



2019

SUSTAINABILITY

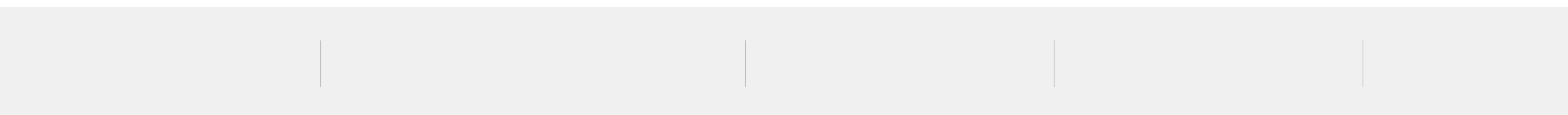
Report



# CONTENT

GRI 102-55



# A CULTURE WITH PURPOSE

## Creating Solutions

GRI 102-1, 102-3, 102-4, 102-5

**11,000**  
employees/  
**120** countries

2019  
sales of  
**+ \$1**  
billion dollars

*Ingredion Incorporated (NYSE: INGR), headquartered in the suburbs of Chicago is a leading global ingredient solutions provider serving customers in more than 120 countries. With annual net sales of nearly \$6 billion, the Company turns grains, fruits, vegetables and other plant materials into value-added ingredients for the food, beverage, animal nutrition, brewing and the industrial sectors. It has Ingredion Idea Labs® innovation centers all around the world and over 11,000 employees. **The Company co-creates along with its customers and serves its purpose of bringing people, nature and technology together to make life better. For more information visit: [www.ingredion.com](http://www.ingredion.com)***

Ingredion Mexico is the leading company in Mexico and the most far-reaching in Latin America in ingredient solutions development, with annual sales of over \$1 billion in 2019.

***At Ingredion, we work with a culture and a purpose of bringing people, nature and technology together to make life better.***

# RELEVANT facts

GRI 102-7, 102-31



**1st**  
**ALLULOSE PLANT** in Latin America

**1,700**  
employees

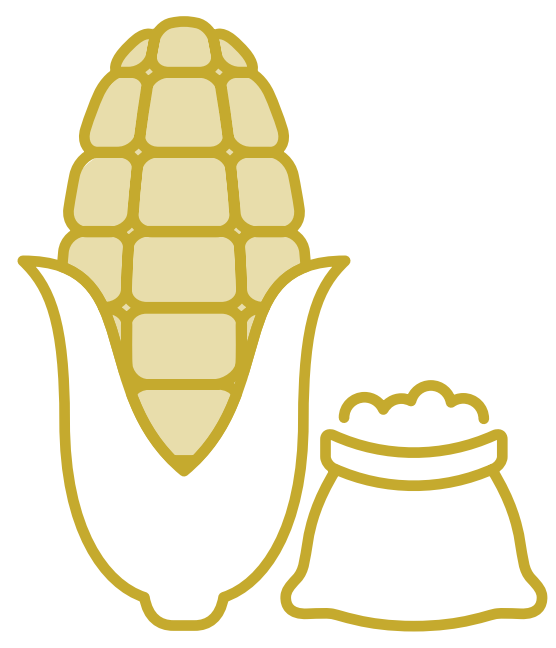


**6** SALES OFFICES

**3** production sites

**25** export countries

**Sole producer in Mexico** of powdered dextrose, HF 55, liquid and crystalline sorbitol



**Largest maltodextrin** producer in Mexico

**2** IDEA LABS® INNOVATION CENTERS

(opening the second one in Mexico City)



**9** distribution centers



**3**

Ingredient Inside Idea Labs® virtual labs

Ingredient **idea labs**® i2s





**8%**  
Brewing



**9%**  
Animal  
Nutrition

**54%**  
Food



**19%**  
Other  
applications



**10%**  
Beverage



# VALUE-ADDED

*Ingredient Solutions*

Based on 2019 net sales



## RECOGNITIONS



- **The 500 most Important Companies** in Mexico.  
6th consecutive year
- **Leading Companies in Sustainability** in Mexico, by Expansión & Schulich.  
5<sup>th</sup> consecutive year
- **World's Most Admired Companies**  
Fortune Magazine  
2009-2019
- **World's Most Ethical Companies**  
Ethisphere Institute  
6<sup>th</sup> consecutive year
- **America's Best Midsize Employers** by Forbes & Statista  
2016-2019
- **Global Food Safety Initiative** (GFSI) 98% of production sites
- **2018-2019 Recognized for Uninterrupted Permanence** in the National Environmental Audit Program (PNAA)  
Guadalajara Plant  
Tlalnepantla Plant
- **Listed on Bloomberg Gender- Equality Index** Bloomberg  
2017-2019
- **Recognized by Grupo Bimbo** as a Global Supplier for the commitment and contribution to their Business Goals.
- **Food Safety System** since 2011
- **Environmental Management System** since 2009
- **Quality Management System** since 1999



## CERTIFICATIONS

- **Clean Industry Certification** (PROFEPA)  
Guadalajara Plant 21 years  
Tlalnepantla Plant 19 years
- **ISO 9001:2015 Certification** for Sites and Distribution Centers
- **ISO 14001-2015 certification**, for Sites, Distribution Centers and Offices
- **Business Alliance for Secure Commerce** since 2004
- **Identity Preservation Certification** the UE since 2011 San Juan del Río Plant



## INSIGNIAS

- **Socially Responsible Company Award** (ESR®)  
6<sup>th</sup> consecutive year
- **San Juan del Río Plant and Guadalajara Plant** without lost time injuries for 5<sup>th</sup> and 12<sup>th</sup> consecutive years

# AWARDS



GRI 102-12

- **Ethics and Values in the Industry Award**, Multinational Companies Category  
CONCAMIN  
3<sup>rd</sup> consecutive year
- **Sustainability and Quality Systems CEO Awards**





# EVERYONE belongs

GRI 102-14, 102-20, 102-29, 102-32, 205-1

At Ingredion Mexico, 2019 was a year of growth, where we worked boldly and with agility in the face of local and global challenges. These actions drew on our business growth strategy, which you can read in the performance section of this report and in our financial report.

Sustainability is an essential part of the business strategy in Mexico and the rest of the world. We continue with our commitment to creating shared value and we work every day, living our values, creating a long-lasting and mutual-value relationship with our customers, partners, communities, employees and shareholders.

Every day, we live our sustainability culture with great responsibility, in the countries where we operate. During 2019, we enhanced our values, our code of conduct and continued with our purpose of **bringing people, nature and technology together to make life better.**

We concluded this report amid the unpredictable COVID-19 pandemic; we must all collaborate to find ways to protect the delicate balance between the people, the community and the environment.

We are pleased to have been recognized for our sustainability efforts by third parties during 2019, including:

- “Ethics and Values in the Industry” Award from CONCAMIN for the third consecutive year.
- Socially Responsible Company (ESR) for the sixth consecutive year.

- Companies with Corporate Responsibility Ranking from Expansión Magazine and the Schulich School of Business, for the third consecutive year.
- IC500 2019, we are part of the index that measures the quality and the communication of integrity and anti-bribery policies in the 500 largest companies in Mexico.
- Grupo Bimbo recognized us as a global supplier for our commitment and contribution to their Business Goals.

Additionally, we are very excited about the inauguration of the first Alulose plant in Mexico, which will deliver sweetness solutions throughout America. We also inaugurated the second Ingredion Idea Labs® Innovation Center in Mexico, to co-create the solutions our customers and consumers demand, so they have healthy and nutritious options on their tables.

Also, we celebrated the opening of new corporate offices in Guadalajara and new offices in Tlanepantla, Mexico City, where innovation and technology will allow a close collaboration to boost our purpose.

We thank each member of Ingredion Mexico, their dedication and commitment; without your work, it would have been impossible to achieve every outlined target and deliver outstanding results.

Our achievements are possible due to the hard work and contributions of our employees. Thank you for your commitment and support.

Everyone belongs to the great family of Ingredion Mexico and we will continue with our **Purpose of bringing people, nature and technology together to make life better.**

**Rob Ritchie**  
Chairman and Chief Executive Officer



# LIVING our values

GRI 102-16

## PURPOSE

We bring the potential of people, nature, and technology together to create ingredient solutions that make life better.

## BRAND PROMISE

We fulfill our purpose of “improving the quality of life” every day by providing:

- Ingredients that are essential to the products that nourish us, comfort us, sustain us and delight us
- Innovation and technical expertise that helps our customers create consumer-preferred products
- Leading environmental management in the industry and ethical commercial practices

- Manufacturing capacity and supply chain that guarantees quality, safety, profitability and sustainability
- Global community presence that enhances life quality and local economies
- A career in which you can make a significant and lasting difference in the world, while you improve the quality of people’s lives, every day
- A great place to work which inspires people to give their best and creates the environment to do so

GRI 102-6

## VALUES

Every day, Ingredion employees bring their skills, creativity, and passion together to deliver ingredient solutions that enhance the quality of people’s lives. We are innovators who combine the power of technology with the best of nature to delight customers and consumers. We hold ourselves to the highest standards in ethics, safety, quality, and sustainability. Unleashing the potential of people, nature and technology to improve the quality of life is what drives us in every aspect of our business.



