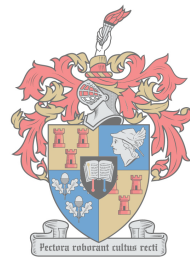


A Cross-Cultural Analysis of Corporate Press Statements:

A Case Study of Monsanto

by
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DECLARATION

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ABSTRACT

Multinational corporations (MNCs) such as Monsanto direct a significant amount of attention to strategic marketing efforts in order to achieve a number of goals. These goals include brand awareness, client-base expansion, client retention, competitive advantage and profit generation. Many MNCs choose to achieve their marketing aims, either solely or in part, through public relations (PR). PR is a practice that involves strategic communication. This form of communication is “purpose-driven” and “forward-looking” by nature (Dulek and Campbell 2015:124).

As part of a larger PR strategy, press statements are used by media representatives to generate news or editorial stories or to gather further information on a particular topic or news event. If the media representative chooses to make use of the information contained in the press statement, the choice to publish the press statement verbatim or to use it only as a source of information upon which an original article is written is up to the media representative. Media representatives therefore control the extent to which the press statement is adapted to fit in with the publication’s template or themes. This is partially due to the fact that publications very often have editorial policies or requirements outlining the style of content, tone of voice and word count which need to be followed when producing editorial pieces.

While the press statement as a genre has been studied from a structural perspective (see Lassen 2006; Maat 2007; Bremner 2014), the linguistic elements of this text type and their variation across cultures have not been explored. For this reason, this research project incorporates Gee’s (2011) method of discourse analysis in order to determine the salient linguistic features of the text and the extent to which these differ – if at all – across

different cultural settings or “discourse systems” (Scollon, Scollon and Jones 2012: 9). Gee’s tools of discourse analysis are relevant to this study because they do not only assist the researcher in identifying the dominant themes and linguistic devices in the text, but the ways in which these devices represent social actors and social reality. Once this has been done, the researcher is able to determine whether Monsanto, as a MNC, adapts their message (and representations) for different audiences or whether the messages and representations remain the same. This then speaks to the notion of cultural awareness and cultural adaptability.

The focus on culture in this thesis is important because of the dominance of MNCs in contemporary society. While it has been argued that there is increasing need for businesses to be culturally aware when delivering their corporate strategies, there are many scholars who have argued that, due to their wealth and power, MNCs act according to a paradigm of cultural imperialism. A discourse analysis of Monsanto’s press release statements enables the researcher to uncover, not only dominant the linguistic features contained in the text, but the dominant ideologies which give rise to the use of particular linguistic features over others.

OPSOMMING

Multinasionale maatskappye soos Monsanto bestee 'n aansienlike hoeveelheid aandag aan strategiese bemarkingsaktiwiteite om 'n aantal doelwitte te bereik. Hierdie doelwitte sluit in onder andere handelsmerk-bewustheid, die uitbreiding en behoud van hul kliëntebasis, medidingendheid en die generering van wins. Openbare Betrekkinge behels die praktyk van strategiese kommunikasie. Hierdie vorm van kommunikasie is uiteraard doelgedrewe en vooruitstrewend (Dulek and Campbell 2015:124).

Persverklarings vorm deel van 'n toereikende openbare betrekking-strategie en word benut deur mediaverteenwoordiges om nuus en redaksionele inhoud te genereer. Dit kan ook benut word om verdere inligting aangaande 'n spesifieke onderwerp of nuusgebeurtenis te bekom. Indien die mediaverteenwoordiger besluit om die inligting te benut, berus die besluit by die mediaverteenwoordiger om die persverklaring verbatim te publiseer óf dit bloot as bron van inligting in 'n oorspronklike artikel te gebruik. Daarom bepaal die mediaverteenwoordiger tot watter mate die persverklaring tot die publikasie se riglyne of temas aangepas word. Dit is gedeeltelik as gevolg van die feit dat publikasies oor die algemeen tydens redaksionele inhoudsvervaardiging 'n redaksionele beleid toepas met betrekking tot die inhoudstyl, stemtoon en woordtelling.

Alhoewel die persverklaring as genre reeds voorheen vanuit 'n strukturele perspektief bestudeer is (verwys na Lassen 2006; Maat 2007; Bremner 2014), is daar nog nie ondersoek ingestel met betrekking tot die linguistiese elemente en kulturele variasies van hierdie soort teks nie. Juis daarom sal hierdie navorsingsprojek Gee (2011) se diskoers-analise metode bewerkstellig om die besondere kenmerke van hierdie linguistiese elemente binne die teks te bepaal. Hierdie navorsingsprojek sal ook bepaal tot watter

mate hierdie linguistiese elemente van mekaar oor kulturele instellings of “diskoers-stelsels” (Scollon, Scollon and Jones 2012: 9) verskil en of daar wel verskille is. Gee se diskoers-analise metodes is relevant tot hierdie studie; nie net help dit die navorser om die hoofemas en linguistiese elemente in die teks te identifiseer nie, maar ook die wyse waarop hierdie elemente sosiale bewerkers en realiteite verteenwoordig. Gevolglik kan die navorser bepaal of Monsanto as multinasionale maatskappy hulle boodskap (en voorstellings) luidens verskillende gehore aanpas en of die boodskap onveranderd bly. Dit het dus implikasies vir die begrip kulturele bewustheid sowel as kulturele aanpasbaarheid.

Die fokus op kultuur in hierdie tesis is belangrik as gevolg van die oorheersing van multinasionale maatskappye in die hedendaagse samelewing. Onderwyl die argument dat besighede ’n toenemende behoefte het om kulturele bewustheid in hul korporatiewe strategieë wil bewerkstellig, is daar baie akademici wat redeneer dat multinasionale maatskappye op ’n kulturele imperialistiese wyse optree as gevolg van hulle rykdom en mag. ’n Diskoers-analise van Monsanto se persverklarings stel die navorser in staat om nie net die oorheersende linguistiese elemente in die teks te ontbloot nie, maar ook die dominante ideologieë wat aanleiding gee tot die gebruik van spesifieke linguistiese kenmerke oor ander.

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Most importantly, to my Heavenly Father, I acknowledge that it is by Your grace and unfailing love that this journey has been possible.

Even youths shall faint and be weary, and young men shall fall exhausted; but they who wait for the Lord shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint.

- *Isaiah 40:30–31*

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CHAPTER ONE

INTRODUCTION

1.1. Background and situational context

Multinational corporations (MNCs), like Monsanto, direct a significant amount of attention to strategic marketing efforts to achieve several goals. These goals include brand awareness, client-base expansion, client retention, competitive advantage and profit generation. Many MNCs choose to achieve their marketing aims, either solely or in part, through public relations (PR). PR is a practice that involves strategic communication. This form of communication is “purpose-driven” and “forward-looking” by nature (Dulek and Campbell 2015: 124). PR aims to reach a particular target audience via a variety of media platforms, such as newspapers, magazines, television, radio, online publications and social media (collectively referred to as ‘media’ in this thesis), thus spanning both traditional and digital media. The tool by which the original strategic message is delivered to media representatives for their use and publication is a press statement. The press statement may be drafted by a company or representative PR agency (on behalf of that company). Media representatives choose whether or not to publish the content of the press statement. This (the end message) may be conveyed in written or spoken form across various media as editorial.

Editorial content is produced by journalists and, in some cases, editors (both referred to as ‘media representatives’ in this thesis). The content may be based on press statement content, media representatives’ own research or a combination thereof. Unlike advertorial content, editorial content is not paid for by an external party, such as the client. In the

case of advertorial content, the client pays to explicitly promote its brand in media. This distinction separates these two text types as two different genres. It must be stated, however, that the relationship between a publication's editor and advertiser is an interdependent one (Wilding 2006: 78). In some cases, advertisers are offered an 'incentive' to commit to the purchase of advertising space in a magazine by being offered the add-on of editorial space (Wilding 2006: 78). The media thus often favours publishing editorial content that represents its advertisers.

Press statements are used by media representatives to generate news or editorial stories or to gather further information on a topic or news event. If the media representative chooses to make use of the information contained in the press statement, the choice to publish the press statement verbatim or to use it only as a source of information upon which an original article is written is up to the media representative. Media representatives therefore control the extent to which the press statement is adapted to fit in with the publication's template or themes. This is partially due to the fact that publications very often have editorial policies or requirements outlining the style of content, tone of voice and word count which need to be followed when producing editorial pieces. As stated earlier, the press statement is thus considered the original message produced by companies.

Monsanto, together with its subsidiaries, is "a leading global provider of agricultural products for farmers" as described in Monsanto's *2016 Annual Report: A Limitless Approach* (2016). The Company was founded in 2002 and is headquartered in St. Louis, Missouri, United States of America. It operates in 69 countries across the globe. Monsanto is frequently in the news for unethical and environmentally damaging activities.

However, as with all other MNCs, Monsanto devotes much attention and budget towards corporate communication strategies and public relations. This includes the publication of press statements, which would be produced by the company for consumption by the media representatives as well as the media's target audiences. An analysis of Monsanto's press statements would allow the researcher to determine the linguistic features that are used to represent Monsanto in particular ways. Selecting press statements aimed at different audiences would also allow for a greater understanding of how Monsanto understands the cultures in which they operate, and whether they position themselves towards a multifarious or singular understanding of 'culture'.

1.2. Problem statement and focus

Press statements are generally written in a structure which is accepted as an industry norm; namely, in a sequence that provides answers to the interrogatives, *who*, *what*, *where*, *when*, *why* and *how*. This structure, in most cases, ensures that the press statement provides media representatives with sufficient information with which to construct a story – be it 'hard news' or simply an article that would appeal to the respective publication's readership. Linguistic features that are typically seen in press statements include quoted speech, the company's contact details and phrases (for example, 'press statement for immediate release' and '-ENDS-') that mark the start and end, respectively, of the text which is intended for publishing. Some theorists thus argue that the press statement may be classified as a genre based on its structural features.

While the press statement as a genre has been studied from a structural perspective (see Lassen 2006; Maat 2007; Bremner 2014), the linguistic elements of this text type and their variation across cultures have not been explored. For this reason, this research

project incorporates Gee's (2011) method of discourse analysis to determine the salient linguistic features of the text and the extent to which these differ – if at all – across different cultural settings or “discourse systems” (Scollon, Scollon and Jones 2012: 9). Gee's tools of discourse analysis are relevant to this study because they do not only assist the researcher in identifying the dominant themes and linguistic devices in the text, but the ways in which these devices represent social actors and social reality. Once this has been done, the researcher is able to determine whether Monsanto, as a MNC, adapts their message (and representations) for different audiences or whether the messages and representations remain the same. This then speaks to the notion of cultural awareness and cultural adaptability.

The focus on culture in this thesis is important because of the dominance of MNCs in contemporary society. While it has been argued that there is increasing need for businesses to be culturally aware when delivering their corporate strategies, there are many scholars who have argued that, due to their wealth and power, MNCs act according to a paradigm of cultural imperialism. A discourse analysis of Monsanto's press release statements will enable the researcher to uncover, not only dominant the linguistic features contained in the text, but the dominant ideologies which give rise to the use of particular linguistic features over others.

1.3. Research questions

Considering the above, the research aims to answer the following research questions:

- i. What are the dominant themes or “subject matters” (Gee 2011) in nineteen of Monsanto's press statements across four countries?

- ii. What are the dominant linguistic features contained in these press statements?
- iii. How do these themes and linguistic features work to represent social actors and social practices?
- iv. Do themes, linguistic features and representational devices remain constant in different geographical contexts or is their variation across these contexts?
- v. What do the findings in (i) to (iv) reveal about the construction of culture and cultural politics?

1.4. Methodology

This study takes the form of a *case study* of Monsanto's 2016 press release statements aimed at four different countries: Australia and Canada (situated in the Global North), as well as India and the Philippines (situated in the Global South). The methodological process of a case study is adopted to provide an in-depth analysis that results in a holistic view of the situation, one that may offer the "opportunity to explain *why* certain outcomes might happen – more than just find out what those outcomes are" (Denscombe 2010: 53).

The decision to analyse press statements from a *multinational* corporation was based on the fact that these companies operate in various countries across the globe and for this reason they face a multitude of political, economic, legal, social, and – most important for this research – cultural circumstances (Roth and Kostova 2003:889).

All the press statements were publicly available on companies' websites. While Monsanto operates in various English- and non-English-speaking countries, only English press statements selected from various countries will be analysed for the purpose of this study.

This was largely because the researcher is only fluent in English and it was much easier to conduct an in-depth analysis of the linguistic features of the texts (including connotations), in English. Gee's (2011) tools for discourse analysis were used to identify how sentences in the text relate to one another, how language is used in this context, and how Monsanto draws on particular linguistic features to construct a version of social reality and the social context (Gee 2011).

1.5. Key terms

1.5.1. Global North

A number of studies recognise that, like the essentialist view of culture, the concept of 'borders' is fluid and remains in motion (Konrad 2016: 18; Tomaney 2014: 22). Shifts in the definition of continental-related borders have resulted in the evolution of the "east-west divisions" to the "global north-south alignments" (Konrad 2016: 17). In simple terms, the Global North is understood to include urbanised countries (Tomaney 2014: 21). Common terms used to describe the Global North have included, over time, "First World" or "Developed Countries" or "High Income Countries" (Hettne, Scott and Garofoli in Tomaney 2014: 22).

1.5.2. Global South

Elaborating on section 1.6.1 where the definition of the Global North is outlined, the Global South is – on the other hand – understood to include "industrializing and urbanizing nations" (Tomaney 2014: 21). In contrast, these countries have been referred to as "Third World", "Less Developed Countries" or "Low Income Countries" (Hettne, Scott and

Garofoli in Tomaney 2014: 22). The terms “Global South” and “Global North” are adopted in this research as the more neutral of the terms outlined above.

1.5.3. Multinational Corporation (MNC)

Although various definitions for MNCs exist, an MNC – for the purpose of this study – is understood to be a company with operations in various countries (Roth and Kostova 2003: 889).

1.5.4. Culture

In this study, ‘culture’ is understood from a constructivist point of view, is learnt and may change over time. It is a means of identifying individuals as part of a larger group in which certain commonalities are shared, and thus it allows us to recognise aspects that make these individuals similar or different to others (Scollon et al. 2012: 3).

1.5.5. Discourse

Discourse involves the acquisition and transfer of knowledge via language (Hall, 1997:44). According to Gee (2011), discourse refers to “language-in-use” and is intrinsically linked to social practices. This notion is referred to as “Discourse with a capital D” (Gee 2011:177). This study adopts the understanding of ‘discourse’ outlined above, as well as the perspective that discourses are representational as they represent the knowledge and ideologies of speakers.

1.6. Thesis outline

While chapter provided insight into the situational context and the purpose of this research, chapter two offers an overview of the literature that is related to this study. It

draws attention to the idea of strategic communication, the press statement as a genre, discourse analysis and intercultural communication. Chapter three provides a detailed overview of the methodological approach adopted in this research. Chapter four presents the findings of the initial steps of the data analysis, including a thematic analysis and a discussion of linguistic elements such as deixis and modality. Lastly, chapter five situates the analysis in the social and political *context* of the text and offers some concluding remarks.

1.7. Conclusion

This chapter provided insight into the basis of this study, analysing whether Monsanto adapts its press statements for publishing in various cultural contexts. The chapter includes an overview of the background of this study, the problem statement, research questions and methodology.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter provides an overview of literature that is related to this study. It does so by first providing a brief introduction to ‘discourse’ and ‘discourse analysis’. Subsequent to this, this chapter positions press statements as one genre within the larger subset of corporate *strategic communication* genres in section 2.3. The chapter then goes on to cover the structural and functional aspects of this genre before outlining the complex consumption and production processes of this genre in sections 2.4. While the strategic nature of press statements has an impact on how the text functions in society (as part of an overarching profit-maximising corporate strategy), it also has an impact on the type of linguistic devices that are used within these texts – most of which are persuasive in nature and work to represent the company in positive ways. Since this is an important feature of press statements, this chapter also refers to literature that identifies and isolates the persuasive nature of press statements in section 2.5. Finally, it is important to keep in mind that this research is also rooted in the field of intercultural communication and aims to uncover how cultures and cultural practice are represented in the texts. For this reason, the final section of this chapter (section 2.5) presents an overview of literature within intercultural communication that is relevant to this study.

2.2 ‘Discourse’ and ‘discourse analysis’

Discourse generally refers to a stretch of language that is longer than a sentence. However, it takes on a different definition in linguistics, specifically critical linguistics, of which discourse analysis forms part. From a Foucauldian perspective, discourses entail

the “production of knowledge through language” (Hall 1997:44). Here ‘knowledge’ refers to ways of thinking, social customs, personal identities and perspectives that produce and regulate a particular reality for individuals and groups (Gee 2011:34). In this study, ‘discourses’ are also taken to be representational as a linguistic analysis of discourses can reveal the underlying ‘knowledges’ or ideologies¹ which produced a particular text and discourse.

There are many methods of discourse analysis, many of which are rooted in linguistic theory. Some, just as critical discourse analysis (CDA), are rooted in critical theory and systemic functional linguistics, while others are more in line with pragmatics and other approaches to applied linguistics. This study adopts Gee’s (2011) method of discourse analysis. Although not a systemic functional linguist, Gee acknowledges the role that context plays in the production of (linguistic) meaning, and he pays attention to the functions that language performs. A defining characteristic of Gee’s approach is his distinction between discourse with a “small d” from discourse with a “big D”. “Small d” discourse refers to language-in-use, while “big D” discourse refers to social-situatedness of language, the combination of language and social practices. Gee (2009:24) describes social practices as “(partially) routine activities through which people carry out (partially) shared goals based on (partially) shared (conscious or unconscious) knowledge of the various roles or positions people can fill within these activities”. Practices contain five elements, namely participants (and social roles), activities, times and places, dress and grooming and required tools and materials (Machin & Van Leeuwen 2007:61).

¹ In this study, ‘ideologies’ are defined as a system of beliefs.

Participants engaged in social practice may be speakers, listeners, readers or writers. Each participant enacts a role and the role changes according to context, the different social practices with which they are engaged, and the language used (Bloor & Bloor 2007:10). Discourses therefore not only represent social practices, but also transform, legitimise and even delegitimise (or critique) them, (Machin & Leeuwen 2007:61). The purpose of this study is to understand how Monsanto represents social practices, transforms them, legitimises them or even critiques them. This idea will be referred to again in Chapters Four and Five.

2.3. Strategic communication

As stated in the previous chapter, strategic communication press statements are one aspect of corporate strategic communication. Strategic communication can be defined as the intentional use of communication by a company, organisation or individual to achieve a particular aim (Hallahan, Holtzhausen, van Ruler, Verčič and Sriramesh in Stephens and Thomas 2015). The reasons for having a strategy when communicating are varied, but ultimately, they all serve to generate profit. These reasons include brand awareness, the expansion of the company's client-base, the retention of existing clients, and to offer the company a competitive advantage. From the corporation's point of view, a successful approach to strategic communication would allow the company to communicate with the public, its customers, its target audience, competitors and investors in such a way that it could reach these aims. For example, the company would communicate information that enhances its image, stimulates interest in the brand amongst its existing and prospective customers and enhance its perceived power among its competitors and investors. This, ultimately, supports Gee's (2011) idea that language is multifunctional. It is not only used

to convey messages but also to *do* certain things. In other words, a speaker may be attempting to do something and not just say something (Gee 2011:42). This is true of the written language too.

Strategic communication is “forward-looking” and has “strategic intent” (Dulek and Campbell 2015: 124). In other words, the sender of the communication has preconceived intention or multiple intentions in conveying a piece of information to the receiver or audience. This type of communication may also involve choosing “optimal elements” to include or omit from the message (Gee 2011: 50). What is *not said* also influences the end message and its ability to persuade audiences. While this is important to note, the omission of information is not dealt with in great depth in this study.

Strategic communication shifts the focus from “context” and “the recipient” to “purpose” and “the sender” (Dulek and Campbell 2015: 123). It is, however, also argued that language may be used to *create* context (Gee 2011: 84). In the case of strategic communication, this would involve conveying a certain message with the intention of constructing a particular context or idea in the recipient’s mind. The sender assumes a position of authority to influence others’ opinions, or to achieve another purpose, via communication. A company’s communication strategy, which may include the issuing of press statements, therefore focuses on the company’s *intended purpose*. One of PR’s intended aims is to promote a company (the sender) in a positive light through media. Press statements are used as an integral part of companies’ communication strategies (Hansen in Lischinsky & Sjölander 2014:137).

2.4. Press statements as a genre

As is clear from the above discussion, press statements are only one genre within a larger subset of genres that form part of the company's communication strategy. Others include printed and digital advertising; corporate social responsibility reports; as well as other subgenres within the genre of social media. The press statement is unique in that it has a unique structure, unique functions as a unique production and consumption process, which is quite complex. These generic features will be discussed individually below, after a working definition of 'genre' has been established.

2.4.1. The concept of 'genre'

Genre studies have formed the basis of much research (Bhatia 2004; Fairclough 1992; Lassen 2006; Halliday 1978; Miller 1984; Swales 2004). Various concepts of 'genre' have emerged and evolved over the years, and thus no single definition exists. In this section, two dominant views are discussed before the hybrid genre is discussed. The first idea is that language structure is fundamental to a text type's social context and function (Halliday 1978). This idea stems from the Systemic Functional approach to genre, also known as the Sydney School of genre analysis, developed largely by Michael Halliday (1978). Language structure – or the way in which it is organised, in other words – is closely linked to culture or social context. It is through what Halliday refers to as “the social semiotic” (Halliday in Collin 2012:79) that meaning is made. Language used in a particular, generic way therefore builds a ‘network of meanings’ within a given context.

