



Ingredion.

Investor Day 2025

September 17 | New York City



INTRODUCTION

Welcome & Opening Remarks



Noah Weiss

Vice President,
Investor Relations &
Corporate
Communications



Forward-looking statements

This presentation contains or may contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Ingredion intends these forward-looking statements to be covered by the safe harbor provisions for such statements.

Forward-looking statements include, among others, any statements regarding our expectations for 2025–2027 overall and segment net sales, operating income, earnings per share, corporate costs, cash from operations, and capital expenditures, and any other statements regarding our prospects and our future operations, financial condition, growth targets, volumes, cash flows, expenses or other financial items, including management’s plans or strategies and objectives for any of the foregoing and any assumptions, expectations, or beliefs underlying any of the foregoing.

These statements can sometimes be identified by the use of forward-looking words such as “may,” “will,” “should,” “anticipate,” “assume,” “believe,” “plan,” “project,” “estimate,” “expect,” “intend,” “continue,” “pro forma,” “forecast,” “outlook,” “opportunities,” “potential,” or other similar expressions or the negative thereof. All statements other than statements of historical facts therein are “forward-looking statements.”

These statements are based on current circumstances or expectations, but are subject to certain inherent risks and uncertainties, many of which are difficult to predict and beyond our control. Although we believe our expectations reflected in these forward-looking statements are based on reasonable assumptions, investors are cautioned that no assurance can be given that our expectations will prove correct.

Actual results and developments may differ materially from the expectations expressed in or implied by these statements, based on various risks and uncertainties, including changes in consumer practices, preferences, demand and perceptions that may lessen demand for the products we make; geopolitical conflicts and actions arising from them, including the impacts on the availability and prices of raw materials and energy supplies, supply chain interruptions, and volatility in foreign exchange and interest rates; the effects of global economic conditions and the general political, economic, business, and market conditions that affect customers and consumers in the various geographic regions and countries in which we buy our raw materials or manufacture or sell our products, and the impact these factors may have on our sales volumes, the pricing of our products and our ability to collect our receivables from customers; our reliance on purchases of our products by major industries which we serve and from which we derive a significant portion of our sales, including, without limitation, the food, beverage, animal nutrition and brewing industries; the risks associated with pandemics; our ability to develop or acquire new products and services at rates or of qualities sufficient to gain market acceptance; increased competitive and/or customer pressure in the corn-refining industry and related industries, including with respect to the markets and prices for our primary products and our co-products, particularly corn oil, and the ability to pass through price increases in our key inputs; price fluctuations, supply chain disruptions, tariffs, duties and shortages affecting inputs to our procurement, production processes and delivery channels, including raw materials, energy costs and availability and cost of freight and logistics; our ability to contain costs, achieve budgets and realize expected synergies, including our ability to complete planned maintenance and investment projects on time and on budget as well as to effectively manage freight and shipping costs and hedging activities; operating difficulties at our manufacturing facilities and liabilities relating to product safety and quality; the effects of climate change and legal, regulatory, and market measures to address climate change; our ability to successfully identify and complete acquisitions, divestitures, or strategic alliances on favorable terms, as well as to successfully conduct due diligence, integrate acquired businesses or implement and maintain strategic alliances and achieve anticipated synergies with respect to such transactions; economic, political and other risks inherent in conducting operations in foreign countries and in foreign currencies; the failure to maintain satisfactory labor relations; our ability to attract, develop, motivate, and maintain good relationships with our workforce; the impact of legal and regulatory proceedings, lawsuits, claims and investigations; the impact of any impairment charges on our goodwill or long-lived assets; the impact on our business of political events, trade and international disputes, war, threats or acts of terrorism, and natural disasters; changes in government policy, law, or regulation and costs of legal compliance, including compliance with environmental regulation or the occurrence of other significant events beyond our control; changes in our tax rates or exposure to additional income tax liability; risks affecting our ability to raise funds at reasonable rates and other factors affecting our access to sufficient funds for future growth and expansion; increases in interest rates that could increase our borrowing costs; interruptions, security incidents, or failures with respect to information technology systems, processes, and sites; risks affecting the continuation of our dividend policy; and our ability to maintain effective internal control over financial reporting.

Our forward-looking statements speak only as of the date on which they are made, and we do not undertake any obligation to update any forward-looking statement to reflect events or circumstances after the date of the statement as a result of new information or future events or developments or otherwise. If we do update or correct one or more of these statements, investors and others should not conclude that we will make additional updates or corrections. For a further description of these and other risks, see “Risk Factors” and other information included in our Annual Report on Form 10-K for the year ended December 31, 2024, and our subsequent reports on Form 10-Q and Form 8-K filed with the Securities and Exchange Commission.

Non-GAAP Financial Measures

This presentation provides information about adjusted diluted earnings per share (“adjusted EPS”), adjusted operating income, and other financial measures (collectively, the “non-GAAP financial measures”) which are not measurements of financial performance calculated in accordance with U.S. generally accepted accounting principles (“GAAP”). We have provided a reconciliation of each of these non-GAAP financial measures to the most directly comparable GAAP financial measures in the appendix.

Today's agenda

9:00 AM

Welcome & Opening Remarks

Noah Weiss | VP, Investor Relations & Corporate Communications

Strategic Vision to Drive Growth

Jim Zallie | President & CEO

Texture & Healthful Solutions: Segment Review & Outlook

Mike O'Riordan | SVP, Texture & Healthful Solutions, EMEA & Asia-Pacific

Food & Industrial Ingredients—LATAM Segment Review & Outlook

Rob Ritchie | EVP, Food & Industrial Ingredients U.S./Canada and LATAM, & Sugar Reduction

Food & Industrial Ingredients—U.S./CAN Segment Review & Outlook

Rob Ritchie | EVP, Food & Industrial Ingredients U.S./Canada and LATAM, & Sugar Reduction

10:15 AM

Q&A Session with Above Presenters

10:35 AM

BREAK

10:45 AM

Consumer & Customer-relevant Innovation

Mike Leonard | SVP, Chief Innovation Officer & Head of Protein Fortification

Financial Overview & Long-term Outlook

Jim Gray | EVP & CFO

Closing Remarks – Invest with Us

Jim Zallie | President & CEO

11:30 AM

Q&A Session with All Presenters

12:00 PM

Leadership Luncheon



Ingredient sizzle reel



COMPANY OVERVIEW

Strategic Vision to Drive Growth



Jim Zallie
President & CEO





Strategic vision to drive growth key messages

- 1** **Continuing business transformation** to strengthen market leadership positions through portfolio optimization, innovation and cost competitiveness

- 2** **Diversifying our presence and offerings** through geographic expansion, capabilities building and solutions selling

- 3** **Building on our proven track record of value creation** with disciplined capital allocation, strong risk management and centers of excellence to drive efficiency and productivity

- 4** **Establishing long-term growth targets** that build on industry-leading financial strength and maximize shareholder returns

Ingredient snapshot (NYSE: INGR)



Westchester, IL
HEADQUARTERS

100+
YEARS IN BUSINESS

\$8.3B
MARKET-CAP¹

\$7.4B
2024 TOTAL NET SALES

~11,000
GLOBAL EMPLOYEES

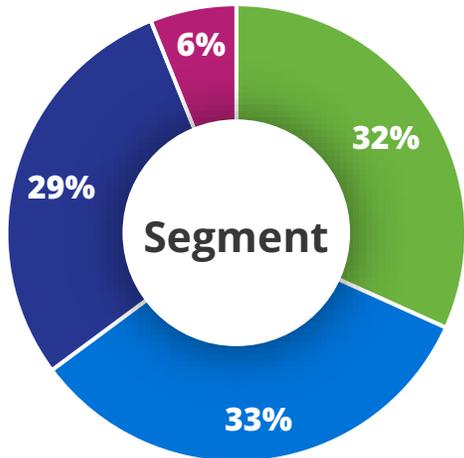
120
COUNTRIES SERVED

30
IDEA LABS[®] IN 22 COUNTRIES

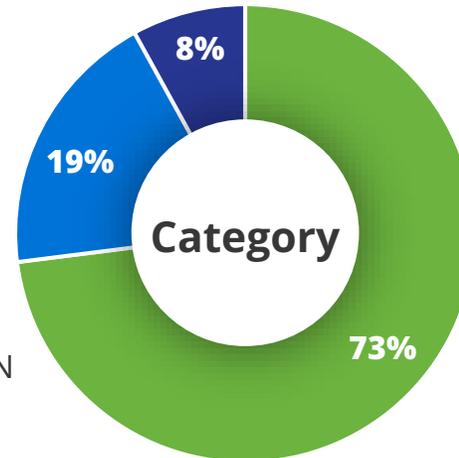
~16,000
CUSTOMERS²



2024 NET SALES BREAKDOWN



- Texture & Healthful Solutions
- Food & Industrial Ingredients—LATAM
- Food & Industrial Ingredients—U.S./CAN
- Other businesses³



- Food & Beverage
- Industrial Applications⁴
- Animal Nutrition



Leveraging strong cash flows from F&I to invest in higher growth opportunities in T&HS

Since 2024, we have made significant progress on our business transformation journey...

Completed recast of segments and portfolio actions

- ✓ Provides complementary enterprise approach to growth, innovation and cash generation
- ✓ Purposeful portfolio changes:
 - Divested South Korea and selling majority stake in Pakistan business
 - Actioned asset footprint optimization and growth investments

Achieved record earnings and cash flow plus strong gross profit margins

- ✓ Adj. diluted EPS¹ reached a record \$10.65 (+13% YoY)
- ✓ Record cash from operations: \$1.4B (+36% YoY)
- ✓ Gross profit margin: 24.1% (+270bps YoY)

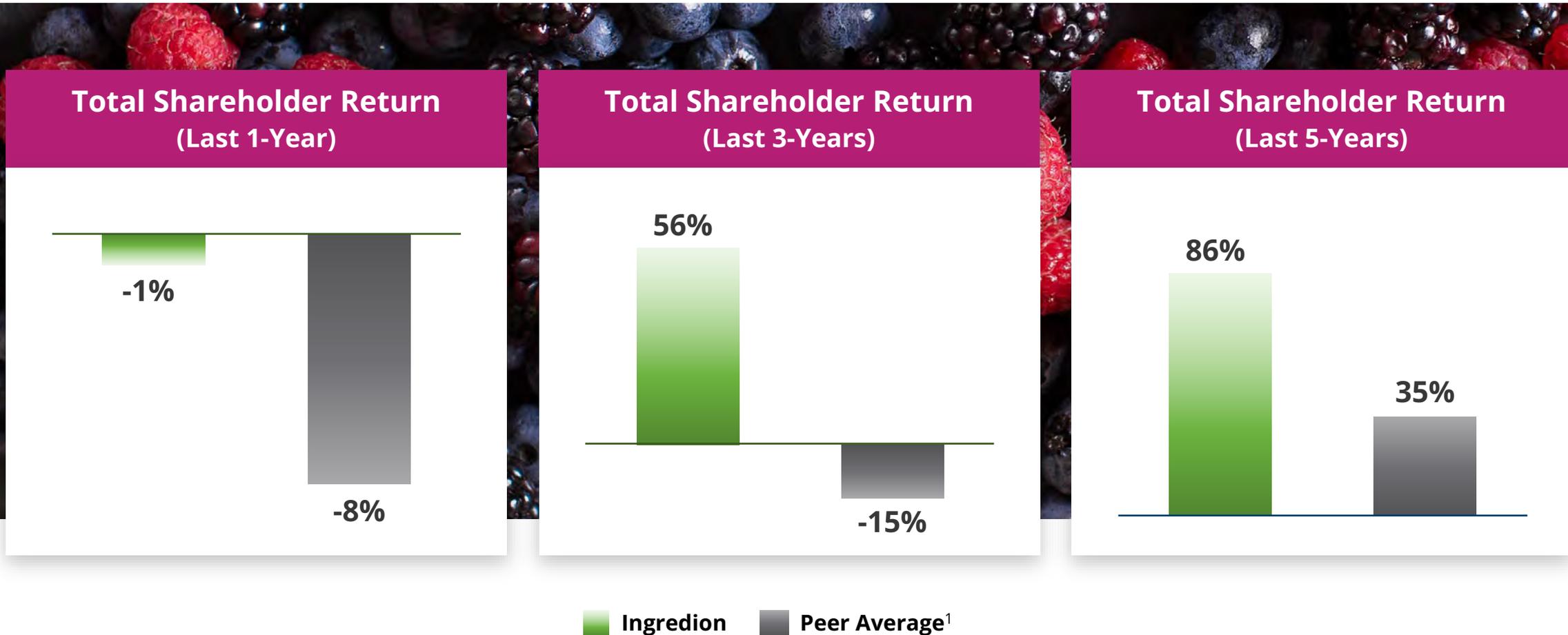
Delivered on 2022–2025 growth outlook announced Investor Day 2022

- ✓ Exceeded growth goals for net sales, operating income and cash from operations

Exceeded expectations since 2024 Texture Day

- ✓ Record FY 2024 results
- ✓ Delivering above target Cost to Compete savings
- ✓ Investments in key production plants and capabilities building

...while delivering strong shareholder returns...



