



EUROPEAN UNION

EUROPEAN MISSION SOIL WEEK

Break-out session
'Business models for soil health'

22/11/2023

Press Room – Building D



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#MissionSoilWeek #MissionSoil #EUMissions



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Our speakers



Johan De Fraye

Global Head of
Environment,
Health, Safety and
Remediation at

Signify



Diego Soto

Soil Science
Researcher

University of Vigo



**Matteo
Vanzini**

Associate
KOIS Invest



**Thomas
de Bang**

Senior
Scientific
Manager

*Novo
Nordisk
Foundation*



Luis Sánchez

Mission Soil
Secretariat

*European
Commission*



**Anne-Sophie
Leroy**

Global Lead
Regenerative
Agriculture

*Earthworm
Foundation*



**Oliver
Phipps**

Partner and
Global Account
Director

ERM

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Agenda

- Introduction (10')
- Presentation by the Mission Soil Secretariat (5')
- Round of presentations from panellists (45')
- Panel discussion (30')
- Q&A (15')
- Participatory exercise (10')
 - ✓ *What are needs to address the presented challenges on soil health business models?*
 - ✓ *What do you think the Mission Soil can / should do to promote and support new business models for soil health?*
- Conclusions and closing (5')

slido



If your job role was made into a movie, what would it be called?

① Start presenting to display the poll results on this slide.



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Business models for soil health

The business dimension in the Mission Soil

Luis Sánchez Álvarez

Mission Soil Secretariat

Date: 22/11/2023



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Business models in the Mission Implementation Plan

Starting point: business as cross-cutting dimension of the Mission

New (policy) incentives and **business models are needed to reward soil beneficial practices** by actors across value chains



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Analyse relation between current business models and soil degradation

Assess existing models and incentives around soil health and ecosystem services

Co-development and implement business cases

2023 Missions' revision

- Missions **primarily funded by** Horizon Europe and other **public sources**
- To achieve deployment and replication of solutions at scale significant **investments from the private sector and philanthropy** are needed
- The level of investment and involvement of these actors should be **boosted**

Business models in the Mission implementation

Projects on
“Incentives and business models for soil health”

2022

 InBestSoil

Monetary valuation of soil ecosystem services and creation of initiatives to invest in soil health: setting a framework for the inclusion of soil health in business and in the policy making process



Innovative business models for soil health

 SoilValues

Enhancing soil health through values-based business models

Expected outcomes

- Awareness about the **value of investing in soil health**
- Increased **opportunities for investments in soil health across** value chains (**EU Taxonomy Regulation** and the Sustainable Finance Disclosure Regulation)
- Developing and **diversifying income** for land managers
- New value chains** and products allowing consumers to make more informed decisions

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Business models in the Mission Work Programmes

Study
Investment needs assessment in
the context of the Mission Soil

2023



Objectives:

- identify key market players (supply and demand)
- Identify pipeline of potential investment opportunities
- identify barriers and opportunities to invest / seek finance
- quantify the investment needs
- recommending financial & non-financial instruments to address the identified investment needs

Other relevant initiatives

- **Living labs** expected to support co-creation of solutions considering **cultural-socio-economic contexts**.
- **Network of companies and businesses** (business roundtable) developing strategies for valorising soils in their production, supply chains, and consumer relations.
- **Finance assistance and advice facility** for SMEs and impact driven “soil investors”.
- **Guidance on EU funding opportunities** for healthy soils accompanying the proposal for a Directive on Soil Monitoring and Resilience (**Soil Monitoring Law**)
 - **InvestEU** key policy areas include: Water resources and pollution prevention control; Protection and restoration of biodiversity and ecosystems, Sustainable forests and agricultural practices, Transition to the circular economy





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Thank you!

Email: luis.sanchez-alvarez@ec.europa.eu

Website: mission-soil-platform.ec.europa.eu

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Business models for soil health

Conceptual framework: InBestSoil approach

Diego Soto Gómez

Environmental Agrobiology Group, University of Vigo

Date: 22/11/2023



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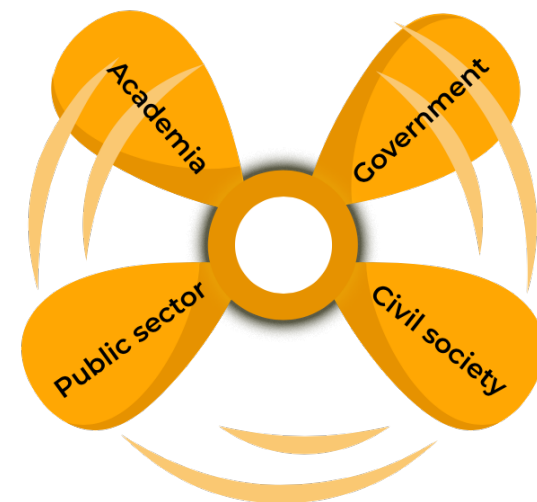


Conceptual Framework: HORIZON-MISS-2021-SOIL-02-05 - Incentives and business models for soil health

Promote soil health and develop sustainable business models that encourage investment in soil health

1. Awareness Raising. Land managers, companies (including financial and insurance sector), local authorities and civil society.
2. Cooperation. Projects are expected to foster collaboration and establish new partnerships between different sectors to significantly improve soil health and support its diverse functions.
3. More investment opportunities and development of new value chains and products based on sustainable soil practices.
4. Income innovation, i.e., looking for opportunities to diversify land managers' income through sustainable practices.

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Conceptual Framework: 100 Living labs and Lighthouses for 2030

Living Labs Context: **Long-term set-up** (Implementation Plan)



Governance



Business Model



Sustainability



Value Creation



Business
Creation



Growth/
Exploitation

Adapted from Couture, I., Cavallo, D., Grbović, V., & Stojčić, I. (2023, June 29). Webinar: Governance and Business Models for setting up a Living Lab. Zenodo. <https://doi.org/10.5281/zenodo.8096848>

