

A top-down view of a variety of gourmet dishes is shown in the background. On the left, a pizza is topped with prosciutto, arugula, and cheese. In the center, a dark bowl contains a pasta dish with mushrooms and radishes. To the right, a wooden cutting board holds skewers of meat and vegetables, accompanied by a small bowl of dipping sauce. Other dishes include a plate of seared meat and a plate of fried cubes with vegetables. The dishes are arranged on a dark, textured surface, with fresh herbs and vegetables scattered around them.

Innovation Trends Shaping the Next Era

Florian Schattenmann, CTO at Cargill

May 6, 2026

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About Cargill. We are...



155K+

Employees



70

Countries



125

Markets



160

Years old



Nourishing the world in a safe, responsible and sustainable way

The world around us is constantly changing

Crating an environment ripe for disruption



DEMOGRAPHIC SHIFTS

- AGING POPULATION
- YOUTH BULGE
- DISPLACEMENT & MIGRATION



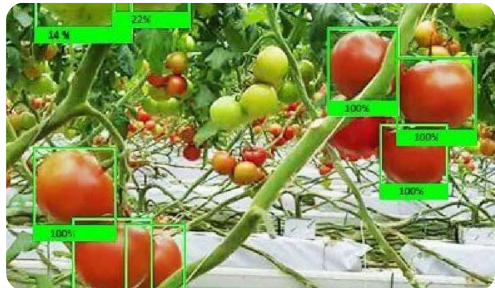
GEOPOLITICAL VOLATILITY

- PROTECTIONISM
- TRADE WARS
- MULTIPOLAR REGIMES



FRAGMENTED CONSUMERS

- TRUST EROSION
- RISING INEQUALITY
- CALORIE REDUCTION
- AFFORDABLE NUTRITION



AI ADVANCEMENTS

- DUAL-USE RISKS
- AI INTEGRATION
- FRONTIER TECH REGULATIONS



RESOURCE SCARCITY

- OVER-EXTRACTION
- BIODIVERSITY COLLAPSE
- ENVIRONMENTAL DEGRADATION



DENSER URBANIZATION

- URBAN DENSITIES
- SUPPLY CHAIN FRAGILITY
- ACCESS STRAIN



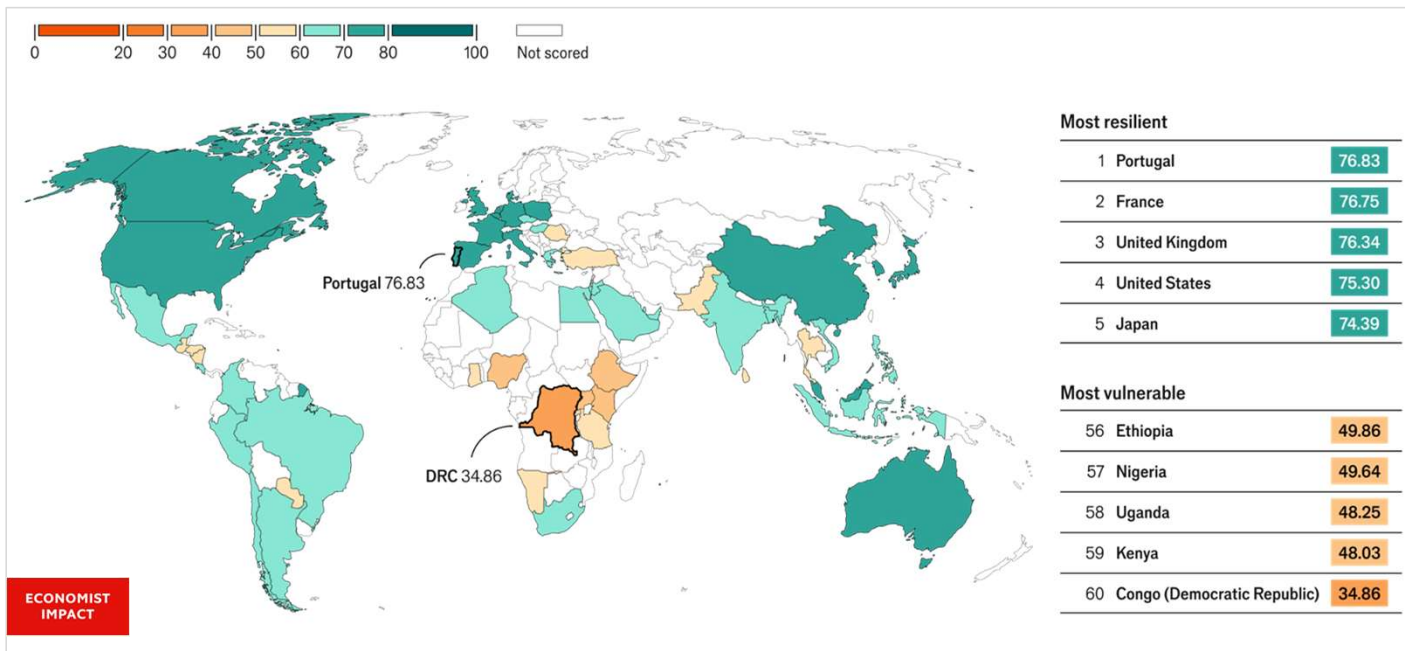
ECONOMIC GROWTH

- ECONOMIC SLOWDOWN
- COST OF LIVING CRISIS
- NEW GROWTH MODELS

Food system resilience is needed to manage disruption

Today a 42-point gap exists between the most and least resilient food systems around the world.