### Care First

We actively work to safeguard and enable the well-being of our people, the quality of our products and our reputation for trust and integrity.



### Be Preferred

We earn the right to be customer-preferred by delivering mutual enduring value at every touchpoint of the customer experience.



### Everyone Belongs

We embrace diversity and proactively foster an inclusive work environment where each person is valued and feels inspired to contribute their best.



### Innovate Boldly

We courageously strive for breakthrough innovations driven by our relentless curiosity, bold thinking, speed of decision-making and agile execution.



### Owner's Mindset

We think and act like owners - where everyone takes personal responsibility to anticipate challenges, proactively search for opportunities and make decisions that are in the best interest of the company

# OUR PRESENCE

## *in Mexico and Central America*

GRI 102-3, 102-4, 102-6



# GLOBAL performance

GRI 201: 103-1, 103-2, 103-3, 201-1

For Ingredion globally, 2019 was a year of solid progress executing the growth roadmap, designed to deliver shareholder value by accelerating customer co-creation and consolidating innovation projects, based on consumer preferences around the world.

The Company continued with its strategy to capitalize and invest on the trends shaping the food industry today and expanded its ability to provide ingredient solutions that enable customers to win market share.

2

### OPERATIONAL EXCELLENCE

Focus and simplify to better anticipate, execute and operate with agility to improve productivity and smartly lower our costs

1

### SPECIALTIES STRATEGY

Build on our global innovation strengths aligning with current and future consumer trends and a changing customer landscape

3

### COMMERCIAL EXCELLENCE

Accelerate and deliver value through customer co-creation and differentiated go-to-market capabilities

4

### PURPOSE/CULTURE/VALUES/TALENT

Unleash the potential of our people by embracing an inclusive culture supported by contemporary values and an inspiring core purpose



*Executing their strategy enabled a greater operational efficiency and more agile processes within the Company.*





Net sales in  
Mexico reached  
**\$1.075  
billion.**

2019 was a year of growth for Ingredion, due to the strategy to co-create value for shareholders and customers, as well as, the commitment in all our platforms globally to deliver solutions (starch-based texturizers, clean and simple ingredients, plant-based proteins, sugar reduction and specialty sweeteners, and food systems) that satisfied the consumers' challenging demand; these actions resulted in a net sales growth within the ingredient portfolio.

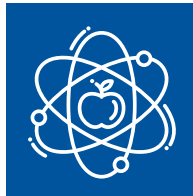
***“At Ingredion, our purpose is to bring the potential of people, nature and technology to make life better”***

Under the investment strategy, global net sales during 2019 were \$6.2 billion. At Ingredion, we continue to invest in our future: we built internal capabilities to include plant-based proteins, reduce sugar and starch-based texturizers to address the growing global consumer demand.

***Our global specialty ingredients portfolio grew to \$1.9 billion, which represents 30% of total net sales during the fourth quarter in 2019***



# GROWTH INITIATIVE



## SPECIALTY INGREDIENTS.

Investment in this category will allow the continuity of the efforts to co-create new solutions so customers can respond to global consumer food trends, satisfy the market in a more efficient way and have a winning offer in the highly competitive food and beverage industry, **“the Company is becoming a more valued partner”**.

Strategic investments make Ingredion more competitive and expand value to the top.



## SUSTAINABILITY: ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

In 2019, we accelerated our focus on ESG issues to communicate how we are driving long-term value and our ability to support customer success both profitably and responsibly. Sustainability integrates as part of the business and operational strategy to **“make ALL LIFE better”**.



**SPECIALTY BUSINESS GROWTH**

**+ \$1.9 BILLION.**

YEAR-OVER-YEAR INCREASE IN SPECIALTY SALES (REACHING 30% OF TOTAL SALES) IN 2019

**2030 SUSTAINABILITY PLAN**

Sustainability is essential for the long-term growth and health of the business as we strive to make life better for our employees, customers and shareholders.

**100%**

IN 2019, WE SET AN AMBITIOUS GOAL TO SUSTAINABLY SOURCE 100% OF THE CORN, TAPIOCA, POTATO, PEA AND STEVIA CROPS IN OUR SUPPLY CHAIN BY 2025

**2.7M**

IN 2019, WE SUSTAINABLY SOURCED 2.7 METRIC TONS OF CROPS ACROSS OUR GLOBAL SUPPLY CHAIN

**100%**

SINCE 2017 WE HAVE SUSTAINABLY SOURCED ALL WAXY CORN IN EUROPE



**OPERATIONAL EXCELLENCE.**

To deliver value through the operational cost reduction and transformation. Ingredion’s team did an exceptional job generating new operational efficiencies such as the execution of the Operational Excellence initiative. The efforts to effectively and strategically manage costs resulted in nearly \$75 million in run-rate savings, surpassing the \$30 million–\$40 million savings target for 2019. This has broadened and accelerated the program to achieve a cumulative savings target of \$150 million by 2021.



**PURPOSE/CULTURE/VALUES/TALENT**

Ingredion demonstrated strength and resiliency despite global macroeconomic challenges. As a testament to the talent and dedication of our global employees, it was an honor to be recognized by Fortune, Bloomberg and Ethisphere.

The Company is well positioned for a future full of opportunities; it expects to deliver on its growth strategy and improve operational and financial performance, while remaining a strong organization during 2020 for our shareholders, customers and employees.

**2023 PROFIT GROWTH OUTLOOK\*\***

We remain focused on meeting the following measures of value for our shareholders by 2023

By 2023 **34-36%\*\*** **>2.3 BILLION.**  
SPECIALTY SALES SPECIALTY SALES

**+1pt\*\*\*** **EPS ↑** **>12%**  
MARGIN EXPANSION SINGLE-DIGIT GROWTH TARGET ADJUSTED. RETURN ON INVESTED CAPITAL

\*The Company’s long-term objectives are based on non-GAAP financial measures  
 \*\*Specialty sales as a percent of total sales  
 \*\*\* Represents real margin absolute dollar growth; actual margins vary due to pass-through of changes in raw material costs and FX.

# EXPANDING

*our growth*

GRI 102-2

THE COMPANY CONTINUES ITS INVESTMENTS TO EXPAND THE SPECIALTY INGREDIENTS PORTFOLIO, AND CONTINUES BOLSTERING ITS ABILITY TO ENABLE ON-TREND, CONSUMER-PREFERRED INNOVATION.

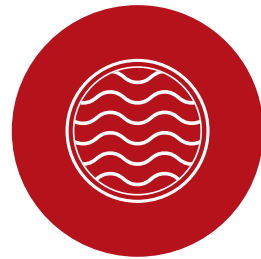
## CUSTOMER AND INVESTOR VALUE CREATION

through ingredient solutions that make life better

Customer co-creation and consumer-preferred innovation

VALUE CREATION

VALUE CREATION



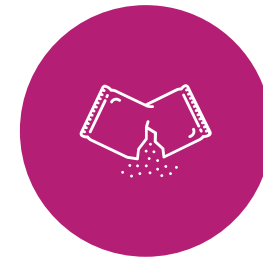
**Starch-Based Texturizers**



**Clean and Simple Ingredients**



**Plant-Based Proteins**



**Sugar Reduction and Specialty Sweeteners**



**Food Systems**

### LEVERAGE AND ENHANCE OUR STRENGTHS

- Core Food and Industrial Ingredients
- Supply Chain and Operational Excellence
- Sustainable and Trusted Sourcing
- Purpose and Performance-Driven Culture

# SHARED VALUE

## in Mexico

GRI 102-13, 102-30

### VALUE NETWORK

Ingredion engages in several organizations and business forums, where it plays a leadership role in the promotion and execution of its values and in benefit of the industrial sectors of which it is a part of. Below is a small summary of its activity in such forums.

Ingredion safeguards and provides wellness to its employees, as well as product quality, reputation, trust and integrity. It identifies opportunities and risks in the light of several changes around the world, actively participates in the creation shared-value networks in different sectors, promotes the creation of strategies that support proactive decision-making for the benefit of the industry and that this will be translated to quality, management, innovation and social responsibility benefits.

The Company believes in shared value to create knowledge, training, good practices in the field and the best execution of public policies.





# OUR SUSTAINABLE

## *purpose*

The Company's supply chain extends from the field to our global manufacturing network, so we can supply our customers the necessary ingredients for the elaboration of their products.



### SUPPLY *chain*

GRI 102-9, 102-10



#### **1** RAW MATERIALS

Corn, tapioca, potato, rice, fruits and vegetables



#### **2** INGREDIENT SOLUTIONS

Sugar reduction specialty ingredients, specialty starches, sweeteners, industrial starches, biopolymer, innovation and personal care



#### **3** INDUSTRIAL APPLICATIONS

Food, beverages, brewing, paper and corrugating, animal nutrition, beauty and home

# Ingredion's *sustainability*

GRI 102-15



A better, more sustainable business, while delivering shared value.

Ingredion's Company of Choice for a Sustainable Tomorrow plan was designed with our stakeholders in mind.

We identified eight focal areas most material to our business and benchmarked them against the needs and expectations of our stakeholders.

The intersection represents the foundation of our sustainability program — the shared value with our employees, customers, shareholders, and the communities in which we operate.





The business strategy, values and sustainable strategy are aligned with the objective of being the employer, supplier, neighbor and investment of choice.

