



Ingredion

Be what's next.

Transforming Supply Chains: Scaling Excellence, Safety, and Efficiency

Eric Seip
SVP Global Operations & CSCO

Let's talk about ...

- Ingredion: Who we are and what we do
- Global Operations: 4Cs – our Path Forward
- Our Care First philosophy
- Transformation from regional to global model
 - Supply Chain Evolution: Perfect Order
 - Digital: Better Data and Real-Time Information Capabilities
 - Ingredion Performance System: Reliability Journey
- Procurement as a Business Partner
- Q&A



Ingredient: Who we are

A leading global ingredients solutions company

We make sweeteners, starches, nutrition ingredients and biomaterials that customers use in everyday products.

Westchester, IL

HEADQUARTERS

100+

YEARS IN BUSINESS

\$8.3B

MARKET-CAP¹

\$7.4B

2024 TOTAL NET SALES

~11,000

GLOBAL EMPLOYEES

120

COUNTRIES SERVED

30

IDEA LABS[®] IN 22 COUNTRIES

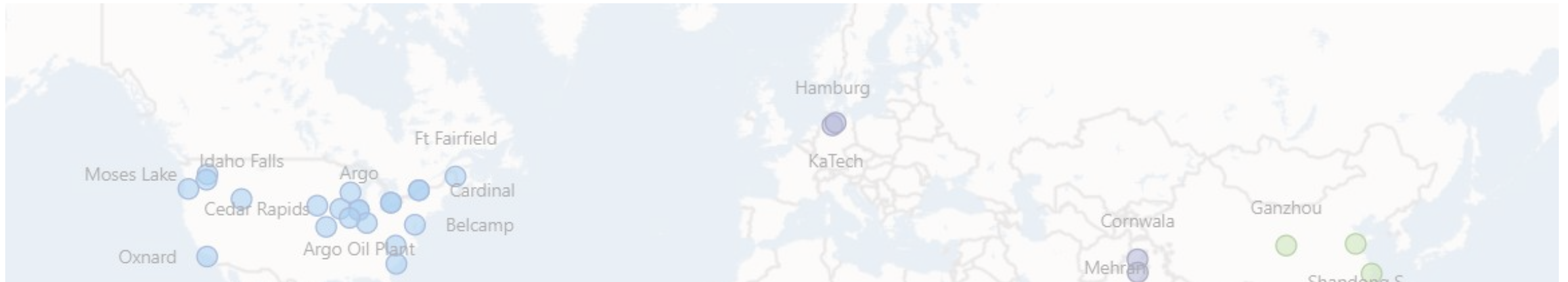
~16,000

CUSTOMERS²



Global and Diversified

43 plants, 14 countries; multiple industries/customer channels served



Each day, **2.3 billion** people around the world consume a product with an Ingredion ingredient in it.



Public reporting shift from regions to segments (2024) enabled by a Global Operations model shift (2021)

- A P A C
- E M E A
- N A
- S A

The overarching strategic framework that guides Ingredion's goals and decision-making:



Winning Aspiration: To be recognized as the go-to provider of Texture and Healthful Solutions that make healthy taste better

This strategy is designed to align teams globally and drive growth through clear, focused choices.

