ULTIMATE MANDATE

Build trust in the BRAND of American Agriculture

Gain the public’s permission for the Food Supply and Value Chain to Operate Freely
Our Strategy
We Can Turn Today’s War Into a Conversation.

Led by Farmers and Ranchers...
What’s the Disconnect?

They’re concerned about **everything we do**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Extremely or Very Uncomfortable</th>
<th>“I’m not aware of this method”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplementing naturally occurring animal hormones</td>
<td>55%</td>
<td>2%</td>
</tr>
<tr>
<td>Using pesticides on crops</td>
<td>49%</td>
<td>1%</td>
</tr>
<tr>
<td>Administering animal antibiotics</td>
<td>48%</td>
<td>1%</td>
</tr>
<tr>
<td>Using genetically modified (GMOs) or biotech seeds</td>
<td>43%</td>
<td>2%</td>
</tr>
<tr>
<td>Using fertilizers on crops</td>
<td>26%</td>
<td>-</td>
</tr>
</tbody>
</table>

Maslansky survey, October 2013
Storytelling to share common values

Building trust with consumers through shared values
- Faces of Farming and Ranching
- Documentary and video content
- Social media channels
- Entertainment partnerships

Provider of actionable feedback for affiliates and partners

Giving our partners and industry leaders key learnings to apply to all marketing programs
- Dial testing message research
- Quantitative surveys
- Communispace

Convening industry around issues to take action

Targeting influencers to stop erosion from attacks
- Food Dialogues events
- Website
- Op-eds
- Editorial board outreach
- Grow What You Know/F.A.R.M. Team

The source for making transparent content easy to find

Making the best facts and stories “findable” for all audiences
- Food Source
- SEO/SEM program
- Policymaker education program
- Entertainment “casting” program
How Is USFRA Different?

We create emotional connections with the people who grow and raise our food.

We know that “messaging” will not rebuild trust – credible storytelling and experiences will!
How is the USFRA Different?

A number of groundbreaking **firsts**:

- **One voice**
  Livestock and crop voices have **joined forces** at a deeper level than ever before

- **Engaging**
  Today’s agriculture will engage America in **an inclusive dialogue**, not a one-way conversation

- **Leading the conversation**
  **Setting the agenda**, not reacting to attacks

- **A long-term movement, not a campaign**
  The viability and leadership of the industry, not promoting one product or one moment in time

- **Entry to popular culture**
  Going **additional places** where today’s influencers get their information
Old Arguments Fall Flat

- TODAY, people are focused on higher-level concerns like **food quality** and **long-term health effects**

<table>
<thead>
<tr>
<th>you say</th>
<th>they hear</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAFE</td>
<td>“We don’t know if pesticides, antibiotics or hormones are safe in the long-term”</td>
</tr>
<tr>
<td>AFFORDABLE</td>
<td>“How? At what expense to quality?”</td>
</tr>
<tr>
<td>ABUNDANT</td>
<td>“We have an abundance of food, and it’s part of America’s health problems”</td>
</tr>
</tbody>
</table>
The Fundamental Concern

Consumers are most concerned about long-term health:
- Cancer
- Obesity
- Diabetes
- Heart Health

Anything not deemed “natural” is a threat:
- Antibiotics
- Hormones
- Pesticides
- Fertilizers
- Herbicides
- Biotech (aka GMO)
- Chemicals
- Packaged food ingredients
- “Factory farms”

Science/logic doesn’t help: “if we put it in our bodies, we don’t want anything that messes with nature”:
- Amount is miniscule
- Research shows it is safe
- Lets us feed the world
- Gives people choices
- Keeps prices low
- Better for the environment
The Situation:
Popular Culture Rules the Food Wars

HEADLINES

MOVIES/DOCUMENTARIES

BOOKS
To Make a Difference

We have to change the stories in popular culture.