**Our employees** are of paramount importance to drive the innovative spirit that defines each one of our areas. For this reason, we seek to attract, retain and develop talent to have an interconnected team globally.

**We constantly strive** for exceptional performance, to be innovation leaders in the market, and to carry out our operations with respect towards the people we do business with.



**We've integrated** sustainability as an essential part of our business strategy to create long-lasting value for our shareholders.

**We transformed** our geographical footprint into a commitment to the stakeholders in the communities in which we operate. It is essential for us to create shared and long-lasting value in these communities



### SOCIAL ACCOUNTABILITY

It is essential for us to evidence our fundamental values, like respect. At Ingredion, we respect human rights.



### ENVIRONMENTAL CONSERVATION

To preserve natural resources, we establish responsible relationships between our operations and the environment. In parallel, we guarantee a lasting and sustainable business growth in the future.



### OPERATIONAL EXCELLENCE

Aligned with one of our values, excellence, we are committed to undertake initiatives that foster the culture of excellence in every aspect of our operations, which encourages us to strive for continuous improvement.



### SUSTAINABLE SOURCING

We support our suppliers, including the producers of agricultural crops, to validate and create practices that promote human rights and environmental conservation.



### INNOVATION

The implementation of an innovating culture is essential to deliver on the sustainability challenges of the future, including the changing expectations of customers.



### COMMUNITY ENGAGEMENT

A strategic collaboration with our communities is fundamental to build relationships that deliver value for both the company, as well as for our stakeholders.



### GOVERNANCE, INTEGRITY AND TRUST

The adherence to the governance policies that guide our business conduct and create a greater transparency of our operations allows us to have integrity and continue being trustworthy to our stakeholders.

















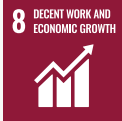













### SAFETY AND HEALTH

Protecting the safety and health of our employees and partners not only makes us a good business, but it also bolsters our commitment and efforts in sustainability.

# Commitment to *sustainable development*

GRI 201-3, 203-2, 304-3, 304-4

Ingredion is responsible of being more sustainable in its operations, with the environment and in the communities where it operates, and as a part of its business strategy, it has aligned its sustainability objectives with the United Nations Sustainable Development Goals (SDGs).

FOCUS AREA	COMPANY GOAL	SDG ALIGNMENT
 Governance, Integrity and Trust	Report on the business-relevant elements of the Global Reporting Initiative (GRI) by the end of 2017.	  
 Safety & Health	Achieve employee Total Recordable Incidence Rate (TRIR) of 0.20 by 2020	
 Social Accountability	100% of manufacturing sites have SMETA audit by end of 2016  100% of key suppliers registered in Sedex and have certified SMETA audits by the end of 2017.	  
 Environmental Conservation	10% reduction in carbon emission intensity by the end of 2020 (versus the 2010 baseline)  10% reduction in water use intensity by the end of 2020 (versus the 2010 baseline)	 
 Operational Excellence	All sites Global Food Safety Initiative (GFSI) certified for pathogen testing by the end of 2017  80% of all employees trained in Lean Six Sigma (LSS) by the end of 2018	 
 Sustainable Sourcing	Sustainably source 1 million metric tons of crops by end the of 2018.	   
 Innovation	100% of new innovation platforms assessed for sustainability considerations by the end of 2018.	 
 Community Engagement	Triple our engagements in food bank-related activity by 2020.	  



# Materiality matrix

GRI 102-47

The analysis of Materiality has allowed the Company to identify the relevant topics that impact stakeholders, to prioritize and map the areas for improvement, as well as to establish goals that support the achievement of business objectives and contribute towards the Sustainable Development Goals. Bolstering these items in the sustainability strategy and their incorporation in sustainable practices, significantly set the purpose of bringing people, technology and nature together for a better world and the importance of focusing efforts in continuous improvement. This methodology was complemented to obtain results that could be benchmarked against relevant items according to the revisions of the Global Reporting Initiative (GRI).



- Better for our communities
- Better for our employees
- Better for our shareholders
- Better for our customers



# Stakeholders

GRI 102-21, 102-40, 102-42, 102-43, 102-44

It is of great importance to know the expectations and preferences of stakeholders, as well as how they're impacted by the company's operations. Ingredion has different communication channels and several policies that confirm our commitment with each stakeholder.

The process to identify the relevant topics for stakeholders refers to the AA100 methodology (Stakeholder Engagement Standard), focused on asking key questions to determine the group they belong to from the following categories:

- Employees
- Partners / Stakeholders
- Customers
- Communities
- Suppliers
- Government and authorities
- Media

To establish the priorities in each group, the following was determined:

- The expectations or interests facing the Company
  - The Company's expectations and interests facing each group
    - To what extent can the group affect the company's activities
    - To what extent can the Company affect each group

Subsequently, a stakeholders' map was established, which includes stakeholders, media, material issues, among other relevant factors.



***We bolster the commitment to develop initiatives and execute concrete actions to create value for stakeholders, providing continuity through daily operations.***







# Stakeholders

GRI 102-21, 102-40, 102-42, 102-43, 102-44

- EMPLOYEES** 
- Innovation practices in subsidiaries
  - Ethics, transparency and compliance
  - Corporate governance
  - Economic performance
  - Safety, values and policies management
  - Protection and commitment to the planet
  - Human talent management

- PARTNERS / SHAREHOLDERS** 
- Sustainability Strategy
  - Brand positioning strategy
  - Risk management
  - Investment management
  - Economic performance
  - Corporate governance
  - Relationship with investors
  - Ethics, transparency and compliance

- CUSTOMERS** 
- Economic performance
  - Business strategy; ethics and values
  - Risk management
  - Investment and innovation management
  - Sustainability strategy



- SUPPLIERS** 
- Supplier relationships
  - Suppliers policy compliance
  - Sustainability strategy
  - Good governance, ethics, transparency and compliance
  - Economic performance
  - Value chain commitments

- GOVERNMENT AND AUTHORITIES** 
- Corporate governance
  - Ethics, transparency and compliance
  - Social development support
  - Risk management
  - Interest in economic performance
  - Environmental protection and sustainability

- MEDIA** 
- Interest in economic and social performance
  - Sustainability strategy
  - Ethics, transparency and compliance
  - Stakeholders' public information
  - Corporate reputation strategy
  - Economic and social information support

- COMMUNITY** 
- Community safety and commitment
  - Community engagement
  - Economic and social development support





*Better for*  
**OUR**  
**EMPLOYEES**

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**CARE FIRST**

GRI 403: 103-1, 103-2, 103-3, 102-11, 102-12, 403-1, 403-2, 403-3, 403-4, 410-1, 419-1  
 Safety is of great importance for Ingredion. The company actively works to safeguard and promote the wellbeing of employees, contractors and communities, as well as to guarantee the safety of the ingredients and raw materials. A proactive culture is maintained to uphold safety goals.



**GOALS**

**INGR INC.**

Total Recordable Incidence Rate of 0.20 by the end of 2020.  
**2020 Goal:** 0.20  
**2019:** 0.27

**INGR MX.**

Total Recordable Incidence Rate of 0.20 by the end of 2020.  
**2020 Goal:** 0.20  
**2019:** 0.15

**ING MX. Total Recordable Incidence Rate in 2019: 0.15**

In 2019 we opened new Corporate offices in Guadalajara and new offices in Tlanepantla, in Mexico City, to align with the innovation and technological development strategy; this investment allows us to integrate the people, have multiple rooms, foster collaboration and high-performing teams, bring us closer to our customers, suppliers and achieve a close coexistence among the employees of Ingredion Mexico.



# ACTIONS

- **SAFETY POSTER.** It is an annual contest that allows the engagement of employees in the good practice of fostering the concept of safety. At the same time, it promotes innovation, since safety is reflected on the poster.
- **DRILLS IN COLLABORATION WITH CIVIL PROTECTION (FIREMEN) AND INTERNAL SAFETY BRIGADES, PLUS VOLUNTEER PARTICIPATION.** Evacuation, fire and earthquake drills in the operation centers, to raise awareness among employees and their families regarding the importance of prevention and the course of action during these situations.
- **TRADITIONAL MID-YEAR SAFETY CAMPAIGN.** With the participation of employees, contractors and families visiting the sites, the commitment to safety is strengthened, with talks that foster learning, integration and achievement. Some highlights were:
  - Drug prevention
  - Ergonomics workshop
  - Home safety day
  - Safety rally
  - Virtual reality incident workshop
  - Combustible dusts training for firemen
  - Risk identification workshops
  - Talks about safety and the environment

- **HEALTH CAMPAIGN FROM THE MEDICAL DEPARTMENT.** Aimed at employees and their families:

- Campaign against Hepatitis C.
- Visual campaign, carried out by an external optical shop, inviting employees to participate for free and with additional benefits.
- Dental care was provided through a mobile medical service that promotes personal care. There's also a plan in the benefits package for employees.
- Each year, medical exams are performed on employees and health talks are given regularly about relevant topics.

- **BRIGADE PROTECTION CAMPAIGN:**
  - Brigades were trained in hazardous materials, first aid and evacuation and rescue procedures, and fires.
  - The Línea de Fuego campaign and employee training in case of fire.

