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Open Markets, Economic Growth and Shared Prosperity

"The Luckiest Generation"

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Oilseed Processing
CHS

USDA 83rd Agricultural Outlook Forum Arlington, VA March 2, 2007



A Remarkable Sequence of Events Leads Global Transformation

- 1979 1990 Margaret Thatcher as U.K. Prime Minister privatizes 2/3 U.K. state-run industries, deregulates, cuts taxes (basic rate of 33% to 25%, top wage rate of 98% cut to 40%)
- 1980 1988- Ronald Reagan as U.S. President cuts taxes (top tax of 78% cut to 35% [was 91% in 1961], promotes deregulation, S.D.I.
- U.S./U.K. economies lead global economic recovery (S&P 500 & U.K. FTSE triple '82 -'87)
- 1983/84 Deng Xiaoping introduces "market socialism", de-collectivizes state-run farms, promotes individual property rights through long-term land leases



A Remarkable Sequence of Events, continued

- 1986/87 Gorbachev introduces reforms
- June 4, 1989 Tiananmen Square
- June 5, 1989 Solidarity wins 99% in Poland
- Nov '89 Berlin Wall falls, Cold War ends, global shift from "guns to butter"
- 1992/93 Uruguay Round (GATT) completed
- Global trade reform. China "free-trade zones"
- 1994 "NAFTA" signed
- "Globalization" takes root
- Widespread "sustainable prosperity" ensues



A Formula for Prosperity

- Rule of Law
- Capitalism (individual opportunity)
- Competition (creative destruction)
- Trade (comparative advantage)
- Property rights (i.e. limited taxation)
- Sensible immigration policy
- Democracy? In America, capitalism predated democracy by hundreds of years



This "Luckiest Generation" enjoys...

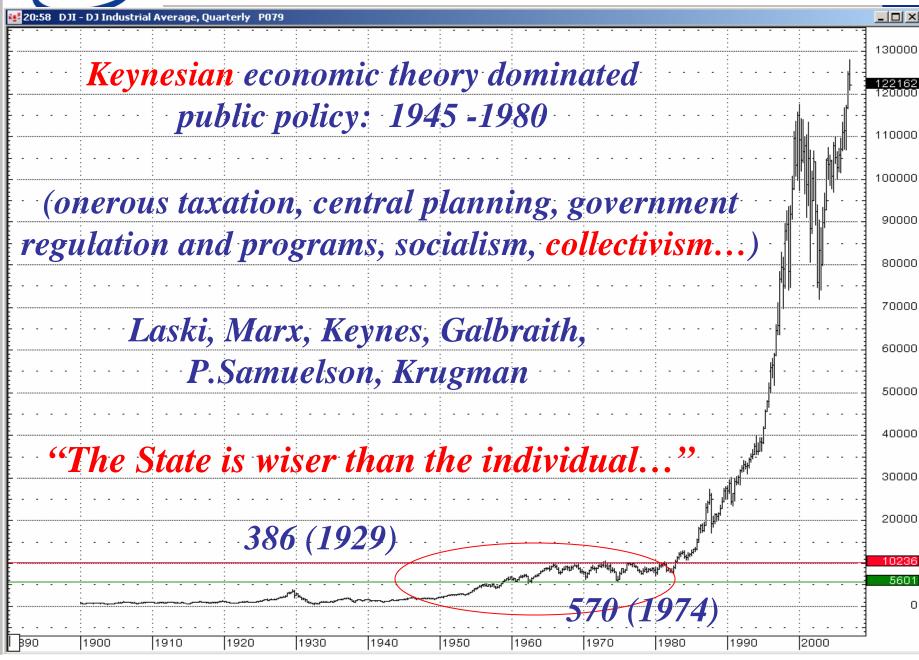
- Greater wealth
- Greater longevity
- Better health
- More abundant food supply
- Wider freedoms
- Greater opportunity
- More comfort
- More hope

CHS Standard & Poor 500 – Monthly – 76 Years





Dow Jones Industrial Index - Quarterly - 106 years





Dow Jones Industrial Index - Quarterly - 105 years

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0	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000

Dow Jones Industrial Index - Quarterly - 105 years





U.S. Household Net Worth (trillion dollars)

• *1950 1.0*

• 1960 1.8

• *1970* 3.4

• *1990* 20.2

• 2000 **42.0**

• 2006 (Q3) 54.1

Expanded 6-fold in 26 years!

Up 29% past five...

Note: 54 trillion seconds is 1.7 million years...

Source: U.S. Federal Reserve Statistical Release Flow of Funds Accounts - Dec 7, 2006



All this growth despite...

