



Ingredion



THE POWER OF **US**



2025

**SUSTAINABILITY
REPORT**

Welcome to Our 2025 Sustainability Report

Dear Stakeholders,

At Ingredion, we believe the most meaningful progress happens when purpose and performance move forward together. Our purpose—to bring the potential of people, nature and technology together to make life better—guides how we grow, innovate and operate every day.

In 2025, we saw firsthand The Power of Us: how progress accelerates when our people work across functions, regions and disciplines with a shared commitment to our sustainability ambitions. Collaboration is not simply how we work; it is how we win.

This year, we built strong momentum across the three pillars of our All Life strategy: Everyday Life, Planet Life and Connected Life. From our manufacturing floors to our agricultural supply chains, our teams demonstrated what is possible when we pair clear goals with disciplined execution and shared accountability.

One of our most significant achievements this year was reaching over 96% sustainably sourced Tier 1 priority crops globally. Just five years ago, we were at 25%. This progress reflects the strength of our grower partnerships and our belief that sustainable sourcing at scale is both achievable and essential in collaborating with growers around the world to build a resilient food system.

Across our operations, we took practical steps to reduce our environmental footprint. These steps included converting our Winston-Salem, North Carolina, facility from coal to natural gas, marking a complete exit of coal across all Ingredion operations in the Americas. We also advanced our waste reduction efforts, diverting 95% of total waste from landfill or incineration without energy recovery, with 16 plants achieving zero waste to landfill. These milestones demonstrate how operational excellence and environmental performance can move hand in hand.

Our progress is powered by our people and the culture we are building together, from prioritizing safety every day to fostering a workplace where colleagues feel respected, included and empowered to contribute. In 2025, more than 6,000 employees participated in Global Inclusion Week, coming together across regions to share perspectives, learn from one another and reinforce our commitment to a workplace where everyone belongs. We are equally proud of the ways our teams support the communities where we live and work.

As sustainability expectations evolve globally, we remain focused on delivering solutions that balance environmental progress with affordability and performance. By aligning sustainability with real-world needs, we can scale solutions that support both business success and a more sustainable food system.

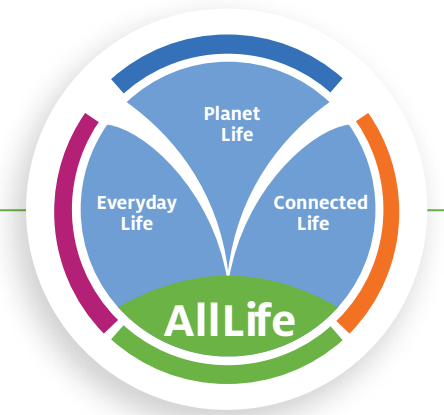
There is more work ahead, and I am confident in our path forward. We have the right strategy, strong partnerships and—most importantly—talented colleagues around the world who bring our purpose to life and help Ingredion **Be What's Next.**

Thank you to our employees, customers, growers, suppliers and communities for your partnership and trust. Together, we are building a more sustainable future.

JAMES P. ZALLIE
President and Chief
Executive Officer



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2025 Progress Summary

Everyday Life

ELEMENT	GOALS	STATUS	UNGC ALIGNMENT	UN SDG ALIGNMENT
People and Product Safety	• Achieve an employee and contractor TRIR of 0.18 by the end of 2025	●		3
	• Establish programs to enhance health and well-being in each major area of operation by the end of 2025	●		3
	• Further enhance our processes to achieve zero significant food safety-related incidents reaching consumers by the end of 2025	●		3
	• Increase the average hours of training per employee by 50% by the end of 2027	●		3
	• Achieve an employee and contractor TRIR of 0.15 by the end of 2030	●		
Human Rights	• Implement the ISO 26000 social responsibility guidance by the end of 2023	●	1,2,3,4,5,6,10	8
	• Assess the human rights protection practices across 100% of our agricultural supply chain for Tier 1 priority crops by the end of 2024	●	1,2,3,4,5,6,10	8
	• Audit 100% of suppliers meeting high-risk criteria for human rights by the end of 2027	●	1,2,3,4,5,6,10	8
	• Validate human rights protection across Ingredion’s operations and supply chain by the end of 2030	●	1,2,3,4,5,6,10	8



2025 Progress Summary

Everyday Life

ELEMENT	GOALS	STATUS	UNGC ALIGNMENT	UN SDG ALIGNMENT
Inclusion and Belonging	• Ensuring equal access for women at the manager level and above	●	6	5
	• Ensuring equal access for historically underrepresented talent at the manager level and above	●	6	5
	• Sustaining an industry inclusion benchmark on our global employee engagement survey	●	6	5
Innovation	• Develop and deploy a mechanism to allow for efficient product screening against our assessment criteria by the end of 2021	●	9	
	• Engage in three circular economy projects within our supply chain by the end of 2025	●	9	12
	• Have 40% of all new products aligned with the UN SDGs by the end of 2025	●	9	
	• Have 75% of all new products aligned with the UN SDGs by the end of 2027	●	9	



2025 Progress Summary

Planet Life

ELEMENT	GOALS	STATUS	UNGC ALIGNMENT	UN SDG ALIGNMENT
Environmental Impact	• Complete three projects per country where we have manufacturing operations to drive increased plastics circular economy by the end of 2025	●	7,8	12
	• Achieve a 28% reduction in absolute Scopes 1 and 2 GHG emissions by the end of 2030	●	7,8,9	13
	• Achieve a 15% reduction in absolute Scope 3 GHG emissions by the end of 2030	●	7,8,9	7,13
	• Reduce our water use intensity by 30% in all extremely high-stress geographies where we manufacture products by the end of 2030	●	7,8,9	6
	• Achieve 100% avoidance of waste to landfill by the end of 2030	●	7,8	12
	• Reduce COD or BOD by 10% from our wastewater discharge by the end of 2030	●	7,8	6
Biodiversity Protection	• Engage with an NGO partner to identify any endangered species impact by agricultural operations from which we source raw materials by the end of 2022	●	7,8,9	15
	• Assess agricultural biodiversity risks for priority crops and sourcing regions by the end of 2023	●	7,8,9	15
	• Identify local partners and engage in projects to have a net positive impact on any endangered species impacted by our supply chain by the end of 2025	●	7,8,9	15
	• Implement biodiversity conservation programs in all crop sourcing areas located in biodiversity hotspots by the end of 2025	●	7,8,9	15
	• Achieve zero deforestation, or 100% sustainable use of forest-based resources, by the end of 2030	●	7,8,9	15



2025 Progress Summary

Connected Life

ELEMENT	GOALS	STATUS	UNGC ALIGNMENT	UN SDG ALIGNMENT
Sustainable and Regenerative Agriculture	• 100% of global waxy corn supply sustainably sourced by the end of 2022	●	9	15
	• 100% of Tier 1 priority crops sustainably sourced by the end of 2025	●	9	15
	• Implement water conservation projects with growers in 100% of extremely high water-stressed sourcing geographies by the end of 2025	●	9	15
	• Confirm that 100% of our agricultural supply is not using pesticides of concern (as defined by the World Health Organization) by the end of 2025	●	9	15
	• Educate growers and/or implement integrated pest management in at least 70% of our agricultural supply chain by the end of 2027	●	9	15
	• 100% of our Tier 1 and 2 priority crops sustainably sourced by the end of 2030	●	9	15
	Food Security	• Implement five product or supply chain initiatives in support of plant-based or alternative proteins by the end of 2025	●	
• Catalyze food waste awareness and reduction by implementing at least five projects with customers and/or suppliers to minimize food waste in our supply chain by the end of 2025		●		12
• Implement agricultural efficiency initiatives in support of smallholder farmers in 100% of applicable geographies in our supply chain by the end of 2027		●		2

2025 Progress Summary

Connected Life

ELEMENT	GOALS	STATUS	UNGC ALIGNMENT	UN SDG ALIGNMENT
Community Impact	• Achieve measurable community impact in at least 10 countries where we operate by the end of 2028	●		2
	• Average two hours of volunteer time per employee per year by 2030	●		6
	• Double the number of community impact projects by 2030 (versus 2025 base-line)	●		



MATERIALITY TOPICS

Last year, Ingredion completed a double materiality assessment to comply with the then-current provisions of the Corporate Sustainability Reporting Directive (CSRD). This involved evaluating how our activities affect the environment and society, as well as how sustainability-related risks and opportunities could impact our financial performance.

Double Materiality Assessment

Through our Double Materiality Assessment process, we identified the following relevant topics:

- (E1) Climate change mitigation**
- (E1) Energy**
- (E2) Pollution of Water**
- (E3) Water**
- (G1) Corporate culture**
- (S1) Working conditions**

The inclusion of information in this report should not be construed as a characterization or an admission regarding the materiality or financial impact of that information for purposes of U.S. securities law. For additional information regarding Ingredion, please see our current and periodic reports filed with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.



EVERYDAY LIFE

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Our 2025 Safety Performance

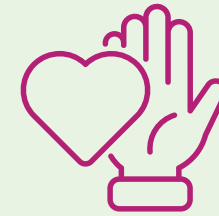
People and Product Safety



At Ingredion, our pursuit of zero—zero injuries and zero quality incidents reaching the end consumer—is embedded in our Care First value and guides how we operate every day.

In 2025, our safety performance reflected both progress and setbacks. Fortunately, there were no employee or contractor fatalities. For the year, our employee Total Recordable Incident Rate (TRIR) was 0.28, an improvement over 2024, and we continue to drive opportunities for improvement. We are focused on closing that gap.

While recordable injury rates measure incidents that have already occurred (often referred to as “lagging indicators”), we place equal emphasis on proactive measures that help prevent incidents before they happen. These “leading indicators” include safety observations, “near-miss” reporting and visible leadership engagement in high-risk activities. By strengthening these preventive practices, we reinforce a safety culture rooted in accountability, awareness and continuous improvement.



ONE WAY WE DO THIS IS THROUGH OUR BEHAVIOR-BASED SAFETY PROGRAM, **Courage to Care**, which equips

employees with the tools and confidence to speak up when they observe unsafe conditions or behaviors. The program reinforces the belief that safety is a shared responsibility and early intervention can prevent more serious outcomes.

Leadership teams across our global manufacturing network supported Courage to Care through regular on-site safety walk-throughs, engaging directly with frontline employees and identifying operational risks. Plants also significantly improved the timeliness of root cause analyses and corrective action completion, strengthening our ability to mitigate future risk and learn from incidents more effectively.





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People and Product Safety



“Safety is ultimately about how we take care of each other. When every person feels responsible not only for their own actions, but for the well-being of those around them, that’s when real progress happens. In 2025, we focused on reinforcing that mindset across every site, every shift and every role.”

CATHERINE ZIMMERMAN
Vice President,
Global EHS and
Sustainability

Across our operations, employees participated in safety observations and “near-miss” reporting to enhance hazard identification and promote early intervention. Together, these efforts reflect a proactive approach that prioritizes prevention, reinforces accountability and supports our ongoing pursuit of zero-incidents.

Safety Highlights

	EMPLOYEE TOTAL RECORDABLE INCIDENCE RATE	CONTRACTOR TOTAL RECORDABLE INCIDENCE RATE
2025	0.28	0.13
2024	0.31	0.12
2023	0.19	0.18
2022	0.33	0.28
2021	0.32	0.18
2020	0.28	0.22
2019	0.27	0.23

75%
of facilities with zero injuries.



57%
of manufacturing sites were injury free.



95%
of non-manufacturing sites were injury free.



The global Environmental, Health, Safety and Sustainability (EHS&S) software platform implemented in 2024 continues to support streamlined reporting and improved analytics. Enhanced visibility into plant-level and global trends enables targeted interventions and supports continuous improvement.

We are committed to reinforcing clear expectations, strengthening safety behaviors and advancing our zero-incident ambition across all operations.



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Our Ongoing Commitment to Product Quality

People and Product Safety



We focus on product quality because our customers and consumers depend on us to deliver safe, reliable ingredients. For us, quality means producing ingredients that consistently meet specifications, perform as expected and are safe for use in our customers' food products. Maintaining that consistency requires strong operational controls, disciplined processes and a culture centered on quality, second only to safety. In 2025, product recalls decreased year-over-year, and we saw perfect order improvements helping drive that performance.

In 2025, Ingredion strengthened its global approach to quality and customer experience by improving how we identify, analyze and resolve product issues. Cross-functional teams across quality, manufacturing, logistics and commercial functions worked together to address damaged packaging, a key driver of quality concerns. The company re-established global governance, aligned performance goals across functions and implemented standardized complaint management processes. Teams also enhanced data transparency by creating a single global reporting system to support root-cause analysis and faster decision-making. We implemented technical improvements to packaging design, pallet standards and warehouse handling practices across regions, conducted additional training and forged closer collaboration with customers. These actions contributed to improved "Perfect Order" performance, faster response times to customer inquiries and reduced product damage during transport.

Our Quality Guardians program encourages employees worldwide to take ownership of quality in all aspects of their work.

In 2025, overall program participation increased by

58%

The program is designed to empower employees to take immediate action if they have a concern about our product manufacturing. Remembering that we are consumers of our customers' on-shelf products helps our employees focus on the importance of continuing to make safe products that meet customer specifications.

Food Safety Highlights



Product recall



Product recall reaching consumers





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Our Approach

Human Rights



At Ingredion, respecting human rights means treating people fairly and safely throughout our operations and supply chain. This includes protecting workers from unsafe conditions, forced labor, discrimination and unfair treatment.

Ingredion is actively working to further enhance our human rights due diligence process, leveraging the OECD's guidance for multinational enterprises. In 2025, Ingredion established its first stand-alone **HUMAN RIGHTS POLICY**.



Our Human Rights Policy clearly outlines our commitment to internationally recognized human rights standards, including the UN Guiding Principles on Business and Human Rights and the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises. Our policy outlines how we identify risks, perform due diligence and respond when concerns arise.

Human rights is a cross functional effort with strong partnership between our Corporate Sustainability, Environmental Health Safety & Sustainability, Procurement, Legal and HR teams. In order to advance our collective knowledge and therefore amplify our practices, Ingredion is an active participant of the United Nations Global Compact and AIM Progress member forum.