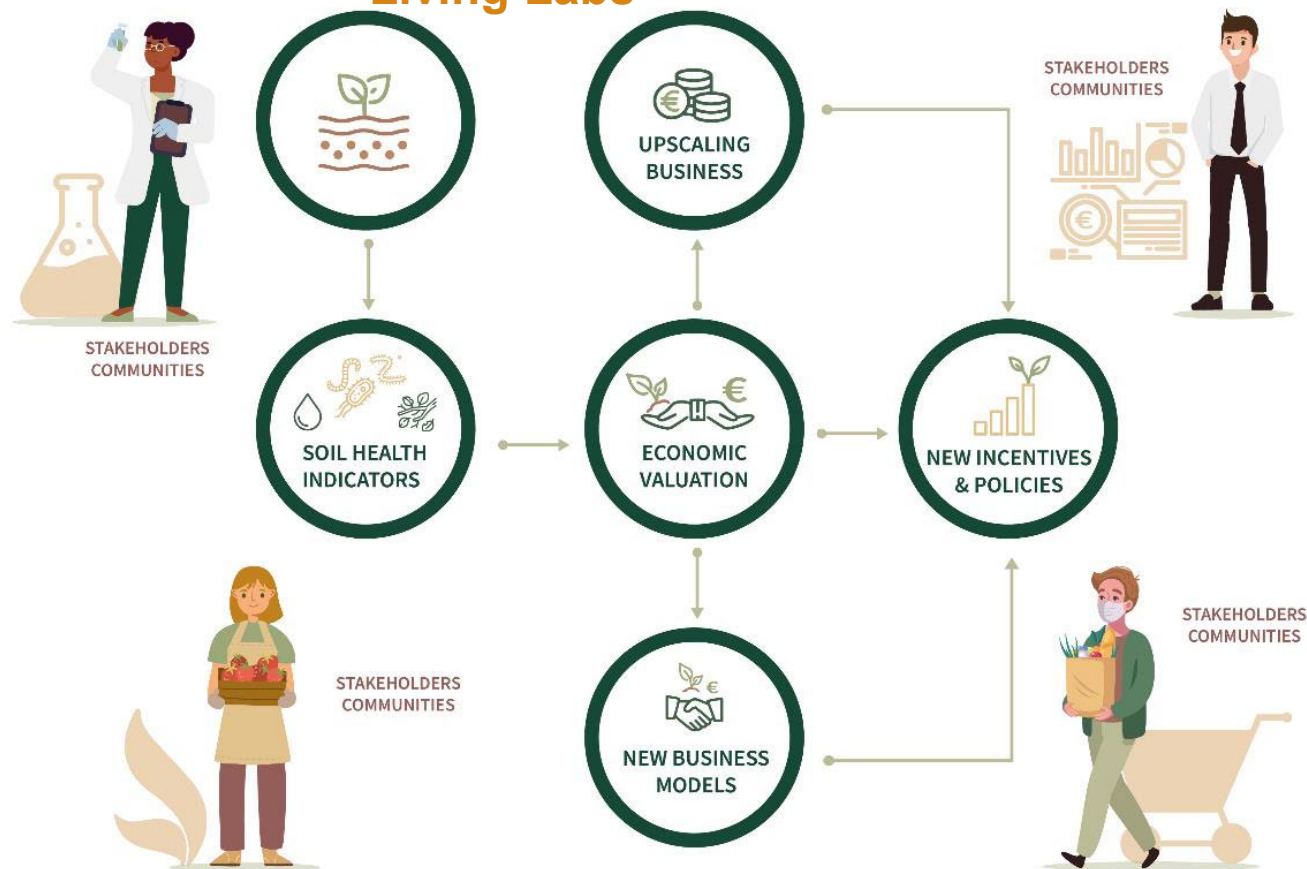
InBestSoil Approach: Hypothesis

Translate the ecosystem services provided by healthy soils, as well as interventions to restore degraded soils, into monetary values.



Design business models and incentives taking advantage of this economic valuation.

6 Lighthouses and 3 Living Labs



InBestSoil: Business Analysis and Upscaling



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2023

Business Model Analysis

Initial analysis

- Review of the literature on sustainable business models.
- Identification of tools for business model analysis.
- Interviews with relevant stakeholders.



2024

Ex Post Evaluation of Sustainable
Business Models

Good examples
evaluation

- Assessment of existing businesses based on:
- Agriculture (LLs 1, 2 and 3)
 - Forestry (LHs 1 and 6)

2025 - 2026

Adapting the SOLm model to
carbon farming

Upscaling

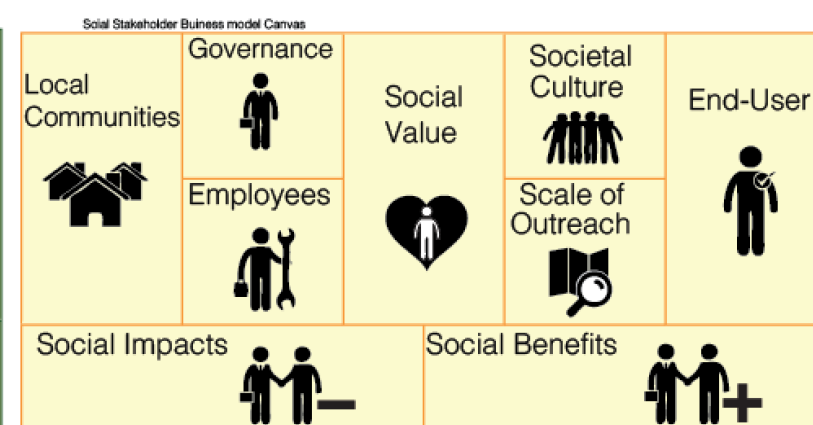
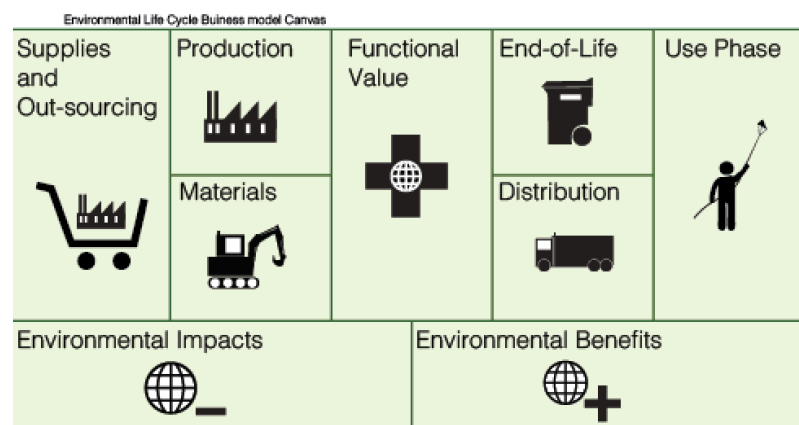
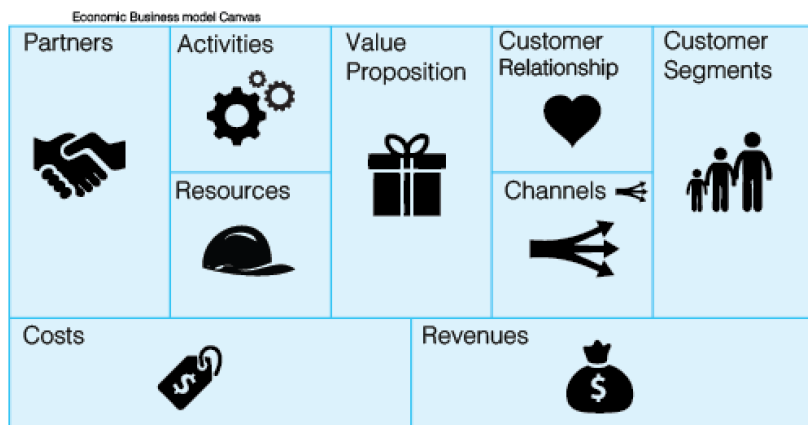
- Environmental impact assessment of scaling up carbon farming business models in Europe.
- Use of the SOLm food system model adapted to carbon farming.