- U.S./global equity market collapse'00-02
- September 11
- Enron, WorldCom, Tyco, etc.
- Three-year global economic slump
- Afghanistan and Iraq wars
- · SARS, BSE, Avian flu
- Global war on terror
- Katrina/Rita
- Real-estate "bubble"

CHS U.S. 30-year Bond Index – Quarterly – 30 years





U.S. Life Expectancy at Birth (years)

	Female	Male	Both Sexes
1900	48.3	46.3	47.3
1935*	63.9	59.9	61.7
1945	68.2	63.2	65.5
1970	74.7	67.1	70.8
2000	79.7	74.3	77.0
2000 v 1900	+65%	+60%	+64%
2000 v 1935	+25%	+24%	+25%

*Social Security Act signed

Source: National Center for Health Statistics Sep 18, 2003



Financially and Physically Healthier?

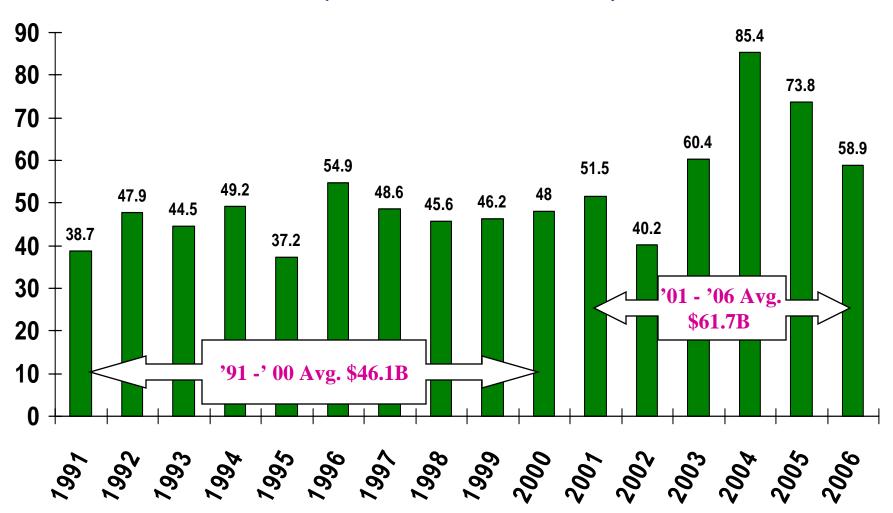
- U.S Unemployment: 4.6% in January 2007
- Over 7.4 million jobs created since August 2003
- Roughly 70 % of Americans own their homes
- Nearly 60% of Americans own stock shares
- * Proportion older Americans with a disability 19.7% (1999) versus 26.2% (1982)
- * Proportion of Americans 65 and over in poverty 10% (2003) versus 35% (1959)
- * Percent of Americans completing high school 71.5% (2003) versus 17% (1950)
- * Age group 85 and older fastest growing segment of US



The Farm Sector

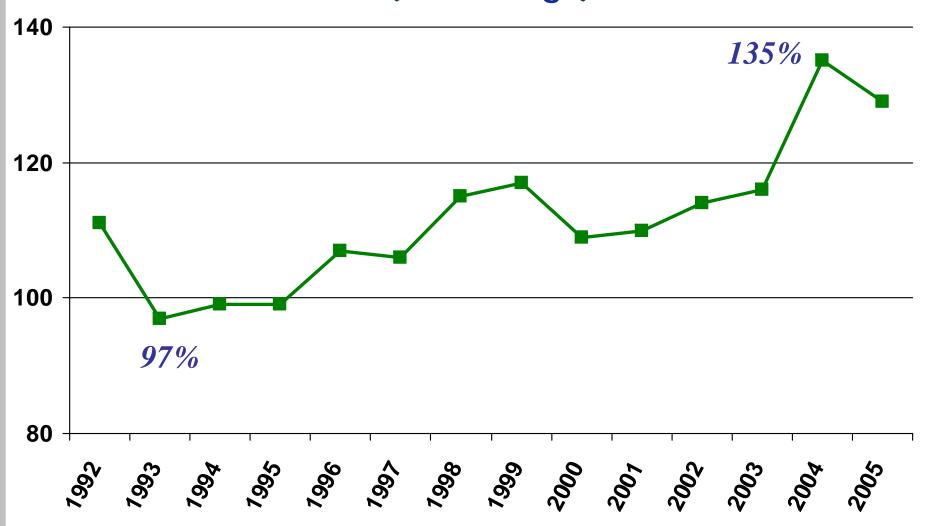


US Net Farm Income (Billions of Dollars)