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Human Rights in Our Agricultural Supply Chain

Human Rights

The crops we source are essential to our business and to the livelihoods of farming families around the world. We recognize that in some regions, farming communities face complex challenges, including risks related to child labor, forced labor, unsafe working conditions and income instability. Addressing these issues requires care and coordination across the supply chain.

We set clear expectations for our suppliers and work closely with them to promote responsible practices at the farm level. Through our responsible sourcing programs and sustainable and regenerative agriculture initiatives, we aim to strengthen traceability, increase transparency and support safe, fair working conditions. In higher-risk regions or commodity supply chains, we take additional steps to deepen due diligence and engage directly with suppliers and independent partners through our in-country agriculture teams.

More information on our work with agricultural suppliers is available in the **SUSTAINABLE AND REGENERATIVE AGRICULTURE SECTION** of this report.



“Human rights is not a standalone initiative at Ingredion; it’s part of how we do business every day. By formalizing our Human Rights Policy and strengthening supplier engagement through All Life Partners, we are building greater transparency and accountability throughout our value chain.”

BRITTANY VANBUSKIRK
Manager,
Sustainability and
Human Rights





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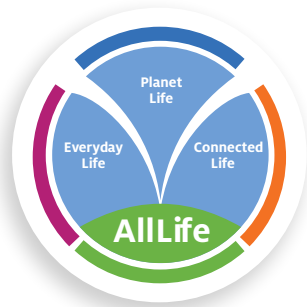
GOVERNANCE

Scaling the All Life Partners Responsible Sourcing Program

Human Rights



We launched the All Life Partners (ALP) Responsible Sourcing Program in 2024 to strengthen our approach to identifying and managing human rights risks in our supply chain. The first two phases of this program focus on engaging with non-agricultural suppliers that meet high-risk criteria, with the goal of auditing all suppliers by the end of 2027.



In 2025, we streamlined our auditing scope to identify suppliers that meet high-risk human rights criteria more accurately. By year-end,

39% of in-scope suppliers had completed a SMETA audit or an equivalent assessment.

To strengthen oversight and track progress toward our 2027 goal, we launched a responsible sourcing dashboard that monitors audit completion, Sedex registrations, supplier self-assessments and remediation activities at both the supplier and regional levels.



Ingredion hosted its first Supplier Day in 2025, focused on partnering for growth in innovation and responsible sourcing. Ingredion's leadership presented on our growth aspirations, how together we can deliver value for customers and challenges we can overcome as partners. 50 strategic suppliers were present and engaged throughout our inaugural supplier day.

In 2025, Ingredion's Brazil procurement and sustainability teams launched our inaugural Innovability program, challenging suppliers to submit sustainability innovations that would be a win-win for the partnership. This project resulted in 25 submissions with four supplier partners recognized in a ceremony at our São Paulo office.

Ingredion plans to continue to leverage the strength and innovation of our strategic suppliers to support ethical supply chains, drive increased innovation and work for a more sustainable food system.



To assess supplier practices, we use the Sedex Members Ethical Trade (SMETA) audit, one of the most widely recognized social audit methodologies globally. This audit evaluates suppliers across labor standards, health and safety, environmental management and business ethics. These assessments are conducted by independent third-party auditors and include on-site reviews, worker interviews and documentation checks.



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Strengthening Oversight in Our Operations

Human Rights

Ingredion has been conducting social responsibility audits for over a decade. In 2025 we conducted

16 SMETA audits of our global manufacturing sites to ensure we upheld strong practices focused on labor rights, ethics, health and safety, and the environment.

The most common areas for improvement based on our 2025 SMETA audits were related to employee working hours and site maintenance practices.

In 2025, our US team introduced a service to provide nurse-level care to all employees at our manufacturing sites. This provides peace of mind to injured employees that their case and treatment options have been adequately reviewed and determined, providing the right treatment at the right time with the right outcome.

To further build upon the launch of our 2023 Life Savers efforts, we had six global “near-miss” winners for each of our priority areas. These winners embraced the mindset of our Life Savers Gemba Walks, to have courageous conversations and take action to protect our colleagues health and safety.



Industry Engagements

Human Rights

 AIMprogress

In 2025, Ingredion joined AIM-Progress, a global forum of consumer goods companies and suppliers focused on responsible sourcing and human rights. Through this membership we have a pathway to collaboration and continuous knowledge building, supporting our efforts to improve our human rights due diligence. In addition, we are actively seeking ways to upskill our supply chain. Through the value provided by our AIM-Progress membership,

11 of our Thai suppliers received multi-session training on human rights due diligence.



These efforts reflect our belief that improving supply chain transparency and labor standards requires collaboration and education. By collaborating with peer companies, suppliers and civil society organizations, we can help drive meaningful improvements beyond our direct operations.



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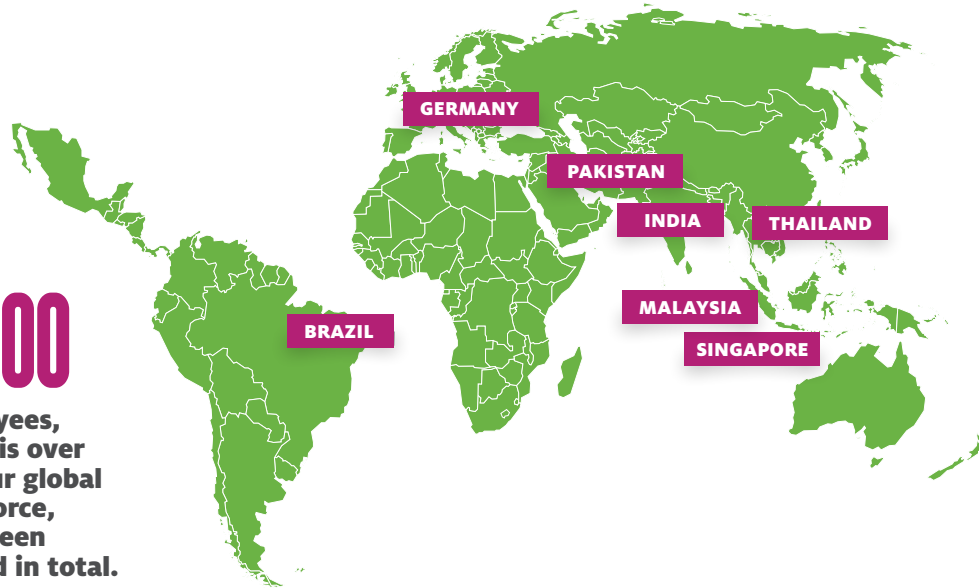
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Training Highlights

Human Rights

In 2025 we continued to expand our global human rights training to over 1,000 additional employees. We focused our efforts on delivering local language human rights training in Brazil, Germany, Singapore, Thailand, Malaysia, Pakistan and India.

6,500
employees,
which is over
half our global
workforce,
have been
trained in total.



This training focused on the importance of human rights at Ingredion, the ETI base code including no forced or child labor, Ingredion’s human rights management system and SMETA audits value in evaluating our program. This training will roll out to additional employees globally in 2026.



Participant Insight

“I’ve been participating in the Human Rights Due Diligence Capacity-Building Program hosted by AIM-Progress and the International Organization for Migration (IOM) since mid-2025. The program is sponsored by The Coca Cola Company (from whom we received the invitation) along with some other consumer goods companies that are also our customers.”



**SUSTAINABILITY
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EXTERNAL
TRAINING
PARTICIPANT**
Mexico

The course is ongoing until late-April and aims to strengthen the capacity of first-tier suppliers to align labor practices with human rights and regulatory frameworks, contributing to risk mitigation and improved governance across fast-moving consumer goods value chains.

The program promotes fair working conditions, ethical recruitment, non-discrimination, occupational health and safety and effective worker participation mechanisms to support more sustainable supply chain management systems through asynchronous modules, expert-led sessions and an in-person workshop (held in late November of last year).



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Protecting Children's Rights

Human Rights

Ingredion is committed to protecting children's rights across our operations and supply chain. While we have not identified child labor in our operations, we recognize that certain agricultural regions and supply chains pose higher risks.

One way we measure our progress is through the Global Child Forum (GCF) benchmark, an independent assessment that evaluates how companies address children's rights in their business practices. GCF reviews company policies, governance structures, supply chain oversight and how companies respond if issues are identified. In 2025, Ingredion received a score of 8.5 out of 10, up from 7.5 in 2024. This score places us well above the food and beverage industry average.

We use this benchmark to both measure performance and identify areas where we can strengthen our approach and protect vulnerable populations within our value chain.



Global Child Forum



8.5 GLOBAL CHILD FORUM (GCF) 2025 INGREDION SCORE
2024 Ingredion Score: 7.5
2025 Industry Average Score: 5.1

In 2025, we developed and established our first Child Labor Remediation procedure. This procedure provides a process and external resources if child labor were to be found at one of our manufacturing facilities.





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Living Wage Practices

Human Rights

The International Labor Organization defines a living wage as compensation that enables employees to maintain a decent standard of living in their region. Living wage benchmarks typically reflect the cost of essential needs such as housing, food, healthcare, education and transportation.

In 2025, we evaluated how our pay practices compare with recognized living wage benchmarks across our global operations. We conducted internal gap assessments in Latin America and the Asia-Pacific region to evaluate how employee compensation compares with living wage standards.



Our analysis indicated that most of our sites are already paying at or above the living wage. While we have not had these assessments externally verified, they provide valuable insight into our compensation practices.



United Nations Global Compact

We also participated in a United Nations Global Compact peer learning group focused on living wage. Through this forum, we engaged with other companies to better understand evolving expectations, methodologies and practical implementation challenges. As regulatory and stakeholder expectations evolve, we will use these insights to strengthen our approach.





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Our Inclusion and Belonging Strategy

Inclusion and Belonging



Our Inclusion and Belonging strategy is grounded in three pillars: Workforce Representation, Workplace Belonging and Strategic Partnerships. By focusing on these areas, we aim to create an environment where every employee feels valued and empowered to contribute their best.

Leveraging the Value of Inclusion

To measure progress, we look at:

1

Ensuring equal access for women at the manager level and above

2

Ensuring equal access for historically underrepresented talent at the manager level and above

3

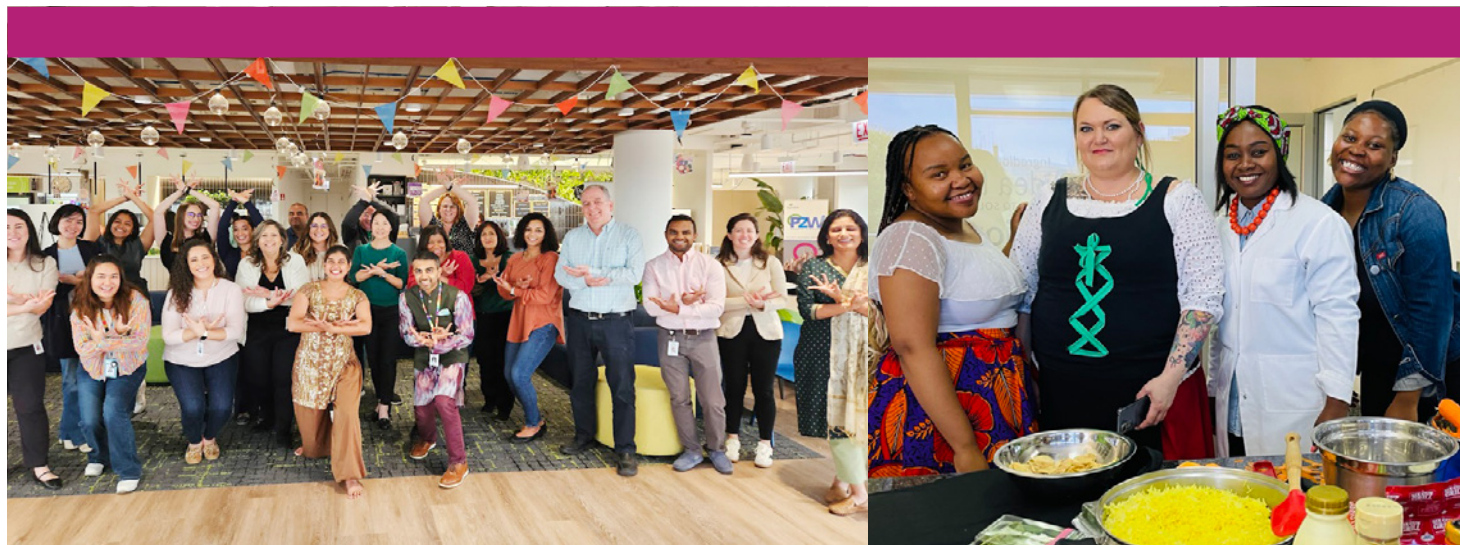
Sustaining an industry inclusion benchmark on our global employee engagement survey



“At Ingredion, Inclusion and Belonging is how we bring our core values to life and unlock the collective strength of our people. When colleagues feel valued, respected and empowered to contribute, we foster stronger collaboration, greater innovation and better outcomes for our customers and communities. In 2025, we continued embracing our culture of inclusion, strengthening our engagement and expanding participation in our Business Resource Groups and programs like Global Inclusion Week, reinforcing our belief that when everyone belongs, we perform at our best.”

NANCY WOLFE

SVP and Chief Human Resources Officer,
Executive Sponsor for SERVE





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Workplace Representation

Inclusion and Belonging



At Ingredion, we strive to create a thriving workforce through inclusive practices and experiences offered to all to deliver strong business outcomes. We report our workforce data in alignment with Global Reporting Initiative (GRI) standards to ensure clarity and transparency.

Gender Representation

MALE FEMALE OTHER



Independent Board of Directors (10 MEMBERS)

WOMEN
40%

RACIALLY/
ETHNICALLY DIVERSE
20%

OVER 50
YEARS OLD
100%





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Inclusion and Belonging

Age Groups (ALL LEVELS)

14.4% UNDER 30 YEARS OLD

61.3% 30-50 YEARS OLD

24.3% OVER 50 YEARS OLD

Tenure Groups (ALL LEVELS)

18.3% 0-2 YEARS 18.9% 5-10 YEARS

21.3% 2-5 YEARS 41.5% 10+ YEARS

Manufacturing Representation (ALL LEVELS)

74%

Racial and Ethnic Representation (US)

59.3% WHITE 13.1% LATINX

6.1% ASIAN 3.5% OTHER

15.9% BLACK 2.1% UNDISCLOSED



THE WORKFORCE REPRESENTATION DATA USES GLOBAL REPORTING INITIATIVE (GRI) STANDARDS.