InBestSoil: Business Creation

Development of research integrated protocols on how to co-design new sustainable business models for each LH and LL: **Triple Layered Business Model Canvas (TLBMC)**.

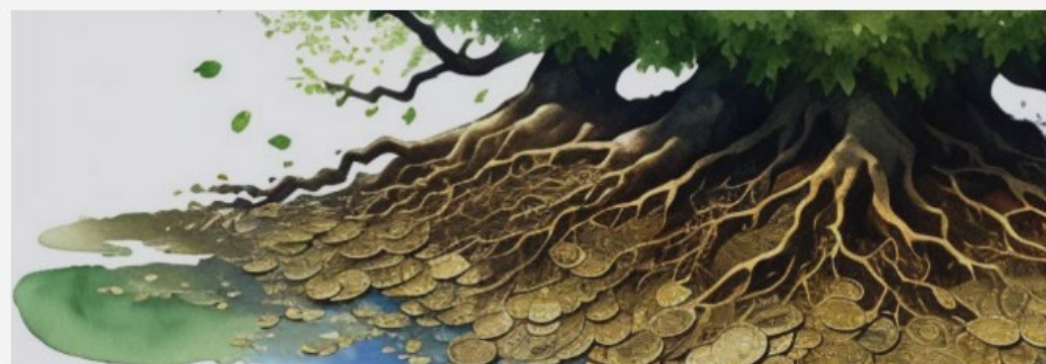
- context description; identification of stakeholders; potential for environmental, social and economic benefit from changing soil management; identification of business opportunity scenarios with appropriate tools for designing new business models.



Joyce, A.; Paquin, R. & Pigneur, Y. (2015): The triple layered business model canvas: a tool to design more sustainable business models, ARTEM Organizational Creativity International Conference, 26-27 March 2015, Nancy, France.

InBestSoil: Collaborative Platform

- Activities common to many projects. To facilitate collaboration: InBestSoil Platform (<https://inbestsoil.app/social>)
- More than 100 users belonging to European projects.
- About 10 Working Groups: each with its own calendar, repository, individual channels, and possibility to include new features.
- **WG: Soil health business models.**



Soil health business models

Fostering the sustainable growth of businesses in carbon farming, regenerative agriculture and, in general, techniques that enhance the capacity of soil to provide ecosystem services.

Methodology Soil health Soil improvement Participatory research Businesses/Investors Carbon farming

New business model Upscaling

The aim of this group is to explore and expand innovative business models that prioritise soil health. Our focus is on understanding and advancing businesses related to the transition to regenerative agriculture from multiple perspectives, including social, economic and environmental considerations. *What to expect from this community?*

Business analysis: Examine existing soil health-focused businesses to understand their strategies, successes, and challenges.

Model development: Development of methodologies to develop new business models focused on soil health.

Scaling-up opportunities: Exploration of strategies for scaling up these businesses, identifying avenues for sustainable growth and market expansion.

Holistic impact assessment: Analysis of the social, economic and environmental impact of soil health businesses, ensuring a comprehensive understanding of their effects.

Takeaways

Promoting awareness and collaboration across sectors, involving academia, government, the public sector and civil society, is essential to address the problem of soil health.

The creation of solid business models is crucial to achieve financial sustainability, reduce dependence on external support, develop attractive products for consumers, identify markets and enable the growth and expansion of soil health related initiatives (such as Living Labs).

Economic valorisation of soil ecosystem services can facilitate the integration of soil health into business strategies.

The Triple Layered Business Model Canvas enables the inclusion of economic, environmental and social aspects in business planning.

The online collaborative platform created in the framework of the InBestSoil project is an opportunity to establish collaborations between Soil Mission projects.



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Diego Soto Gómez

Email: diego.cerreda@gmail.com

Telephone: +34 660 679 251

Website: <https://inbestsoil.eu/>

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Building the soil health business
case for the food value chain

Anne-Sophie Leroy

Earthworm

22/11/2023



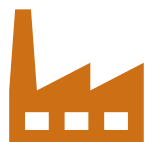
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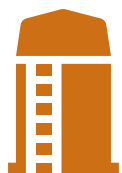
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Food value chain actors do have a business case for soil health



- **Companies:**
 - Reducing their scope 3 emissions (through carbon storage in agricultural soils)
 - Ensuring the resilience of their supply chain
 - ...



- **Suppliers (coops, traders):**
 - An opportunity to develop a new segment that can be valorized
 - ...



- **Farmers:**
 - Farm autonomy
 - Maintaining yields
 - An opportunity to access new markets
 - ...

How to create an alignment and ensure all actors work together towards common goals?

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Need to build consensus between supply chain actors of a given territory on:

1. The environmental/social objectives and the level of ambition
2. The kind of practices which are more likely to have an impact and allow to reach the objectives, in the considered farming context
3. How to measure the performance of those practices
4. How much it will cost farmers to transition to those practices
5. How much they will be rewarded for their performance
6. How costs will be allocated between the different actors of the value chains



How we create alignment



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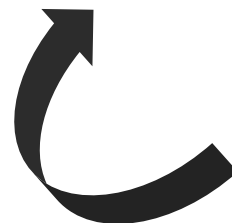
Validates →

