



First Quarter 2024 Earnings Call

Jim Zallie
President and CEO

James Gray
Executive Vice President and CFO



Non-GAAP Financial Measures

This presentation provides information about adjusted diluted earnings per share ("adjusted EPS"), adjusted operating income, adjusted effective income tax rate, 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.

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 second quarter 2024 net sales and operating income, full-year 2024 segment net sales and operating income margins, full-year 2024 All Other net sales and operating loss, full-year 2024 net sales, reported and adjusted operating income, financing costs, reported and adjusted effective tax rate, reported and adjusted earnings per share, cash from operations, capital expenditures, and corporate costs, and any other statements regarding our prospects and our future operations, financial condition, 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," "propels," "opportunities," "potential," "provisional," 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 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; changing consumer consumption preferences that may lessen demand for products we make; 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; future 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, animal nutrition, beverage and brewing industries; the risks associated with pandemics; the uncertainty of acceptance of products developed through genetic modification and biotechnology; 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; price fluctuations, supply chain disruptions, and shortages affecting inputs to our 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 with respect to our ability to complete planned maintenance and investment projects on time and on budget as well as with respect to 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 our ability to successfully conduct due diligence, integrate acquired businesses or implement and maintain strategic alliances and achieve anticipated synergies with respect to all of the foregoing; 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 on our business of natural disasters, war, threats or acts of terrorism, or the occurrence of other significant events beyond our control; the impact of impairment charges on our goodwill or long-lived assets; changes in government policy, law, or regulation and costs of legal compliance, including compliance with environmental regulation; changes in our tax rates or exposure to additional income tax liability; increases in our borrowing costs that could result from increased interest rates; our ability to raise funds at reasonable rates and other factors affecting our access to sufficient funds for future growth and expansion; interruptions, security incidents, or failures with respect to information technology systems, processes, and sites; volatility in the stock market and other factors that could adversely affect our stock price; 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. 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, 2023, and our subsequent reports on Form 10-Q and Form 8-K filed with the Securities and Exchange Commission.

Agenda



CEO comments

Financial performance

Closing remarks

Q&A



Jim Zallie

President and CEO

Q1 2024 Earnings Call
CEO Perspective

First quarter results on trend and second highest Q1 adj. operating income in the Company's history



See appendix for a reconciliation of these non-GAAP financial measures to the comparable GAAP financial measures

Quarterly highlights against our strategic pillars

Business Growth

- Completed reorganization and introduced new segments
- Sequential volume growth trend continues
- PureCircle capacity expansion commissioned
- Strong industrial starch demand for paper/packaging
- Texture solutions customer engagements up 60% year over year

Cost Competitiveness through Operational Excellence

- Completed sale of South Korea business
- Introduced Cost₂Compete to drive \$50M in run-rate savings by 2025

Initiative highlights:

- Unlocking capacities through machine learning/AI
- Continuing to optimize our supply chain, distribution and warehouse network
- Centralized procurement team driving global savings