...and we are well positioned to continue to build on our recent success

Building clear competitive advantages

- ✓ Being the go-to-provider for texture and healthful solutions that make healthy taste better
- ✓ Accelerating on-trend, science-based innovation
- ✓ Pursuing above-market growth opportunities through segment and region focused strategies

Executing strategically and financially

- ✓ Maintaining leading market positions in target categories
- ✓ Improving profitability and margins

Driving profitable growth with disciplined capital allocation

- ✓ Investing in organic growth opportunities
- ✓ Expanding strategic capacity
- ✓ Driving lower-cost position through targeted reliability and infrastructure investments



Positive long-term outlook with growth in 2025 and beyond

Segment structure combines global reach with local expertise and provides better customer connectivity



Texture & Healthful Solutions

- Global, multinational and regional customers across multiple channels (e.g., branded, private label, food service, etc.)
- Limited business seasonality
- Higher average sales price (ASP) and gross profit margins



Food & Industrial Ingredients—LATAM

- Strategic asset footprint provides competitive moat in Mexico, Brazil, Colombia and Peru
- Deep and strong customer relationships
- Opportunities afforded by trend toward urbanization and growing populations



Food & Industrial Ingredients—U.S./CAN

- Core sweeteners and industrial products with strong customer relationships
- Operational excellence to drive cost competitiveness and selective expansion for growth
- Proximate supply (e.g., only producer in Canada)



Other businesses¹

- Leading producer of stevia ingredients
- Well positioned with protein isolates for protein fortification



Creating better alignment with market opportunities, customer needs and business objectives

Top tier positions in attractive markets

	Texture & Healthful Solutions	Food & Industrial Ingredients		TOTAL
		LATAM	U.S./CAN	
Market Size	~\$20B	~\$5B	~\$10B	~\$35B
Industry Growth Rates ¹	2%–4%	2%–3%	0.9%–1.3%	2%–3% ²
Ingredion 2025–2027 Growth Rate	4%–6%	2%–3%	0%–1% <i>(0.5%–1.5% excluding HFCS)</i>	2%–4%
Ingredion 2024 Net Sales	\$2.4B	\$2.4B	\$2.2B	\$7.4B ²
Ingredion 2024 Adj. Operating Income ³	\$350M	\$483M	\$373M	\$1,016M ²



Significant potential for profitable growth and margin enhancement

Long-term strategic framework: Key priorities



Profitable Growth

- Leverage strong customer relationships to **support reformulation, co-creation and innovation**
- Increase addressable market and pursue higher growth through **international expansion**
- **Expand solutions selling** across food and beverage and selectively target industrial growth (e.g., pharma, beauty & home, packaging)

Innovation

- **Invest in R&D and differentiating capabilities** to meet emerging customer needs with cutting-edge solutions
- Align with industry trends and deliver **novel texture and healthful solutions**
- Capitalize on **clean label reformulation opportunities** leveraging leading product line to address changing regulatory landscape

Operational Excellence

- **Solid progress to date by leveraging our global operating model to drive operational excellence** – early in our journey to deliver efficiency and savings
- **Make service and quality differentiators and drive positive operating leverage** by focusing on four Cs – Care, Customers, Capacity and Cost

Macro trends offer growth opportunities



	Clean Label	Affordability	Sugar Reduction	Protein & Fiber Fortification	Weight-loss Drugs
Consumer Behavior	Desire for transparency to know what's in their food	Enable affordable price points across retail and food service	Reduced and no sugar foods and beverages for metabolic health	Growing demand for products supporting digestive health	Medical weight-loss alternatives combined with healthier diets
How We Are Well Positioned	Developed solutions providing cleaner, shorter and easier-to-understand labels while still delivering health and taste benefits	Cost effective texture and functional solutions as substitutes for inflation-impacted ingredients (e.g., eggs and cocoa)	Leading-edge, high-intensity, natural Stevia offerings and functional fibers	Broad portfolio of plant-based protein isolates and fibers enables formulation of macronutrient-rich products	Innovative low sugar, high-protein and fiber fortification offerings that provide metabolic health, satiety and muscle maintenance

Innovation as an engine for growth



Innovation



Clean Label Texturizers Leadership

Global leadership – including major markets in Europe, U.S. and China – nonchemically modified, clean label starches backed by decades of investments in proprietary manufacturing and clean label formulating



Investment in Expanding Texture Science Leadership

Incremental investment in advancing texture science leadership so that we can most effectively co-create and deliver great tasting texture and healthful solutions



First-to-market Texture Solutions Service

Insights driven and scientifically-backed consultative service model for accelerated product development – piloted in 2025 with broader rollout in 2026



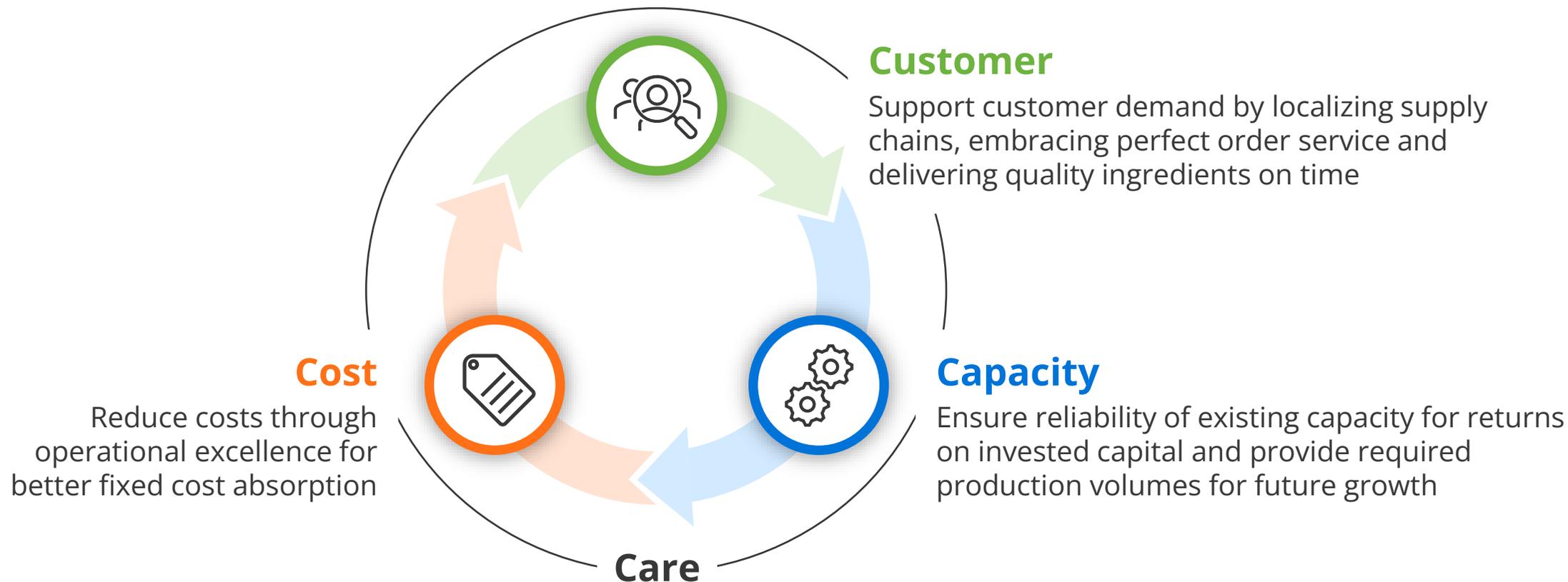
Next-gen Sustainable Packaging Solutions

Developing plant-based packaging solutions to meet growing demand for more sustainable packaging solutions



Relentlessly pursuing breakthrough innovation in texture science and healthful ingredients

Operational excellence journey: Service differentiation and cost competitiveness to win



Continuous improvement mindset enables better data, better decisions and better results

Continuing to raise the bar: Renewing long-term financial outlook

Net Sales
Growth

2%–4%

2025–2027

2024 Base: \$7.4B

Adj. Operating
Income

5%–7%

2025–2027

2024 Base: \$1,016M

Adj. EPS

7%–9%

2025–2027

2024 Base: \$10.65



An experienced, high-performing and execution-focused leadership team



Today's presenters



Jim Zallie
President & CEO
Joined: 1983



Jim Gray
EVP & CFO
2014



Mike O'Riordan
SVP, Texture & Healthful
Solutions, EMEA &
Asia-Pacific
1999



Rob Ritchie
EVP, F&I, LATAM &
U.S./Canada, &
Sugar Reduction
1996



Mike Leonard
SVP, Chief Innovation
Officer & Head of
Protein Fortification
2024

Broader executive leaders



Larry Fernandes
SVP, Chief Commercial &
Sustainability Officer
1990



Tanya Jaeger de Foras
SVP, Chief Legal Officer,
Corporate Secretary &
Chief Compliance Officer
2021



Mark Karns
VP, Corporate
Development & M&A
2024



Eric Seip
SVP, Global Operations, &
Chief Supply Chain Officer
2021



Nancy Wolfe
SVP & Chief Human
Resources Officer
2022

Prior Experiences



SEGMENT OVERVIEW

Texture & Healthful Solutions



Mike O'Riordan

SVP, Texture & Healthful Solutions, EMEA & Asia-Pacific





T&HS key messages

- 1** **Increasing market penetration and enhancing margins** through scalable solutions, superior functionality and local manufacturing presence, particularly in developing markets
- 2** **Enabling consumer-preferred, customer new product launches** through co-creation and reformulation
- 3** Developing differentiated R&D and go-to-market capabilities to meet evolving customer needs and **unlock new growth opportunities**
- 4** Capitalizing on **significant growth capital investments** in recent years – **early days of generating expected returns**

Delivering above-market performance

Driven by breadth of product lines, solutions selling and innovation



Key Stats

Ingredient Solutions	1,000+
Active Patents	1,600+
Global Idea Labs®	30
Global Mfg. Facilities	22

Product Portfolio

Texture Solutions | Clean Label & High-Performance Starches • Hydrocolloids • Customized Formulations

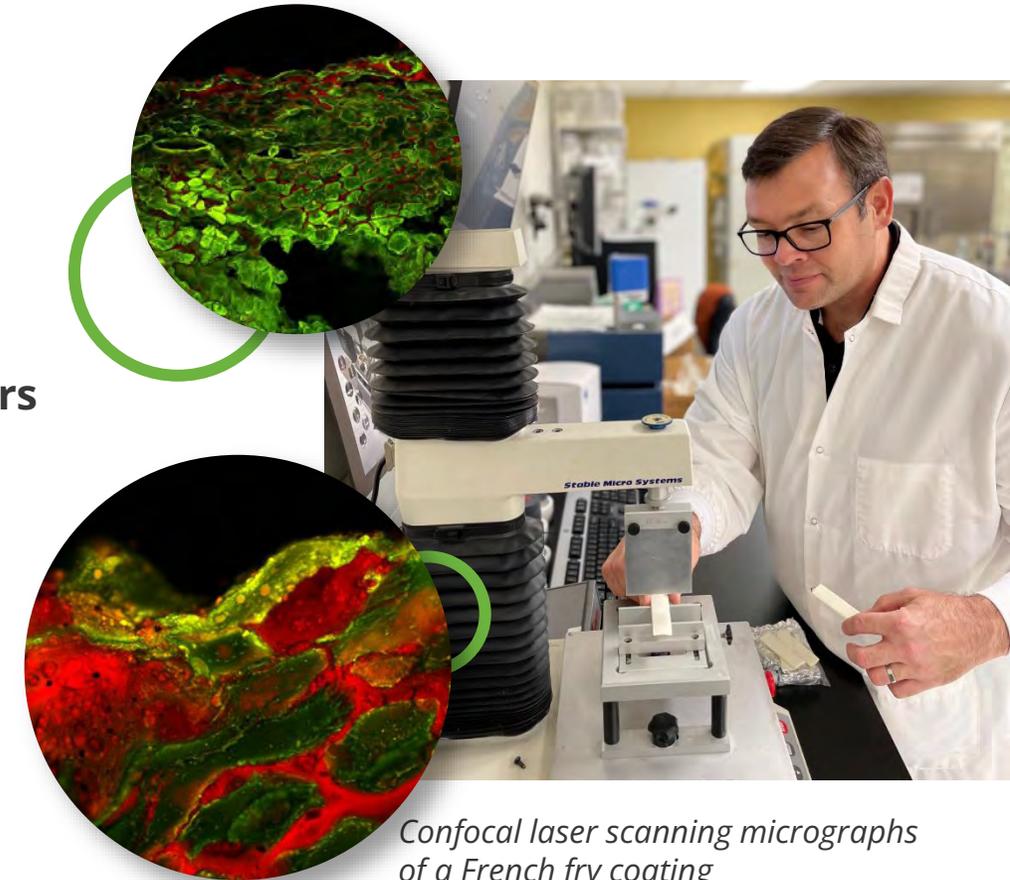
Healthful Solutions | Texture for Fiber Fortification • Pharma • Beauty & Home



Recognized leader in specialty and clean-label starches, texturizers and health-focused ingredient solutions

Year to date progress since our 2024 Texture Innovation Day

- ✓ Operationalized **texture solutions selling** globally supported by formal customer briefs
- ✓ **Increased value of new project pipeline** since November 2024
- ✓ Launched new, clean label **texturizing and emulsifying citrus fibers**
- ✓ Advancing predictive formulation capabilities to **reduce innovation cycle time with customers**
- ✓ Investing in cutting-edge **texture imaging capabilities**
- ✓ **Piloting selective Texture Elevation co-creation engagements** with customers to test **new service model**



Building “Texture House” capabilities to be the “Go-to-Provider” and deliver above-market growth

Large, addressable market with opportunities to capture above-market growth

Texture Market

2%–4%¹ Industry CAGR Over Next 3 Years



Texture and health driving consumer choice

- **85%**² of consumers are (highly) likely to recommend their favorite food based on its texture
- **76%**³ of consumers say texture is more important than flavor
- **77%**⁴ would pay more for food and beverages with health benefits



Key market trends driving growth over next 5 years

Clean Label



Consumers' need for transparency and desire for more natural and better-for-you products

Wellness



Increased preference to eat healthy and tailor nutrition to their personal needs

Mochi Texture



60% of consumers prefer multi-textural foods capturing new and diverse cultural preferences

Convenience



Driven by urbanization and lifestyle trends

Delivery



2 billion deliveries to consumers in 2024 supported by acceleration in delivery technologies (e.g., GrubHub, Deliveroo, etc.)

