

A person's hands are holding a tablet computer in a lush green cornfield. The tablet screen displays a close-up of the corn plants. Overlaid on the scene are several futuristic, glowing blue digital elements: a weather forecast panel in the top left showing icons for sun, clouds, and rain; three circular progress indicators in the center with values 100%, 50%, and 100%; a hexagonal molecular structure at the bottom left; and various grid and data visualization patterns on the right. The overall theme is agricultural technology and innovation.

Innovation @ Cargill

160K+

Employees

70

Countries

158

Years

\$177B

Revenue (Fiscal 2023)



Our enterprises



Agricultural Supply Chain

Animal Nutrition & Health

Protein & Salt

Food & Bio

Financial Services & Metals

Cargill is committed to providing food, ingredients, agricultural solutions and industrial products to **nourish the world in a safe, responsible, sustainable way.**

We connect farmers with markets, customers with ingredients, and families with daily essentials.

Delivering Value Through Innovation

For more than 150 years, companies have turned to Cargill for our scientific expertise and collaborative partnerships.

We help our customers seize their greatest opportunities.

Breakthrough
Innovation



IP Portfolio
Management



Strategic
Alliances



Sustainable
Solutions



Global
Capabilities



Local
Expertise



Addressing the industry's biggest challenges...

Sustainability



Health/Nutrition



Data/Digital



Innovation enablers



People



Culture



Capabilities

...with solutions people and the planet need



LEADERSHIP INSIGHTS

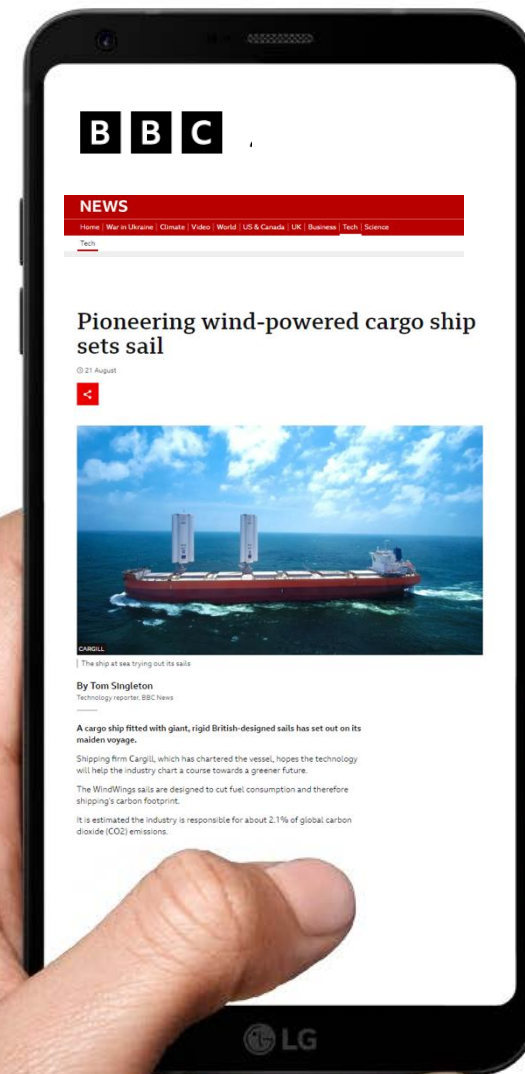
'Real' meat maker Cargill may emerge big winner in plant-based food as buzzy startup boom fades

FeedNavigator

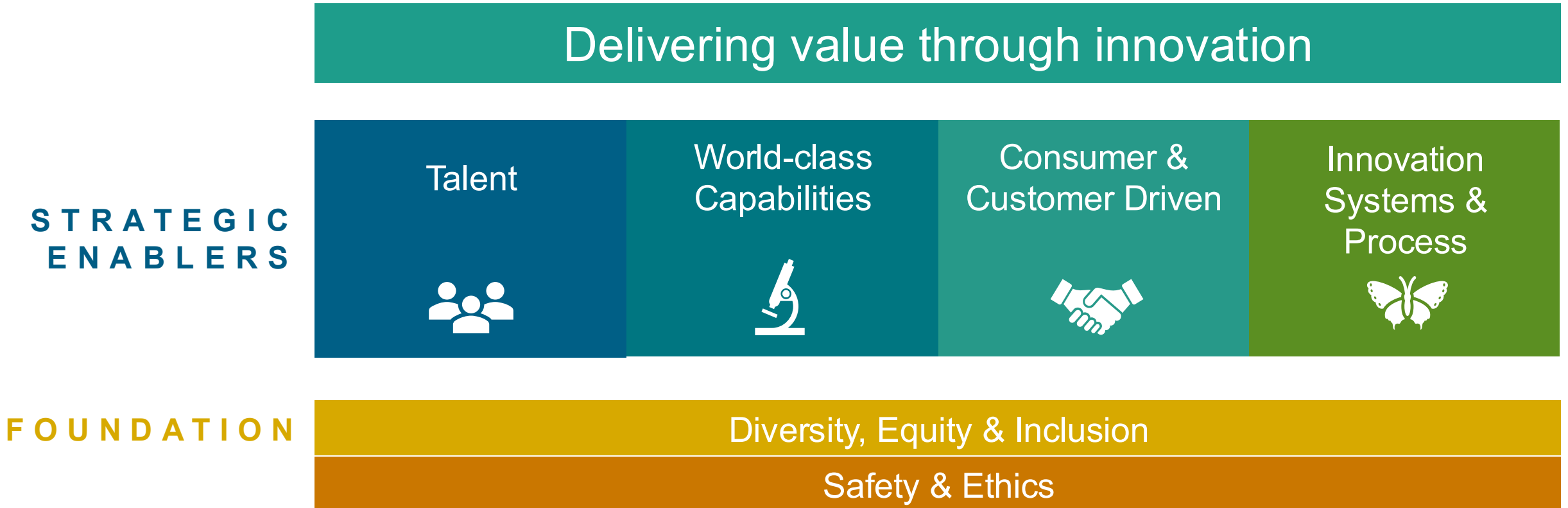
Cargill reveals first Gold Standard approved methodology to assess feed led methane emissions reduction in beef systems

