



Future of Food

A Retailer Perspective

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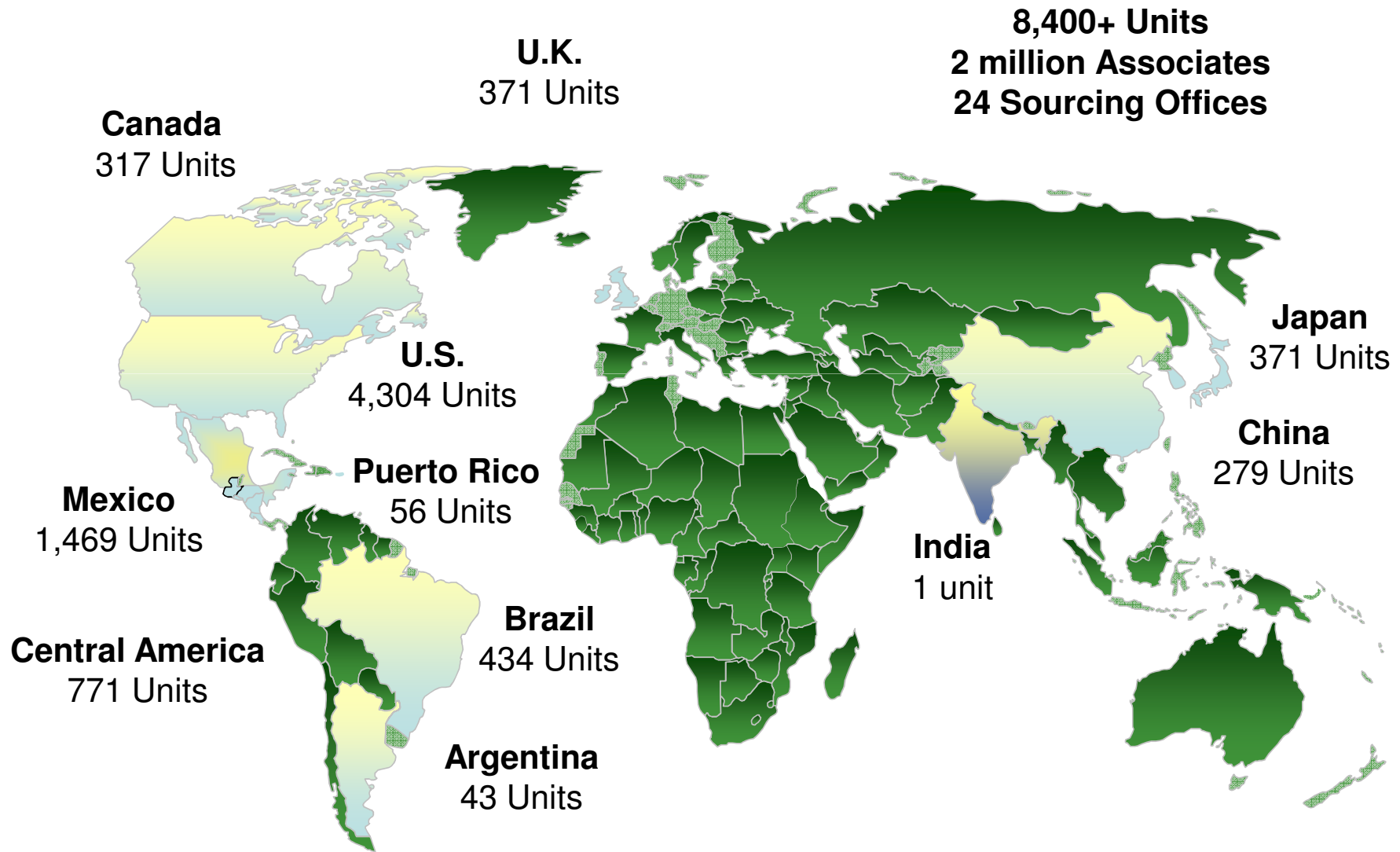
ASDA Walmart

A week is a long
time in ~~politics~~

A week is a long
time in retail

15 years is several
lifetimes!

Size equals responsibility



3 Aspirational Goals



ENERGY

To be supplied 100% by renewable energy



WASTE

To create zero waste



PRODUCTS

To sell products that sustain our resources & environment

“Our mission of ‘saving people money so they can live better’ starts with low prices...but it doesn’t end there. It extends to being a leader in how we take care of our world.”

*Mike Duke, President & CEO, Wal-Mart Stores Inc
Sustainability Summit, October 22, 2008*

Complex Global Challenges

- Confluence between dietary health and climate change
- Population growth – can we put healthy, sustainable food on our customers plates at affordable prices?
- Will diets in developed markets have to change?
- Can agricultural production keep pace with demand?
- How do we make supply chains more efficient and eliminate waste?
- Can retailers lead consumer behaviour change?
- Is the market always the answer?
- Does food have a high enough political priority?
- Do we need to turn the food chain through 180 degrees?
- Is the supermarket business model sustainable?

Are we trying to
change lifestyles or
make the existing
way of life more
sustainable?

The Customer

- The debate is not engaging ordinary people
- Bombarded by conflicting science and advice
- Language is negative: blame, stop and no
- A crisis in slow motion
- Most customers do not believe that food is too cheap
- Education, education, education?
- Engage customers in choice editing



Retailer Responsibility

- Adjust to changing times whilst holding true to unchanging principles
- Access to healthy, sustainable food at affordable prices is fundamental human right
- Development through sourcing – creating a virtuous circle
- Capacity building and knowledge transfer
- Eliminate waste in the supply chain
- Business as usual won't be enough – it never has been
- Supermarkets thrive because they excel at adapting