



TANYA M. JAEGER de FORAS

Global executive with 20+ years of leadership across highly regulated industries, including pharma, healthcare, durable consumer goods, food & beverage, and luxury retail. Governance expert with deep U.S. expertise and international experience. Trusted boardroom advisor and enterprise leader in transformation, M&A, ESG, and crisis management. German, Canadian, U.S. Permanent Resident with global experience across the Americas, Europe, and Asia. Conversant in five languages. Adept at navigating complex cross-cultural, geopolitical, and regulatory landscapes.

AREAS OF EXPERTISE

- Corporate Governance and ESG
- Public and Private Board Service
- Corporate Transformation and M&A
- Complex Regulatory Compliance
- U.S. Securities Law
- Reputation and Crisis Management
- Purpose-Driven Leadership
- International Experience and Cultural Fluency
- Director and Executive Leadership Succession Planning and Recruitment

SELECTED ACCOMPLISHMENTS

- Drove corporate governance enhancement and creation of global government affairs function for Ingredion Incorporated (NYSE: INGR), supporting organization in corporate strategy refresh, org redesign, and strategy execution
- Served as director on public and private boards, including \$300M revenue publicly traded operating subsidiary and multiple captive corporate boards, as well as multiple civic organizations, and trusted advisor to boards of directors
- Directed organizations through all phases of acquisitions, divestitures, and post-acquisition integrations, as well as restructurings and significant labor and employment matters, driving growth and securing long-term value globally
- Led crisis management and reputational and legal defense strategy for Whirlpool Corporation (NYSE: WHR), guiding executive management and Board of Directors through one of Europe's most high-profile product safety recalls and the U.K. public inquiry into the Grenfell Tower fire tragedy (2017)

PROFESSIONAL EXPERIENCE

INGREDION INCORPORATED | Westchester, Illinois (November 2021 - Present)

Ingredion (NYSE: INGR – Fortune 500) is a leading global plant-based ingredient solutions provider for the food, beverage, animal nutrition, brewing, and industrial markets, with revenues of \$8.6B, 12,000+ employees in 27 countries, and 19,000+ customers in 120 countries.

Chief Legal Officer, Corporate Secretary and Chief Compliance Officer

Executive leader and partner to Chief Executive Officer, Executive Leadership Team, and Board of Directors. Responsible for all areas of legal, regulatory and compliance, and global government affairs support, building recognition for adding value to the company by driving outcomes that advance the strategy and protect the company.

- Advisor to Board of Directors, reporting to Chairman of the Board, and named Executive Sponsor of Corporate Governance & Nominating Committee
- Member ESG Executive Advisory Committee and Inclusion & Belonging Committee
- Chair Executive Compliance Committee and Co-chair Cyber Security and Information Governance Committees
- Executive Sponsor Business Resource Groups: LIDER (Latinx) 2023-2024, EMPOWERED (disabilities) 2024 – present
- Executive leader in growth strategy definition and execution, including corporate reorganization into new business segments and strategic oversight of related M&A activities
- Responsible for creating new global government affairs function and setting and executing related strategy globally
- Director, Rafhan Maize Ltd, \$300M revenue, publicly traded, majority controlled operating entity in Pakistan

WHIRLPOOL CORPORATION | Milan, Italy (2015 – 2020) | Benton Harbor, MI (2020 – 2021)

Whirlpool (NYSE: WHR - Fortune 100) is a global home appliance leader with (at the time of employment) revenues of \$20B, 70,000+ employees, and manufacturing in 14 countries. Brands include Whirlpool, KitchenAid, Jenn-Air, and Indesit.

Deputy General Counsel – Global Commercial, Strategy, and M&A | October 2019 – September 2021

Led transformation of the legal and compliance function to centralized 'shared service' model. Founded Whirlpool EMEA Women's Network (employee resource group) and led establishment of Whirlpool's U.S. Juneteenth recognition commitment to improve the Michigan HQ community through local volunteerism.

- **Corporate Transformation:** Legal partner in setting and executing strategy to transform Whirlpool's majority shareholding in Whirlpool China (Shanghai publicly traded) to strategic minority shareholding with local "best operator" model and reduced PRC government shareholding
- **Special Projects:** Led defense of WHR in post-reindustrialization criminal bankruptcy matter and public affairs management (Italy), and strategic advice and regulatory reporting for washer and dryer recall campaigns (U.K. & EMEA)

Chief Compliance Officer | January 2020 – September 2021

Led Global Corporate Ethics & Compliance Program, including accountability to set and execute program strategy, reporting to the Audit Committee of the Board of Directors. Member Whirlpool ESG Governance Committee.

Chief Legal Officer Europe, Middle East & Africa | June 2015 – December 2019

Senior Business Leader and general counsel for former \$4B business unit with 26,000+ employees. Member of the EMEA business leadership team, reporting to EMEA President.