Our texture solutions create value across large and growing categories

	 Savory	 Dairy	 Bakery	 Snacks	 Beverage
Priority Categories	<ul style="list-style-type: none"> • Sauces and dressings • Meat, fish and poultry • Ready meals • Batters and breadings • Noodles 	<ul style="list-style-type: none"> • Yogurt and yogurt alternatives • Processed cheese and cheese alternatives • Creamers and milk alternatives 	<ul style="list-style-type: none"> • Cake, donut, pastry, including fillings and toppings • Bread, bread mixes and tortillas 	<ul style="list-style-type: none"> • Biscuits, cookies, nutrition bars and crackers 	<ul style="list-style-type: none"> • Sports nutrition and energy drinks, including ready-to-drink and ready-to-mix applications
Global Texturizer Market Size (2024)	~\$6B	~\$2B	~\$9B	~\$2B	~\$1B
Texturizer Market Growth (% CAGR)	2%-3%	3%-4%	1%-2%	1%-2%	6%-7%



We expect >90% of the texture solutions opportunity will come from these categories

Texture & Healthful Solutions key priorities



**Profitable
Growth**



Innovation



**Operational
Excellence**

Emerging markets represent a significant growth opportunity for texture solutions

Profitable Growth



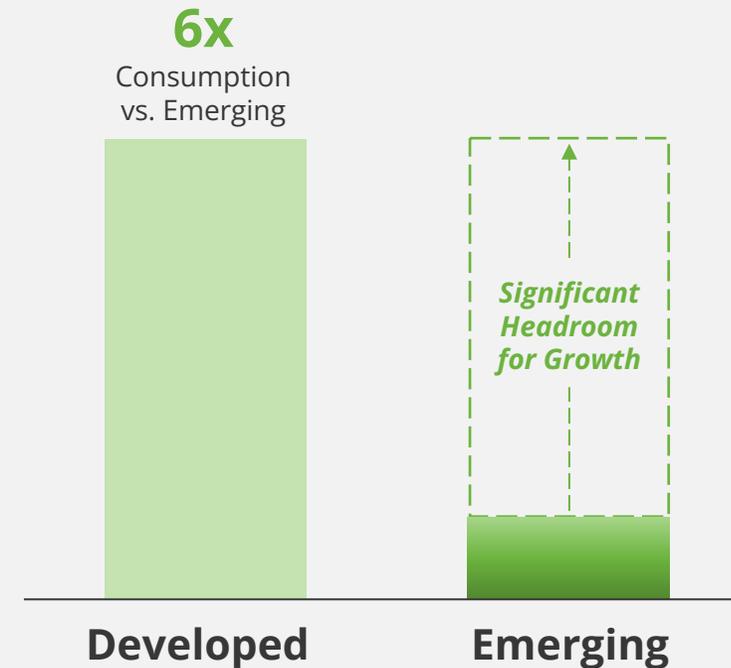
Factors Most Influencing Modified Starch Growth

- GDP and Middle-class Growth
- Urbanization
- Affordability
- Convenience



Significant Modified Starch Growth Opportunity in Emerging Markets

Modified Starch Consumption per Capita





Innovation

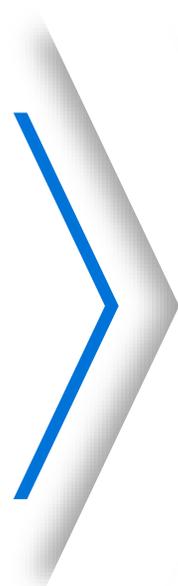


Driving innovation through a differentiated solutions model

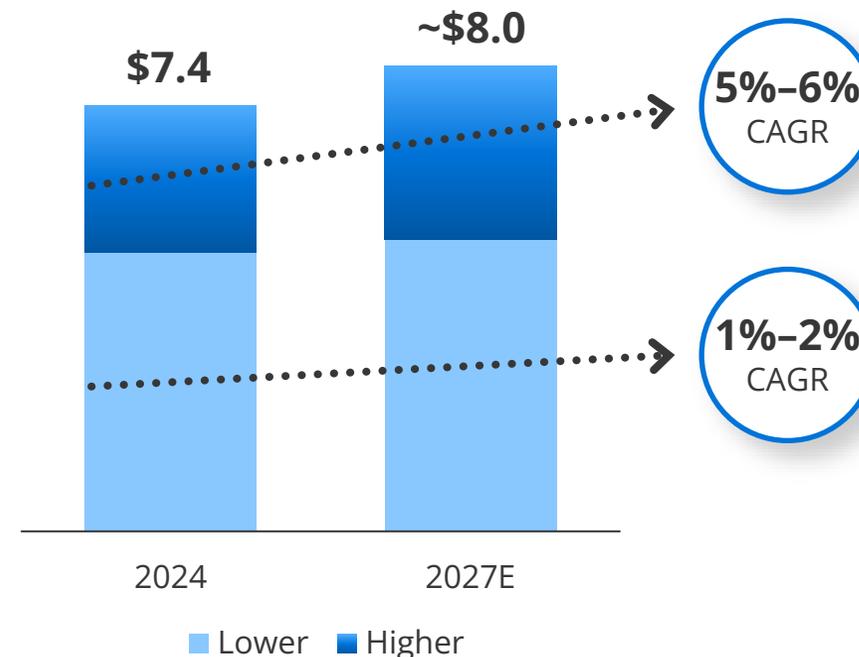
Our Solutions Approach

Our most differentiated and innovative ingredients, customized formulations and value-added services

- Now developing solutions through **co-created briefs** discovering unmet customer needs
- **Extensive solutions library and master formulation experts** to enable faster and more efficient formulation
- **Proprietary consumer insights and predictive formulation capabilities** to enable more successful launches faster
- **Global procurement and operations** providing required sourcing and supply chain capabilities



Revenue Generated from Solutions (\$B) Average Selling Price



Delivering high-value solutions

Operational excellence to support growth and enable cost competitiveness



● Customer Service and Delivery Efficiency

- Delivering consistent, high-quality texture solutions at competitive cost through localizing of our supply chains

● Manufacturing Capacity Upgrades

- \$100M+ investment in U.S. plants to improve cost position
- \$200M+ strategic growth investments in Asia-Pacific

● Productivity Gains

- Optimizing asset footprint and sourcing flexibility for better fixed cost absorption
- Simplifying and reducing product lines/SKUs



Global operating model improving cost competitiveness and go-to-market effectiveness

CASE STUDY

Clean label meal replacement beverage for private label



Customer Need

- Develop a high protein, good source of fiber, meal replacement beverage
 - Consumer preferred ingredients
 - Texture to resemble brand leader
- Rapid development for quick market entry



Our Unique Solution

- Leveraged proprietary insights, global formulation expertise and breadth of clean label texture solutions
- Piloted and facilitated cost-effective testing and scaling on customer production line



Ingredion's formulation expertise and technical knowledge made all the difference. This project helped strengthen our relationship and set the stage for future innovation together.

Head of Product Development
Specialty Food Manufacturer



Results



Achieved rapid market entry



Extensive retailer promotion



Successful launch due to locally supplied, consumer-preferred texture and wellness solution



Co-created with speed and efficiency

T&HS 2025–2027 growth outlook

Net Sales
Growth

4%–6%

CAGR

2024 Base: \$2.4B

Gross Profit
Margin

28%–30%

Over Plan Period

2024 Base: 27.6%

Adj. Operating
Income

8%–10%

CAGR

2024 Base: \$350M



On track to deliver profitable, innovation-led growth

T&HS key takeaways

1

Increasing market penetration and enhancing margins

through scalable solutions, superior functionality and local manufacturing presence, particularly in developing markets

2

Enabling consumer-preferred, customer new product launches

through co-creation and reformulation

3

Developing differentiated R&D and go-to-market capabilities to meet evolving customer needs and **unlock new growth opportunities**

4

Capitalizing on **significant growth capital investments** in recent years – **early days of generating expected returns**

SEGMENT OVERVIEW

Food & Industrial Ingredients— LATAM



Rob Ritchie

Executive Vice
President, Food &
Industrial Ingredients
U.S./Canada & LATAM,
& Sugar Reduction





F&II—LATAM key messages



1

Leveraging **90+ years of experience** – which has **positioned us as #1 throughout LATAM markets** – to drive innovation and growth for our customers

2

Delivering consistent, profitable growth through **long-standing customer relationships**, operational excellence and network optimization

3

Innovating in line with consumer trends and anticipating customer needs to further strengthen regional market positions

Strong track record of results

Driven by strong, local manufacturing presence in some of the world's most dynamic CPG markets



Manufacturing Footprint

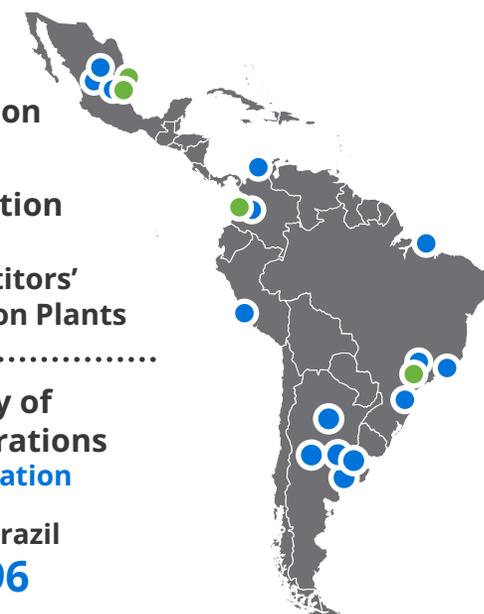
- 4 Innovation Centers
- 15 Production Plants¹ vs. Competitors' 6 Production Plants

.....

Long History of LATAM Operations

Years in Operation

Mexico	Brazil
100	96
Colombia	Peru
92	61



Product Applications

Food & Beverage • Brewing • Papermaking • Corrugating • Beauty & Home • Animal Nutrition



Serving >1,300 customers with a complete portfolio of >950 unique products

Most extensive portfolio of ingredients and solutions differentiates us in LATAM

Category	 Food Ingredients	 Texturizers	 Sugar Reduction	 Beauty & Home Care	 Industrial	 Agri-products
Products	<ul style="list-style-type: none"> ○ Native starch¹ ○ Modified starch¹ ○ Sweeteners ○ Polyols² ○ Gums and Hydrocolloids³ 	<ul style="list-style-type: none"> ○ Starch-based texturizer ○ Polyols² 	<ul style="list-style-type: none"> ○ Stevia ○ Sweeteners ○ Polyols² ○ Fibers 	<ul style="list-style-type: none"> ○ Native starch¹ ○ Modified starch¹ ○ Polyols² 	<ul style="list-style-type: none"> ○ Native starch¹ ○ Modified starch¹ 	<ul style="list-style-type: none"> ○ Gluten meal ○ Gluten feed ○ Corn protein ○ Germ
Applications	<ul style="list-style-type: none"> ○ Confectionery ○ Dairy ○ Bakery ○ Savory ○ Snacks ○ Beverage 	<ul style="list-style-type: none"> ○ Confectionery ○ Dairy ○ Bakery ○ Savory ○ Snacks ○ Beverage 	<ul style="list-style-type: none"> ○ Confectionery ○ Dairy ○ Sports nutrition ○ Beverages 	<ul style="list-style-type: none"> ○ Personal care ○ Cosmetics ○ Homecare 	<ul style="list-style-type: none"> ○ Paper & corrugated ○ Adhesives ○ Textile ○ Construction ○ Biomaterials 	<ul style="list-style-type: none"> ○ Animal nutrition ○ Pet food ○ Agriculture



Well positioned for current and future growth

LATAM trends are driving long-term growth



Economics & Government

~2% GDP growth (2025–2028)

+7 p.p. Increase in formal economy (2004–2024)

Progressive Gov't Regulation

- Taxes to promote healthier consumption
- Nutrition labeling



Demographics

62% population under 40 years old vs. 51% in U.S.

82% of Latin America and Caribbean population living in cities (2023), **expected to grow to 86%+ by 2050**



Food Consumption

+3.9% Consumer packaged goods CAGR (2023–2028F)

Stronger than more mature markets (+2.3% U.S. and +2.6% U.K.)

~24% of consumers' disposable income spent on food, driving value consciousness

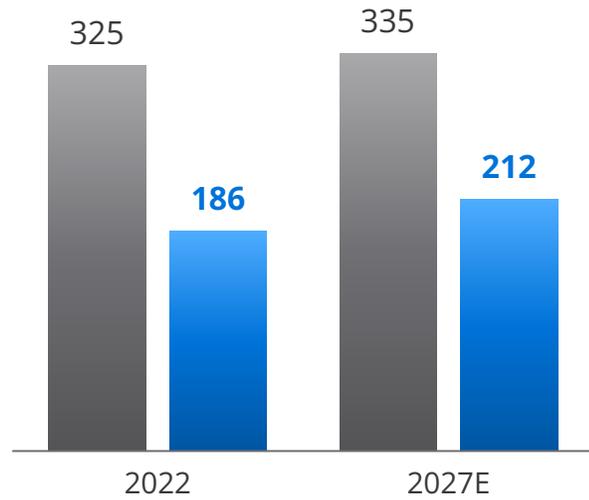


Ingredients that provide functionality, wellness and affordability will continue to drive future growth in region

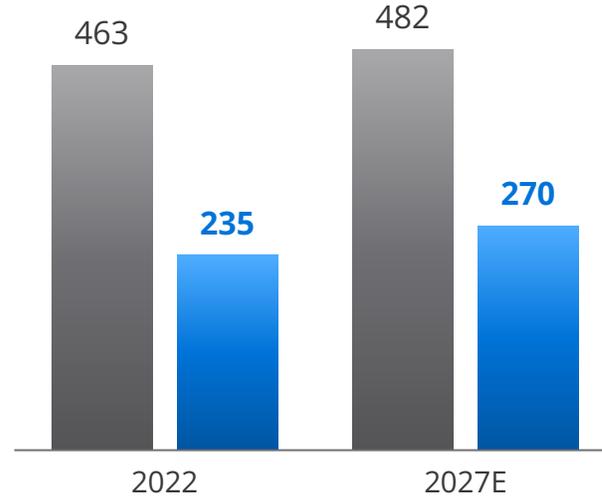
Favorable long-term consumption trends in LATAM

Strong volume growth potential for packaged foods and beverages – currently half of U.S. total volume

Packaged Food Volume per Capita (KG)



Beverage Volume per Capita (L)



■ U.S. ■ LATAM



Long-term volume growth in CPG is expected to continue to grow

Large, addressable market with opportunity to capitalize on strong market growth

~\$5B

Estimated
Addressable
Market¹

\$2.4B

F&I—LATAM
2024 Net Sales

Market CAGR²: 2.0%–3.0% (2025–2027)

Key Factors Driving Addressable Market Growth

- + Demographic shifts
- + Preference for packaged foods
- + Affordability
- + Innovation within texturizers
- + Diversification of end-product
- ? FX impact

A sustainable competitive advantage

-● **Historical presence with 90+ years**
experience in growing markets
-● **Local go-to-market and innovation**
presence enabling customer intimacy and co-creation
-● **Complete ingredient portfolio**
for today and tomorrow
-● **Scale and cost advantaged**
asset footprint provides competitive moat



Deep knowledge in how to adapt to changing and challenging business environments

LATAM's strategic priorities



**Profitable
Growth**



Innovation



**Operational
Excellence**

Key initiatives to enable profitable growth in LATAM

- ▶ **Diversify** beyond corn and brewing and improve mix
- ▶ **Elevate** Idea Labs® to accelerate growth in sugar reduction and texturizer portfolio
- ▶ **Expand** specialty syrups for confectionary
- ▶ **Grow** solutions portfolio for beauty and home care

