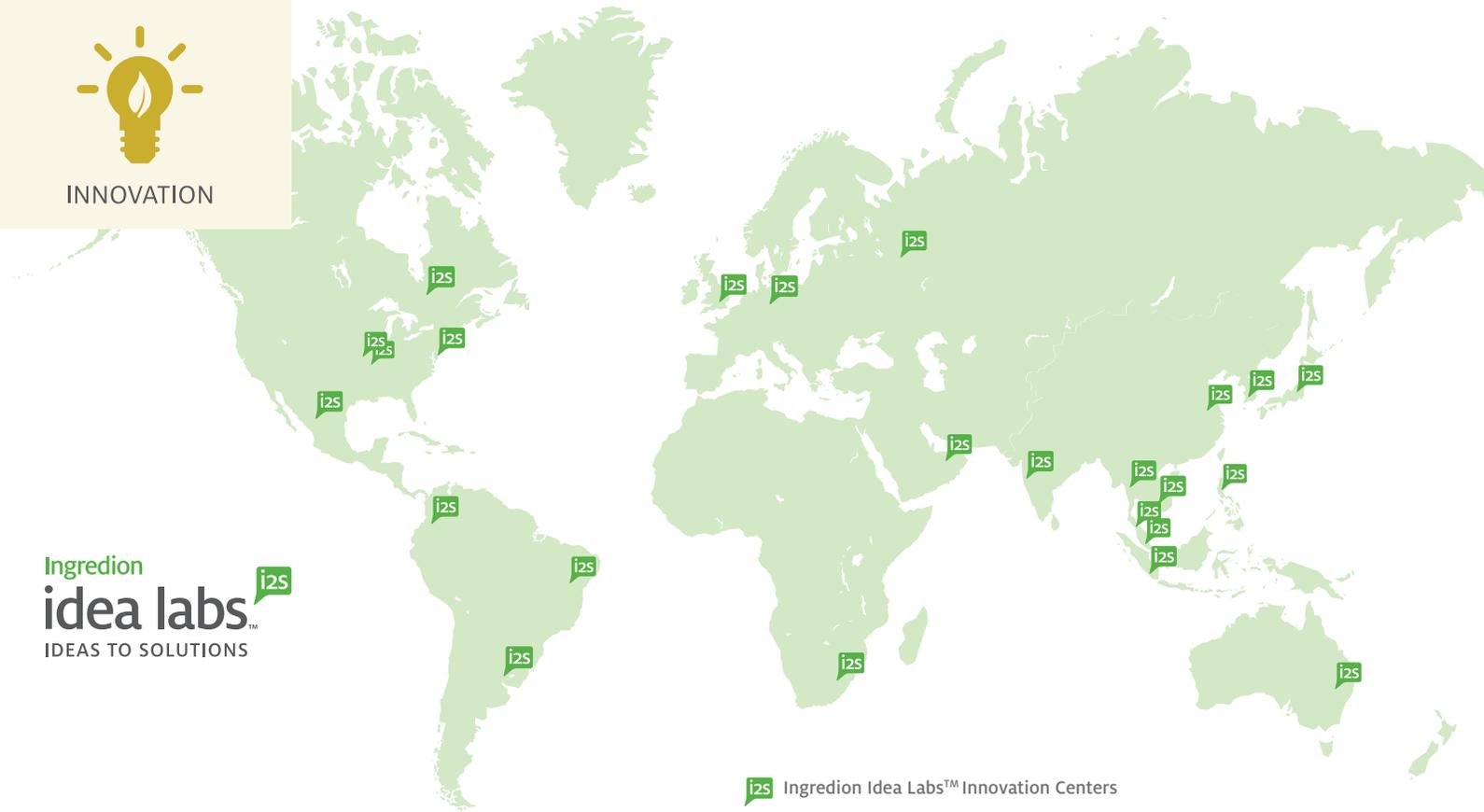
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Ingredion
idea labs™
IDEAS TO SOLUTIONS



i2S Ingredion Idea Labs™ Innovation Centers

PROGRAMS & ACTIVITIES

In 2014, we announced the launch of Ingredion Idea Labs™ innovation centers, which provide science-based collaboration and problem-solving expertise for our food, beverage and industrial customers. The network of 24 labs around the world represents an expansion and rebranding of Ingredion's R&D and technical service foundation. Working with our customers provides spirited collaborations, and our customers benefit with greater depth and scale of resources and expertise than ever before in four key areas: consumer insights, applied research, applications know-how and process technology.