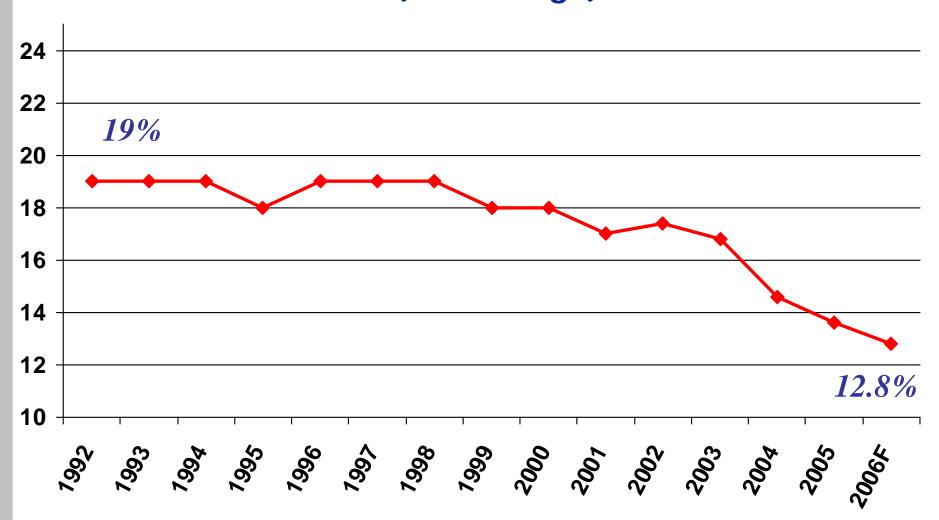


US Average Farm vs. Non-Farm Household Income (Percentage)



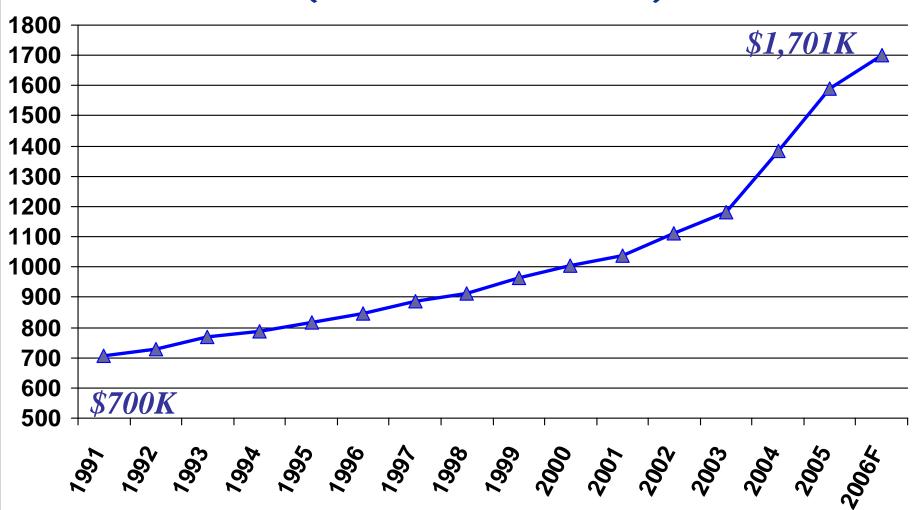


US Farm Sector Debt to Equity Ratio (Percentage)





Average Farm Equity (Thousands of Dollars)





Food Supply

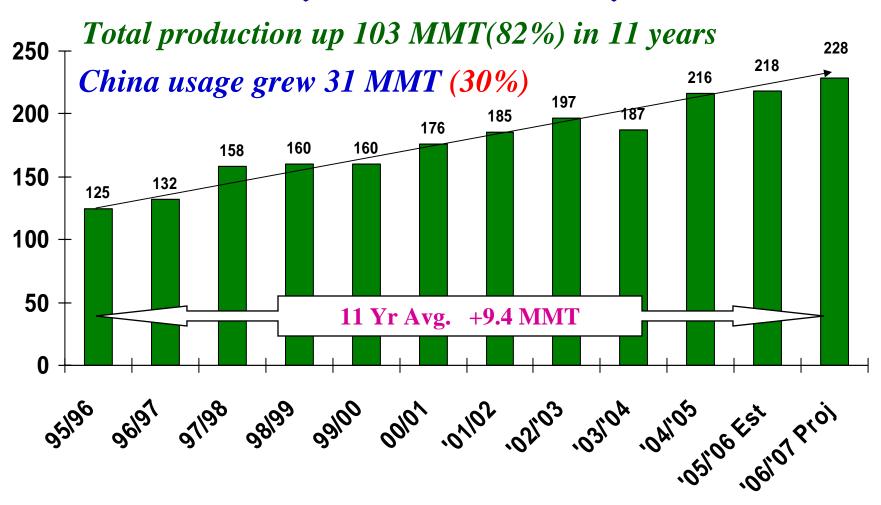


Soy Consumption and Global Prosperity

- As the very poor advance economically, they move from grains to vegetable oils to meat.
- Per capita vegetable oil consumption in the poorest countries is used by IMF as measure of changing living standards.
- Very poor people do not purchase meat.
- In many developing countries, massive job creation and rapidly advancing incomes spur improved dietary intake.
- The result? An unprecedented expansion of vegetable oil and protein consumption.