The second notion is derived from the Rhetorical Genre Studies school of thought and suggests that genre is linked to “social action” (Miller 1984). The premise of this viewpoint is that a text's rhetorical objective is paramount to the formation of a genre. Sharing similar

viewpoints to those of rhetorical genre theorists, scholars who have contributed to English for Specific Purposes studies (Bhatia 1993; Bloor 1998; Swales 1990) have also paid particular attention to “communicative purpose” (Lassen 2006: 504). While this case study on Monsanto’s press statements focuses dominantly on the texts’ function and communicative purpose, the generic structure of press statements is discussed in section 1.3.2 below. I argue that it is a combination of these two ideas that classify the press statement as a genre. In fact, the press statement is a rather complex genre that has a hybrid-type purpose. Press statements generally contain both informative and promotional material (Catenaccio 2008: 11). Further to this, this study reveals that both the rhetorical purpose and structural aspects of press statements frame this text type as a genre. As a generic feature, press statements also serve to provide journalists with content that may be reproduced, and is often published verbatim. This further contributes to the press statement being considered a hybrid-genre.

2.4.2 The structure of press statements

Press statements have attracted not only the interest of communication scholars but also of linguists due to the text type’s “preformulated” nature (Jacobs in Catenaccio 2008: 159; Maat 2008: 87). This means that many of the features of press statements are highly conventionalised. Press statements are typically written in a particular structure which contributes to it being recognised as a generic text type. Press statements often include the company logo or the logo of the company that has written the press statement on behalf of the company (such as a representative PR agency). Other features which are typically included in press statements are the date on which the press statement was written or finalised and an indication of when the information contained in the press

statement may be released or published by media representatives. This is conveyed via an opening phrase such as “press statement for immediate release” (as in figure 1, below) or “press statement under embargo until [date]”. The first example indicates that media representatives are at liberty to publish the press statement immediately after they have received the information, whereas the latter stipulates that the information may not be released by media representatives until a given date. The content which appears below this ‘marker phrase’ and up to the point where the end of the press statement is indicated with ‘-ENDS-’ or in some cases ‘###’ is intended for publishing. In other words, these ‘markers’ separate the information that is aimed at media representatives for their background knowledge and the information which forms the body of the press statement. The contact details of the person responsible for writing the press statement or the person who has been appointed to handle queries (i.e. the press representative) are generally included after the ‘ends marker’ in the press statement. This person could be a representative from the company spoken of in the press statement or from that company’s representative PR agency. Often, the company’s general contact details and website address will also be included, usually as part of the press statement body. This increases the odds that this information will be published, offering the company an additional element of promotion via media. Another characteristic feature of the press statement is known as the “boiler plate” (Catenaccio 2010: 159). This section, which appears after the end of the press statement body, often includes notes to media representatives, such as a profile on the company or companies referred to in the press statement, references from which the writer obtained information or simply comments that expand on a particular point in the press statement. The purpose of the boiler plate is to provide media

representatives with additional information, beyond what is included in the press statement, but which is not necessarily of relevance to the public.

Figure 1: Press statement example

<p>[Company's logo/representative company's logo]</p>	<p>[Date]</p>
<p>PRESS STATEMENT FOR IMMEDIATE RELEASE</p>	
<p>[Title] The Big Oxmox and the small line of blind text</p>	
<p>Far far away, behind the word mountains, far from the countries Vokalia and Consonantia, there live the blindtexts. Separated they live in Bookmarksgrove right at the coast of the Semantics, a large language ocean.</p>	
<p>A small river named Duden flows by their place and supplies it with the necessary regelialia. It is a paradisematic country, in which roasted parts of sentences fly into your mouth. Even the all-powerful Pointing has no control about the blind texts it is an almost unorthographic life.</p>	
<p>[Quote by senior company representative]: "One day however a small line of blind text by the name of Lorem Ipsum decided to leave for the far World of Grammar. The Big Oxmox advised her not to do so, because there were thousands of bad Commas."</p>	
<p>She packed her seven versalia, put her initial into the belt and made herself on the way. When she reached the first hills of the Italic Mountains, she had a last view back on the skyline of her hometown Bookmarksgrove.</p>	
<p>[Company's contact details]</p>	
<p>www.blindtextgenerator.com</p>	
<p>-ENDS-</p>	
<p>[Press representative's contact details]</p>	
<p>[Boiler plate]</p>	
<p>Bookmarksgrove, the headline of Alphabet Village and the subline of her own road, the Line Lane. Pityful a rethoric question ran over her cheek, then she continued her way.</p>	

The aforementioned “peripheral features” (Catenaccio 2008: 155) set press statements apart as a text type to some extent, but additional structural characteristics within the body of press statements are also frequently seen. Press statements are characteristically written in an “inverted pyramid” style (Catenaccio 2008: 155; Freedman and Medway

1994: 2). This means that the most important or newsworthy information is mentioned first, followed by supporting information or non-essential information. The purpose of this structure is to present media representatives with the information that would most likely pique their interest without having to read lengthy pieces of writing. Media representatives generally receive dozens of press releases on a daily basis and are therefore not able to spend much time reading each press release from start to finish, if at all. The writer, when aware of the limited amount of attention that media representatives are able to dedicate to press statements, would likely strategically aim to place the most pertinent information first. In addition to this being a means of gaining media representatives' interest, it includes the crux of the story immediately. This style of writing, in many cases, mirrors that of editorial articles, particularly hard news articles. This also increases the odds that media representatives will publish the press statement because it would require less editing time on the part of the media representative. Further, the company that is responsible for the production of the press statement is generally referred to in third person, rather than in first person.

In the field of PR, it is considered acceptable for press statements to be published verbatim by media representatives. (Catenaccio 2010: 159) The widely recognised method for writing an 'appropriately' laid out press statement is to structure it in such a way that the opening paragraph answers most to all of the interrogatives, *who*, *what*, *when*, *where*, *why* and *how*. The answers to these questions, largely, provide media representatives with sufficient information upon which to base a news or editorial story. An additional structural characteristic which is often seen in press statements is the use of quotes by a senior company representative from the relevant institution or company.

In many cases, these are in fact fictional or “pseudo quotes” (Catenaccio 2010: 159) which are pre-written by the writer of the press statement and approved by the ‘speaker’ of the quote. Pseudo quotes can work as a persuasive device as they allow the company to explicitly vocalise its opinion. Media representatives are not likely to amend direct quotes. If these quotes are published, they also serve to create more of a personal connection between the company and the reader. This ‘human element’ makes it easier for readers to relate to or place their trust in a company or brand. Therefore, this is also a persuasive device.

2.4.3 The function of press statements

As discussed in section 1.3.1, theorists have, over the years, developed different arguments around the concept of ‘genre’. Some theorists have suggested that press statements are generic by definition of their structural likeness or characteristic traits (Barton in Lassen 2006: 512). Others have placed emphasis on press statements’ classification as a genre based on their rhetorical purpose or function (Swales, Bhatia, Halliday & Martin in Lassen 2006). Lassen (2006: 527) challenged this approach, stating that press releases may only be classified as a genre at a “very broad level” due to the scope for each press statement to have a different rhetorical purpose. The following discussion, however, highlights the generic functions of press statements. Beyond the typical structure of the press statement, there are a number of strategic functions that are characteristic of this text type. While not all of these functions are necessarily true to every press statement, at least one of these characteristics normally forms the core function of any given press statement. These are:

2.4.3.1. The communication of newsworthy information

The press statement is the primary method by which companies communicate what they deem *newsworthy information* to media representatives, with the ultimate aim of communicating this information with the public via media (Maat 2007: 60). Often media representatives will not publish information that is overly brand focussed (unless the company spoken about in the press statement is a listed company or one with major public influence). In many cases, media representatives favour information that is unique or that has not yet been published by other publications. Further, if a press statement expands on current news topics it is more likely to be considered newsworthy by media representatives. In this regard, companies might aim to write press statements strategically to mirror the style of news reporting (Jacobs in Maat 2007: 61) or to present them at a strategic point in time. It is important to note that what a company considers newsworthy information may not be newsworthy to media or may not be impactful enough to warrant the publishing of that information. As such, companies that have insight into the workings of the publishing process tend to write press statements in such a way that the information appears to be newsworthy and that is not overtly promotional (Maat 2007: 61). In this regard, these companies attempt to gain an understanding of what media representatives would consider newsworthy. This discussion serves to highlight that what is considered newsworthy can be subjective: what the company responsible for the production of a press statement considers newsworthy might not be considered newsworthy to media representatives. The purpose of the press statement, however, remains to communicate this information in the hope that it will be considered newsworthy or to persuade media that a particular piece of information should be considered

newsworthy. A number of companies that undertake the process of producing and disseminating press statements publish these press statements on their own websites. On the one hand, this act fulfils the purpose of the press statement's function to communicate newsworthy information. On the other hand, however, if the press statement is not published elsewhere, this limits the reach of this information – in other words, a potentially smaller audience will read the press statement. Further, in the case that information about a company is published only on that company's website, the information becomes completely subjective and it would therefore lose its persuasive power to some extent.

2.4.3.2. To act as a crisis management tool

In certain cases, an occurrence or series of events² may have a detrimental effect on a company, including financially (Camillo 2015: 37), and the public's perception of the company. In these circumstances, the company might opt to engage with the public or its investors, or both, by issuing a press statement or series of press statements. Crisis communication is normally issued as a *response* to an unfavourable incident or episode. It is therefore not a means of initiating a news story but rather an attempt to rectify a crisis via media. The aim of such a press statement is to counteract any negative press that the company has received, to remedy the situation, to challenge false claims or to sway the public's opinion towards a positive view of the company. The function of such a press

² Camillo defines a crisis as a “precipitating disaster initiated either by acts of God, people, organizational structures within and between the organization, internal or external, economics, and/ or technology that causes extensive damage to human life and natural and social environments. (2015 :40)

statement is therefore essentially to persuade the public or a particular audience to view the company in a positive light despite a negative happening.

2.4.3.3. To promote a company or brand

Language is used to create a certain identity (Gee 2011: 106) and to “build and sustain” relationships of various kinds (Gee 2011: 114). Whether a press statement is issued with the purpose of communicating what is hoped to be newsworthy information or to manage a crisis, it could be argued that most, if not all, press statements inherently serve to promote a company and its identity. This is also closely linked to its ability to build relationships between itself and its existing customers or target audiences. Press statements are generally issued from a company’s perspective; in such a way that it brings to light the need for its products or services; or that directly, or indirectly, places the company in a positive light. Often press statements are issued to communicate company developments, such as the appointment of new senior, or influential, staff members; to reveal the expansion of the company, acquisitions and mergers, or the sale of shares in other companies; to communicate its financial standing; or to announce the launch of a new product, to name a few examples. Because press statements are often not published if they are too promotional, the writer needs to obtain a balance between offering sufficient information that would make for a newsworthy or impactful article and subtly including information on the company or brand that is being promoted.

2.4.4 The production and consumption process of press statements

The press statement is essentially the *original* message which is delivered by a company or its representative PR agency to media for publishing as editorial. In other words, the press statement is formulated strategically by the PR representative to communicate a

particular message to the public. Press statements are issued by companies, PR firms or individuals to media representatives (including newspapers and magazine journalists or editors, television and radio producers and online writers such as bloggers or prominent social media personalities). Press statements are used by media representatives to generate news or editorial stories or to gather further information on a particular topic or news event.

While journalists are the primary recipients of press statements, the intended purpose of the press statement is to have that particular information – either portions of the press statement, such as direct quotes, or the entire press statement – published by journalists in specific publications as editorial content – this is then read by a wider audience. The press statement is considered a form of “mediated discourse” (Jacobs in Catenaccio 2008: 155) as they form a ‘bridge’ between the company and the public via media.

Press statements are normally written by a dedicated company employee or by a PR agency that represents that company. In either situation, the writer acts on behalf of the company issuing the press statement and therefore, for the purpose of this study, it is irrelevant whether the writer is employed directly by the company or contracted as a third party. Often, the first draft of the press statement, including pseudo quotes, is written by one employee and edited by a senior employee within the PR or marketing department. This edited draft is then presented to a senior company representative for further editing or approval. Once the press statement has been signed off, it is ‘pitched’³ to media

³ ‘Pitching’ is the term used to describe the process of liaising with media representatives to stimulate their interest in publishing a press statement. This is done by sharing highlights of the press statement via telephone or email.

representatives at strategically selected publications. In other words, the press statement is presented to media representatives for their consideration to publish or broadcast the contents of the press statement in media via platforms such as newspapers, magazines, online publications, television or radio. For a company to reach a target audience via such media platforms, it is *dependent* on media representatives' decision to make use of the information contained in the press statement. Because a company is not able to directly control whether media representatives will in fact decide to publish a given press statement, it is common practice to write press statements strategically to improve the chances that the press statement will be published. A news 'hook' or story 'angle' needs to be strong enough to encourage the decision by the journalist to publish the content or to incorporate information from the press statement within the editorial content. It is normally necessary that press statements do not include overt promotional content for it to be published as editorial. The news 'hook' or story 'angle' therefore needs to be more dominant than the incorporation of the company's brand messaging. Note, however, that if the company is an advertiser with a given publication, this usually enhances the odds that the company's press statements will be published as editorial. Editorial content is generally produced by journalists and is not paid for or sponsored by a company that is mentioned in the content, as the case would be with advertorial content. Editorial content is therefore mostly regarded as newsworthy or unbiased information. Advertorial content, on the other hand, is overtly biased in that a particular company conveys an explicit message about its brand or services in its own 'voice'. In other words, the content does not necessarily align with the publication's own 'voice'. Advertorial content is therefore

normally labelled as such in the publication. This is paid-for space which therefore allows the company who has bought the space to convey its brand message overtly.

Press statements additionally need to fit in with publications' 'template'. In other words, the topic of the press statement would need to fit in with those typically featured by a given publication. Further, because an element of competition exists between certain publications – as in any business context – media representatives may favour unique content or being offered the opportunity to publish a press statement before any other publication, known as receiving 'the scoop'. Catenaccio et al. (2010: 3) explain that the notion of the 'scoop' is integral press statements as journalists avoid covering a story that has already been published by other publications so as to keep their information unique. In this way, the media often attempt to publish a story first – get a 'scoop' – in order to gain a competitive advantage over other publications. The end result of having a press statement published therefore stems from a complex and strategic process. As such, it is clear that not only does the press statement's function involve persuading the public or the company's target readership, but also media representatives. The reasons for the production and hopeful consumption of press statements include gaining third party endorsement (Catenaccio 2010: 159), enhancing the company's image, piquing the interest of consumers and, thus, improving profitability.

2.4.5. The persuasive linguistic features of press statements

In section 2.3, the press statement as a means of conveying strategic communication was discussed. Expanding on this idea, this section elaborates on the persuasive linguistic features often included in press statements that support a company's strategic aims. Certain of these features primarily aim to promote the company. Companies may

strategically omit negative information and include only favourable information, known as the “sanitization strategy” modelled by H.S. Shin (Henry 2008: 369). Strategic promotional tactics may additionally include placing emphasis on particular information (Henry 2008: 373). This can be achieved by including this information in the opening paragraph of the press statement, as per the ‘inverted pyramid’ style, by positioning the information as the topic and theme (Gee 2011: 65), by strategically ordering words (Marková 2008: 37), by including the information in a direct quote by a senior company representative. Direct quotes are not likely to be amended by media representatives. The writer may also choose to include positive evaluative adjectives such as *pleased*, *strong growth*, *excellent*, and so on (Henry 2008: 375) as promotional – and thus persuasive – elements. Conversely, hedges such as *probably*, *possibly* and *sort of* undermine persuasiveness (Britt, Durik, Reynolds and Storey 2008: 218). Other persuasive linguistic features include the use of insinuations, suggestions, the manipulation of messages and the disguise of meanings which raise uncertainty or doubt (Marková 2008: 37). Factors that raise emotions (Marková 2008: 37) or stir up the ability to relate to the subject on a personal level, for example by the use of metaphors, can also be seen as persuasive.

Persuasion is closely linked to power or perceived power (Martin and Nakayama 2007:108). Further to a company’s power, the media – largely perceived as powerful – has the power to influence public opinion (Catenaccio 2008: 158; Le 2003: 478; Marková 2008: 45). When companies wish to persuade their target audience, they often turn to the media. The aims of promoting a company via press statements using persuasive devices include stimulating third-party endorsement, consumer attention, image enhancement and profit generation.

2.5 Press statements as a form of intercultural communication

International public relations has become a field of interest among scholars in recent years. The dominant focus of these studies has been on the impact that culture has on “public relations vehicles” such as mass media. While intercultural communication has its roots in anthropology, international public relations is a “product of a practising profession”. Both fields, however, focus on how culture impact communication (Zaharna 2000: 86). Indeed, international public relations is intrinsically linked to intercultural communication. Communication via media, however, does not necessarily have to take place across the borders of different countries for it to be considered intercultural communication. Based on the constructivist viewpoint that cultures are not defined only by national identity (Jandt 2013: 7) – as is discussed in greater detail in section 1.5.1, below – it could be argued that any given press statement is a tool for intercultural communication. As media representatives often publish a press statement’s content verbatim, or extract and publish large portions of press statements without making changes, the original intended message reaches an often-diverse readership.

Taking the *intended* persuasive nature of many press statements into account, it is further argued in this study that press statements can be used by companies as a tool to impart its own culture (its viewpoints, its agenda, what it deems as a priority and so on) on the public or a specific community. Communication has the power to influence culture just as culture influences communication (Martin and Nakayama 2007: 106). In this sense, press statements may support the act of institutionalisation when used by a company to deliver messages that support its own culture. For a deeper understanding of intercultural communication, a detailed discussion on culture is first provided in the following section.

2.5.1. Defining culture

To thoroughly perform an analysis of intercultural communication, an understanding of *what culture is, where it comes from, and how its parameters are determined* must first be discussed. The term, 'culture' is a complex one and is interpreted by different people to mean different things (Jandt 2013: 7; Martin and Nakayama 2007: 82). Two dominant schools of thought exist; namely, the essentialist and constructivist views on culture. Each will be discussed in greater detail in the section that follows.

2.5.1.1. Essentialist notions of culture

Ethnographers recognise the importance of cultural contexts that underpin communication (Catenaccio et al. 2010: 4). Much of the foundational work on cultural studies, particularly from an essentialist point of view, is largely attributed to Edward T. Hall, who became known as the "Father of Intercultural Communication" (Zaharna 2000: 87). Due to circumstantial influences, Hall steered away from the study of culture from an anthropological view and approached it, rather, from a pragmatic view (Moon 1996: 2). Subsequently, Hall and other scholars have built the notion of culture on the idea of "nation-state" or national identity (Moon 1996: 3). Hall provides insights into cultural differences, namely that cultures can be divided into high- and low-context cultures. The former would include cultures true to Eastern countries such as Japan, Korea and China whose habitants tend to communicate covertly whereas the latter refers to cultures stemming from Western countries such as the US, Australia and New Zealand whose habitants are more likely to communicate overtly (Zhu 2005: 15). While the essentialist approach may, in some cases, provide a general overview of cultures, a common criticism of this approach is that it can lead to stereotyping (Zhu 2005: 16). Other problems with

this viewpoint include the following: (1) it merges the idea of culture with nature, removing the element of *learning* from the acquisition of culture (2) it removes the notion that culture is fluid and can change and, (3) it views cultural qualities at group level which is somewhat rigid (Verschuereen 2008: 26).

While this study is rooted in discourse analysis and thus also a constructivist idea of 'culture' (see section 2.5.1.2 below), essentialist notions of culture must be understood from the outset because they are later used to understand the way in which Monsanto represents social actors in their press statements. With this in mind, essentialist theories have also been developed in order to understand the *transfer* of culture and cultural norms – a phenomenon known as *acculturation*. Acculturation is classically defined as the changes that occur in either or both groups when two groups of individuals with different cultures come into contact with and interact with one another on a continuous basis (Redfield, Linton and Herskovits in Berry 1997: 7). Various "acculturation strategies" have been outlined by Berry (1997); namely, *Assimilation*, *Separation*, *Integration*, *Marginalisation* and *Segregation*. These are named according to which group – dominant or non-dominant – is being considered (Berry 1997: 9). Assimilation is when individuals who belong to a non-dominant group do not aim to maintain their own cultural identity and regularly seek interaction with other cultures (Berry 1997: 9). Separation, on the other hand, occurs when individuals attempt to retain their own culture and steer away from interaction with others (Berry 1997: 9). Integration only occurs when a dominant group is open to cultural diversity and the inclusion of individuals from non-dominant groups (Berry 1997: 10). Marginalisation, in contrast, occurs as a result of exclusion by the dominant

group and segregation involves the enforcing of cultural norms by the dominant group on the non-dominant group (Berry 1997: 10).

2.5.1.2. Constructivist notions of culture

As mentioned in section 2.5.1.1, the essentialist view of culture presents a fundamental problem in that it is by and large limiting and can lead to stereotypical assumptions about culture being made. Factors such as an individual's nationality certainly do influence the way that the person speaks, views the world and acts. A person's nationality is, however, not the *only* factor that plays a role in a person's world views, characteristic behaviours, speech, and other factors. National identity is "multidimensional" (Tranter and Donoghue 2015: 237). In other words, culture is shaped by various influencing factors such as history, politics, tradition, religion, economics and media influence, among others. It is also not a given that if one person has a certain nationality that another person with the same nationality will share these outlooks and behaviours. By nature, culture is heuristic (Scollon, Scollon and Jones 2012: 3). From a constructivist point of view, culture can be defined as a "way of dividing people up into groups according to some features of these people which helps us to understand something about them and how they are different from or similar to other people" (Scollon et al. 2012: 3).