Only USFRA is dedicated to this mission.
1. Key Influencers whose actions and decisions impact the business and reputation of agriculture directly
   - Media and media personalities
   - Customer decision makers
   - Politicians and government officials
   - Health and nutrition influencers

2. Consumer Food Connectors (CFCs)
Consumer Food Connectors

Who are they?
- Above average income and educated
- Tend to be more female (but not exclusively) and trend younger – there are more of them in their 20s and 30s than in their 50s or 60s
- 11% of the U.S. population
- They are not activists – they can be moved
- Tied to their mobile devices
- Passionate about food issues but not necessarily fully immersed in facts and science
- Not necessarily bloggers – they are individuals tweeting, posting photos/videos and sharing/passing along content
- Leaders in their community – they vote, volunteer and give back more than others
- Not part of organized NGOs

What drives them?
- Personal health and the health of their families is paramount above all other issues
- Not price – they are values driven not value driven
- Experiences that allow them to make up their own minds – they bristle when being “messaged” to
- Absolutes turn them off and make them skeptical – safest, best, etc.
- Their personal brand – they see it as their ethical duty to tell others what they know and share content

What gets their attention?
- Opportunities for engagement, especially online
- Personal connections with experts – or at least feeling like they can relate to experts (they look like me)
- Entertaining content
- Neutral third parties who “investigate” issues
- Transparency or commitments to companies and brands who admit mistakes and strive to do better in the future

Who do they influence?
- Broader consumer food involved population (friends and family)
- Media – their twitter activity is actually driving mainstream media coverage of topics
- Politicians – they will make their voices heard
- Customers – they can make or break a customer’s policy on a key issue
Advancing the Dialogue
January, 2014
Qualitative IR groups

+ We conducted four Instant Response dial sessions in January 2014 with a total of 100 participants
  • Farmers (n=45) (Fresno and Des Moines)
  • Consumer food connectors (n=55) (Scottsdale and Atlanta)
What We’ve Learned – Big Takeaways

• The “anti’s” are winning the optic war
• The divide between urban and rural is real
• There is a demand for honest brokers when many don’t exist
• It may be time to give relief to food guilt
Principles

+ The Principle of **AUTHENTIC**: how to keep it real
+ The Principle of **ACCESSIBLE**: creating content that’s easy to experience
+ The Principle of **AGREEABLE**: acknowledging they aren’t attracted to uncomfortable issues and content
+ The Principle of **RELEVANT**: what’s in it for them
+ The Principle of **EXCITING**: how to hook their interest or attention
Spotlight on Real Farmers

+ Consumers simply don’t really know what’s happening on farms today
+ But they find farmers credible when it comes to growing and raising food – it’s their job after all
+ And they liked content that pleasantly surprised them about what farmers do

“I liked that the cow has a nutritionist. I’d be curious to see what goes into that. How do farmers design the diet?”
– Consumer, Atlanta
THE BIG CHALLENGE WITH THIS!

- Consumers want to see real farmers and real farms
  - But they don’t always believe reality – FARMLAND Experience
  - The ANTI’s are winning the visual storytelling war
  - We have to change the optics
Share the spotlight on some issues

+ Consumers simply don’t trust farmers on issues like GMOs, antibiotics, hormones, or pesticides
+ Media and food personalities would be best suited to deliver that message or lead the conversation there

“That farmer is making a living. He doesn’t care if it’s safe.”
– Consumer, Atlanta

“I want to hear the perspective of someone whose name I know, but is open-minded and cares about food.”
– Consumer, Atlanta
Our groups were extremely interested in certain aspects of farming that elicited surprise

- Technology use on farms (mechanical and software, not chemical or GMO)
- How businesses interact with and influence farms and vice versa
- How food gets to their table

“I want to hear about all the cool technology farmers are using to make farming better. What cool things are they doing that none of us know about?”

– Consumer, Atlanta
In the spring of 2013, USFRA created the Precision Ag Working Group, Biotech Working Group and Antibiotics Working Group to help guide messaging, material development, spokesperson identification and strategy. A panel of antibiotics experts was assembled to attend media briefings in New York and Washington, D.C. with top tier business media.
Additional efforts included:

• OpEds and letters to the editor
• FoodSource antibiotics content development
• Antibiotics-related blog posts on FoodDialogues.com
• Antibiotics infographics
• Antibiotics message maps
• USFRA spokesperson trainings on key topics
• Food Dialogues: New York separate panel discussions on both antibiotics and GMOs
Farmer and Rancher Mobilization (FARM) Team

- **800+** farmers, ranchers and agriculture professionals have joined the team to date
- Distributes the latest updates from USFRA to farmers and ranchers
- Equips farmers and ranchers with ways to get active and share factual information about how they grow and raise food
2015 PROGRAMMING
#1 Focus and Investment: Maximizing Power of Farmland
Motivating our farmer and rancher base
Motivating our farmer base

• New foundation and individual farmer outreach
• Leveraging social media engagement more fully
Digital and video storytelling focus
US Farmers & Ranchers Alliance

USFRA is committed to continuous improvement and supporting U.S. farmers and ranchers efforts to increase confidence and trust in today’s agriculture.