World Soybean Production 1996-2007 (Million Metric Tons)



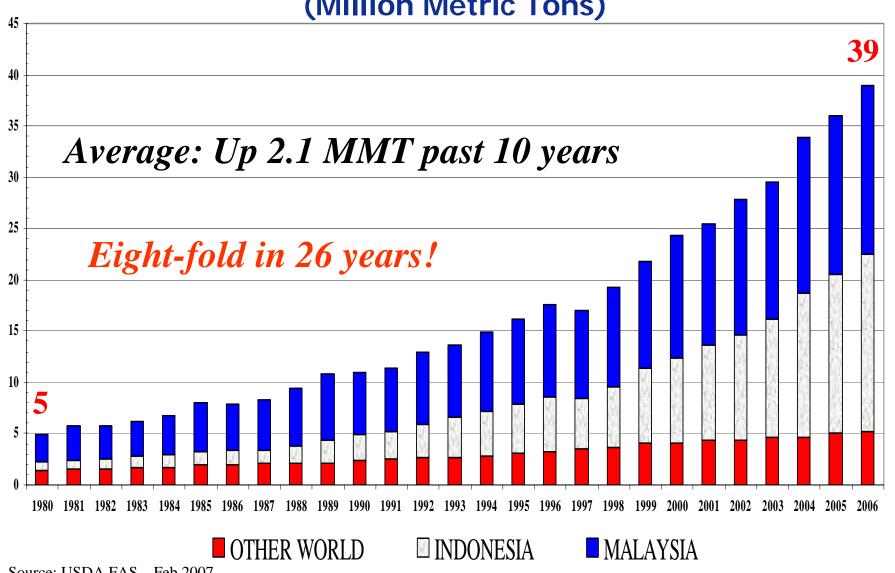
Soybean Harvest - Mato Grosso, Brazil

Soybean harvest followed by planting of double crop corn (31 combines & 12 planters)





Malaysian, Indonesian, Other World Palm Oil Production (Million Metric Tons)



Source: USDA FAS – Feb 2007



World Vegetable Oil Production (Million Metric Tons)

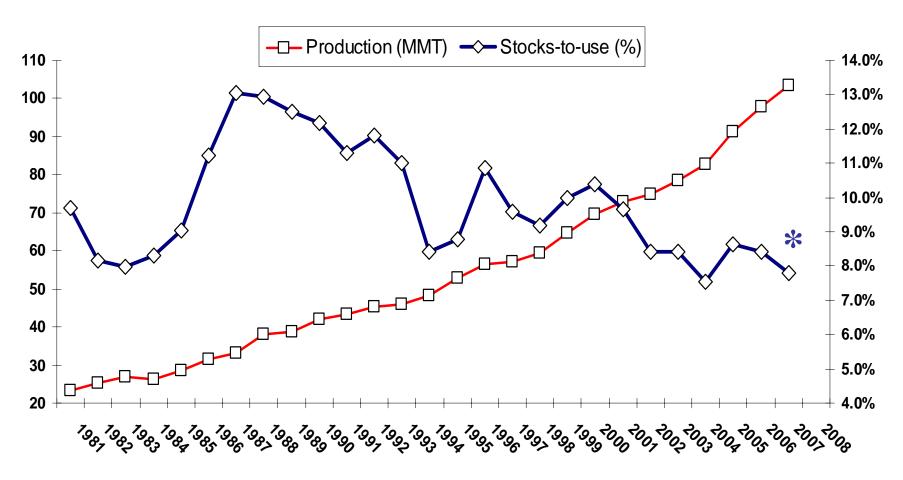
	80/81	06/07	Percent Change
Palm	4.9	39.0	+696%
Soybean	9.8 23.2	35.7 103.5	+265%
Rape	3.9 69%	18.0 84%	+362%
Sun seed	4.6	10.8	+135%
Groundnut	2.3	4.9	+109%
Cotton	2.9	4.7	+62%
Palm Kernel	0.5	4.7	+840%
Olive	1.9	3.0	+58%
Coconut	2.8	3.3	+18%
Total	33.6	124.0	+269%

World production more than triples in 26 years! (5.7X)

(World Population + 47% same period)



World Production vs. Year-end Stocks-to-Use Ratios (Combined Palm oil, Rape oil, Soy oil, Sun oil)



*This prior to recent bio-fuels phenomenon...