The constructivist view of culture allows for 'fluidity' in the understanding of the so-called boundaries of what separates one culture from another. Activities, identities and institutions change and are rebuilt continuously (Gee 2011: 85). This stance does not rely solely on factors such as 'national identity' as a defining or complete feature of culture. The constructivist school of thought recognises that culture is shaped by factors beyond the influence of a person's place of residency. Gender, religion, points of interest (for

example, dance or sport) can also simultaneously contribute to an individual's culture, despite adopting a "culturally distinctive way of being an 'everyday person' known as our "primary Discourse" at a young age (Gee 2011: 179). External factors, such as media and social media, play a role in the shaping of culture. These influences are particularly prevalent nowadays due to the effects of globalisation and the impact of the digital age (Scollon et al.2012: 2).

A group that thinks, behaves, communicates and learns in a certain way is understood to be taking part in a particular "discourse system" (Scollon et al. 2012: 8). A "discourse system" is a broad metaphorical framework "in which community members participate" (Scollon et al. 2012: 9), for example an English-speaking community in a non-English speaking town. Further, "discourse communities" refer to smaller groups (Scollon et al. 2012: 9) that share commonalities, such as 'gamers' (those who regularly play computer games) or 'yogis' (those who practise yoga). Gee adds to this idea that "to know a particular social language is either to be able to 'do' a particular identity or to be able to recognize such an identity, when we do not want or cannot actively participate" (2011: 156).

2.5.2. Corporate culture

The notion of 'culture' has been linked the studies of corporations for many years (Golding and Harris 1997: 4; Tomlinson 1991: 2). Early studies have established that large organisations, such as a corporation, develop their own norms and values and that these are then passed onto and adapted by individuals working in the organisation (Golding and Harris 1997: 5). In more recent years, the idea of a 'corporate culture' has been critiqued in various ways, some of which relate to the neoliberal and capitalist

underpinnings of this culture, which would eventually lead to a scenario where profit gain surpasses even the most basic forms of empathy and responsibility (Ghoshal and Westney 1993: 281). Corporate culture has also been tackled from the perspective of intercultural communication, and many anthropologist and linguists have studied the role that corporate culture plays when there are mergers and acquisitions (Gertsen, Sørderberg & Torp 1998:17). Adding to this, postcolonial organisational theorists have suggested that corporate mergers and acquisitions, indeed even some form of corporate social responsibility activities, work as a type of cultural imperialism. This means that, as with the colonial powers in the colonial era, the power of the MNC in contemporary contexts remains unmatched, and this power allows such organisations to assume control over the 'local communities' where they are present (Golding and Harris 1997: 4). These ideas and criticism are important to this study because Gee's (2011) method of discourse analysis would undoubtedly assist in an understanding of how Monsanto constructs themselves, the culture in which they operate, and the 'local' cultures of Australia, Canada, the Philippines and India.

2.6. Conclusion

This chapter has provided an overview of 'discourse' and 'discourse analysis' as it is adopted in this study. Following this, the nature of strategic communication was discussed, as well as an outline of the press statements as a genre. The chapter concluded with an overview of the notion of 'culture', specifically from an essentialist and constructivist perspective. Lastly, the idea of culture in corporate contexts was discussed. These concepts and ideas will be referred to again in the chapters that follow.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

As discussed in Chapter One, this study aims to offer an analysis of a selected number of press statements issued by Monsanto in the Global North (in Canada and Australia), and the Global South (in the Philippines and India). This chapter will offer insight into the research design of this study – that is, the methods of data collection, the research questions and the methods of data analysis

3.2. Multinational corporations and Monsanto

The decision to analyse press statements issued by an MNC was based on the fact that these companies operate in various regions and for this reason they face a multitude of political, economic, legal, social, and – most important for this research – cultural circumstances (Roth and Kostova 2003: 889).

Monsanto is an MNC that provides “seeds, biotechnology trait products, herbicides and digital agriculture products” (2016). It has facilities in 69 countries and employs approximately 20 800 individuals on a permanent basis and approximately 3 300 individuals on a temporary basis (2016) around the world. Of the 69 countries in which Monsanto has a presence, 68 are represented on the global website and 32 of these countries allow access to individual/customised websites for that specific country. Ten countries provide press statements in English. The table below indicates the countries in which Monsanto is present, whether there is a unique Monsanto website available for that country and whether the website offers country-specific press statements in English on that website.

Table 1: Monsanto websites and availability of English press statements per country

Country/region	Own website	English press statements
North/Central America		
Canada	X	X
Guatemala		
Mexico	X	
Puerto Rico	X	X
United States	X	X
South America		
Argentina	X	X
Brazil	X	
Chile		
Colombia	X	
Ecuador	X	
Paraguay	X	
Peru	X	
Uruguay		
Europe/United Kingdom		
Albania		
Belarus		
Belgium		
Bulgaria		
Croatia		
Cyprus		
Czech Republic	X	
Denmark		
Finland		
France	X	
Germany	X	
Greece		
Hungary	X	
Ireland		
Italy	X	
Netherlands		
Norway		
Poland	X	
Portugal		
Romania	X	
Russia	X	
Slovakia	X	
Spain	X	
Sweden		

Switzerland		
Turkey	X	
Ukraine	X	
United Kingdom	X	
Middle East		
Israel		
Middle East		
Asia/Pacific		
Australia	X	X
Bangladesh		
China	X	
India	X	X
Indonesia		
Japan	X	
Kazakhstan		
Malaysia		
New Zealand	X	X
Pakistan		
Philippines	X	X
Singapore		
South Korea	X	
Sri Lanka		
Taiwan		
Thailand		
Uzbekistan		
Vietnam		
Africa		
Algeria		
Burkina Faso		
Kenya		
Malawi		
Morocco		
South Africa		
Zimbabwe		

It must be noted that the Australian and New Zealand website is shared but press statements appear to focus predominantly on Australia. Further, no individual websites exist for individual African countries. Instead, only one African website – with content in English – exists. In this case, no country-specific press statements are included on this website, although a link to global press statements is found via the home page of the

African website. It was also noted in other cases, such as on the UK website, press statements are not specific to that country and the press portal includes a selection of press statements issued in other countries, such as the United States, Switzerland and France, to name a few.

3.3. Method of data selection

Press statements are often publicly available on companies' websites. In excess of 30 companies' websites that fit the description of an MNC were initially examined. This process involved establishing whether the company had a presence in various countries and regions, whether it had separate websites appropriate to each country and whether the company had published recent press statements on its websites. Only MNCs that provided an archive of press statements on their websites and had published at least one press statement in the preceding three months were considered. This was done to ensure that the company had been relatively active in terms of their PR efforts. It also had to be assessed whether the body of press statements were available in English for the purpose of this study. An early finding was that, many – if not the majority – of these websites did not offer separate press statements for each country in which the MNC operates. A number of the corporations' websites that were examined only provided one set of press statements in English, on the global website. This indicated that little had been done to tailor corporate communications to the culture of each country in which that corporation operates.

Companies such as Apple (Technology, Communications & IT), Boeing (Aeronautical), Deloitte (Consulting) and L'Oréal (Cosmetics and Beauty) and Monsanto (Biotechnology and Agriculture) met the necessary criteria for the purpose of this study. It was

hypothesised that Monsanto would offer grounds for an interesting study since the company frequently receives negative press. As such, this would allow room to explore whether the company employs any tactics in its strategic communication – in the various cultural setting in which it operates – to compensate for the criticism it receives in media. Based on these factors, it was decided to isolate Monsanto and its press statements as a case study.

As stated earlier, the press statements accumulated during the data collection process are publicly available and were accessed directly from Monsanto's country-specific websites (Monsanto Australia, Monsanto Canada, Monsanto Philippines and Monsanto India). The selection of press statements was restricted to the same time period – only those that appeared on the websites from July 2016 to December 2016 were selected for analysis. The reason for selecting these four countries as opposed to other countries where English press statements had been issued was that an equal number of countries were required from the Global North and the Global South to perform a comparative study. Further, these four countries issued a similar amount of press statements during this time period, in contrast to the USA for example which had issued in excess of 40 statements during this time. Thirteen press statements were made available on the Monsanto Australia website for the time period July 2016 to December 2016, and seven press statements were made available on the Monsanto Canada website during this period. Similarly, seven press statements were made available on the Monsanto Philippines website during these months. Four press statements were made available on the Monsanto India website for the time period July 2016 to December 2016. Following this step in the data collection process, five press statements from each country was

purposively selected for analysis, with the exception of India. A purposive selection process means the researcher selects texts that are emblematic of the data set as a whole. The following table indicates the titles of the press statements that make up this collection of Monsanto press statements.

Table 2: Collection of Monsanto press statements referred to for the purpose of this study

Monsanto Australia	
Australia PS 1	WA growers stick with GM canola to boost farm production
Australia PS 2	InterGrain change in ownership
Australia PS 3	WA farmers, agriculture to benefit from GM repeal
Australia PS 4	Cotton farmers adopt new GM technology at fastest rate seen
Australia PS 5	Consumers demand for flavour driving competition, investment in tomato sector
Monsanto Canada	
Canada PS 1	RoundUp Ready 2 Xtend™ soybeans gain European Union (EU) import approval
Canada PS 2	The climate corporation expands its leading digital agriculture platform into Eastern Canada
Canada PS 3	DEKALB® brand releases new clubroot-resistant product
Canada PS 4	Monsanto Fund announces winners of 2016 Canada's Farmers Grow Communities program
Canada PS 5	Monsanto to launch DuPont™ Lumivia™ Insecticide Seed Treatment on corn in Eastern Canada
Monsanto Philippines	
Philippines PS 1	300 Women farmers in Bukidnon undergo finance and digital literacy training for farmer productivity
Philippines PS 2	Over 500 children in Bulacan receive free medical check-up from Monsanto PH
Philippines PS 3	Monsanto, UP group tie up to build young people's interest and understanding of sustainable agriculture
Philippines PS 4	Monsanto, GK, complete final phase of Monsanto Village in Iloilo
Philippines PS 5	Monsanto speaks on importance of agricultural innovation to CDO community
Monsanto India	
India PS 1	Monsanto India showcases high yielding varieties of vegetables and maize at "Pragati Divas 2016" in Bangalore
India PS 2	Four students from Tamilnadu Agricultural University (TNAU) awarded the prestigious Monsanto Beachell – Borlaug scholarships

India PS 3	Eight students from Punjab Agricultural University (PAU) awarded the prestigious Monsanto Beachell – Borlaug scholarships
India PS 4	India leads 30 nations with largest number of MBBISP winners over the last 8 years

3.4. Research hypothesis and research questions

This study hypothesised that, given that MNCs such as Monsanto operate in different geographical locations and different consumer markets, they would adapt their message accordingly. The data was thus approached with the following five research questions in mind:

- vi. What are the dominant themes or “subject matters” (Gee 2011) in nineteen of Monsanto’s press statements across four countries?
- vii. What are the dominant linguistic features contained in these press statements?
- viii. How do these themes and linguistic features work to represent social actors and social practices?
- ix. Do themes, linguistic features and representational devices remain constant in different geographical contexts or is their variation across these contexts?
- x. What do the findings in (i) to (iv) reveal about the construction of culture and cultural politics?

3.5. Method of data analysis

James Paul Gee’s (2011) tools for discourse analysis were applied to the press statements. Gee (2011) places emphasis on the importance of considering how sentences relate to one another within a text but also on “language-in-use” (2011: 88) in

particular contexts. The latter, in particular, encourages a closer analysis of how Monsanto might adapt its press statements within different cultural contexts. By adopting Gee's framework for discourse analysis, this study includes (1) an assessment of whether any overt and assumed cultural variances in different contexts would influence the way in which the message is altered in the company's press statements, and (2), a close analysis of the choice of linguistic features employed by Monsanto in the corpus of its press statements. Linguistic features including, among others, the use of particular lexes and argumentative strategies, modal verbs, quotations, direct speech and metaphors.

Of the 28 tools listed by Gee, the following tools were used to assess the way in which Monsanto constructs itself, others (including the reader), social practices, social processes and context.

Table 3: Gee's tools applied for the purpose of this study

Tool	Explanation of the tool's purpose in this analysis
Tool #1: The Deixis Tool (Gee 2011: 10)	This tool was used to identify instances where deictics (pointing words) were used to create context and position Monsanto in a certain way, e.g. to distance the company from a particular being or group by referring to "us and them", or to create a sense of unity between the company and the being or group by using the word "we" instead.
Tool #2: The Fill In Tool (Gee 2011: 12)	It is important to assess what might not have been said by Monsanto in its press statements and what might need to be filled in, by way of understanding or gaining background knowledge, in order for the communication to make sense. This tool prompted thought beyond what was worded in the press statements. An example of this is understanding the high level of negative publicity Monsanto

	receives for various reasons (one being that it is blamed for the possible carcinogenic effect of its product/s) and thus that the company may be counteracting negative publicity via its press statements by positioning its products favourably or by voicing social efforts the company makes in the healthcare sector.
Tool #3: The Making Strange Tool (Gee 2011: 12)	This tool allowed for the texts to be read as an “outsider”; as one who does not belong within, or is not familiar with, the respective cultures referenced in this study.
Tool #4: The Subject Tool (Gee 2011: 19)	As Gee (2011:18) explains, the speaker – or in this case, the writer – presents the subject strategically in order for listeners – or readers – to organise the importance of information accordingly. This tool was therefore used to identify the subject of sentences in the Monsanto press statements and to understand what/who the company deems important.
Tool #6: The Frame Problem Tool (Gee 2011: 37)	This tool can be used hand in hand with The Fill in Tool. Gee (2011: 37) suggests that this tool is used after the discourse analysis has been completed. This tool allowed for further understanding of each corpus within a contextual situation. Both influential cultural factors and published news articles in which Monsanto was mentioned (and that were time- and country-appropriate) were further considered.
Tool #7: The Doing and Not Just Saying Tool (Gee 2011: 45)	This tool was kept in mind at a high level as it was important to note – during the analysis of each press statement – what Monsanto was <i>doing</i> by communicating the contents of the statement. Questions such as “is Monsanto attempting to persuade its audience?” and “is the company attempting to position itself as a powerful entity?” were asked in an attempt to understand what the company was doing over and above what it was saying.

Tool #8: The Vocabulary Tool (Gee 2011: 53)	Gee suggests that a distinction between Germanic words and Latinate words be made during the analysis. While this study does not make use of this tool in such depth, it does apply this tool to evaluate the types of vocabulary that was chosen by Monsanto, particularly in terms of cultural frameworks and the company's proposed strategic aims.
Tool #9: The Why This Way and Not That Way Tool (Gee 2011: 55)	In many cases in English, there are various ways in which to word the same or a similar message. This tool is made use of to analyse the potential reasoning for Monsanto to have stated certain phrases in a particular way, instead of another, most likely in order to tie in with the company's proposed communications strategy.
Tool #11: The Topics and Themes Tool (Gee 2011: 67)	According to Gee (2011: 65), the theme of a clause appears before the subject of a sentence and if nothing comes before the subject, then that linguistic feature is considered both the theme and topic of that clause. This tool revealed the extent to which Monsanto was positioned as both the topic and theme.
Tool #13: The Context is Reflexive Tool (Gee 2011: 85)	For the purpose of this study, the most important question that Gee (2011: 85) brings to light via this tool is: "How is what the speaker is saying and how [is] he or she saying it helping to create or shape (or even manipulate) what listeners will take as the relevant context?". This question plays a critical role in this analysis as it illuminates instances where language has been used by Monsanto to form and convey a given constructed context.
Tool #14: The Significance Building Tool (Gee 2011: 92)	This similarly serves as an essential tool in this analysis as it is used to unpack how words or grammatical devices have been used to create significance and/or place significance on specific matters (Gee 2011: 92).

Tool #15: The Activities Building Tool (Gee 2011: 98)	Gee (2011: 98) highlights the importance of assessing what activity it is that communication supports or constructs.
Tool #16: The Identities Building Tool (Gee 2011: 110)	In a similar fashion to The Activities Building Tool, this revealed instances where Monsanto constructs a certain 'ideal' image of itself, such as a 'helper' or 'hero', for example.
Tool #17: The Relationships Building Tool (Gee 2011: 115)	With this tool, it was possible to determine where Monsanto attempted to highlight or build relationships.
Tool #18: The Politics Building Tool (Gee 2011: 121)	Gee (2011: 121) points out the need to take note of the speaker/writer's choice of words and grammatical devices in constructing "social goods". This tool is of particular importance in terms of assessing how Monsanto constructs others.
Tool #25: The Intertextuality Tool (Gee 2011: 166)	This tool is used to assess whether texts spoken or written by others are referred to in direct or indirect speech by another in the text being analysed (Gee 2011: 166).

3.7. Summary

This chapter has provided background information on the purpose of this study and the method in which the analysis was carried out. In section 1.2, an overview of the criteria associated with MNCs is provided and an explanation of the link between MNCs and intercultural communication is given. The method by which a particular MNC – Monsanto – was selected for the purpose of this case study was provided in section 1.3 and a profile on the company as well as a breakdown of the countries in which it operates is given in sections 1.4 and 1.5, respectively. Further, this chapter provides insight into the data collection process in selecting a corpus of Monsanto's country-specific press statements for analysis in section 1.6. Finally, section 1.7 provides an outline of the way in which Gee's framework for discourse analysis and the specific tools applied during this study is detailed.

CHAPTER FOUR

DATA ANALYSIS

4.1. Introduction

This chapter presents the results of an analysis of nineteen of Monsanto's press statements across four different countries. Five of Gee's (2011) building tools are incorporated into this section of the analysis: *The Subject Tool* (Tool 2), *the Deixis Tool* (Tool 1) *the Vocabulary Tool* (Tool 8), *the Topics and Themes Tool* (Tool 11) and *the Identities building tool* (Tool 16) (see section 3.6). *The Subject Tool* was used to identify four dominant themes in across the press statements, namely: Corporate Citizenship, Technological Advancement and Genetically Modified (GM) Produce, Corporate Philanthropy, and, finally, Business Success and Profitability. These four themes are addressed individually below, and when doing so, prominent linguistic and representational features are also identified and discussed in accordance with Gee's tools outlined above.

4.2. Corporate Citizenship

The notion of Corporate Citizenship articulates the idea that Monsanto, as a MNC, frequently constructs themselves as human and in very human-like terms. This construction is so dominant in all press statements, across all four countries, that it is also indicative of a dominant theme or subject matter (Gee 2011: 19) in the press statements. The theme of Corporate Citizenship is realised in a number of ways: in the use of adjectives which describe the company in human-like terms, through the use of verbs which describe the company as doing very human-like things, through the use of modal

verbs which represent the company as decisive, the placement of the noun “Monsanto” (or any of its subsidiaries) in the sentence, through the use of plural personal pronouns such as “we” and “our”. These features are addressed individually below:

4.2.1. The use of adjectives

In a number of instances, Monsanto is constructed as a human being capable of performing human actions. This could cause the reader to identify with the company or approach the company with greater empathy. Examples of this are evident in the following excerpts and through adjectives such as “committed”:

1. Monsanto is committed to delivering innovative technology platforms to help Australian grain growers remain globally competitive and sustainably produce quality food & fibre for a growing world (Australia PS 2).
2. Monsanto is committed to bringing a broad range of solutions to help nourish our growing world. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, and cotton – that help farmers have better harvests while using water and other important resources more efficiently. We work to find sustainable solutions for soil health, help farmers use data to improve farming practices and conserve natural resources, and provide crop protection products to minimize damage from pests and disease (Australia PS 2).
3. Monsanto is committed to bringing a broad range of solutions to help nourish our growing world. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, sorghum, canola, and cotton – that help farmers have better harvests while using water and other important resources more efficiently. (Philippines PS 1; Philippines PS 2; Philippines PS 3; Philippines PS 4; Philippines PS 5)
4. Monsanto is an agricultural company committed to bringing a broad range of solutions to help nourish our growing world (Canada PS 1).

4.2.2 The use of verbs

In addition to the use of adjectives which denote human-like qualities, across all nineteen press statements Monsanto is also described as doing very humanlike activities through the use of verbs such as “exited”, “believes”, “work”, “collaborate” and “compliments”, amongst many others:

5. Monsanto Company has exited its minority shareholding in Australian wheat breeding company, InterGrain, effective 31st August 2016. The decision was undertaken as part of an ongoing review of strategic business opportunities (Australia PS 2).
6. Monsanto believes that its focused investment on new technology platforms – such as new Herbicide Tolerant (HT) canola traits soil microbials and data science – will continue to add value to Australian grain growers (Australia PS 2).
7. We work to find sustainable solutions for soil health (Australia PS 2).
8. We collaborate with farmers (Australia PS 2).
9. Monsanto is an agricultural company committed to bringing a broad range of solutions to help nourish our growing world (Canada PS 1).
10. The Monsanto Fund plans to continue the Canada’s Farmers Grow Communities program in 2017 (Canada PS 4).
11. Monsanto Fund announces winners of 2016 Canada’s Farmers Grow Communities program (Canada PS 4).
12. Monsanto speaks on importance of agricultural innovation to CDO community (Philippines PS 5).
13. Monsanto recently reached out to sectors of Cagayan de Oro (CDO) community to raise awareness on issues impacting local agriculture production (Philippines PS 5).
14. Monsanto is committed to bringing a broad range of solutions to help nourish our growing world (Philippines PS 1; Philippines PS 2; Philippines PS 3; Philippines PS 4; Philippines PS 5).