Profitable
Growth



Well positioned with low-cost plants, innovation and new opportunities to further drive growth

Accelerating bold innovations in LATAM



Innovation



Focus Areas

- Texture solutions and sugar reduction
- Affordable cost-in-use solutions
- Sustainable innovation projects
- Solutions in response to taxes and regulations to promote healthier consumption
- Optimize local presence to expand regional market reach

Innovation Spotlight

ASTRAEA® Liquid Allulose

Locally produced in Mexico

- ✓ Provides low calorie sweetness and functional bulking properties
- ✓ Enables significant calorie reduction
- ✓ Enhances flavor and mouthfeel
- ✓ Expands sugar reduction formulating capabilities



Strengthening market position, gaining channel expertise and driving long-term value through innovation

Enhancing cost leadership to maintain high-level margins



Operational
Excellence

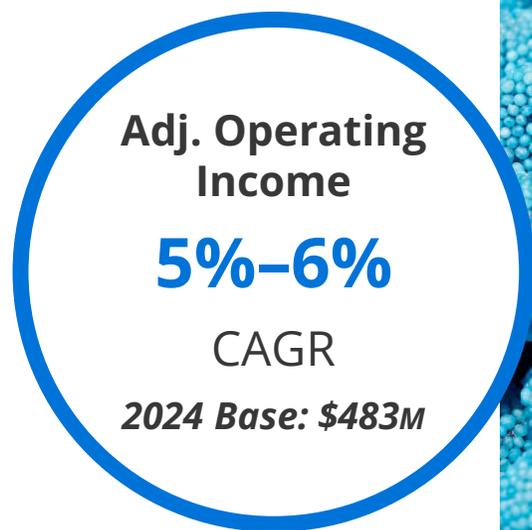


- Strengthen regional synergies and supply chain with **expanded LATAM sourcing model**
- **Optimize manufacturing network** across Mexico, Brazil and Colombia
- Boost **plant reliability and efficiency** through targeted investments and debottlenecking
- Leverage **nearshoring and close customer relationships** for solutions selling



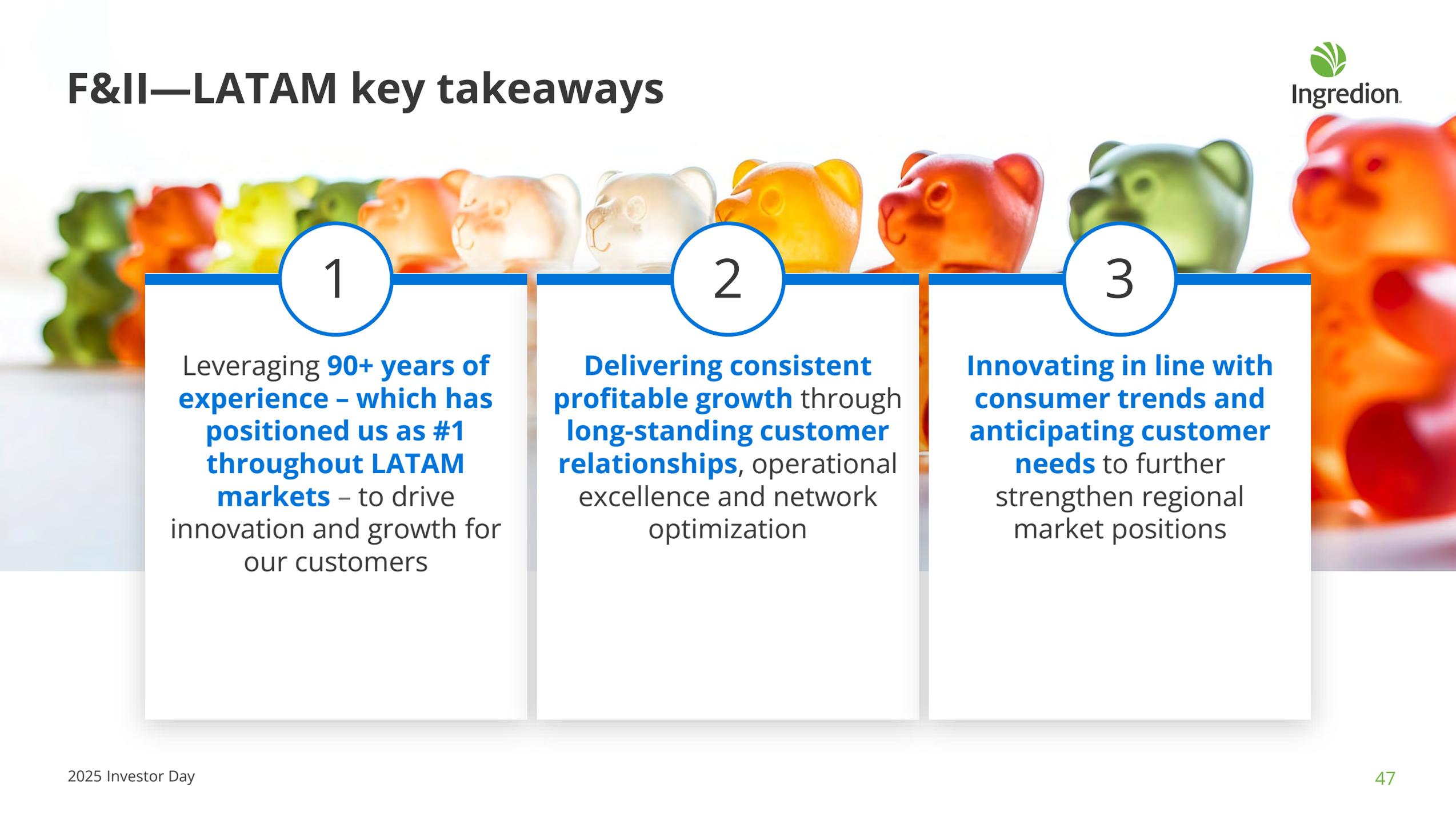
Footprint optimization driving continued gross margin improvements over plan period

F&II—LATAM 2025–2027 growth outlook



Well positioned in all markets with competitive advantages to drive future success

F&I—LATAM key takeaways



1

Leveraging **90+ years of experience** – which has **positioned us as #1 throughout LATAM markets** – to drive innovation and growth for our customers

2

Delivering consistent profitable growth through **long-standing customer relationships**, operational excellence and network optimization

3

Innovating in line with consumer trends and anticipating customer needs to further strengthen regional market positions

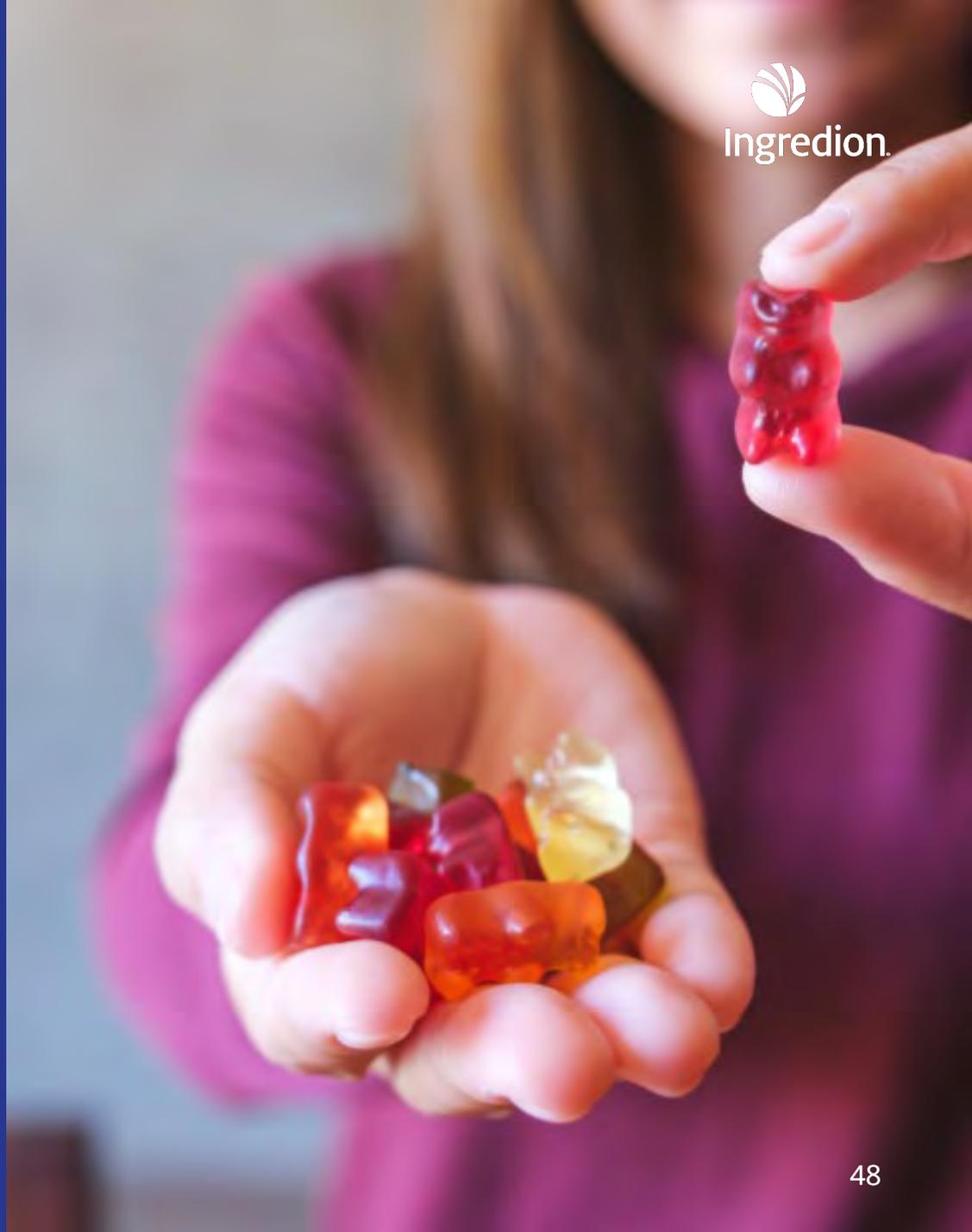
SEGMENT OVERVIEW

Food & Industrial Ingredients— U.S./CAN



Rob Ritchie

Executive Vice
President, Food &
Industrial Ingredients
U.S./Canada & LATAM,
& Sugar Reduction



F&II—U.S./CAN key messages

1

Maintaining **strong position in mature markets delivering stabilized margins** through trusted customer relationships and strength of business model

2

Driving profitable growth through **expanded industrial product offerings**, continued product mix upgrades and implementation of global solutions approach in region – just starting our journey

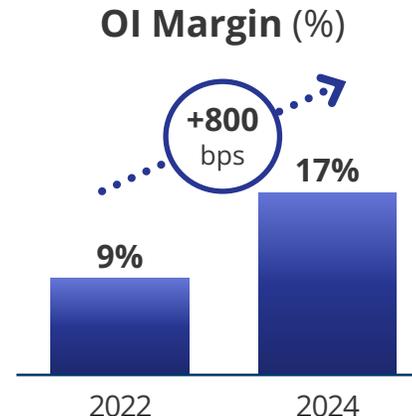
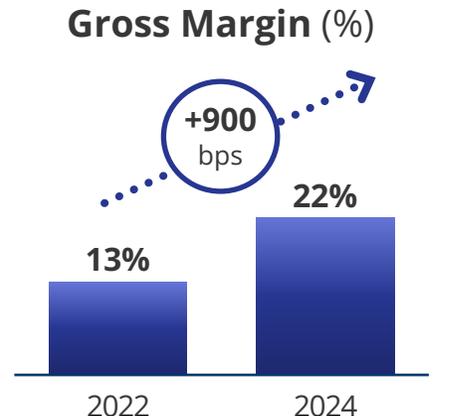
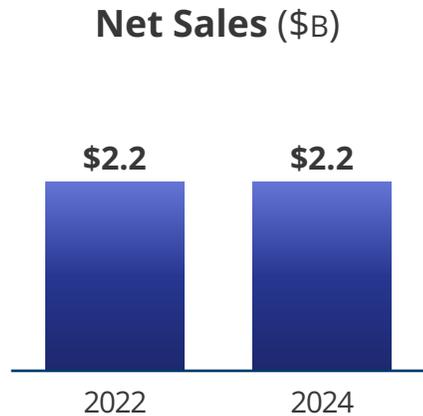
3

Continuing to drive and accelerate operational efficiencies to **maintain margins, enhance customer intimacy** and **better supply our customers**

4

Delivering **stable cash generation** to fuel growth and support capital priorities across the enterprise

Driving resilient performance across Ingredion's mature, cash-generative markets



Product Applications

Food & Beverage • Paper & Packaging • Pharma & Personal Care • Animal & Pet Nutrition • Corn Oil Production

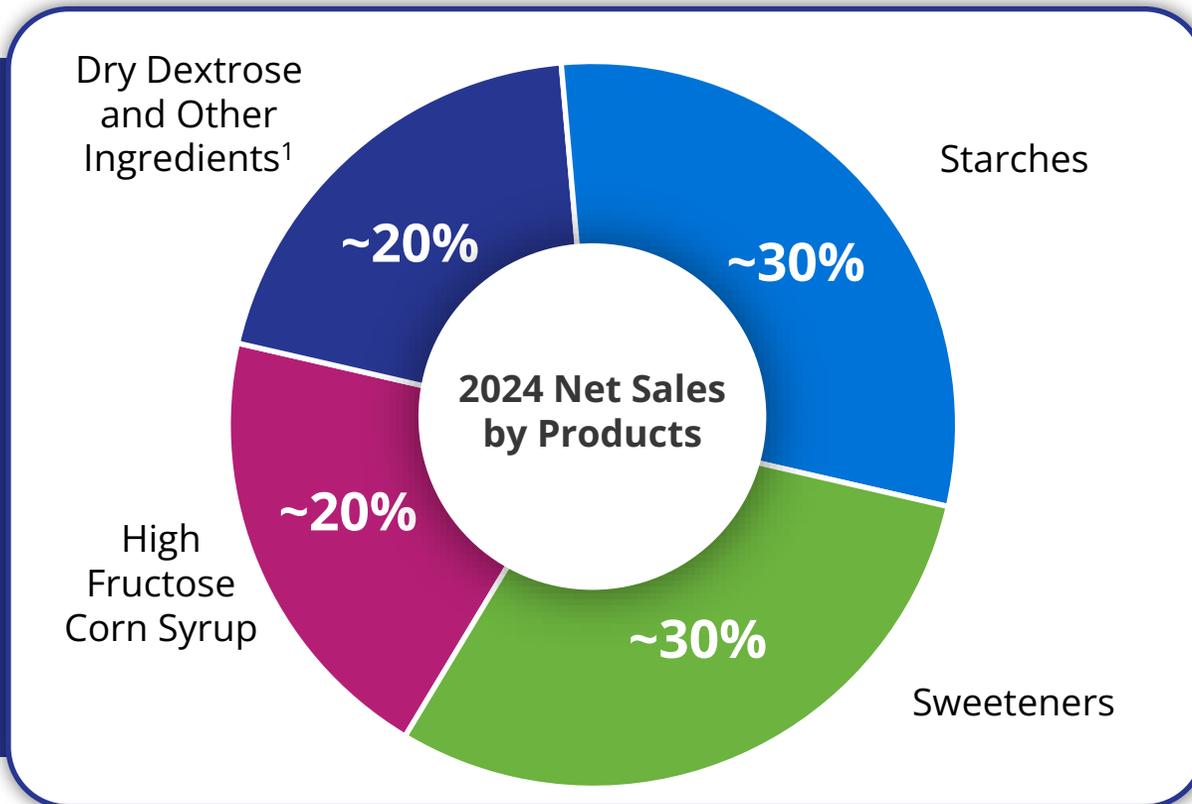
Comprehensive Risk Management

Reducing Exposure to Commodity Volatility



Delivering stable cash generation to fuel growth and support capital priorities across the enterprise