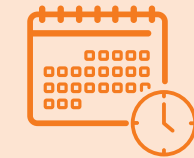
- **SAFETY DAY WAS CELEBRATED WITH THE EMPLOYEES' CHILDREN.** 380 people participated in Tlanepantla Plant, and the children filmed a video for their dads.



ACHIEVEMENTS

For the **5<sup>th</sup> consecutive year**, San Juan del Río Plant did not have disabling accidents.

GUADALAJARA PLANT HAD **4,504 DAYS** WITHOUT LOST TIME ACCIDENTS WHICH ARE EQUIVALENT TO **15,714,337 WORKED MAN-HOURS.**



**12 YEARS AND 4 MONTHS** WITHOUT LOST TIME ACCIDENTS AND 7 FOR CONTRACTORS.

Human rights training for the safety department.



**94%** of employees



• Health, Safety and Environment Policy







“Our Safety Observations program continues to be one of our best tools for the timely detection of unsafe acts and conditions. **For the 4<sup>th</sup> consecutive year, over 11 thousand 1-2-3 safety observations have been generated and we have an average of 13,300 observations since 2016.** Let’s make these types of programs that work preventively and that are bolstered by other programs such as Línea de Fuego (Line of Fire), SafeStart and Pausa en Seguridad (Safety Pause) keep delivering the benefits of improving our safety habits and behaviors”.

**Miguel Orozco**  
EH&S Manager







## OUR PEOPLE

GRI: 401: 103-1, 103-2, 103-3, 102-35, 102-36, 102-41, 406-1, 412-3, 419-1  
 We recognize the rights of employees and all the people we do business with to be treated with dignity and respect, and in compliance with applicable laws.

Therefore, we expect that commercial partners behave likewise. Child labor will not be tolerated, nor the use of forced labor or human trafficking. Respect for human rights means:

- To defend the United Nations Guiding Principles on Business.
- Act with due diligence with potential commercial partners.
- Follow procurement policies when selecting new suppliers.
- Additionally, with new and current suppliers it must be ensured that their personnel do not use child labor and forced labor, including slave work, bound by contract, forced compliance, in prison or any other form of human trafficking.
- Respect employees' rights to collectively organize and negotiate.
- Fair pay in the market and satisfy or exceed every legal requirement regarding payment and employees' benefits.

We have a Social Responsibility Management System based on the International Norm SA 8000, Social Accountability, which states that:

- No hiring people younger than 18 years old in accordance to the Labor Law.
- Forced labor prohibition.
- Work schedules, wage and disciplinary measures.
- Freedom of association and collective bargaining.
- No discrimination on grounds of race, social background, religion, disability, sexual preferences, to name a few.



### ACHIEVEMENT

• **Sustainability Training and Social Responsibility Manual.** Employees were trained and made aware of the sustainability strategy with emphasis on Social Responsibility System.

**1,700**  
Total employees



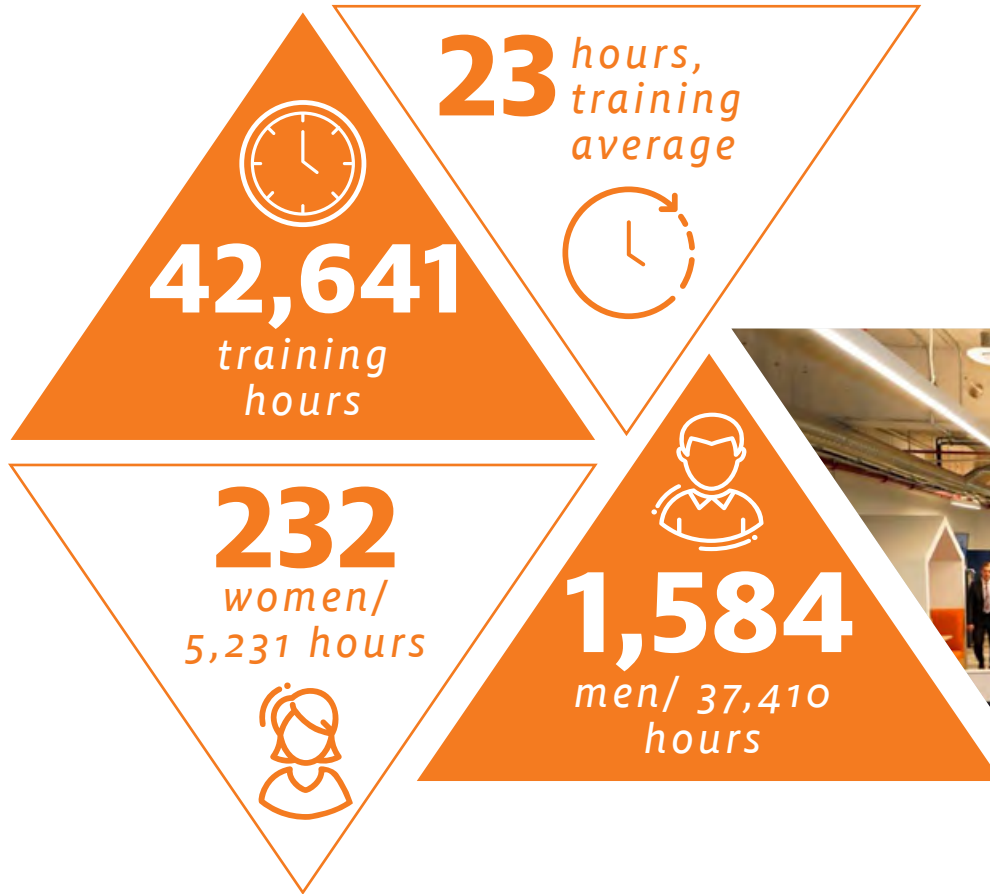
- Business Code of Conduct
- Employee Relations Policy
- Personnel Recruitment, Selection and Hiring Guidelines
- Social Responsibility System
- Diversity and Inclusion Policy
- Supplier Ethics Policy





## TALENT DEVELOPMENT

GRI: 404, 412: 103-1, 103-2, 103-3, 205-1, 205-2, 404-1, 404-2, 404-3, 412-2  
 To offer employees growth opportunities, we keep the commitment to develop talents. The training program includes all the levels, as well as an array of courses on the Workday platform.



**100% of our employees** were periodically evaluated in terms of their performance and professional development.

100% were evaluated in terms of human rights, inclusion and anti-bribery.



# ACTIONS

### INGREDION LEARNING

Online training is promoted through the Workday Human Resources system. Some of the courses provided were: continuous improvement, safety, information technologies and cybersecurity, and sales, to name a few.

### PROFESSIONAL SKILLS IN NORTH AMERICA

The training focused on effective communication, personal achievements, guidance to grow and build trust.





ACHIEVEMENTS



- **Electrical and Electromechanical Technicians Certification by Guadalajara Plant.** Provided by the National School of Professional Education (CONALEP), with a two-year duration. With this course, greater opportunities are promoted and offered to employees, so they can achieve professional growth and a better quality of life. 245 unionized employees signed up for the program.



- **“MultiME” Course.** Allows the continuance of leaders’ development. The program seeks to provide clarity to future leaders about the role they play and, they are led by guidelines and information so they do it in the best possible way and strengthen their learning.



- 1 PEOPLE
- 2 ZERO WASTE
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS



## DIVERSITY AND INCLUSION

GRI 405, 406, 407, 408, 409: 103-1, 103-2, 103-3, 102-41, 405-1, 407-1, 408-1, 409-1

For Ingredion, the diversity and inclusion culture is a strategic priority and it's essential for growth, as well as always having a positive and inclusive attitude, so that the differences between people are valued and celebrated.



### ACHIEVEMENTS

- **Diversity and Inclusion Committee.** It's made up of a diverse group of employees from all the levels, promoting gender equity and looking to foster spaces for discussion, openness to raise awareness of the subject, share experiences, motivate, inspire and create initiatives for talent development. The first BRG (Business Resource Group) was created, known as WIN.
- **Launching of Women of Ingredion Network (WIN) in Mexico.** The Women of Ingredion Network (WIN) is a BRG that seeks to promote gender equity within the organization. The program was presented by Rob Ritchie, President and Director General, joined by Ana Claudia Cerasoli, Corteva's CEO, and it was broadcasted for the whole Company through a videoconference.
- **WIN Committee.** It's made up of employees who volunteer from all the locations and levels.
- **WIN Talks.** Internally a WIN Talk was created, with three different topics: "In the shoes of...", "Identify your opportunities" and "The dreams gap", in which concepts and ideas were shared related to women's opportunities in every location.
- **Ranking PAR Aequales Engagement.** For the first time in Mexico, there's an initiative to measure diversity and inclusion in companies and it delivers a diagnosis of the inclusive culture.



Total  
**EMPLOYEES 1,724**  
GRI 102-7



1,483/87%



Men



213/13%

Women



Employees' Diversity and Inclusion

- Business Code of Conduct
- Diversity and Inclusion Policy





*Better for*  
**OUR**  
**CUSTOMERS**

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BETTER FOR OUR CUSTOMERS



## ETHICAL TRADE

GRI 308, 410, 414: 103-1, 103-2, 103-3, 414-1, 308-1

Ingredion carries out Sedex Members Ethical Trade Audits (SMETA) of all the production sites, to meet the growing expectations of customers to validate ethics in their suppliers' operations.



### GOALS

Suppliers registered in SEDEX have SMETA Audits.