15. Monsanto compliments Prime Minister's vision of 'Swachh Bharat Abhiyan' (India PS 1).
16. Monsanto India showcases high yielding varieties of vegetables and maize at 'Pragati Divas 2016' in Bangalore (India PS 2).
17. Monsanto India, a leading sustainable agriculture company, organised Pragati Diva 2016 to demonstrate and showcase its Semnis hybrid Vegetables and Dekalb Maize portfolio (India PS 1).

4.2.3. The use of plural pronouns

The use of these plural pronouns or deictics work to construct Monsanto as a cohesive unit, an animate being who is able to complete field trials, test exciting new varieties and educate farmers. Monsanto is constructed as human through the use of the plural pronouns "we" and the possessive pronoun "our". Examples of this are underlined, below:

18. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, and cotton – that help farmers have better harvests while using water and other important resources more efficiently. (Australia PS 2; Canada PS 2)
19. We work to find sustainable solutions for soil health, help farmers use data to improve farming practices and conserve natural resources, and provide crop protection products to minimize damage from pests and disease (Australia PS 2; Canada PS 2).
20. Through programs and partnerships, we collaborate with farmers, researchers, non-profit organizations, universities and others to help tackle some of the world's biggest challenges. (Australia PS 2; Canada PS 2; Canada PS 1; Canada PS 3; Canada PS 4; Philippines PS 1; Philippines PS 2; Philippines PS 3; Philippines PS 4; Philippines PS 5)
21. We produce a variety of seeds ranging from fruits and vegetables to key crops – such as corn, soybeans, canola and cotton – that help farmers produce abundant and nutritious food (Canada PS 1; Canada PS 3; Canada PS 4).
22. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, sorghum, canola, and cotton – that help farmers have better harvests while using

water and other important resources more efficiently (Philippines PS 1; Philippines PS 2; Philippines PS 3; Philippines PS 4; Philippines PS 5).

23. We work to find sustainable agriculture solutions that help farmers conserve natural resources, use data to improve farming practices, use water and other important resources more efficiently, and protect their crops from pests and disease (Canada PS 1; Canada PS 3; Canada PS 4; Philippines PS 1; Philippines PS 2; Philippines PS 3; Philippines PS 4; Philippines PS 5).
24. We hope that by developing vegetables products with excellent flavour and real nutritional benefits, people will enjoy eating more vegetables (India PS 1).
25. We are focused on empowering farmers—large and small—to produce more from their land while conserving more of our world's natural resources such as water and energy (India PS 2; India PS 3; India PS 4).

Again, the repetitive use of the pronoun 'we' and the adjective 'our' positions the company as a first-person 'speaker'.

4.2.4 The use of modal verbs and markers of high modality

In a number of instances throughout the collection of press statements, Monsanto makes use of modals to construct themselves and knowledgeable, confident and assertive.

Examples, as underlined in the following excerpts, include:

26. Tony said that ongoing investment by Monsanto and seed companies in GM canola breeding and trait development will offer growers greater choice and added flexibility in how they use GM technologies in future (Australia PS 1).
27. Monsanto is committed to delivering innovative technology platforms to help Australian grain growers remain globally competitive and sustainably produce quality food & fibre for a growing world (Australia PS 2).
28. With Climate's digital tools, Canadian farmers will have the ability to easily collect, visualize, and analyze their field data in one centralized platform and uncover personalized field insights to support the many crucial decisions they make each season to maximize crop productivity (Canada PS 2).

29. “We are pleased to provide Canadian corn farmers with seed treatment options to fill pest control gaps,” explained Daniel Samphir, Seed Applied Solutions marketing manager, Monsanto Canada (Canada PS 5).
30. Ocampo added that the initiative is expected to develop further their financial management capabilities and enhance their overall farm management potential (Philippines PS 1).
31. Monsanto has ten R&D and breeding facilities for its vegetable, corn and cotton hybrid seeds across India, and is testing and introducing wider choices of hybrid vegetable seeds suited to diverse agronomic conditions to enable farmers to produce more and improve their lives (India PS 1).
32. Monsanto Company is a leading global provider of technology-based solutions and agricultural products that improve farm productivity and food quality (India PS 1).

4.2.5. Subject position

There are a number of instances where Monsanto or noun phrases containing the company name appears as the subject (Gee 2011: 19), as well as the topic and theme (Gee 2011: 65). Gee (2011: 18) states that “speakers choose subjects strategically to set up how listeners should organise information in their heads and how listeners should view whatever the speaker is talking about”.

33. Monsanto Australia Managing Director Tony may said that despite tough market conditions, the area planted to RoundUp Ready canola remains strong as growers see broader benefits from the technology (Australia PS 1).
34. Monsanto Company announced today that the European Commission has granted import approval for Roundup Ready 2 Xtend™ soybeans (Canada PS 1).
35. Monsanto Fund announces winner of 2016 Canada’s Farmers Grow Communities program (Canada PS 4).
36. Monsanto to launch DuPont™ Lumivia™ insecticide treatment on corn in Eastern Canada (Canada PS 5).
37. Monsanto Philippines recently led a free medical outreach to over 500 children from underserved communities in Pulilan, Bulacan. (Philippines PS 2).

38. Monsanto speaks on importance of agricultural innovation to CDO community (Philippines PS 5).
39. Monsanto recently reached out to sectors of Cagayan de Oro (CDO) community to raise awareness on issues impacting local agriculture production and the role of agriculture biotechnology in addressing them (Philippines PS 5).
40. Monsanto India, a globally leading sustainable agriculture company has partnered with NGO Action for Food Production (AFPRO) (India PS 1).
41. Monsanto has always remained committed to making a difference (India PS 1)
42. Monsanto India showcases high yielding varieties of vegetables and maize at 'Pragati Divas 2016' in Bangalore (India PS 2).

Subsidiaries of Monsanto also appear as the topic and theme in the corpus of press statements:

43. The Climate Corporation expands its leading digital agriculture platform into Eastern Canada (Canada PS 2).
44. The Climate Corporation, a subsidiary of Monsanto Company, aims to help the world's farmers (Canada PS 2).
45. DELKALB® brand releases new clubroot-resistant product (Canada PS 3).
46. The DELKALB® brand is pleased to announce the release of its newest clubroot-resistant hybrid (Canada PS 3).

4.3. Technological advancement and GM production

The theme of technological advancement occurs throughout all the press release statements. In all cases, technological advancement and innovation are constructed in positive ways. For example:

47. "Similar to the launch of biotechnology in the 1990s, we are now experiencing the next revolution of global agriculture through transformative digital technologies that are helping farmers gain a much deeper understanding of their fields, optimize their resources and maximize their return on every acre," said Mike Stern, chief executive officer for The Climate Corporation (Canada PS 2).

48. We continue to invest in technologies that give growers choice in how they manage pests and battle herbicide resistance (Australia PS 1).

Excerpts (31) and (32) above highlight the positive construction of technology more generally. This positive construction takes place through the use of lexemes with positive connotations such as “transformative”, “helping”, “deeper understanding” and “optimize” (47). Positive representations of technological advancement are also evident in temporal constructions such as “we continue to invest” (48), and by alluding to the aspect of “choice” (48) on behalf of the growers or farmers. Alluding to “choice” constructs Monsanto’s focus on technology as a positive attribute because it will ultimately offer farmer’s a greater selection, where “greater selection” is implicitly constructed as “good” in the discourse.

Although the theme of technological advancement and innovation occur in all of the statements, it is realised differently in the statements aimed at countries in the Global South (the Philippines and India). Rather than framing it as related to choices on behalf of farmers, in the Global South, Monsanto frames themselves as having a responsibility to teach the local communities about the benefits of modern science (33), and to “raise awareness” of “the role of agriculture biotechnology in addressing them” (39):

49. The published book and the presentation of the digital animation were meant to help younger generation[s] and their parents gain a basic understanding of the food value chain, and the role of modern science in keeping up with the growing demand for food (Philippines PS 2).
50. Monsanto recently reached out to sectors of Cagayan de Oro (CDO) community to raise awareness on issues impacting local agriculture production and the role of agriculture biotechnology in addressing them. The campaign reached out to important stakeholder groups including local farming families, local seed and input distributors, and the general public (Philippines PS 5).

In the collection of press statements issued by Monsanto Philippines, it is frequently noted that the company aims to impart technological knowledge to Philippine communities. Philippines PS 1 revolves around Monsanto conducting an agricultural finance management and digital literacy capacity building program for a sizeable group of female farmers. Notably, Monsanto describes how teaching these women about basic computer concepts would allow them to “be more productive both at home and in the field” (76). Evidently, Monsanto draws a link between these women’s ability to work with technology and their level of output – not only in the workspace on farms, but also at home. In fact, mention of an increase in productivity *at home* as a result of the digital literacy training appears prior to the increase in these women’s productivity *at work*. In other words, it is implied by Monsanto that women in this particular society are not yet as efficient, perhaps, as those who reside and work in Westernised societies with easy access to technological platforms. Considering the emphasis placed on productivity, it could be argued that Monsanto – a multinational headquartered in the Global North – is enforcing its norms within a community that is culturally not inclined to apply technology to processes for speedier turnover or completion of tasks.

In the press statements aimed at India, Monsanto constructs technological advancement in agriculture as advantageous (52), as a primary means through which “the needs of a growing population” can be met (51), and they frame technology as the primary means to “improve farm productivity and food quality” (52):

51. At Monsanto, we believe that increasing agricultural output to meet the needs of a growing population can be achieved through science and innovation (India PS 2; India PS 3; India PS 4).

52. Monsanto Company is a leading global provider of technology-based solutions and agricultural products that improve farm productivity and food quality. Monsanto remains focused on enabling both small-holder and large-scale farmers to produce more from their land while conserving more of our world's natural resources such as water and energy (India PS 1).
53. Farmers were also provided details on the salient features of the upcoming hybrids in maize and vegetables. They were also enlightened on the breeding science behind development of these hybrids; while being walked through kiosks displaying the advantages of technology in agriculture (India PS 1; India PS 2).

This positive construction of technological advancement extends itself to genetically modified produce. As with the more general reference to technology above, Monsanto positions GM positively constructing it as enabling a wider selection of choice on behalf of farmers:

54. Roundup Ready® canola will make up around one third of Western Australia's canola crop this season, as WA farmers continue to choose Genetically Modified (GM) varieties to play a strategic role in boosting the overall productivity and efficiency of their land (Australia PS 1).

In (55) below, choice is constructed as in terms of "great interest and demand", as a situation where "farmers are telling us they want the benefits" of GM produce. Following this, Monsanto positions themselves as "excited to give growers this opportunity":

55. "We continue to see great interest and demand from growers for Roundup Ready 2 Xtend™ soybeans," says Dan Wright, Canada Trait Launch Lead. "Farmers are telling us they want the benefits of the full Roundup Ready Xtend™ Crop System, including over-the-top use of dicamba and glyphosate. After a decade of work, we're excited to give growers this opportunity to continue to maximize their yields with these weed management recommendations" (Canada PS 1).

In excerpt (56) below, Monsanto does not construct themselves as willing and able to adhere to the choices of farmers, but simply states that “720 WA farmers are choosing to grow GM varieties”. The verb “choosing” works here to represent GM in positive ways and in direct contrast to dominant discourses which frame GM as harmful or unethical:

56. Despite a wide price differential and slowdown in global prices, the overall canola area in WA rose 1 percent, to over 1.15 million hectares this year. Roundup Ready hybrids will comprise 346,000 hectares of this year’s crop, up from nearly 337,000 hectares last year. This season, 720 WA farmers are choosing to grow GM varieties, including more than 80 farmers growing for the first time (Australia PS 1).

The excerpt above also contains many linguistic features that are typical to the construction of GM in the selected press statements. First, the conjunction “despite” indicates that the Company first lists negative information before presenting more positive information on GM. The more positive spin presents itself in the form of GM production itself – in other words, although the price of canola dropped in 2016, Monsanto was able to offer farmers a GM product which allowed them to continue to produce canola in large volumes. This positive construction of GM is seen throughout Australia PS 1:

57. With increasing certainty over the ability of WA farmers to choose GM technologies and a strong pipeline of investment in new traits and varieties, we expect Roundup Ready canola to play an important part in the cropping mix in Western Australia well into the future (Australia PS 1).

As Gee’s (2011: 45) *Doing and Not Just Saying Tool* emphasises, language is not only used to convey information or to say something. Communication can be used to perform

a task; to *do* something. In this case, it is apparent that Monsanto is constructing itself as a company that *responds* to farmers' desires. The Company also offers a positive representation of GM production by framing it as a 'strategic' choice, which boosts "the overall productivity and efficiency of their land". It is also interesting to note that land is commodified and constructed as a possession of the farmers. This is an ideological construction which frames nature as both an object to be possessed and one to be controlled.

In other instances, Monsanto includes statistics that indicate that a large number of farmers are opting to use the Company's product. This construction is a persuasive device and errs on the Bandwagon Fallacy, urging readers to accept that "everyone else is doing it, so why shouldn't we?" In the aforementioned cases, the words "choice" or "choose" tell the reader about these farmers' *preference*, not a direct rule from on behalf of the Company. In Australia PR 3 and Australia PS 4, mention is made again to the farmers' freedom to select their preferred products and technologies.

Australia PS 3 does not only simply make mention of GM crops but centres around the repeal of the *Genetically Modified Crops Free Areas Act (2003)*. By starting the press statement with emphasis on the Parliament of Western Australia and "last night's vote", the company takes focus away from itself as an active role player that insists on its audience using its products. Instead, it positions itself as a passive 'solutions-provider' that *responds* to a demand for a product. Monsanto strategically mentions that the Parliament of Western Australia voted to have the act lifted. Thus, it is implied that Monsanto's GM products are not only desired by farmers – as it was suggested in an earlier instance – but also that they are *supported* by parliament. As a means of further

persuading Monsanto's audience and aligning itself with parliament's decision, the Managing Director of Monsanto Australia is referenced in indirect speech in the paragraph that follows:

Gee's *Vocabulary Tool* is also useful when understanding the ways in which Monsanto represents technology and innovation. What is clear from the following excerpts is that Monsanto has coined new words to describe product names: "Roundup Xtend™ with VaporGrip® Technology" and "XtendiMax® herbicide with VaporGrip® Technology".

58. "The new 75-42 CR hybrid offers a new, early maturing alternative in the battle against clubroot," said Dave Kelner, canola portfolio manager for Monsanto. (Canada PS 3).
59. Roundup Ready 2 Xtend™ is Monsanto's newest soybean platform that includes tolerance to dicamba. This new dicamba-tolerant trait is stacked with the current Genuity® Roundup Ready 2 Yield® soybean trait technology, which offers farmers the highest yield opportunity with more beans per pod and more bushels per acre (Canada PS 1).
60. With both the EU and Chinese import approvals now secured, plus Canadian regulatory approvals granted for Roundup Xtend™ with VaporGrip® Technology (a low-volatility pre-mix of glyphosate and dicamba) and XtendiMax® herbicide with VaporGrip® Technology (a low-volatility dicamba formulation developed for use in the Roundup Ready® Xtend Crop System, [sic] Canadian growers can now look forward to a full system launch in 2017 (Canada PS 1).

4.4 Corporate philanthropy

In a way that is emblematic of Gee's *Identities Building Tool* (2011: 110) Monsanto constructs an identity for itself as philanthropic and charitable, as aware of social problems and as going out of its way to address them. The following example is from the Canadian press statements, and it illustrates how Monsanto focuses on their charitable activities aimed at "rural communities:

61. What makes life in a rural community better? How about quality healthcare, recreation facilities, emergency services, child care for working families and organizations that help people shine. Thanks to Canadian farmers, 66 charities and non-profits that make life better in small towns across the country will receive \$2,500 grants from the Monsanto Fund as part of the 2016 Canada's Farmers Grow Communities program (Canada PS 4).

The style of this press statement is conversational, in an attempt to bridge any perceived gap between the company and readers (i.e. to do away with any “us” versus “them” mentality). This is an example of the Company's likely aim to *do* a certain task via its communication, as Gee's *Doing and Not Just Saying Tool* (2011: 45) brings to light. The hypothetical question in (61) is worth noting. The question leaves no room for implausibility – thus, a question of this nature implies the definitive and achievable. Monsanto provides suggested answers to this question with another question, “How about...”⁴, therefore suggesting the appropriate answers, which could be seen as manipulative as the Company indirectly *tells* readers what would make life in this community better. The first number of suggestions that are provided, “quality healthcare, recreation facilities, emergency services [and] child care for working families” are all clearly basic human rights or simple amenities that would improve the quality of life in such a community. The last suggestion – “organizations that help people shine” – is, however, an obscure concept. It may be that Monsanto has added this overly positive suggestion to enhance the philanthropic picture it is painting and thus persuade readers

⁴ Note: this was not punctuated as a question in the press statement.

of its financial support, which goes beyond just addressing basic needs. Although it is stated in excerpt 61 that it is “thanks to Canadian farmers” that dozens of charities and non-profits “that make life better in small towns” would receive grants, it is also clearly indicated that these funds come from the Monsanto Fund.

The Monsanto Fund is elaborated on in excerpt 33, included towards the end of Canada PS 4. Here, it is overtly stated that The Monsanto Fund is the “philanthropic arm” (Canada PS 4) of Monsanto. Further, Monsanto not only constructs itself as a ‘helper’ in communities, but also as a ‘partner’ of farmers. In doing so, the company appears to be ‘on the same side’ as those in need as well as its audience, therefore enhancing its persuasive power over these groups. In excerpt (62), below, the workings of Canada’s Farmers Grow Communities program are explained. The power that Monsanto grants farmers, by allowing them to nominate a cause of their choice, further points to a collaborative relationship between the company and farmers.

62. Each non-profit was nominated by a local farmer who applied on behalf of their favourite cause. The Canada’s Farmers Grow Communities program received more than 500 entries this year. Winners were drawn by board members of the independent administrator, Agriculture in the Classroom – Manitoba, on October 6, 2016 (Canada PS 4).

The collaboration between Monsanto and farmers is also evident in a direct quote by Monsanto Canada’s public affairs manager, Kelly Funke, who refers to learning from farmers and charities when engaging with them:

63. You hear \$2,500 and you might think that’s just a drop in the ocean. What I’ve learned from speaking with farmers and charities across Canada is that this can be a huge amount for some, or even just enough to push a

fundraising project to meet its goal. And all because a farmer believed in the cause enough to take action (Canada PS 4).

In her closing statement, Kelly Funke shifts the focus from Monsanto and puts the emphasis on “a farmer” (Canada PS 4). It is worth noting that Funke does not refer to ‘farmers’ as group, but instead employs a persuasive device by referring to the impact that just one farmer can have. This would likely compel individuals to believe that their actions can have a significant effect.

Monsanto regularly aligns itself with educational institutions or educational initiatives. This may work to construct the Company as powerful, possessing knowledge that farmers and others have yet to obtain. This is an example of how a company performs a sequence of actions to create a socially recognisable endeavour and therefore to build “practices” or “activities” (Gee 2011: 96-97). Monsanto supports the constructed idea that it is an ‘educator’ or an ‘affiliate of educators’ via its communication. This is emblematic of Gee’s *Activities Building Tool* (2011: 98). Examples are discussed in this section.

In the boiler plate of Australia PS 2, Monsanto aligns itself with tertiary educational institutions. It is suggested that the collaboration between Monsanto and universities, among other organisations and groups, is a powerful partnership. In excerpt (64), below, it is seen that Monsanto, through such partnerships, will “help tackle some of the world’s biggest challenges”. The significance of Monsanto partnering with universities is that is likely aims to impart knowledge either together with these academic institutions or via them. Monsanto implies that its collaborative efforts have the potential to assist in solving some of the world’s largest challenges.

64. Monsanto is committed to bringing a broad range of solutions to help nourish our growing world. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, and cotton – that help farmers have better harvests while using water and other important resources more efficiently. We work to find sustainable solutions for soil health, help farmers use data to improve farming practices and conserve natural resources, and provide crop protection products to minimize damage from pests and disease. Through programs and partnerships, we collaborate with farmers, researchers, non-profit organizations, universities and others to help tackle some of the world's biggest challenges. (Australia PS 2).

Monsanto's aim to impart knowledge is again seen in Australia PS 5, in the below excerpt:

65. The 2016 Tomato Innovation day was the third event Monsanto had held to educate growers and other industry stakeholders to build knowledge and to invest in the Australian industry (Australia PS 5).

In this instance, it becomes clear that the core aim of Monsanto holding an event, at which a group of 80 people, including growers, suppliers, retailers and educators were present (Australia PS 5), was to impart knowledge to attendees. Whether Monsanto or its affiliate educators were the ones that shared insights at the event, Monsanto constructs the imparting of knowledge positively. The company therefore aligns itself with the act of making a positive contribution to those involved in the farming industry.

Education or the imparting of knowledge is referred to a number of times in the corpus of Canada press releases, in some instances indirectly. In Canada PS 2, reference is made to the technological tools offered by The Climate Corporation helping farmers to better understand aspects of farming:

66. The Climate FieldView platform also provides seed performance analysis tools to help farmers evaluate the impact their agronomic decisions have on yield, so they can build the best plan to maximize profitability for the next season. Farmers can analyze seed performance by field and hybrid, and better understand their field

variability by quickly and easily comparing digital field maps side-by-side (Canada PS 2).