Strong local presence with a diversified sweetener and starch portfolio



- ✓ **Delivering products competitively** with locally-sourced ingredients in both U.S. and Canada (only corn wet miller in Canada)
- ✓ **Expanding our leadership** in industrial starches for paper and packaging
- ✓ **Upgrading mix** strategically beyond high fructose corn syrup

 Transforming the portfolio for sustainable profitability

Large, addressable market with opportunity to capture market growth in U.S./CAN

~\$10B

**Estimated
Addressable Market¹**

\$2.2B

**F&I—U.S./CAN
2024
Net Sales**

Market CAGR²: 0.9%–1.3% (2025–2027)

Key Factors Driving Addressable Market Growth

- Strategic diversification into growth markets
- Demand for sustainable materials in paper and packaging industry
- Development of bio-solutions by repurposing corn grinding outputs for green chemistry markets and applications
- Sweeteners with stable to positive performance in baked goods, confectionary and ready-to-drink beverages

Our competitive positions in U.S./CAN

- **Strong market and customer presence**

Leading corn wet miller in Canada and strong relationships with small- and medium-sized customers and customers in proximity to our manufacturing sites

- **Delivering a diverse and highly-relevant product portfolio**

Leading supplier of food and pharma-grade dextrose, corrugating and papermaking starches and specialized glucose syrups



Focused on driving value through service, customization and agility



F&I—U.S./CAN's strategic priorities



**Profitable
Growth**



Innovation



**Operational
Excellence**

Shifting mix aligned with sustainability and sourcing trends

Profitable Growth
Innovation



Focus Areas

Develop and scale a portfolio of **plant-based barrier coatings and functional binders** to replace plastic

Accelerate development of **next-gen sustainable packaging solutions**

Reduce earnings volatility through **risk-management and innovation**



Paperization

Lighter weight and higher functionality paper and packaging



Plastic Reduction

Reduction of single-use plastics and PFAS¹



Development of bio-solutions

Repurposing of corn for white and green chemistry



Consumer Preferences

A third of consumers prefer sustainable packaging



Local and Reliable Sourcing

Differentiated service underpins strong, long-standing business relationships



Positioned to meet rising demand for sustainable, bio-based and locally sourced solutions in U.S./CAN





Innovation



Spotlight: Next-gen sustainable packaging solutions

Supporting paper and packaging trends with deep customer relationships and industry expertise

Ingredion's Strong Value Propositions



Chemicals Replacement



Biodegradability Improvement



Bio-based Materials

Ability to deliver

+4% CAGR¹



over next 3 years through our advanced packaging materials



Well positioned to leverage starch chemistry and technology to provide innovation for advanced packaging materials

CASE STUDY

Replacing PFAS with plant-based barrier coatings in oil- and grease-resistant packaging



Innovation



Customer Need

- State PFAS regulations drove customers to seek compliant, oil- and grease-resistant food packaging alternatives
- Balancing performance and cost competitiveness
- Applications included popcorn bags, pizza boxes, burger wraps and French fry sleeves



Our Unique Solution

- Modified corn starch enabling grease resistance in paper packaging
- BPI-certified compostable modified starch that preserves package recyclability
- Designed to be applied in paper mill size presses or paper converter coating systems



Results

- ✓ **Allows customers to produce 100% PFAS-free packaging**
- ✓ **Packaging with better compliance and sustainability metrics**
- ✓ **Maintain or improve cost efficiency and performance**



Enables specialty starch coated paper packaging to replace plastic packaging

Driving cost leadership to support higher margins



Operational
Excellence



- **Maximize profitability** through disciplined cost and portfolio management
- **Streamline plant operations** through automation, AI, digital tools and targeted investments
- **Improve customer order fulfillment and demand forecasting** across manufacturing footprint
- **Rationalize SKUs and reduce complexity** across portfolio
- **Further improve reliability and profitability** across major manufacturing facilities



Well positioned to build on positive momentum with opportunities for future expansion

F&II—U.S./CAN 2025–2027 growth outlook

**Net Sales
Growth**
0%–1%
CAGR¹
2024 Base: \$2.2B

**Gross Profit
Margin**
21%–23%
Over Plan Period
2024 Base: 21.5%

**Adj. Operating
Income**
1%–2%
CAGR
2024 Base: \$373M



Cash generative and high ROIC business with profitable growth in industrial product offerings

¹ 0.5%–1.5% excluding high fructose corn syrup.

F&I—U.S./CAN key takeaways

1

Maintaining **strong position in mature markets delivering stabilized margins** through trusted customer relationships and strength of business model

2

Driving profitable growth through **expanded industrial product offerings**, continued product mix upgrades and implementation of global solutions approach – just starting our journey

3

Continuing to drive and accelerate operational efficiencies to **maintain margins, enhance customer intimacy and better supply our customers**

4

Delivering **stable cash generation** to fuel growth and support capital priorities across the enterprise

ABOVE PRESENTERS

Q&A Session

~ 10 MINUTE

Break

R&D OVERVIEW

Consumer & Customer-relevant Innovation



Mike Leonard

Senior Vice President,
Chief Innovation Officer
& Head of Protein
Fortification





Innovation key messages

1

Driving a focused, consumer relevant and customer-centric innovation agenda that is **delivering growth for texture, clean label and healthful solutions and functional ingredients for sustainable packaging**

2

Investing and partnering to **extend our capabilities in texture science, sugar reduction and protein technology**, enabling us to design new solutions to fuel these growing consumer benefit areas

3

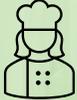
Building proprietary AI-assisted predictive formulation capabilities that will enable us to **co-create and scale innovation more quickly and effectively**

One innovation team: Global reach with extensive local expertise

2024 Key Stats

~500 Global R&D Scientists	~3% R&D as a % of Total T&HS Sales
30 State-of-the-Art Idea Labs®	1,000+ Ingredient Solutions
~\$300M Annual New Product Sales ¹	1,600+ Patents

Differentiated Capabilities

Texture Science 	Food Design 	Product Development 	Molecular Discovery 
---------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------

Underpinned by Process Innovation, Data Science, Scientific & Regulatory Affairs, IP Management and Open Innovation

 Consumer-led, insights-driven innovation and customer co-creation enabling scalable growth platforms

Driving scalable innovation through science and a continuous flywheel



A repeatable, insight-driven engine that powers innovation, margin and growth

Our innovation is focused on products that are on-trend and delivering real benefits for customers

	Clean Label	Affordability	Sugar Reduction	Protein Fortification	Weight-loss Drugs
Consumer Behavior	Enabling consumer trust with simple, recognizable ingredients that deliver outstanding texture	Mitigating ingredient shortages and price fluctuations with innovative affordable solutions	Meeting demand for low sugar, low calorie products with plant-based, label-friendly sweeteners	Enabling plant-based and high-protein innovation with sustainably-sourced proteins	Supporting digestive health trends with soluble fibers and resistant starches
Innovative Solutions	<ul style="list-style-type: none"> ○ NOVATION® functional native starches that are process tolerant and clean label ○ HEMOCRAFT™ multi-functional rice flours are process tolerant and deliver luscious textures 	<ul style="list-style-type: none"> ○ DOLCERRA™ and SIMPLISTICA™ solutions enable significant cocoa powder reduction in confectionary, bakery and nutraceutical drinks 	<ul style="list-style-type: none"> ○ PureCircle™ by Ingredion stevia solutions enable sugar reduction in a label friendly way ○ ASTRAEA® Allulose acts and tastes like sugar while adding almost no calories 	<ul style="list-style-type: none"> ○ VITESSENCE® Pulse pea protein isolates deliver outstanding performance in ready-to-mix, ready-to-drink and cold-pressed bar applications 	<ul style="list-style-type: none"> ○ NUTRAFLORA® soluble probiotic fiber helps increase level of good bacterial in gut and is scientifically proven to support digestive health



Positioned to win across major food trends with scalable, on-trend ingredient solutions

Eating is simple, but food is complicated

Eating Experience Continuum



Texture leadership in action: Unparalleled texture and texture science knowledge



MORPHOLOGY

Investment in **new-to-industry equipment** to link morphometric changes to the texture experience



RHEOLOGY

Establishing a **world-class external innovation ecosystem** to access cutting-edge science, equipment and thought leaders



SENSORY

Partnerships to establish the **drivers of liking** for texture and leveraging AI to **predict the best clean label solutions** for specific applications

CASE STUDY

Linking sensory perception and eating experience to protein formulation based on product morphology

Technical Challenge

- o Develop a high-protein-based extruded snack where the eating experience can be tuned with protein selection



Computed Tomography Analysis



Pea protein
Airy structure –
thin walls/low density



Pea and rice protein
Dense structure –
thick walls/high density

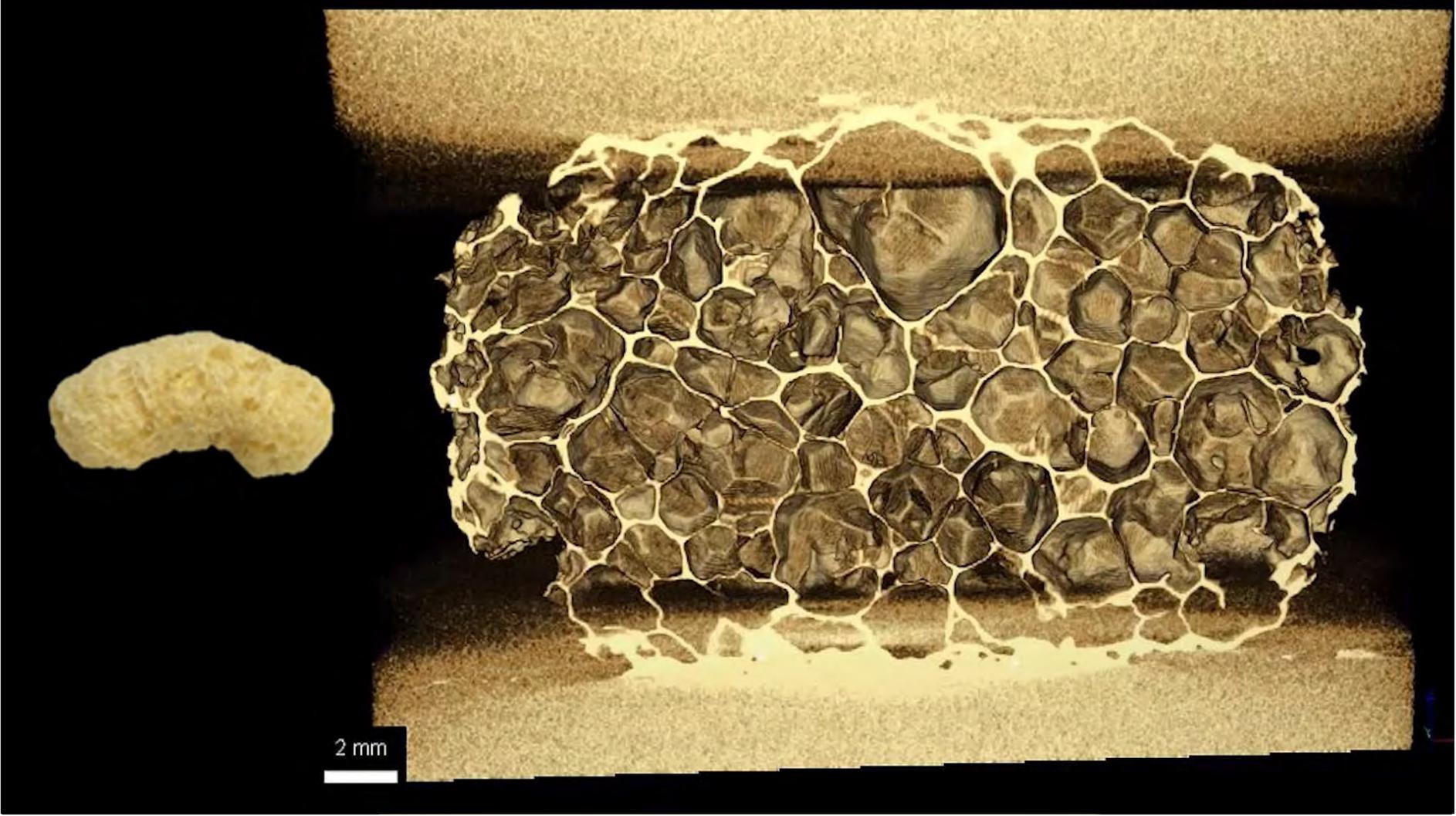
Results

- ✓ Pea protein product **significantly more crispy, airy, and less hard** than pea and rice protein
- ✓ Technology can help us **fine tune product design and performance**