Score 0–100 where 100=strongest performance, rank out of 60 countries)

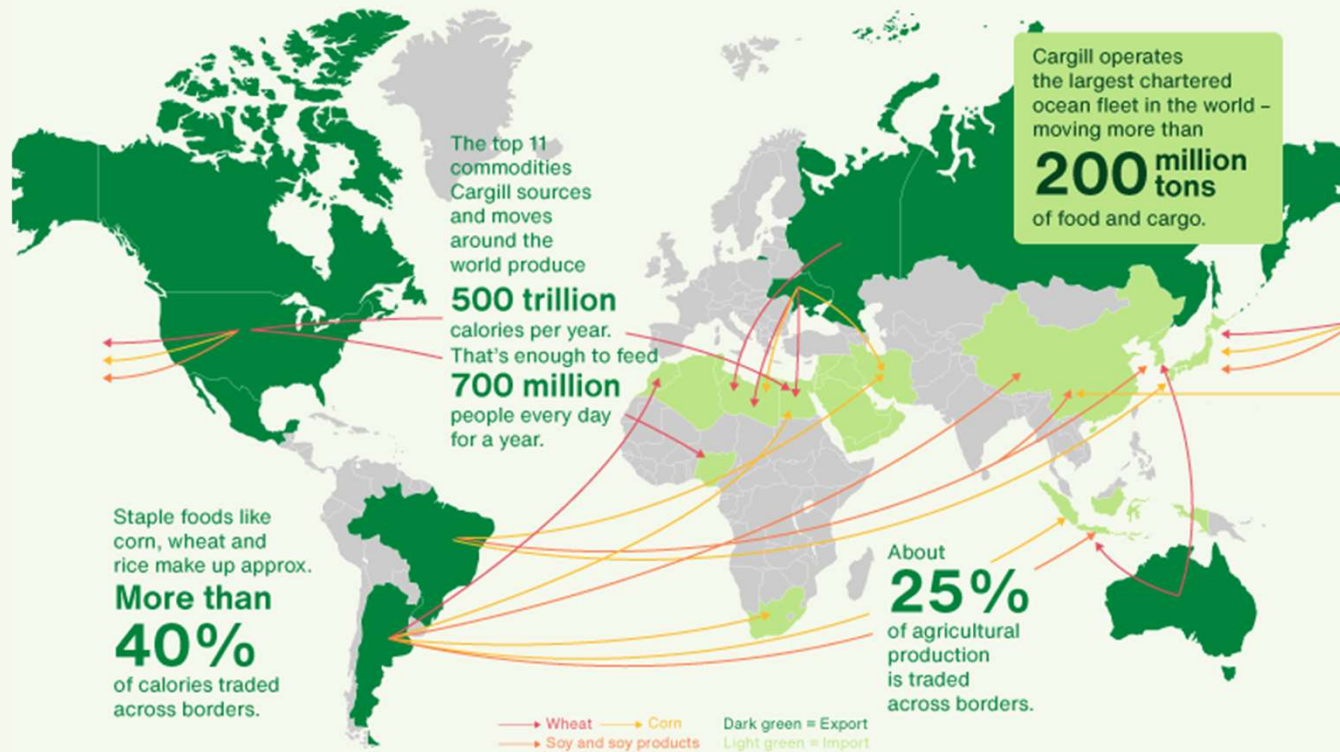


Economist Impact 2026 Resilient Food Systems Index

Resilience in food and agriculture depends on innovations that deliver impact at scale.

Food must move to nourish our changing world

The global food system relies on a strongly connected system to move food from where it's grown to where it's needed.



Map is for illustrative purposes only and does not represent exact geographic boundaries.