“ Cargill harnesses AI-enhanced satellite monitoring for anti-deforestation supply chains
Food Ingredients First
2023/8/10

“ Cargill and H2 Green Steel Sign Multi-Year Offtake Contract to Supply Near Zero-Emission Steel
FuelCellsWorks
2023/6/19



Cargill Innovation strategy



One R&D enabling One Cargill

2,000+

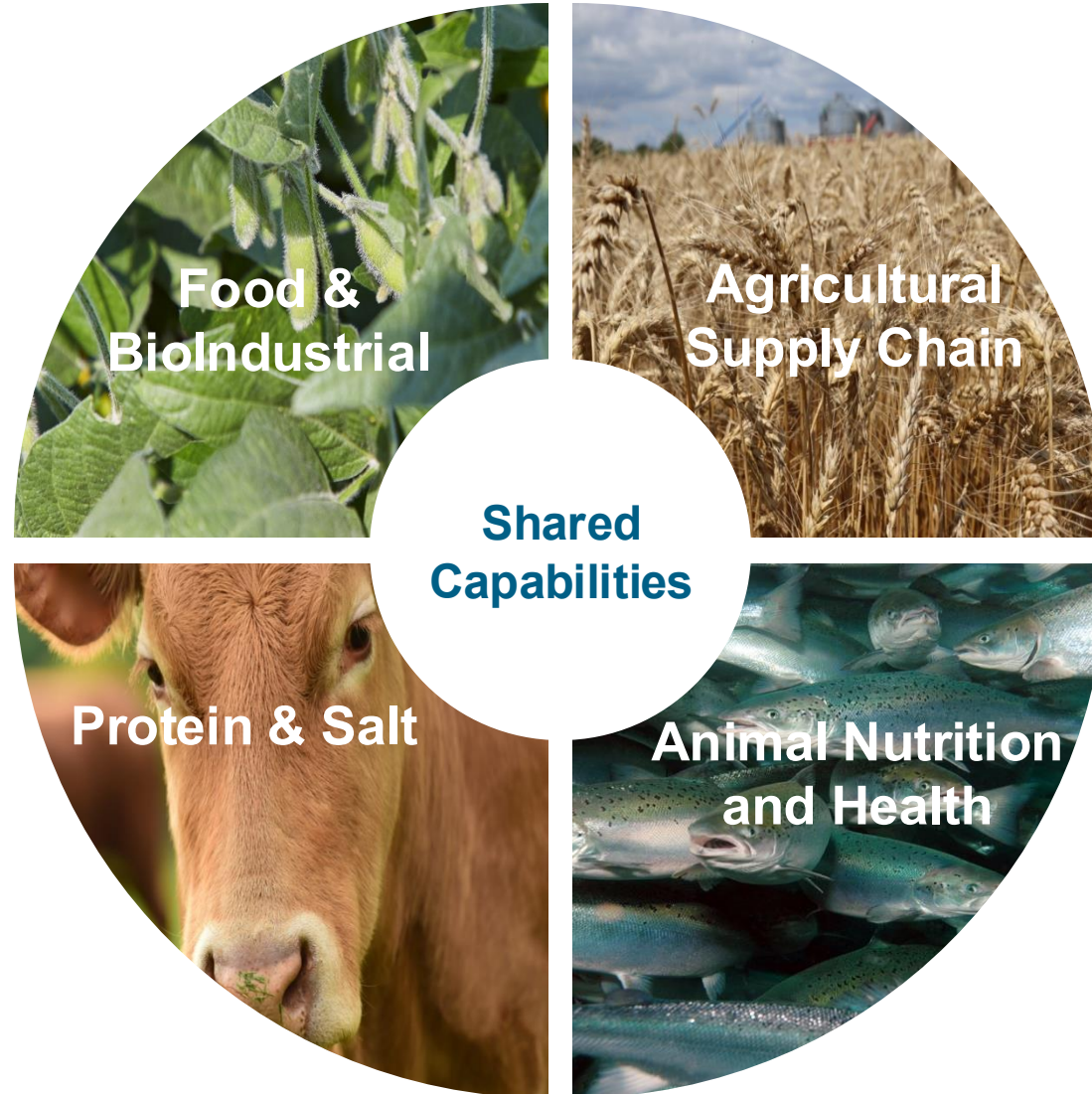
global R&D employees

50+

R&D facilities including
10 major Innovation
and R&D centers

20+

key technologies
and sciences

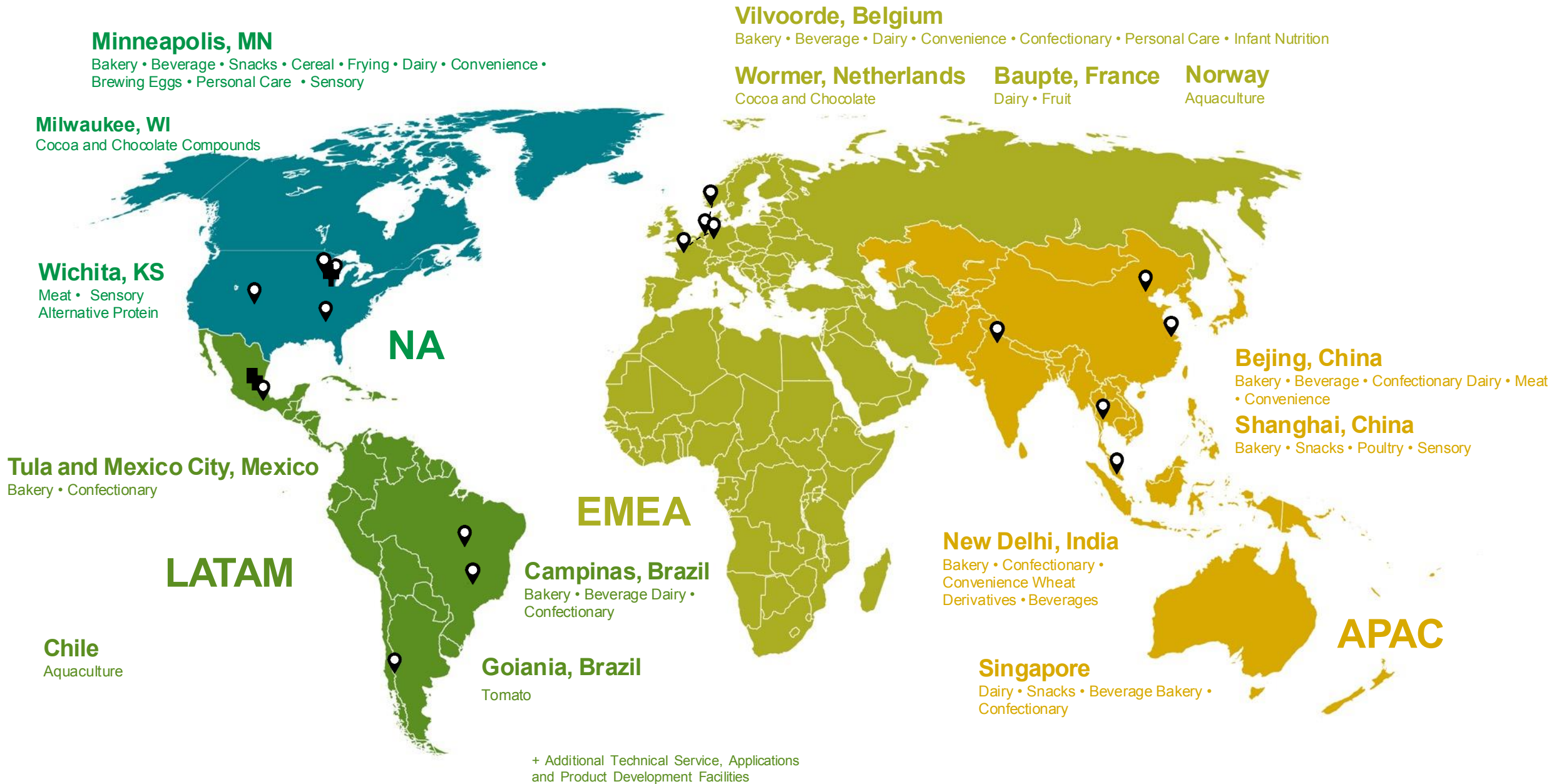


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integrated R&D
team that leverages
capabilities to support
customers and
businesses

0

harm goal,
supported by lab
safety standards
and best practices



Innovation begins with

innovators

Cargill Behaviors

Cultivate innovation

- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation



Research and Development

Search Jobs

At The Bench

What innovations are we creating right now in R&D? Here are a few of our recent projects.

DISCOVERING ALTERNATIVE PROTEINS

Our teams are developing new ways to emulate the taste and texture of animal protein using plant-based and fermentation-derived techniques both individually and in combination.

EXPANDING FERMENTATION CAPABILITIES

We're hard at work on more efficient fermentation techniques, revolutionizing the path from innovation to production.

DEVELOPING NEW BIOINDUSTRIALS

We're selecting, modifying and reacting



Powered by Cargill

Your R&D Career Path

Where your career at Cargill takes you is determined by your passion and your initiative. You'll have support every step of the way. Here are a few current team members who took their own path to success.

I told my manager what I was passionate about, and we made sure I'm able to focus on those kinds of projects and continue to grow and grow.

Meet Tasha >

I love the way we engage and align with each other to move forward even if we have different perspectives.

Meet Flora >



Talent.
Brand.
Community.