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Workforce Belonging

Inclusion and Belonging

Representation is only one part of inclusion. We strive to foster a culture where employees feel respected, heard and supported.

Global Inclusion Week

Ingredion hosted its third annual Global Inclusion Week (GIW), bringing together employees across regions, functions and roles to activate our core value: Everyone Belongs.

We organized GIW around five key topics based on insights from our employee engagement survey: inclusion, collaboration, barriers to execution, career growth and psychological safety. We provided a global framework to ensure consistency, while empowering each region to tailor programming to reflect local priorities and cultural context.

We held more than 100 events globally, with strong participation from both office and manufacturing locations. We increased the number of in-person sessions to foster deeper local connections, while also offering virtual events to enable global collaboration. More than 6,000 employees engaged in GIW activities throughout the week.

Our Business Resource Groups (BRGs) played a key role in planning and leading many of these sessions. More than 200 employees contributed to organizing the week, demonstrating that Inclusion and Belonging are shared responsibilities across the company.

Our Executive Leadership Team were key participants in this year's programming, connecting their leadership to lived experiences by sharing personal stories about why Inclusion and Belonging matter to them. Their participation reinforced our commitment to building a culture rooted in respect, care and authenticity.

GIW provides time to reflect on our progress, deepen our understanding and empower employees to take action with their teams and in their communities. As workplace expectations evolve, GIW is one way we show our commitment to creating an environment where everyone feels valued and able to contribute their best.





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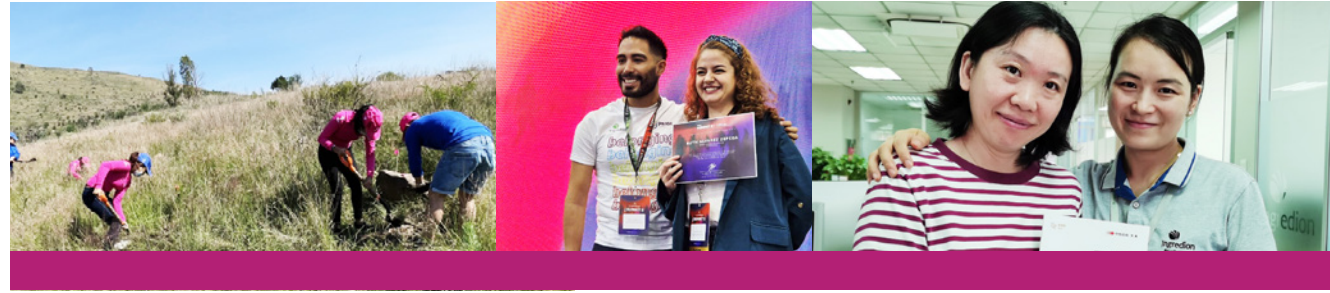
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Business Resource Groups (BRG)

Inclusion and Belonging



Our nine Business Resource Groups (BRGs) play an important role in advancing our Inclusion and Belonging strategy. These employee-led groups are open to all and serve as a powerful driver of culture, connection and performance at Ingredion.



ABLE
Alliance of Black Employees



ADAPT
Asian Diaspora and Pacific Islanders Together



EMPOWERED
Empower Employees with Disabilities



INSPIRE
Ingredion's Network for Supporting Intercultural Relations & Exchange



LIDER
Latinx of Ingredion for Development, Education and Recognition



NEXT
Network of Early Talent



PRIDE
at Ingredion



SERVE
Serving Ingredion's Veterans and Military Families



WIN
Women of Ingredion Network

In 2025, NEXT evolved from an early-career-focused group to a multi-generational BRG, reflecting our commitment to supporting employees at every career stage and reinforcing the value of cross-generational collaboration.

BRG participation grew last year, with nearly 26% of our global workforce enrolled in at least one group. Growth was particularly strong in the Asia Pacific region, where participation more than doubled year over year. This expansion reflects the increasing global integration of BRGs into our culture and operations.

Beyond fostering connection, our BRGs serve as business enablers. They support university recruiting and onboarding through buddy programs, contribute to customer engagement opportunities and help deliver Inclusion and Belonging education across our organization—including within manufacturing environments. BRGs also collaborate with external partners and industry organizations to help advance inclusion across the broader food and beverage sector.

To further strengthen impact, we continued formal leadership development for BRG regional leaders, equipping them with skills in stakeholder engagement, project management and strategic planning. By investing in these leaders, we reinforce BRGs not only as communities of belonging but also as platforms for developing future talent.



“With more than a quarter of our global workforce engaged, our BRGs are more than communities of connection—they are catalysts for leadership development, innovation and business impact.”

SHERRI DUBLIN
VP, Inclusion, Culture, Internal Communications and HR for Finance and Legal



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Pay Parity Statement

Inclusion and Belonging



We are committed to equal pay for equal work, regardless of gender, race, ethnicity or other personal characteristics.

To uphold this commitment, we benchmark compensation against local market data and establish pay ranges based on objective factors such as role scope, experience, job location and performance. We regularly review our compensation practices to promote fairness and consistency across the organization.

In 2024, we conducted a comprehensive pay equity analysis across our global operations. The assessment identified no systemic issues or negative pay gaps between male and female employees. In the United States, the analysis also identified no systemic issues or negative pay gaps across racial and ethnic groups. Our next formal pay equity analysis will happen in 2026 as part of our ongoing review cycle.

Beyond base pay, we recognize that a holistic total rewards approach is essential to attracting, engaging and retaining talent. Guided by our Care First value, we provide competitive medical and retirement benefits, along with programs that support employees' financial, physical and mental well-being. These include paid parental and caregiver leave, as well as access to wellness resources designed to support employees at every stage of life.





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Strategic Partnerships

Inclusion and Belonging



We believe meaningful partnerships strengthen our culture, broaden opportunity and create lasting impact in the communities where we operate. Through collaboration with leading organizations, we work to expand, develop and support talent across industries.

Several partnerships continue to shape our progress:

Society of Women Engineers (SWE):

In 2025, we continued our engagement with SWE, supporting efforts to empower women in engineering and technology and strengthen our early talent pipeline through industry collaboration and recruitment initiatives.

American Corporate Partners (ACP):

Now in our fourth year of participation, we provide 1:1 mentoring and career support to veterans and active-duty military spouses as they transition into civilian careers.

Institute of Food Technology (IFT):

For the fourth consecutive year, we maintained our Inclusion and Belonging-focused partnership, sharing best practices and contributing to efforts that reduce barriers for historically excluded talent within the food science industry.

LEAD Network: Since 2021, we have partnered with LEAD Network to advance inclusion across the European retail and consumer packaged goods sectors. In 2025, we engaged in industry dialogue and participated in annual programming to strengthen regional impact.

Out & Equal: Our partnership with Out & Equal reinforces our commitment to creating inclusive workplaces that support LGBTQ+ employees and allies.

ASCEND: For the third consecutive year, we partnered with ASCEND to support the development of future business leaders and strengthen the representation of Pan-Asian professionals.

2025 Supplier Diversity Spend (US)

Supplier diversity helps Ingredion build a more resilient and inclusive supply chain while expanding opportunities for businesses in the communities where we operate. These partnerships support innovation, strengthen local economies and reflect our commitment to responsible sourcing and inclusive business practices.

100%
\$37,023,089

41.2%

Women-Owned
\$15,236,162

9.6%

Hispanic-American
\$3,559,583

9.0%

Veteran-Owned
\$3,320,054

6.5%

Asian American
\$2,423,890

3.7%

African American
\$1,364,889

3.6%

Native American
\$1,316,713

3.3%

LGBTQ
\$1,207,594

1.0%

Disabled
\$358,619

0.5%

Disadvantaged
\$175,433

21.8%

Other Minority
\$8,060,153



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Scaling Impact through Focused Innovation

Sustainable Innovation



At Ingredion, sustainable innovation is an important part of how we create long-term value for our customers, our business and the world around us. We are sharpening our focus on innovation that delivers measurable environmental impact while maintaining performance and affordability. In 2025, we built on earlier work to identify the strongest business opportunities for sustainable innovation and began scaling them through clearly defined priority areas that align our environmental commitments with customer growth.

Ingredion's Sustainable Innovation Framework

We follow six sustainable innovation pillars that embed people-centric, sustainable value into every stage of the design process:

End-to-end optimization: Reducing internal and shared emissions by holistically evaluating product functionality and manufacturing processes to unlock mutual efficiencies.

Crop innovation: Improving farming practices and identifying plant traits that help crops perform better, so we can produce ingredients more efficiently.

Customer reformulation: Delivering sustainable value through ingredient and formulation strategies that reduce emissions, improve health outcomes and lower costs by tweaking components such as fat, protein or cocoa.

Upcycled ingredients: Transforming food and agricultural byproducts into innovative solutions that enhance texture, nutrition and sustainability.

Novel ingredients: Replacing traditional animal-based ingredients such as dairy, meat and eggs with sustainable, plant-based or more responsibly produced alternatives.

Sustainable packaging: Creating next-generation packaging using plant-based materials to replace plastics and reduce the environmental footprint of packaging systems.

This framework allows us to move beyond individual projects and systematically identify where innovation can drive both environmental and financial benefits.



"Our customers are under increasing pressure to reduce emissions, reformulate products and deliver on sustainability commitments. Our role is to bring science, technology and collaboration together to deliver solutions that help them achieve those goals—without compromising cost, functionality or the consumer experience."

ERIC WEISSER
Head of Ventures,
Open Innovation
and Customer
Innovation



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Advancing Sustainable Innovation at Climate Week NYC

Sustainable Innovation



At Climate Week NYC, Ingredion joined other global leaders at Regen House to showcase innovations across our six pillars. The session emphasized why we need to embed sustainability from the start of product design and consider it throughout the entire value chain. Together with key stakeholders and industry partners, we explored how we are putting these principles into practice, shared our current progress and outlined future ambitions.

Scaling Circular Ingredient Solutions

Upcycled ingredients are a key focus of our sustainable innovation strategy. In 2025, we advanced our work with citrus fiber made from citrus peels, turning what was once a byproduct into a functional ingredient that improves texture and performance in food applications.



Historically, we've directed these waste streams—such as corn protein, fiber and steep liquor—to animal feed applications. We expanded efforts to refine them for use in food, pet food and nutrition products, where their functional and nutritional qualities can create new value.



Together, these initiatives reflect our long-term commitment to circularity by better using the resources we already process, reducing waste and creating additional value across our operations.

Deepening Our Collaboration with HowGood



Our partnership with HowGood has evolved from a pilot expansion to deeper integration. What began as product-level screening has become a strategic capability that enables:

- 1 **Product-level carbon footprint assessments**
- 2 **Alignment of new product development with UN Sustainable Development Goals**
- 3 **Integration of product data directly into customer sustainability systems**
- 4 **Use of farm-level data through HowGood's FieldScope tool to refine Scope 3 calculations**

In some cases, HowGood has built API integrations between its platform and customer systems, significantly improving efficiency and transparency. This expanded collaboration strengthens our ability to respond to increasing customer requests for verified environmental data.



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Partnering with Customers to Bring Sustainable Innovation to Market

Sustainable Innovation

Collaboration with customers is central to our sustainable innovation strategy. By working closely with foodservice brands and manufacturers, we help translate sustainability goals into products that meet consumer preferences for taste, texture, nutrition and affordability.

Our Cullinology® team partnered with Shake Shack to create a plant-based burger for its restaurants. This collaboration exemplifies how Ingredion brings together culinary expertise, formulation science and sustainability insights to deliver consumer-preferred products that respond to shifting dietary trends.

Expanding Texture-Based Innovation

In 2025, Ingredion announced a \$100 million investment in our Indianapolis, Indiana, facility to expand capacity and enhance capabilities within the Texture & Healthful Solutions portfolio. The project represents the company's largest plant investment in the past five years.

The upgrades will enable us to increase production of specialty starch-based texturizers that our customers use to create appealing textures across a range of products—from snacks and sauces to baked goods and beverages. In addition to expanding capacity, the facility will install modernized equipment designed to improve operational efficiency, enhance reliability and reduce greenhouse gas emissions. We expect to complete these facility improvements in the second half of 2026.

Advancing Circular and Sustainable Packaging Solutions

Ingredion's customers are increasingly looking for our products to be delivered in packaging that is recyclable, compostable or resource efficient.

Ingredion invested \$50 million to modernize and expand our Cedar Rapids, Iowa, facility, increasing production of specialty starches used in paper and packaging as an alternative to traditional plastic linings. These plant-based ingredients help strengthen cardboard boxes and paper packaging used to ship products and protect food. They improve durability, help packaging retain its shape, support heavier loads and resist moisture.





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Investing in Research and Collaboration

Sustainable Innovation

Our sustainable innovation is strengthened through collaboration. Ingredion supports research partnerships with the University of Queensland, the University of Illinois and King's College London.



These partnerships allow us to explore next-generation ingredient systems while expanding scientific understanding of sustainable food solutions.

For example, University of Illinois researchers are working to improve vegan mayonnaise formulations, helping create plant-based options that deliver the taste and texture consumers expect.



Our Commitment to Animal Welfare

Ingredion is committed to our animal welfare policy, which restricts animal testing of our products to only those instances where it is required by applicable law. Our Animal Welfare Council—a multi-functional team representing innovation, regulatory, legal and sustainability—meets quarterly to review our practices and ensure compliance with our policy.

Ingredion is a signatory to PETA's 'Eat Without Experiments' Program, which means that we do not allow animal testing for any purpose unless it is explicitly required by law.



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Working to Reduce the Environmental Impact of Our Operations

Environmental Impact



Our Science-Based Target

Our current Scopes 1, 2 and 3 greenhouse gas (GHG) reduction goals are validated by the Science-Based Targets initiative (SBTi) and aligns with a well-below 2°C pathway under the Paris Agreement. In 2025, we evaluated the technical and financial implications of transitioning to a 1.5°C-aligned target. Under the latest SBTi FLAG guidance, companies are not required to update existing targets until they come up for recertification. Ingredion’s recertification is expected in 2028, at which time we will update our targets.