Food innovation must meet customer and consumer needs



Drivers of Change

Food regulations

GLP-1

Sustainability

Geopolitics

Food as wellness

Consumer bifurcation

Innovation Needs

Low calorie

Reduced salt

Increased protein

Better nutrition

Enhanced texture

Smart packaging

Cargill[™]

Reliance on
strategic suppliers
for innovation

Innovation and solutions accelerated by AI

Precision nutrition is accelerating how people eat



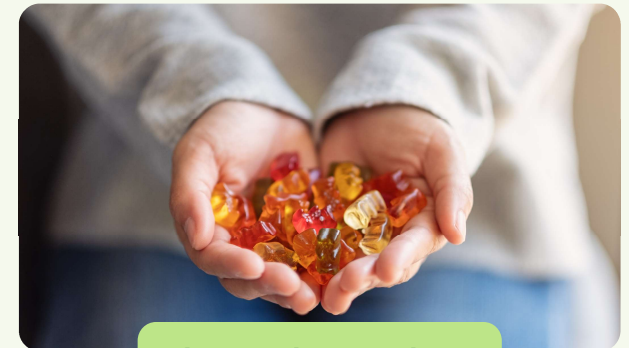
GLP-1s reinforce existing behaviors

- Smaller portions
- Higher nutrient density
- Protein & fiber first



Enjoyment still matters

Nearly 90% of consumers still indulge weekly — even as they prioritize health.



Innovation tension (and opportunity)

One-size-fits-all is losing relevance. Hyper-personalization without scale doesn't work either. The opportunity is in the middle.

“

Precision nutrition, done well, doesn't ask consumers to change who they are. It meets them where they are — and helps them feel better doing it.



Execution matters more than experimentation



- Cost vs. performance
- Nutrition vs. indulgence
- Personalization vs. scale



Ecosystems, not silos

3

Innovation game changers

Game Changer #1: AI Accelerating Innovation



When AI is embedded end-to-end, it changes how innovation works



Faster discovery,
development &
co-creation

AskEmma, draws on historical R&D concepts, consumer insights, trend data, and testing feedback — allowing teams to explore and refine ideas far more quickly.



Improved decision
making farm to table

Galleon and REVEAL Layers combine non-invasive animal health tracking with AI to provide producers real-time recommendations for feed and nutrition to optimize poultry health and production.



More efficient
operations

CarVe, our patent-pending AI and computer-vision system, measures red meat yield in real time — helping ensure more protein stays in the food system.

CarVe AI and Computer Vision



Reducing food waste by capturing more protein per animal

Real-time measurement of red meat yield

Digitizes labor-intensive processes

1% yield improvement could rescue hundreds of millions of pounds of meat annually in the U.S.



EverSweet is a product of Avansya, a joint venture between Cargill and dsm-firmenich.
Notes: * EverSweet LCA results are third-party ISO-1044 panel-reviewed; ** versus Stevia Leaf Extract.

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Which decisions are we still making out of habit — that data, science, and AI could already be helping us make better?

Game Changer #2: Biotech @ Scale



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Fermentation: A foundational capability for food innovation

Reliable & Cost-Effective



- ✓ Year-around (no seasonality)
- ✓ Controlled costs
- ✓ Geographically flexible
- ✓ Reduced agricultural inputs

Resilient



- ✓ Often requires less water and land
- ✓ Lower GHG emissions vs conventional methods
- ✓ Continuous improvement

Scalable



- ✓ Carefully-controlled, consistent environment
- ✓ Minimized supply chain risks
- ✓ Scales with demand
- ✓ Alternative supply when traditional source is limited

Nutrition & Taste

Improve nutritional profiles without sacrificing taste or texture — which has historically been a major barrier.

EverSweet® stevia sweetener: Delicious, scalable, economical.



Deeper Sugar Reduction**



Consumer Friendly Labeling



Economical



Security of Supply



Quantifiable Sustainability Impacts*



EverSweet is a product of Avansya, a joint venture between Cargill and dsm-firmenich.
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Fermentation is no longer an emerging trend. It's becoming a core capability for how food is developed going forward.

INNOVATORS
— 2026 —



#3 Innovation is a TEAM Sport



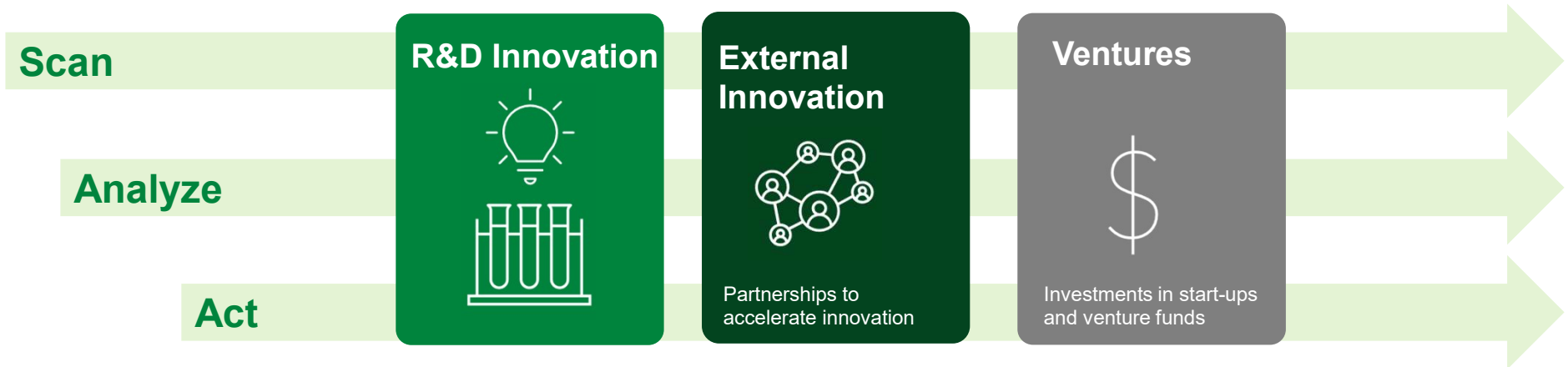
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We > I