We are problem

solvers



300 West 1st St. N.

INNOVATION CENTER

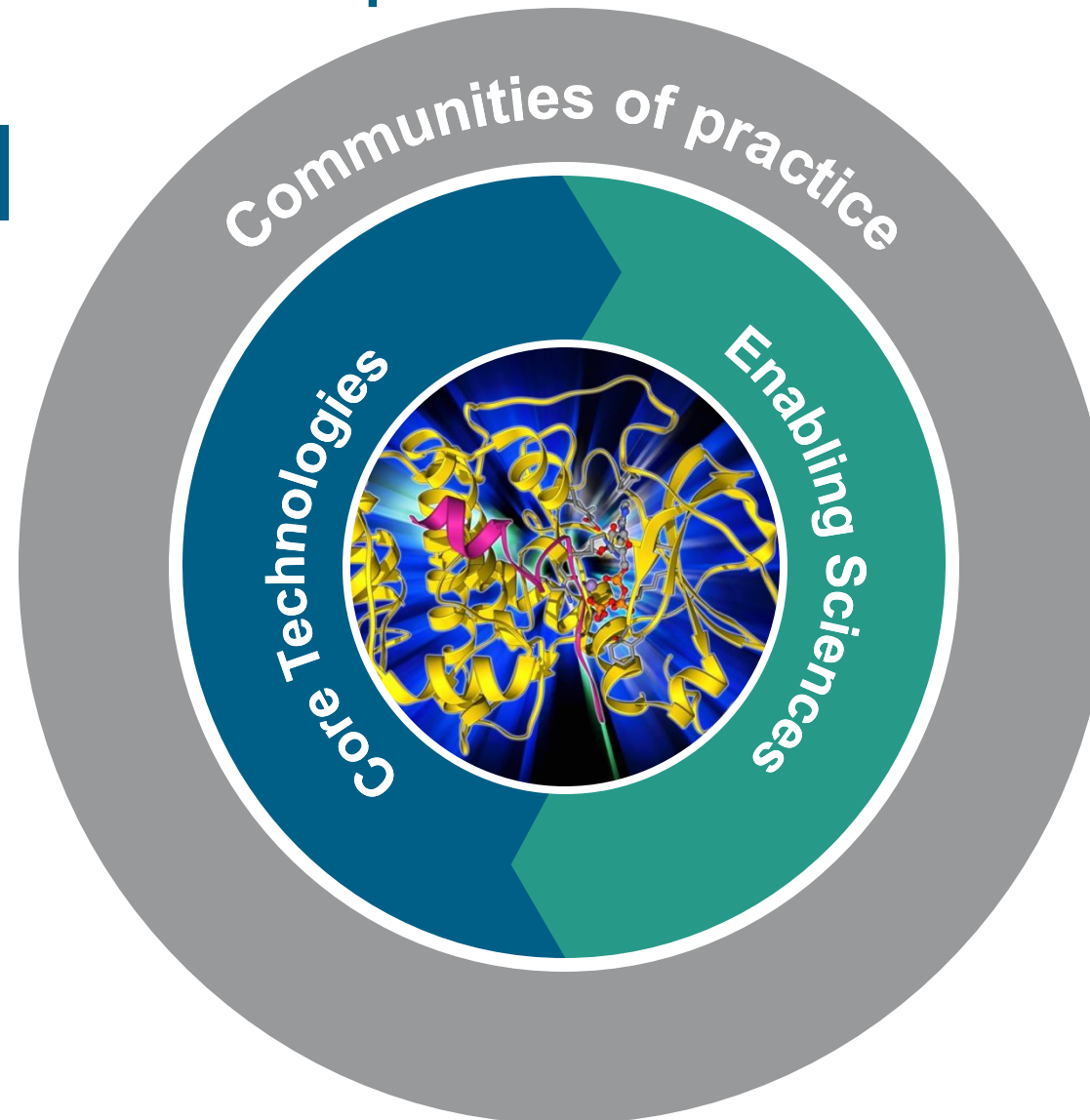
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Bringing world-class capabilities

Core Technologies

Focus on a transformational activity within the value chain used across Cargill enterprises

- Thermal processing & extrusion
- Powder processing
- Separations
- Fermentation
- Application technology
- Enzyme utilization
- Frying and coating



Enabling Sciences

Areas of technical expertise that apply broadly across Cargill businesses and value chains; they may support one or more core technologies

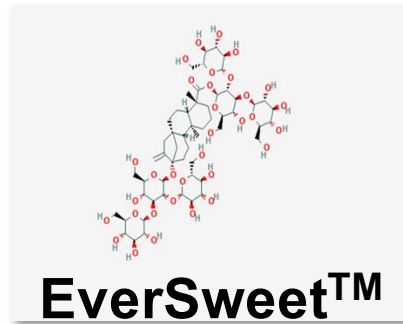
- Micro & molecular biology
- Crop Science & genetics
- Process modeling
- Data analytics, technology & statistics
- Nutrition
- Protein chemistry
- Lipid chemistry
- Carbohydrate chemistry
- Structural design & material science
- Sensory
- Analytical

Delivering customer-driven **solutions**

Redefining the sweetener landscape

Why? Consumer need for natural, zero calorie sugar-like sensory experience

- Extract Reb M from Stevia for water solubility
- Cross-breeding for sweeter taste profile, chemical characterization, and omics-based approach
- Fermentation for sustainable sweetness (less CO₂) without sugar
- Regulatory approvals for a novel solution with IP



EverSweet™



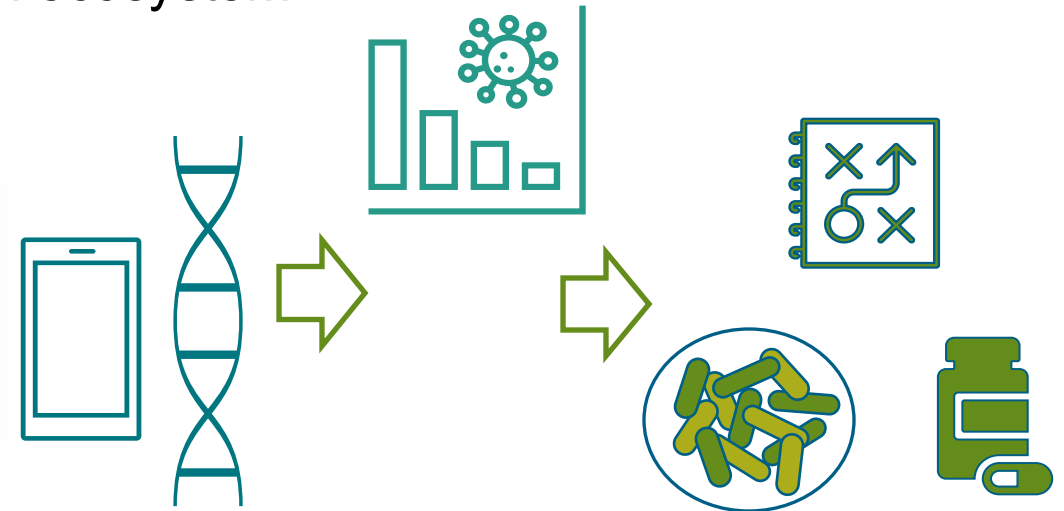
Consumer and customer driven

That nourish

You are what you eat

Why? Consumer need for immune boost & wellness

- Epicor Postbiotic
- Rising interest in gut health
- Microbiome: key to personalized physical & mental health ecosystem



