

A close-up, high-contrast photograph of a tiger's face, focusing on its eye and whiskers. The tiger is looking slightly to the left. The background is a dark, blurred green, suggesting a natural habitat.

# **agriculture business biodiversity**

issues, strategies & tools

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“You can’t wake a person  
who’s pretending to sleep”

Oromo proverb



A close-up photograph of a hand holding a small, white onion. The hand is positioned on the right side of the frame, with the thumb and index finger gripping the onion. The background is a dark, textured surface of soil or earth, with some small, light-colored fragments visible. The overall lighting is dim, creating a moody atmosphere.

global food

**40 years =  
8,000 years**





$$\times 1 = 7$$



$$\times 2 = 18$$





**food production**

is *already* the biggest threat





























**6-8 impacts**

we need indicators for each



one set of global indicators,  
a *codex planetarius*?



the issue isn't  
**what** to think

it's **how** to think



feeding a child  
will trump  
biodiversity





**food**  
security is  
**national**  
security





# Commodity trading – fit for purpose?

## physical values

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weights and measures

quality

color

foreign matter

health and safety



## intangible values

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organic

non-GMO

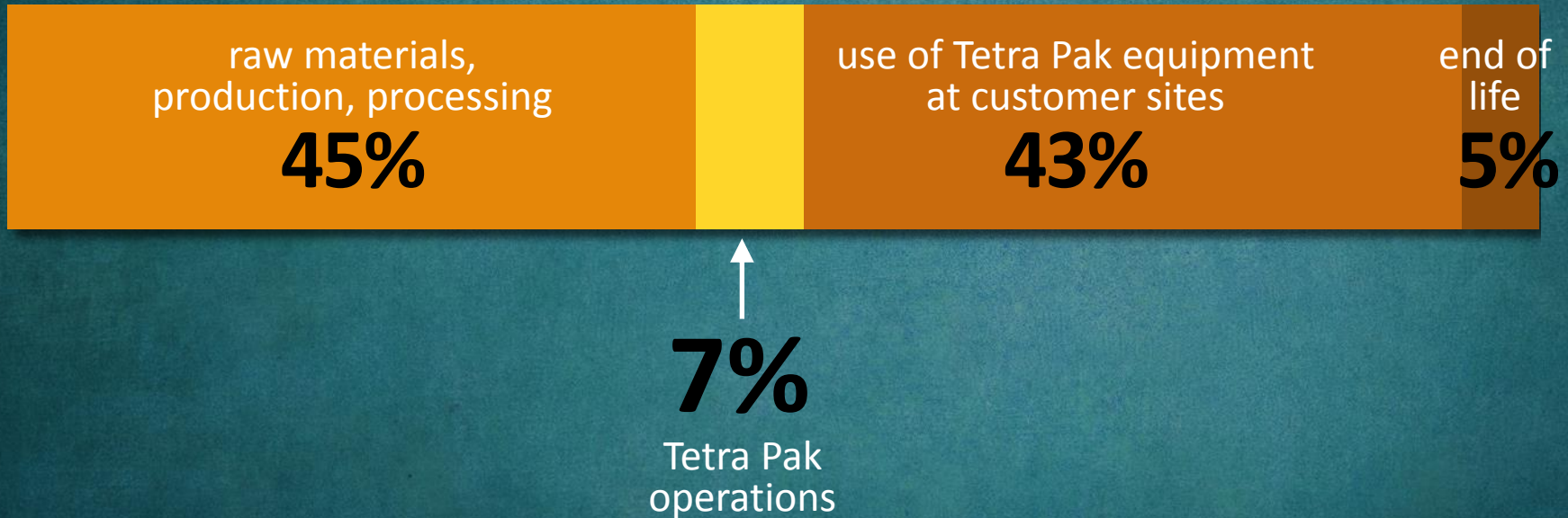
no child labor

zero deforestation

traceability

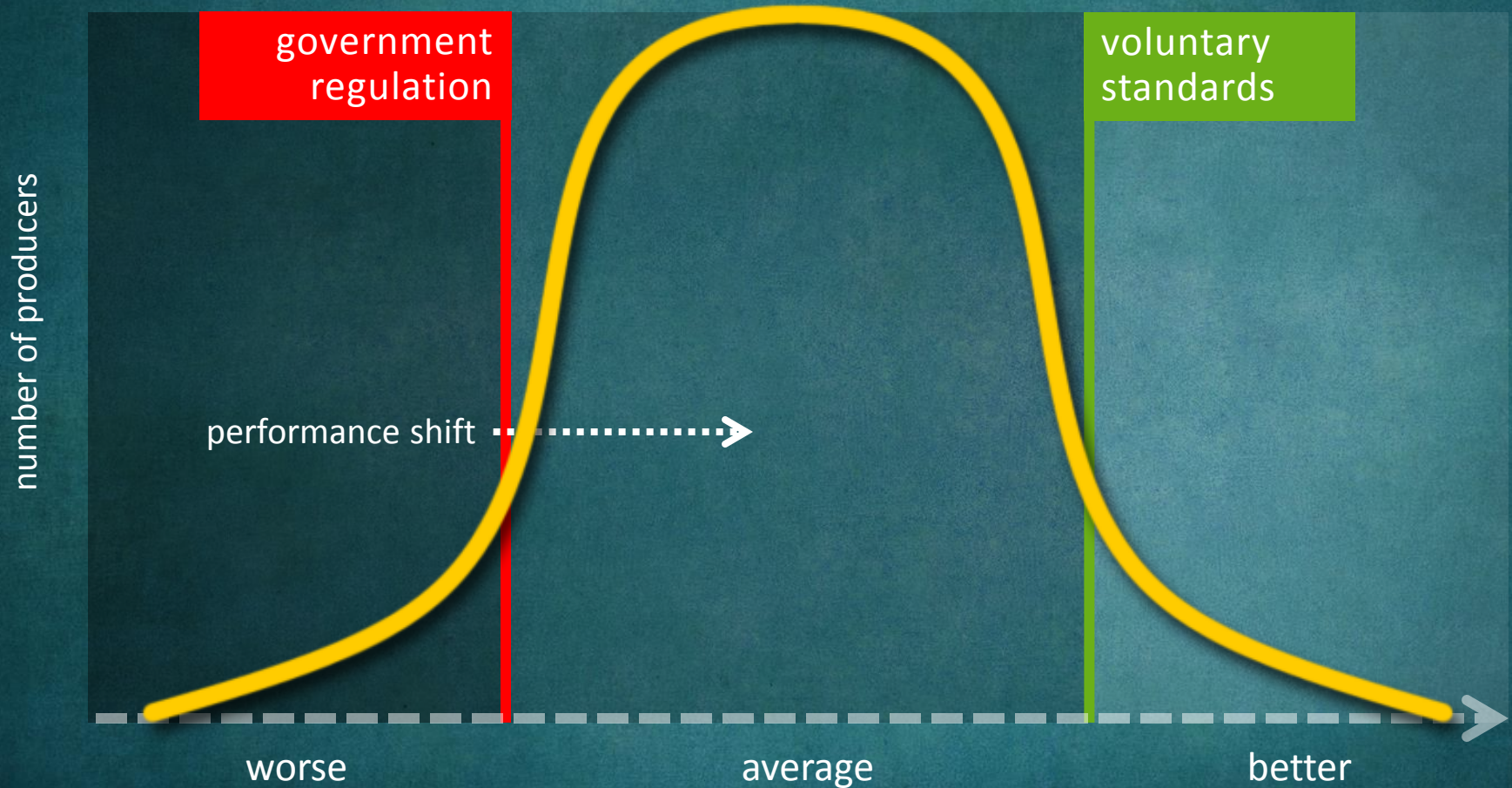


# Carbon emissions in Tetra Pak supply chain (2010)



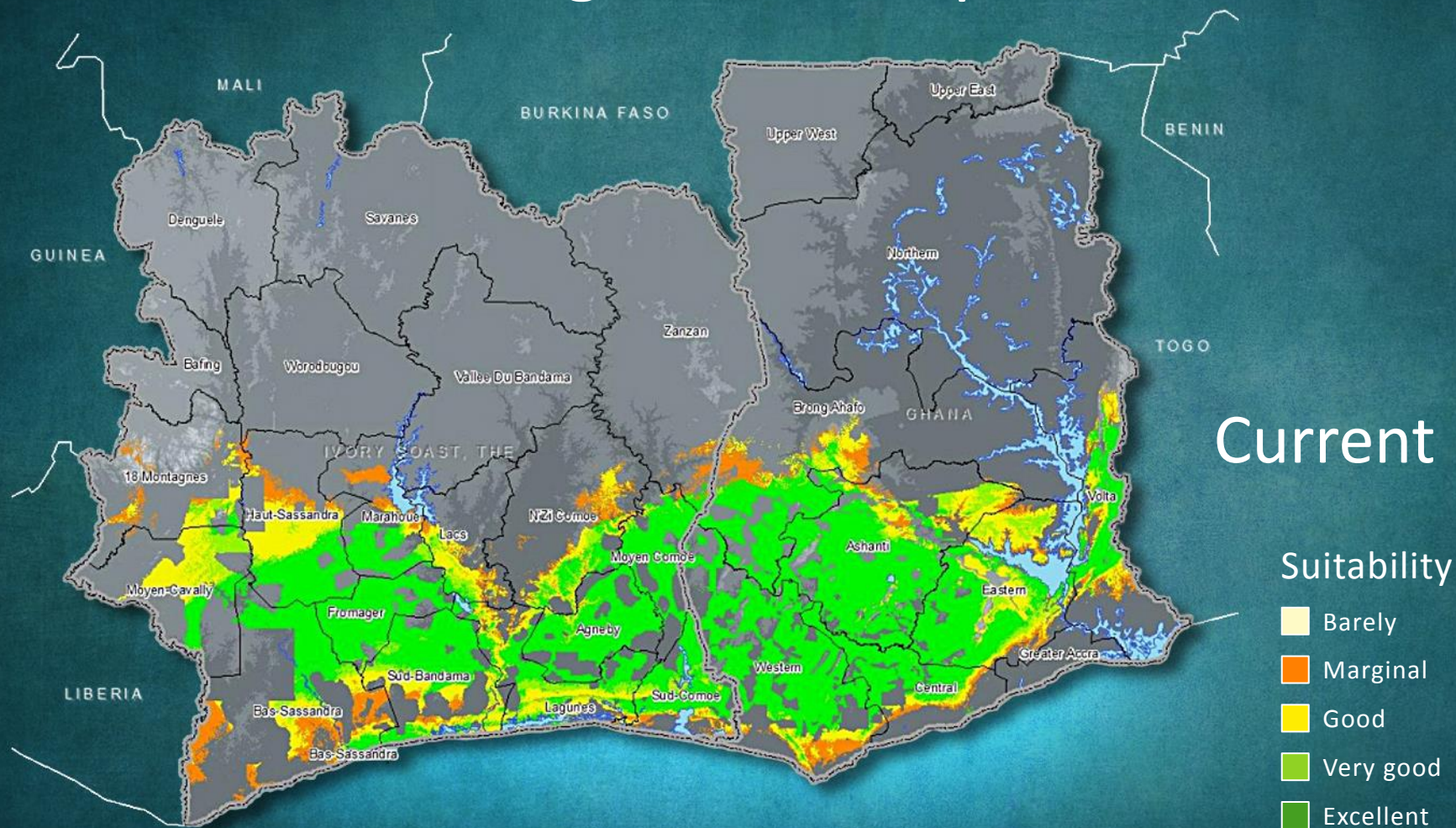


# Reward the best, or move the rest?



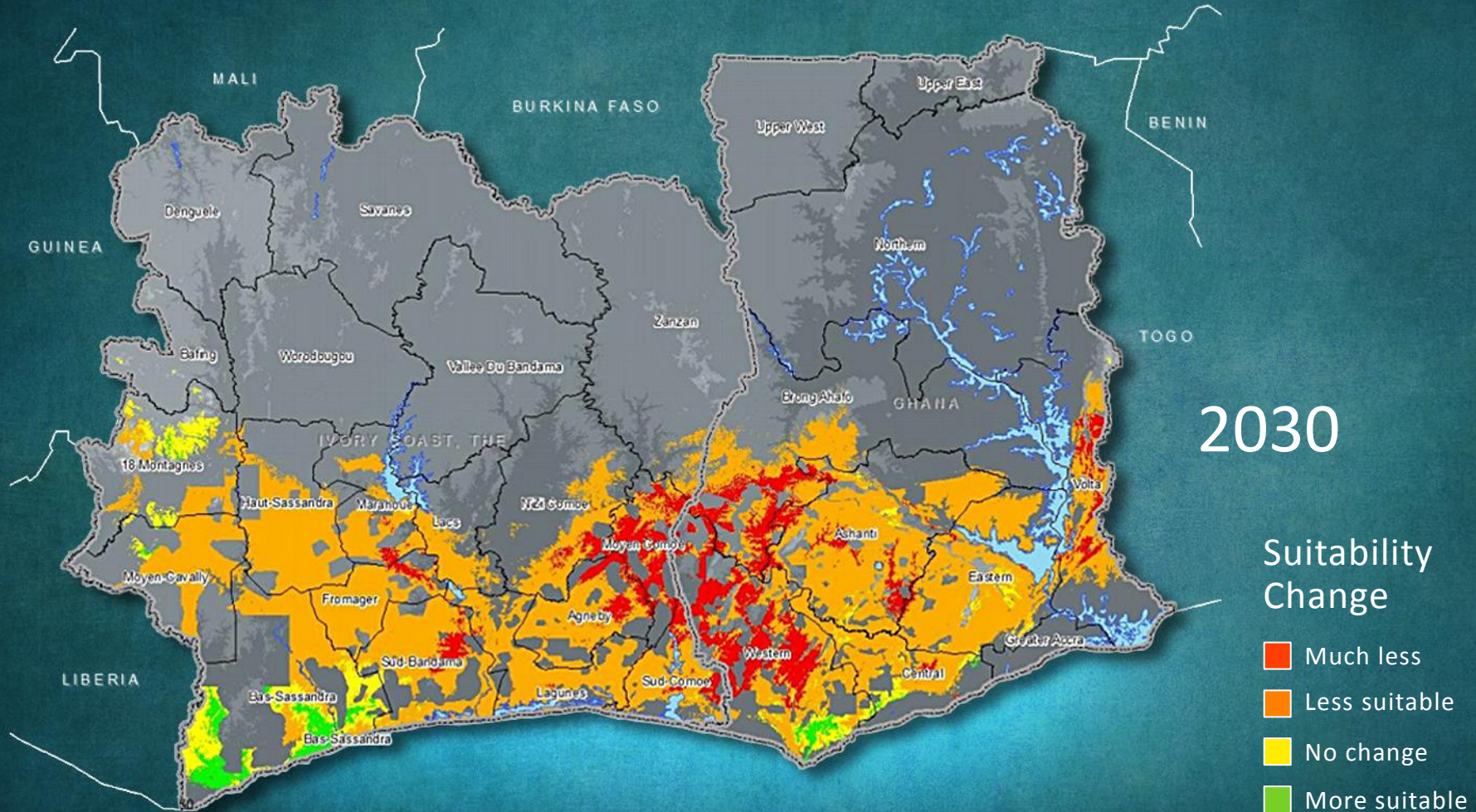


# Climate change & cocoa production





# Suitability of cocoa production







by 2050 with BAU,  
**double** net food availability



productivity & efficiency  
**and**  
waste & consumption



An aerial photograph of a rural landscape. The foreground and middle ground are dominated by a patchwork of green agricultural fields, some of which are planted with crops like corn. Interspersed among the fields are clusters of trees and small, simple buildings, likely farmhouses. In the background, the landscape transitions into a denser, darker green forest. The overall scene suggests a balance between agriculture and natural habitat.