← Proposes



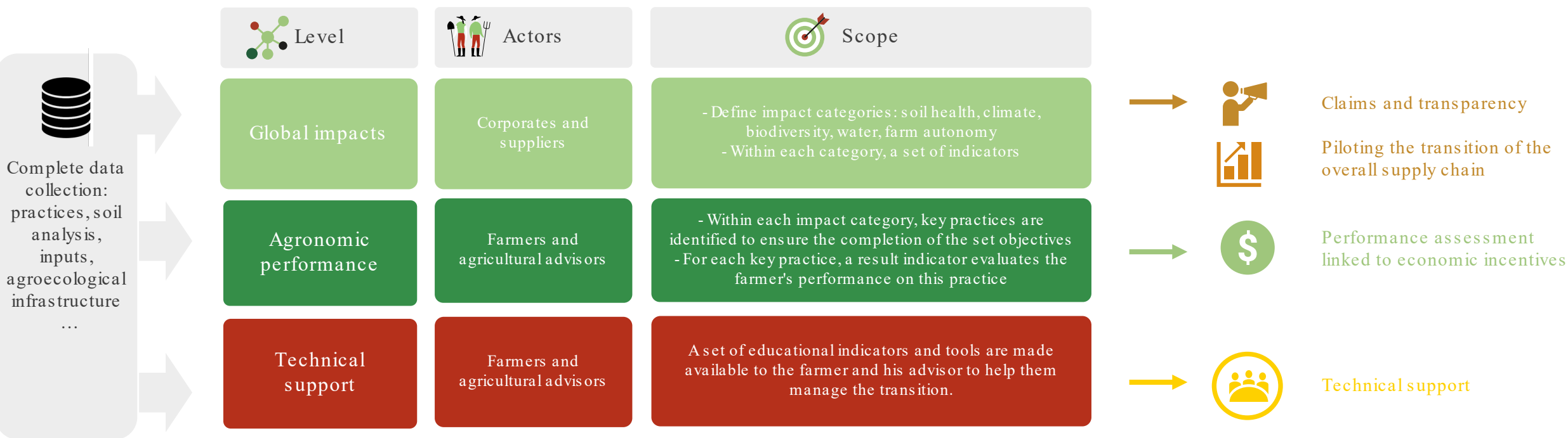
Builds consensus

Give feedback on
implementation



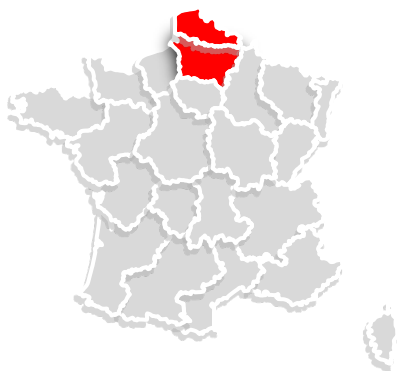
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A technical framework that is a complete toolbox for the different actors of the supply chain



A territorial logic of intervention

Example of the Hauts de France region in France



400+ farms involved



Vegetables



Cereals



Sugar beet



Potatoes



An innovative model, putting coops at the centre

Example of Transitions – a project designed by the French cooperative  VIVESCIA in collaboration with  Earthworm
Target: 1000 farmers

Coalition of interests of agri-food companies



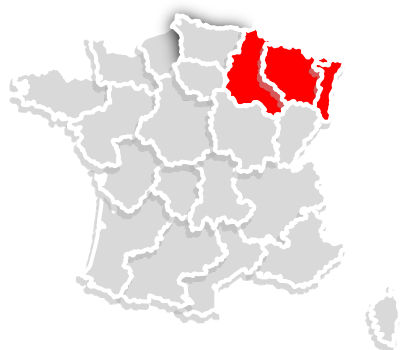
Public funding



Contribution for support



TRANSITIONS



Incentives for farmers



Premium on grains



Technical support to farmers



Vivescia staff upskilling + new recruitment



MRV



Insurance



Project management



Supply chain actors involved



Supporting partners





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Email: a.leroy@earthworm.org

Website: mission-soil-platform.ec.europa.eu

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The catalytic effect of innovative finance in supporting farmers' transition

Matteo Vanzini
KOIS

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Agenda

- Introducing KOIS
- Farmers' perspective
- Stakeholders' perspective
- Incentives and their effectiveness
- Innovation and blended finance



KOIS: impact finance organisation

35+

Blended finance
advisory projects

11

Development
Impact Bonds

9

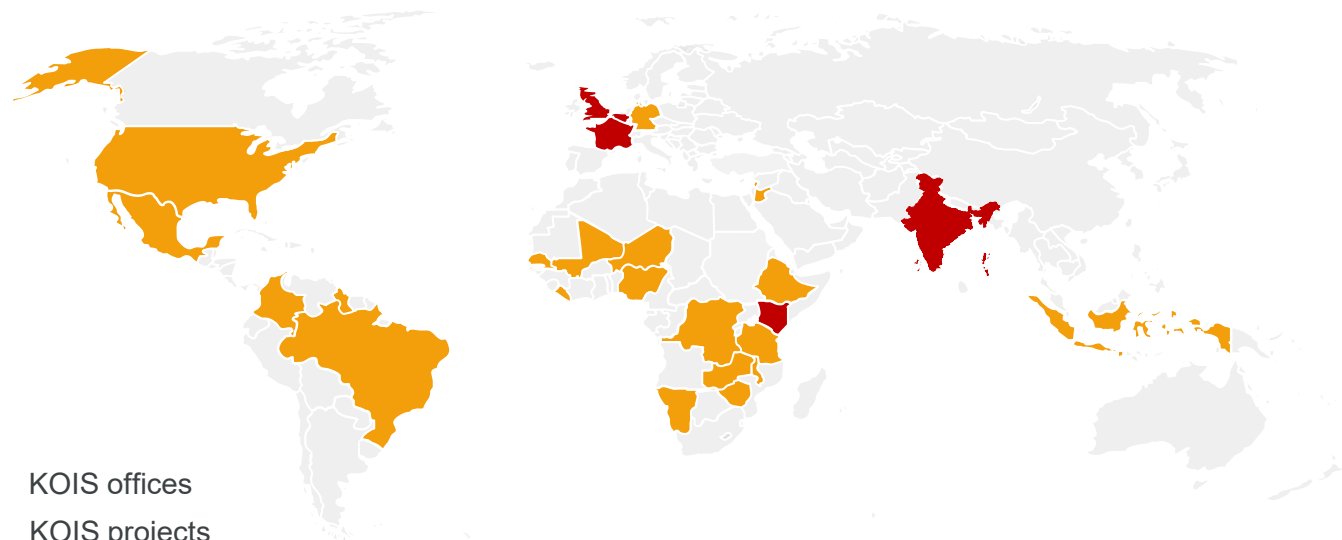
Social Impact
Bonds

1

Humanitarian
Impact Bond

5

Impact
Funds



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Impact platforms



Climate & Nature



Health



Education & Employment

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Exploring financing and business model solutions for soil health and regenerative agriculture

Regenerative agriculture is a growing movement, attractive to both commercial and concessional capital providers because it offers a way to rebuild soil and regenerate farmers, local communities, and whole ecosystems while making an appropriate and fair return on investment

Learning organisation



Developing innovative financial products to enable and support farmers' transition



Feasibility Studies



Research & Innovation¹

1) SoilValues, Horizon Europe project under grant agreement: 101091308

While the benefits of soil-health are understood, farmers face numerous barriers to their transition



Psychological:

- Perceived risk
- Innovation aversion
- Social norms
- Regulation resistance



Financial:

- Additional costs: CapEx & OpEx
- Access to finance
- Increased financial risk
- Opportunity cost



Technical:

- Awareness & Knowledge
- Additional complexity
- Specialised labour



Market:

- Market immaturity
- Uncertain market conditions
- Demand & supply mismatch

The importance of soil extend to other stakeholders who are willing to support farmers in this endeavour

	Policy Makers	Public / Private Investors	Financial Intermediaries	Insurance Companies	Corporate Companies	Project Intermediaries
Drivers	<ul style="list-style-type: none"> • Climate targets • Nature conservation • Food security 	<ul style="list-style-type: none"> • Market opportunity • Impact investments 	<ul style="list-style-type: none"> • Climate targets • Market positioning • Risk mitigation 	<ul style="list-style-type: none"> • Risk mitigation • Cost savings 	<ul style="list-style-type: none"> • Climate targets • Branding • Sustainability 	<ul style="list-style-type: none"> • Market opportunity • Product development