Consumer and
customer driven

That nourish

Non-Dairy Frozen Dessert

Why? Flexitarian trend and allergies driving need for solutions

Featuring Go!Drop[®] smart fat solution, PURIS[™] pea protein, Zerose[®] erythritol, Confectionery Coating with oats, pink himalayan salt

Nutrition Facts	
Serving size	1 Bar (32g)
Amount per serving	
Calories	70
% Daily Value*	
Total Fat 4g	5%
Saturated Fat 2.5g	13%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 55mg	2%
Total Carbohydrate 10g	4%
Dietary Fiber 1g	4%
Total Sugars 5g	
Includes 5g Added Sugars	10%
Erythritol < 1g	
Protein 1g	
Vitamin D 0mcg	0%
Calcium 40mg	4%
Iron 0.6mg	4%
Potassium 35mg	0%
* The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.	



Consumer and
customer driven

That transform



Why? Early detection of animal health & welfare

- **High-throughput analysis tool** leveraging **AI**
- Provides **actionable insights** to help **improve flock gut microbiome health**
- Allows poultry farmers to make **data-driven business decisions**



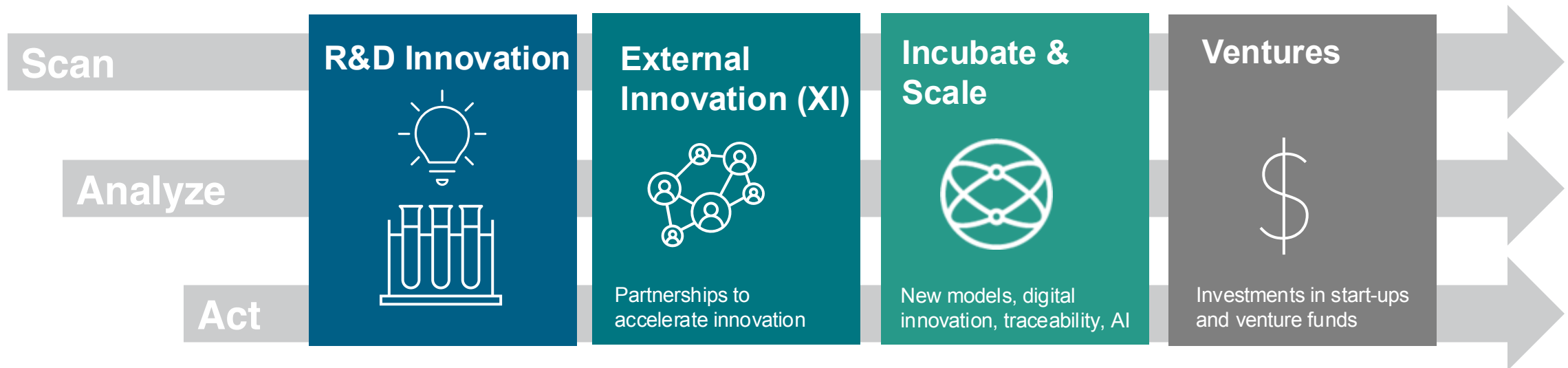
Consumer and
customer driven



Through proven
process

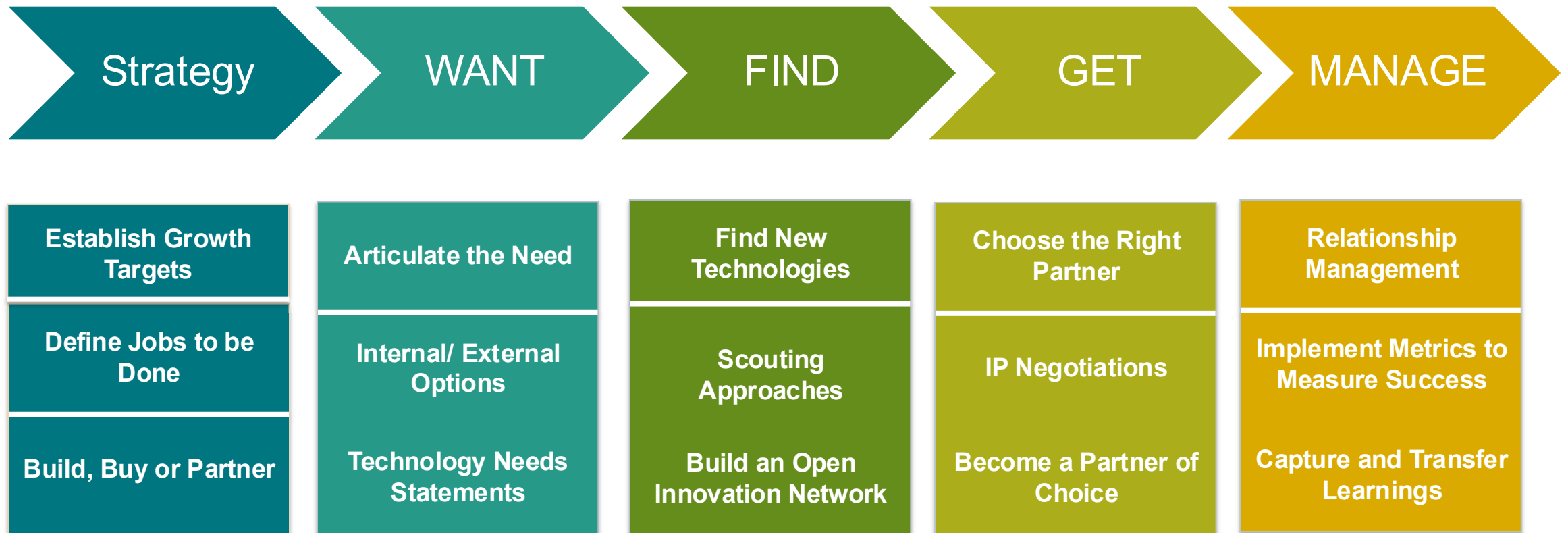
Systematic innovation practices

$$\text{Consumer needs} + \text{Tech advances} + \text{Cost curves} + \text{New business models} = \text{Innovation}$$

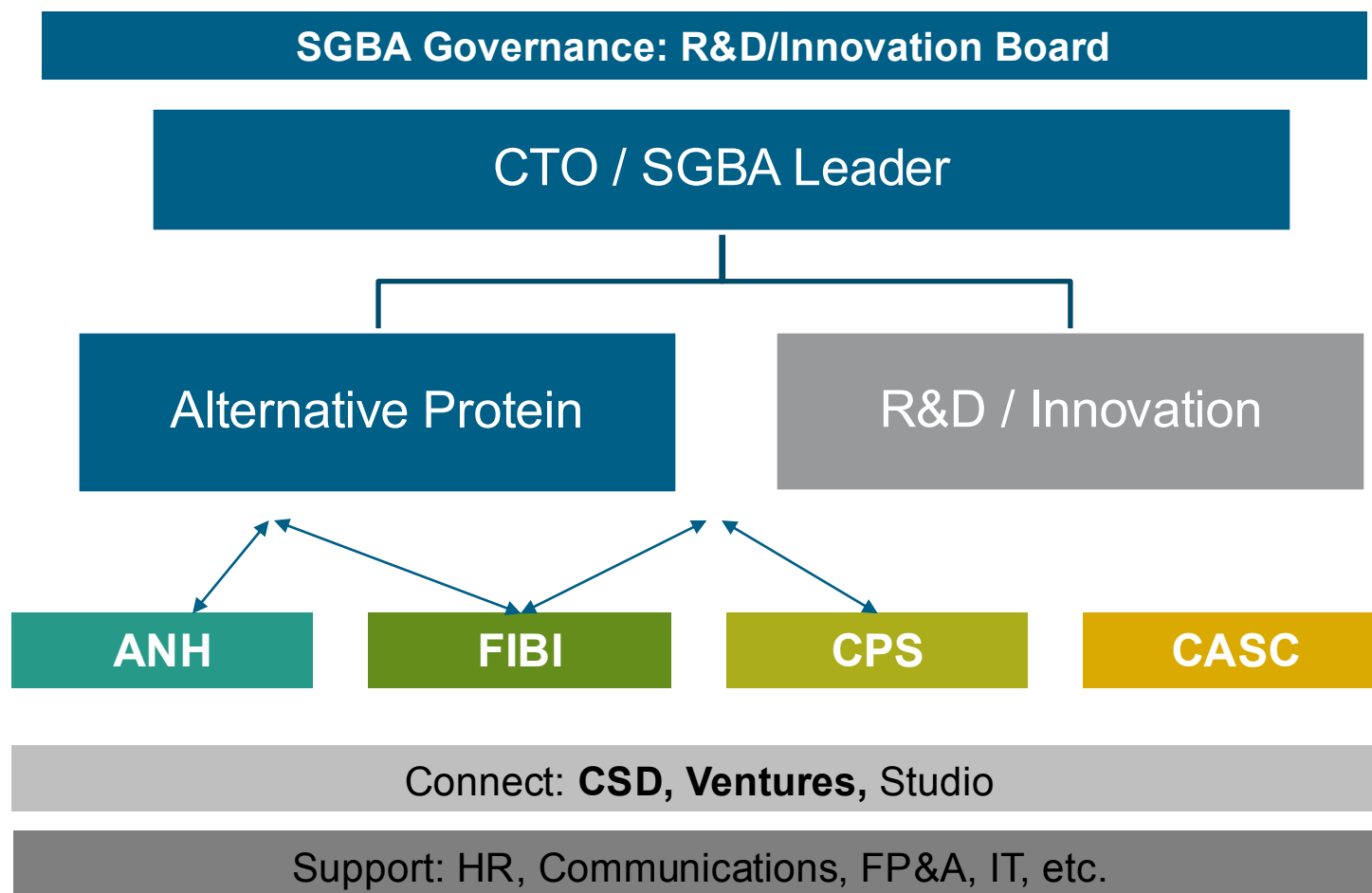


XI Framework

External Innovation is a process. Skipping steps truncates “partner” and “transformational” options



Accelerating strategic growth to effectively target new markets



A tailored business structure:

- **Scout**
- **Incubate** differentiated management
- **Unite** Cargill capabilities, resources and assets
- **Accelerate and scale** cross-enterprise innovation