- **M&A and Restructuring:** Led all legal aspects of post-acquisition integration of Indesit Company SpA (2014), including setting and executing legal strategy for corporate restructuring, manufacturing footprint transformation, product safety, and regulatory compliance review. Managed all legal entities in Italian-principal corporate tax model and served on captive corporate finance boards in Luxembourg and the Netherlands
- **Regulatory Compliance and Antitrust:** Led settlement of historical French antitrust matter and ongoing investigations. Reformed and advised Global Executive Safety Committee, leading on global product safety and regulatory matters, including recall decisions, and reporting to and advising the Board of Directors
- **Crisis Management and Reputational Risk:**
 - Indesit Legacy Dryer Recall (U.K. & EMEA). Co-project risk manager and legal executive for this 5-year product recall program. Set defense strategy for campaign, including engagement with and reporting to U.K. regulator. Led representation of Whirlpool Corporation at two U.K. Parliamentary Oversight Committee hearings
 - Grenfell Tower Fire Tragedy (U.K.). Onsite crisis manager and legal project leader for 3 years. Set legal and reputational defense strategy where legacy Indesit refrigerator allegedly started fire that claimed 72 lives. Led representation of Whirlpool in U.K. Public Inquiry. Regular reporting to the CEO and Board of Directors
 - Factory Closure and Reindustrialization. Set strategy for Amiens, France (2017) and Naples, Italy (2020) closures
 - Insolvency and Criminal Bankruptcy. Led defense of corporate executives in matters in Germany and Italy

LUXOTTICA GROUP S.P.A. (now LUXOTTICA-ESSILOR) | Milan, Italy | 2012 – 2015

Luxottica (NYSE: LUX) is a \$10B global eyewear and vision care leader with (at time of employment) 70,000+ employees, sales in 130 countries, 7,000+ retail and vision care outlets (Sunglass Hut/LensCrafters). Brands include Ray-Ban, Oakley.

Deputy General Counsel – General Counsel, Europe Middle East & Africa

EMEA Region General Counsel and Deputy General Counsel responsibilities, including global corporate governance and subsidiary management, and corporate M&A. Led cross-functional strategy for Ray-Ban global market alignment project, including defining new go-to-market strategies, brand protection activities, wholesale distribution and antitrust considerations, and privacy and consumer protection issues, in U.S. and Europe. Supported EMEA retail expansion, including M&A, franchising, and e-commerce strategies.

PFIZER INC. | New York, NY (2002 – 2009) | Rome, Italy (2009 – 2012)

Pfizer is a Fortune 100 (NYSE: PFE) global pharma leader with (at time of employment) \$50B in revenues, 100,000+ employees and commercial operations in 140+ countries. Portfolio of medicines and vaccines include Celebrex, Lipitor, Prevna13, Viagra, plus consumer healthcare products.

Assistant General Counsel, Chief Counsel Specialty Care Business Unit Europe & Executive Legal Director, Pfizer Italia Srl
| January 2009 – October 2012

Member of Regional Executive Leadership Team and General Counsel of this \$7B European business unit based in Rome. Member of Country Business Leadership Team, advising on legal, compliance, corporate governance, and government affairs matters across all business units, manufacturing, and R&D in Italy. Led post-acquisition integration of Wyeth Lederle Italia, including legal entity rationalization and tax restructuring. Served on all Italian legal entity boards.

Senior Corporate Counsel, Pfizer Worldwide Pharmaceutical Operations, EUCan | August 2004 – December 2008

Member of Regional Business Leadership Team and legal leader for Central Southern and Eastern Europe Region. Global Product Counsel for Viagra, responsible for all legal support in the U.S. including sales and marketing, IP, R&D, and support to global distribution. Project Manager for restructuring of all enabling functions in Europe (Legal, Finance, HR, Medical, Regulatory) as pre-positioning to business unit restructuring in 2008.

Corporate Counsel, Legal Division – Corporate Compliance Group | August 2002 – August 2004

Responsible for program development, maintenance and communications, internal investigations, and preparing and delivering training globally across diverse risk-areas including business ethics, healthcare law, SOX, FCPA, and trade matters.

SULLIVAN & CROMWELL LLP | New York, NY and Paris, France

Leading Wall Street and global full-service law firm with 800+ attorneys.

Associate, Corporate & Finance Group (including US securities, project finance) – New York | October 1998 - July 2002

Associate – Paris | April 2000 – November 2000

Paralegal, Litigation Group – New York | October 1993 – July 1995

BOARD ENGAGEMENT

DIRECTOR, RAFHAN MAIZE LTD | Faisalabad, Pakistan | public ingredients producer, \$300+ revenue, 1000+ employees

Audit, Human Resources, Operations Committees | February 2022 - present

DIRECTOR, GIRLS INC. OF CHICAGO | Chicago, IL | July 2023 - present

TRUSTEE, PEGGY NOTEBAERT NATURE MUSEUM | Chicago, IL | Finance, Collections Committees | April 2023 - present

ADVISORY BOARD MEMBER, CHICAGO AGRICULTURAL HIGH SCHOOL | Chicago, IL | December 2022 - present

EDUCATION

HARVARD LAW SCHOOL | J.D. | Cambridge, MA | 1998 | Cum Laude

Harvard Program on Negotiations, Research Assistant to Robert A. Mnookin, and HP Law & Negotiations Scholarship Winner

GEORGETOWN UNIVERSITY | BSc. of Foreign Service | Washington, D.C. | 1993 | Summa Cum Laude (class rank 3rd)

School of Foreign Service Scholars Program (1992-1993), Women's Varsity Crew

SELECT RECENT HONORS

Women We Admire Top 50 Women Leaders of Chicago (2025)

Legal 500 General Counsel Powerlist Illinois (2023, 2024)

Whirlpool Corporation CEO's "W" Award for Ethical Leadership in Crisis Management (2019)

LANGUAGES

ENGLISH: Native | FRENCH, ITALIAN, GERMAN: Intermediate | SPANISH: Basic