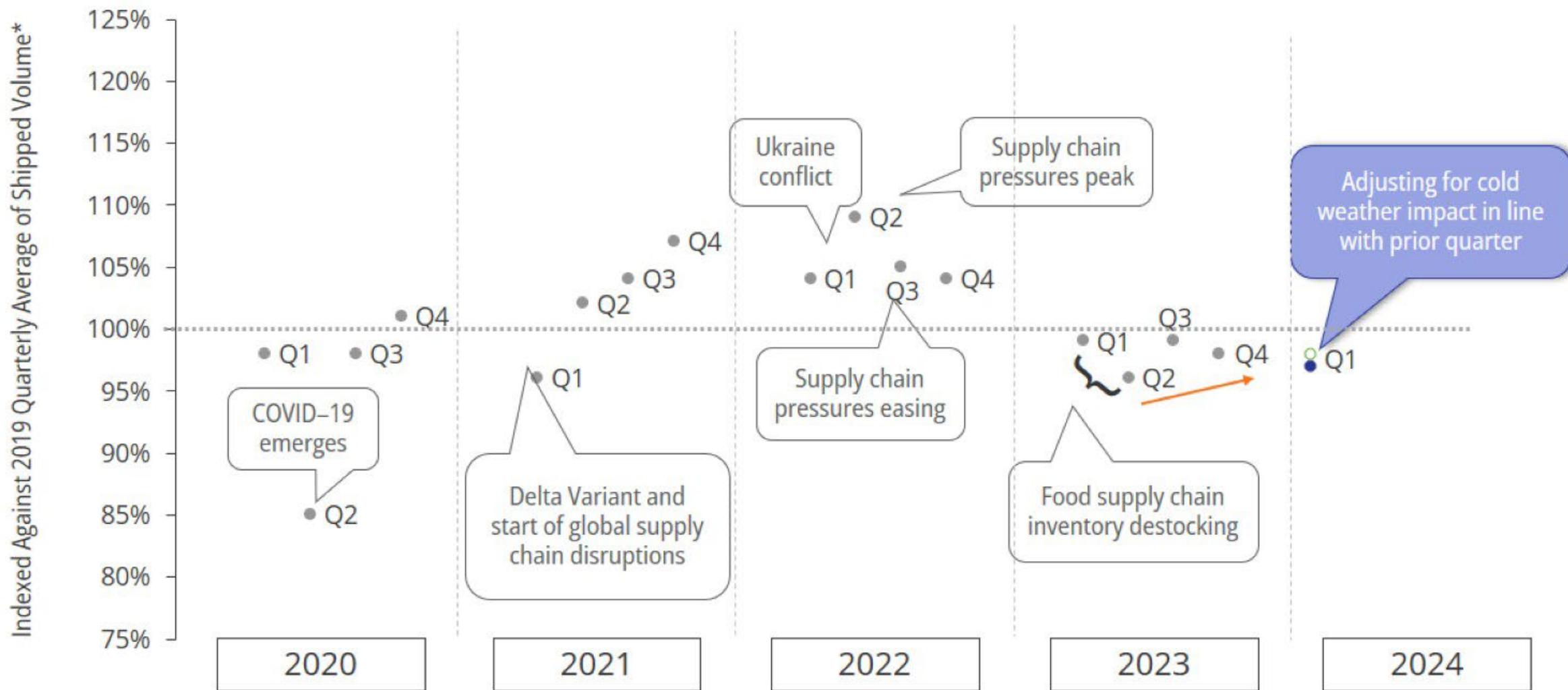
People and Purpose

- Named to “World's Most Ethical Companies” list for 10th year

Sustainability highlights:

- Reduced greenhouse gas emissions 22% from 2019 levels
- 25% purchased electricity from renewable sources, up from 5% in 2022

Steady volume recovery through the variabilities of seasonal demand



*Shipped 3PHP volume excludes global HFCS shipped volume, as well as impact of South Korea (2024), Argentina JV (2021) and Cedar ethanol (2020)

The implementation of our new segment structure is already leading to higher-quality customer engagements



**Texture &
Healthful
Solutions**



**Food & Industrial
Ingredients
US/Can**



**Food & Industrial
Ingredients
LATAM**



All Other*
(includes sugar reduction
and protein fortification)

*All other consists of the businesses of multiple operating segments that are not individually or collectively classified as reportable segments

Launched \$50M savings Cost₂Compete initiative

Reducing impact of raw material cost volatility

- Cost₂Compete to drive \$50M run-rate savings by 2025

Driving continuous cost efficiency

- SG&A savings: \$25M
- COGS savings: \$25M

- Leveraging low-cost shared service centers
 - Key appointment to lead shared services

Improving asset efficiency

- Predictive analytics and increasing use of artificial intelligence



James Gray

Executive Vice President and CFO

Q1 2024 Earnings Call
Financial Update

Q1 2024: Income statement highlights

\$ in millions, unless noted	Q1 2023	Q1 2024	Change
Net Sales	\$2,137	\$1,882	-12%
Gross Profit <i>Gross Profit Margin</i>	\$487 22.8%	\$417 22.2%	-14% -60 bps
Reported Operating Income* Reported Diluted EPS	\$291 \$2.85	\$213 \$3.23	-27% \$0.38/share
Adjusted Operating Income** Adjusted Diluted EPS**	\$296 \$2.80	\$216 \$2.08	-27% \$(0.72)/share

