Sustainability Summit UNCOVER THE POSSIBILITIES

Data Visualization and Communications to Address Water, Energy and Food Risk



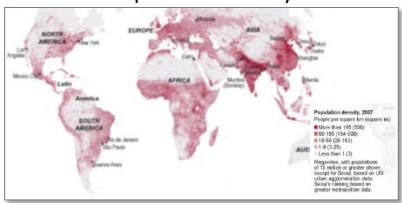


Increasing demand for finite resources

Major Drivers

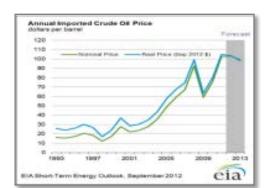
- Population to nearly 9 billion people by 2050
- Economic growth
- Rise of the middle class and dietary changes
- Urbanization

Population Density



Resource Depletion

Demand for Energy



Water Scarcity

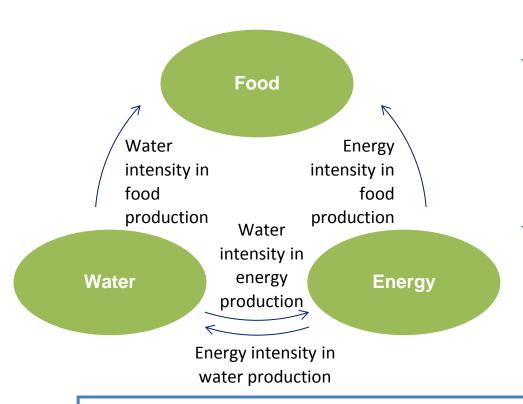


Several forces will continue to increase demand for energy, water and food





Energy – water – food *security*



Food – Water Demand

The agriculture sector will need to increase production by 70% to 100% to meet demand in the next 20 years

— Energy – Water Demand

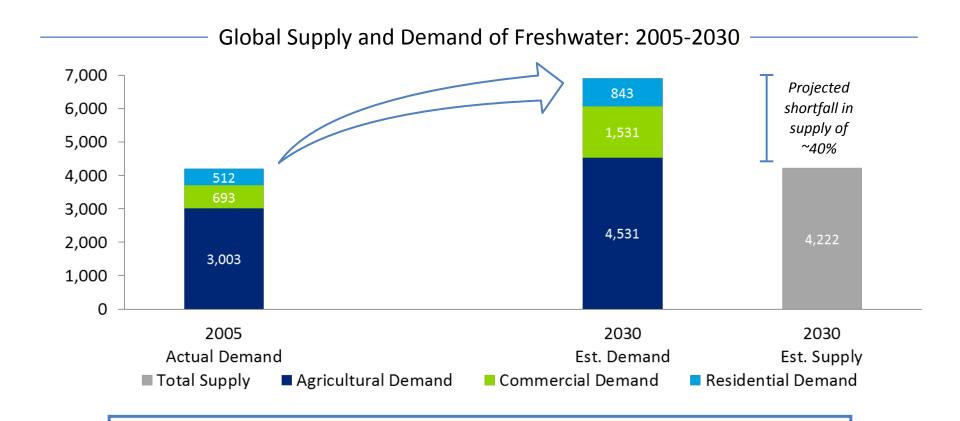
There is a projected 40% increase in energy demand by 2030 in the US energy sector. This increase equals an increase in freshwater needs of 165 %

How to reconcile the ambitious growth strategies of multinationals in consumer products, energy and power with increased water scarcity?