Source: USDA FAS – Feb 2007

China



Chinese and U.S. GDP Growth – 16 years

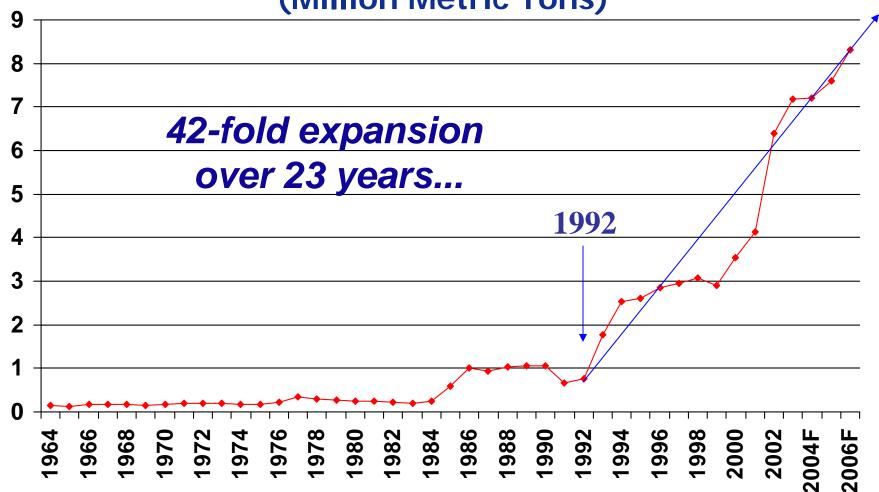
China GDP				U.S. GDP			
•	1992	14.2%		•	1992	3.1%	
•	1993	13.5%		•	1993	2.4%	
•	1994	12.8%		•	1994	4.0%	
•	1995	10.5%		•	1995	2.7%	
•	1996	9.6%		•	1996	3.6%	
•	1997	8.8%		•	1997	4.5%	
•	1998	7.8%		•	1998	4.2%	
•	1999	7.1%	446%	•	1999	4.4%	157%
•	2000	8.0%	440 %	•	2000	3.7%	
•	2001	7.5%		•	2001	0.8%	
•	2002	8.3%		•	2002	1.6%	
•	2003	9.3%		•	2003	2.5%	
•	2004	9.5%		•	2004	3.9%	
•	2005	9.9%		•	2005	3.2%	
•	2006	10.6% E.		•	2006	3.3% E.	
•	2007	9.6% E.		•	2007	2.4% E.~	/

Source: ERS/ USDA – Jan 2007



Chinese Soybean Oil Consumption

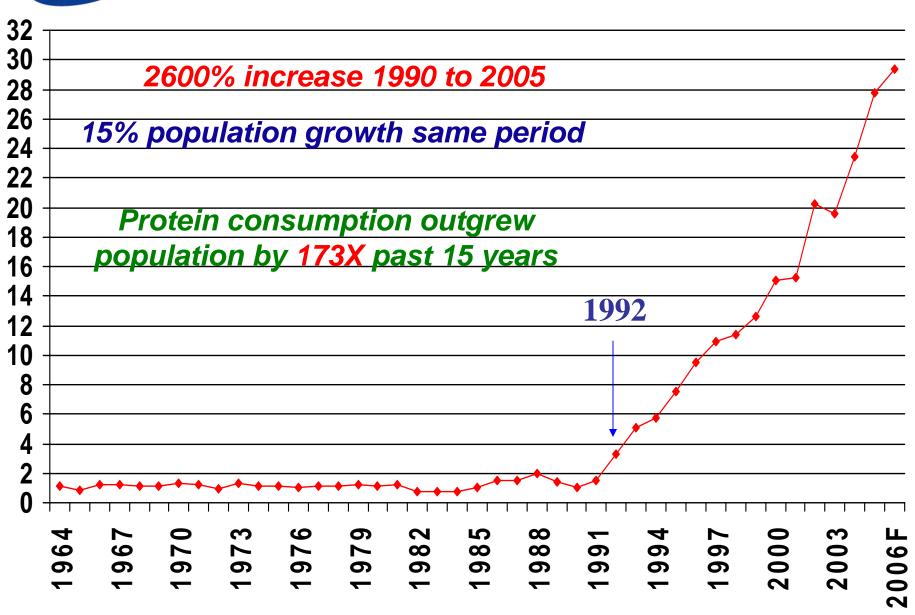
(Million Metric Tons)