**rebuild  
soils**

rather than convert habitat





# genetics

“it’s not *if* genetics,  
but *which* genetics”



**1** liter of water = **1** calorie



# waste

1 out of 3 calories





on a finite planet,  
should consumers  
have a **choice**  
about sustainable  
products?

or should  
**all choices**  
be more sustainable?





from **niche** to **norm**—  
pre-competitive is key





# The Consumer Goods FORUM

The Global Network Serving Shopper & Consumer Needs







salmon  
**aquaculture**



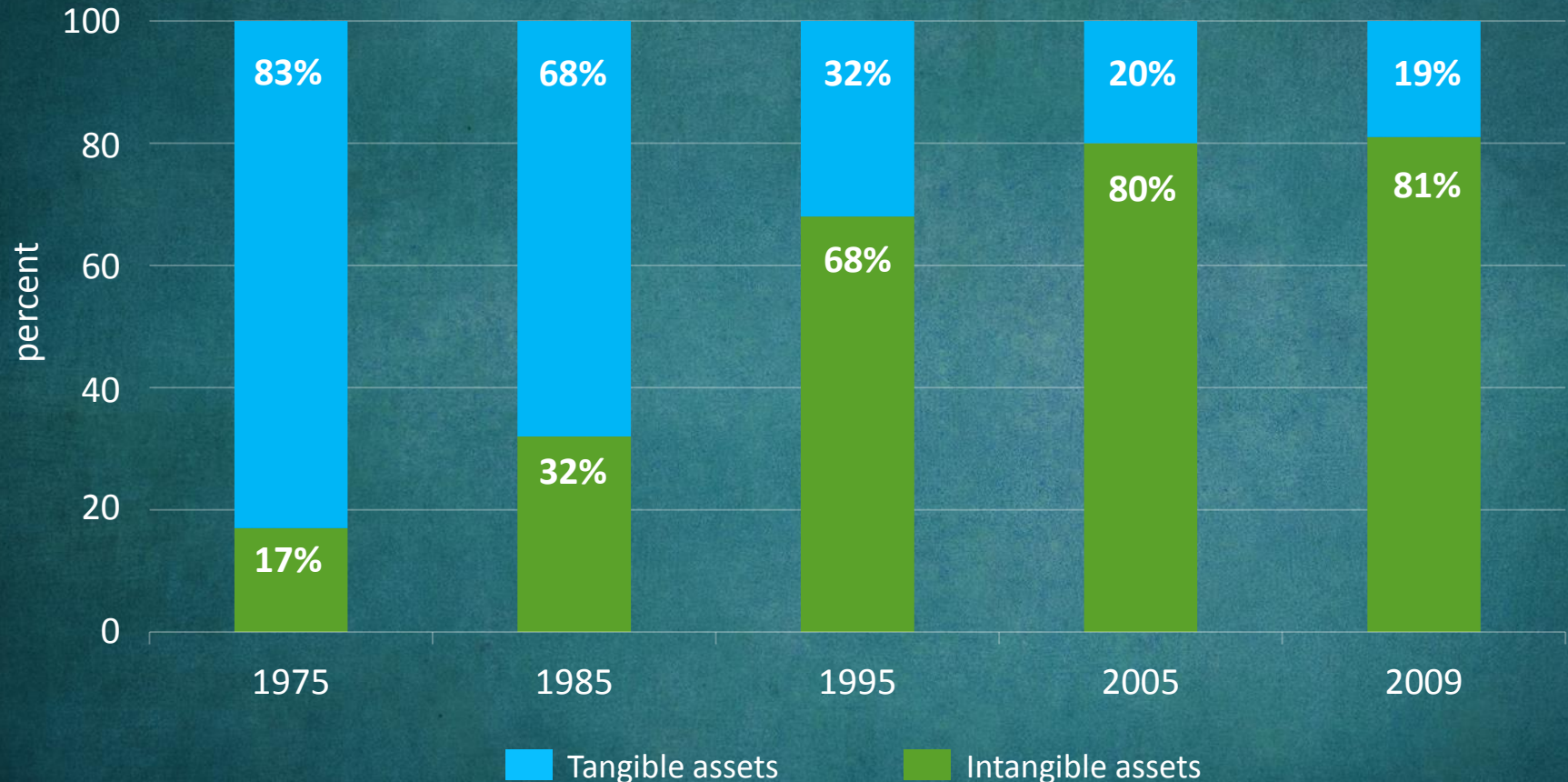
the issue is