Global Sustainability Summit THE VOICE OF FOOT



Demand is projected to exceed supply by almost 40%¹



47% of the world's population will face water shortages of some

kind by 2030.²

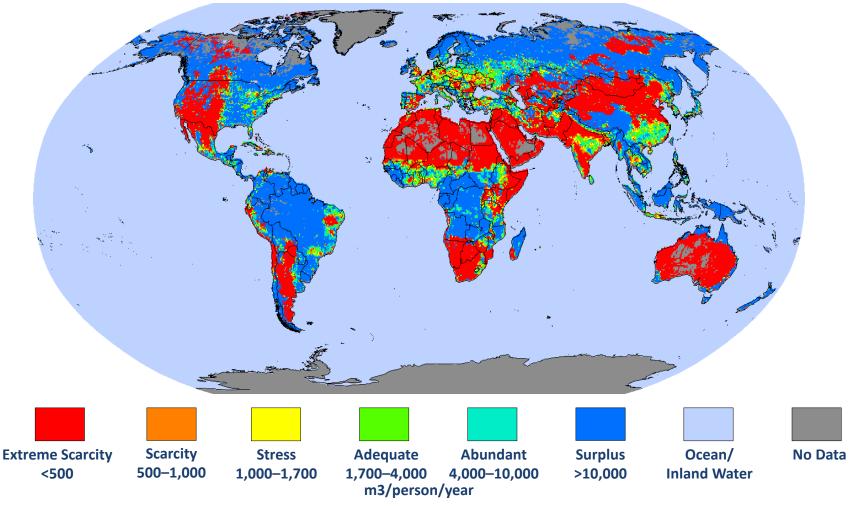
^{1 - &}quot;Charting Our Water Future: Economic Frameworks to Inform Decision-Making", World Economic Forum, 2009.

^{2 - &}quot;Environmental Outlook to 2030", OECD, 2008.





Visualize supply chains and emerging markets: 2000 1975 2025







Water risk to business value at risk

Supply Chain

- Temporary nonavailability of water disrupts supply chain
 - Water scarcity drives up input prices (~2%-20%)

Regulatory

Physical

competition for scarce water constrains growth
Suspension or

Intensifying

 Suspension or withdrawal of supplier's water license or discharge permits disrupts supply chain

Competition with

household water

demand constrains

Operations

- Temporary non-availability of water disrupts operations Increased capital expenditure or water treatment, extraction or alternative technologies raises costs
- Intensifying competition for scarce water constrains growth
 Reallocation to more urgent
- Reallocation to more urgent needs during drought disrupts operations
- Suspension or withdrawal of supplier's water license or discharge permit disrupts operations

Product Use

- Non-availability or scarcity of water required for using product or service limits growth
- Non-issuance of water license or restrictions on use of particular products or services due to water intensity raises costs or checks growth

Reputational •

- suppliers' growth
 Responsibility "by
 association" for
 suppliers' water
 pollution damages
 brand or reputation,
 hinders growth
- Increased capital expenditure on wastewater treatment to meet or exceed standards
- Competition with household demands, or pollution incidents, damages brand or reputation, hinders growth
- Public outcry regarding water intensity of product damages brand, reputation, hinders growth

Financial Impact

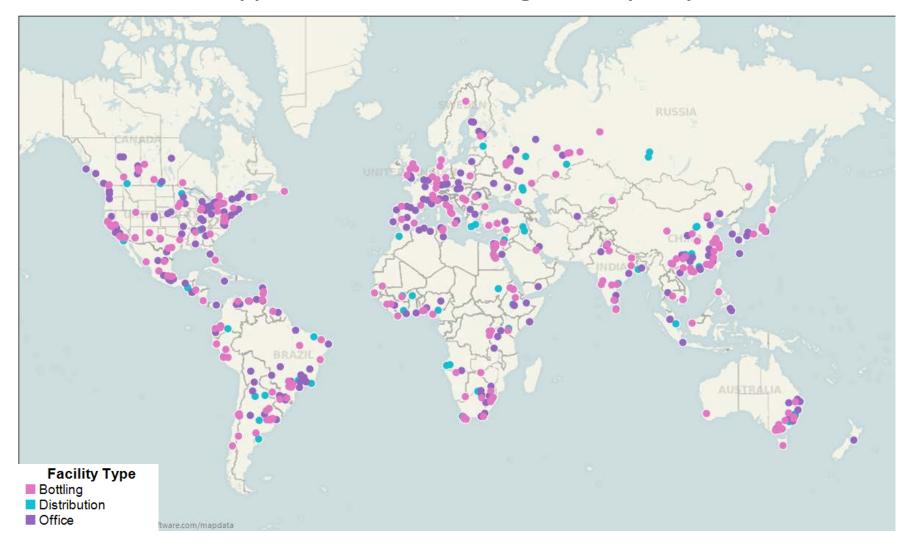
- Lost revenue from disruption of water supply
- Higher costs from:
 - Supply chain disruption
 - Changes in production processes
 - Capital expenditure to secure, save, recycle, or treat water
 - Regulatory compliance
 - Increasing price of consuming or discharging water
- Delayed or suppressed growth, potentially impacting share price
- Potential higher cost of capital for businesses that rely heavily on fresh water resources