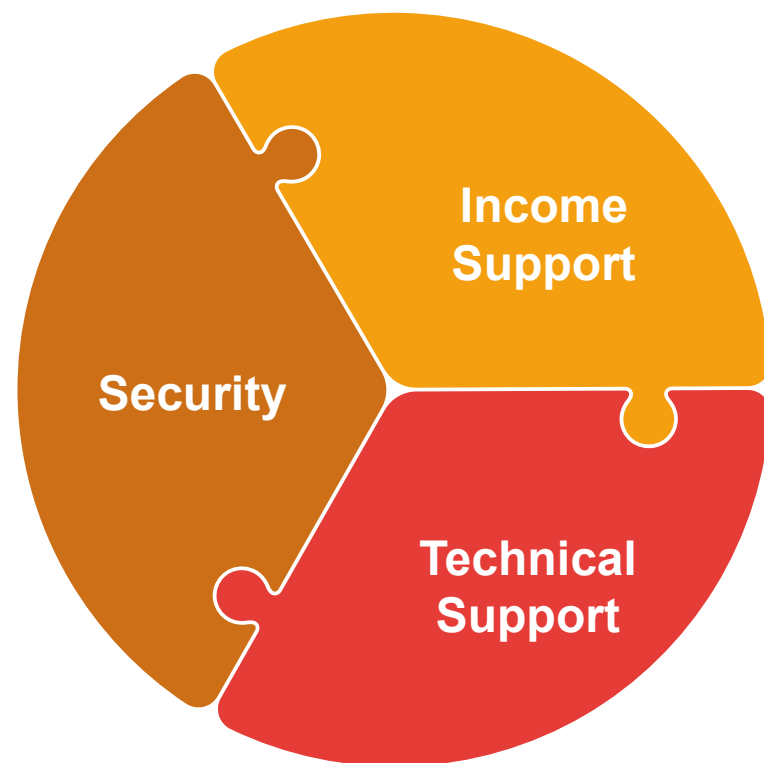
Sustainability targets

Risk mitigation

Market opportunities

The right incentives are needed to nudge and foster farmers' transition to regenerative farming practices

- Multi-year off-take
- Market access
- Compensation loss
- Insurance



- Price premiums
- Carbon credits
- Ecosystem payments
- Subsidies
- Concessional loans

- Peer-to-peer support
- Capacity Building
- Advisory
- Technology

Existing incentives can be redesigned more effectively to increase their impact and adoption among farmers

Effectiveness criteria

An effective incentive is one that

- is adopted by farmers
- improves soil-health
- empowers farmers economically
- values co-benefits

Potential adjustments

Result-based

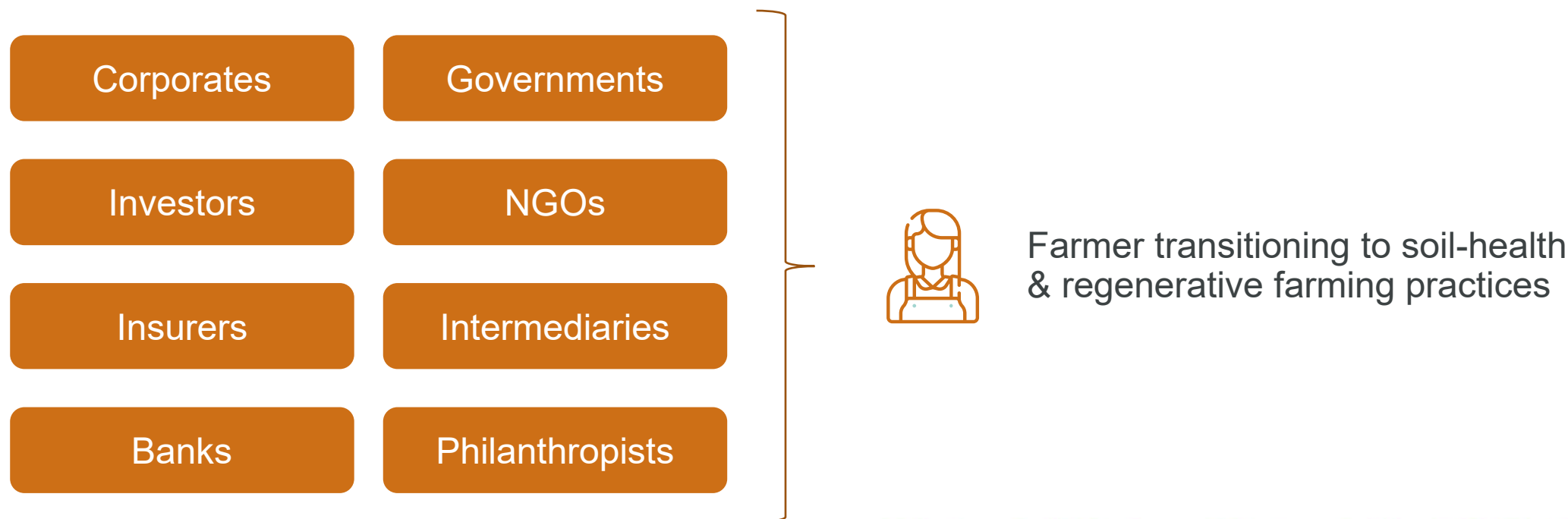
It rewards and empowers impactful farmers who are not prescribed solutions for soil-health

Place-based

It addresses specific needs and demands of the local context, including soil, farmer and crop.

...or we can innovate our approach on how we support and incentivise farmers' transition (1/2)

There is no silver bullet, one-size-fit-all. A multi-layer, **farmer centred approach** is needed to **bring together a wide range of stakeholders**, address different needs at different stages, and blend different types of capital and risk appetite.



...or we can innovate our approach on how we support and incentivise farmers' transition (2/2)

There is no silver bullet, one-size-fit-all. A **multi-layer**, farmer centred approach is needed to bring together a wide range of stakeholders, **address different needs at different stages**, and blend different types of capital and risk appetite.