#### INGR INC.

100% of our key suppliers are registered in SEDEX and have SMETA audits by the end of 2017.

**GOAL:** 100%

**2019:** 75%

### GOALS

100% of our manufacturing sites have SMETA audits by the end of 2016.

#### INGR INC.

**GOAL:** 100%

**2019:** 95%

In process

### SMETA<sup>®</sup> AUDITS

SMETA uses the Base Code of the Ethical Trading Initiative (ETI) and the International Labor Organization conventions to cover labor, health and safety, environmental and business ethics standards, and they are considered effective for three years.

In Mexico, **100%** of sites are **SMETA<sup>®</sup>** certified from SEDEX.





**QUALITY /  
FOOD SAFETY**

GRI 416, 417: 103-1, 103-2, 103-3, 416-1

Ingredion offers ingredient solutions that meet the requirements that consumers request from our customers always in compliance with ethics values, current legislation and food certifications.

We look at market trends in the world as a means to better understand the intersection of sustainability and consumer choice. Opinion surveys and market research indicate that consumers identify with and prefer sustainability. Therefore, we strongly work through innovation and aligned with the trends.



**GOALS**

Global Food Safety Initiative Certification (GFSI).

**INGR INC.**

**GOAL:** 100 % of manufacturing sites are GFSI certified by the end of 2016.  
**2019:** 97%

**INGR MX.**

**GOAL:** 100 % of manufacturing sites are GFSI certified by the end of 2016.  
**2019:** 100%

**79%** of the production volume comes from ISO 9001:2015 certified sites.



**We are the sole producer of Powdered Dextrose, HF 55, Liquid and Crystalline Sorbitol in Mexico and the largest Maltodextrin producer.**

- 1 PEOPLE
- 2 COMMUNITY
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND CLEAN ENERGY
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
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- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS





GOVERNANCE,  
INTEGRITY AND  
TRUST



INNOVATION

## SUSTAINABLE INNOVATION

GRI 102-8

Ingredion is committed to innovation, driven by relentless curiosity, bold thinking, rapid decision-making and agile execution. It's aligned with sustainable production and consumption trends, supported by scientists and Idea Labs® Innovation centers in Mexico and around the world.

**GOALS**

100% of new innovation platforms assessed for sustainability considerations by the end of 2018 in Social Responsibility.

**INGR INC.**  
**GOAL:** 100 % of new innovation platforms assessed for sustainability considerations by the end of 2018.  
**2019:** 100%

***Ingredion is a pioneer in the development of clean ingredients with over 20 years of innovation.***





# TRENDS

42% OF CONSUMERS THINK MEANING OF EATING HEALTHY MEANS INCLUDE NUTRITIOUS INGREDIENTS IN THE FOOD.



## CLEAN AND SIMPLE INGREDIENTS

62% of consumers consider a food or beverage to be “clean label” if it has only natural ingredients and 25% of consumers consider a “clean label” product with low sugar/ no sugar. 25% of consumers strongly agree that they love combinations of textures in their food, so further hybrids and interesting blends of texture are expected to emerge. (Global)



## PLANT-BASED PROTEINS

Main drivers to change diet of Mexican consumers are: Low Sugar (59%), Low Fat (46%), High fiber (31%) and High Protein (28%)



## SUGAR REDUCTION AND SPECIALTY SWEETENERS

58% of consumers consider sugar should be consumed in moderation



## STARCH-BASED TEXTURIZERS

73% of consumers know starch as a textural ingredient and 85% think it is a natural ingredient. (Global)  
An average of 73% of consumers say that texture adds interest to eating experiences and 60% say that it influences their purchasing. (Global)



## FOOD SYSTEMS

41% of consumers prefer a savory afternoon snack in their diet and 29% consider as a main reason of consuming this afternoon snack is to enjoy something tasty.



\*\*Study Health & Nutrition II, Ingredion México 2019.  
Sample: 608 interviews, 6 Nielsen areas, 18-64 y.o. High, Medium and Low socioeconomic level.

- 1 PEOPLE
- 2 FOOD
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
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- 14 LIFE UNDER WATER
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS



# ACTIONS

## MIND MEXICO CONVENTION

for the development of educational activities, innovation and presentation of innovative materials in collaboration with Centro México Innovación y Diseño, A.C.

**Inauguration of our first Allulose plant in Mexico in San Juan del Río, Queretaro, to produce ASTRAEA® sweetener.**

## INGREDION IDEA LABS® ARE COMPRISED OF:



Food applications lab



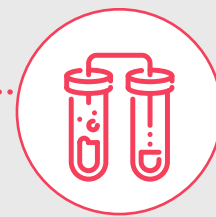
Industrial applications lab



Sensory lab



Analytical lab



TAPPI lab



Reactor room



Pilot plant



Meeting room



Library



Service areas



### GOAL

100% of microbiological labs ISO 17025 certified for pathogen testing by end of 2017.

**GOAL:** 100%  
**2019:** 82%



### ACHIEVEMENTS



- **Opening of the Second INGREDION IDEA LABS in Mexico.** In November 2019, we opened the second Innovation Center, located at Tlalnepantla, Estado de Mexico.
- **Inauguration of the first allulose plant.** The plant is located at San Juan del Río, Queretaro.
- **Opening of the Third INGREDION INSIDE IDEA LABS Virtual Innovation Lab.** These Centers allow small, medium and large food and beverage industries to access in a simple way, formulations, consumer insights, technical support and more. All of this with the support of the experts at Idea Labs® Innovation Centers.

**We inaugurated the second Idea Labs® Innovation Center in Mexico located at Tlalnepantla.**



## OPERATIONAL EXCELLENCE



GRI 205, 402, 408, 409: 103-1, 103-2, 103-3, 102-12, 402-1, 102-17, 205-1, 205-2, 408-1, 412-1, 414-1

Ingredion is committed to promoting continuous improvement and a culture of excellence, with the highest standards in terms of business, ethics and sourcing with a sustainable focus. The only constant is to raise the level of demand to deliver a high performance.

### GOALS

Employees trained in Lean Six Sigma.

#### INGR INC.

80% of all employees trained in Lean Six Sigma (LSS) by the end of 2018.

**GOAL:** 80%  
**2019:** 90%

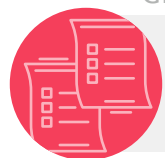
#### INGR MX

85% of all employees trained in Lean Six Sigma (LSS) by the end of 2018.

**GOAL:** 80%  
**2019:** 85%

**We received an Award from Grupo Bimbo as a Global Supplier for the commitment and contribution to their Business Objectives.**

GRI 418: 103-1, 103-2, 103-3



- Business Code of Conduct
- Quality Policy







## ACTIONS AND ACHIEVEMENTS

- **CBP.** Ingredion Mexico's operations are aligned with the US Customs and Border Protection (CBP) Office.
- **C-TPAT.** It's part of the Customs Trade Partnership Against Terrorism (C-TPAT) program.
- **BASC (SECURE COMMERCE).** The Company's three production sites are Business Alliance in Secure Commerce (BASC) certified.
- **ISO 14001: 2015 CERTIFICATION.** It approaches the implementation of an Environmental Management System.
- **ISO 9001: 2015 CERTIFICATION.** It involves the implementation of a Quality Management System.
- **ISO FSSC22000 CERTIFICATION.** The operations have a Food Safety System, globally recognized by the Global Food Safety Initiative (GFSI).
- **ISO/IEC 17025:2005 CERTIFICATION.** Obtained due to the quality management in the labs of the three production sites.
- **CLEAN INDUSTRY CERTIFICATES.** The three plants have a certificate granted by the State Attorney of the Protection of the Environment (PROFEPA). San Juan del Río plant has a Level 2 certificate.
- **KOSHER CERTIFICATION.** It's a certification for the transport, granted by KDM Mexico, as well as Kosher for products.
- **HALAL OF QUALITY CERTIFICATION.** Granted by the Islamic Food and Nutrition Council of America (IFANCA).
- **NON-GMO STANDARD CERTIFICATION.** Granted by Food Chain ID.
- **PCAV CERTIFICATION.** Granted by the Secretariat of the Environment and Territorial Development of the state of Jalisco, for environmental compliance.
- **FOOD TECH SUMMIT AND EXPO.** Recognized as the most innovative supplier of the FTS event.
- **INNO QUALITY, AND THE COCA COLA COMPANY.** External audits, plant visits from Jugos del Valle.
- **CUSTOMER EXPERIENCE.** 100% of our employees work with the program, as an element to boost differentiation and customer service, which has led the Company to be recognized by customers as a supplier of excellence.







*Better for*  
**OUR  
COMMUNITIES**

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GRI 411, 413: 103-1, 103-2, 103-3, 411-1, 413-1, 413-2





## COMMUNITY ENGAGEMENT

GRI 203: 103-1, 103-2, 103-3, 102-12, 203-1, 203-2

Ingredion strives to be a corporate citizen and exemplary member of the community. We work to achieve a positive and lasting impact. Every activity is carried out with care and respect for the planet, employees and the communities where we operate and live.

The Company believes in shared value, being the company of choice and being more sustainable every day for stakeholders. It conducts business in a way that protects its capacity to continue operating in the future.

Through its employees, volunteerism and philanthropic efforts, it supports the communities where it has presence, through social, health, educational, sport and recreational activities. Some highlights of the year are:



### GOALS

Triple our engagements in food bank-related activity by 2020.