Focused on standards & data



Global, all-encompassing portfolio



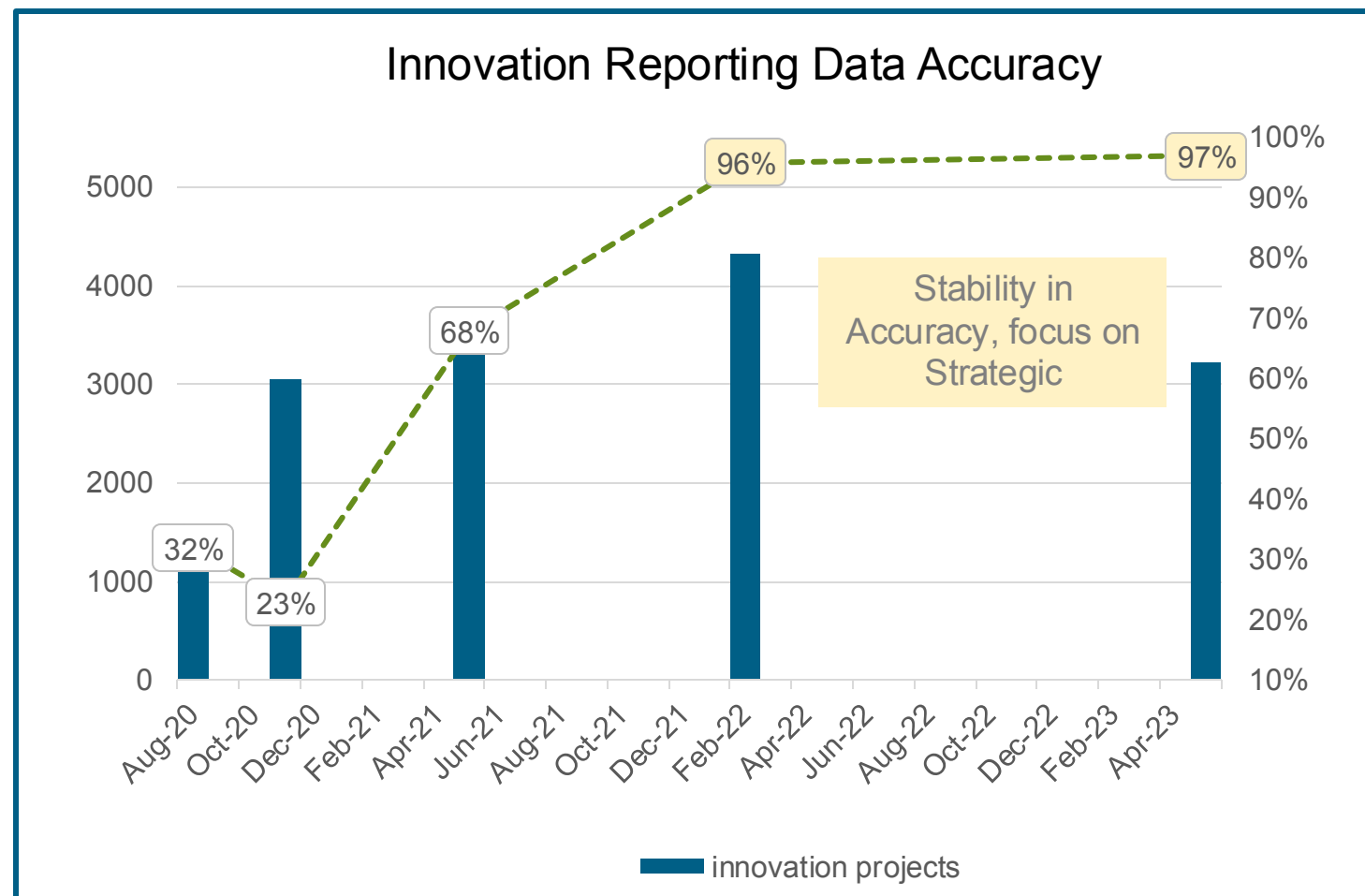
Includes all business projects
across multiple strategic dimensions