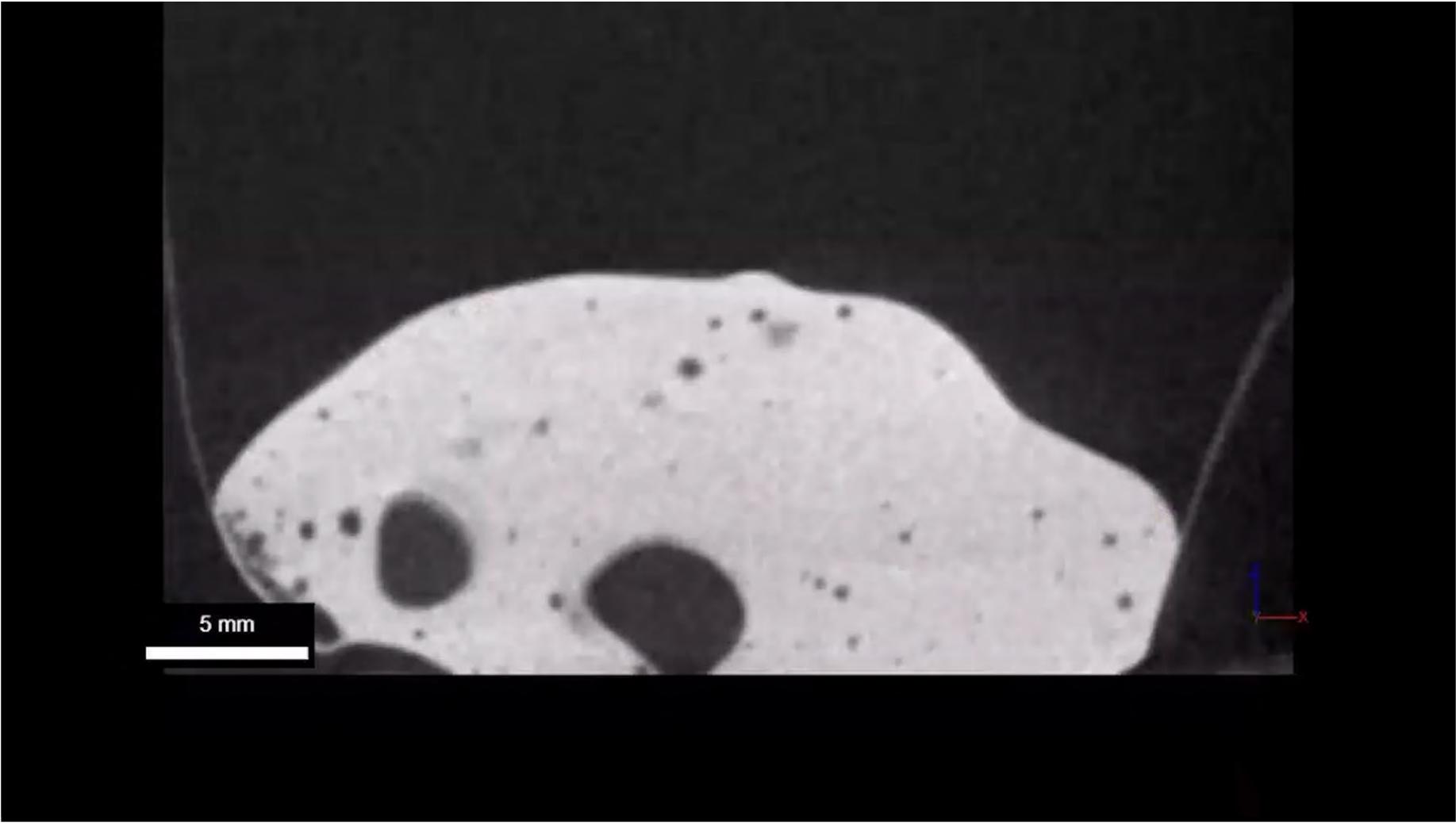


Enabling optimization of texture, nutrition and consumer acceptance

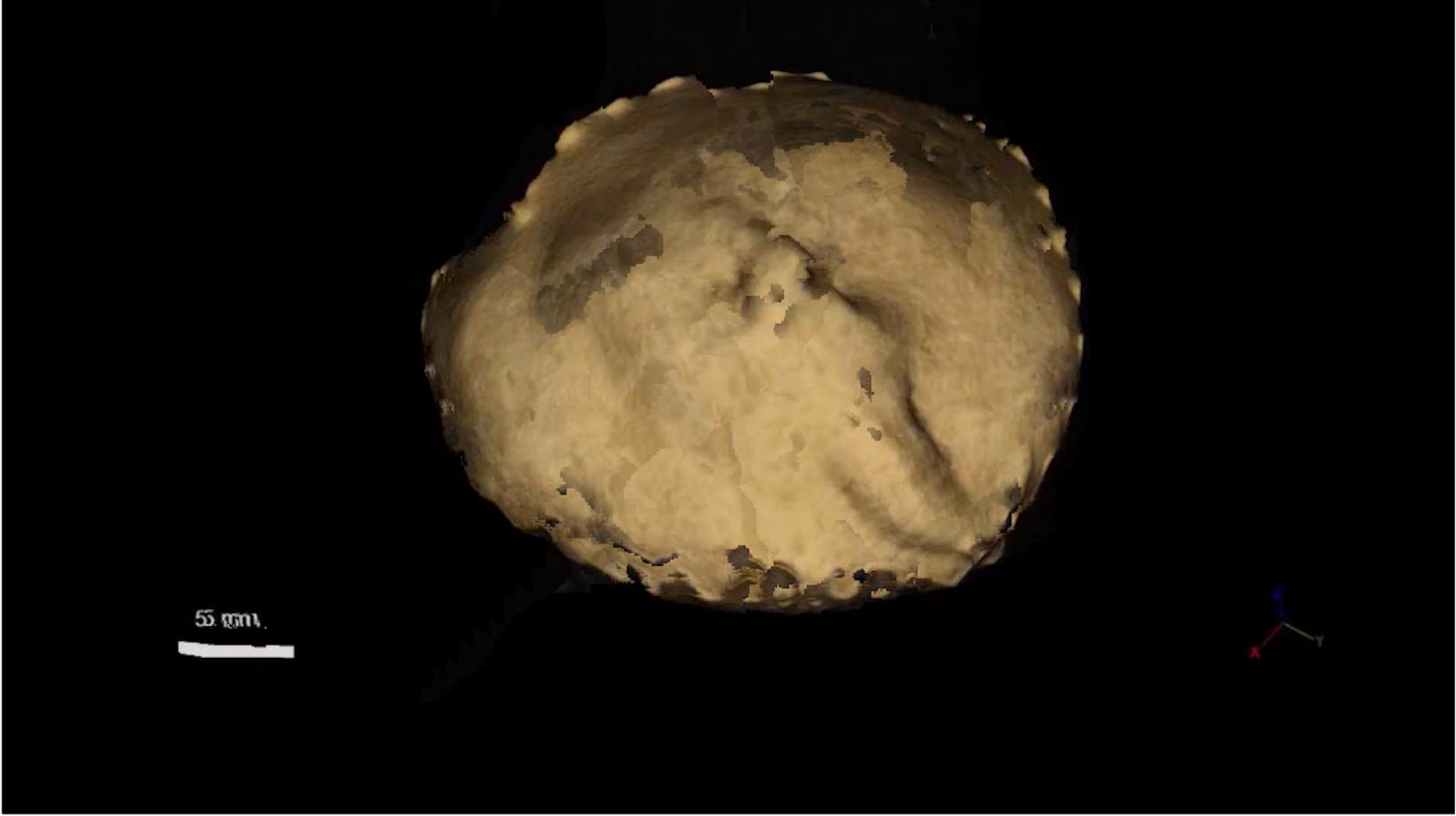
CT scan video: Puff



CT scan video: Bread



CT scan video: Crust



Nutritional beverages that deliver on protein content and product performance

Customer Need

- Nutritional beverage customers are looking to deliver beverages with increasingly higher plant protein content
- Beverages still need to deliver same dairy-like taste and smooth texture that consumers love



Our Unique Solution



VITESSENCE® 200D: A pea protein isolate with unparalleled solubility specifically developed for ready-to-mix and ready-to-drink nutritional beverages

- Faster dispersibility
- Smooth texture
- Neutral flavor



Results



Excellent solubility for easy dispersion and outstanding texture



Optimal viscosity for improved stability and reduced sedimentation



Delivering 80% protein on a dry basis, enabling front-of-pack claims



Lead the way in the ready-to-mix beverage market with our new pea-protein ingredient

CASE STUDY

Elevated texture solutions through product development as a service

Customer Need

- Rapid and more reliable product development process to deliver solutions that resonate in the market, drive consumer liking and meet cost targets



Our Unique Solution

First-to-market texture solutions service

- Consulting service for early-stage product development
- Leveraging artificial and human intelligence to develop validated pilot-scale products that resonate with customers



Results



Successful pilots in 2025 poised to launch globally in 2026



Faster, more effective co-creation than traditional product development processes



Strengthened strategic partnerships with key customers



Leveraging predictive formulation to increase speed and probability of successful launches

Molded fiber packaging for improved performance and sustainability

Customer Need

- Molded Fiber Type 3 packaging is an alternative to traditional plastics
- Manage high cost to manufacture: production time, energy usage and weight
- Cost and sustainability of solutions to enhance strength



Our Unique Solution



Range of plant-based, biodegradable binders for use in existing production operation

- Enhanced fiber-to-fiber retention, improves drainage, increases processing speed
- Improves bonding, imparts greater rigidity and internal strength, enables light-weighting
- Replace synthetics with natural biopolymers



Results

- ✓ **Reduced material usage**
- ✓ **Eliminate usage** of synthetic additives
- ✓ **Expand** size of **addressable market**
- ✓ **Enable end-of-life claims:** recyclability, biodegradability and compostability



Bringing sustainable packaging products to market that address our customers' toughest challenges

Innovation priorities: Investing in R&D that drives customer demand and sustainable growth



**Clean label
and fully
functional**



**New and
preferred
textures**



**Better for
you and
the planet**

Innovation key takeaways

1

Driving a focused, consumer relevant and customer-centric Innovation agenda that is **delivering growth for texture, clean label and healthful solutions and functional ingredients for sustainable packaging**

2

Investing and partnering to **extend our capabilities in texture science, sugar reduction and protein technology**, enabling us to design new solutions to fuel these growing consumer benefit areas

3

Building proprietary AI-assisted predictive formulation capabilities that will enable us to **co-create and scale innovation more quickly and effectively**

FINANCIAL OVERVIEW

Financial Overview & Long-term Outlook



Jim Gray
EVP & CFO





Finance key messages

1

Driving bottom-line growth through a **balanced portfolio and resilient global business model**

2

Advancing operational excellence to **unlock efficiencies and improve margins**

3

Strong operating cash flow generation enables reinvestment for growth, provides strategic flexibility and reinforces balance sheet health

4

Deploying capital strategically to scale organic growth and **enable long-term value creation**

Successfully executed a meaningful transformation since 2022 Investor Day

	2022-2025 Growth Goals	Progress to Date 2022-2024	
Net Sales	2%–4%	3% ¹	✓
Adj. Operating Income	7%–9%	14% ¹	✓ +
Adj. Operating Income Margin	30–50 bps p.a. from 10%	80–100 bps p.a. to 14%	✓ +
Normalized Cash from Operations ²	>10%	>11%	✓ +
Capital Investment Commitment	>\$1.4B	~\$900M	

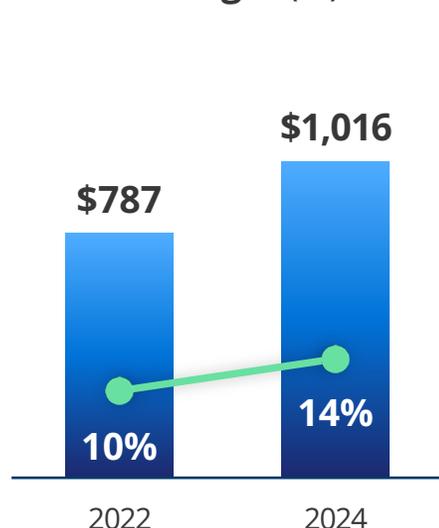
- **Evolved** from ingredients supplier to **integrated** global solutions provider
- **Repositioned** portfolio toward higher-value ingredients
- **Re-segmentation better positions portfolio** with customers for future growth
- Delivering earnings growth with **enhanced visibility and stability**

Historical financial performance (\$M)

Net Sales (\$B)



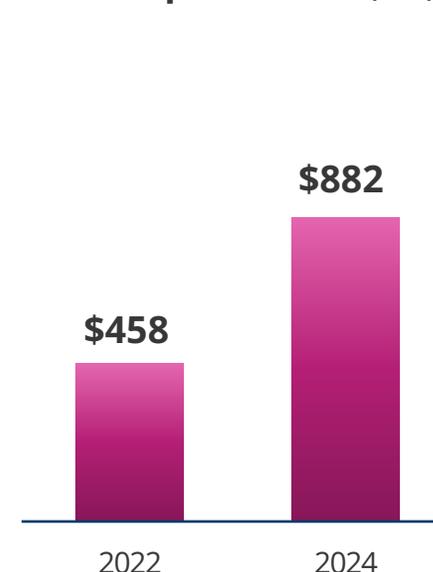
Adj. Operating Income¹ (\$M) & Margin (%)



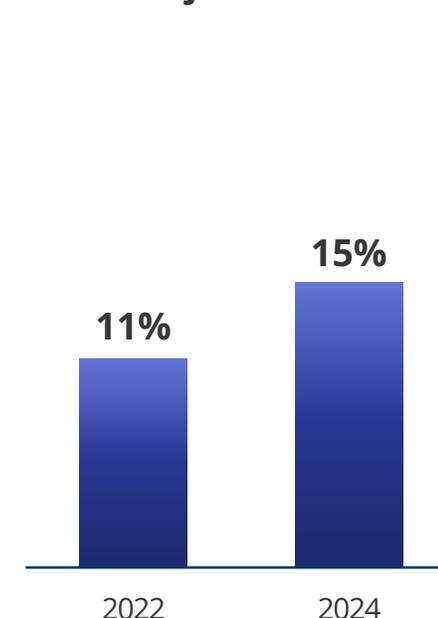
Adj. EBITDA¹ (\$M)



Normalized Cash from Operations² (\$M)