Farmers interested
in RegAg
1 year

Farmers transitioning
to RegAg
3-5 years

Farmers engaged
with RegAg
7-10 years

Mobilize

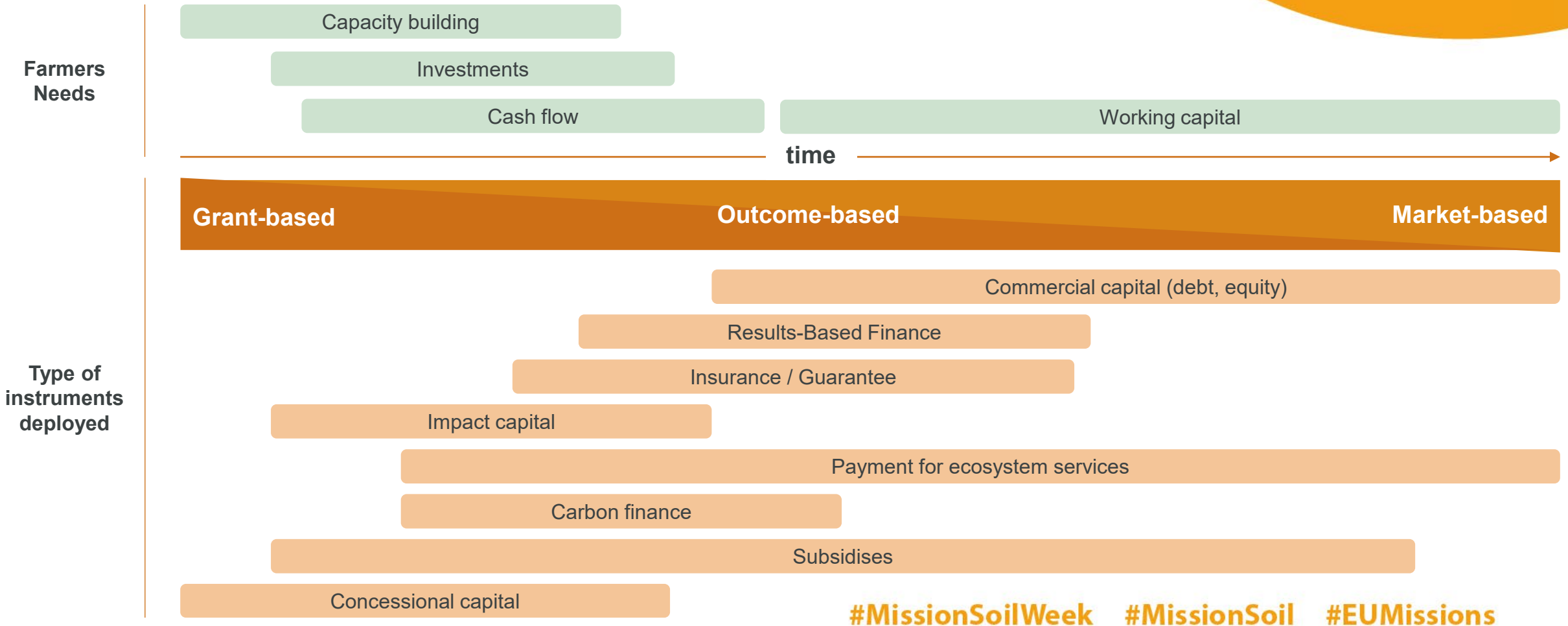
Accompany during the transition

Support investments and mitigate risks

Ensure long term sustainability

Support needed

Blending capital rebalances risk-reward profiles of impact investments to become commercially viable over time



The multiple benefits of blended finance should be harnessed to support farmers and improve soil health

Catalyse philanthropic and public funds to attract private capital

Address financial and non-financial **needs**, specific to the transition stage targeted

Align **interests** and **time-horizon** of investors with the goals of RegAg

Increase upfront capital and **financing** available throughout the transition

Mitigate **risks** and distribute those to stakeholders best suited to bear them



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Email: matteo@koisinvest.com

Website: mission-soil-platform.ec.europa.eu

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Building Business Cases for Industry to Contribute to Improved Soil Health



Oliver Phipps
Partner, ERM and Nicole

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Soil Health: Industry can make an Impact

- Key Objectives of the EU Soil Mission:

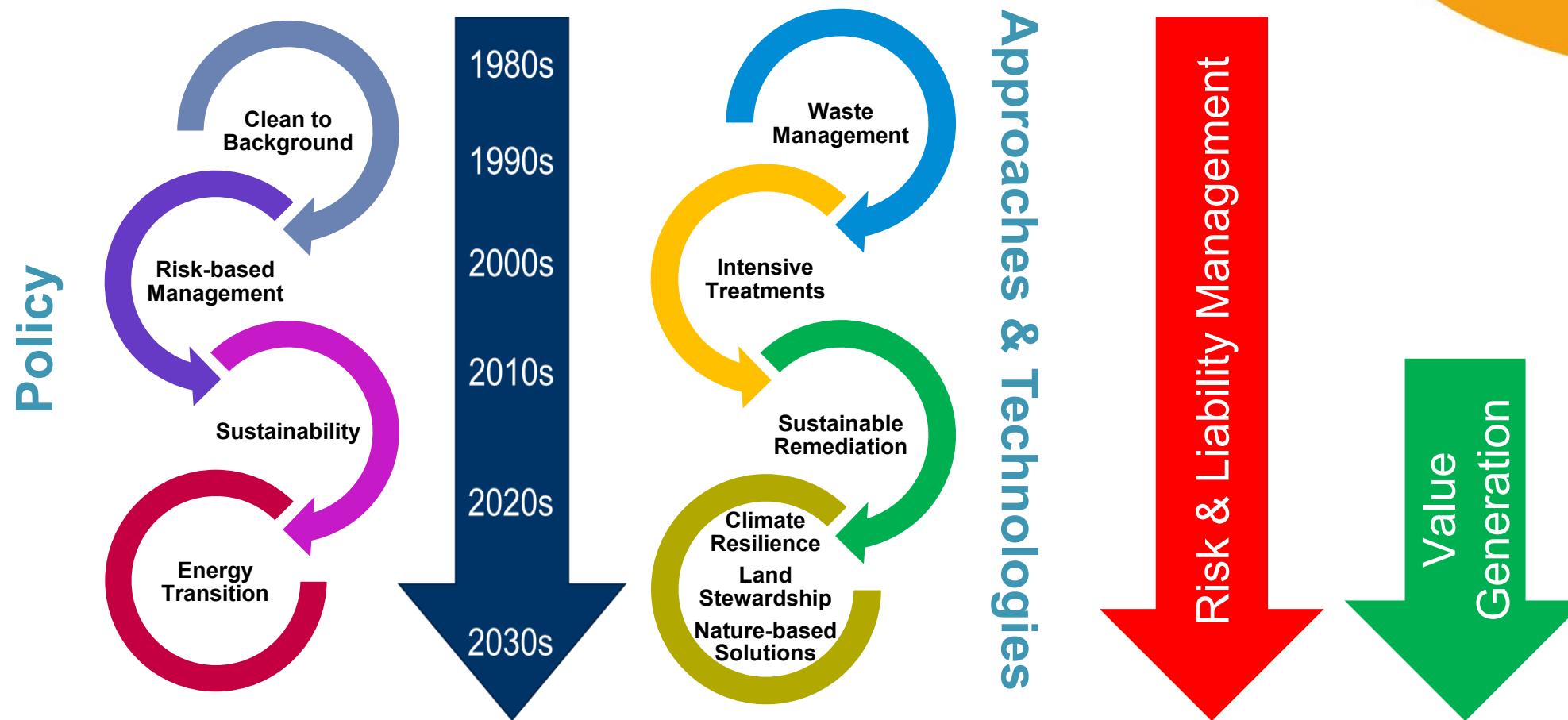
1. Reduce desertification
2. Conserve soil organic carbon stocks
3. Stop soil sealing and increase re-use of urban soils
4. Reduce soil pollution and enhance restoration
5. Prevent erosion
6. Improve soil structure to enhance soil biodiversity
7. Reduce the EU global footprint on soils
8. Improve soil literacy in society