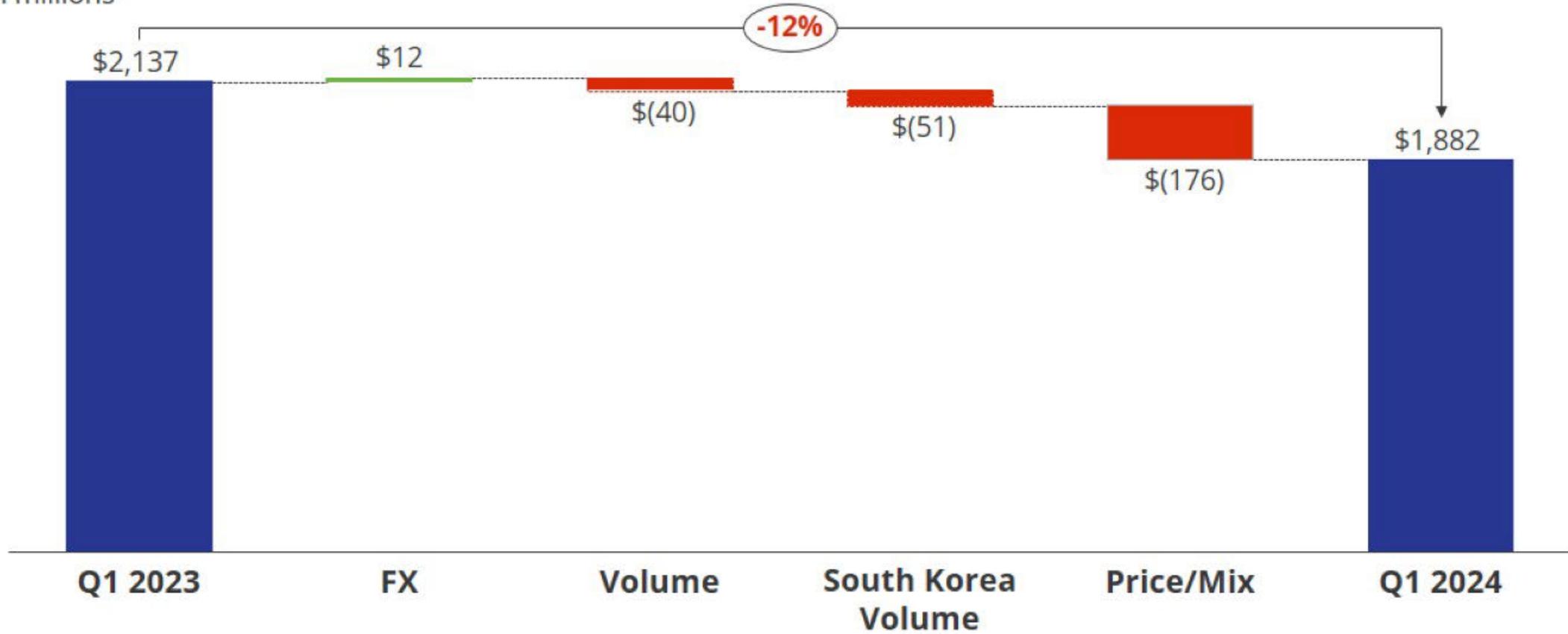
*2024 Reported operating income includes \$82M of net gain on sale of the South Korea business

**See appendix for a reconciliation of these non-GAAP financial measures to the comparable GAAP financial measures

Totals may not foot due to rounding

Q1: Net sales bridge

\$ in millions



Totals may not foot due to rounding

Q1: Net sales variance by segment

	Foreign Exchange	Volume	Price Mix	Net Sales Change
Texture and Healthful Solutions	-1%	0%	-9%	-10%
Food & Industrial Ingredients - LATAM	4%	-3%	-9%	-8%
Food & Industrial Ingredients - US/CAN	0%	-4%	-7%	-11%
Ingredion*	1%	-4%	-9%	-12%
<i>Excluding South Korea</i>	1%	-2%	-9%	-10%

*Excluding South Korea, comparable Ingredion net sales growth would have been -10% and volume would have been -2%
Totals may not foot due to rounding

Texture and Healthful Solutions

Net Sales

\$ in millions



Q1 Op Income \$	\$127	\$74
Q1 Op Inc Margin	19.1%	12.4%
2024 Op Income Margin Outlook		13% to 16%

Food & Industrial Ingredients - LATAM

Net Sales



Q1 Op Income \$	\$122	\$101
Q1 Op Inc Margin	18.3%	16.4%
2024 Op Income Margin Outlook		16% to 19%