BUSINESS VALUE AT RISK

Global Sustainability Summit Trading



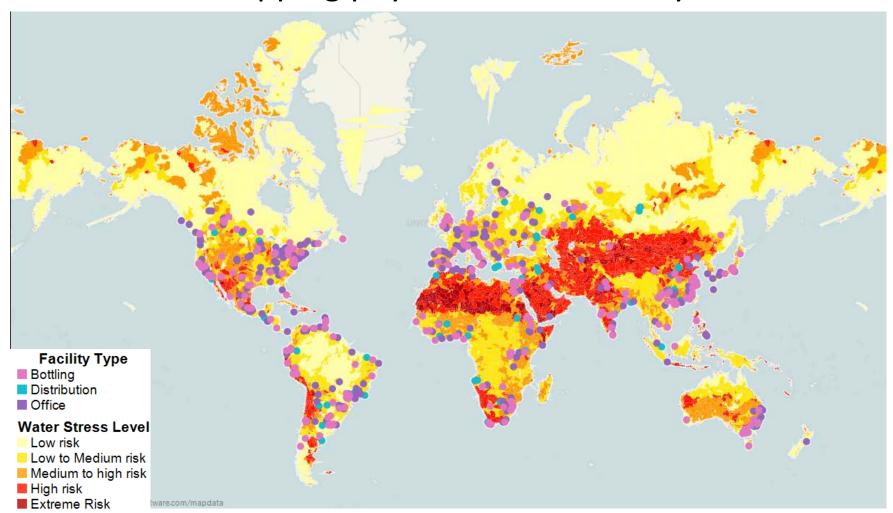
Hypothetical beverage company



Global Sustainability Summit Trading Parties



Mapping physical water scarcity





Mapping water price exposure



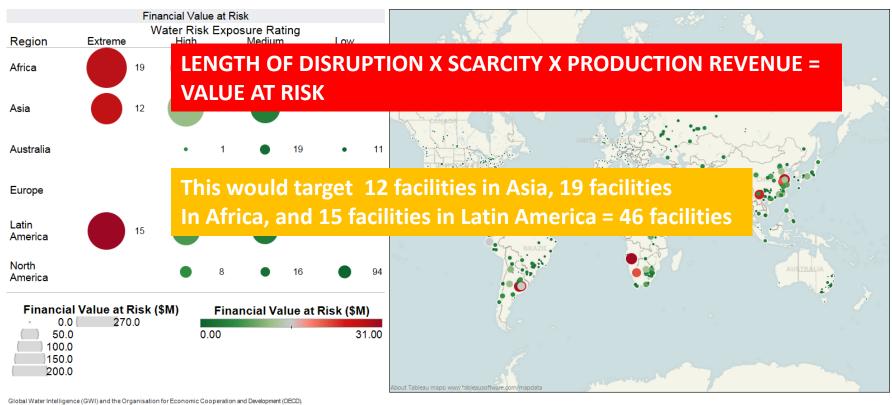


Global Water Intelligence (GWI) and the Organisation for Economic Cooperation and Development (OECD)

About Tableau maps; www.tableausoftware.com/mapdata



Mapping financial value at risk (physical scarcity)



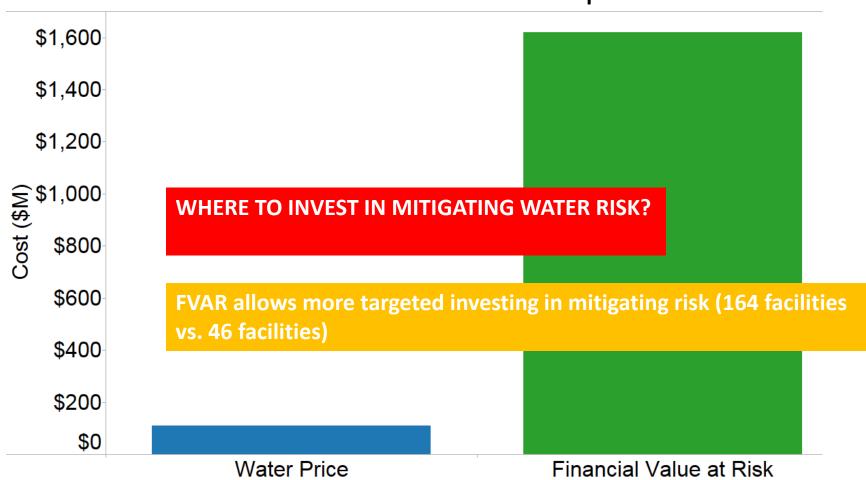
Global Water Intelligence (GWI) and the Organisation for Economic Cooperation and Development (OECD). "The true cost of water", Libby Bernick, http://www.greenbiz.com/blog/2013/04/29/true-cost-water