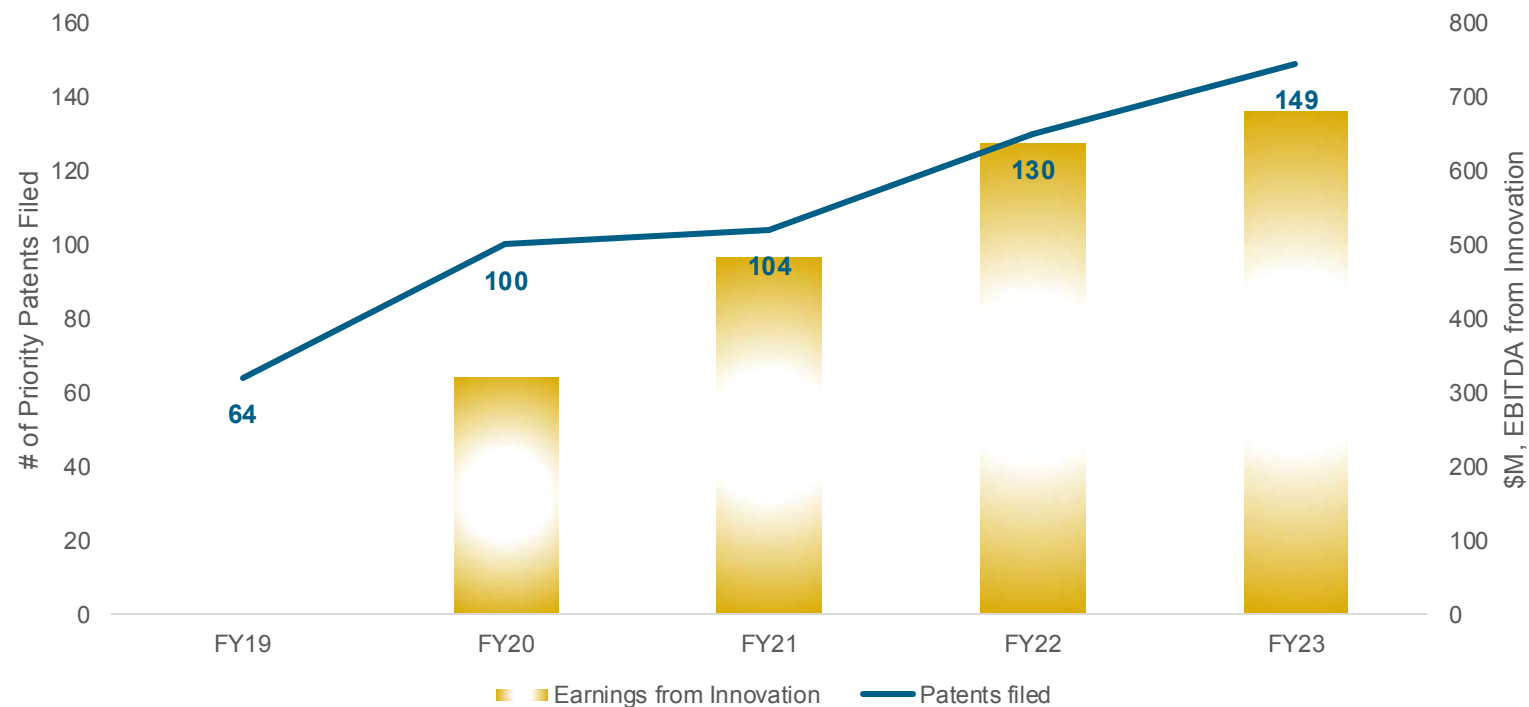
Governed by 1 central team



Grounded in central standards,
processes, & continuous
improvement



Protecting value of Cargill innovation through patent applications

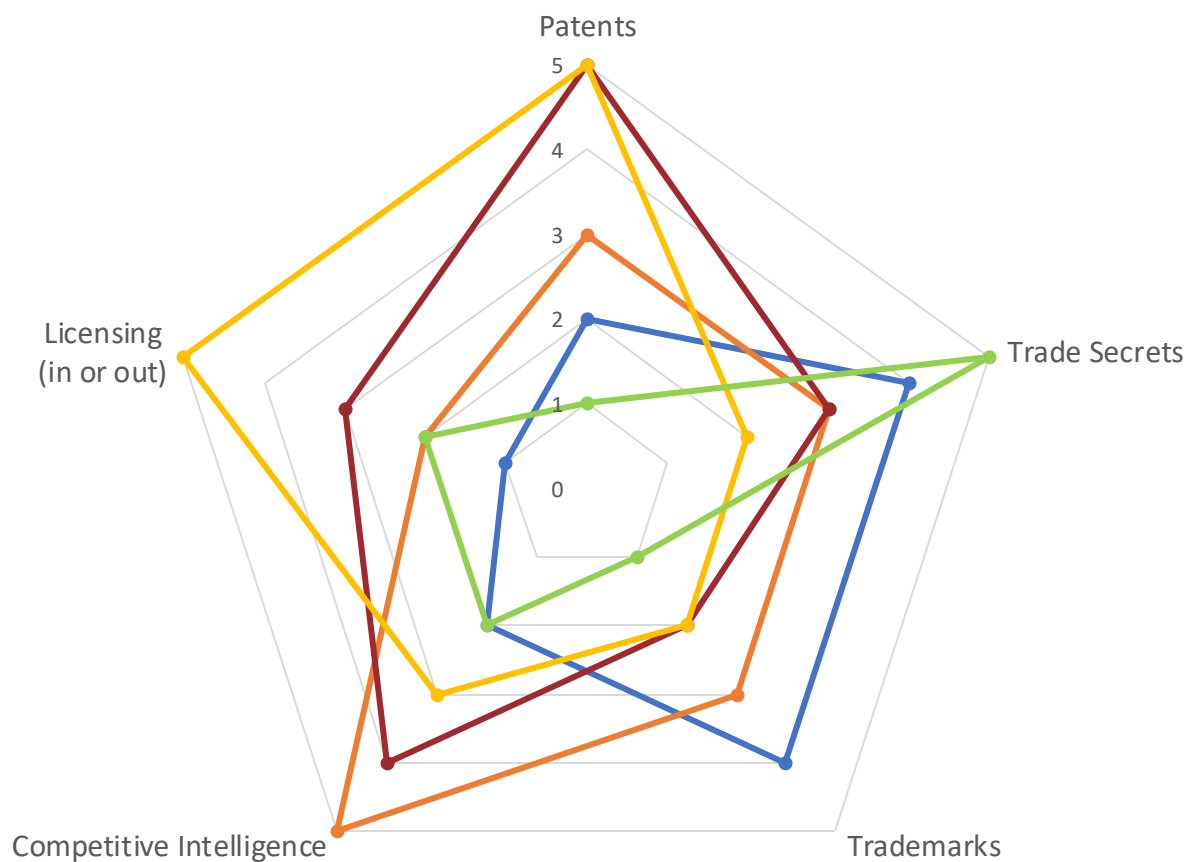


- Innovation earnings **28%** annually from 2020 to 2023
- Patent filings have grown at a rate of **22%**; 2X since 2019



Prioritizing IP investment based on persona

Operational Expert Fast Follower Innovator Start Up Trader



Highly-
Differentiated &
High Margins



The Innovation Leader



Innovation is thriving at Cargill



An elderly man wearing a black cap, a red and white plaid shirt, and dark overalls stands in a lush green field. He is holding a smartphone and looking at it with a young girl. The girl, wearing a pink and blue plaid shirt and light blue jeans, is pointing at the screen of the phone. The background shows a vast field of green crops under a cloudy sky with soft, warm lighting, suggesting late afternoon or early morning.

thank you!

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

Alan Kay



Helping the world *thrive*