Source: USDA – Feb 2007



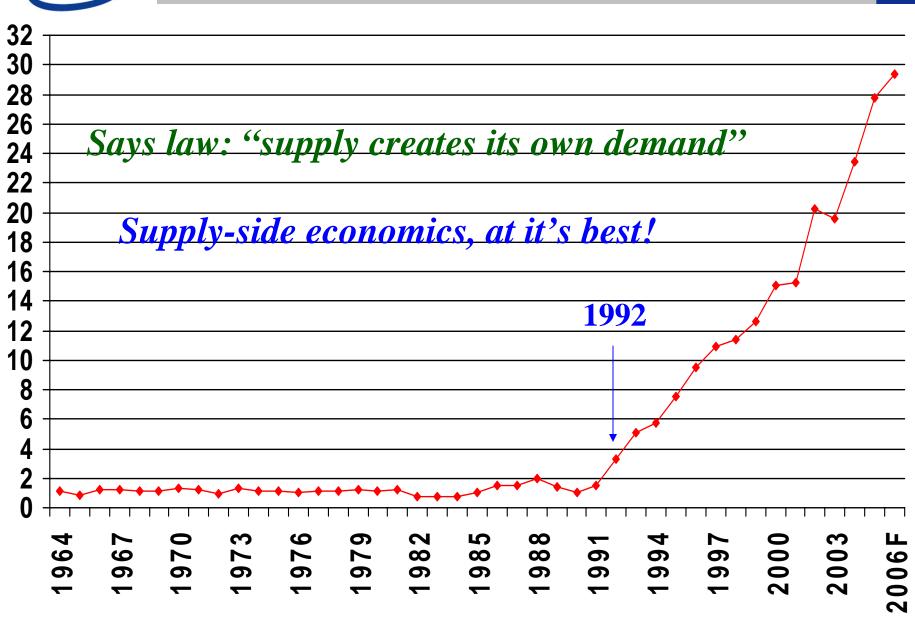
Chinese Soybean Meal Consumption (Million Metric Tons)



Source: USDA – Feb 2007



Chinese Soybean Meal Consumption (Million Metric Tons)



Source: USDA – Feb 2007

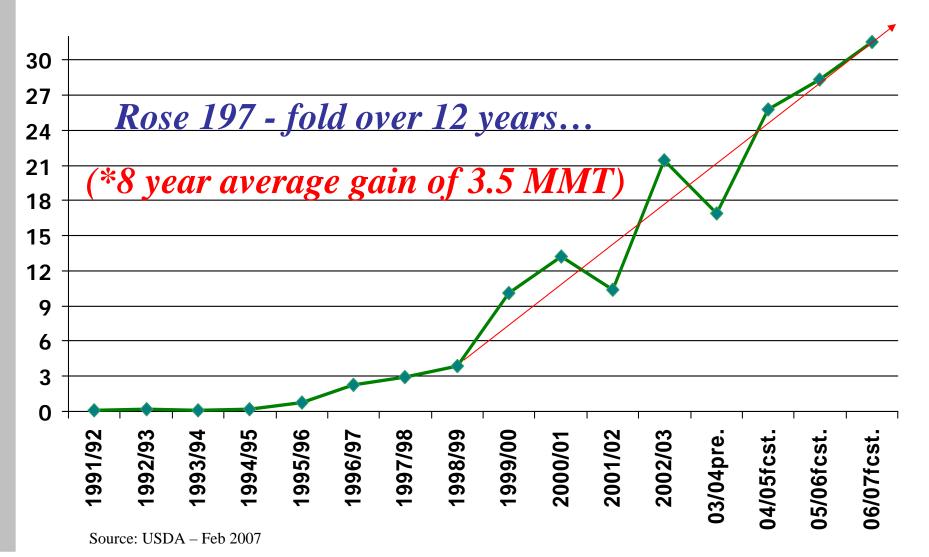
CHS Standard & Poor 500 – Monthly – 38 Years





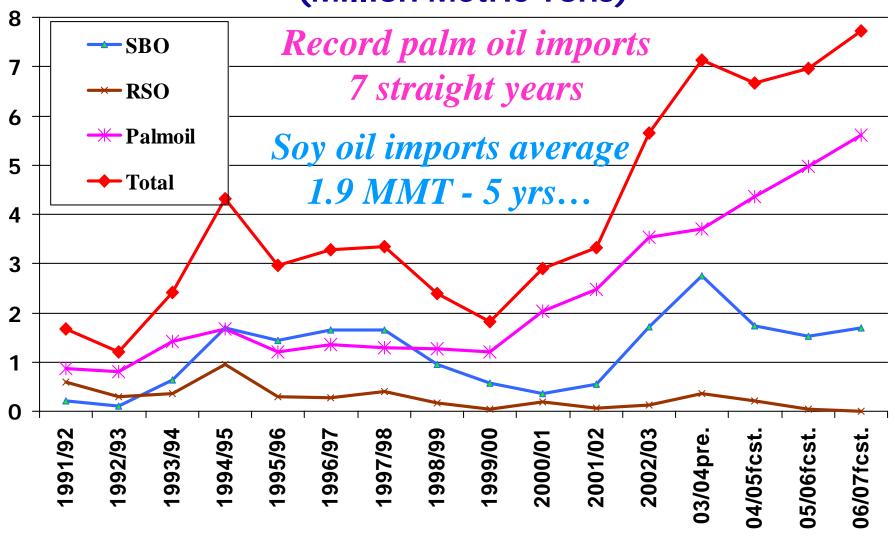
Chinese Soybean Imports (MMT)