Source: Financial value at risk calculations are based on assumptions around physical supply disruptions (quantity or quality) and are based on facility specific estimates of the likelihood of an event occurring and the severity if an event were to occur

Gassert, F., M. Luck, M. Landis, P. Reig, and T. Shiao. 2013. "Aqueduct Global Maps 2.0." Working Paper. Washington, DC: World Resources Institute. Available online at http://wri.org/publication/aqueduct-metadata-global.



Value at risk exceeds water price

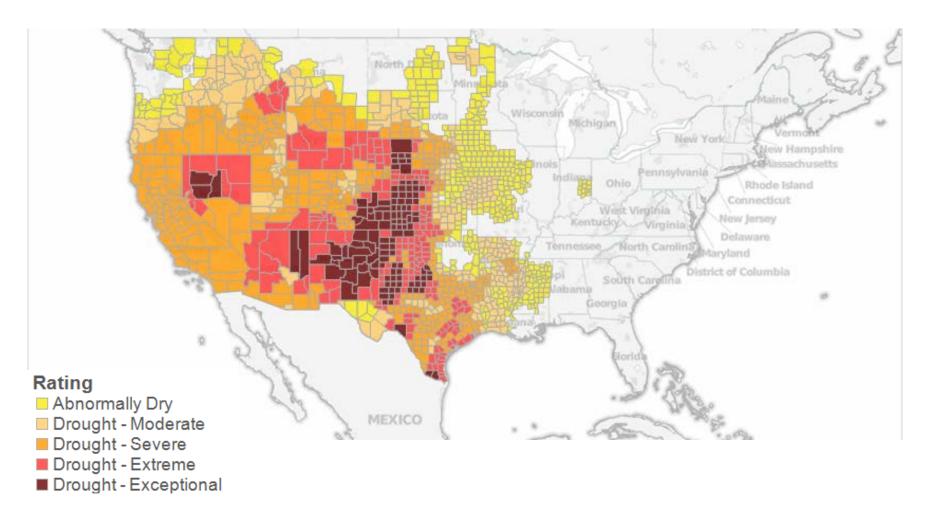


Global Water Intelligence (GWI) and the Organisation for Economic Cooperation and Development (OECD).