Looking ahead, we will continue to assess pathways to deeper emissions reductions, ensuring that any future target updates are supported by a credible, commercially viable implementation plan aligned with stakeholder and customer expectations.

In 2025, we made progress toward our Environmental Impact goals, focusing on reducing operational emissions, improving resource efficiency and embedding environmental performance into how we run our business.

2025

Progress

-25%

Carbon Emissions (Scope 1 and 2)

+1%

Water Use Intensity*

-15%

Carbon Emissions (Scope 3)

95%

Waste to Landfill Avoidance

31%

Renewable Electricity

+2%

Wastewater COD Intensity

*Extreme highly stressed geographies only. Results based on 2019 baseline.

Environmental Metrics

1,750,327

METRIC TONS

Scope 1 Emissions

751,456

METRIC TONS

Scope 2 Emissions

14,739,018

METRIC TONS

Scope 3 Emissions

5,080,561

METRIC TONS

Scope 3 FLAG Emissions

29,899

METRIC TONS

Biogenic Emissions*

287,888

METRIC TONS

Solid Waste

49,771,414

CUBIC METERS

Water Use (Global)

*Net emissions after removals. Ingredion’s environmental data has undergone limited verification by our outside auditor, Apex.



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Update on Our Climate Transition Plan

Environmental Impact



Customers, investors and other stakeholders increasingly want to understand not only the targets companies set, but also the actions behind them. Our climate transition plan provides that clarity, outlining four key levers that will help us achieve our science-based target to reduce absolute Scope 1 and 2 GHG emissions by 28% by 2030 from a 2019 baseline.

LEVER: Optimize Energy Consumption

INGREDIENT PERFORMANCE SYSTEM (IPS): IPS standardizes tools, routines and best practices across our manufacturing processes to drive continuous improvement in energy efficiency, water use and waste reduction. In 2025, we expanded IPS implementation across our global network, embedding it more deeply as our standard way of working and strengthening the connection between operational discipline and environmental performance.

ENERGY EFFICIENCY CAPEX INVESTMENT: Ingredient continues to invest globally in projects that improve plant performance while reducing GHG emissions and water use across our manufacturing network.

Lever	Progress
Optimize Energy Consumption	<ol style="list-style-type: none"> 1. Ingredient Performance System (IPS) 2. Energy Efficiency Capex Investment 3. Network Optimization
Substitute Energy Sources	<ol style="list-style-type: none"> 4. Coal Conversion 5. Biomass Energy 6. Renewable Electricity 7. Zero/Low Carbon Fuels (e.g., Renewable Natural Gas and Green Hydrogen) 8. Electric Vehicles 9. Process Electrification
Capture CO2	<ol style="list-style-type: none"> 10. Carbon Capture, Utilization and Sequestration (CCUS)
Offset	<ol style="list-style-type: none"> 11. Purchased Offsets

We prioritized these investments based on environmental impact and financial return, supporting progress toward our 2030 Scope 1 and 2 targets while maintaining operational efficiency and cost competitiveness.

NETWORK OPTIMIZATION: Network optimization is an ongoing focus of our Global Operations team, aimed at efficiently leveraging our global manufacturing

footprint to meet customer requirements with high levels of service and performance. As part of our cost-to-compete initiative, we previously announced the cessation of operations at three smaller facilities in Brazil, Canada and the United Kingdom. The closure of these sites resulted in a modest reduction in our overall GHG footprint, reflecting the removal of associated energy consumption and process emissions from our manufacturing network.



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Environmental Impact

LEVER: Substitute Energy Sources

COAL CONVERSION: We completed the conversion of our Winston-Salem, North Carolina, facility from coal to natural gas, marking the exit of coal use across all Ingredion operations in the Americas. This milestone represents a meaningful step forward in reducing the carbon intensity of our manufacturing footprint. The transition to natural gas is expected to reduce GHG emissions by approximately 5,400 metric tons of carbon dioxide equivalent (CO₂e) annually – equivalent to approximately 7.9% of the plant’s total emissions. Beyond carbon reduction, the conversion delivers additional environmental and operational benefits, including:



Improved air quality profile through elimination of sulfur- and chlorine-containing coal inputs.



Enhanced byproduct utilization, as wood ash generated from biomass can be beneficially applied to agricultural land to support soil health.



Reduced on-site truck traffic, as coal deliveries are no longer required.

BIOMASS ENERGY: Biomass energy has been utilized in new renewable biomass boiler investments in three Brazilian locations since 2019, which has enabled Ingredion to reduce its carbon footprint with the transition to renewable sources.

RENEWABLE ELECTRICITY: Renewable electricity is a key lever in reducing our Scope 1 and 2 emissions. The cost and availability of renewable energy varies by market, influenced by local infrastructure, supply dynamics and regulatory conditions. In 2025, we expanded renewable electricity purchases where commercially viable, while evaluating long-term agreements and on-site generation opportunities to balance emissions reductions with cost competitiveness. As a result,

31% of our total purchased electricity was sourced from renewable energy.

We will continue assessing opportunities to increase renewable electricity adoption across our network as market conditions and technologies evolve.

ZERO/LOW CARBON FUELS: Renewable natural gas (RNG) and green hydrogen represent important longterm opportunities to reduce emissions from processes that rely on natural gas, our primary manufacturing fuel. In 2025, we evaluated commercially viable RNG supply options and monitored advancements in green hydrogen technologies. As customers prioritize cost-competitive solutions, we carefully balance fuel transition decisions with economic considerations. Several sites utilize anaerobic wastewater treatment systems that generate biogas, a lower-carbon alternative to conventional natural gas. We have strengthened on-site utilization through investments, such as enhancements to biogas storage at our Kalasin, Thailand, facility. Overall, 62% of biogas was reused for energy recovery within our operations, supporting energy needs such as thermal processes and product drying.





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Environmental Impact

ELECTRIC VEHICLES: Electric vehicles don't have a significant impact on our direct emissions because we rely mainly on third-party logistics providers to move our products. As a result, most transportation-related emissions are reported within Scope 3. However, we do maintain a small global fleet of leased vehicles for employee use. We continue to evaluate the use of electric vehicles in our fleet, but we currently do not have a formal policy or commitment in place.

PROCESS ELECTRIFICATION: When paired with renewable electricity, process electrification represents a longer-term pathway to reducing operational emissions. This approach is most viable during greenfield builds, major expansions or equipment replacement cycles, where design flexibility allows for evaluation of electric alternatives. We assessed emerging electrification technologies and their economic feasibility as alternatives to conventional natural gas-fueled equipment. As infrastructure, grid reliability and renewable availability improve, we will evaluate targeted opportunities to integrate electrified solutions into our manufacturing network.

LEVER: Capture CO₂

CARBON CAPTURE, SEQUESTRATION AND UTILIZATION (CCSU): We previously evaluated CCSU technologies for Ingredion's corn wet milling processes with a third-party consultant. The flue gas streams that are potential targets for carbon capture have low CO₂ concentrations compared to other processes that produce high-concentration CO₂ streams. The low CO₂ concentration stream affects the economic feasibility of using the current carbon capture technology, but we plan to monitor technological advances in this area.

LEVER: Offset

PURCHASED OFFSETS: Purchased offsets are not a priority for Ingredion at this time, as we focus on reducing physical emissions in our operations.

Scope 3

We also set a goal to reduce our absolute Scope 3 emissions by 15% by 2030 from a 2019 baseline. Our Scope 3 strategy focuses on reducing emissions from our three largest sources. Within these priority categories, we are pursuing targeted pathways to drive meaningful reductions.

Category	Pathways
Purchased Goods and Services	<ol style="list-style-type: none"> 1. Regenerative and Sustainable Agriculture 2. Supplier Engagement (e.g., Chemicals, Packaging, Ingredients)
Transportation	<ol style="list-style-type: none"> 3. Mode and Logistics Optimization 4. Alternative Transportation Fuels
Processing of Sold Products	<ol style="list-style-type: none"> 5. Customer Engagement



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Environmental Impact

CATEGORY: Purchased Goods and Services

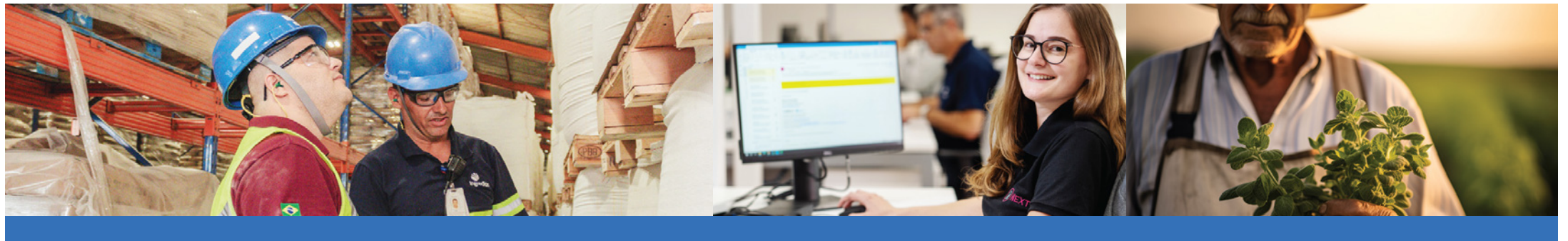
SUSTAINABLE AND REGENERATIVE AGRICULTURE are central to reducing Ingredion's Scope 3 emissions. Through close collaboration with growers, the company is advancing practices like soil health improvement, integrated pest management and more efficient fertilizer use. These efforts help lower on-farm emissions, improve carbon outcomes at the field level and strengthen the resilience of Ingredion's agricultural supply chain, making them a critical lever in achieving long-term climate goals.

SUPPLIER ENGAGEMENT is one of the most important ways we can reduce Scope 3 emissions tied to purchased materials. After analyzing our supplier base to identify those with the greatest impact on our spend-based Scope 3 footprint, we strengthened our engagement by implementing a digital platform to better manage emissions data and collaborate with suppliers. During the year, we began rolling out the system to improve data accuracy, simplify emissions calculations and enhance supplier outreach. This platform will allow us to collect more consistent primary emissions data and focus our efforts on the suppliers that matter most. We expect to gain clearer visibility into emissions hotspots and work more closely with priority suppliers on practical reduction pathways—helping us drive measurable Scope 3 reduction progress over time.

CATEGORY: Transportation

MODE AND LOGISTICS OPTIMIZATION help manage both our carbon footprint and delivery costs. Through disciplined Sales and Operations Planning (S&OP), our Global Supply Chain team accurately forecasts demand and minimizes the need for expedited shipments, including carbon-intensive air freight. Overall, air freight accounts for only a small portion of our overall logistics spend and emissions profile. We advanced load and routing optimization through improved planning tools and processes to enhance freight efficiency and reduce unnecessary transport emissions.

ALTERNATIVE TRANSPORTATION FUELS, including advanced biofuels for ocean freight and electric trucks, are emerging solutions with evolving cost and infrastructure considerations. In 2025, we evaluated these options in collaboration with logistics partners, focusing on use cases where route distance, charging infrastructure and total cost of ownership align with operational requirements. We maintained pilot deployments of electric trucks in select markets and collaborated with vendors to assess scalability and commercial viability. As technology matures and infrastructure expands, we will identify more opportunities to integrate lower-carbon transportation solutions into our logistics network.





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Environmental Impact

CATEGORIES: Processing of Sold Product

CUSTOMER ENGAGEMENT is an important part of our Scope 3 strategy, especially as it relates to emissions from the processing of our ingredients within customer facilities. Last year, we began advancing structured engagement with select customers who share similar sustainability objectives, building on growing demand for product carbon footprint transparency and primary data exchange. Leveraging tools such as HowGood and enhanced data-sharing capabilities, we are collaborating with customers to better understand processing emissions, support reformulation efforts and integrate primary data into Scope 3 calculations. These early engagements position us to deepen product-level collaboration and identify joint opportunities to reduce GHG emissions across the value chain.



Using Water Wisely in Our Operations

Water is fundamental to agriculture, food production and the communities where our facilities operate. In many of the regions where we source crops and manufacture ingredients, water availability is becoming less predictable. This reality makes responsible water management—both in our operations and across our agricultural supply chain—increasingly important.

In 2025, performance in these regions was stable compared to our 2019 baseline. Many of our facilities in high-stress areas, particularly in Mexico, are already among the most water-efficient in our global network. As a result, further reductions require more complex operational improvements and targeted capital investments rather than incremental efficiency gains.

In 2025, Ingredion worked with a third-party consultant to undertake a review and update of our water risk model. As a result of this work, there was a change to the water risk level of some of the geographic locations of our manufacturing sites. The resultant impact to our water reduction target comes in Mexico, where our Tlalnepantla site remained high stress, but our Guadalajara and San Juan del Río sites were reclassified as medium stress. We will continue to periodically update our water risk methodology as the publicly available tools that inform it continue to update and evolve.