Repetitive reference to the company's 'help' towards groups of individuals, often farmers, is seen in the company's press statements. It is thus clear that the Company attempts to construct itself as a 'rescuer' or 'helper'.

In Canada PS 4, reference is made to educational institutions as selected beneficiaries of the Monsanto Fund via the 2016 Canada's Farmers Grow Communities program, including: Eleanor Hall School Enhancement Society, Daysland Public Library, Rocanville School Playground, Canora Junior Elementary School Community Council, Small Steps Early Learning Centre, Lakeland Early Learning Co-operative and Oak Bluff Nursery School Inc.

While it is mentioned that non-profits were nominated by local farmers, it is stated that "winners were drawn by board members of the independent administrator, Agriculture in the Classroom". It is assumed that Monsanto appointed the independent administrator, using Gee's *Fill In Tool* (2011: 12). If that was indeed the case, the reference in the name to "farming practices" or the like being taught in classrooms/schools would bear great significance as it ties in with Monsanto's strategic aim of imparting industry-related knowledge to the youth and others.

In this collection of press statements, it is seen that Monsanto Philippines focusses its philanthropic initiatives largely on the youth. In Philippines PS 2, Monsanto discusses its role in assisting children from underserved communities (67). Monsanto claims that the provision of vitamin supplements to young beneficiaries (Philippines PS 2) to sustainably

address their different medical needs. Some of the medical needs that plague these children are referenced below, in excerpt (67):

67. Palarca said that despite some progress made in quality and affordable healthcare provisions, a number of children in the said area still continue to suffer from stunted growth, compromised cognitive development and poor physical health (Philippines PS 2).

While it is difficult to imagine that an outreach and the provision of vitamins would indeed provide a *sustainable* solution, Monsanto's Corporate Affairs Lead, Charina Ocampo is quoted directly as saying that the initiative was "very helpful" and its aim is to "help sustain healthy communities" (Philippines PS 2).

The use of the additive conjunction "also" (68), below, suggests that Monsanto has gone above and beyond its aim of providing health-care to youngsters. This series of "socially recognizable" (Gee 2011: 103) actions performed by Monsanto is classified as "activity" (Gee 2011: 101). The expression of these activities in the Company's press statements is brought to light using Gee's *Activities Building Tool* (2011: 98).

68. Aside from the medical check-up, Monsanto also entertained the kids with the presentation of the digital animation of Monsanto's published children's book titled *Lina's Town Rises Again*, which was inspired by the tale of triumph of a lady corn farmer from Sultan Kudarat. Monsanto also gave copies of the said book along with school supplies such as crayons and coloring paper (Philippines PS 2).

While this may have been positioned by the company as a positive contribution to the community, it could be argued that the company carried this out, at least in part, as a form of persuasive communication by which its own marketing objectives reach a young (and easily manipulated) audience.

In a similar manner to what was noted in the Monsanto Philippines corpus of press statements, education takes significant focus in the Monsanto India statements. As discussed in section 1.6, Monsanto's frequent emphasis on education and its alignment with various educational institutions in its press statements is emblematic of Gee's Activity Building Tool (2011: 98). It is likely that the Company seeks to be recognised as an 'educator' or 'affiliate of educators', possibly for the sake of enhancing its perceived power. This appears as the dominant focus of the entire press statement in the cases, India PS 3, 4 and 5. In these statements, the Monsanto Beachell-Borlaug International Scholarship Program (MBBISP) is referred to in depth including in India PS 3's title, as well as in the below excerpt (69):

69. Four students from Tamilnadu Agriculture University (TNAU) are amongst the twenty-four Indian winners who have received the prestigious Monsanto Beachell-Borlaug International Scholars Program (MBBISP) Research Scholarships (India PS 3).

It is noteworthy that successful applicants are referred to as "winners" (India PS 3). This constructs the recipients as *lucky* to be part of this programme. This creates an 'us vs them' divide between Monsanto (the "benefactor") and the recipients (the "beneficiaries"). This could form part of a communication tactic employed by the company to boost the perception of its power among readers and its audience. Further enhancing the company's perceived status, its course is described as "prestigious" in excerpt (69) and as "a global program" (India PS 2; India PS 3; India PS 4), earlier. It is deduced that Monsanto's aim is likely to construct itself as an enabler of educational opportunities.

Monsanto India also places great emphasis on its philanthropic efforts. As discussed in previous sections, this is a means of persuading readers that the Company has a 'heart'

for people. In the same way that the Monsanto likely aims to gain empathy from readers by constructing itself as a human being, this may further be a strategic device that stirs up readers' emotions and gains their favour. Such a strategy would also be emblematic of Gee's *Doing and Not Just Saying Tool* (2011: 45) as it aims to achieve a certain result or outcome via its communication. Examples of where the Company's philanthropic efforts are mentioned in this collection of press statements include:

In India PS 2, India PS 2 and India PS 3, Monsanto – through its participation in the Monsanto Beachell-Borlaug International Scholars Program Research Scholarships – highlights the Company's support in offering scholars the opportunity to further their studies. Most notably, the Company references the amount of money that has been contributed towards this initiative in the following excerpts:

70. The MBBISP Program has provided financial support of approximately \$ 3,42,287 to the winners from TNAU and over \$3Million since 2009 on 24 Indian students that has helped them in pursuing their PHD in plant breeding of wheat or rice at top agricultural universities in India and globally (India PS 2).
71. The MBBISP Program has provided financial support of approximately \$ 9,14,129 to the winners from PAU and over \$3Million since 2009 on 24 Indian students that has helped them in pursuing their PHD in plant breeding of wheat or rice at top agricultural universities in India and globally (India PS 3).
72. The MBBISP Program has provided financial support of over \$3Million since 2009 to the 24 Indian students that has helped them in pursuing their PHD in plant breeding of wheat or rice at top agricultural universities in India and globally (India PS 4).

In a number of cases, education appears as a theme in the collection of Monsanto Philippines press statements. The focus again falls predominantly on females, particularly as this is the dominant theme of Philippines PS 1. In this press statement, Monsanto constructs female Filipinos as lacking certain elements of education (75). In addition, it appears that Monsanto views this Philippine community as 'behind' in terms of technological knowledge given that "basic digital literacy training" (76) was conducted "teaching participants with basic computer concepts and skills" (Philippines PS1) – the word "basic" (Philippines PS1) is repeated in one sentence emphasising the viewpoint that this community has not been extensively exposed to computer related technology. It is stated that the group of 300 women "undergo" this training (Philippines PS 1). The association which is made, based on this choice of word, is that this was a *passive* process that the women were exposed to under Monsanto's authority. This is reiterated in paragraph 2 where it is said that "the 300 women were selected from 22 different municipalities [...]" – again, a passive process where the women were "selected" is referred to. The company thus, again, constructs itself as a 'hero' coming to the aid of a group of women who – according to Monsanto – required help to "better manage their farming enterprise and augment overall farming productivity" as stated in the first paragraph. In the following excerpt, the role that women play within the farming industry in the Philippines is spoken of:

73. Monsanto Corporate Engagement Lead Charina Garrido-Ocampo said women play an important role in food production and distribution, having major participation in important farming activities such as budgeting, planting, harvesting, up to marketing of the produce. The agriculture industry in fact employs the 2nd most number of women in the Philippines,

with over 2.9 million women involved in farming. Despite women's significant role, they remain "invisible" in a largely perceived male-dominated job (Philippines PS 1).

4.5. Business success and increased productivity

By promoting farmers' business success and productivity through the use of Monsanto's products, the Company in turn strengthens its own perceived success. Examples where Monsanto refers to business growth or productivity are included in this section. In excerpt 74, Monsanto Australia Managing Director, Tony May is quoted in direct speech saying that because the Act was revoked, farmers *will* have access to future advancements in plant biotechnology.

74. The repeal Act gives growers certainty that not only will they be able to use existing GM technologies but they will also have access to future advancements in plant biotechnology that could improve their productivity and sustainability (Australia PS 3).

On the other hand, also in this quote, the modal verb, *could*, is used to say that this access might allow for improved productivity and sustainability. The shift in modal verbs might be one way that the company aims to persuade its audience to buy into farming practises that involve biotechnology by making what appears to be a positive statement, without locking itself into any guarantee. Furthermore, the inclusion of figures alludes to business success and ultimately to the success of the GM industry as is indicated in excerpt (75).

75. Despite a wide price differential and slowdown in global prices, the overall canola area in WA rose 1 percent, to over 1.15 million hectares [1] this year. Roundup Ready hybrids will comprise 346,000 hectares of this year's crop, up from nearly 337,000 hectares last year. This season, 720 WA farmers

are choosing to grow GM varieties, including more than 80 farmers growing for the first time (Australia PS 1).

By bringing farmers' desire for increased yields and profitability to the fore, Monsanto again shifts the focus from its own business growth to farmers' growing success in the readers' minds. Monsanto highlights farmers' desire for a product and the associated benefits of using such a product. The company states that they are responding to this business demand by "[giving] growers this opportunity" and that the result will be the ability to "maximize their yields with these weed management recommendations" (55). The order in which this information is presented takes emphasis away from Monsanto overtly persuading its audience to make use of its products. Instead, it encourages readers to conclude that it is farmers who have initiated the desire to maximise their yields (and therefore, increase profitability). In other words, Monsanto Canada constructs itself as a 'solutions-provider' to that responds to farmers' desires – this again reiterates the Company's attempt to construct a certain identity.

The emphasis on farmers' increased yields is also seen. Here, the word 'yield' is incorporated in the brand name "Genuity® Roundup Ready 2 Yield®" (59) which may have been a tactic employed by the company to emphasise what can be expected from that particular product. Following the introduction of this product, a description of what it does is included. It is stated that the product "offers farmers the highest yield opportunity with more beans per pod and more bushels per acre" (59). The adjective 'highest' echoes the use of the word 'maximize' in the preceding paragraph: "this opportunity to continue to maximize their yields" (55).

In Canada PS 2, emphasis is placed on Canadian farmers' ability to enhance their productivity and profitability by using The Climate Corporation's digitally advanced tools. This becomes apparent in (28). The adjective 'crucial' could be associated with a 'life-threatening' situation, yet in this instance it is used to describe the decisions that these farmers make in order to get the most out of their crop productivity possible. This highlights the importance of 'crop productivity' according to Monsanto. The trend continues in (47) where a representative of The Climate Corporation – a Monsanto subsidiary – is quoted. In this case, a strong link between technology and productivity is implied. The company implies that with digital technology, farmers are able to "optimize their resources" and "maximize their return on every acre" (Canada PS 2). Further, in excerpt (76), Monsanto suggests that farmers will achieve more in less time:

76. Early maturing hybrids allow a grower to make the most of what can be limited heat units in some years and enable the crop to reach full maturity in a shorter amount of time. "They allow a grower to seed after early spring storms and harvest before the typical frost begins," explained Edmonton-based DEKALB field agronomist Kerran Clements. "Using hybrids with different maturities also helps farmers spread out their harvest and get the crop off at an optimal time" (Canada PS 3).

The theme of business success and productivity is also noted in the collection of press releases by Monsanto Philippines, with particular emphasis on female productivity. In Philippines PS 1, Monsanto constructs others (female farmers in the province of Bukidnon) as dependent on the company and the provincial government's assistance. It is implied that these women do not manage their work or their productivity levels at full capacity, as is noted in excerpt (77), below. In response to this supposed need, Monsanto constructs itself as the 'hero' in an attempt to create an identity – together with the

provincial governments – that comes to these women’s aid. This mirrors that which was discussed in section 1.7, where Gee’s *Identities Building Tool* (2011: 110) brought clarity to Monsanto’s likely aim to construct itself as a ‘helper’ or ‘rescuer’. Together, Monsanto and the Provincial Agriculture Office (PAO) “conduct a capacity building program” (Philippines PS 1). The verb, “helping” suggests that Monsanto believes its efforts in partnership with the PAO have an empowering impact on these women’s role in business as Gee’s *Activities Building Tool* (2011: 98) brings to the fore. Although the company’s intentions are constructed positively in this press statement, an element of criticism is noted. By stating that these women can “better” manage their farming business and “augment” (Philippines PS1) their productivity, Monsanto implies that change is required for these women to work according to the company’s ‘norms’.

In excerpt (77), Monsanto Corporate Engagement Lead, Charina Garrido-Ocampo reiterates, in an indirect quote, that this programme should enhance this group of women’s “overall farm management potential” (Philippines PS1). The noun, “potential” (Philippines PS1) reinforces the constructed belief that these women’s business management and output is not up to standard. This is expanded upon in excerpt (78), where it is further implied that the programme will additionally enable these women to be more productive in their home lives.

77. Ocampo added that the initiative is expected to develop further their financial management capabilities and enhance their overall farm management potential. The seminar includes short courses on building a solid financial foundation, practical money management strategies, sound investment tactics, and the creation of multiple streams of passive income (Philippines PS 1).

78. Meanwhile, the basic digital literacy training focused on teaching participants with basic computer concepts and skills so that they can be more productive both at home and in the field (Philippines PS 1).

This theme is also seen in a number of instances in the collection of Monsanto India press statements. In India PS 1, Monsanto's Sales Lead states that thousands of farmers are being helped to earn better profits, owing to the adaptability of the company's range of maize hybrid seeds. Monsanto therefore implies that its products support farmers' business growth and ultimately their financial situations. A similar implication is made in excerpt (84), where Monsanto attributes farmers' ability to produce more and lead better lives to its selection of hybrid vegetable seeds. In excerpt (84), it is further said that Monsanto is focused on *enabling* farmers "to produce more". This conveys an element of control that the company has over farmers' business success and profitability. Monsanto further draws a clear link between profitability and an improved life. This might indicate the company's own intention or motivating drive, to ultimately secure a better profit for itself. Other references to Monsanto's positive construction of increased productivity are seen in excerpt (85) and excerpt (86).

4.6. Conclusion

This chapter focused predominantly on Gee's (2011) *Subject Matter Tool* and arranged the data according to four dominant themes. In doing so, the chapter also highlighted dominant linguistic features which contributed to the construction of these themes. In the following chapter, the selected press statements from Monsanto are investigated from the perspective of the context in which they emanate and to which they are directed towards. This requires an incorporation of the remainder of Gee's tools listed in section 3.6.

CHAPTER FIVE

SUMMARY OF FINDINGS

5.1. Introduction

The previous chapter presented the results of an analysis of nineteen of Monsanto's press statements across four different countries: Australia, Canada, the Philippines and India. Gee's (2011) *Subject Tool* (Tool 2) was used to identify the key themes in the data, which included (1) the theme of Corporate Citizenship, (2) technological advancement and GM production, (3) corporate philanthropy, and (4) business success and productivity. Three additional tools were drawn on in order to understand isolate the linguistic features in the press statements which are used to realise the dominant themes, these included *the Deixis Tool* (Tool 1) *the Vocabulary Tool* (Tool 8), *the Topics and Themes Tool* (Tool 11) and *the Identities Building Tool* (Tool 16) (see Section 3.5).

In this chapter, the findings presented in Chapter Four are understood *in context*. In order to do this, this chapter refers back to the literature presented in Chapter Two, as well as the understanding of Monsanto's global presence, which is elaborated on in Chapter Three. This chapter is formed around the understanding that these press statements are texts that are representative of larger Discourses (Gee 2011). Thus, before this chapter attempts to answer the research questions presented in Chapters One and Three, it first discusses the data in terms of the remainder of Gee's (2011) tools presented in Section 3.5.

5.2 Understanding the discourses contained in Monsanto's press statements

As articulated in previous chapters, this thesis adopts a view of texts and discourse as representational – as representing social actors and social practices in particular ways. In this section, the representational nature of the press statements is unpacked to understand the ways in which Monsanto constructs its own identity and the identities of others. Furthermore, this chapter aims to understand the ways in which Monsanto constructs and represents relationships *between* social actors, as well as the global and local context in which it operates.

In order to unpack the representations contained in the text, this section draws on the following tools outlined by Gee (2011): the *Fill in Tool* (Tool 2), the *Making Strange Tool* (Tool 3), the *Frame Problem Tool* (Tool 6), the *Doing and Not Just Saying Tool* (Tool 7), the *Why This Way and Not That Way Tool* (Tool 9), the *Context is Reflexive Tool* (Tool 13), the *Significance Building Tool* (Tool 14), the *Activities Building Tool* (Tool 15), the *Identities Building Tool* (Tool 16), the *Relationships Building Tool* (Tool 17), the *Politics Building Tool* (Tool 18), and the *Intertextuality Tool* (Tool 25).

The linguistic features that were identified in the collection of press statements studies suggest that the Company does not amend its press statements for intercultural purposes, and therefore it is not likely that these press statements are aimed at media representatives in the respective countries, bearing in mind that media representatives are the primary audience of press statements. The conclusion that is drawn from this information the literature listed in Chapter Two is that Monsanto is not necessarily targeting the general readership (consumers) that the respective media in these countries

would reach. Instead, it is apparent that the Company's primary aim is the construction of its own culture via its press statements.

5.2.1. Self-identity construction

As is clear from the previous chapter, particularly through the identification of the theme of Corporate Citizenship, Monsanto constructs itself in very human-like terms. This construction takes place through the use of adjectives such as 'committed' and 'focused', adjectives which are typically used to describe the activities of human beings. Furthermore, the press statements also include verbs which construct Monsanto as being able to perform humanlike activities. For example, "we *work* to find sustainable solutions" (2). What is also evident in example (2) and example (64), above, is the use of plural personal pronouns such as 'we' and possessive pronouns such as 'our'. These also assist in the construction of Monsanto as a cohesive, human-like entity. Section 4.2 of the previous chapter also highlighted that, across all nineteen press statements, Monsanto constructs itself as a dominant, knowledgeable and decisive entity. This is evident in the use of modal verbs and other markers of high modality, but also a repetitive clausal construction, i.e. the placement of 'Monsanto' or one of its subsidiaries on the subject position. For example:

79. Monsanto speaks on importance of agricultural innovation to CDO community (Philippines PS 5).

Section 4.2.5 highlighted that there are a number of instances where Monsanto appears as the subject (Gee 2011: 19), as well as the topic and theme (Gee 2011: 65). In accordance with Gee's (2011: 18) understanding that "speakers choose subjects strategically to set up how listeners should organise information in their heads and how

listeners should view whatever the speaker is talking about”, it is clear that, by continually placing ‘Monsanto’ at the beginning of the sentence, and in the subject position of the sentence, the writers are also placing Monsanto in a privileged and authoritative position.

5.2.2. Other-identity construction

In contrast to the dominant and decisive construction of itself, Monsanto constructs the identity of others in the press statements in various ways, but consistently as less-dominant than the company. It is extremely important to note that, on a representational level, Monsanto’s representations of other social actors differ remarkably when comparing the Global North and the Global South. In Australia and Canada, countries in the Global North, Monsanto places focus on ‘farmers’ and ‘growers’:

80. We collaborate with farmers (Australia PS 2).

81. Monsanto Australia Managing Director Tony may said that despite tough market conditions, the area planted to RoundUp Ready canola remains strong as growers see broader benefits from the technology (Australia PS 1).

82. The Climate Corporation, a subsidiary of Monsanto Company, aims to help the world’s farmers (Canada PS 2).

While the focus on “farmers” is also evident in press statements from the Global South (see 81 to 84below), there is also reference to local communities and women. Thus, it appears that in press statements aimed at the Global South, Monsanto construct themselves as even more benevolent and able to “raise awareness” rather than being engaged in an equal partnership. From a critical perspective, these linguistic features also establish a hierarchy where Monsanto is positioned as most powerful.

83. Monsanto is a sustainable agriculture company. We deliver agricultural products that support farmers all around the world. We are focused on empowering farmers—large and small—to produce more from their land while conserving more of our world's natural resources such as water and energy (India PS 2; India PS 3; India PS 4)
84. Monsanto has ten R&D and breeding facilities for its vegetable, corn and cotton hybrid seeds across India, and is testing and introducing wider choices of hybrid vegetable seeds suited to diverse agronomic conditions to enable farmers to produce more and improve their lives (India PS 1).
85. Monsanto recently reached out to sectors of Cagayan de Oro (CDO) community to raise awareness on issues impacting local agriculture production and the role of agriculture biotechnology in addressing them (Philippines PS 5).
86. Monsanto remains focused on enabling both small-holder and large-scale farmers to produce more from their land while conserving more of our world's natural resources such as water and energy (India PS 1).

5.2.3. Relationship between social actors

Understanding how the ways in which relationships between social actors are constructed in texts and discourse is an important aspect of discourse analysis (Gee 2011: 115). This notion is articulated in Gee's (2011) *Relationships Building Tool* and his *Politics Building Tool* (Gee 2011: 121). What became clear from the thematic analysis in Chapter Four, as well as section 5.2.1 to 5.2.2, above, is that Monsanto constructs itself as a dominant social actor who is able to inform, educate, enable and strategise. This construction does not shift according to the context and it remains the same in press statements from the Global North and the Global South. However, in the Global South, Monsanto does construct themselves as being able and willing to 'reach out' to the local communities, in a way that frames them as caring and considerate, and simultaneously places local

communities in a subordinate position. In the Global North, Monsanto frames themselves as forming alliances with government officials, scientists and other powerful social actors. This takes place through linguistic devices emblematic of intertextuality (Tool 25). In other words, Monsanto refers to government policy and practice.

5.2.4. Context

In order to understand how Monsanto constructs the global and local contexts in which they operate, this section of the thesis adopts the following tools outlined by Gee (2011): the *Fill in Tool* (Tool 2), the *Making Strange Tool* (Tool 3), the *Frame Problem Tool* (Tool 6), the *Doing and Not Just Saying Tool* (Tool 7), the *Why This Way and Not That Way Tool* (Tool 9), the *Context is Reflexive Tool* (Tool 13), the *Significance Building Tool* (Tool 14) and the *Activities Building Tool* (Tool 15).