The future will be defined, not by the best ideas, but by those that create impact at scale.

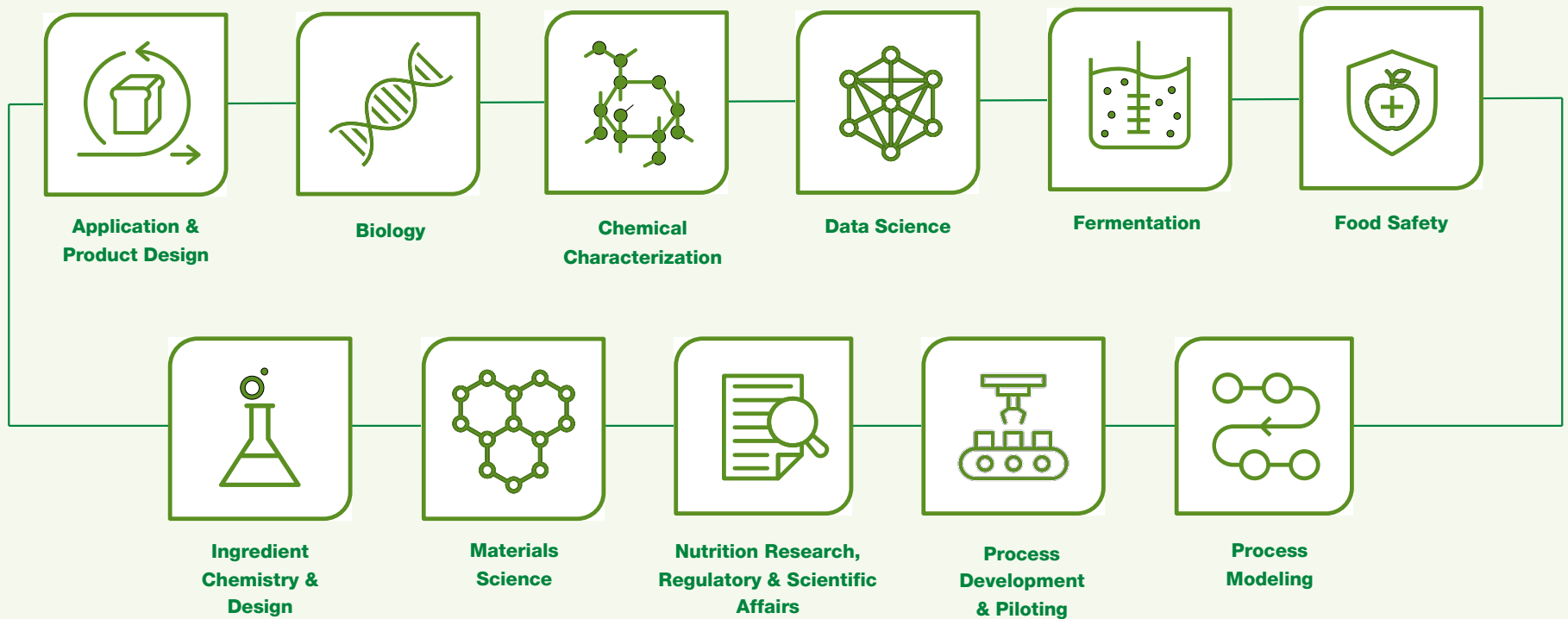
We create impact with systematic innovation practices

Consumer needs + Tech advances + Cost curves + New business models = **Innovation**



Bolstered in world-class capabilities

Cargill's capabilities include **global technologies** focused on **transformational activities** within the value chain and supported by areas of technical expertise that apply broadly across Cargill and our customers' businesses



Innovation is thriving at Cargill



“

The best way to predict the future is to invent it.”

- Alan Kay



The Cargill logo is centered on a dark green background. It features a white, stylized wave-like graphic above the word "Cargill". The word "Cargill" is written in a bold, italicized, sans-serif font. A registered trademark symbol (®) is located at the end of the word.

Cargill®