Food & Industrial Ingredients - US/CAN

Net Sales

\$ in millions

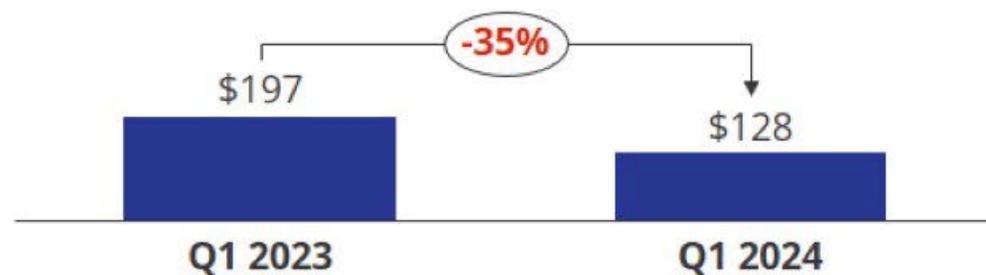


Q1 Op Income \$	\$92	\$87
Q1 Op Inc Margin	15.1%	16.1%
2024 Op Income Margin Outlook		15% to 18%

All Other

Net Sales

Absent FX Impacts and S. Korea -7%



Q1 Op Income \$	\$(8)	\$(4)
Q1 Op Inc Margin	N/M	N/M
2024 Outlook		~(\$20) to (\$30)

Note: Net sales change includes \$51 million volume reduction due to the sale of the South Korea business

Q1: EPS bridge

Amounts are dollars/share

2023 Reported Diluted EPS	\$ 2.85		Margin	\$ (0.47)
Restructuring/impairment costs	0.00		Volume	(0.34)
Tax and other matters	(0.05)		Foreign exchange rates	0.04
2023 Adjusted Diluted EPS*	\$ 2.80		Other income	(0.09)
			Changes from operations	\$ (0.86)
2024 Adjusted Diluted EPS*	\$ 2.08		Other non-operating income	\$ 0.00
Resegmentation costs	(0.03)		Financing costs	0.13
Tax items and other matters	0.09		Non-controlling interests	0.02
Net gain on sale of business	1.09		Tax rate	(0.02)
2024 Reported Diluted EPS	\$ 3.23		Shares outstanding	0.01
			Non-operational changes	\$ 0.14

Q1: Cash from operations and capital allocation

\$ millions

Net income	\$218
Depreciation and amortization	\$53
Working capital	\$(25)
Other	\$(37)
Cash from operations	\$209
<hr/>	
Capital allocation	
Capital expenditures, net	\$(65)
<hr/>	
To shareholders	
Dividend payments to INGR shareholders	\$(51)
Repurchases of common stock, net	\$(1)

Totals may not foot due to rounding

Full year 2024 outlook

Net sales	Flat to up low single-digits
Adjusted operating income*	Up mid-single-digits
Financing costs	\$85 – \$105 million
Corporate costs	Up mid-single-digits
Adjusted effective tax rate*	26.5% – 27.5%
Adjusted EPS*	\$9.20 to \$9.85
Diluted weighted avg. shares outstanding	66.0 – 67.0 million shares
Cash from operations	\$750 – \$900 million
CAPEX	Approximately \$340 million



Ingredion

- Expect Q2 net sales to be flat to down low single-digits and operating income to be up low to mid-single-digits

2024 outlook excludes the effect of South Korea divestiture for both 2023 and 2024 periods

See appendix for a reconciliation of these non-GAAP financial measures to the comparable GAAP financial measures

*Excluding acquisition-related integration and restructuring costs, as well as any potential impairment costs

Well positioned for growth – momentum anticipated through 2024

- Volumes anticipated to continue to improve
 - Distributors restocking
 - Customer project engagements up significantly
 - Better fixed cost absorption as volumes continue to recover
- Strong cash flow from favorable changes in working capital
- Launched Cost₂Compete with a \$50M cost savings target to be delivered over the next two years
- Focusing strong balance sheet on strategic cash deployment



Q&A

Our Purpose



Bringing the potential of people, nature and technology together to **make life better**

Winning Aspiration



Be recognized as the **go-to provider** for texture and healthful solutions that **make healthy taste better**

Upcoming investor activities

Ingredion Annual Meeting of Stockholders

Virtual | May 15, 2024

BMO Global Farm to Market Conference

New York | May 16, 2024



Appendix

2024 Full year segment operating income outlook

Texture & Healthful Solutions

2023 Net Sales (unaudited)	~\$2.4 - \$2.5B
2024 Net Sales Outlook	Flat
2023 Segment Operating Income Margin (unaudited)	~14 - 17%
2024 Segment Operating Income Margin Outlook	13% to 16%