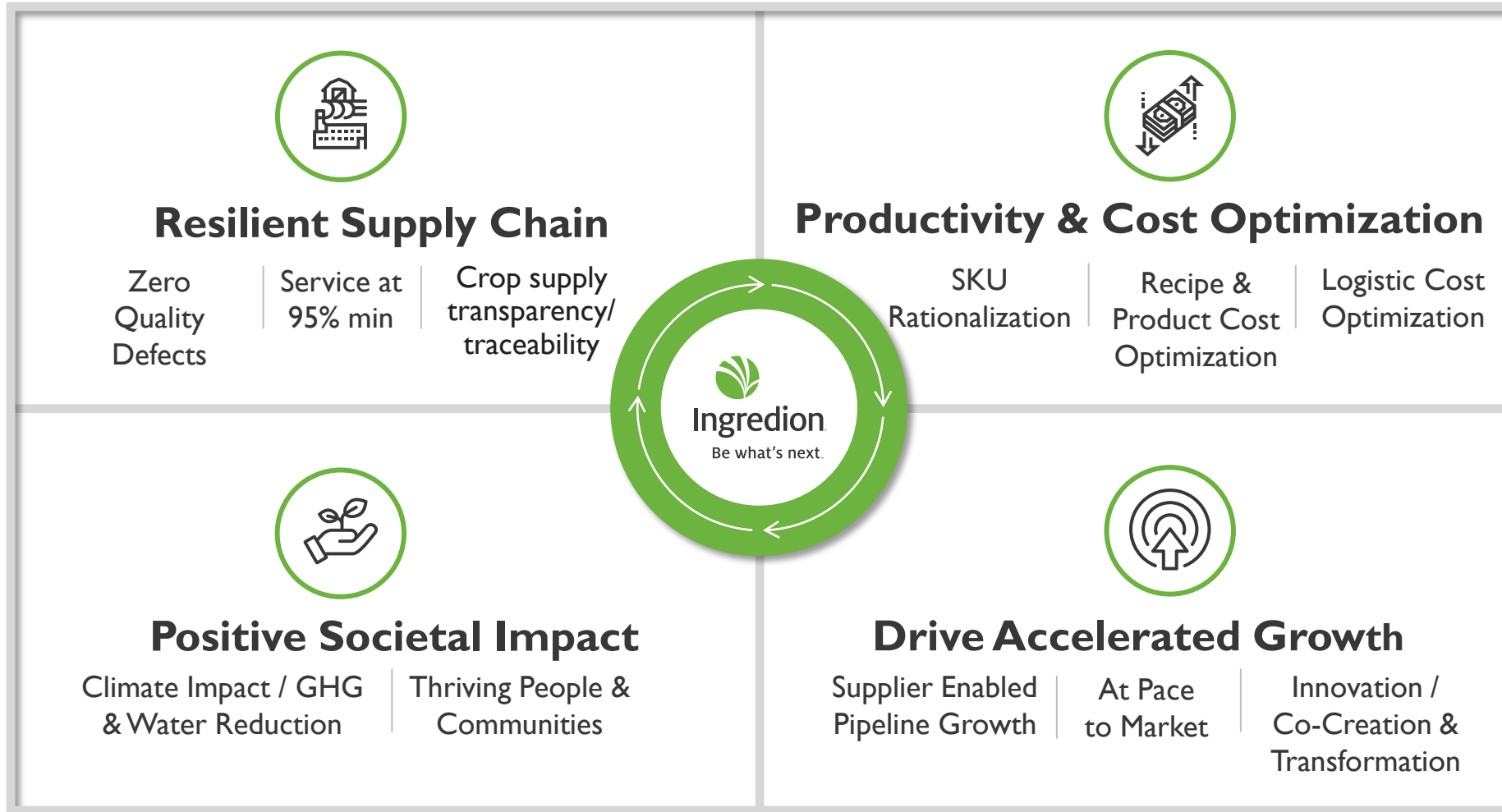
Strategic Business Units



Thinking globally, acting locally

- Food & Industrial Ingredients LATAM
- Food & Industrial Ingredients USCA
- Global Texture & Healthful Solutions
- Other (Sugar Reduction, Protein Fortification and Pakistan)

What customers are telling us they need from us



Global Operations Vision Statement

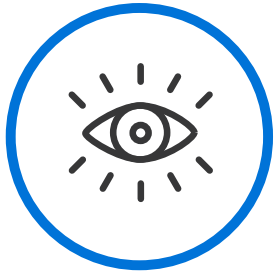
Care

Customer

Capacity

Cost

Trusted and Reliable Supplier —
through differentiated service and quality at
competitive cost