First, it is important to discuss the way in which Monsanto represents the global context in which it operates. It is evident from the nineteen press statements that Monsanto constructs global expansion as unproblematic. Second, through various linguistic features, Monsanto places importance, and indeed prominence, on modern agricultural technology, including processed aimed at genetic modification. Monsanto places importance on productivity and profit production. It is this which the company gives *significance* to, and it is these practices and activities which are framed as important.

On a more “local” level, the study sought to examine whether Monsanto adapted its message in a way that showed an awareness of cultural or ideological differences in Australia, Canada, the Philippines and India respectively. On this point, Monsanto seems to pay more attention to philanthropic efforts and community outreach projects. In doing

so, Monsanto does construct the Global South as a place where help is “needed” by a dominant institution such as this MNC.

5.3. Multinational corporations, press statements and the “problem” of culture

This penultimate section of the thesis aims to reflect more closely on the research questions. An initial assumption of this research was that MNCs such as Monsanto would adapt their message in accordance with the countries and cultural norms in which they operate. However, as is clear from the analysis presented in Chapter Four and the sections above, that was not the case. Chapter Four highlighted that, across all four countries, the themes of the press statements remained consistent, as well as the linguistic devices used to construct the company and local communities.

With regards to fifth research question, the construction of culture and cultural politics, this research can offer insights into the way in which a MNC such as Monsanto portrays the people in the countries in which they operate. As mentioned previously, this thesis adopted a constructivist view of culture. The constructivist view of culture allows for ‘fluidity’ in the understanding of the so-called boundaries of what separates one culture from another. Activities, identities and institutions change and are rebuilt continuously (Gee 2011: 85). This stance does not rely solely on factors such as ‘national identity’ as a defining or complete feature of culture. The constructivist school of thought recognises that culture is shaped by factors beyond the influence of a person’s place of residency. Gender, religion, points of interest (for example, dance or sport) can also simultaneously contribute to an individual’s culture, despite adopting a “culturally distinctive way of being an ‘everyday person’ known as our “primary Discourse” at a young age (Gee 2011: 179). External factors, such as media and social media, play a role in the shaping of culture.

These influences are particularly prevalent nowadays due to the effects of globalisation and the impact of the digital age (Scollon et al.2012: 2).

Having said this, MNCs in contemporary society also play a prominent role in disseminating ideas about culture and can thus also play a role in the shaping of culture. In fact, the findings highlighted above could also be argued to be indicative of the tendency of globalisation to merge culture according to dominant Western norms, particularly since the company does not pay credence to the complexities of different people living in different geographical perspectives. However, there is something to be said about these findings in the context of dominant essentialist frameworks that have been used to understand the merging of cultures (see 2.5.1.1). Frameworks, such as those proposed by Berry (1997), have been used to understand the phenomena that occur when a minority culture enters into a host culture. He proposes scenarios such as *Assimilation*, *Separation*, *Integration*, *Marginalisation* and *Segregation* as possibilities. However, while the role of Monsanto in Australia, Canada, India and the Philippines might be said to be one of assimilation, separation or integration, such a lens disregards the phenomenon of *domination*, which is evident in the linguistic markers Monsanto uses to construct its own identity.

5.4. Limitations of study and suggestions for further research

This study has brought many of the strategic and persuasive devices used by Monsanto in its communication via press statements to the fore, from an intercultural perspective. It is important to note that the Company makes its press statements available online via the four countries websites, namely Monsanto Australia, Monsanto Canada, Monsanto Philippines and Monsanto India. Although Monsanto includes press statements in various

languages on some of its websites, it must be noted that in certain cases the Company publishes English press statements on its websites, aimed at countries with different primary languages or inhabitants that are speakers of multiple languages, such as the Philippines and India respectively. This reinforces the finding that Monsanto is primarily concerned with Westernised ideas and favours these norms, and the conveyance of its own culture via its corporate communication. It is apparent from the findings of this study that the Company views other cultures as subordinate to its own. This cannot however be deduced of all MNCs.

It is acknowledged that this study is a case study of only one MNC, Monsanto. It can therefore not be stated with certainty that the same findings of this study would be applicable to other MNCs. This would necessitate further studies involving the press statements issued by other MNCs.

Finally, Gee's (2011) tools allowed for an understanding of dominant cultural aspects of an MNC such as Monsanto, via the Company's press statements. It must, however, be stated that Gee's (2011) tools have only highlighted discourses evident in press statements but does not allow for the unpacking of more complex cultural nuances that other frameworks might. This is an area that could be studied in greater depth within the field of Intercultural Communication.

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APPENDIX A Australia PS 1

WA Growers Stick with GM canola to Boost Farm Production

7/14/2016

Roundup Ready® canola will make up around one third of Western Australia's canola crop this season, as WA farmers continue to choose Genetically Modified (GM) varieties to play a strategic role in boosting the overall productivity and efficiency of their land.

Despite a wide price differential and slowdown in global prices, the overall canola area in WA rose 1 percent, to over 1.15 million hectares [\[1\]](#) this year. Roundup Ready hybrids will comprise 346,000 hectares of this year's crop, up from nearly 337,000 hectares last year. This season, 720 WA farmers are choosing to grow GM varieties, including more than 80 farmers growing for the first time.

Monsanto Australia Managing Director Tony May said that despite tough market conditions, the area planted to RoundUp Ready canola remains strong as growers see broader benefits from the technology.

"Growers are looking to GM varieties to play a strategic role in their overall crop rotation and weed management plans," Tony said.

"Herbicide resistance remains an ongoing challenge for WA farmers. The Roundup Ready system offers growers the ability to better control weeds at a time when they are losing key groups of chemistry," Tony said.

"With Roundup Ready canola, paddocks are cleaner when main cereal crops, such as wheat, are planted, resulting in better yields. Growers are using GM varieties as rotational tools, with a view to maximising the performance of their operation overall.

"That can only be a good thing for the ongoing productivity and profitability of agriculture in Western Australia," Tony said.

Tony said that ongoing investment by Monsanto and seed companies in GM canola breeding and trait development will offer growers greater choice and added flexibility in how they use GM technologies in future.

"We continue to invest in technologies that give growers choice in how they manage pests and battle herbicide resistance. While GM technologies are not the only solution, they are part of the solution," Tony said.

"Since they were introduced to Australia 20 years ago, GM crops have boosted farmer incomes by A\$1.37 billion, reduced pesticide use by 22 million kg of active ingredient and lowered carbon emissions by 71.5 million kg [\[2\]](#).

“With increasing certainty over the ability of WA farmers to choose GM technologies and a strong pipeline of investment in new traits and varieties, we expect Roundup Ready canola to play an important part in the cropping mix in Western Australia well into the future,”
Tony said.

[1] Australian Oilseeds Federation, 2016 June Crop Report

[2] PG Economics, 2016 [*Adoption and impact of genetically modified \(GM\) crops in Australia: 20 Years' Experience*](#)

APPENDIX B

Australia PS 2

InterGrain Change in Ownership

9/12/2016

Monsanto Company has exited its minority shareholding in Australian wheat breeding company, InterGrain, effective 31st August 2016. The decision was taken as part of an ongoing review of strategic business opportunities.

InterGrain's two remaining shareholders, Grains Research Development Council (GRDC) and the West Australian Agriculture Authority (WAAA), have purchased Monsanto's 26 percent equity stake.

Monsanto's exit from the business has been a well-planned and amicable process. The Collaboration Agreement between Monsanto and InterGrain will continue for the short term, enabling InterGrain to finalise breeding program work undertaken in 2016.

Monsanto believes that its focused investment on new technology platforms – such as new Herbicide Tolerant (HT) canola traits, soil microbials and data science -- will continue to add value to Australian grain growers.

Monsanto is committed to delivering innovative technology platforms to help Australian grain growers remain globally competitive and sustainably produce quality food & fibre for a growing world.

InterGrain's press statement can be found [here](#).

About Monsanto Company

Monsanto is committed to bringing a broad range of solutions to help nourish our growing world. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, and cotton – that help farmers have better harvests while using water and other important resources more efficiently. We work to find sustainable solutions for soil health, help farmers use data to improve farming practices and conserve natural resources, and provide crop protection products to minimize damage from pests and disease. Through programs and partnerships, we collaborate with farmers, researchers, non-profit organizations, universities and others to help tackle some of the world's biggest challenges. To learn more about Monsanto, our commitments and our more than 20,000 dedicated employees, please visit: discover.monsanto.com and monsanto.com.

Follow our business on Twitter® at twitter.com/MonsantoCo, on the company blog, Beyond the Rows® at monsantoblog.com or subscribe to our [News Release RSS Feed](#).

APPENDIX C

Australia PS 3

WA farmers, agriculture to benefit from GM repeal

10/21/2016

Last night's vote by the Parliament of Western Australia to repeal the *Genetically Modified Crops Free Areas Act* (2003) gives WA farmers certainty they will be able to choose the innovative tools they need to sustainably produce quality food and help build a stronger WA economy.

Monsanto Australia Managing Director Tony May said the development can only be a good thing for the ongoing productivity and profitability of agriculture in Western Australia.

"Genetically Modified (GM) crops have been safely grown in Australia for 20 years and GM Canola has been grown in WA since 2010. With yesterday's repeal, farmers can now make decisions about their cropping business with greater certainty, on par with their competitors in other Australian states and internationally that allow GM crops to be grown.

"The vote to repeal the Act is a significant development for agricultural innovation in Australia's largest grain growing state. It ensures farmers have the freedom to choose the production system that best suits their unique cropping operation," Tony said.

This year, 720 WA farmers chose to grow GM canola varieties including 80 growers choosing to grow GM canola for the first time. More than 30 per cent of the canola produced in WA this season will be GM canola varieties.

"The grains industry has long recognised that new technologies, such as GM, are key to boosting productivity and competitiveness in the Australian agriculture sector.

"The repeal of the Act gives growers certainty that not only will they be able to use existing GM technologies but they will also have access to future advancements in plant biotechnology that could improve their productivity and sustainability.

"The campaign to allow access to approved GM technologies was led by WA farmers who intimately understand the success of their businesses relies on the opportunity to use modern innovations," Tony said.

Since they were introduced to Australia 20 years ago, GM crops have boosted farmer incomes by A\$1.37 billion, reduced pesticide use by 22 million kg of active ingredient and lowered carbon emissions by 71.5 million kg. [\[1\]](#)

For more information, visit www.farmerchoice.org.au.

[1] PG Economics, 2016 [Adoption and impact of genetically modified \(GM\) crops in Australia: 20 Years' Experience](#)

APPENDIX D

Australia PS 4

Cotton farmers adopt new GM technology at fastest rate seen

10/24/2016

Australian cotton growers continue to live up to their reputation as the most innovative and advanced in the world, as they signal their intention to plant more than 95 per cent of this season's crop to varieties containing new GM cotton technology, Bollgard 3.

Monsanto Australia Managing Director, Tony May said the rate of adoption of Bollgard 3 is the fastest for a new GM cotton trait seen anywhere in the world. This is particularly remarkable given this is the first commercial season Bollgard 3 has been grown by Australian farmers – in fact the first time anywhere in the world.

"The rapid adoption of Bollgard 3 in its first year shows cotton growers are willing to put their trust in new technologies from Monsanto combined with high yielding CSD varieties that offer them a clear and compelling value proposition, right off the bat." Tony said.

Early planting intentions indicate a strong season ahead, with forecast hectares already 120,000 ahead than at the same point last season. Indications are the area planted to Bollgard 3 varieties this year could be in excess of 400,000 hectares.

Tony said changes to the Resistance Management Plan (RMP) for Bollgard 3 make it easier to grow cotton, with added flexibility through reduced refuge and pupae busting requirements along with less restrictive planting windows.

"Thanks to Bollgard 3, growers have more freedom to choose when and how much cotton they plant. In an encouraging sign, over 100 farmers will join the industry and plant cotton for the first time which is a great thing for the growth of the industry.

"Aussie cotton farmers first planted GM cotton 20 years ago. Since then, we have invested heavily in local research and development partnerships to bring five different products in seven different combinations to the Australian market. We are committed to ensuring the Australian cotton industry continues to be supported by world-class technology, traits and varieties.

"Bollgard 3 is the latest innovation for Australian cotton growers, but it won't be the last," Tony said.

APPENDIX E

Australia PS 5

Consumer demand for flavour driving competition, investment in tomato sector

11/28/2016

Flavour and quality are the two characteristics driving ongoing innovation in the highly competitive tomato sector, attendees at the De Ruiter™ Living Proof Tomato Innovation Day heard last week.

Martin Kneebone, Managing Director of Market Research firm Freshlogic, told 80 growers, suppliers, retailers and educators gathered at the annual event that with fresh tomato sales exceeding \$1 billion a year, the maturity of the market and large selection, it is a strong indicator of the potential of the fresh produce industry.

“It's the closest category that resembles an FMCG and is an indicator for how the fresh produce sector will evolve in the future,” Mr Kneebone said.

“It's a mature category with more than 15 Sku's in a typical supermarket so it is highly competitive and consumers are increasingly looking for flavour and quality” he said.

It is this demand for flavour and quality which is driving Monsanto, De Ruiter's parent company, to invest significantly into consumer insights as part of its tomato research and breeding programs. Significantly, this investment has shown that of all the factors associated in product selection, taste is the one that stands out.

Taste, according to Chow-Ming Lee, Consumer Sensory Lead at Monsanto, is a complex chemical interaction between sugar and volatiles which have a key role in flavor and aroma development. He explained that this complex science was used as part of a broader picture into the development of new varieties.

“Understanding what drives flavour and the combination that provides the most enjoyable experience for consumers is core to understanding how we can ensure these characteristics are present in new hybrids,” explained Mr Lee.

Tomas Lomas, a Tomato Breeder for Monsanto said the company had invested in the mapping of tomato genes that express flavour. This mapping has allowed the company to use traditional breeding methods to select for these genes in the development of new varieties.

“Monsanto has completed field trials in Australia to test some exciting new varieties that are showing promise in key global markets such as Europe and North American. These trials will ensure Australia growers have access to the latest diversity in tomato varieties on offer for consumers,” Mr Lomas explained.

“This will mean that growers have a more diverse range of tomatoes available that are suited for Australian growers and conditions and consumers benefit as a result with the better quality tomatoes on the supermarket shelves.”

The 2016 Tomato Innovation day was the third event Monsanto had held to educate growers and other industry stakeholders to build knowledge and to invest in the Australian industry. Find out more about De Ruiter [here](#).

APPENDIX F

Canada PS 1

Roundup Ready 2 Xtend™ soybeans gain European Union (EU) import approval

Monsanto Canada Inc. 7/22/2016

Approval allows Roundup Ready 2 Xtend™ Soybeans to be imported for food/feed use in the European Union

Monsanto Company announced today that the European Commission has granted import approval for Roundup Ready 2 Xtend™ soybeans. This milestone allows for the import and food/feed use of Roundup Ready 2 Xtend™ soybeans into the European Union (EU).

The European Commission's approval follows Monsanto's February announcement of Chinese import approval. With both the EU and Chinese import approvals now secured, plus Canadian regulatory approvals granted for Roundup Xtend™ with VaporGrip® Technology (a low-volatility pre-mix of glyphosate and dicamba) and XtendiMax® herbicide with VaporGrip® Technology (a low-volatility dicamba formulation developed for use in the Roundup Ready® Xtend Crop System, Canadian growers can now look forward to a full system launch in 2017.

"We continue to see great interest and demand from growers for Roundup Ready 2 Xtend™ soybeans," says Dan Wright, Canada Trait Launch Lead. "Farmers are telling us they want the benefits of the full Roundup Ready® Xtend Crop System, including over-the-top use of dicamba and glyphosate. After a decade of work, we're excited to give growers this opportunity to continue to maximize their yields with these weed management recommendations."

Roundup Ready 2 Xtend™ is Monsanto's newest soybean platform that includes tolerance to dicamba. This new dicamba-tolerant trait is stacked with the current Genuity® Roundup Ready 2 Yield® soybean trait technology, which offers farmers the highest yield opportunity with more beans per pod and more bushels per acre. In Canada, Roundup Ready 2 Xtend™ soybeans are expected to be available in more than 65 varieties across three maturity groups, covering key soybean growing regions of Southwest Ontario; Eastern Ontario and Quebec; and Western Canada.

About Monsanto Canada

Headquartered in Winnipeg, Manitoba, Monsanto Canada Inc. is part of the larger global Monsanto Company. Monsanto is an agricultural company committed to bringing a broad range of solutions to help nourish our growing world. We produce a variety of seeds ranging from fruits and vegetables to key crops – such as corn, soybeans, canola and cotton – that help farmers produce abundant and nutritious food. We work to find sustainable agriculture solutions that help farmers conserve natural resources, use data

to improve farming practices, use water and other important resources more efficiently, and protect their crops from pests and disease. Through programs and partnerships, we collaborate with farmers, researchers, non-profit organizations, universities and others to help tackle some of the world's biggest challenges.

To learn more about Monsanto, please visit: www.monsanto.ca or follow us on Twitter @MonsantoCda.

For more information, contact:

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APPENDIX G

Canada PS 2

The Climate Corporation Expands Its Leading Digital Agriculture Platform Into Eastern Canada

Monsanto Canada Inc. 9/14/2016

Introducing Easy Data Connectivity, Visualization and Analysis to Farmers Climate FieldView™ Platform to Help Canadian Farmers Unlock the Value of Their Field Data

WOODSTOCK, Ontario (Sept. 14, 2016) - Today, The Climate Corporation, a subsidiary of Monsanto Company, announced at Canada's Outdoor Farm Show the introduction of the company's industry-leading Climate FieldView™ digital agriculture platform into Eastern Canada for the 2017 growing season. With Climate's digital tools, Canadian farmers will have the ability to easily collect, visualize, and analyze their field data in one centralized platform and uncover personalized field insights to support the many crucial decisions they make each season to maximize crop productivity.

"Similar to the launch of biotechnology in the 1990s, we are now experiencing the next revolution of global agriculture through transformative digital technologies that are helping farmers gain a much deeper understanding of their fields, optimize their resources and maximize their return on every acre," said Mike Stern, chief executive officer for The Climate Corporation. "Through the advanced digital tools in the Climate FieldView platform, Canadian farmers can instantly visualize and analyze crop performance with field data maps and satellite imagery, so they can tailor their agronomic practices for the best outcome at the end of the season."

Backed by the most powerful data science engine and extensive field research network in the agriculture industry, the Climate FieldView platform combines data science with field science and on-farm data to take the complex, environmental interactions that happen in each unique field and turn them into customized insights farmers can use to make data-driven decisions with confidence. Officially launched in 2015, Climate FieldView is now on more than 92 million acres across the United States, with more than 100,000 U.S. farmers actively engaging in Climate's digital tools. In less than two growing seasons, Climate FieldView has already become the most broadly connected platform in the industry and has continued to expand new, unique product features and geographic availability of its offerings.

Climate FieldView Features in Eastern Canada

Data Connectivity - Farmers can experience simple data collection, storage and visualization through the Climate FieldView™ Drive, a device that provides seamless data

connectivity by easily transferring field data from a farmer's equipment into their Climate FieldView account. Launched early this year in the United States, FieldView Drive captures key planting data including hybrid and planting population, as well as key harvest data such as yield, and digitally displays that data in a farmer's Climate FieldView account as the farmer passes through the field. This enables the ability for farmers to easily understand hybrid performance by field, and population with side-by-side views of as-planted and yield data.

FieldView Drive will work with many tractors and combines in Eastern Canada. In addition to the FieldView Drive, farmers can connect their field data to their Climate FieldView account through Precision Planting's 20/20 monitors and John Deere's Wireless Data Server (WDS) technology.

Climate FieldView also offers farmers the option of cloud-to-cloud connection with many other agricultural software systems, as well as manual file upload.

Yield Analysis Tools - The Climate FieldView platform also provides seed performance analysis tools to help farmers evaluate the impact their agronomic decisions have on yield, so they can build the best plan to maximize profitability for the next season. Farmers can analyze seed performance by field and hybrid, and better understand their field variability by quickly and easily comparing digital field maps side-by-side.

Advanced Satellite Imagery - With frequent and consistent high-quality field satellite imagery, farmers can find out what's happening beyond the end rows and identify issues early, prioritize scouting, and take action to protect yield. Climate's proprietary imagery process provides consistent imagery quality and frequency by using high-resolution imagery with vegetative data from multiple images, in addition to advanced cloud identification. Farmers can also drop geo-located scouting pins on field health images and navigate back to those spots for a closer look or share with agronomic partners.

Field-Level Weather - With field-level weather information and notifications, farmers can more efficiently prioritize and plan each day. Farmers can view historical, real-time and forecasted weather to decide which fields are workable based on average field precipitation and wind speed.

Availability

The Climate FieldView platform will be available for purchase in Eastern Canada in winter 2016, so that farmers can begin using it on their farms in time for the 2017 growing season. To experience the complete value of the platform throughout the entire season, farmers should sign up for Climate FieldView by Jan. 1, 2017. Farmers can try field-level weather insights, including notifications and scouting, as well as advanced satellite imagery for **free** on **two** trial fields. Pricing for the Climate FieldView offering in Canada will be available this fall.

Fundamental to Climate's data privacy policy is the company's commitment to respect that farmers own their data, including the data they generate on their farming equipment. Visit climate.com to learn more.