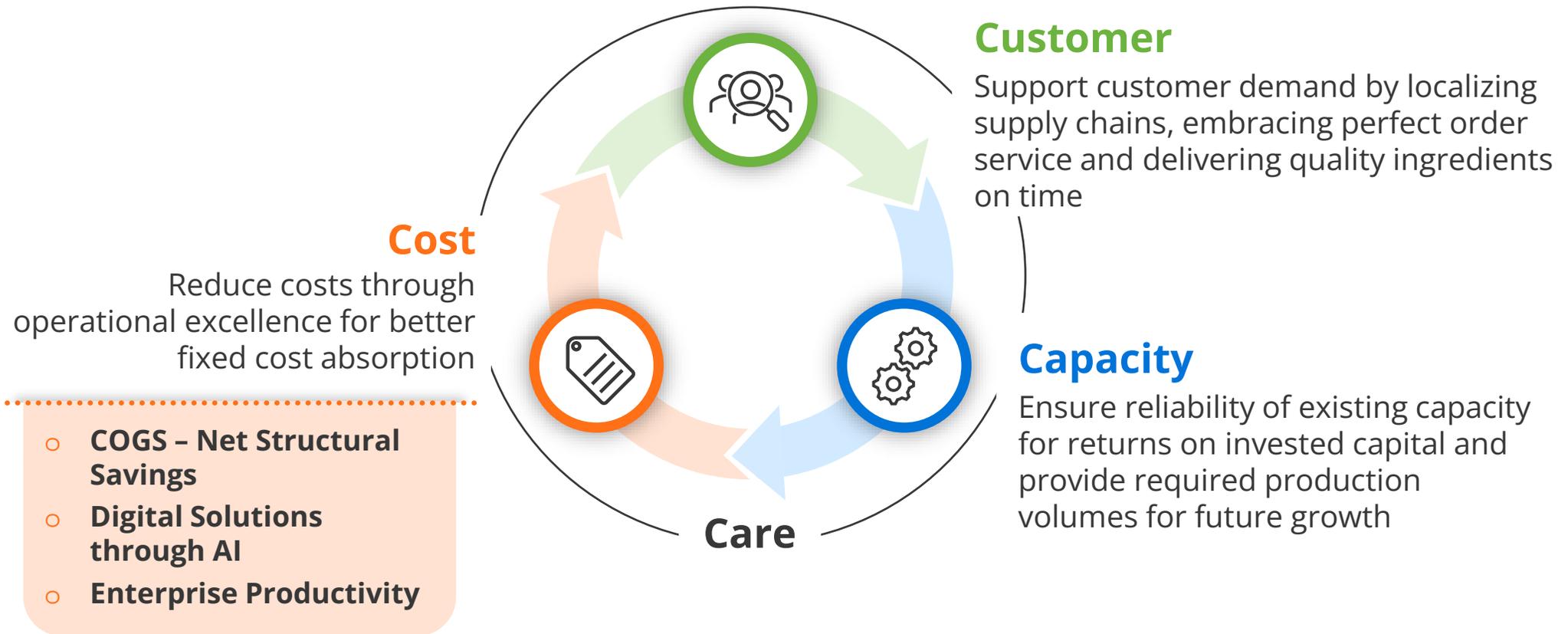
Adj. ROIC^{1,3}



Key Drivers

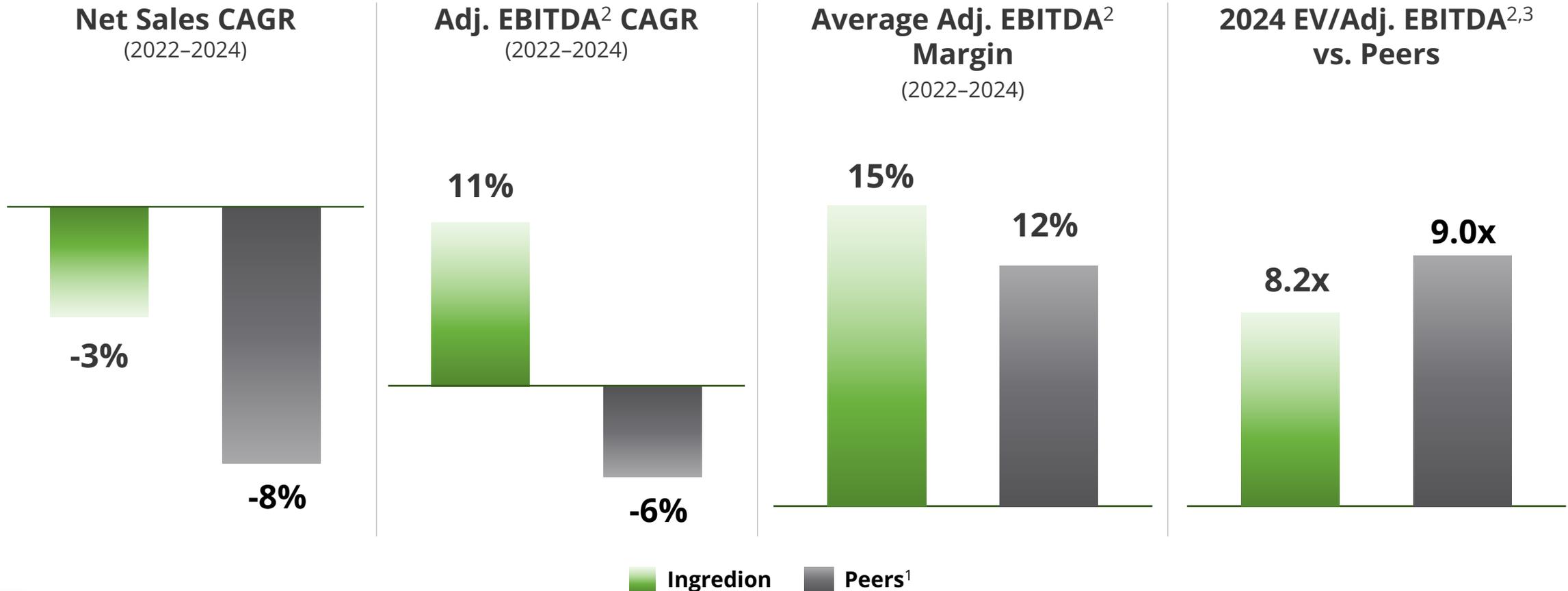
- Accelerated shift toward higher-value ingredients
- Managed corn value decline of 30% over period
- Leveraged pricing, supply chain agility and productivity to offset inflationary pressures
- Strong operational discipline and mix enhancement
- Balanced investment approach focused on high-ROI initiatives
- Improved balance sheet flexibility enabling strategic reinvestment and capital returns

Advancing operational excellence to unlock efficiencies



Continuous improvement mindset enables better data, better decisions and better results

Positive momentum to build upon strong performance



 Maintaining strong financial fundamentals against peers

Summary of our 2025–2027 financial outlook

Consolidated

Net Sales **2%–4%**

Adj. Operating Income¹ **5%–7%**

Adj. Operating Income Margin¹ **+40–60 BPS P.A.**

Corporate Costs **3%–4%**

Adj. EPS¹ **7%–9%**

By Segment

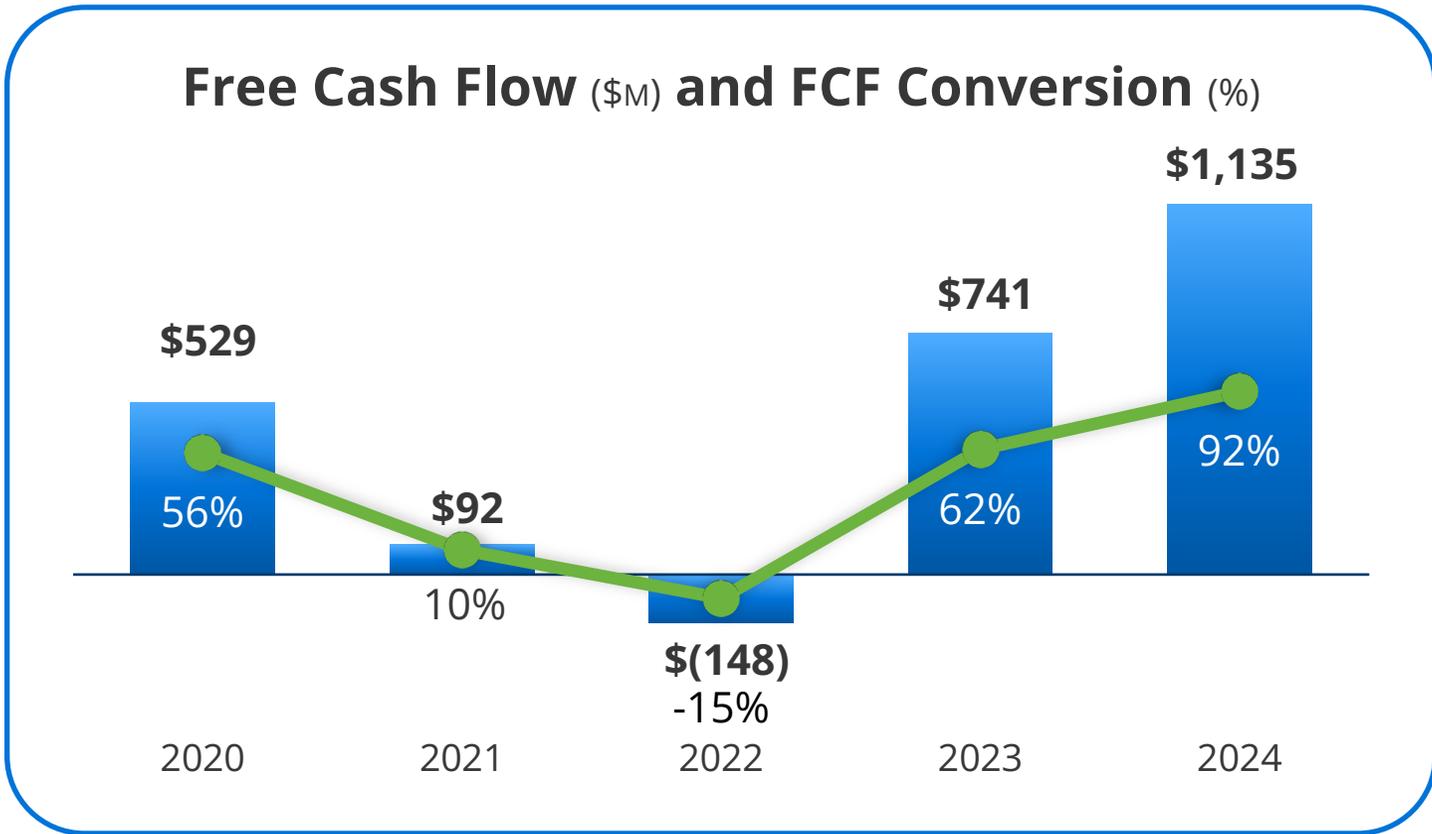
	T&HS	F&II—LATAM	F&II— U.S./CAN
2024 Net Sales	\$2.4B	\$2.4B	\$2.2B
Net Sales Growth	4%–6%	2%–3%	0%–1%
2024 Adj. Operating Income	\$350M	\$483M	\$373M
Adj. Operating Income ¹	8%–10%	5%–6%	1%–2%

Potential Risks

- Tariffs and Trade
- Raw Material Cost Inflation
- Low Economic Growth
- FX Impacts

(All Percentages Are CAGRs Over 2025–2027 Period)

Robust free cash flow fuels strategic and financial flexibility



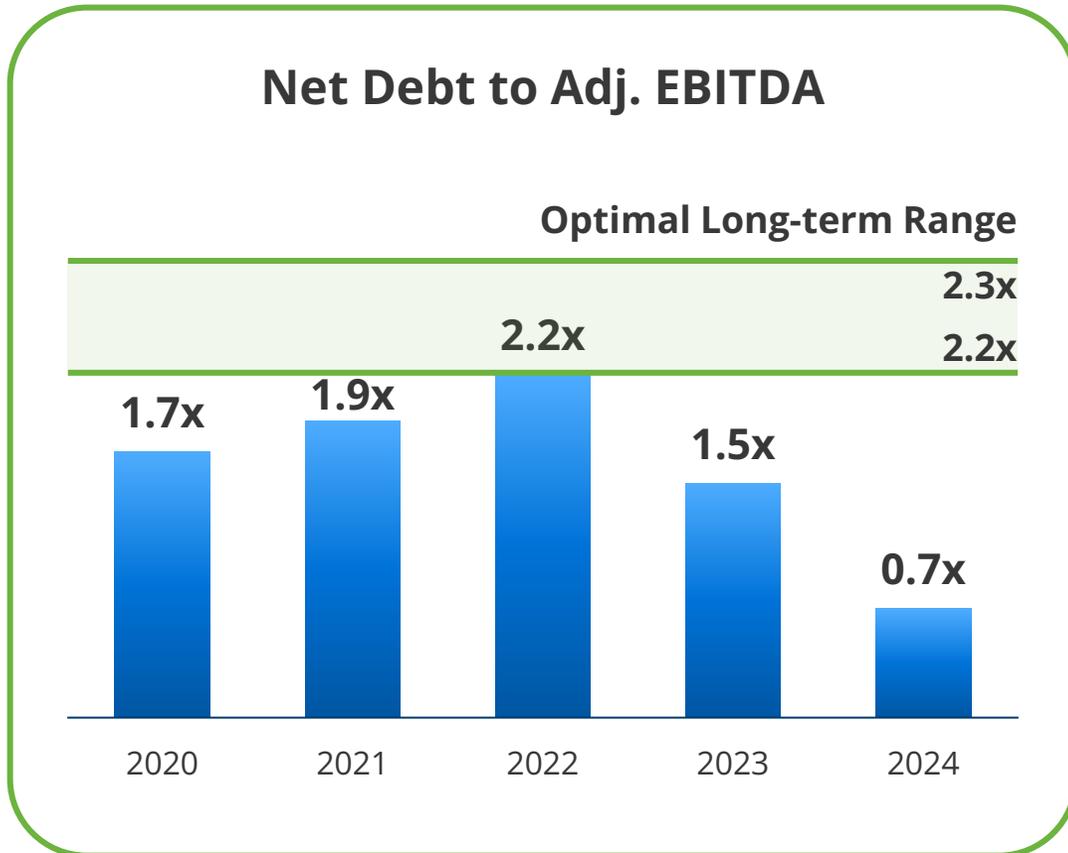
Key Drivers

- Strong Adj. EBITDA and Adj. EBITDA growth
- Working Capital efficiency
- Disciplined capital expenditure for reliability and organic growth