Food & Industrial Ingredients - US/Canada

2023 Net Sales (unaudited)	~\$2.3 - \$2.4B
2024 Net Sales Outlook	Flat to down low single digits
2023 Segment Operating Income Margin (unaudited)	~12% - 14%
2024 Segment Operating Income Margin Outlook	15% to 18%

Food & Industrial Ingredients - LATAM

2023 Net Sales (unaudited)	~\$2.5 - \$2.6B
2024 Net Sales Outlook	Flat to up low single digits
2023 Segment Operating Income Margin (unaudited)	~16 - 18%
2024 Segment Operating Income Margin Outlook	16% to 19%

All Other*

2023 All Other Net Sales* (unaudited)	~\$0.4 - \$0.5B
2024 All Other Net Sales Outlook	Up low double digits
2023 All Other Operating Loss* (unaudited)	~(\$30)M - (\$40)M
2024 All Other Operating Income (Loss) Outlook	~(\$20)M to (\$30)M

*All Other consists of the businesses of multiple operating segments that are not individually or collectively classified as reportable segments.

Non-GAAP Information

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

Company 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 the company's 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 the company's operations that, when viewed with its GAAP results, provide a more complete understanding of factors and trends affecting its 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 the 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

	Three Months Ended March 31, 2024		Three Months Ended March 31, 2023	
	(in millions)	Diluted EPS	(in millions)	Diluted EPS
Net income attributable to Ingredion	\$ 216	\$ 3.23	\$ 191	\$ 2.85
Add back:				
Resegmentation costs (i)	2	0.03	—	—
Net gain on sale of business (ii)	(73)	(1.09)	—	—
Other matters (iii)	—	—	4	0.06
Tax item - Mexico (iv)	(6)	(0.09)	(7)	(0.11)
Non-GAAP adjusted net income attributable to Ingredion	<u>\$ 139</u>	<u>\$ 2.08</u>	<u>\$ 188</u>	<u>\$ 2.80</u>

Totals may not foot due to rounding

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 first quarter of 2024, the company recorded pre-tax resegmentation costs of \$3 million primarily related to the company's resegmentation effective January 1, 2024.
- ii. During the first quarter of 2024, the company recorded a net, pre-tax gain of \$82 million as a result of the sale of its business in South Korea completed on February 1, 2024.
- iii. During the first quarter of 2023, the company recorded pre-tax charges of \$5 million primarily related to the impacts of a U.S.-based work stoppage.
- iv. During the first quarter of 2024 and 2023, the company recorded tax benefits of \$6 million and \$7 million, as a result of the movement of the Mexican peso against the U.S. dollar and its impact on the remeasurement of its Mexico financial statements during the periods.

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

(in millions, pre-tax)	Three Months Ended March 31,	
	2024	2023
Operating income	\$ 213	\$ 291
Add back:		
Resegmentation costs (i)	3	—
Other matters (iii)	—	5
Non-GAAP adjusted operating income	<u>\$ 216</u>	<u>\$ 296</u>

For notes (i) through (iii), see Notes included in the Reconciliation of GAAP Net Income attributable to Ingredion and Diluted EPS to Non-GAAP Adjusted Net Income attributable to Ingredion and Adjusted Diluted EPS.

Historical reconciliation of GAAP operating income to non-GAAP adjusted operating income

(in millions, pre-tax)	Three months ended March 31,		
	2022	2021	2020
Operating (loss) income	\$ 210	\$ (170)	\$ 153
Add back:			
Acquisition/integration costs (v)	1	1	
Restructuring/impairment costs (vi)	2	10	14
Impairment on assets held for sale (vii)		360	
Non-GAAP adjusted operating income	\$ 213	\$ 201	\$ 167

For notes (v) through (vii), see Notes included in the Historical reconciliation of GAAP operating income to non-GAAP adjusted operating income

Historical reconciliation of GAAP operating income to non-GAAP adjusted operating income

Notes:

(v) During the first quarter of 2022, the Company recorded pre-tax acquisition and integration charges of \$1 million for our acquisition and integration of KaTech, as well as our investment in the Arcor joint venture. During the first quarter of 2021, the Company recorded pre-tax acquisition and integration charges of \$1 million for our acquisition of PureCircle Limited.

(vi) During the first quarter of 2022, the Company recorded \$2 million of remaining pre-tax restructuring-related charges for the Cost Smart program. During the first quarter of 2021, the Company recorded \$10 million of pre-tax restructuring/impairment charges. During the first quarter of 2020, the Company recorded \$14 million of pre-tax restructuring/impairment charges.