Areas industry can potentially make a contribution

Topics to be discussed, drawing on industry's mature approach to sustainable land management:

1. Industry's evolving approach to sustainable land management
2. Indicators to build business cases at a site and portfolio scale
3. Some examples of successful business cases
4. Communicating business cases to investors & decision-makers

Industry's Evolving Approach to Sustainable Land Management



Indicators to Build Business Cases at a Site and Portfolio Scale

Financial

- Real estate transactions
- Cash generation (e.g. rental, energy generation)
- Efficient reduction in financial provisions
- Investor and business confidence



Environmental

- Improved sustainability performance
- Creation of natural capital (e.g. biodiversity net gain)
- Reduction in environmental impact (e.g. water)
- Contribution to meeting decarbonization goals



Social

- Land returned to productive use
- Creation of social capital (e.g. community benefit)
- Reduction in reputational risk
- Addressing social and environmental justice



All of the above indicators can be quantified and most can be monetised

Some Examples of Successful Business Cases



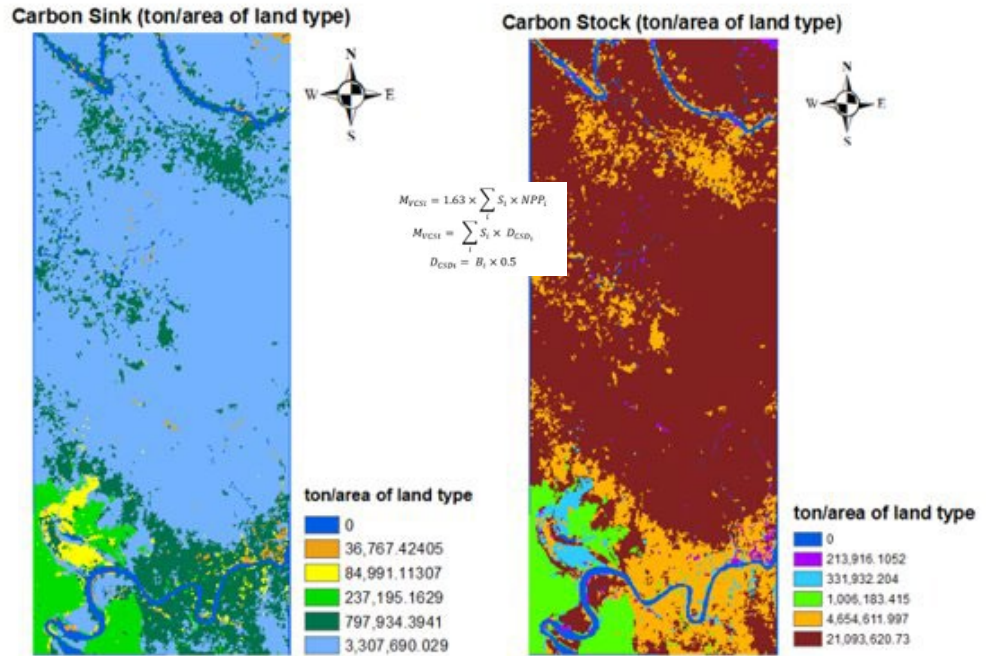
- 1 How can I leave the land and its communities in a better condition than it was before through a shared value regeneration approach?
- 2 How can embedding decarbonisation and sustainability considerations better position my company to manage risks and generate value creation opportunities?
- 3 What strategic objectives and broader outcomes can deliver regional sustainable value, nature positive outcomes and a lasting positive legacy?
- 4 How can we pro-actively engage critical stakeholders and form strategic and collaborative partnerships to unlock local and regional opportunities that arise from different closure regeneration outcomes?

Reimagining Mine Closure



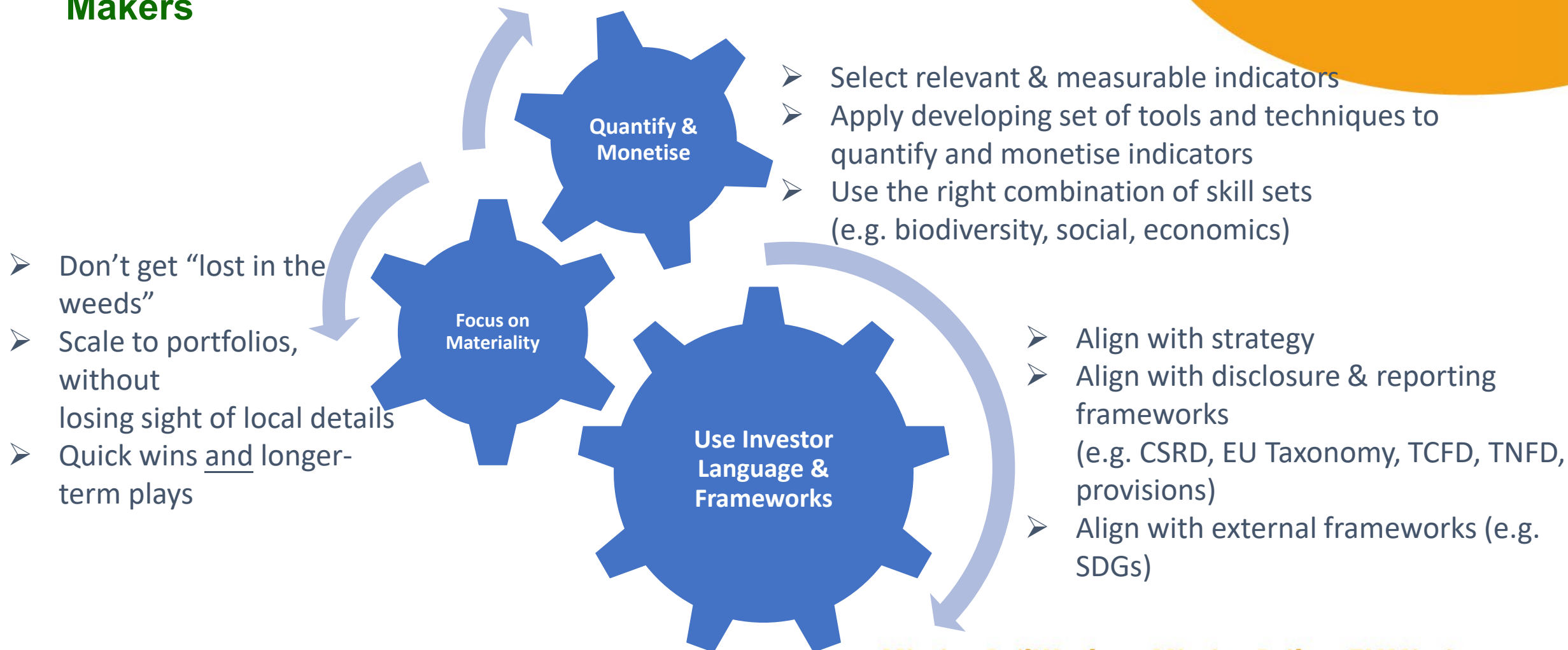
Land Stewardship Booklet
Common Forum & NICOLE
(2022)