.16/ .8/ 2.3/ 2.9/ 3.9/ 10.1/ 13.2/ 10.4/ 21.4/16.9/25.8/28.3/31.5*





Chinese Vegetable Oil Imports (Million Metric Tons)

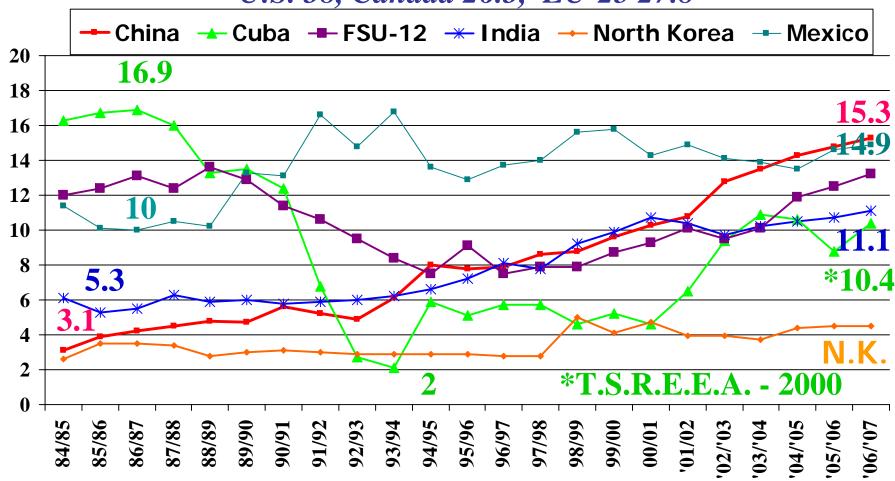


Source: USDA -Feb 2007



Vegetable Oil Disappearance (KG P/C)

U.S. 38, Canada 26.3, EU-25 27.8



*Trade Sanctions Reform Export Enhancement Act of 2000



The Trend Is Clear...