**risk**

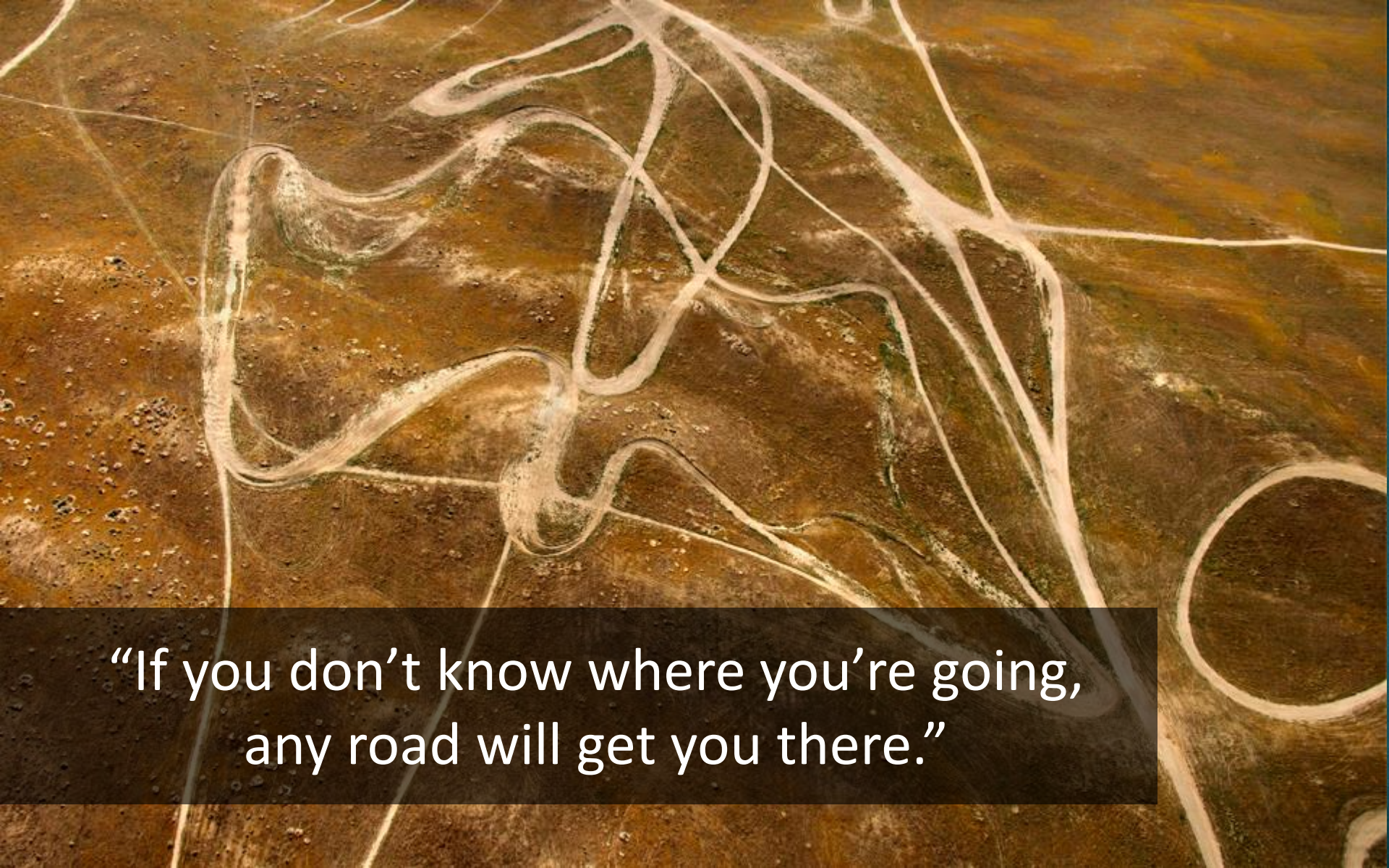
both raw materials & reputation



# Components of S&P 500 market value





An aerial photograph of a dry, brown landscape with winding white roads. The roads are light-colored and contrast sharply with the dark, textured ground. The roads form a complex, interconnected network, with some loops and dead ends. The ground is uneven, with small rocks and patches of darker soil visible. The overall tone is earthy and somewhat somber.

“If you don’t know where you’re going,  
any road will get you there.”





think about it