WATER AND FOOD RISKS

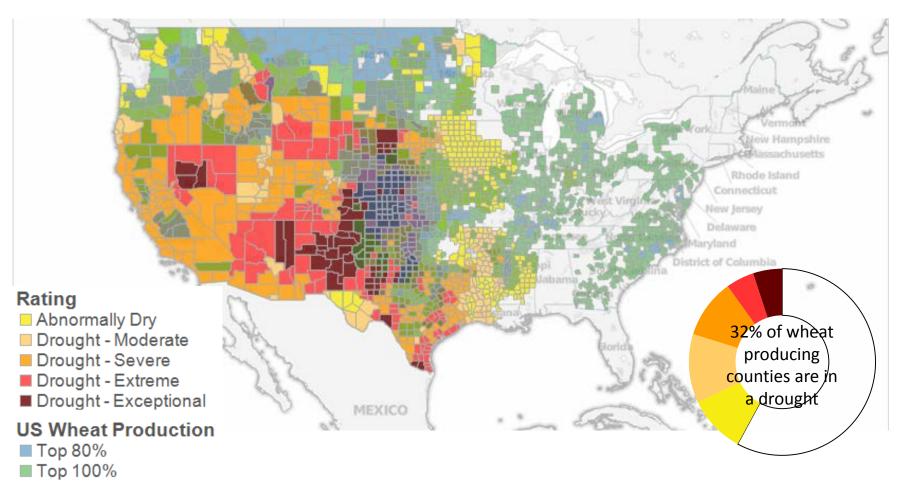


Current US drought conditions





US wheat production and physical scarcity

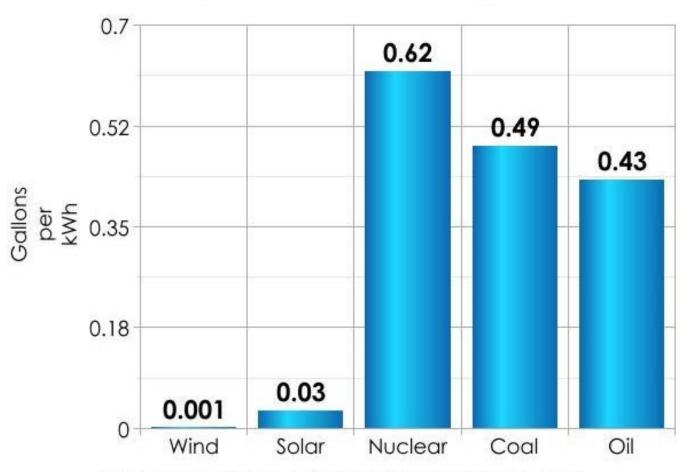


Source: The U.S. Drought Monitor is produced in partnership between the National Drought Mitigation Center at the University of Nebraska-Lincoln, the United States Department of Agriculture, and the National Oceanic and Atmospheric Administration. Map courtesy of NDMC-UNL.

WATER AND ENERGY RISKS



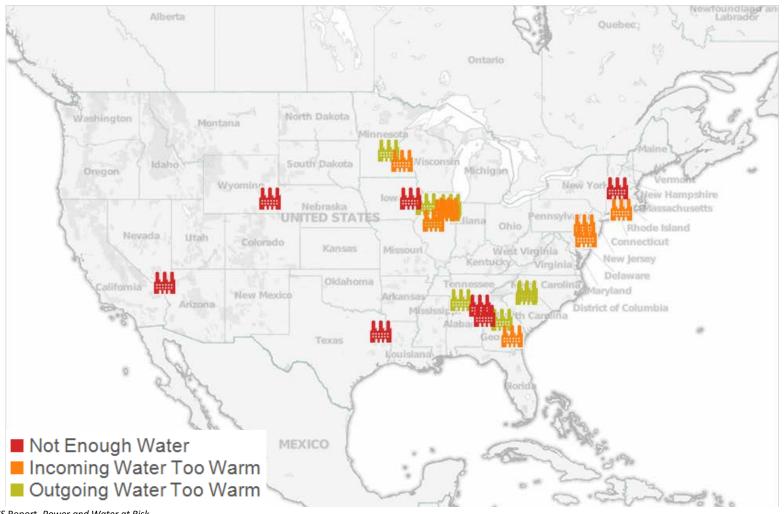
Not all energy production is created equal



Source: Paul Gipe, "Wind Energy Comes of Age"

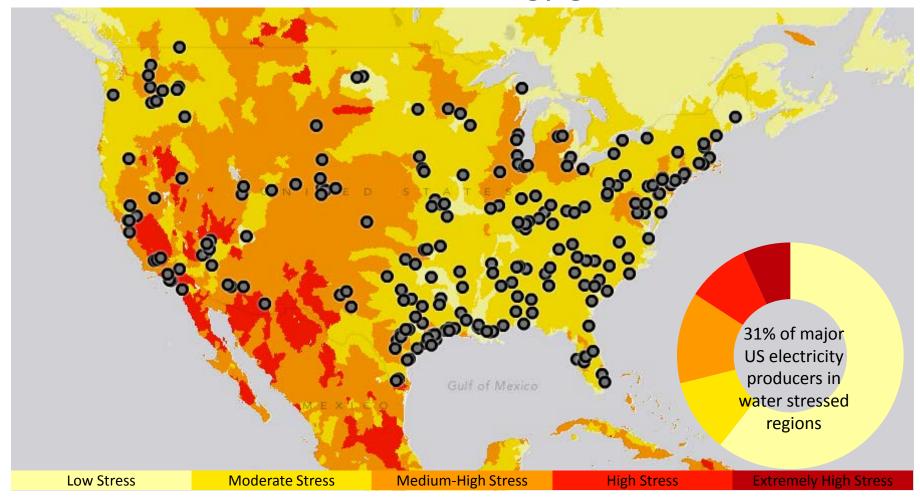


Recent energy generation disruptions – physical risks





Water stress and energy generation



Source: Gassert, F., M. Luck, M. Landis, P. Reig, and T. Shiao. 2013. "Aqueduct Global Maps 2.0." Working Paper. Washington, DC: World Resources Institute. Available online at http://wri.org/publication/aqueduct-metadata-global.

William Sarni, Deloitte Consulting LLP wsarni@deloitte.com

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte's approximately 195,000 professionals are committed to becoming the standard of excellence.

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.