An Interdependent World

Thirteen Selected Equity Markets 1995-2007

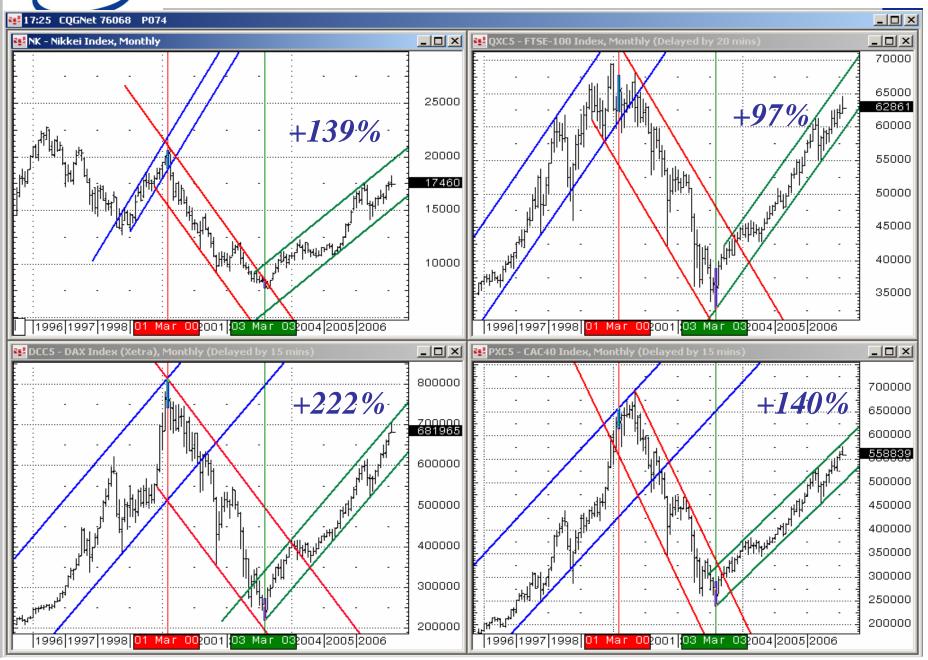
U.S. Standard & Poor's 500 - Monthly



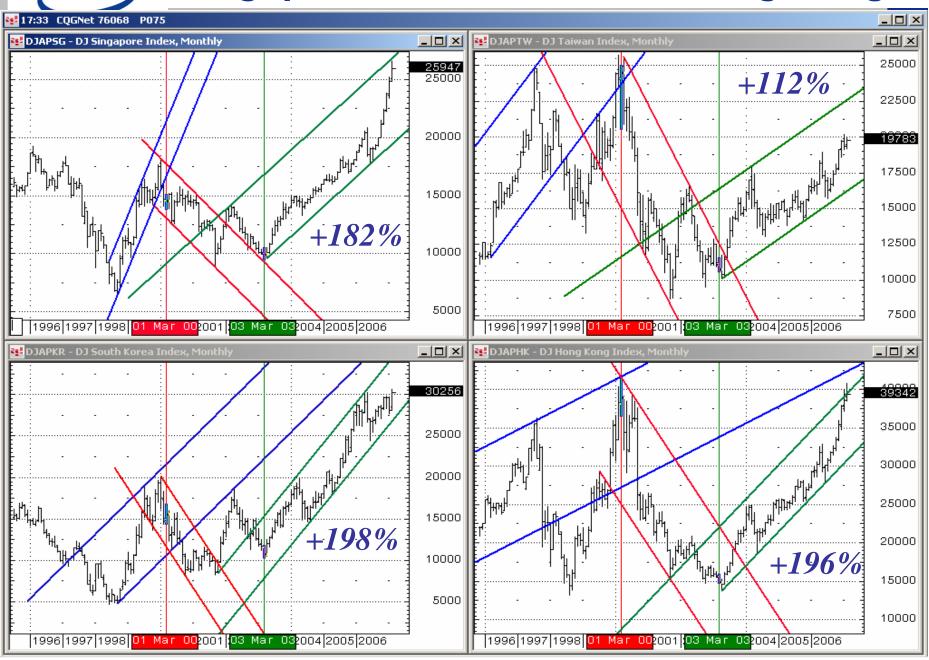
S. & P., Dow Jones, Canada, Mexico



Nikkei, F.T.S.E., DAX, CAC



CHS Singapore, Taiwan, Korea, Hong Kong



CHS Dow Jones Ireland Index - Monthly





Global Electoral Democracies

		Total		Partly	Pct.	Not
		countries	Free	Free	F/P.F.	Free
•	1975	158	40	53	59%	65
•	1985	167	56	56	67%	55
•	1995	191	76	62	72%	53
•	2005	192	89	58	77%	45
			+123%	+9%	+31%	-31%

In 2002, the GDP of Free countries stood at \$26.8 trillion, while the GDP of Not Free countries was \$1.7 trillion.

Not free because prosperous; rather, prosperous because free.

Source: Freedom House 2006



The Outlook...

- Pervasive spread of freedom, capitalism, and optimism trump terrorism
- The forward march of global prosperity continues
- Food-demand growth rate accelerating
- Free-market principles, progressive policies, and the indomitable human spirit combine to advance human condition
- One caveat... protectionism, isolationism, and overt nationalism pose greater threats to broadening prosperity than does terrorism



The Next Great Opportunity?

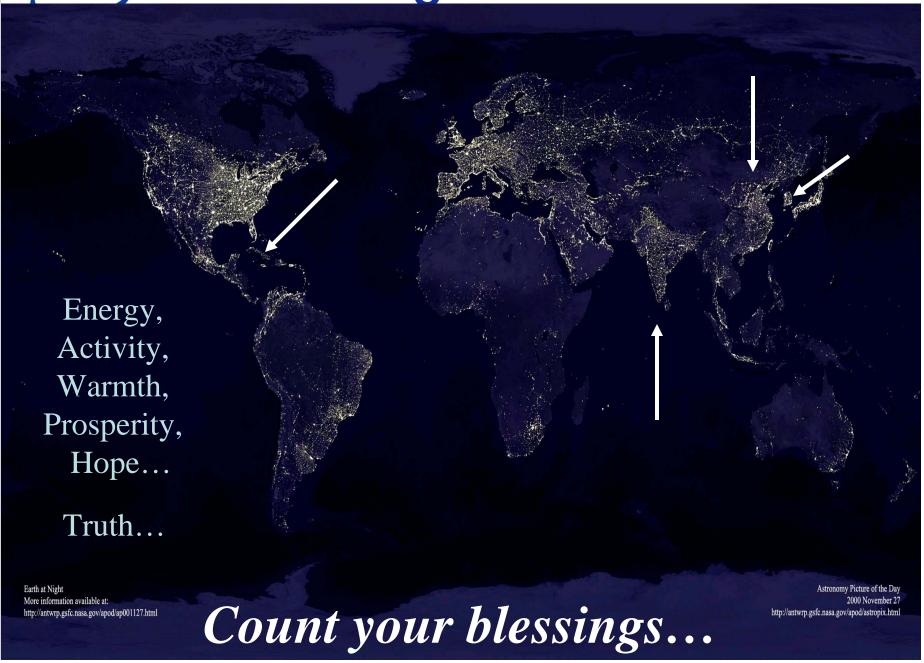
Global Agricultural Trade Reform

Global industrial tariffs average: 4% (20%)

Global agricultural tariffs average: 40%

Support the Doha Development Round

CHS World Night Picture





Open Markets, Economic Growth and Shared Prosperity

"The Luckiest Generation"

Thank you!

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