The Four “Cs”— Our Path Forward

We must deliver in all four Cs—AND we follow this order of priority



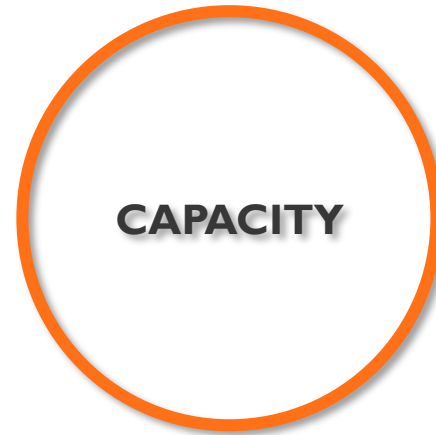
CARE

Ultimate demonstration of our Care First value is Safety: ensuring our employees and contractors can go home the same way they come into our facilities
Care also includes environmental stewardship/compliance.



CUSTOMER

Understanding & anticipating expectations, partnering with customers to provide and delight. Providing assurance of supply always with service & quality combined.



CAPACITY

Identifying ways to maximize equipment output to meet customers' product needs when they need it.



COST

Having an owner's mindset as individuals, teams and as a company to minimize waste in our processes and procedures. Our Ingestion Performance System (IPS) is how we work.

When CARE is right, everything else will flow.

Ingredient operational breakthrough metrics—tied to 4Cs, executed through the “X-Matrix” process

TRIR

(Total Recordable Injury Rate)

Green House Gas Reduction

Perfect Order

Evolved from 2021:

- Shipped in Full On time to
- Delivered in full on time to
- Perfect Order in 2024



OEE: Overall Equipment Effectiveness

A clear, consistent way to understand where we are losing value.

- **Availability** (*is the line running?*)
- **Performance** (*is it running at the right speed?*)
- **Quality** (*are we producing right the first time?*)

Cycle Time:

- How long it takes to make a product from start to completion

NSS

(Net Structural Savings)

Payables and Inventory

Our Care First Philosophy

- All accidents and incidents are **preventable**.
- We are committed to creating **a future with people who care**; caring for each other and the environment.
- Employee and contractor **involvement** is the key to success.
- People have the **responsibility to report** any environmental, health, or safety incident.
- All employees have the authority and responsibility to **stop work** when job safety is a concern.

Courage TO CARE

Ingredion
Be what's next

Speak up fearlessly to say what need to be said

Confront ideas, not people

Take care of the small things

Stay always alert

Show a better way to do the job

The courage starts with each one of us

LIFE SAVERS
One Life, One Decision. Injury Free.

ZERO
Injury Minutes

At Ingredion,
it's what we are made of.

Care First

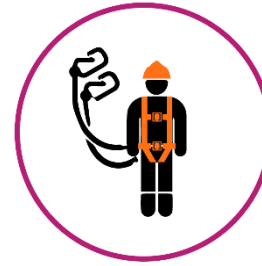
2025

We are striving for **Zero** serious injuries and incidents

LIFE SAVERS



- I will only perform a task if it is safe to do so
- I will take action to stop a task if I feel it is unsafe
- I will use Care First principles and help my fellow colleagues if I see unsafe behaviors or conditions
- I will communicate with my department, supervisor and peers when hazardous work must be performed
- I will ensure areas are clearly marked and barricaded where hazardous work will be performed
- I will obtain the proper permit prior to commencing hazardous work
- I will ask for proper training prior to performing a task



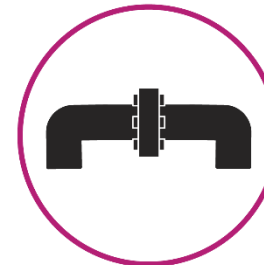
Fall Prevention & Protection



Vehicle Safety



Lockout/Tagout & Electrical Safety



Line Breaking



Hot Work



Confined Space Entry

Care Safety: Our recent journey

2024
Ingredion named a finalist for the **National Safety Council Green Cross for Safety® Award**



RESULTS 2018 - Present

Employee total recordable incident rate
Improved by 27%

Ingredion's **best safety performance in the company history was 2023.**

Employee Lost Time Incident Rate
↓ 56% since 2018

Number of slips, trips, and falls recordable incidents (employees, contractors, and visitors)
↓ 56% since 2021

There were direct financial benefits from reducing the severity and frequency of injuries. Our workers' compensation costs decreased in the United States during this period.