Ingredion Idea Labs™ are open in each world region: North America, South America, Europe/Middle East/Africa and Asia-Pacific.

To document, evaluate and improve the sustainability of our manufactured products from inception, the Ingredion innovation team has developed a Sustainability Scorecard. This tool allows Ingredion internal product developers, as part of the larger stage-gate process, to quickly determine how a new ingredient stacks up against a variety of sustainability considerations. This process supports our efforts to find and develop sustainable new solutions, and will help our customers in meeting their sustainability goals.

An innovative technology for the production of core specialty starches was introduced in our Indianapolis plant in early 2014. This technology has delivered up to 50 percent reduction in cycle time, while simultaneously increasing throughput by 15-20 percent. The innovative development also results in a reduction in energy and raw material use, and improvements in process wastewater effluent.



Community Engagement

PURPOSE We are dedicated to proactively engaging in our local communities to enhance the prosperity of our people, our neighbors and other local stakeholders. We support and promote employee engagement and volunteerism in the areas in which we operate, as well as philanthropic efforts both at the corporate and individual employee level, making a meaningful difference in those places where we do business around the world.

COLLABORATIONS

Ingredion is committed to helping promote health and education in our communities. As part of this commitment to health, the company is combatting hunger on a global scale. Ingredion has partnered with the **Global FoodBanking Network (GFN)** to support food bank efforts in the areas Ingredion operates around the world. And, with the help of a major food manufacturer, Ingredion donated product and funds to assist the manufacturer in producing a fortified pancake mix that was then donated to food banks associated with the GFN.

Our support of girls and STEM (science, technology, engineering and math) education continued in 2014 with our sponsorship of Girls 4 Science, an organization dedicated to encouraging the pursuit of higher education and the advancement of girls in the STEM fields. For the second year in a row, Ingredion provided scholarships to send three Girls 4 Science participants to space camp at the U.S. Space & Rocket Center in Huntsville, Alabama. The students won the scholarships by competing in an essay contest.

GOAL

3x

Triple our number of
engagements in food banking
activity by 2020
(2013 base year)



InFocus

32 children of Ingredion employees in
10 countries received monetary awards to
assist in their **educational pursuits** from
the Ingredion Educational Foundation.

*Ingredion employee
volunteers helped
build a playground for
children in need.*



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In addition to our work with the Global Foodbanking Network, employee volunteers from the Ingredion group of companies around the world engage in dozens of activities annually to support their local communities in a variety of health, education and environmental causes. What follows are a few highlights from these assorted activities:

- Ingredion employees in India taught math and the importance of goal setting to local children through Mermier Bal Ashram, a not-for-profit organization that helps street children and other underprivileged people in Mumbai.
- In Vietnam, local Ingredion employees donated food, clothing and their time to children at Peace Village, a home for children with physical and mental disabilities. Although they were there to help the children, the employees reported that they were deeply touched and rewarded by the experience.
- Our Ontario, Canada employees prepared and served a spaghetti and meatball dinner for patrons of Port Cares Reach Out Food Centre. Ingredion Canada has been active over the years with Port Cares, now affiliated with the **Global FoodBanking Network**, an organization that provides not only food, but support and resources to those in need in the community.
- In Mogi Guaçu, Brazil, employees donated recyclable plastic to generate supportive funding for 21 different charitable entities serving nearly 600 local families.



- 2014 marked the seventh consecutive year Ingredion employee volunteers from the Indianapolis, Indiana plant have helped to build playgrounds for children in need. Partnering with other sponsors, the new playground and outdoor improvements benefits the Rachel Glick Courage Center for children of abuse.
- An event sponsored by the Movember Foundation was celebrated in the United States, Australia and New Zealand when several male employees grew moustaches to raise awareness for men's health issues.



GOVERNANCE,
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Governance, Integrity & Trust

PURPOSE We endeavor to create a business of the highest integrity throughout our worldwide operations. We adhere to robust governance policies that drive ethical practices and promote adherence to laws and regulations that affect our operations.

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GOAL

GRI

Report on business-relevant indicators from the **Global Reporting Initiative (GRI)** guideline by 2017

PROGRAMS & ACTIVITIES

Ethics and compliance are part of the Ingredion tradition and are attributes we strive to achieve and be known for. The Company's program for ethics and compliance is outlined in Ingredion's **Policies on Business Conduct**. This document is read and signed by employees annually as a reminder of the Company's expectations of performance and behavior. The policies include: Quality, Employee Relations, Health Safety and the Environment, Community Relations, Compliance with Laws, Commercial, Labor and Government Relations, and Conflicts of Interest among others.