For more information about the Climate FieldView platform, contact Climate Support at 1.888.924.7475 or visit climate.com/canada.

About The Climate Corporation

The Climate Corporation, a subsidiary of Monsanto Company, aims to help all the world's farmers sustainably increase their productivity through the use of digital tools. The integrated Climate FieldView™ digital agriculture platform provides farmers with a comprehensive, connected suite of digital tools. Bringing together seamless field data collection, advanced agronomic modeling and local weather monitoring into simple mobile and web software solutions, Climate FieldView gives farmers a deeper understanding of their fields so they can make more informed operating decisions to optimize yields, maximize efficiency and reduce risk. For more information, please visit www.climate.com/canada or follow the company on Twitter [@climatecorp](https://twitter.com/climatecorp).

About Monsanto Company

Monsanto is committed to bringing a broad range of solutions to help nourish our growing world. We produce seeds for fruits, vegetables and key crops – such as corn, soybeans, and cotton – that help farmers have better harvests while using water and other important resources more efficiently. We work to find sustainable solutions for soil health, help farmers use data to improve farming practices and conserve natural resources, and provide crop protection products to minimize damage from pests and disease. Through programs and partnerships, we collaborate with farmers, researchers, non-profit organizations, universities and others to help tackle some of the world's biggest challenges. To learn more about Monsanto, our commitments and our more than 20,000 dedicated employees, please visit: discover.monsanto.com and monsanto.com. Follow our business on Twitter® at twitter.com/MonsantoCo, on the company blog, Beyond the Rows® at monsantoblog.com or subscribe to our [News Release RSS Feed](#).

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APPENDIX H

Canada PS 3

DEKALB® brand releases new clubroot-resistant product

Monsanto Canada Inc. 10/31/2016

The DEKALB® brand is pleased to announce the release of its newest clubroot-resistant canola hybrid, 75-42 CR, available now for the 2017 growing season.

The newest clubroot-resistant hybrid from DEKALB, 75-42 CR, is the most extensively tested canola hybrid ever to enter the DEKALB line up. 75-42 CR gives farmers early maturity options combined with excellent yield potential. This combination gives farmers in Central Alberta another tool to combat disease pressure and Mother Nature.

“The new 75-42 CR hybrid offers a new, early maturing alternative in the battle against clubroot,” said Dave Kelner, canola portfolio manager for Monsanto. “Central Alberta farmers are often challenged with late harvests. This product will be one of the earliest maturing clubroot-resistant products available in the market. Combined with outstanding yield potential and a well-rounded agronomic package, this product will have a fit on every farm in that area.”

Early maturing hybrids allow a grower to make the most of what can be limited heat units in some years and enable the crop to reach full maturity in a shorter amount of time. “They allow a grower to seed after early spring storms and harvest before the typical frost begins,” explained Edmonton-based DEKALB field agronomist Kerran Clements. “Using hybrids with different maturities also helps farmers spread out their harvest and get the crop off at an optimal time.”

Adverse weather at harvest negatively impacts yield and is a top-of-mind issue for Alberta farmers after the inclement weather experienced this season. “With a product like this, there is more peace of mind that you will actually get your crop in and you will get the full potential of the seed because it has been allowed to reach its full maturity,” said Red Deer-based DEKALB field agronomist Erin McDougall.

For more information about DEKALB® 75-42 CR, farmers can visit www.DEKALB.ca or speak to a DEKALB representative in their area by calling 1-84-GO-DEKALB today.

About the DEKALB® brand

DEKALB is a national agricultural seed brand and leading provider of canola, corn, and soybean seed to Canadian farmers. We are passionate about farming and agriculture and most importantly, the people in the business. With more than 50 DEKALB Sales Representatives and Field Agronomists across Canada, you can count on the local support, valuable knowledge, and home-grown advice from our team in your area. Simply

put, we want to help you get the most out of your seed, crops, and farm business operation.

Learn more at www.DEKALB.ca or follow us on Twitter @DEKALB_Canada.

About Monsanto Company

Headquartered in Winnipeg, Manitoba, Monsanto Canada Inc. is part of the larger global Monsanto Company. Monsanto is an agricultural company committed to bringing a broad range of solutions to help nourish our growing world. We produce a variety of seeds ranging from fruits and vegetables to key crops – such as corn, soybeans, canola and cotton – that help farmers produce abundant and nutritious food. We work to find sustainable agriculture solutions that help farmers conserve natural resources, use data to improve farming practices, use water and other important resources more efficiently, and protect their crops from pests and disease. Through programs and partnerships, we collaborate with farmers, researchers, non-profit organizations, universities and others to help tackle some of the world's biggest challenges.

To learn more about Monsanto, please visit: www.monsanto.ca or follow us on Twitter @MonsantoCda.

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APPENDIX I Canada PS 4

Monsanto Fund announces winners of 2016 Canada's Farmers Grow Communities program

Monsanto Canada Inc. 11/8/2016

\$165,000 in grant money distributed to 66 rural charities across Canada

What makes life in a rural community better? How about quality healthcare, recreation facilities, emergency services, child care for working families and organizations that help people shine. Thanks to Canadian farmers, 66 charities and non-profits that make life better in small towns across the country will receive \$2,500 grants from the Monsanto Fund as part of the 2016 Canada's Farmers Grow Communities program.

Each non-profit was nominated by a local farmer who applied on behalf of their favourite cause.

The Canada's Farmers Grow Communities program received more than 500 entries this year. Winners were drawn by board members of the independent administrator, Agriculture in the Classroom – Manitoba, on October 6, 2016.

"You hear \$2,500 and you might think that's just a drop in the ocean," said Kelly Funke, public affairs manager at Monsanto Canada. "What I've learned from speaking with farmers and charities across Canada is that this can be a huge amount for some, or even just enough to push a fundraising project to meet its goal. And all because a farmer believed in the cause enough to take action."

Now in its fifth full year, the Canada's Farmers Grow Communities program generated a wide variety of ideas from farmers on how local groups in their communities could benefit from the grants. A large number of rural-based charitable groups also contributed ideas online at www.CanadasFarmers.ca, which allowed them to suggest a cause and find local farmers to support it by submitting an entry.

Farmers living and working in the Maritimes, Quebec, Ontario, Manitoba, Saskatchewan, Alberta and Northeastern B.C. had from mid-January to the end of September to submit their entries by visiting the Canada's Farmers website and completing an online application form. Farmer Alice Shenderevich of Roblin, MB applied on behalf of the Roblin and District Health Auxiliary, which will be putting its \$2,500 toward purchasing a new blood pressure machine, a device in high demand in their rural hospital.

The Monsanto Fund plans to continue the Canada’s Farmers Grow Communities program in 2017. Farmers and rural residents can watch for details at winter trade shows and also visit www.CanadasFarmers.ca in January 2017 for more information.

About The Monsanto Fund

The Monsanto Fund, the philanthropic arm of the Monsanto Company, is a not-for-profit organization dedicated to strengthening the communities where farmers and Monsanto Company employees live and work. Learn more at www.monsantofund.org.

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For more information, please contact

Kelly Funke
Public Affairs Manager
(204) 985-1035

Note: A complete listing of all 66 winning entrants, their farmer nominator and their community, is detailed in the attachment to this news release.

Canada’s Farmers Grow Communities - 2016 Winners

ALBERTA WINNERS

Hussar & District Agricultural Society Pam Collett, Hussar, AB	Standard Community Facility Enhancement Society (Memory Lane)
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	Michael Rasmussen, Standard, AB
Wetaskiwin Curling Association Deanne Bye, Wetaskiwin, AB	Daysland Public Library Brian Spiller, Daysland, AB
Moos on the Moove Dairy 4H Club Bart Bikker, Barrhead, AB	Eleanor Hall School Enhancement Society Carrie Ruch, Tawatinaw, AB
Sexsmith and District Museum Society Jason Anderson, Sexsmith, AB	Eaglesham Volunteer Fire Department Fiona Love, Eaglesham, AB
Alberta Birds of Prey Foundation Boston Farms Ltd., Coaldale, AB	Vulcan County Health & Wellness Foundation Ron Markert, Vulcan, AB
Girouxville Enhancement Committee Alexandra Brochu, Girouxville, AB	Fabulas (Falher & Area Beautification & Leisure Activities Society) Selena Sliger, Falher, AB
Aspire Special Needs Resource Centre Jennifer Griffin, Red Deer, AB	Penhold Fire Department Steven Harris, Penhold, AB
Lamont Figure Skating Club Mark Fedyniak, Star, AB	Beaver District 4-H Rob Roulston, Bruce, AB
3 Cities 4-H Equine Club	

Chris Adams, Paradise Valley, AB	Paradise Valley & Districts Agricultural Society Dean Davidson, Kitscoty, AB
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SASKATCHEWAN WINNERS

Rocanville School Playground Nicki Davis, Rocanville, SK	Canora Junior Elementary School Community Council Craig Ostafie, Canora, SK
Norquay Ladies' Hospital-Special Care Home Auxiliary Inc. Jordan Vogel, Pelly, SK	Lake Lenore Heatwave Kim Moorman, Lake Lenore, SK
Rose Valley Community Spirit Manor Donna Prosko, Rose Valley, SK	Aylsham Volunteer Fire Department Tammy Gray, Aylsham, SK
Zenon Park Community Partners Corporation Denis Marchildon, Zenon Park, SK	Glaslyn & District Recreation Board Joan Booy, Glaslyn, SK
Happy Hearts Childcare Centre Inc. June Schutte, Shellbrook, SK	Weyburn & District United Way Carmen Sterling, Weyburn, SK
MJHA Family Tenant Association Paul Wilder, Moose Jaw, SK	Lakeland Early Learning Co-operative Derek Stroh, Christopher Lake, SK

Hepburn Centennial Bowl Sheldon Willems, Hepburn, SK	Last Mountain Pioneer Home Foundation Terry Fiessel, Bulyea, SK
Strasbourg and Community Recreation Centre Elaine Hack, Strasbourg, SK	Biggar Curling Club Norm de Bussac, Biggar, SK
Small Steps Early Learning Centre Scott Phillips, Outlook, SK	Odessa Fire Fighters Shawn Muhr, Odessa, SK
Oxbow Arts and Cultural Committee Carole Stewart, Oxbow, SK	Mossbank Early Childhood Play & Learning Program Natalie Nagel, Mossbank, SK
Central Butte & District Donor's Choice April Thurlow-Grasdal, Parkbeh, SK	Luseland Arts Council Collin Reiber, Luseland, SK
Tramping Lake Curling Club Chris Volk, Tramping Lake, SK	

MANITOBA WINNERS

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<p>Minnedosa Primary Care Centre Inc. Chris Brown, Minnedosa, MB</p>	<p>Bruxelles Community Development Committee Linda Jonk, Bruxelles, MB</p>
<p>Souris Hillcrest Community Corporation Dustin Williams, Souris, MB</p>	<p>Castleavery Cemetery Fund Marlene Shearer, Dropmore, MB</p>
<p>Roblin & District Health Care Auxiliary Alice Shenderevich, Roblin, MB</p>	<p>Oak Bluff Nursery School Inc. Derek and Erin Erb, Oak Bluff, MB</p>
<p>Portage Industrial Exhibition Association Katlyn Richaud, Portage la Prairie, MB</p>	<p>Roland Pumpkin Fair Jayme Janzen, Plum Coulee, MB</p>
<p>Carman Dufferin Pool Splash Pad Ryler Russell, Carman, MB</p>	

APPENDIX J Canada PS 5

Monsanto to Launch DuPont™ Lumivia™ Insecticide Seed Treatment on Corn in Eastern Canada

Monsanto Canada Inc. 11/15/2016

A Highly Effective Broad Spectrum Corn Insecticide Seed Treatment

WINNIPEG, Manitoba, Nov. 15, 2016 – DuPont and Monsanto announced today that they have agreed to offer DuPont™ Lumivia™ insecticide seed treatment under the Acceleron® brand in Eastern Canada for the 2017 sales season. Lumivia™ insecticide seed treatment, part of the DuPont™ Lumigen® seed sense portfolio, is the first insecticide seed treatment technology in Canada using chlorantraniliprole, a reduced-risk active ingredient that will give growers a tool to help control damage caused by a broad spectrum of pests.

“We are pleased to provide Canadian corn farmers with seed treatment options to fill pest control gaps,” explained Daniel Samphir, Seed Applied Solutions marketing manager, Monsanto Canada. “Lumivia™ insecticide seed treatment covers a wider spectrum of corn pests than any other non-neonicotinoid seed treatment on the market. We are very pleased to join with DuPont to augment our Acceleron® offering and provide this solution to Canadian farmers.”

Lumivia™ is a premium insecticide seed treatment that works systemically to translocate the active ingredient from the seed to the roots and developing stalk and leaves throughout seedling development. It delivers protection against key early season pests including wireworm, seed corn maggot (suppression only), black cutworms and armyworm that can cause devastating damage to a corn crop. According to DuPont, Lumivia™ insecticide seed treatment provides immediate and long-lasting protection of corn seeds and seedlings, which translates to uniform, healthy stands and increased yield potential through improved early season vigor.

“Lumivia™ insecticide seed treatment has an excellent environmental profile and provides an important tool for farmers at a time when this is very much needed in Canada,” said Mick Messman, director, DuPont Seed Treatment Enterprise. “When applied according to the label and using good agricultural practices, it is highly efficacious and has minimal impact on the environment and on beneficial insects and pollinators¹.”

Lumivia™ is available on DEKALB® brand corn seed for the 2017 growing season as part of the Acceleron® Seed Applied Solutions offerings in Eastern Canada.

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[DuPont](#) (NYSE: DD) has been bringing world-class science and engineering to the global marketplace in the form of innovative products, materials, and services since 1802. The company believes that by collaborating with customers, governments, NGOs, and thought leaders, we can help find solutions to such global challenges as providing enough healthy food for people everywhere, decreasing dependence on fossil fuels, and protecting life and the environment. For additional information about DuPont and its commitment to inclusive innovation, please visit www.dupont.com.

1. In line with Integrated Pest Management and Good Agricultural Practices, insecticide applications should be made when pollinators are not foraging to avoid unnecessary exposure.

Always read and follow all label directions and precautions for use.

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APPENDIX K

Philippines PS 1

300 Women Farmers In Bukidnon Undergo Finance And Digital Literacy Training For Farmer Productivity

10/28/2016

MANILA, PHILIPPINES – Monsanto Philippines and the Provincial Government of Bukidnon, through its Provincial Agriculture Office (PAO), recently partnered to conduct a capacity building program on agricultural finance management and digital literacy to 300 women farmers in the province, helping them better manage their farming enterprise and augment overall farmer productivity.

Monsanto and PAO, together with the International Marketing Group-Wealth Academy, which stood as a speaker for the trainings, held the two-day capacity building program at the municipal gymnasiums of Maramag and Manolo Fortitch in Bukidnon. According to PAO's Provincial Agriculturist Alson Quimba, the 300 participants were selected from 22 different municipalities in Bukidnon, mostly from the most underserved local communities in the province.

Monsanto Corporate Engagement Lead Charina Garrido-Ocampo said women play an important role in food production and distribution, having major participation in important farming activities such as budgeting, planting, harvesting, up to marketing of the produce. The agriculture industry in fact employs the 2nd most number of women in the Philippines, with over 2.9 million women involved in farming. Despite women's significant role, they remain "invisible" in a largely perceived male-dominated job.

"Though rural women are considered to be active actors in farming, their real contributions to local food production and to the rural economy remain undervalued. Women collectively play crucial roles in fighting hunger not only within households, but on a larger scale, by ensuring the nutrition and food security of the nation. This program, more than being a capacity building activity, is meant to underscore women's primary contributions and sacrifices to the growth of the agriculture sector," Ocampo said.

Ocampo added that the initiative is expected to develop further their financial management capabilities and enhance their overall farm management potential. The seminar includes short courses on building a solid financial foundation, practical money management strategies, sound investment tactics, and the creation of multiple streams of passive income.

Meanwhile, the basic digital literacy training focused on teaching participants with basic computer concepts and skills so that they can be more productive both at home and in the field.

“We continue to collaborate with relevant stakeholders, especially from the private sector, in supporting our local growers and, in turn, our local agriculture through different awareness and capacity building initiatives. Through this training, we express our confidence in increasing the productive participation of women in local agriculture and food production,” said Quimba.

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About Monsanto

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APPENDIX L

Philippines PS 2

Over 500 children in Bulacan receive free medical check-up from Monsanto PH

10/28/2016

Monsanto Philippines recently led a free medical outreach to over 500 children from underserved communities in Pulilan, Bulacan. In joint partnership with volunteer pediatricians and general medical practitioners in the area, the activity also provided vitamin supplements to sustainably address the different medical needs of young beneficiaries in the said area.

Monsanto's Bulacan Plant Manager Kris Palarca shared that before the outreach, the company conducted surveys in terms of the health needs of the communities near the company's Refuge-in-a-Bag Plant and cold warehouse located in Bulacan. Palarca said that despite some progress made in quality and affordable healthcare provisions, a number of children in the said area still continue to suffer from stunted growth, compromised cognitive development and poor physical health.

"This very helpful initiative by our colleagues at our Pulilan Plant aims to help sustain healthy communities where poverty and lack of basic healthcare remain daunting problems," said Monsanto's Corporate Affairs Lead Charina Ocampo. "Monsanto will continue to build strong roots in the local communities where we operate, empowering families not only in health, but also through education, livelihood and environment programs," Ocampo added.

Aside from the medical check-up, Monsanto also entertained the kids with the presentation of the digital animation of Monsanto's published children's book titled *Lina's Town Rises Again*, which was inspired by the tale of triumph of a lady corn farmer from Sultan Kudarat. Monsanto also gave copies of the said book along with school supplies such as crayons and coloring paper.

Ocampo shared that the published book and the presentation of the digital animation were meant to help younger generation and their parents gain a basic understanding of the food value chain, and the role of modern science in keeping up with the growing demand for food.

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About Monsanto Philippines

Monsanto Philippines is a local unit of Monsanto, a Fortune 500 global power company with a diverse portfolio of advanced biotechnology products produced in 404 facilities in 66 countries. To date, Monsanto Philippines has four facilities spread out across the

country, which includes its head office in Alabang, a Refuge-in-a-Bag (RIB) Plant and cold warehouse located in Bulacan, and an R&D station in Mindanao. The company also has partnerships with the Philippine government through the Department of Agriculture as well as the local scientific and academic communities in the promotion of modern agricultural biotechnology. To learn more, please visit www.monsanto.ph.

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APPENDIX M

Philippines PS 3

Monsanto, UP group tie up to build young people's interest and understanding of sustainable agriculture

10/28/2016

Monsanto Philippines, together with the University of the Philippines League of Agricultural Biotechnology Students (UP-LABS), recently led a student outreach activity in Muntinlupa City to broaden young people's awareness on the role of modern agriculture in feeding the country's growing population.

UP-LABS members performed an on-stage adaptation of the published children's book "*Lina's Town Rises Again*", which was inspired by the tale of triumph of a lady corn farmer in Sultan Kudarat. Almost 50 grade school students and teachers from the Alabang Elementary School watched the live performance at the Bulwagang Haribon, Insular Life Corporate Centre in Muntinlupa City.

Monsanto Corporate Engagement Lead Charina Garrido-Ocampo shared that the activity was meant to help young students gain a basic understanding of the food value chain, the different challenges to food sufficiency, and the role of modern science in keeping up to the growing demand for food.

She also highlighted the importance of engaging the next generation for the future of agriculture. "Today's youth plays a critical role in contributing creative ideas and actions to address real-world issues such as food security. Monsanto's collaboration with UP-LABS demonstrates our efforts to work with different stakeholder, including the young, to promote sustainable agriculture," Ocampo said.

Meanwhile, UP-LABS President Jakov Abellido hopes that the activity will be able to correct the stereotypes surrounding agriculture as a low-income and "uncool" profession, and in turn, attract them to take agricultural science.

"Currently, the image of agriculture among the younger population remains "uncool". Rapid urbanization and rural-urban migration continue to become major factors causing the disinterest among young people. Because of this declining interest, reaching out and educating them is a key step in ensuring our youth's continued involvement in the farming sector," Abellido said.

Monsanto is committed to expanding the discussion on the importance of sustainable agriculture in schools and colleges across the country. Since 2012, Monsanto has already reached out to more than 10,000 students in Quezon City, Iloilo, Davao, General Santos and Cagayan through their activities geared towards making young minds interested in agriculture.

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APPENDIX N

Philippines PS 4

Monsanto, GK complete final phase of Monsanto Village in Iloilo

10/28/2016

Iloilo City, Philippines – As part of the shelter recovery efforts in areas hit by Super Typhoon Yolanda and Typhoon Ruby, Monsanto Philippines, Inc. and Gawad Kalinga Community Development Foundation, Inc. (GK) officially turned over 24 more permanent shelter units in Barangay Aldeguer, Sara, Iloilo.

Monsanto Philippines Country Lead Rachel Lomibao, together with GK Executive Director Jose Luis Oquiñena and key representatives from the Municipality of Sara led by Mayor-elect Ermelita Salcedo and Vice Mayor-elect Jesus Salcedo, led the official housing turnover to the selected beneficiaries.

“Almost three years after the onslaught of Typhoon Yolanda, access to safe shelter and sustainable livelihoods remain a challenge among communities that were hardest hit by the calamity. As in any other recovery effort, we see it important to ensure that these communities have the solid foundation to start anew and the resilience to withstand future shocks from the environment,” Lomibao said.