SIFs ↓ 70%

Overall PSIFs ↓ 86%

Thermal Reduction
has now improved to
>80%
since 2019

Key indicators to measure continuous performance in Safety



- Employee TRIR
- Contractor TRIR
- Thermal Events



- Observations
- Near Miss
- Incident RCA Closure
- Employee Engagement
- Training

Supply Chain:

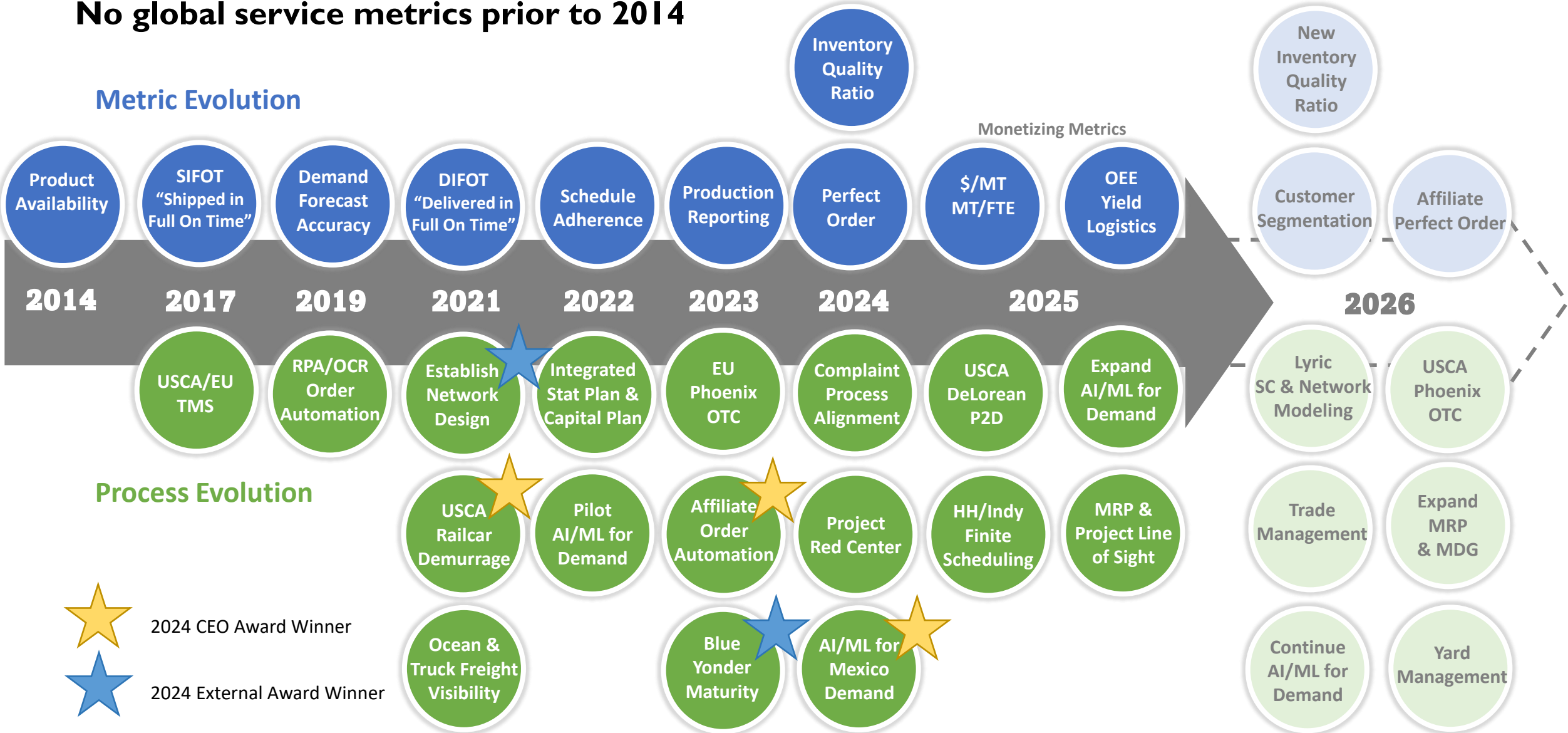
Our Evolution