**INGR INC.**  
**GOAL:** Triple our engagements in food bank-related activity by 2020.  
**2019:** 440%

**INGR MX.**  
**GOAL:** Triple our engagements in food bank-related activity by 2020.  
**2019:** 437%





## COMMUNITY SUPPORT

### San Juan del Río Plant:

- **San Isidro Community.** Traditional fundraiser to celebrate the day of their patron saint.
- **Bertha O. de Oste Foundation.** By donating recyclable material, a wheel chair was obtained.
- **Municipal DIF.** 100 blankets were donated to support homeless people.
- **Good practice in the community.** Constellations Brands gave a talk to our employees related to brewing.

### Tlalnepantla Plant:

- **Ingredion Family Race.** 190 people participated including adults and children, with the objective to strengthen two of the new values: “Care First” and “Everyone Belongs”.

### Guadalajara Plant:

- **University Visits.** Visits from TESO, UDG, UNIVA, TEC Milenio and UNIVA Colombia. They were taken on a tour through the facility and received a talk related to each one of the careers involved.

### Support from employees:

- **COMPARTIR 2019 Campaign.** Launch of the first campaign, with the objective of promoting solidarity and supporting those in need. Three associations were benefited: Nosotros por los Niños con Cáncer A.C., Operation Smile México A.C. and Child Fund México. Each one of these associations was invited to give a talk about their work; the proceeds from employees were doubled by Ingredion.
- **Food Bank in México.** Over 5,800 kilos of food and furniture, which resulted from donations made by employees, contractors, transporters and corporate offices, to contribute to reduce levels of poverty, additionally volunteers supported the Bank in preparing food packages.
- **Alianzas.** Se formaron alianzas con los proveedores locales de las comunidades en las que la compañía opera.



*We collaborated with the government of Jalisco to attract new businesses and with the inauguration of Ingredion Global Business Services.*







## A SUSTAINABLE FUTURE

GRI 302, 303, 304, 305, 306, 307: 103-1, 103-2, 103-3, 307-1

Ingredion adopts a preventive and proactive focus in favor of the environment, all its management systems have indicators that allow the establishment of objectives aimed at reducing their impacts. It uses a series of tools to visualize potential impacts of its operations, it establishes courses of action and strategic objectives to care for and protect the environment and communities. Its employees are an essential part for the successful implementation of these actions and for the Company to achieve its goals.

In this regard, it maintains the commitment to safeguard natural resources for future generations through planning and strategic objectives, certifications, as well as continuous improvement indicators in manufacturing processes.



- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND
- 16 PLANT, BIODIVERSITY AND OCEANS
- 17 PARTNERSHIPS FOR THE GOALS





# ACTIONS AND ACHIEVEMENTS

- **WORKSHOPS AND GOOD PRACTICES** about the importance of preserving water, reducing emissions, efficient use of energy, proper disposal of residues and, environmental and biodiversity preservation.
- **CLEAN INDUSTRY CERTIFICATE** (PROFEPA) Guadalajara Plant (21 years) and Tlalnepantla Plant (19 years)
- **ENVIRONMENTAL MANAGEMENT SYSTEM** since 2009
- **MANAGEMENT AND VOLUNTARY ENVIRONMENTAL COMPLIANCE** in Jalisco and Queretaro
- **ISO 14001:2015 RECERTIFICATION**
- **RECERTIFICATION** in the Voluntary Environmental Compliance Program (Programa de Cumplimiento Ambiental Voluntario) from the Secretariat of the Environment and Territorial Development (SEMADET)
- **LOYALTY RECOGNITION** for uninterrupted permanence in the National Environmental Audit Program (PNAA) of PROFEPA
- **AUDIT REPORT** of carbon footprint

Globally and in Mexico's facilities, the Company establishes goals to maintain environmental indicators below the requirements of regulations, and the operations' performance is benchmarked against international and local standards and certifications from each location where we operate.





**San Juan del Rio Plant saved 44,461 m<sup>3</sup> of water, equivalent to 2,223 water bottles (20 L/each) or 117,476 days of a person's average consumption in Mexico.**

**WATER FOOTPRINT**

GRI 303-3

The preservation of water in Mexico and in the rest of the world is a priority for Ingredion, therefore it sets actions and goals for its future use and access.



**GOALS**

Reduce water use intensity 10% by the end of 2020 (versus 2010 baseline).

**INGR INC.**

**GOAL:** Reduce water use intensity 10% by the end of 2020 (versus 2010 baseline).  
**2019:** -10.8%

**INGR MX.**

**GOAL:** Reduce water use intensity 10% by the end of 2020 (versus 2010 baseline).  
**2019:** -21.5%.



- 1 PEOPLE
- 2 COMMUNITIES
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, BUILDING AND INFRASTRUCTURE
- 10 CLIMATE ACTION
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## ENERGY EFFICIENCY

GRI 302-1, 302-4

We have an energy saving program. Likewise, several programs have been implemented to favor the use of clean energies such as natural gas and steam, as shown below:

- Programs to reduce steam and water use intensity.
- Programs to reduce natural gas use intensity.
- Combined cycle cogeneration plant in San Juan del Río.

INGREDION  
IN MEXICO

Clean  
energy  
**49.51%**

Total energy:  
**381,293 MWh**

Clean energy  
**188,777 MWh**







## CARBON FOOTPRINT

GRI 305-2, 305-5

Ingredion used the CDP system (formerly Carbon Disclosure Project) to disclose information relative to our environmental activities and risks, adhering to operational excellence.



### GOALS

Reduce carbon emission intensity 10% by the end of 2020.

#### INGR INC.

**GOAL:** Reduce carbon emission intensity 10% by the end of 2020.  
**2019:** -12.4%

#### INGR MX.

**GOAL:** Reduce carbon emission intensity 10% by the end of 2020.  
**2019:** -15.8%



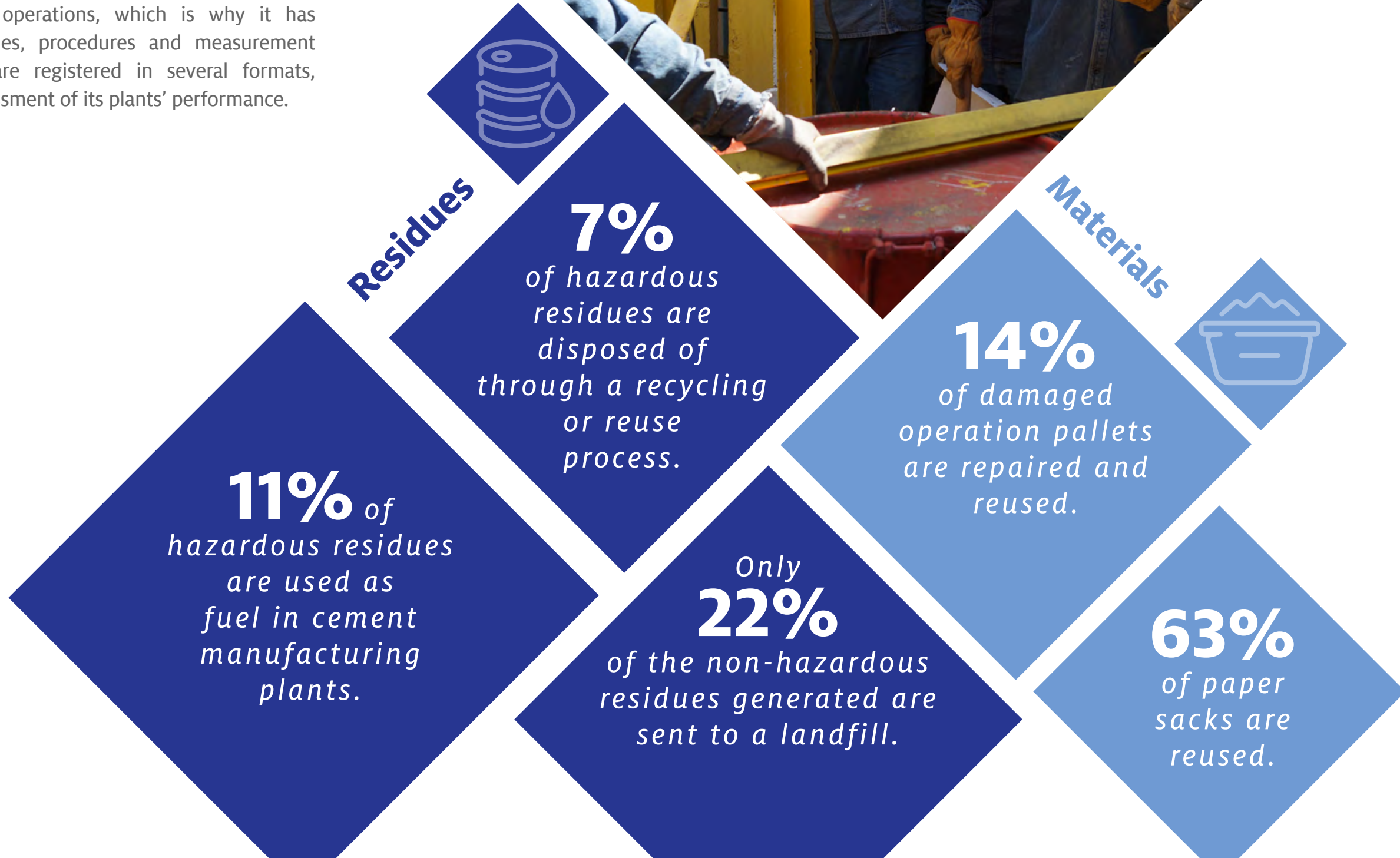
**Guadalajara Plant reduced its CO<sub>2</sub> emissions 30.6% versus 2010 baseline.**

- 1 PEOPLE
- 2 COMMUNITIES
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND POLLUTION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
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- 17 PARTNERSHIPS FOR THE GOALS

## RESIDUES AND MATERIALS

GRI 301: 103-1, 103-2, 103-3, 301-1, 301-2, 301-3, 306-2

The Company is aware of the importance of the appropriate handling of residues and the use of materials in its operations, which is why it has established policies, procedures and measurement indicators that are registered in several formats, allowing the assessment of its plants' performance.