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Environmental Impact

Improving Waste Generation in Operations

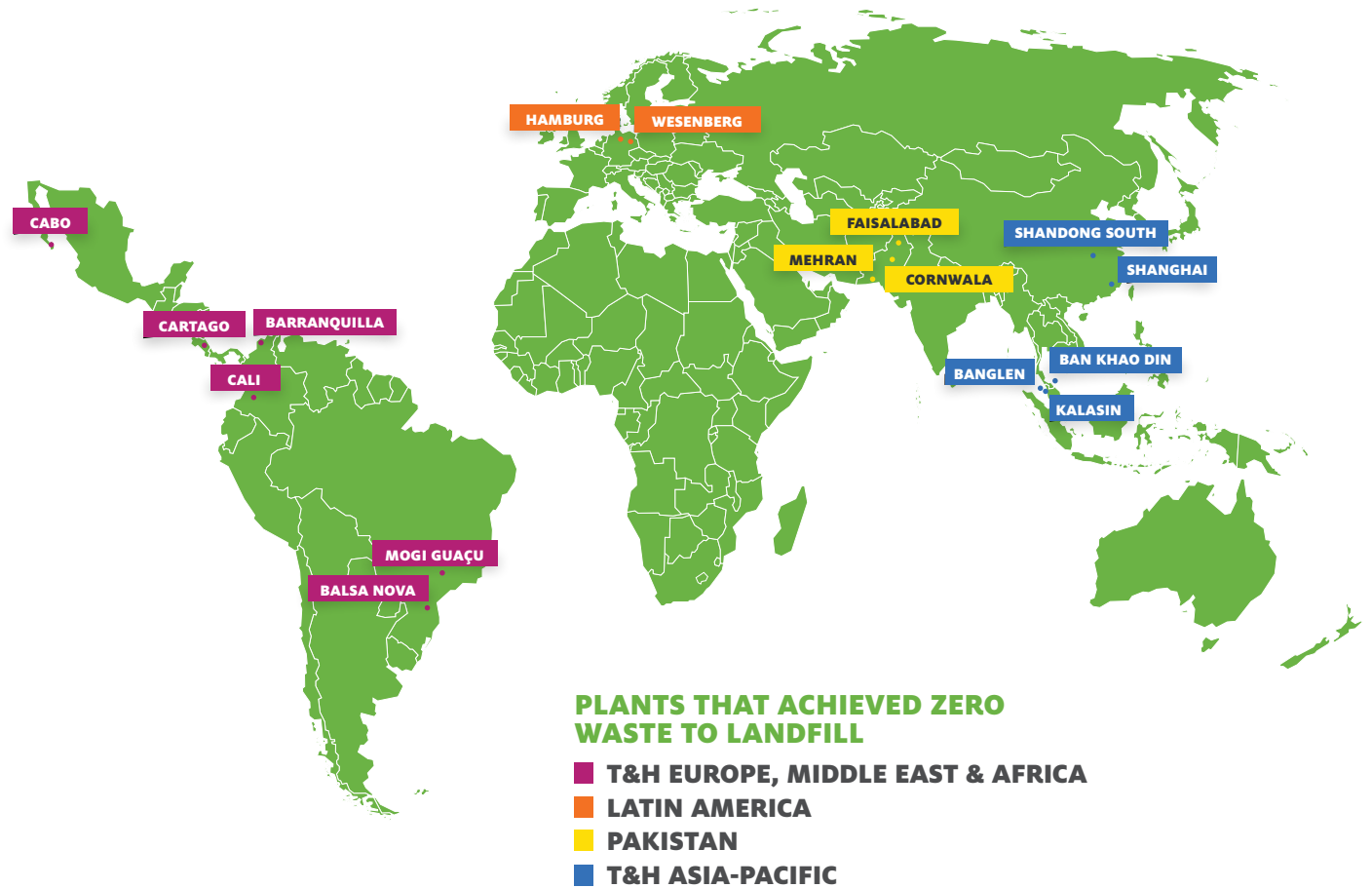
In 2025, we made meaningful progress toward our 2030 goal of 100% waste avoidance to landfill. Overall, our performance improved year-over-year, driven primarily by expanded reuse programs and operational changes at key manufacturing sites. One of the most significant contributors was our North Kansas City, Missouri facility, where productivity initiatives aimed at improving operational efficiency and reducing material losses helped lower waste generation and improve diversion rates.

We collaborate with third-party partners to divert organic and byproduct waste streams into beneficial uses, including animal nutrition applications. In Malaysia, we collaborated with a partner to convert organic waste into protein for animal feed using black soldier flies instead of sending it to landfill.

While we have made meaningful advances, some waste streams are difficult to divert due to regulatory, safety or material constraints. As we move forward, we will focus on site-specific solutions, cross-sector partnerships and innovation to address the more complex aspects of our waste profile.

95% of total waste diverted from landfill or incineration without energy recovery (an increase from 92% in 2024).

16 Plants achieved zero waste to landfill
Ingredion defines zero waste as <0.5% of the plant's solid waste going to landfill or waste incineration without energy recovery.





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Environmental Impact

Reducing Plastic Waste in Our Operations

Most of Ingredion’s plastic use is tied to packaging and shipping finished products. Smaller amounts are used within our operations for quality testing and temporary storage. According to a previous assessment, there are approximately 11,300 metric tons (MT) of packaging material containing at least 50% plastic (by total weight) across our global operations.

Last year, we made progress toward our goal of completing three plastics circular economy projects in each country where we operate manufacturing facilities. Globally, we have completed 47 projects to date, including five new projects in 2025.

While we’ve already implemented many of the most readily achievable improvements, we plan to advance plastics reduction through broader packaging innovation and procurement initiatives. Plastics optimization is embedded in our operational excellence and circular economy efforts, supporting our broader waste-avoidance goals.

Improving Water Quality through COD Reduction

In waste reduction, we measure the Chemical Oxygen Demand (COD) intensity associated with operational streams going to wastewater. Our goal is to reduce our COD intensity by 10% by 2030 compared to our 2019 baseline, so we create more products and less waste from the agricultural crops we consume. In 2025, we saw a 2% increase in COD intensity versus our 2019 baseline. Some of our facilities experienced unexpected operational challenges, which adversely affected global COD intensity.



Efforts focused primarily on packaging optimization, material reduction and process improvements that reduce plastic intensity while maintaining product integrity and operational efficiency:



In Brazil, we eliminated plastic film from products packaged in large bags, reducing approximately

25,000 KILOGRAMS OF LOW-DENSITY POLYETHYLENE ANNUALLY



In Colombia, we introduced bulk bags containing 20–25% post-consumer recycled (PCR) resin, reducing virgin plastic use by

8,000 KILOGRAMS PER YEAR



In Pakistan, transitioning from polypropylene-woven grain bags to loose grain handling eliminated an estimated

240,000 KILOGRAMS OF PLASTIC ANNUALLY



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Continuing Our Work Toward a Net-positive Biodiversity Impact

Biodiversity Protection

Navigating Complexity Around Biodiversity

As we advance our sustainability program toward our 2030 goals, biodiversity is one of the most complex areas within our Planet Life strategy.

Two primary challenges shape our approach:

1

The inherent complexity of ecosystem drivers that influence biodiversity at the local level.

2

The absence of a single, industry-adopted framework for measuring and improving biodiversity impact.

While we have not identified significant biodiversity impacts within our operations, we recognize that agricultural supply chains are closely connected to ecosystem health. As such, we see meaningful value in collaborating with growers to promote on-farm resilience and responsible land stewardship.

Our Biodiversity Strategy

We are integrating biodiversity considerations into three core areas of our sustainability program:

1



Sustainable and Regenerative Agriculture, including SAI Platform’s Farm Sustainability Assessment (FSA) validation levels, deforestation considerations, regenerative agriculture implementation, pesticide management and integrated pest management adoption.

2



Water Stewardship, including water risk ratings, water use intensity, wastewater treatment performance and COD reduction.

3



Stakeholder Engagement, including collaboration with customers and non-governmental organizations (NGOs).



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Partnering to Advance Biodiversity and Regenerative Agriculture in Brazil

Biodiversity Protection

Supporting Sustainable Agriculture in a Critical Ecosystem

In 2025, Ingredion began a collaboration with The Nature Conservancy (TNC) in Brazil to advance sustainable and regenerative agricultural practices in the Cerrado—one of the world’s most biodiverse savannas and a critical source of Brazil’s major river systems.

For more than three decades, TNC has worked across Brazil’s Cerrado, Amazon and Atlantic Forest biomes to develop science-based solutions that align conservation with economic development. In the Cerrado, nearly half of the native vegetation has been converted for agricultural use. While the region is critical for global food production, this expansion has also made it one of Brazil’s most environmentally vulnerable ecosystems.

Through this partnership, Ingredion is supporting TNC’s efforts to demonstrate that agricultural productivity and biodiversity protection can be advanced. The initiative will help to:



Expand regenerative food production systems that improve soil health and productivity without further land conversion.



Strengthen watershed protection and water stewardship, recognizing agriculture as a primary water user in the region.



Advance land restoration efforts on degraded areas to enhance biodiversity and climate resilience.



Support Indigenous Peoples and local communities through improved land management practices and engagement in conservation policy discussions.

This collaboration provides Ingredion with valuable, field-level insight into biodiversity risks and regenerative practices within a key sourcing geography. The insights from this work will inform and strengthen our broader biodiversity strategy and sustainable sourcing efforts across other regions of our agricultural supply chain.





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Biodiversity Protection

Exploring How to Measure Biodiversity Performance

Across the food and beverage industry, there is still limited agreement on how to measure biodiversity in a consistent and practical way. Identifying meaningful key performance indicators (KPIs) that can guide real business decisions remains a challenge.

To address this, we are exploring ways to evaluate biodiversity alongside other environmental priorities such as carbon emissions and water use. We recognize that these areas are interconnected and that improving one can sometimes create trade-offs in another.

One approach we are assessing is natural capital valuation—a way to better understand the economic importance of ecosystem services, such as healthy soil, clean water and pollination, within specific regions. This perspective can help inform investment decisions, prioritize actions and ensure ecosystem considerations are more clearly reflected in business planning.

Despite these challenges, we are committed to strengthening our biodiversity strategy, building partnerships and further integrating ecosystem resilience into our sustainable and regenerative agriculture programs.

Zero Deforestation

In 2025, we evaluated our Tier 1 priority crops (corn, tapioca, potatoes, stevia and pulses) through the SAI Platform FSA. The assessment measures 23 “essential” criteria that farms must fully comply with to achieve validation, covering topics such as child labor, forced labor, licensed pesticide use and a specific requirement prohibiting deforestation on the farm since 2015 (FSA63).

Completion of the FSA, which includes both a grower self-assessment and third-party validation, is our primary mechanism for assessing deforestation risk within our agricultural supply chain.

97% of our Tier 1 crops have met the FSA’s no-deforestation criteria.

Although the European Union Deforestation Regulation (EUDR) does not directly apply to Ingredion’s operations, we recognize that many of our customers are subject to these requirements. We leverage the FSA to support our customers and supply chain partners in assessing and managing deforestation risk. The SAI Platform has indicated ongoing enhancements to the FSA to maintain relevance with evolving European regulatory requirements, helping ensure our program stays aligned with emerging due diligence standards.



“We understand that biodiversity in Brazil is very complex, which is why we are taking a variety of approaches to understanding activities in our local supply chain. Our engagement with The Nature Conservancy, as well as tools like SAI Platform’s Farm Sustainability Assessment and grower traceability help us understand and support growers’ responsible land use.”

KATHLEEN MARCONI
Senior Sustainability Analyst, Brazil



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Building a Climate-Resilient Agricultural Supply Chain

Sustainable and Regenerative Agriculture



How We Define Sustainable vs. Regenerative Agriculture



Sustainable agriculture focuses on making sure crops are grown using responsible farming practices that protect the environment and support farmers and communities.



Regenerative agriculture goes a step further by improving the health of the land over time—helping rebuild soil, support biodiversity and reduce emissions.

Progress on Sustainable Sourcing

In 2025, we made significant progress toward our goals, sustainably sourcing over 96% of our Tier 1 priority crops globally. These Tier 1 crops—corn, tapioca, potatoes, stevia and pulses/peas—represent approximately 99% of our global sourcing volume, making this milestone a major step toward advancing our All Life plan.

Ingredion is a long-standing member of the Sustainable Agriculture Initiative (SAI) Platform and utilizes the Farm Sustainability Assessment (FSA) as the foundation of our sustainable sourcing approach. The FSA provides a consistent, globally recognized framework for evaluating environmental, social and governance practices at the farm level. Across key sourcing regions, including the United States, Canada, Thailand and Colombia, we collaborated closely with growers and supply chain partners to align with the platform.

96.3%

of Tier 1 priority crops are sustainably sourced (up from 85.75% in 2024).

100%

of waxy corn is sustainably sourced.



“In 2020, 25% of our Tier 1 crops were sustainably sourced. Reaching over 96% in just five years shows what’s possible when you combine clear standards with strong grower partnerships and consistent follow-through.”

ANDREW UTTERBACK
Director of Global Sustainability Sourcing



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Sustainable and Regenerative Agriculture

Achieving 100% Sustainably Sourced Cassava in Thailand



Ingredion Thailand achieved 100% sustainably sourced cassava, and the Kalasin plant reached Gold Level performance under the Sustainable Agriculture Initiative (SAI) Platform’s Farm Sustainability Assessment (FSA).

This milestone reflects ongoing collaboration with local farmers to implement verified sustainable practices, including integrated pest management, the use of disease-resistant cassava varieties and soil health improvement through organic matter application and fertilizer management aligned with the 4R principles, a set of best practices for applying fertilizer in agriculture to improve crop yields while reducing environmental impact.



We validate our performance through third-party verification and continuous improvement processes. Achieving 100% FSA Gold certification strengthens supply chain transparency, supports responsible sourcing commitments and enables Ingredion to deliver sustainably sourced tapioca-based ingredients to customers across Asia-Pacific and global markets.

Gum Acacia Sourcing

Gum acacia is a key plant-based ingredient in our portfolio, widely used in food and beverage applications. Much of the global supply is wild harvested across the “Acacia Belt,” which spans the African continent across the Southern Sahara and is concentrated in Sudan. While ongoing violence and instability in Sudan have made it difficult to conduct on-the-ground audits, we are still committed to responsible sourcing, supply chain transparency and risk management in this region.

Ingredion has operated in the Acacia Belt for more than 20 years and conducts business in accordance with our **CODE OF CONDUCT, SUPPLIER CODE OF CONDUCT** and all applicable trade regulations.



To further strengthen oversight and supply continuity in a region facing geopolitical instability, we have diversified sourcing by increasing volumes from Chad, where third-party audit access is currently more feasible. In parallel, because gum acacia is a wild-harvested crop rather than a cultivated one, we are working toward alignment with a recognized wild-harvest certification framework. This approach is intended to provide additional assurance around responsible harvesting practices.

We plan to closely monitor regional developments and adjust our sourcing strategy as needed to maintain ethical standards, regulatory compliance and long-term supply resilience.





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Sustainable and Regenerative Agriculture

Regenerative Agriculture Progress

Regenerative agriculture is a strategic focus for Ingredion and the food and beverage industry more broadly. In 2025, we collaborated with customers and supply chain partners on regenerative agriculture initiatives in key sourcing regions, while also evaluating opportunities to expand programs into additional geographies.

**79K
ACRES**

Our efforts focused on advancing regenerative agriculture across approximately 79,000 acres, building on the 74,000 acres implemented in 2024.

These programs support practices designed to improve soil health, strengthen climate resilience and reduce greenhouse gas emissions across agricultural supply chains.