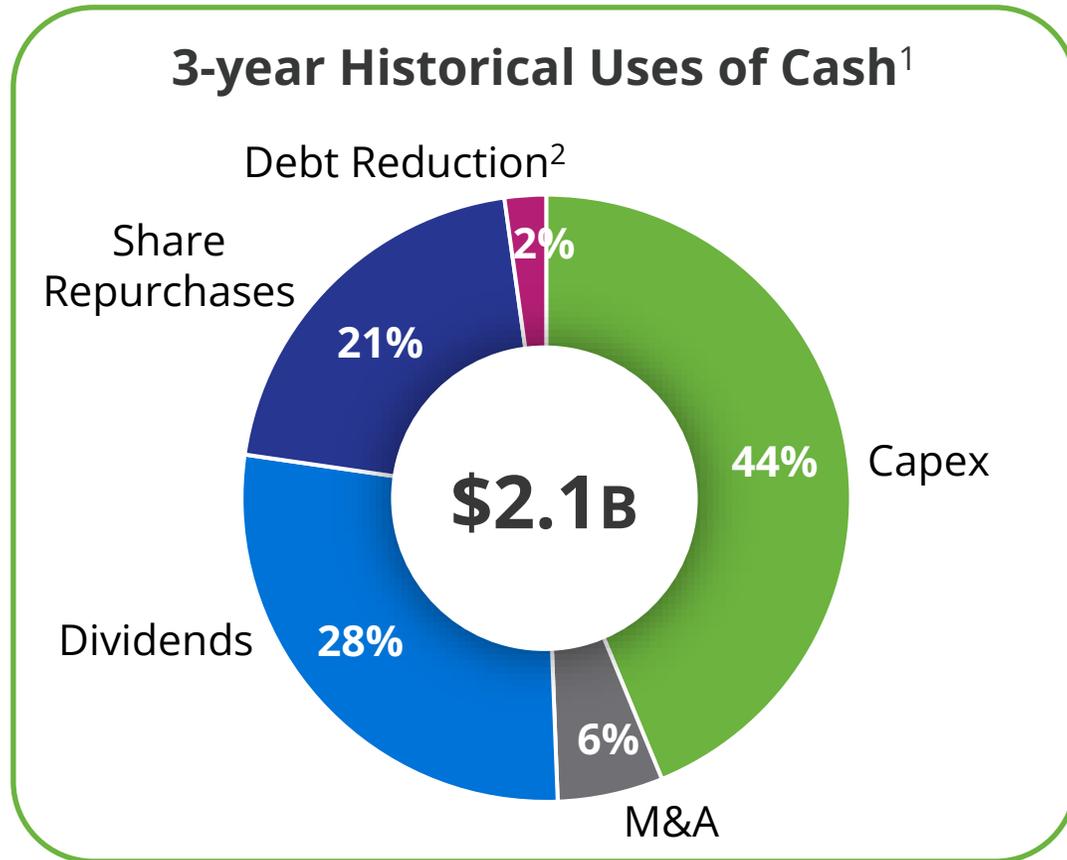


Robust cash generation supports growth, M&A and shareholder returns

Strong balance sheet provides flexibility for capital allocation priorities



Capital allocation priorities emphasize growth while recognizing shareholder return



Future Priorities

Organic Growth Investment

- \$80M–\$100M annual investment in growth CAPEX
- One-time investment in infrastructure for a step-up in cost savings

Value-Accretive M&A

- Advance strategic pipeline of investments
- Execute disciplined M&A and purposeful JVs

Strong and Consistent Dividend

- Maintain dividend growth in line with earnings
- Continue 10+ year track record of increases

Share Repurchase

- Plan to repurchase at least \$100M in FY2025
- Remain opportunistic with disciplined buybacks



Anticipating >\$1B capital investment over 3-year plan

A strategic and disciplined approach to M&A

Strategic Filters

Improve
market position

Focus upon **Texture & Healthful Solutions** for higher revenue growth and profitability

Alignment of **winning culture to accelerate capability building**

Open to **opportunities across size spectrum**, only if value accretive

Financial Criteria

Strong organic growth potential

Margin accretive and synergistic

Exceeds return hurdle

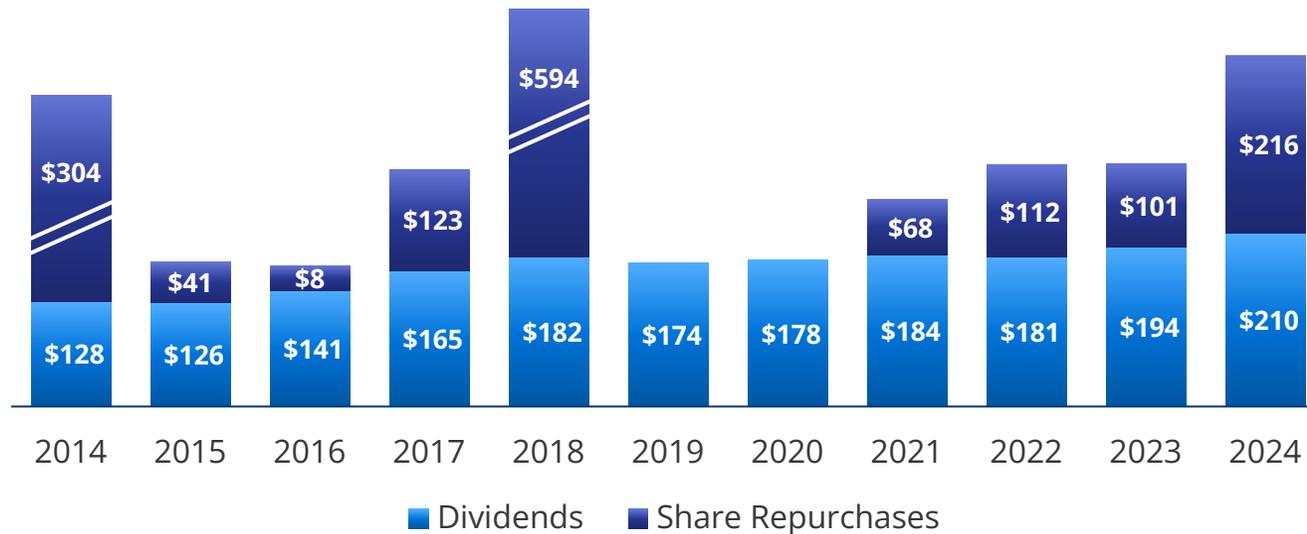
High FCF generation



Clear parameters to screen for value-accretive M&A and accelerate enterprise strategy

Consistent track record of returning capital to shareholders

Dividend and Share Repurchases (\$M)



10+ Consecutive years of dividend growth

\$1.5B+ Shares repurchased over last decade

~2.4% Dividend yield as of June 30, 2025



Sustained capital returns supported by strong cash flow and a decade of dividend growth

CLOSING REMARKS
Invest with Us



Jim Zallie
President & CEO



Investment thesis



- **1. Market-leading, diversified, ingredients solutions provider** trusted by a large, well-established and growing global customer base
- **2. Strong, stable financial position and performance** demonstrated by top-line growth and solid margin expansion
- **3. Consistent, free cash flow generation** supported by business model stability and a deeper competitive moat
- **4. Proven track record of disciplined and effective capital allocation** to drive growth and total shareholder return
- **5. Deeply experienced management team** operating with an owner's mindset



Potential to consistently deliver >10% total shareholder returns

ALL PRESENTERS

Q&A Session

APPENDIX

Non-GAAP to GAAP Reconciliation Tables

Non-GAAP information

To supplement the consolidated financial results prepared in accordance with U.S. generally accepted accounting principles (“GAAP”), we use non-GAAP historical financial measures, which exclude certain GAAP items such as restructuring and resegmentation costs, net gain on sale of business, impairment charges, Mexico tax items, and other specified items. We generally use the term “adjusted” when referring to these non-GAAP amounts.

Management uses non-GAAP financial measures internally for strategic decision making, forecasting future results and evaluating current performance. By disclosing non-GAAP financial measures, management intends to provide investors with a more meaningful, consistent comparison of our operating results and trends for the periods presented. These non-GAAP financial measures are used in addition to and in conjunction with results presented in accordance with GAAP and reflect an additional way of viewing aspects of our operations that, when viewed with our GAAP results, provide a more complete understanding of factors and trends affecting our business. These non-GAAP measures should be considered as a supplement to, and not as a substitute for, or superior to, the corresponding measures calculated in accordance with GAAP.

Non-GAAP financial measures are not prepared in accordance with GAAP; so our non-GAAP information is not necessarily comparable to similarly titled measures presented by other companies. A reconciliation of each non-GAAP financial measure to the most comparable GAAP measure is provided in the tables that follow.

Reconciliation of GAAP net income and diluted earnings per share (EPS) to non-GAAP adjusted net income and adjusted diluted EPS

	Twelve Months Ended December 31, 2024		Twelve Months Ended December 31, 2023	
	(in millions)	Diluted EPS	(in millions)	Diluted EPS
Net income attributable to Ingredion	\$ 647	\$ 9.71	\$ 643	\$ 9.60
Adjustments:				
Restructuring and resegmentation costs (i)	13	0.20	1	0.02
Net gain on sale of business (ii)	(86)	(1.29)	—	—
Impairment charges (iii)	109	1.63	7	0.10
Other matters (iv)	5	0.07	1	0.01
Tax item - Mexico (v)	18	0.27	(15)	(0.22)
Other tax matters (vi)	4	0.06	(6)	(0.09)
Non-GAAP adjusted net income attributable to Ingredion	<u>\$ 710</u>	<u>\$ 10.65</u>	<u>\$ 631</u>	<u>\$ 9.42</u>

Reconciliation of GAAP net income and diluted earnings per share (EPS) to non-GAAP adjusted net income and adjusted diluted EPS (continued)

Notes

- i. During the twelve months ended December 31, 2024, we recorded pre-tax restructuring charges of \$18 million primarily related to restructuring activities that occurred during the year and the resegmentation of the business that was effective January 1, 2024. During the twelve months ended December 31, 2023, we recorded pre-tax restructuring charges of \$1 million primarily related to the sale of the business in South Korea. During the twelve months ended December 31, 2022, we recorded \$5 million of pre-tax acquisition and integration charges primarily related to our investment in the Argentina joint venture. Also in 2022, we recorded \$4 million of remaining pre-tax restructuring-related charges for the Cost Smart programs.
- ii. During the twelve months ended December 31, 2024, we recorded pre-tax gains of \$90 million on the sale of the business in South Korea.
- iii. During the twelve months ended December 31, 2024, we recorded pre-tax impairment charges of \$83 million, which primarily related to our plans to cease operations at our Vanscoy, Canada and Alcantara, Brazil manufacturing facilities. Also in 2024, we recorded pre-tax impairment charges of \$18 million to equity method investments and \$8 million related to the planned cessation of manufacturing operations in the United Kingdom.
- iv. During the twelve months ended December 31, 2024, we recorded a pre-tax net charge of \$7 million for tornado damage incurred at a U.S. warehouse. During the twelve months ended December 31, 2023, we recorded pre-tax charges of \$5 million primarily related to the impacts of a U.S.-based work stoppage, which was partially offset by \$4 million of insurance recoveries. During the twelve months ended December 31, 2022, we recorded pre-tax charges of \$20 million primarily related to the impacts of a U.S.-based work stoppage.
- v. Due to the impact the Mexican peso movement in value against the U.S. dollar has on the remeasurement of our Mexico financial statements, we recognized a tax provision of \$18 million for the twelve months ended December 31, 2024, and a tax benefit of \$15 million for the twelve months ended December 31, 2023.
- vi. During the twelve months ended December 31, 2024, we recognized prior year tax contingencies and net liabilities, recapture of prior year U.S. tax benefits, and tax impacts of the above non-GAAP adjustments. These were partially offset by a benefit from our ability to realize tax loss carryforwards in Canada and interest on previously recognized tax benefits for certain Brazilian local incentives that were previously taxable.

Reconciliation of GAAP operating income to non-GAAP adjusted operating income

	Twelve Months Ended December 31,	
	2024	2022
Operating income	\$ 883	\$ 762
Adjustments:		
Restructuring and resegmentation costs; Acquisition/integration costs (i)	18	5
Impairment charges (iii)	109	—
Other matters (iv)	6	20
Non-GAAP adjusted operating income	<u>\$ 1,016</u>	<u>\$ 787</u>

Reconciliation of GAAP return on invested capital to adjusted return on invested capital

Return on Invested Capital ratio (dollar in millions)	Year Ended December 31,	
	2024	2022
Net income (a)	\$ 654	\$ 502
Adjusted for:		
Provision for income taxes	277	166
Other non-operating expense (income)	3	(5)
Financing costs	39	99
Restructuring and resegmentation charges (i)	18	4
Net gain on sale of business (ii)	(90)	
Acquisition/integration costs	—	1
Impairment charges (iii)	109	—
Other matters (iv)	6	20
Income taxes (at effective rates of 26.4% and 27.0%, respectively) (iv)	(268)	(212)
Adjusted operating income, net of tax (b)	748	575
Short-term debt	44	543
Long-term debt	1,787	1,940
Less: Cash and cash equivalents	(997)	(236)
Short-term investments	(11)	(3)
Total net debt	823	2,244
Share-based payments subject to redemption	60	48
Total redeemable non-controlling interests	7	51
Total equity	3,823	3,163
Total net debt and equity	\$ 4,713	\$ 5,506
Average current and prior year Total net debt and equity (c)	\$ 5,071	\$ 5,223
Return on Invested Capital (a ÷ c)	12.9%	9.6%
Adjusted Return on Invested Capital (b ÷ c)	14.8%	11.0%

Reconciliation of EBIT to adjusted EBITDA

Adjusted EBITDA, which is a non-GAAP financial measure, is defined by the Company for these purposes as income before income taxes, calculated in accordance with GAAP, adjusted for the following items: depreciation and amortization; financing costs; other non-operating expense; restructuring and resegmentation costs; net gain on sale of business; impairment charges; and certain other matters outside the normal course of business that may occur during the applicable year.

Adjusted EBITDA (dollars in millions)	Year Ended December 31,		
	2024	2023	2022
Income before income taxes	\$ 931	\$ 839	\$ 668
Adjusted for:			
Depreciation and amortization	214	219	215
Financing costs	39	114	99
Other non-operating expense (income)	3	4	(5)
Restructuring and resegmentation costs (i)	18	2	4
Net gain on sale of business (ii)	(90)	—	—
Acquisition/integration costs (iii)	—	—	1
Other matters (iv)	6	1	20
Impairment charges	109	10	—
Adjusted EBITDA	\$ 1,230	\$ 1,189	\$ 1,002