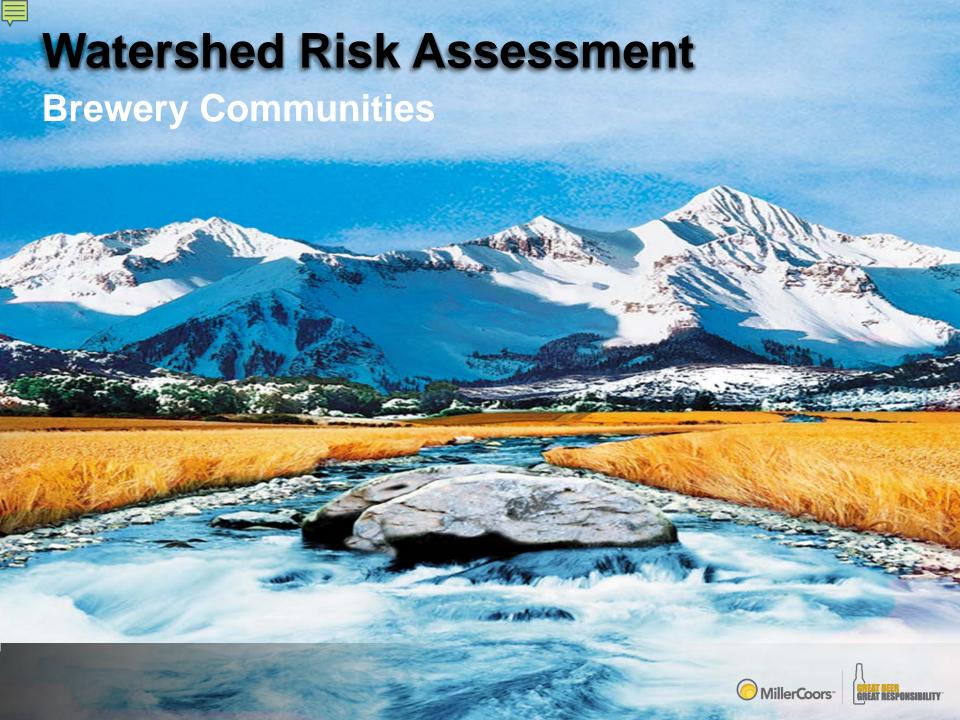
Kim Marotta
Director of Sustainability
MillerCoors





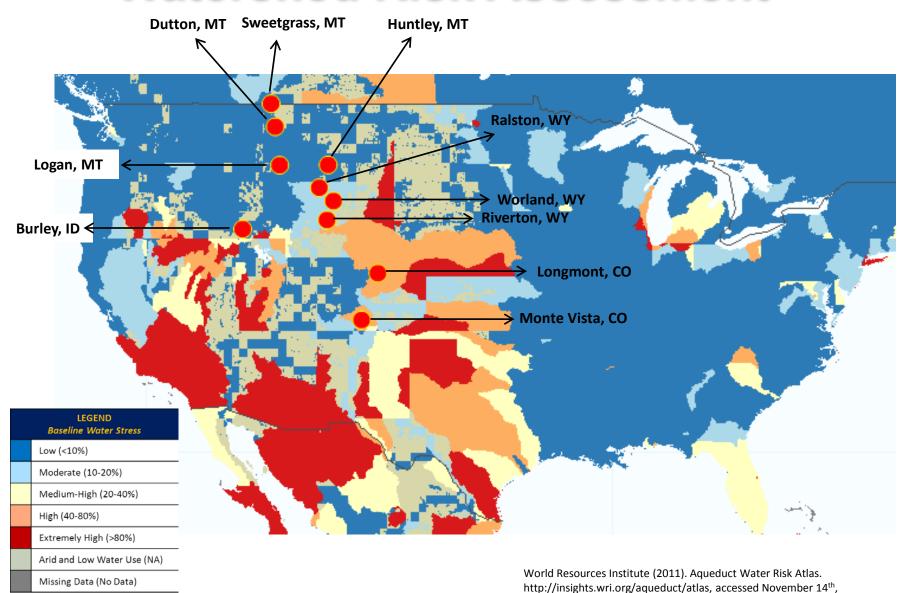








Watershed Risk Assessment



2011. Global water risk maps provided by The Coca-Cola Company.









Partnership with The Nature Conservancy and our Barley Farmers









Global Sustainability Summit THE VOICE OF FOOD RETAIL TO TRAding Partner