The turnover was the second phase of the Monsanto-GK housing initiative in Iloilo. The first phase of the housing project, which comprised 30 core shelter units, was first completed last February 2015. There are now 54 completed housing units in the village, benefitting a total of 232 families.

According to GK Executive Director Luis Oquinena, each housing unit is disaster-resilient that can withstand strong winds of possible super typhoons in the future. The housing project is also a holistic approach towards development of the community’s overall well-being as it incorporates livelihood development programs and values formation training.

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APPENDIX O

Philippines PS 5

Monsanto speaks on importance of agricultural innovation to CDO community

10/28/2016

Monsanto recently reached out to sectors of Cagayan de Oro (CDO) community to raise awareness on issues impacting local agriculture production and the role of agriculture biotechnology in addressing them. The campaign reached out to important stakeholder groups including local farming families, local seed and input distributors, and the general public.

Monsanto Corporate Engagement Lead Charina Garrido-Ocampo and Technology Development Executive John Fajardo led the one-day education and awareness-building activity at Seda Centrio Hotel in CDO. The activity involved education on the different challenges to local agricultural production, as well as the increasing role of sustainable agriculture management and crop innovations to address food security. It also included an open dialogue on issues related to plant biotechnology.

Garrido-Ocampo stressed the need to raise the City's awareness on the importance of sustainable resource management by adopting both climate-smart farming practices and biotech seed innovations. According to Ocampo, despite the City's growth as one of the country's important urban centers, a large part of CDO is still agriculturally dependent. In 2012, about 33% of the City's total land area is devoted to agriculture, with output comprising of both food (rice, corn) and commercial crops (banana, cacao, root crops).

"Across the country, key agricultural areas are gradually being impacted by a wide array of new challenges brought about by climate change. This campaign seeks to create greater environmental understanding and participation among members of the local community. It is our belief that a strong public understanding of the need for sustainable agriculture is a key step towards ensuring the community's continued involvement in challenges faced by the local food and agriculture sector," Garrido-Ocampo said.

Monsanto is also committed in expanding the discussion on the importance of sustainable agriculture among the younger generation. It previously reached out to 980 students in University of the Philippines (UP) Mindanao and the Nazareth High School to feature talks on food sustainability. Monsanto also entered into partnership with UP League of Agricultural Biotechnology Students for a series of student outreach projects, including student agriculture seminars and storytelling activities, which aim to promote the importance of efficient management and conservation of natural resources.

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APPENDIX P

India PS 1

Monsanto India showcases high yielding varieties of Vegetables and Maize at “Pragati Divas 2016” in Bangalore

11/11/2016

- ~ Over 300 farmers, dealers & distributors experience latest technological know-how~
- ~ Enhanced knowledge about Dekalb® and Seminis® hybrid seeds and latest agronomic practices ~

Bangalore, November 11, 2016: Monsanto India, a leading sustainable agriculture company, organised '*Pragati Divas 2016*' to demonstrate and showcase its Seminis ® hybrid Vegetables and Dekalb® Maize portfolio. The event organized at Monsanto's state-of-the-art Monsanto Breeding Station (MBS) in Gowribidanur, Bangalore, was well attended by over 300 key customers comprising dealers, distributors and farmers from several villages across Karnataka.

Visitors at the Pragati Divas witnessed 22 hybrids in maize and about 100 hybrids in vegetables covering tomato, chilli, polebeans, cucumber, cauliflower, cabbage, okra, and watermelon. Farmers were also provided details on the salient features of the upcoming hybrids in maize and vegetables. They were also enlightened on the breeding science behind development of these hybrids; while being walked through kiosks displaying the advantages of technology in agriculture.

Prashant Hegde, Asia Vegetable Commercial Lead, Monsanto said, “With growing population, increasing incomes and varied nutrition requirements, the demand for a wider variety of high – quality vegetables continue to increase, resulting in an immediate need to harvest better quality, nutritious food from each unit of land, water and energy. Varied agro climatic conditions and availability of resources make India an ideal for growing vegetables. But limited agronomic & technical knowledge of growing vegetables is impacting productivity and quality. Monsanto is continuously working with farmers to enable them to meet these challenges by developing vegetable seeds and providing better agronomic solutions that help growers produce tastier and nutritious vegetables while also helping conserve natural resources.”

Pragati Divas has been one of Monsanto's flagship initiatives over the years and has always received overwhelming response from stakeholders.

Apart from showcasing hybrids, the event also had Monsanto's Plant Pathology Group discussing about the best practices to grow crops thereby minimizing the impact of diseases and other stress conditions on crops.

“Farmers have consistently reposed their faith in our Dekalb® maize hybrids and their overwhelming response today is a testimony to the same. We constantly engage with the farmers across the country and our endeavour is to understand their needs and requirements better. Our wide range of maize hybrid seeds are adaptable to the local growing conditions thereby helping thousands of farmers earn better profits.” said, **Gaurav Katyal, Sales Lead, Monsanto.**

Monsanto’s breeding station around Bangalore is a centre of excellence for research in hybrid seeds, and has been modelled on Monsanto’s research facility in Chesterfield Village, St Louis, United States. This facility is focussed on developing and testing new hybrid seed varieties of maize, tomatoes, watermelon, cabbage, cauliflower, cucumber, pepper, onions and beans, with research and development (R&D) labs, trial fields and greenhouses under one roof.

Monsanto has ten R&D and breeding facilities for its vegetable, corn and cotton hybrid seeds across India, and is testing and introducing wider choices of hybrid vegetable seeds suited to diverse agronomic conditions to enable farmers to produce more and improve their lives.

About Monsanto:

Monsanto Company is a leading global provider of technology-based solutions and agricultural products that improve farm productivity and food quality. Monsanto remains focused on enabling both small-holder and large-scale farmers to produce more from their land while conserving more of our world's natural resources such as water and energy.

Monsanto Holdings Pvt. Ltd. (a 100% subsidiary of Monsanto Company) is focused on marketing Seminis® hybrid vegetable seeds, Paras and Deltapine hybrid cotton seeds.

Seminis® brand of vegetable seeds improve nutrition, quality and productivity of vegetables. We develop products that offer new, healthy choices for consumers and offer more than 110 distinct vegetable seeds presenting major vegetable crops of the country including beans, broccoli, cabbage, cauliflower, cucumber, pickling cucumber, eggplant, gourds, hot pepper, musk melon, onion, radish, squash, sweet pepper, tomato, watermelon and other crops. We hope that by developing vegetables products with excellent flavour and real nutritional benefits, people will enjoy eating more vegetables.

To learn more about our business and commitments, please visit: <http://www.monsanto.com/>.

Follow our business on Twitter® at <http://www.twitter.com/MonsantoCo>, on the company blog, Beyond the Rows® at <http://www.monsantoblog.com/>, or subscribe to our [News Release RSS Feed](#).”

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APPENDIX Q

India PS 2

Four students from Tamilnadu Agricultural University (TNAU) awarded the prestigious Monsanto Beachell – Borlaug scholarships

11/14/2016

~Scholarship programs for research in rice and wheat~

~India has 24 winners – highest for any nation out of 89 awardees worldwide~

Coimbatore, November 14, 2016: Four students from Tamilnadu Agriculture University (TNAU) are amongst the twenty-four Indian winners who have received the prestigious Monsanto Beachell – Borlaug International Scholars Program (MBBISP) Research Scholarships.

The four students from TNAU are **Mr. Bharathi Ramadoss** whose research is focused on optimal glycemic index in rice and is working in collaboration with the University of Saskatchewan, Canada, **Ms. Pilomin Juliana**, who is determining the breeding value of CIMMYT International bread wheat nursery entries for multiple disease resistance, **Mr. Ashish Rajurkar**, who is pursuing his Ph. D. in Biotechnology from TNAU and will be doing his research on breeding for drought resilience in rice and **Mr. Sumeet Prabhakar Mankar**, who did his Masters in Agricultural Biotechnology from TNAU and is a Research Scholar from Seoul National University working on “Development, Evaluation and Validation of Wild Rice MAGIC Populations for Improved Agronomic Traits and Multi-environment Stress Tolerance”.

MBBISP is a global program that receives applications from young researchers in the field of agriculture. The program encourages young scientists and university students to develop new plant breeding research for rice and wheat production. Since its inception in 2009, India, has achieved a milestone of highest number of winners with 24 MBBISP scholars, out of a total of 89 awardees worldwide. Of these, four are from Tamil Nadu Agriculture University (TNAU) which has been at the forefront with path breaking agricultural research and technology since its establishment in 1868.

MBBISP aims to ignite the minds of bright young Indian researchers to innovate and share their vision of Indian agriculture and help the farmers produce more from the same amount of land. It honours the accomplishments of Dr. Henry Beachell and Dr. Norman Borlaug (Recipient of Nobel Prize in 1970), who pioneered plant breeding and research in rice and wheat, respectively. Recognizing the importance of rice and wheat in global food security, Monsanto Company pledged \$13 million, over a period of eight years, from 2009-2017, to improve yields in these crops as part of its commitment to sustainable agriculture.

Arnab Das, Director – Corporate Engagement, Monsanto said, “At Monsanto, we believe that increasing agricultural output to meet the needs of a growing population can be achieved through science and innovation. Through the Monsanto Beachell Borlaug International Scholars Program we are encouraging students to undertake research and build solutions to tackle the challenges around hunger and food security. Indian academic talent has great potential and this has been amply showcased by these highly motivated researchers.”

MBBISP was launched in India in 2009 by eminent scientist Dr. MS Swaminathan. The awarding-winning work of the Indian students includes promising breeding research in enhancement of rice and wheat production. The MBBISP Program has provided financial support of approximately \$ 3,42,287 to the winners from TNAU and over \$3Million since 2009 on 24 Indian students that has helped them in pursuing their PHD in plant breeding of wheat or rice at top agricultural universities in India and globally.

The MBBISP fellowship provides recipients with the opportunity to develop advanced breeding techniques, conduct at least one season of field work in a developing country and a full package of support, including a generous stipend, tuition and fees, research fees, health insurance, travel and funds for the collaborating institution and advising professor. The program calls for award recipients to conduct at least one season of field work and/or study in a developing country and one in a developed country. The dual country experience is to ensure that students gain a worldview early in their career. In addition to this, the students are provided with a leadership training, which is designed to make the students more effective in their careers, and are also provided with an opportunity to travel to the annual World Food Prize in Des Moines, Iowa.

An independent panel of global judges chaired by **Dr. Ed Runge, Director, MBBISP**, reviewed the applications. Dr. Runge is also a professor and Billie B. Turner Chair in Production Agronomy (Emeritus) within the Soil and Crop Sciences Department, Texas A&M University at College Station.

Dr. Ed Runge, Director, MBBISP, states, “We are delighted with the outcome of this program over the last eight years. The kind of talent that has been recognized from across the globe is commendable. We as part of the judging panel are confident that the aim of these students are aligned with the vision of Drs. Hank Beachell and Norman Borlaug in the area of food security.”

The MBBISP is administered by [Texas AgriLife Research](#), an agency of the US-based Texas A&M University System. The establishment of MBBISP is part of Monsanto's [three-point commitment](#) to help increase global food production in the face of growing demand, limited natural resources and a changing climate.

About Monsanto:

Monsanto is a [sustainable agriculture company](#). We deliver agricultural products that support farmers all around the world.

We are focused on [empowering farmers](#)—large and small—to produce more from their land while conserving more of our world's natural resources such as water and energy. We do this with our leading seed brands in crops like corn, cotton and fruits and vegetables. We also produce leading in-the-seed trait technologies for farmers, which are aimed at protecting their yield, supporting their on-farm efficiency and reducing their on-farm costs.

We strive to make our products available to farmers throughout the world by broadly licensing our seed and trait technologies to other companies. In addition to our seeds and traits business, we also manufacture Roundup® and other herbicides used by farmers, consumers and lawn-and-garden professionals.

Monsanto could not exist without farmers. They are our customers--the lifeblood of our company. More important, they are the support system of the world's economy, working day in and day out to feed, clothe and provide energy for our world.

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APPENDIX R

India PS 3

Eight students from Punjab Agricultural University (PAU) awarded the prestigious Monsanto Beachell – Borlaug scholarships

11/14/2016

~Scholarship programs for research in rice and wheat~

~India has 24 winners – highest for any nation out of 89 awardees worldwide~

Ludhiana, November 16, 2016: Eight students from Punjab Agricultural University (PAU) are amongst the twenty-four Indian winners who have received the prestigious Monsanto Beachell – Borlaug International Scholars Program (MBBISP) Research Scholarships.

The eight students from PAU include **Ms. Bhanu Kalia** whose research is focused on methodology for efficient mapping of alien introgression for adult plant resistance to leaf rust and other agronomic traits in wheat *Aegilops Tauschii* Hybrids; **Ms. Amandeep Sandhu**, whose research is focused in mapping and characterizing Leaf Rust Resistance Gene transferred from *Triticum Monococcum* L. to wheat (*Triticum Aestivum* L.); **Mr. Dharminder Bhatia**, who is doing his research on Molecular Characterization of Inter-Specific Backcross Inbred Lines of Rice for mapping of Yield Related QTLs; **Ms. Amandeep Kaur** who is doing research on evaluating wild species germplasm for variation in activity of bran lipase (RBL); **Ms. Mitaly Bansal** whose research is focused on fine mapping and identifying candidate genes for stripe and leaf rust resistance transferred from *Aegilops umbellulata* to bread wheat (*Triticum aestivum*); **Ms. Palvi Malik** who is doing her research on rice under the topic- Genome wide selection for rapid introgression of desirable alleles for productivity traits from *Oryza Rufipogon* into *Oryza Sativa*; **Mr. Gurcharn Singh Brar** working in the area of improving genetic resistance to Fusarium Head Blight in durum & bread wheat, and **Ms. Karminderbir Kaur**, who is working in the area of development of an in vivo haploid induction system in rice through distant hybridization & manipulation of CenH3 gene.

MBBISP is a global program that receives applications from young researchers in the field of agriculture. The program encourages young scientists and university students to develop new plant breeding research for rice and wheat production. Since its inception in 2009, India, has achieved a milestone of highest number of winners with 24 MBBISP scholars, out of a total of 89 awardees worldwide. Of these, five are from Punjab Agriculture University (PAU) which has been at the forefront with path breaking agricultural research and technology since its establishment in 1962.

MBBISP aims to ignite the minds of bright young Indian researchers to innovate and share their vision of Indian agriculture and help the farmers produce more from the same amount of land. It honours the accomplishments of Dr. Henry Beachell and Dr. Norman Borlaug (Recipient of Nobel Prize in 1970), who pioneered plant breeding and research in rice and wheat, respectively. Recognizing the importance of rice and wheat in global food security, Monsanto Company pledged \$13 million, over a period of eight years, from 2009-2017, to improve yields in these crops as part of its commitment to sustainable agriculture.

Arnab Das, Director – Corporate Engagement, Monsanto said, “At Monsanto, we believe that increasing agricultural output to meet the needs of a growing population can be achieved through science and innovation. Through the Monsanto Beachell Borlaug International Scholars Program we are encouraging students to undertake research and build solutions to tackle the challenges around hunger and food security. Indian academic talent has great potential and this has been amply showcased by these highly motivated researchers.”

MBBISP was launched in India in 2009 by eminent scientist Dr. MS Swaminathan. The awarding-winning work of the Indian students includes promising breeding research in enhancement of rice and wheat production. The MBBISP Program has provided financial support of approximately \$ 9,14,129 to the winners from PAU and over \$3Million since 2009 on 24 Indian students that has helped them in pursuing their PHD in plant breeding of wheat or rice at top agricultural universities in India and globally.

The MBBISP fellowship provides recipients with the opportunity to develop advanced breeding techniques, conduct at least one season of field work in a developing country and a full package of support, including a generous stipend, tuition and fees, research fees, health insurance, travel and funds for the collaborating institution and advising professor. The program calls for award recipients to conduct at least one season of field work and/or study in a developing country and one in a developed country. The dual country experience is to ensure that students gain a worldview early in their career. In addition to this, the students are provided with a leadership training, which is designed to make the students more effective in their careers, and are also provided with an opportunity to travel to the annual World Food Prize in Des Moines, Iowa.

An independent panel of global judges chaired by **Dr. Ed Runge, Director, MBBISP**, reviewed the applications. Dr. Runge is also a professor and Billie B. Turner Chair in Production Agronomy (Emeritus) within the Soil and Crop Sciences Department, Texas A&M University at College Station.

Dr. Ed Runge, Director, MBBISP, states, “We are delighted with the outcome of this program over the last eight years. The kind of talent that has been recognized from across the globe is commendable. We as part of the judging panel are confident that the aim of

these students are aligned with the vision of Drs. Hank Beachell and Norman Borlaug in the area of food security.”

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We strive to make our products available to farmers throughout the world by broadly licensing our seed and trait technologies to other companies. In addition to our seeds and traits business, we also manufacture Roundup® and other herbicides used by farmers, consumers and lawn-and-garden professionals.

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APPENDIX S

India PS 4

India leads 30 nations with largest number of MBBISP winners over the last 8 years

11/18/2016

~Nation tops with 24 winners in the prestigious program~

~Three students from India win the prestigious scholarships in 2016 for rice & wheat breeding~

New Delhi, November 18, 2016: Since its inception in 2009, India, has achieved a milestone of producing the highest number of winners in the prestigious *Monsanto Beachell - Borlaug International Scholarship Program* (MBBISP). The country till date has 24 MBBISP scholars from of a total of 89 awardees worldwide that includes 30 nations. The MBBISP program is the premier scholarship program that encourages research in rice and wheat breeding.

India this year has seen three more students being added to this prestigious list who will receive the *Monsanto Beachell – Borlaug International Scholars Program (MBBISP) Research Scholarships*. The three students include **Mr. Gurcharn Singh Brar** working in the area of improving genetic resistance to Fusarium Head Blight in durum & brea wheat. Ms. **Sreya Ghosh**, whose PhD project focuses on developing and fine tuning methods for unbiased gene cloning in wheat, and **Ms. Karminderbir Kaur**, who is working in the area of development of an in vivo haploid induction system in rice through distant hybridization & manipulation of CenH3 gene.

The *Monsanto Beachell - Borlaug International Scholarship Program* (MBBISP) is a global program that receives applications from young researchers in the field of agriculture. The program encourages young scientists and university students to develop new plant breeding research for rice and wheat production. The MBBISP program aims to enable and equip the scholars to apply modern breeding technologies to improve rice and wheat in India and globally.

MBBISP aims to ignite the minds of bright young Indian researchers to innovate and share their vision of Indian agriculture and help the farmers produce more from the same amount of land. It honours the accomplishments of Dr. Henry Beachell and Dr. Norman Borlaug (Recipient of Nobel Prize in 1970), who pioneered plant breeding and research in rice and wheat, respectively. Recognizing the importance of rice and wheat in global food security, Monsanto Company pledged \$13 million, over a period of eight years, from 2009-2017, to improve yields in these crops as part of its commitment to sustainable agriculture.

Dr. Ed Runge, Director, MBBISP, states, “We are delighted with the outcome of this program over the last eight years. The kind of talent that has been recognized from across the globe is commendable. We as part of the judging panel are confident that the aim of these students are aligned with the vision of Drs. Hank Beachell and Norman Borlaug in the area of food security.”

Apart from witnessing the highest representation of scholars, India can also take pride in the gender diversity of the Indian MBBIS scholars with an equal representation of 12 young men and 12 young women awardees. Thus, setting a model for how science and technology training should proceed in the future.

Arnab Das, Director – Corporate Engagement, Monsanto said, “At Monsanto, we believe that increasing agricultural output to meet the needs of a growing population can be achieved through science and innovation. Through the Monsanto Beachell Borlaug International Scholars Program we are encouraging students to undertake research and build solutions to tackle the challenges around hunger and food security. Indian academic talent has great potential and this has been amply showcased by these highly motivated researchers.”

MBBISP was launched in India in 2009 by eminent scientist Dr. MS Swaminathan. The awarding- winning work of the Indian students includes promising breeding research in enhancement of rice and wheat production. The MBBISP Program has provided financial support of over \$3Million since 2009 to the 24 Indian students that has helped them in pursuing their PHD in plant breeding of wheat or rice at top agricultural universities in India and globally.

Dr. Kuldeep Singh, Director - NBPGR, New Delhi said, “We are extremely happy that 8 students from Punjab Agricultural University have been awarded the Monsanto Beachell – Borlaug International Scholars Program scholarship. This will go a long way in ensuring that the research being carried out by these students will help the nation and the world at large in its efforts towards food security. We would like to thank Monsanto for the support they have extended to our students and hope this will inspire many young scientists and researchers to take up crop sciences.”

The MBBISP fellowship provides recipients with the opportunity to develop advanced breeding techniques, conduct at least one season of field work in a developing country and a full package of support, including a generous stipend, tuition and fees, research fees, health insurance, travel and funds for the collaborating institution and advising professor. The program calls for award recipients to conduct at least one season of field work and/or study in a developing country and one in a developed country. The dual country experience is to ensure that students gain a worldview early in their career. In addition to this, the students are provided with a leadership training, which is designed to

make the students more effective in their careers, and are also provided with an opportunity to travel to the annual World Food Prize in Des Moines, Iowa.

Dr. PM Salimath, Vice – Chancellor, University of Agricultural Sciences, Raichur added, “This is an excellent opportunity for the 24 students who have been awarded the MBBISP scholarships to make a difference towards their country and the world. Their research work in rice and wheat, two staple crops critical to food security of billions of people around the world will truly add value to the global effort being undertaken in the field of sustainable agriculture.”

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