- 1 PEOPLE
- 2 CLIMATE
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
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## BIODIVERSITY/ SUSTAINABLE RESOURCES

GRI 304-2

Ingredion is committed to supporting agriculture and sustainable crops. The Company is seeking to increasingly source sustainable raw materials.

### SUSTAINABLE AGRICULTURE



#### GOAL

Sustainable resources

#### INGR INC.

**GOAL** Sustainably source 1 million metric tons of crops by the end of 2018. 2,895 million /2019.



# ACTIONS

- **SUPPORT TO THE MEXICAN RURAL SECTOR** in alliance with the federal government, Ingredion participates in the Contract Farming scheme, which promotes an increase in productivity and the development of growers. The Company sources yellow corn from the states of Jalisco, Michoacán, Nayarit, Sinaloa, Chihuahua y Zacatecas.
- **SAI PROGRAM** seeks to assess the sustainability of Jalisco's producers under the SAI standard by applying the FSA questionnaires. 15% of imports during 2019 were registered in the 'field to market' program, thus also complying with the criteria.
- **SAFETY IS PROMOTED** in the crops storage, management and distribution activities, executed by farmers, to whom raw materials are purchased from.
- **PROMOTION OF THE EFFICIENT USE** of natural resources in their crops to minimize the environmental impact, guaranteeing the subsistence of the land for future generations.
- **CHILD AND FORCED LABOR IS FORBIDDEN** in accordance with the local legislation.
- **FAIR TREATMENT IS PROMOTED** for migrant workers that labor for Ingredion's agricultural suppliers.
- **FAIR TRADE PRACTICES ARE CARRIED OUT**, promoting the well-being of the communities where we operate.
- **CARE AND PRESERVATION** of wildlife threatened with extinction at San Juan del Río Plant.
- **INITIATIVES THAT GENERATE** a positive impact on land ecosystems are carried out.



## INTERNAL INITIATIVES FOR ENVIRONMENTAL CARE

### CLIMATE CHANGE

GRI 201-2

Internal actions for environmental preservation are of great importance, promoting the efficient use of natural resources and raising awareness among employees and their families, suppliers and customers, of their correct use and fight climate change.



# ACTIONS

**COLLABORATION WITH CONTRACTORS AND MEMBERS OF THE ENVIRONMENT INDUSTRIAL COMMITTEE.** Ingredion joined the cleaning work of the San Juan river's basin, in Queretaro. The amount of garbage found was less than in 2018, which shows our population is becoming more aware of the importance of not littering.

**WATER DAY.** The Company offered talks related to the water cycle and the relevance of preserving water in schools, as well as in the Down community in Saúl Rodiles town. Also, a talk to raise awareness was offered in Justo Sierra school, in Guadalajara.



### REFORESTATION:



- 240 Ingredion volunteers participated in the reforestation activities at Paraje "Xolo", in Sierra de Guadalupe, in the State of Mexico, planting 600 trees.
- "DejaTuHuella" Campaign from the Un Nuevo Bosque Metropolitano initiative of Grupo Salinas, through which an area of the "El Charrasco" property was reforested, in the town of Tlajomulco de Zúñiga, in Guadalajara. 30 of Ingredion's volunteers planted 80 trees in "La Estancia".

**AWARENESS VIDEOS.** Four videos were developed about how to preserve water in every area of the Company.

**ENVIRONMENTAL AWARENESS.** 560 kilos of electronic devices were collected and handed over at Tlanepantla Plant.

**A RECOGNITION WAS RECEIVED FROM PROFEPA.** For participating each year in the National day for Prevention and Response to Chemical Emergencies.

**ART CONTEST.** It was launched for the employees to identify the water situation and 112 submissions were received.







Better for  
**OUR**  
**SHAREHOLDERS**

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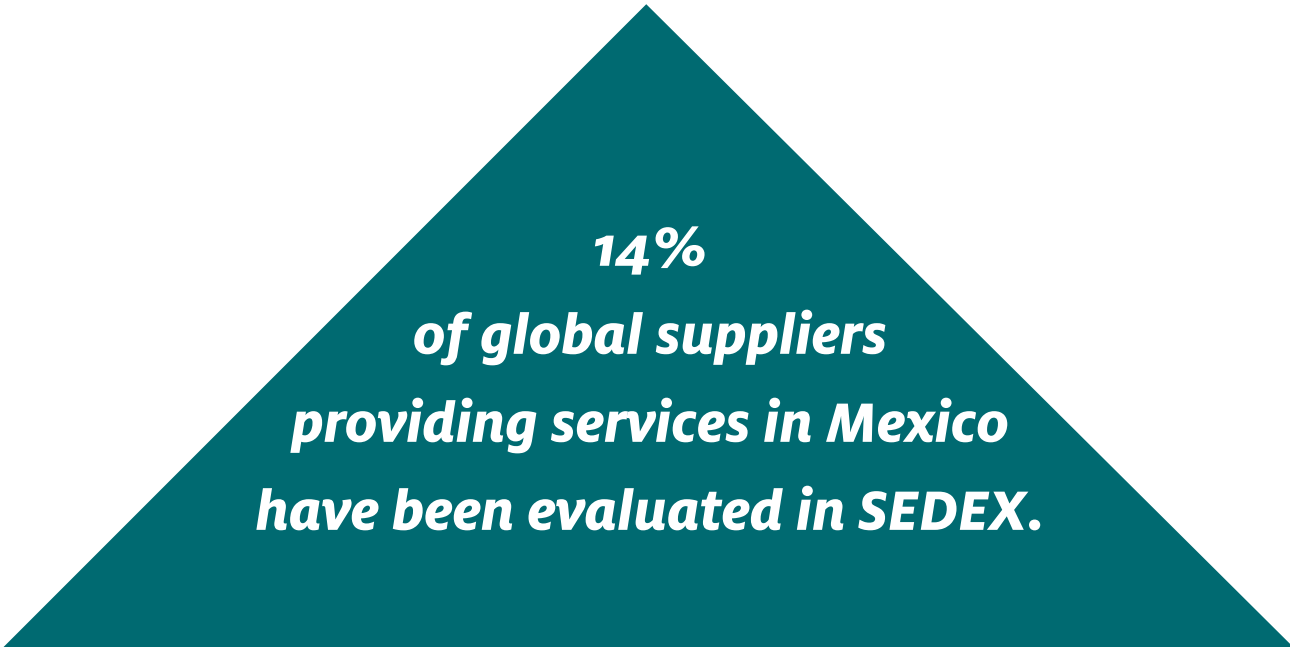
Since 2018, the Company published its first Sustainability Report in Mexico, based on the guidelines of the Global Reporting Initiative (GRI) and aligned to the company's corporate, in an effort to provide further transparency of its operations.

**ETHIC OPERATIONS  
IN BUSINESS**

GRI 412: 103-1, 103-2, 103-3, 201-4, 206-1, 412-1, 412-2, 408-1, 410-1, 418-1, 419-1

Ingredion is committed to offering the highest business ethics and integrity standards globally, as well as adhering to the robust policies that reflect the laws, regulations and standards of the industrial sector in the countries where it operates.

Business at Ingredion is carried out under ethical standards and policies that are detailed in the Company's Business Code of Conduct, and for suppliers, it has a Code of Conduct to do business with Ingredion.





## SUPPLIER ASSESSMENT

Every year, Ingredion's supplier network revises and signs the Ethics Code of Conduct. This way, it ensures compliance with Ingredion's guidance and culture.

GRI 206: 103-1, 103-2, 103-3



- Suppliers' Code of Conduct



**542** training hours in human rights through "Living our Values". 92% of employees.



**70** hours of training in human rights policies and procedures. 90% of employees.



For the **6<sup>th</sup>** consecutive year, Ingredion was recognized as One of the most Ethical Companies by the **Ethisphere Institute**.



## ETHICS AND INTEGRITY



GRI 102-16

Ingredion's Code of Ethics, is applied in all its operations worldwide to employees, contractors, suppliers, and every person we do business with.

100% of our employees knows and has signed the Code of Ethics. Every year they are assessed in human rights, inclusion and anti-bribery, through an internal system that guarantees its compliance and gives an award at the end of each course.