(vii) During the first quarter of 2021, the Company recorded a \$360 million held for sale impairment charge related to entering the Arcor joint venture.

Reconciliation of GAAP effective income tax rate to non-GAAP adjusted effective income tax rate

(in millions)	Three Months Ended March 31, 2024		
	Income before Income Taxes (a)	Provision for Income Taxes (b)	Effective Income Tax Rate (b/a)
As Reported	\$ 276	\$ 58	21.0%
Add back:			
Resegmentation costs (i)	3	1	
Net gain on sale of business (ii)	(82)	(9)	
Tax item - Mexico (iv)	—	6	
Adjusted Non-GAAP	<u>\$ 197</u>	<u>\$ 56</u>	28.4%

Totals may not foot due to rounding

Reconciliation of GAAP effective income tax rate to non-GAAP adjusted effective income tax rate (continued)

(in millions)	Three Months Ended March 31, 2023		
	Income before Income Taxes (a)	Provision for Income Taxes (b)	Effective Income Tax Rate (b/a)
As Reported	\$ 259	\$ 65	25.1%
Add back:			
Other matters (iii)	5	1	
Tax item - Mexico (iv)	—	7	
Adjusted Non-GAAP	<u>\$ 264</u>	<u>\$ 73</u>	27.7%

For notes (i) through (iv), see Notes included in the Reconciliation of GAAP Net Income attributable to Ingredion and Diluted EPS to Non-GAAP Adjusted Net Income attributable to Ingredion and Adjusted Diluted EPS.

Reconciliation of anticipated GAAP diluted earnings per share to anticipated non-GAAP adjusted diluted earnings per share

	Expected EPS Range for Full-Year 2024	
	Low End of Guidance	High End of Guidance
GAAP EPS	\$ 10.35	\$ 11.00
Add:		
Resegmentation costs (i)	0.03	0.03
Net gain on sale of business (ii)	(1.09)	(1.09)
Tax item - Mexico (iii)	(0.09)	(0.09)
Adjusted EPS	<u>\$ 9.20</u>	<u>\$ 9.85</u>

Above is a reconciliation of the company's expected full-year 2024 diluted EPS to its expected full-year 2024 adjusted diluted EPS. The amounts above may not reflect certain future charges, costs and/or gains that are inherently difficult to predict and estimate due to their unknown timing, effect and/or significance. The company generally excludes these adjustments from its adjusted EPS guidance, which makes it more confident in its ability to forecast adjusted EPS than it is in its ability to forecast GAAP EPS. These amounts include, but are not limited to, adjustments to GAAP EPS for resegmentation costs, net gain on sale of business and certain Mexico tax items.

These adjustments to GAAP EPS for 2024 include the following:

- i. Resegmentation costs related to the company's resegmentation effective January 1, 2024
- ii. Net gain as a result of the sale of company's business in South Korea completed on February 1, 2024
- iii. Tax benefit from the movement of the Mexican peso against the U.S. dollar and its impact on the remeasurement of the company's Mexico financial statements during the period

Reconciliation of anticipated reported GAAP effective tax rate to anticipated non-GAAP adjusted effective income tax rate

	Expected Effective Tax Rate Range for Full-Year 2024	
	Low End of Guidance	High End of Guidance
GAAP ETR	24.5 %	25.5 %
Add:		
Resegmentation costs (i)	—%	—%
Net gain on sale of business (ii)	1.3%	1.3%
Tax item - Mexico (iii)	0.7%	0.7 %
Adjusted ETR	<u>26.5 %</u>	<u>27.5 %</u>

Above is a reconciliation of the company's expected full-year 2024 GAAP ETR to its expected full-year 2024 adjusted ETR. The amounts above may not reflect certain future charges, costs and/or gains that are inherently difficult to predict and estimate due to their unknown timing, effect and/or significance. The company generally excludes these adjustments from its adjusted ETR guidance, which makes the company more confident in its ability to forecast adjusted ETR than it is in its ability to forecast GAAP ETR. These amounts include, but are not limited to, adjustments to GAAP ETR for resegmentation costs, net gain on sale of business and certain Mexico tax items.

These adjustments to GAAP ETR for 2024 include the following:

- i. Tax impact from resegmentation costs related to the company's resegmentation effective January 1, 2024
- ii. Tax impact as a result of the sale of the company's business in South Korea completed February 1, 2024
- iii. Tax benefit as a result of the movement of the Mexican peso against the U.S. dollar and its impact to the remeasurement of the company's Mexico financial statements during the period