Evolution of Supply Chain Processes and Global Metrics

No global service metrics prior to 2014

Metric Evolution



Process Evolution

-  2024 CEO Award Winner
-  2024 External Award Winner

Demand Forecasting with AI and Machine Learning (ML)

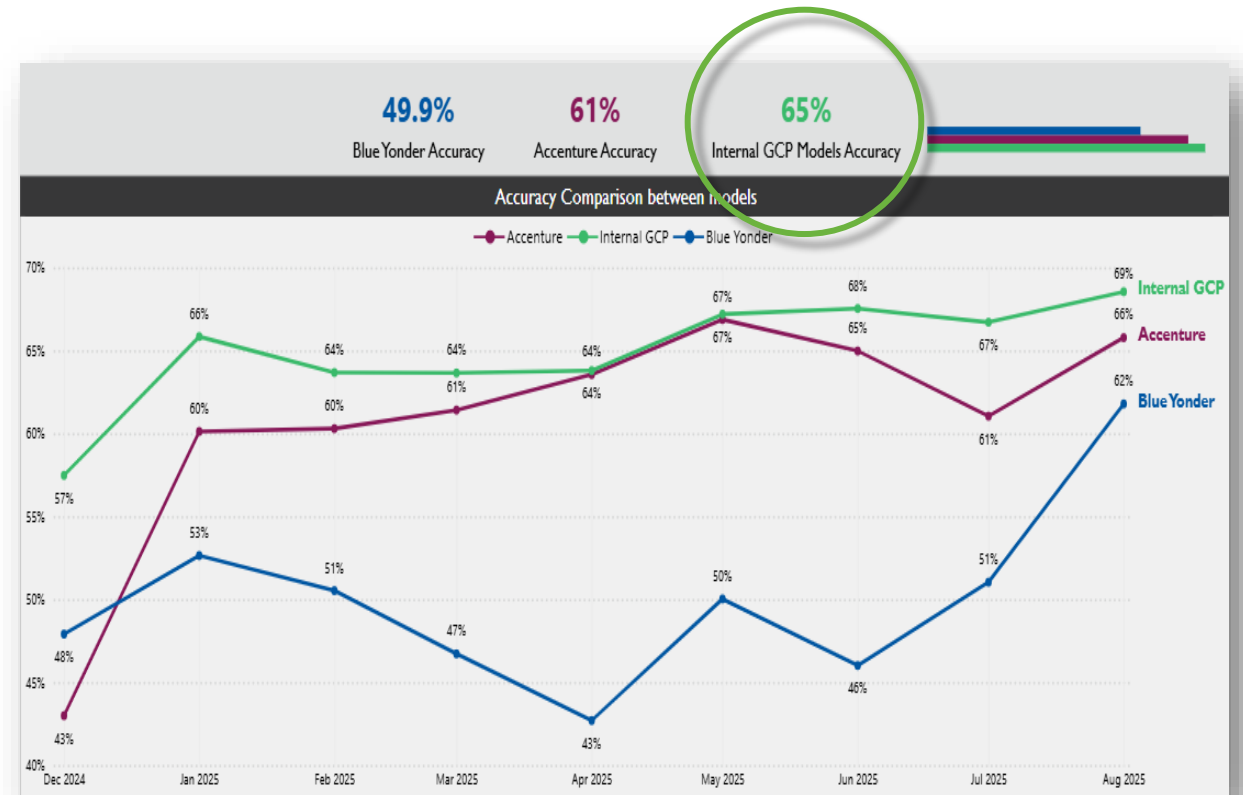
Advanced AI techniques, resulting in significant forecast accuracy improvements