While scaling regenerative agriculture can be complex— requiring alignment among growers, customers and supply chain partners—the groundwork established through pilot projects, grower engagement and data infrastructure positions Ingredion to expand these programs in the coming years.

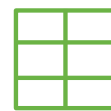
Growing Sustainable Yellow Maize in Mexico

From 2022 to 2025, Ingredion Mexico partnered with CIMMYT (the International Maize and Wheat Improvement Center) to strengthen sustainable yellow maize production in the Mexican states of Jalisco and Sinaloa. The project worked directly with 437 farmers across more than 11,400 hectares over six growing seasons, providing hands-on agronomic support and practical training to help farmers improve yields while adopting more sustainable practices. During this period, Ingredion purchased 119,040 tons of maize produced under these improved practices.

To encourage learning and continuous improvement, the initiative established more than 1,200 demonstration plots where farmers implemented conservation agriculture, improved soil fertility management and more targeted pest and disease control practices. The project tracked performance through detailed farm records, generating 18 sustainability indicators and launching a digital dashboard to increase transparency and support data-driven decision-making. Using the Cool Farm Tool, the project reduced GHG emissions by approximately 6,640 metric tons of CO₂ equivalent compared to conventional farming practices.



**437
FARMERS**



**11,400
HECTARES**



6 GROWING SEASONS



**119,040
TONS OF MAIZE**

Enhanced Data Governance

As our sustainable sourcing programs expand, ensuring consistent and reliable sustainability data across our agricultural supply chain is increasingly important. In 2025, Ingredion strengthened internal processes for collecting, validating and managing farm-level data through improved coordination among sustainability, procurement and agronomy teams. Strengthening these data systems improves transparency, supports customer requests for product-level sustainability information and positions us to align with regulatory and due diligence expectations.



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Helping to Promote a More Food Secure World

Food Security

Food security is an important focus for Ingredion, shaping both how we operate and how we engage with the communities where we work. Our three focus areas—product innovation, smallholder farmer engagement and reducing food waste—strengthen the resilience of the food system while supporting business performance.

Through innovation, we help customers improve affordability and nutrition while enhancing taste and texture. By supporting smallholder farmers, we help build climate resilience and strengthen supply security. Reducing food waste across our operations and value chain improves efficiency and lowers environmental impact. Together, these efforts support a more secure and sustainable global food system.

Innovating Products to Support Food Security

Food security is not only about producing more food—it is about producing food that is affordable, nutritious, accessible and resilient to a changing climate. At Ingredion, product innovation plays a critical role in helping address these interconnected challenges.

In 2025, we leveraged our formulation expertise, plant-based ingredient portfolio and customer partnerships to support more resilient and inclusive food systems.

Continued Advancement in Protein Fortification

In 2025, we continued to advance our plant-based protein diversification by expanding product offerings through pea protein isolates. Through this work, we have helped support customer innovation in plant-forward and blended protein applications that are aligned with growing consumer nutrition and sustainability expectations.

Our work in protein fortification has also enabled on-trend products aligned with consumer interest in circular or upcycled ingredients. Our plant protein solutions are part of a broader pea-based ingredient portfolio that allows us to utilize the full crop. Our Upcycle Certified pea starch offers customers functional ingredient options in line with our plant proteins while also minimizing food waste in the supply chain.





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Food Security

Leveraging Our Knowledge in Support of Smallholder Farmers

Our focus has shifted from initial adoption of sustainable practices to deeper implementation and performance tracking. By leveraging FSA results, we identify common improvement areas—such as water stewardship, pesticide management and labor practices—and work collaboratively with growers to address gaps through education, technical support and ongoing engagement.



“In Colombia, we worked closely with waxy tapioca growers, helping them improve sourcing practices and achieving validated crops under the SAI Platform FSA.”

DIANA GONZALEZ
Sustainability Coordinator, Colombia

This work is particularly important in regions where smallholder farmers play a central role in our supply chain. Supporting smallholders requires practical standards, local expertise and long-term relationships. Our approach emphasizes partnership—helping farmers strengthen resilience, improve productivity and align with customer and regulatory expectations.

Working to Reduce Food Waste across Our Supply Chain

In 2025, we worked to better understand and measure food waste across our operations. Because many materials that don’t meet first-pass specifications are safely reworked or redirected as co-products back into the food or feed system, traditional waste metrics don’t always tell the full story. This year, we focused on gaining clearer visibility into our material flows and evaluating emerging industry definitions to ensure we’re measuring what truly counts as waste. Our goal is simple: reduce what is genuinely lost while making the most of the agricultural resources entrusted to us.





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Strengthening the Communities Where We Live and Work

Community Impact



At Ingredion, we recognize the importance of giving back to the communities where we live and work. Guided by our Care First value, we believe supporting our communities is essential to how we operate as a responsible business partner and neighbor.

Over the past year, we have refined our approach to community impact, moving from a collection of local efforts to a more focused, strategically aligned global framework. This approach helps us direct our resources and volunteer efforts toward initiatives that create meaningful impact while reinforcing our broader sustainability commitments.

In 2025, we also made progress toward the community impact goals outlined in our All Life plan, including expanding volunteer activities across key regions and establishing stronger tracking of employee engagement and community partnerships. These efforts support our long-term ambition to achieve measurable community impact in at least 10 countries by 2028, while building momentum toward our goal of increasing employee volunteer participation and related initiatives across our global operations.

A More Focused Community Impact Strategy

We advanced our Community Impact strategy around three core focus areas that reflect both community needs and Ingredion's role in the global food system.

By aligning our giving and volunteer efforts to these areas, we aim to create measurable, sustainable impact while staying true to our business and values.

This approach allows us to support initiatives that matter locally while ensuring our global efforts align with our All Life plan.



FOOD SECURITY

Supporting organizations that share knowledge, secure access to nutritious food and promote sustainable farming for crop security and species preservation.



EDUCATION

Partnering with organizations that promote education through a hands-on, problem-solving approach to prepare individuals to address real-world challenges.



HEALTH

Collaborating with organizations that aim to maintain, protect and improve the overall well-being and quality of life in our communities.



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Community Impact

Addressing Food Security through Partnership

Last year, Ingredion supported food banks across Michigan, Indiana and Illinois through a partnership with Bigger Table, a nonprofit organization that connects food industry partners with hunger relief efforts to increase access to nutritious foods. Through this collaboration, Ingredion donated xanthan gum that was used to produce approximately 500,000 fortified smoothies for individuals and families facing food insecurity.

In Latin America, Ingredion employees came together to support their communities through volunteer initiatives centered on food security. Through the Sabor Solidario campaign, employees across multiple countries partnered with local food banks and community organizations to help collect and distribute food to those in need. Together, they contributed more than 53,775 pounds (24,392 kilograms) of food—helping put meals on tables and make a meaningful difference in communities across the region.

Advancing Education and Health in Our Communities

In 2025, we supported programs that expand access to learning opportunities and promote community well-being in the regions where we operate.

Through our Education pillar, we partnered with local organizations and schools to support initiatives that encourage workforce development and educational access. For example, Ingredion PureCircle donated sensory integration training equipment to the Ganxian District Special Education School in Ganzhou, China. The equipment helps children with disabilities build physical, sensory and learning skills through specialized rehabilitation activities.

By supporting the school’s programs, Ingredion aims to help these students gain confidence and better opportunities to participate in everyday life.



“Community impact is strongest when it reflects both who we are and what we do. By focusing on food security, education and health, we’re aligning our resources and expertise to create measurable impact. We’re engaging beyond isolated acts of giving to provide sustained support that strengthens communities over time.”

SAM RENOVATO
Director, Inclusion and Belonging and Community Impact





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Community Impact

Our Health pillar focuses on strengthening community well-being through initiatives that promote healthier lifestyles, improve access to nutrition and support local health organizations. Across regions, employees and community partners collaborated on programs that address health and wellness challenges and foster more resilient communities.

For the sixth consecutive year, Ingredion's Canadian offices in London, Cardinal and Mississauga participated in the Terry Fox Run. Inspired by Canadian athlete Terry Fox, who began a cross-country run in 1980 to raise awareness and funds for cancer research, the event has become one of the world's largest cancer fundraising movements. Together, Ingredion employees have raised more than \$60,000 to support groundbreaking research.

Together, these pillars reflect our belief that thriving communities depend on both opportunity and well-being. By supporting education and health initiatives alongside our food security efforts, Ingredion helps build stronger, more sustainable communities around the world.



Empowering Employees to Give Back

We expanded participation in our new employee giving platform, making it easier for employees across regions to contribute to causes aligned with our focus areas. The platform provides a centralized way to support nonprofit partners, track engagement and participation and align contributions to company priorities. In 2025, our US employees gave \$287,577 to a variety of causes, including World Central Kitchen, Feeding America and Girls Inc. This amount represents employee giving and does not include company matching contributions or donations from our foundation.

Our employees demonstrate that community impact is not a corporate initiative alone—it is personal. From volunteering at food banks to supporting education programs and local health initiatives, teams across our regions mobilized to serve their communities.

By strengthening our internal systems, we are better positioned to understand and communicate the reach and impact of these efforts.





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Trust is Foundational to Our Business

We believe that operating ethically and maintaining strong governance practices are essential to earning and sustaining trust with customers, employees, investors and communities. Our governance framework provides the structure, oversight and accountability necessary to manage risks, drive performance and ensure that our actions align with our values and long-term strategy.

Sustainability Governance and Oversight

Sustainability at Ingredion is governed by three main entities:

Our Global Sustainability Council, which consists of senior functional and regional leaders across our business, helps oversee day-to-day sustainability activity to ensure we are working to meet short-term targets in our All Life plan.

Our ESG Executive Advisory Committee oversees our Global Sustainability Council. It is made up of select members of our executive team, as well as senior leaders with direct oversight of sustainability and ESG reporting. This committee is designed to make decisions on the functional direction of our sustainability program, with a view to longer-term activities and their impact on the company and our customers.



The highest level of governance lies with Ingredion's **Board of Directors**. The board and its sub-committees oversee high-level sustainability activity, opportunities and risks by providing input and guidance in shaping our strategy.

These three groups have overlapping membership and work closely together to ensure Ingredion can advance our sustainability initiatives and that those initiatives are relevant to the company and our stakeholders.



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Governance, Ethics and Compliance

Ingredion's Board of Directors has adopted Corporate Governance Principles, which are designed to promote the effective functioning of the Board's activities, and ensure that we conduct our business in accordance with the highest ethical and legal standards. Ingredion's Corporate Governance Principles ensure that strong, independent Directors effectively oversee company management and provide vigorous oversight of how we address key issues relating to strategy, risk and integrity.

The Board's three standing committees each operate pursuant to a written charter adopted by the Board and provide regular reports to the full Board on risk assessment and risk management matters within their respective scopes.

Our Audit Committee is comprised of "independent directors," as defined under the New York Stock Exchange (NYSE) rules. Consistent with the corporate governance standards of the NYSE the Audit Committee of the Board has primary responsibility for overseeing the company's risk management profile and ensuring compliance with legal and regulatory requirements.

The People, Culture and Compensation Committee

oversees human resources and labor matters, as well as executive and director compensation issues, and considers whether the company's compensation plans, policies and practices encourage excessive or inappropriate risk-taking that could have a material adverse effect on the company.

The Corporate Governance and Nominating Committee

addresses potential risks arising from the absence of independence or diversity on the Board, potential conflicts of interest, ethics and compliance, environmental and quality matters and security and safety issues. At the Board level, the Governance and Nominating Committee oversees our corporate governance practices and the Business Integrity Program. Senior-level management provides oversight for significant strategies and program effectiveness through regular meetings and communications.



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Linking Sustainability to Executive Compensation

In 2025, we made progress toward linking executive compensation to our sustainability performance. Our executive team now has direct measurements tied to the company’s performance in safety, emissions reductions and sustainable sourcing progress. While Ingredion employees have had a long-standing link between compensation and safety performance, this marks a further step in aligning with key targets in our All Life plan.



Business Integrity Program

Ingredion’s ethics and compliance program is called “Business Integrity” because our values center on integrity. Our Business Integrity program is robust and comprehensive, designed to support employees’ understanding of legal requirements and to help them operate our business responsibly, ethically and with integrity.

We operationalize our Business Integrity Program through three strategic pillars:

THE BUSINESS INTEGRITY PROGRAM



GOVERNANCE
Oversight and
Accountability

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



RISK
Proactive Risk
Management

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



CULTURE
Engagement
and Learning

Promote a culture of compliance and ethical conduct



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The Business Integrity program supports our values-based culture in all our operations, building high performance with integrity and helping our employees manage risk with confidence. We do this by:

Providing advice, training and raising awareness among Ingredion employees on integrity and compliance-related topics.

Establishing risk-based due diligence processes in relation to new and existing counterparties.

Collaborating with and supporting other Ingredion functions to ensure the organization's requirements on ethics, integrity, anti-corruption and other risk issues are appropriately implemented.

Receiving and investigating reports on integrity violations and non-compliance.

Developing policies, procedures and job aids that provide guidance on business practice risks, integrity and ethics.

Performing risk assessments and developing appropriate remediation plans.

Delivering on operational priorities that the Business Integrity team deems appropriate to support the program's objective to deliver a robust, risk-based compliance and ethics program that will inform, engage and inspire our employees to deliver high performance with integrity.

In 2025, the Business Integrity team introduced new dashboards to enhance visibility into program performance, enabling more proactive risk management and deeper insights across the organization. Our Code of Conduct continues to be reinforced through core business practice policies and required training for managers and employees, helping ensure consistent understanding and application of our standards.

Ingredion's Business Integrity program was also featured in Ethisphere's Ethicast webcast, highlighting our collaborative approach to building and strengthening our ethics and compliance program. By partnering closely with key leaders and functions across the business, we continue to strengthen a robust, risk-based program that supports ethical decision-making and reinforces our culture of integrity.

Executive Business Integrity and Segment Committees

To facilitate the effective operation of the Business Integrity Program, Ingredion has established a center-led program of compliance policies, standards and procedures. The Integrity Program is led at the corporate level by the Executive Business Integrity Committee (EBIC). The EBIC and Business Segment Committees oversee the integration of the program in each geography in which the Company operates. Their leadership promotes compliance and ethical business practices and fosters our Speak Up culture, so that suspected violations of law and policy are promptly reviewed and investigated. Business Integrity's procedures include certifications of compliance, audits, seminars and other programs as appropriate for a specific risk issue.