**For the 3rd consecutive year, it received the Ethics and Values in the Industry Award 2019 from CONCAMIN.**

## ACTIONS

**BLOOMBERG GENDER-EQUALITY INDEX 2018**, which recognizes gender equality efforts in a wide array of industries.

**100 MOST IMPORTANT COMPANIES IN MEXICO RANKING**, Ingredion was ranked at 24/103 in the Mundo Ejecutivo magazine, in the category of food products.

**RESPONSIBLE COMPANY 2019 BY EXPANSIÓN**, remaining for the 5th consecutive year among the Sustainability Leading Companies in Mexico and, from Expansión & Schulich, for its performance in terms of economic, social and environmental execution.



• Business Code of Conduct





## ANTI-BRIBERY EFFORTS



GRI 205-1, 205-2

The Company's operations adhere to international standards, and it is also certified by the Foreign Corrupt Practices Act and the C-TPAT.



### ACHIEVEMENTS

• **IC500 Index.** It evaluates the corporate integrity and anti-bribery policies of the 500 top companies in Mexico, according to the ranking published by Expansión magazine, in collaboration with Transparencia Mexicana and Mexicanos Contra la Corrupción y la Impunidad (Mexicans against Corruption and Impunity)





## CORPORATE GOVERNANCE

GRI 102-18, 102-19, 102-20, 102-22, 102-23, 102-24, 102-25, 102-26, 102-27, 102-28, 102-29, 102-33, 419-1

Ingredion has a Corporate Governance for its affiliates, a Business Code of Conduct and policies for employees, subsidiaries and affiliates. Likewise, it complies with the legislation of the countries where it conducts business.

Conflicts of interest may affect the business and have negative consequences for individuals, so to avoid them, never let the Company's decisions be influenced or appear to be influenced, by personal or family interests or friendships

Additionally, we have a platform to receive phone reports on line, PP NAVEX Global, managed by an external third party (Global Compliance), an independent organization specialized in hotline services.

Also, events related to ethics are assessed and managed, and their follow-up and evaluation is carried out by the Policy Committee, which responds to every reasonable consultation received.

Ingredion's Management Board, is underpinned by committees, approved by the Annual General Assembly of Shareholders, who analyze different matters and provide recommendations to the Board.

\*\*  For more information visit: [www.ingredioninc.com](http://www.ingredioninc.com)



- 1 PEOPLE
- 2 COMMUNITY
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS



# Sustainability

## 2030



We thank your follow-up and support to all our sustainability actions in Mexico during 2019. Now we share that we are beginning the new 2030 sustainability strategy, which outlines the approach we will be taking as an organization to live our company purpose to make life better.

Some of the highlights of our new All Life plan are:

- A better focus on the alignment with the UN Sustainable Development Goals (SDGs).
- Science- and context-based environmental targets.
- A commitment to increased transparency across our supply chain.
- Increased commitments that build upon our great foundation in sustainable agriculture.

Our All Life plan has been designed to better align us with the increasing expectations of our customers and consumers, and ensure that Ingredion continues to do

our part to deliver on a more sustainable world through 2030 and beyond.

We invite you to learn about the focus and pillars that conform the All Life strategy, we are on the path to define how we will get to these targets. Our commitment to reaching for higher aspirations, will continue to refine our roadmap as we go forward.

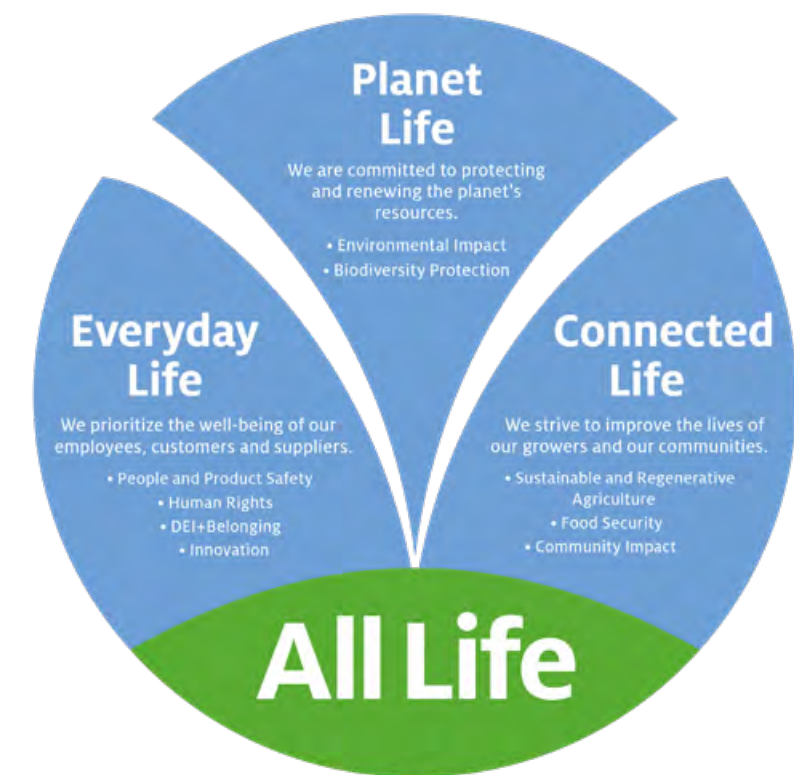
We know that our success will rely heavily on collaboration which is why we will be looking for our customers, suppliers and other organizations to engage with us on this journey.

We are extremely excited about the possibilities these collaborations will bring to the Company.

Sincerely,

**Luz Nájera**  
Director,

Corporate Affairs & Sustainability



The new All Life strategy focuses on three areas: Everyday Life, Connected Life and Planet Life, covering nine pillars which are aligned with the Sustainable Development Goals (SDG).

Our actions impact the well-being of our employees and our extended community of suppliers and distributors, and of food manufacturers and the consumers who buy their products.

So it is fitting that we focus our sustainability initiatives on practices that have a positive impact on our planet as a whole.

This is innovation for **All Life.**

# Sustainability

## Goals 2030

	Category	2030 Goal	UN SDG Alignment			
Everyday Life	People & Product Safety	Build a productive culture where the safety of our people and products, as well as the long-term health of our employees and supply chain partners, is a priority				
	Human Rights	Advance respect for human rights in our operations and demonstrate 100% transparency across our global supply chain				
	Diversity, Equality, Inclusion (DEI) + Belonging	Have fully established a culture of belonging where every employee is able to bring their full self to work				
	Innovation	Drive sustainable innovation in all new product launches by aligning with at least one of the UN Sustainable Development Goals (SDGs), contributing to society and customers meeting their sustainability goals				
Planet Life	Environmental Impact	Protect and renew the planet's resources by enacting science-based targets and other conservation measures as catalysts to drive continuous innovation				
	Biodiversity Protection	Implement programs in our crop sourcing areas to protect biodiversity or deliver a net positive impact				
Connected Life	Sustainable & Regenerative Agriculture	Make life better for growers, mitigate supply chain risks and help drive food security by sustainably sourcing 100% of primary crops				
	Food Security	Improve food security within our value chain by catalyzing food waste reduction, minimizing crop losses at the farm level and enhancing product offerings that support food security objectives of the UN SDGs				
	Community Impact	Make life better for more than 1 million people in the communities where we operate				

**The United Nations Sustainable Development Goals (SDGs)** The 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015 and provides a shared blueprint for peace and prosperity for people and the planet, now and in the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries in global partnership. For more information on the UN SDGs, please visit <https://sustainabledevelopment.un.org>





# About this *report*

GRI 102-46, 102-50, 102-51, 102-52, 102-54, 102-55

For the second consecutive year, the Sustainability Report is published in Mexico, aligned with the Global Reporting Initiative (GRI) report framework, in accordance with the Essential option of the GRI standards, and presented annually. This time around it has not been verified externally.

This Report shows our achievements during the period between 1 January and 31 December, 2019, and it complies with the principles to determine its content and quality as established by the GRI.

## **Comparability**

The facts and figures in this Report allow stakeholders to identify changes in the following years versus the baseline.

## **Clarity**

La información está expresada de manera clara y concisa, disponible para todos los grupos de interés.

## **Balance**

We present positive aspects and areas for improvement in order to show clear and transparent information.

## **Accuracy**

This Report contains qualitative and quantitative information which includes tables, photographs, links and an accessible language to communicate our performance to our all stakeholders.

## **Timeliness**

Relevant and timely information is presented with regard to our head office.

## **Reliability**

Under the ethics and transparency principles that define Ingredion, we've presented relevant and reliable data to inform our stakeholders





## GRI 102: GENERAL DISCLOSURES

## PAGE / DIRECT RESPONSE

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## GRI 102: GENERAL DISCLOSURES

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401-1	New employee hires and employee turnover	Percentage of new hires unionized 9% Percentage of new hires 19% employees Return to work rate 14 men / 4 women Turnover rate 100% women / 100% men  <b>Unionized employees</b> Return to work rate 100% men/ 0% women Turnover rate 100% men / 0% women  Total new hires by age Over 50 years: Employees 3/ Unionized 1 Between 30 and 50: Employees 85/ Unionized 30 Less than 30 years: Employees 75/ Unionized 38
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<b>Employees</b> 22 maternity/paternity leaves 14 men 8 women 3% of total workforce
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## Contact

GRI 102-1, 102-3, 102-4, 102-53

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Sustainability Report **2019**