Leveraging the Usage of Machine Learning with Google Cloud Platform (GCP)

- Fully automated global solution
- 20K+ Demand Forecasting Units (DFUs) running on ML in GCP
- Integrated with SAP and Blue Yonder

RESULTS with ML MODELS

1000bps Forecast Accuracy Improvement
over BY Statistical Models

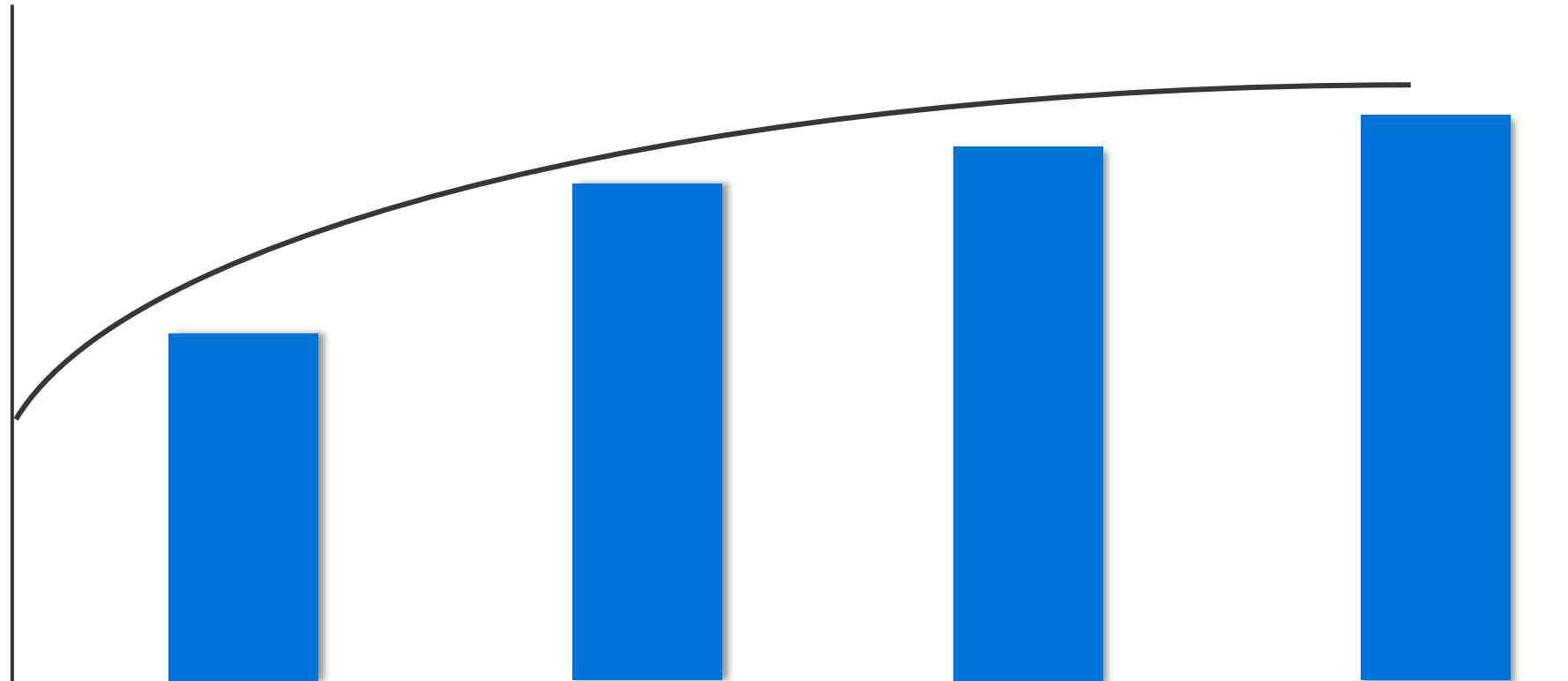


Translates directly into:

- Better decision making for production planning
- Optimized inventory levels
- Fewer disruptions in supply availability

Goal: Perfect Order – viewing Operations through customers' eyes

Globally, great progress over the last three years and our Net Promotor Scores reflect it.



2022

- Standardization
- BY Maturity
- S&OP Maturity

2023

- Safety Stocks
- Schedule Adherence
- SC Analytics

2024

- Orga & P2W
- Schedule Adherence
- Inventory Quality

2025 YTD

Continuing to strengthen foundation for continued success



Finite Scheduling

Real-time info capabilities to help enhance our overall processes. Increased visibility to production/inventory, improving our ability to better serve our customers.

Workstreams



Digital Batch Sheets



Infor Production Scheduling



Materials Requirement Planning



Pallet License Plate

The Global Operations Analytics Team (aka The GOAT)

Central team: Right Data to Right People at Right Time



DIGITAL OPERATIONS



Bringing Functional and Regional Expertise Together to:

- Implement **advanced data analytics**
- **Optimize supply chain and operations processes through standard metrics**
- **Create a competitive advantage**
- Cultivate a culture of **innovation and continuous improvement**
- **Eliminate manual tasks**
- **Enable operations to quickly respond**

IPS:

Reliability Journey



RELIABILITY

Ingredion Performance System (IPS)

Custom management system using World Class Manufacturing principles. Strong emphasis on daily **routines**.

It's all about waste elimination & global standardization.



PILLARS

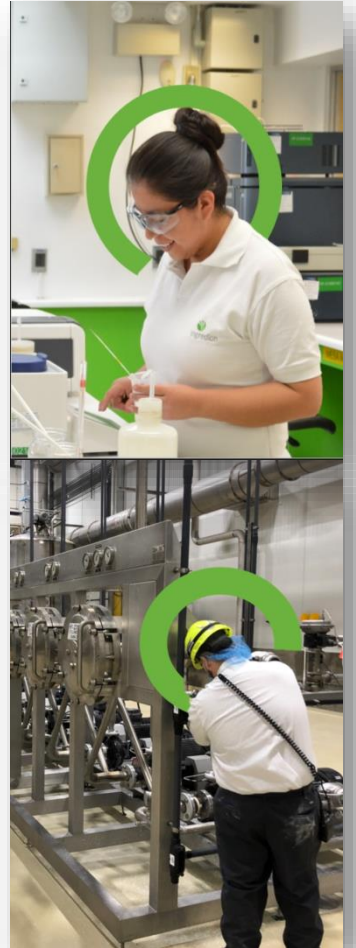
Management

Quality

Reliability

People

EHS & Sustainability



Reliability journey

Moving from reactive to preventative leads to better reliability, reliable delivery and products on spec, on time in full.

- Establishing a global standard for Reliability
- Enhancing local training to meet global standards
- Partnering with HR: right people, right roles
- Improving employee engagement/retention

Investing in assets to ensure operational standards are achieved

Improving percentage of spend done proactively while reducing maintenance as a % of manufacturing expenses