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Core Policies and Trainings

Ingredion's purpose-driven, people-centric growth culture is guided by our values-based Code of Conduct, titled "**Living Our Values.**" In 2025, we updated our code and values to make it clear that integrity, ethics and ethical decision-making are essential elements of each of our five values. By clearly defining how ethics and integrity factor into each of our values, we reinforce their fundamental role in **Living Our Values**, reminding us that we cannot fully operationalize our values without integrating ethics, integrity and ethical decision-making into our work.

Published in 12 languages, the Code is the foundational document of our value-driven Business Integrity Program. Our Code is supported by several core business practice policies, from which we delivered mandatory manager and employee training:

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

Speaking Up/Non-Retaliation: Reinforcing our open-door, **Speak Up** culture, we welcome, encourage and support our employees in asking questions and raising concerns with zero tolerance for retaliation.

Supplier Code of Conduct: We expect our suppliers to share our core values, comply with all laws applicable to doing business with us and implement responsible and ethical business practices consistent with our core values.

Competing Fairly: Ingredion is committed to competing ethically and complying with the letter and spirit of all applicable antitrust, or "competition," laws and regulations in the countries where it does business. Our antitrust policy underscores the importance of compliance with competition laws.

Anti-Harassment and Discrimination: Reinforcing our commitment to our Everyone Belongs Value, we do not tolerate discriminatory or harassing behavior by employees, customers, vendors, agents or any third parties conducting business with the company.

Human Rights: As a leading global ingredient solutions provider, we recognize our global responsibility to uphold the highest standards of human rights. Our standards are grounded in the UN Guiding Principles on Business and Human Rights, the International Bill of Human Rights and the International Labor Organization Fundamental Principles and Rights at Work. As a signatory company to the United Nations Global Compact, we are committed to human rights across our supply chain.

Trade Compliance: Ingredion's Trade Compliance Management System (TCMS) provides a comprehensive, coordinated and systematic approach to managing the company's trade activities in compliance with applicable laws and regulations.

Environmental Health and Safety: Ingredion is committed to safeguarding people, assets and the environment and maintaining compliance with all applicable EHS&S regulations and requirements. We are dedicated to collaborating with stakeholders, producing quality products safely and sustainably and reducing environmental impact.



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Training and Communication

Throughout the year, we provide consistent, interactive training to our global teams to create a steady drumbeat of communication about the importance of ethical business practices.



99%

completion rate for all training delivered to employees.

Our annual Living Our Values training also includes an annual compliance certification, a conflicts-of-interest disclosure and—for the fourth year in a row—an ethical culture pulse survey.

Other communication examples include:



1

Five Minutes With:

Storytelling from executive leaders sharing reflections on how to lead with integrity and manage risk with resiliency and agility.

2

Risky Recipes:

Quarterly communications of real-life stories of ethics and compliance situations.

3

Global Business Integrity Week:

Our annual global celebration of our values and culture of ethics. Integrity Week's goal is to inspire, engage and inform our global teams on risks that can affect our business.



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Business Ethics and Speak Up Culture

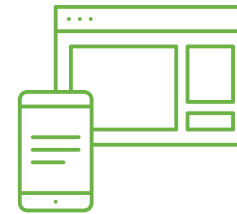
Ingredion is committed to fostering a strong Speak Up culture grounded in integrity, accountability and transparency. Our Business Ethics Line (“Ethics Line”) is a key component of our global compliance program and supports employees and external stakeholders in raising concerns without fear of retaliation.

The Ethics Line is managed by NAVEX, an independent third-party provider specializing in whistleblowing and incident management systems. It is accessible globally and available to both employees and external parties through multiple channels, including our website. Reports may be submitted confidentially and, where permitted by law, anonymously.

All reported concerns are reviewed in accordance with our established Speak Up, Non-Retaliation and Investigations policies. Our investigation process is designed to ensure objectivity, independence and appropriate oversight. Investigations are conducted by qualified personnel, findings are documented and corrective actions are implemented where necessary. Ingredion maintains a strict non-retaliation policy for individuals who raise concerns in good faith.

We regularly analyze and report on hotline data, including the types of concerns raised, trends and remedial actions taken, at both the segment and enterprise levels. This information is shared with senior leadership and the Board of Directors to support oversight, risk management and continuous improvement.

As part of our commitment to strengthening our ethics and compliance framework, we periodically review our policies, procedures and systems to identify opportunities for improvement, including training, process improvements and accountability mechanisms. We will evaluate best practices in transparency, including external disclosure of hotline metrics.



Concerns or Questions

can be raised to the employee’s manager, human resources or the Business Integrity team at AsktheCCO@ingredion.com

or by contacting the confidential Business Ethics Line by phone or web at INGRethics.com.



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Awards & Recognition

Ingredion's focus on sustainability, governance, ethics and climate leadership was recognized by several respected organizations.

For the 12th time, Ingredion was named one of the World's Most Ethical Companies[®] by the Ethisphere Institute, reflecting the strength of our ethics, compliance and governance programs and our commitment to conducting business with integrity.

Ingredion was also included on Barron's Top 100 Most Sustainable U.S. Companies list, rising to #33 in 2025 from #63 in 2024. This significant improvement underscores our progress in environmental performance, transparency and sustainable business practices.

Our climate efforts were further recognized through inclusion on USA Today's America's Climate Leaders list and Forbes' Net Zero Leaders list, highlighting our actions to reduce greenhouse gas emissions and advance our decarbonization strategy.

Additionally, Ingredion Mexico ranked #20 among the most sustainable companies in Mexico, reflecting the strength of our sustainability programs and local impact in the region.

Together, these recognitions affirm our commitment to responsible growth and continuous improvement across our global operations.





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A Letter from Our CSO

When you read through this report, you see the data, milestones and disclosures that track our sustainability progress. What these pages do not fully show is the day-to-day work behind them.

Sustainability at Ingredion is not something that happens in one program or one team. It shows up in the decisions we make across the business—from how our plants operate, to how we collaborate with farmers and suppliers, to how we collaborate with customers on new product solutions.

In 2025, one of the most encouraging things I saw was a deeper integration of this work. Our finance teams are helping strengthen the rigor of our data and reporting. Our operations teams are embedding environmental performance into productivity systems. Procurement teams are collaborating with suppliers on transparency and shared standards. And our innovation teams are collaborating with customers who are looking for practical ways to meet their own sustainability goals.

That kind of alignment is important because the issues we are working on are deeply connected. Agricultural resilience depends on strong relationships with growers. Climate progress depends on engineering solutions that are also commercially viable. Human rights due diligence requires both clear systems and local understanding. Water stewardship and biodiversity protection depend on the specific places where we operate.

At the same time, the environment around sustainability continues to evolve. Regulations are changing. Expectations around data and transparency are increasing. While this can add complexity, it also pushes us to strengthen how we manage these issues across the company.

This work also requires humility. Some solutions take time. Some challenges—especially those tied to agriculture or global supply chains—do not have quick answers. Being transparent about both progress and limitations is an important part of building trust with our stakeholders.

What gives me confidence is the shift in mindset I see across Ingredion. Sustainability is increasingly understood not as a separate initiative, but as part of how we run the business and create long-term value.

The work ahead will continue to depend on collaboration—across our teams and with the partners who help make our business possible, including growers, suppliers, customers and NGOs.

Thank you for taking the time to read this report and engaging with our work.

LARRY FERNANDES
Senior VP, Chief Commercial and
Sustainability Officer



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GRI Index

Statement of Use

Ingredion has reported the information cited in this GRI content index for the January 1 – December 31, 2025 reporting period with reference to the GRI Standards using GRI 1: Foundation 2021.

The Organization and Its Reporting Practices

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-1	Organizational details	Legal Name: Ingredion Incorporated Ownership and legal form: 2025 Annual Report Location of headquarters: Chicago, Illinois (USA) Location of operations: 2025 Annual Report		Additional information on our locations can be found at www.ingredion.com .
2-2	Entities included in the organization's sustainability reporting	2025 Annual Report		Annual Reports Ingredion Incorporated
2-3	Reporting period, frequency and contact point	Reporting period: 2025 Sustainability Report Frequency: Ingredion's sustainability reports are issued annually and based on calendar year Contact Point: Inquiries about this GRI Index or Ingredion's sustainability program can be directed to corpcomm@ingredion.com		Ingredion provides updates on our efforts on an annual basis.
2-4	Restatements of information			There were no restatements of information in Ingredion 2025 Sustainability Report.
2-5	External assurance	2025 CDP Corporate Report, 2025 Sustainability Report		Data reported in Ingredion's 2025 CDP Corporate Report combined questionnaire is verified by Apex. Additionally, volumes covered by Ingredion's sustainable sourcing program are also reviewed and assured externally by Apex.

Activities and Workers

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-6	Activities, value chain and other business relationships	2025 Sustainability Report, 2025 Annual Report		Additional information on our products can be found at www.ingredion.com . There were no significant changes to Ingredion or its supply chain in 2025.
2-7	Employees	2025 Annual Report		Annual Reports Ingredion Incorporated
2-8	Workers who are not employees	N/A—Ingredion may employ managed contractors at our facilities but do not otherwise employ workers who are not employees.		

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Governance

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-9	Governance structure and composition	Ingredion Incorporated Corporate Governance Principles, 2025 Annual Report Board of Directors (Ingredion website)	5	The Principles can be accessed at Corporate Governance Ingredion Incorporated Annual reports can be found at Annual Reports Ingredion Incorporated
2-10	Nomination and selection of the highest governance body	Ingredion Incorporated Governing and Nominating Committee Charter, Ingredion Incorporated Corporate Governance Principles		The Charter and Principles can be accessed at Corporate Governance Ingredion Incorporated
2-11	Chair of the highest governance body	2025 Annual Report Board of Directors (Ingredion website)		Annual reports can be found at Annual Reports Ingredion Incorporated
2-12	Role of the highest governance body in overseeing the management of impacts	2025 Sustainability Report, Ingredion Incorporated Corporate Governance Principles and Nominating Committee Charter	16, 17	Ingredion engages with customers, investors, NGOs, trade associations and other stakeholders to obtain input on a variety of topics. The Board regularly reviews the strategy and objectives of the company and our sustainability efforts. The Principles and Charter can be accessed at Corporate Governance Ingredion Incorporated . Aside from the general governing responsibility of the Board of Directors, the Governance and Nominating Committee of the Board has direct oversight for sustainability.
2-13	Delegation of responsibility for managing impacts	2025 Annual Report		Ingredion's Governance and Nominating Committee of the Board of Directors has oversight responsibility for sustainability.
2-14	Role of the highest governance body in sustainability reporting	2025 Annual Report		Ingredion's Global Sustainability Council operates under the guidance of the Governance and Nominating Committee of the Board of Directors.
2-15	Conflicts of interest	Code of Conduct		The Code of Conduct can be accessed at Ingredion Code of Conduct .



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2-16	Communication of critical concerns	Concerns can be communicated by any employee (1) to the executive leadership team directly or through managers, (2) to the corporate Business Integrity Committee directly or through anonymous reporting hotline, or (3) to the Corporate Compliance Officer who communicates independently with the Board of Directors.		
2-17	Collective knowledge of the highest governance body	Ingredion Incorporated Governing and Nominating Committee Charter		The Governance and Nominating Committee Charter covers sustainability responsibility, as well as stipulations for seeking Resources and Consultants where appropriate. The Charter can be accessed at Corporate Governance Ingredion Incorporated
2-18	Evaluation of the performance of the highest governance body	Ingredion Incorporated Corporate Governance Principles, Ingredion Incorporated Governing and Nominating Committee Charter		The Principles and Charter can be accessed at Corporate Governance Ingredion Incorporated
2-19	Remuneration policies	2025 Annual Report, Corporate Governance webpage		Corporate Governance Ingredion Incorporated
2-20	Process to determine remuneration	Ingredion Incorporated Compensation Committee Charter		The Charter can be accessed at Corporate Governance Ingredion Incorporated
2-21	Annual total compensation ratio	2025 Proxy Statement		Annual Reports Ingredion Incorporated

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NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-22	Statement on sustainable development strategy	2025 Sustainability Report		Our report includes statements from both our CEO and CSO.
2-23	Policy commitments	Code of Conduct, Our Values (Ingredion website), Ingredion Human Rights Policy, Ingredion Climate Policy	16	The Code of Conduct and Our Values can be accessed at Ingredion Code of Conduct . Ingredion's Human Rights and Climate Policies can be accessed at Sustainability Ingredion
2-24	Embedding policy commitments	Code of Conduct, Our Values, Supplier Code of Conduct (Ingredion website), Ingredion Human Rights Policy, Ingredion Climate Policy	16	The Code of Conduct and Our Values can be accessed at Ingredion Code of Conduct . Supplier Code of Conduct can be accessed at Ingredion Responsible Sourcing
2-25	Processes to remediate negative impacts	Code of Conduct		Ingredion has an Internal Investigation Policy and Process to address any concerns raised. Ingredion utilizes a number of mechanisms for ethics reporting, including items such as open-door policies and an anonymous reporting line: INGRethics.com . All employees are assigned Code of Conduct training annually. Ingredion Code of Conduct
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct		Ingredion utilizes a number of mechanisms for ethics, including items such as open-door policies, web-based reporting and an anonymous reporting line: INGRethics.com .
2-27	Compliance with laws and regulations	Ingredion discloses fines and non-monetary sanctions as required by the laws and regulations applicable to its operations, including, among others, SEC reporting requirements.		See Ingredion's 2025 Annual Report, page 18, for additional information on legal proceedings. Annual Reports Ingredion Incorporated
2-28	Membership associations and endorsements	2025 Sustainability Report	17	Ingredion is a member of multiple organizations with a sustainability focus, including the SAI Platform, Field to Market, The Campbell Institute and others.