Training sessions on the **Policies on Business Conduct** were conducted in each region in which the Company operates, with anti-bribery/corruption being the focus in 2014. And, approximately 600 new hires globally completed the Corpedia online ethics training that was implemented for all employees the prior year. This training has become a standard part of the new-hire orientation process.



COLLABORATIONS

In 2014, Ingredion was named to the World's Most Ethical Companies list by the **Ethisphere Institute**. This prestigious award is the result of Ingredion's relentless commitment to conducting business ethically and responsibly, not only by complying with local laws and regulations, but also by proactively setting and keeping high ethical standards throughout the organization. The Ethisphere program is a valuable benchmark for our business and an award we aspire to continue to receive in the coming years.

The Ethisphere Institute's **World's Most Ethical companies** 2014, 2015

New in 2014, Ingredion joined the Ethisphere Institute's Business Ethics Leadership Alliance (BELA). This organization comprises leading companies interested in developing and advancing ethical leadership for the good of their organizations. The community shares expertise, insight and best practices in ethics programs and shares knowledge on resource allocation and other related functions, as well as benchmarking, compliance trends and promoting corporate integrity. Ingredion's membership and participation in BELA further reinforces the Company's global commitment to good governance.

The **United Nations Global Compact** has served as a benchmark for our sustainability efforts and Ingredion is working to align to the program's **10 Guiding Principles**.

For further information on our Code of Ethics, Policies on Business Conduct, and other programs and policies related to governance, please see our website at www.ingredion.com/governance/highlights.

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PEOPLE PLANET PRODUCTS PROSPERITY

SAFETY & HEALTH

0.20
TRIR performance of 0.20 achieved by 2020.

SOCIAL ACCOUNTABILITY

100%
100% certified social accountability assessments of all manufacturing locations by 2016.

100%
100% of key suppliers registered in Sedex by 2016.

100%
100% of key suppliers completed certified social accountability audits by 2017.

COMMUNITY ENGAGEMENT

3X
Food banking engagements tripled by 2020.



ENVIRONMENTAL CONSERVATION

10%
Water intensity reduced by 10% across our operations by 2020.

10%
Carbon emission intensity reduced by 10% across our operations by 2020.



SUSTAINABLE SOURCING

1M
More than one million metric tons of crops sustainably sourced by 2018.

INNOVATION

100%
100% of new innovation platforms assessed for sustainability considerations by 2017.



OPERATIONAL EXCELLENCE

100%
100% of all manufacturing sites certified against GFSI food safety standards by 2016.

100%
100% of our microbiological laboratories ISO 17025 certified for pathogen testing by 2017.

80%
80% of all employees trained in Lean Six Sigma by 2018.

GOVERNANCE, INTEGRITY & TRUST

GRI
Report on business-relevant indicators from the Global Reporting Initiative (GRI) guideline by 2017.





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Awards & Recognition

One of the **World's Most Admired Companies**
as named by **FORTUNE Magazine** for

6 consecutive
years 2010–2015

One of the
World's Most Ethical Companies
as named by the **ETHISPERE INSTITUTE** in
2014, 2015

Named by the Mexican government as a
Distinctive Empresa Socialmente Responsable
(Socially Responsible Enterprise) in
2014, 2015

Rafhan Maize, Ingredion's affiliate in Pakistan, was awarded the
Environmental Excellence Award
by the **National Forum for Environment and Health**.

Awarded the
Recognition for Water and River Conservation
by the **Ministry of Industry Thailand** for companies with
programs to take care of water and use it in a sustainable manner.



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INGREDION LOCATIONS

Headquartered in Westchester, Illinois, Ingredion Incorporated has manufacturing, R&D and sales offices in more than 40 countries and employs more than 11,000 people worldwide.

Ingredion is a leading global ingredients solutions provider. With customers in over 100 countries, Ingredion serves more than 60 diverse market sectors in food, beverage, brewing, pharmaceutical, bio-ingredient and other industries.

-  Global Headquarters
-  Manufacturing Locations
-  Ingredion Idea Labs™ Innovation Center Headquarters
-  Regional Ingredion Idea Labs™ R&D Centers
-  Penford Acquisition Sites