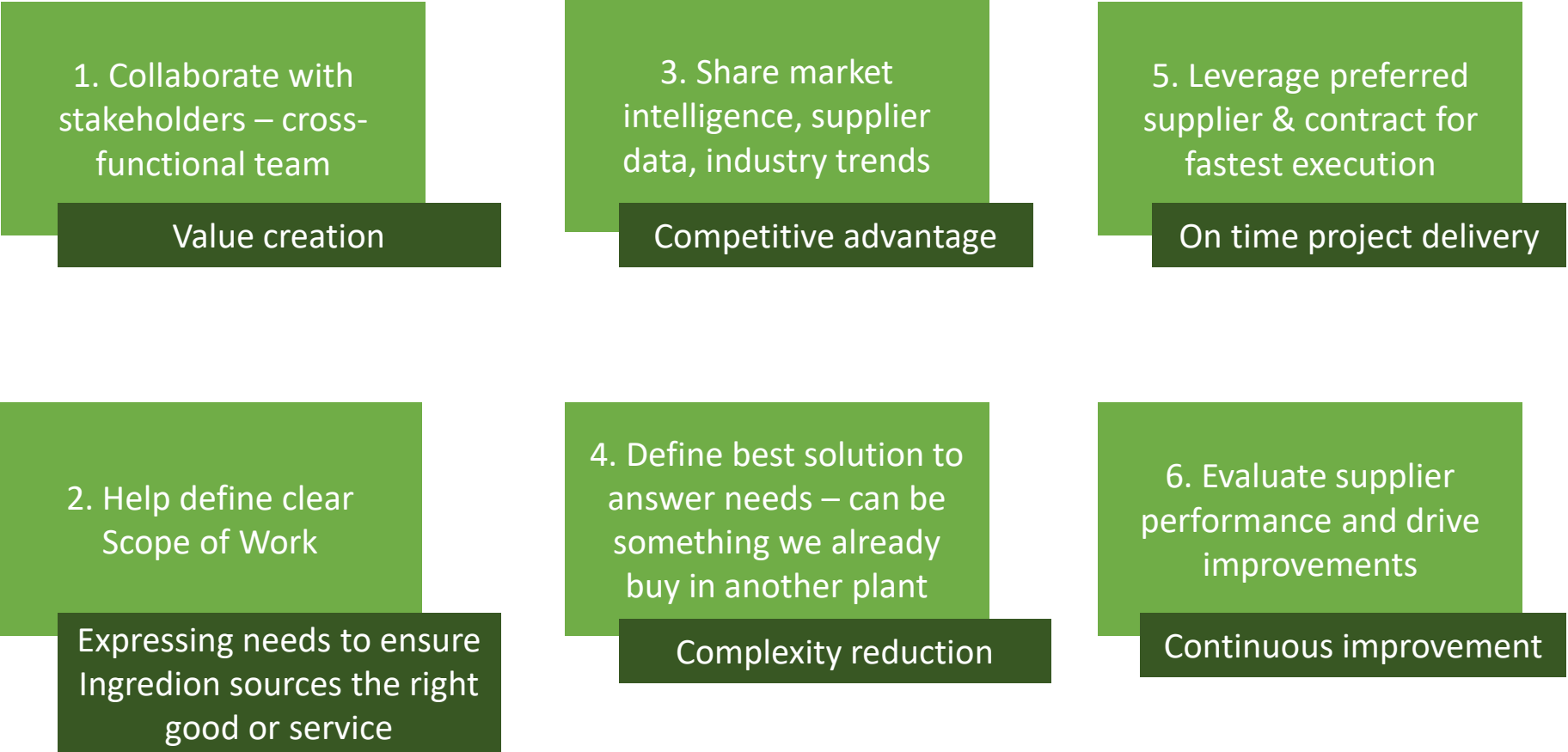
PROCUREMENT

Total Cost of Ownership Mindset



Procurement as a Business Partner

Involving Procurement early as a Business Partner brings large benefits to a company from Total Cost of Ownership perspective



2022 – 2024 Global Procurement Savings:



We are well positioned to build on our recent success . . .

- We have a **clear and comprehensive** enterprise strategy.
- Our **culture and values** are strong.
- We are **trusted by our customers** and our net promoter scores continue to improve.
- We are **strengthening and investing in innovation, solutions selling and capacity** for growth.