Quantifying Carbon Sinks & Stocks across Global Land Portfolio



LandCover-Type	LandCover_Area(ha)	NPP(tC/ha)	Biomass(t/ha)	Carbon_SI	Carbon_Stock(t/area)
Pine	127051.948	10	332.0471833	2070947	21093620.73
Cypress	9550.6865	15	210.7038935	233514.3	1006183.416
Chinese fir	3386.578137	5.530494571	196.0280794	30529.01	331932.204
Economic forest	31000.66723	9.2	289.1972294	464886	4482653.536
Other wooden forest	1479.378663	64.29654565	300.2910849	155043.9	222122.1118

Communicating Business Cases to Investors & Decision-Makers





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Oliver Phipps | Partner, ERM

Email: oliver.phipps@erm.com

Telephone : +44 7769 238 357



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Business models for soil health

Thomas de Bang

Senior Scientific Manager, Novo Nordisk Foundation

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The Novo Nordisk Foundation and its interest in soil health

Novo Nordisk Foundation is an independent Danish foundation with corporate interests in the **Novo Group** and 160+ other companies.

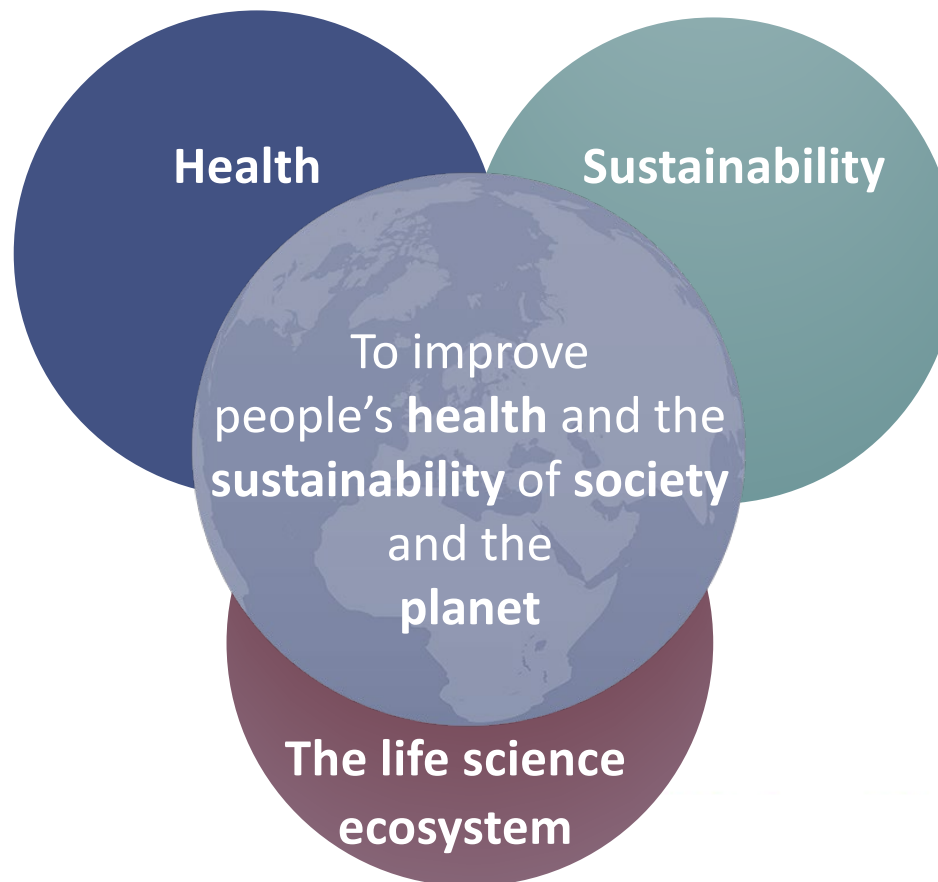
Corporate purpose

To provide a stable basis for the commercial and research activities of the Novo Group companies.

Philanthropic purposes

- To support physiological, endocrinological, metabolic and other medical research,
- To support research hospital activities within diabetes in Denmark, and
- To support **other scientific as well as humanitarian and social purposes.**

Strategy 2030



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Sustainability

- 1 Sustainable and high-yield agriculture
- 2 Sustainable food for healthy diets
- 3 High-impact climate change mitigation technologies
- 4 Supporting society in the green transition

Talking points

Major societal challenges are connected to soil health

Biodiversity

Climate change

Food security

Pull mechanisms

EU regulatory level - CAP can stimulate changes in management practices.

National regulatory level - national GHG accounting and biodiversity strategies.

Industry Scope 3 emissions (+biodiversity) - premium prices for regenerative agriculture and land-use change.

Push mechanisms

Science-based solutions provided by academia, start-ups, and industry e.g. MRV.

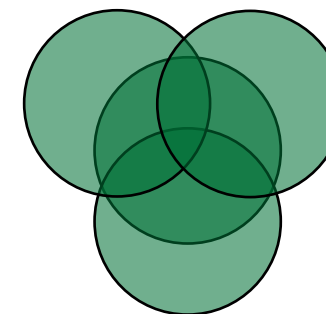
Farmers and societal actors.

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Role of philanthropy

- Research & Innovation
- Education
- Advocacy
- Global scaling

Quadruple helix partnerships





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Thank you!

Email: tdb@novo.dk

Website: mission-soil-platform.ec.europa.eu



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Panel discussion



Johan De Fraye

Global Head of
Environment,
Health, Safety and
Remediation

Signify



Diego Soto

Researcher
Environmental
Agrobiology

University of Vigo



**Matteo
Vanzini**

Associate

KOIS Invest



**Anne-Sophie
Leroy**

Global Lead
Regenerative
Agriculture

*Earthworm
Foundation*



**Oliver
Phipps**

Partner and
Global Account
Director

ERM



**Thomas
de Bang**

Senior
Scientific
Manager

*Novo
Nordisk
Foundation*

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Q&A

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Participatory exercise Sli.do

Please take your mobile phones

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Conclusions and closing

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