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Decision-making: The choice is yours.

- MC did not propose a 4P venture
- Competition was proactive and developed new technologies through research funds
- Federal regulation requires new water use efficiency rates
- MC is behind on market and technology
- ...and have to pay royalties to competition!

- MC proposed a 4P venture later, as a desperate measure due to water risks
- Severe drought is a threat to near future
- The 4P was successful and new technologies were developed
- But it was too late: the efforts did not buy enough time to payoff the investment!

- MC was proactive and proposed a 4P together with a powerful network
- The 4P was successful and new technology exponentially increased water use efficiency
- Productivity, market share, sales increased
- MC is ahead of market and regulations, and the stockholders are very satisfied.

Strategy: What MillerCoors will be aiming for

- Agriculture research & innovation have been underfunded in the United States
- Climate change and water scarcity risks demand technology & innovation to keep agribusiness operations;
- MillerCoors has already developed strong partnerships and obtained positive relationships within the supply chain;
- After going public, MillerCoors will receive investment from stockholders;
- A 4P is an opportunity to increase sales and market shares, be ahead of regulation, and reduce risks, while advancing MillerCoors’ brand and increasing innovation!

External disclosure: How to report

For information on external disclosure, reporting indices and accounting standards, please refer to the Financial Appendix by Xóchitl Rascón

Measure

Environmental indicators for pilot program, compared to state level benchmarks, obtained lower efficiencies related to:

- Increased nitrogen rates
- Irrigation pumping depths

90% of energy comes from pumping irrigation water and from fertilizers

50.93% irrigation

40.32% fertilizers

7.8% Crop protection & harvest

Value: Public-Private-Producer Partnership (4P)

Although 4Ps can be extremely beneficial, they are high-risk ventures and normally expensive. So, why should MillerCoors engage in a 4P venture?

- Syngenta/Idaho Pilot Program (see Project Report)

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Congressional Research Service 2016 (see Project Report)