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Stakeholder Engagement

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
2-29	Approach to stakeholder engagement	List of stakeholder groups: 2025 Sustainability Report (various listed throughout). Identifying and selecting stakeholders: Ingreion has conducted an internal stakeholder assessment, which examined the overlap between areas most important to our sustainability strategy and our existing stakeholder engagement. We utilize this assessment to inform where we may solicit additional stakeholder input. Approach to stakeholder engagement: We engage with stakeholders in two ways: (1) as a part of regularly scheduled meetings through organizational membership and (2) on an as-needed or as-requested basis.		Ingreion engages with customers, investors, NGOs, trade associations and other groups to solicit input and feedback on our sustainability efforts. Some of these stakeholder groups and their engagements are referenced in our sustainability report. Others are not referenced explicitly due to constraints on space in the sustainability report or confidentiality concerns. Ingreion undertakes stakeholder engagements as a normal course of business, and not solely for the preparation of our annual sustainability report.
2-30	Collective bargaining agreements	Approximately 45% of Ingreion's manufacturing plants have collective bargaining agreements in place.		Per our internal Human Rights Management System, employees have the right to establish collective bargaining agreements. Our labor practices across our manufacturing operations are audited utilizing 4-pillar Sedex Member Ethical Trade Audits (SMETA).

Disclosures on Material Topics

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
3-1	Process to determine material topics	2025 Sustainability Report		Ingreion's All Life plan was developed based upon stakeholder analysis and materiality assessment. Reporting against our sustainability pillars addresses the key points of these assessments.
3-2	List of material topics	List of material topics: 2025 Sustainability Report; 2025 CDP Corporate Report Changes in reporting		Ingreion is in the process of updating our materiality assessment in line with the requirements of CSRD. We will report material topics under this regulatory framework as that work is completed.



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3-3	Management of material topics	2025 Sustainability Report		The content of our report is based on those topics most material to our business, along with non-material items of interest or relevance to our stakeholders. Ingredion has a Global Sustainability Council made up of senior leaders within the organization. This group meets on a regular basis to assess progress against the company's sustainability strategy. Periodic reports are also made to the Executive Leadership Team, as well as the Board Governance and Nominating Committee (GNC), which both assess performance and risk mitigation.
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Biodiversity

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
101-2	Management of biodiversity impacts	2025 Sustainability Report	15	Ingredion works with our agricultural suppliers to implement or verify sustainable practices are being used. 96.3% of our Tier 1 crops meet SAI Platform's Farm Sustainability Assessment Bronze level or higher, which includes biodiversity considerations.
101-4	Identification of biodiversity impacts	2025 Sustainability Report	15	Ingredion has assessed our direct operations against biodiversity hotspots using tools such as the WWF Biodiversity Risk Filter, the CEPF global biodiversity hotspot list, as well as the IUCN Red List, with no significant impacts found. As we continue to expand our efforts related to sustainability (e.g. energy from biomass), further evaluations will be made.
101-5	Locations with biodiversity impacts	2025 Sustainability Report	15	The biggest risk to biodiversity comes from growers in our supply chain. Ingredion's utilizes the SAI FSA platform to assess our growers' impacts on biodiversity. We have also used the WWF Biodiversity Risk Filter to identify potential biodiversity risks in the geographies from which we source crops.



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Economic Performance

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
201-1	Direct economic value generated and distributed	2025 Annual Report		Annual Report: Annual Reports Ingredion Incorporated
201-2	Financial implications and other risks and opportunities due to climate change	2025 CDP Corporate Report, 2025 Annual Report	13	CDP Report: Sustainability Ingredion
201-3	Defined benefit plan obligations and other retirement plans	2025 Annual Report		Annual Report: Annual Reports Ingredion Incorporated

Indirect Economic Impact

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
203-1	Infrastructure investments and services supported	Any such investments are made at the local or regional level and are not collected at this time at the corporate level.		
203-2	Significant indirect economic impacts	This information is not currently collected at the corporate level within Ingredion.		Ingredion invests in a variety of ways that have a positive indirect economic impact on the areas in which we operate. Included among these are our Community Impact program, as well as the work we do with farmers under our Sustainable and Regenerative Agriculture program.



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Procurement Practices

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

Anti-Corruption

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
205-1	Operations assessed for risks related to corruption	As part of our risk management processes, Ingredion continually assesses our operations for risks related to corruption, as well as other activities related to compliance with local laws and/or our policies on business conduct.		
205-2	Communication and training about anti-corruption policies and procedures	All employees receive ethics training and sign off on Ingredion's Code of Conduct, as well as our company values.		This training was conducted again in 2025, in accordance with the policies in our Code of Conduct.

Anti-Competitive Behavior

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
206-1	Legal action for anti-competitive behavior, anti-trust and monopoly practices	There were no legal actions against Ingredion in 2025 for anti-competitive behavior.		

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NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
301-2	Recycled input materials used	This information is not currently collected at the corporate level.		The paper bags Ingredion uses for shipping products may contain recycled content. This content can vary from country to country based on availability, local regulations and other factors.
301-3	Reclaimed products and their packaging material	This information is not currently collected at the corporate level within Ingredion.		Ingredion has several lines of products made from upcycled ingredients. This includes potato starches made from the side streams of customers, concentrates in our Kerr Ingredients products made from “ugly fruits” that growers cannot sell to primary outlets and our FIBERTEX line of functional fibers made from waste citrus peels.

Energy

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
302-1	Energy consumption within the organization	2025 CDP Corporate Report	13	The CDP Report can be found at Sustainability Ingredion
302-2	Energy consumption within the organization	2025 CDP Corporate Report	13	
302-3	Energy intensity	2025 CDP Corporate Report	12, 13	
302-4	Reduction in energy consumption	2025 CDP Corporate Report	12, 13	
302-5	Reduction in energy requirements of products and services	2025 CDP Corporate Report	12, 13	

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NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
303-1	Water withdrawal by source	2025 CDP Corporate Report	6	Water basins potentially impacted by operations are identified utilizing the WWF Water Risk Filter. The CDP Report can be found at Sustainability Ingredion
303-2	Water sources significantly impacted by withdrawal of water	2025 CDP Corporate Report, 2025 Sustainability Report	6	
303-3	Water recycled and reused	2025 CDP Corporate Report	6	
303-5	Water consumption	2025 CDP Corporate Report	6	

Emissions

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
305-1	Direct (Scope 1) GHG emissions	2025 CDP Climate Change, 2025 Sustainability Report	13	The CDP Report can be found at Sustainability Ingredion
305-2	Energy indirect (Scope 2) GHG emissions	2025 CDP Climate Change, 2025 Sustainability Report	13	
305-3	Other indirect (Scope 3) GHG emissions	2025 CDP Climate Change	13	
305-4	GHG emission intensity	2025 CDP Climate Change	13	Full details on our estimated Scope 3 emissions related to transportation and agricultural sourcing can be found in Ingredion's CDP report.
305-5	Reductions of GHG emissions	2025 CDP Climate Change, 2025 Sustainability Update	13	
305-6	Emissions of Ozone Depleting Substances (ODS)	This information is not currently collected at the corporate level within Ingredion.		



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Waste

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
306-1	Waste generation and significant waste-related impacts	2025 Sustainability Report		
306-2	Management of significant waste-related impacts	2025 Sustainability Report, 2025 CDP Corporate Report	6	Ingredion has circular economy products that consist of products from waste or co-streams. For example, some of our potato starches are derived from a co-stream at potato processors. Ingredion has targets for our COD and BOD impacts.
306-3	Waste generated	2025 Sustainability Report		Ingredion has targeted efforts on reducing waste. 16 of our sites have achieved zero-waste status.
306-4	Waste diverted from disposal	2025 Sustainability Report		
306-5	Waste directed to disposal	2025 CDP Corporate Report	6, 14	

Supplier Environmental Assessment

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
308-1	New suppliers that were screened using environmental criteria	2025 Sustainability Report, 2025 CDP Corporate Report,		Ingredion launched its All Life Partners Program in 2024 to assess and mitigate supplier risks, which includes environmental requirements. Ingredion uses Sedex to assess environmental considerations of our non-agricultural suppliers. Agricultural suppliers are assessed for environmental practices using the SAI Platform Farm Sustainability Assessment (FSA). The CDP Report can be found at Sustainability Ingredion .



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Employment

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

Labor/Management Relations

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
402-1	Minimum notice period regarding operational changes	Notice periods across our operations can vary depending on local legal requirements and collective bargaining agreements.		



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Occupational Health and Safety

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
403-1	Occupational health and safety management system has been implemented	Ingredion's Global Environmental, Health, Safety & Sustainability Policy	3	Ingredion has an internal Environmental, Health and Safety Management System, which covers our global operations and sets minimum standards of practice. This management system is aligned with ISO 14001 and OHSAS 18001 criteria. Policy can be found at Sustainability Ingredion .
403-2	Hazard identification, risk assessment and incident investigation	Ingredion's Global Environmental, Health, Safety & Sustainability Policy, Ingredion Code of Conduct (includes Non-Retaliation policy)	3	Ingredion utilizes a comprehensive reporting and management application which standardizes our reporting, root cause analysis and corrective actions by qualified individuals. The Global EHS&S Policy calls on employees to take an active part in our collective commitment.
403-4	Worker participation, consultation and communication on occupational health and safety	Ingredion's Global Environmental, Health, Safety & Sustainability Policy, Ingredion Code of Conduct		All Ingredion manufacturing facilities have health and safety committees made up of workers and members of the local management team.
403-5	Worker training on occupational health and safety	2025 Sustainability Report; Ingredion's Global Environmental, Health, Safety, & Sustainability Policy		Ingredion has a comprehensive EHS&S training program that is based on our EHS&S Policy and Management Standard. Training efforts are supported by programs such as our Zero Injury Mindset and Life Savers programs. All employees, contractors and visitors are required to complete training on occupational health and safety topics applicable to their work, which are defined in our EHS&S Management Standard.
403-6	Promotion of worker health	Ingredion supports its employees' well-being through programs such as employee assistance programs (EAP), paid time off and a wide variety of health-related benefits.	3	
403-8	Workers covered by an occupational health and safety management system	2025 Sustainability Report; Ingredion's Global Environmental, Health, Safety and Sustainability Policy		Ingredion has a comprehensive EHS&S training program that is based on our EHS&S Policy and Management Standard. Training efforts are supported by programs such as our Zero Injury Mindset and Life Savers programs. All employees, contractors and visitors are required to complete training on occupational health and safety topics applicable to their work, which are defined in our EHS&S Management Standard.

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403-9	Work-related injuries	2025 Sustainability Report		The company reports Total Recordable Incidence Rates for employees and contractors. While information on occupational disease and lost days are collected, these are not reported publicly at this time.
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Training and Education

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
404-1	Average hours of training per employee	2025 Sustainability Report		Training such as Environmental, Health, and Safety and Sustainability (EHS&S), Lean Six Sigma, Code of Conduct (Living our Values) and Cybersecurity are tracked at the corporate level. However, there is additional training at the local or regional level that may not be reported at the corporate level. Ingredion has established targets around increasing training hours as part of our 2030 All Life plan.
404-2	Programs for upgrading employees' skills and transition assistance programs	2025 Sustainability Report		Ingredion requires material training based on the employee's role but offers opportunity for employees to train outside their material topics to expand their skills. Many additional skills-based training activities are coordinated at the local or regional level and are not reported at the corporate level.

Equal Opportunity

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
405-1	Diversity of governance bodies and employees	2025 Sustainability Report	5	5
405-2	Ratio of basic salary and remuneration of women to men	2025 Sustainability Report	5	Our most recent independent third-party pay parity analysis found no systemic issues and no negative pay gap between male and female employees. In this same process, there were no systemic issues and no negative pay gaps between non-white and white employees.



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Freedom of Association and Collective Bargaining

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2025 Sustainability Report, Ingredion Human Right Policy, Ingredion All Life Partners Responsible Sourcing Program	8	Ingredion assesses our manufacturing operations with third-party Sedex Member Ethical Trade Audits (SMETA), which include interviews of employees around a variety of human rights considerations. To date, no issues have been identified where collective bargaining rights are at risk. Ingredion launched its All Life Partners program that defines risk criteria which will inform SMETA audits for suppliers. Link to All Life Partners Responsible Sourcing Program: at Ingredion Responsible Sourcing

Child Labor

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
408-1	Operations and suppliers at significant risk for child labor	2025 Sustainability Report, Ingredion Human Right Policy	8	Ingredion utilizes Sedex/SMETA to assess suppliers, and the SAI Platform as our global program for assessing agricultural suppliers. Our agricultural supply represents our biggest potential risk for child labor issues, however, we utilize an assessment protocol that looks for child labor in farming operations. 96.3% of our global crop sourcing is from corn and tapioca, which are not typically associated with child labor risks. No instances of child labor were found during on-farm audits in 2025.



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Forced or Compulsory Labor

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
409-1	Operations and suppliers at significant risk for forced or compulsory labor	2025 Sustainability Report, Ingredion Human Right Policy, Ingredion All Life Partners Responsible Sourcing Program	8	Ingredion utilizes Sedex/SMETA to assess key suppliers, and the SAI Platform as our global benchmark in assessing our agricultural suppliers. Our PureCircle operations have identified the Xinjiang province in China as having potential risk for forced labor, which is why practices have been put in place to ensure traceability of supply and avoid sourcing of stevia leaf from that area of concern.

Security Practices

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

Rights of Indigenous People

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
411-1	Incidents of violations involving rights of indigenous people	Ingredion is not aware of any issues or violations in our operations involving the rights of indigenous people. 2025 Sustainability Report	16	Ingredion’s internal Human Rights Management System addresses the rights of indigenous people, as well as processes for obtaining Free, Prior and Informed Consent (FPIC). We utilize external tools, such as the LandMark Map, to help identify geographic areas where considerations involving indigenous peoples may exist.



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Local Communities

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
413-1	Operations with local community engagement, impact assessments and development programs	2025 Sustainability Report		Ingredion does not have a centrally coordinated local impact assessment process at this time, however, we do have local operations that have conducted these type of assessments.

Supplier Social Assessment

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
414-1	New suppliers that were screened using social criteria	2025 Sustainability Report, Ingredion's All Life Partners Responsible Sourcing Program		Ingredion launched its All Life Partners Program in 2024, which defines our framework to assess key suppliers through Sedex, SMETA, or similar programs.

Marketing and Labeling

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
417-3	Incidents of non-compliance concerning marketing communication	No incidents of marketing non-compliance were identified in 2025.		

Customer Privacy

NUMBER	DESCRIPTION	CROSS-REFERENCE/RESPONSE	SDG LINK	ADDITIONAL COMMENTS
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ingredion had no such complaints made by our customers in 2025.		