Fooddialogues.com
“How To” Conventional Farming Video Series

Launched in 2014, continued in 2015

+ Based on key learnings from research and need for more video

- How to run a combine using GPS?
- How to feed 500 cows at once?
- How to help a downed cow?
- How to water 1,000 acres?
- How to keep 1,000 chickens warm?
- How to plant at night?
New Class Selection Timeline

<table>
<thead>
<tr>
<th>Phase</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
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<tbody>
<tr>
<td>Entry Phase</td>
<td></td>
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<tr>
<td>Judging Phase</td>
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<td></td>
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<td>orange</td>
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<tr>
<td>Public Voting Phase</td>
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<tr>
<td>Winners’ Announcement</td>
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<td>orange</td>
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2015 Program

+ Continued major focus on earned media outreach and events
+ Up-level video impact for online activities
Faces of Farming and Ranching 2013/14 Media Activities At-A-Glance

+ Valentine’s Day Satellite Media Tour
+ Radio Media Tour
+ NY Food Blogger Dinner
+ Antibiotics Briefings in NYC
+ Restaurant Leadership Conference
+ BlogHer Food Conference
+ IFIC Science Communications Summit
+ Back-to-School Satellite Media Tour
+ MUFSO
+ Food Day
+ Winter Media Outreach/Holiday Meal Shopping
Faces of Farming and Ranching in the News

THE KANSAS CITY STAR

11/6/14
“Big Farms Aren’t Bad”
By Bo Stone

1/3/14
Letter to the Editor
“Antibiotics in Animals”
By Chris Chinn

5/3/13
“Why my hogs are on a healthcare plan”
By Chris Chinn

8/15/13
“Farming in a fishbowl”
By Katie Pratt

Antibiotics in animals

As a hog farmer, I want to provide perspective regarding Lewis Dinneford’s Dec. 19 blog bit, “Higher costs for meat could result from FDA change.” Antibiotic use in agriculture has been a contested topic in recent months. I’m concerned with discussions surrounding studies attempting to link antibiotic use in animals to antibiotic-resistant bacteria infecting humans.

It’s simply not true. There have been no clinical cases of MRSA — the bacteria responsible for several human infections — related to U.S. livestock.

On our farms, we provide the best care for our hogs, including use of antibiotics. We don’t administer antibiotics just for the sake of it but only when absolutely necessary, and under veterinarian supervision. We believe that healthy animals are the basis for a safe food system.

It’s frustrating when people connect antibiotic resistance to the fact that 80 percent of the antibiotics in the U.S. are for animal use. There are about 10 billion farm animals and 350 million humans in the U.S., so of course it makes sense that the majority of antibiotics are for farm animals.

Instead of pointing fingers at the medical or agriculture communities, the industries should collaborate. Only when we look at the entire sole antibiotics play will we determine what risks exist and how to reduce them.

Chris Chinn
Clarence, Mo.
Frankenstates: Winning the agriculture tech war

Innovation and agriculture may be the proverbial peas in a pod. Each has grown together, creating a harvest of new methods for food gathering.

Take Bo Stone, a sixth-generation farmer who raises nearly 10,000 hogs a year, while growing corn, wheat, soybeans and strawberries.

"We use GPS and satellite technology to guide our tractors," said Stone, who with his wife and parents owns the 2,300 acres of P&S Farms near the town of Rowland, North Carolina.

"We download soil maps to our handheld devices to write prescriptions to give each part of our fields the right amount of fertilizer and pesticides," he said.

August 2014
“The New Animal Farm”

6/23/14
“Frankenstates: Winning the agriculture tech war”

2/17/14
“GMOs, Part 2”

March 2014
Radio Media Tour with Katie Pratt
In 2014 research, the concept of telling consumers that American Food is “OK” was appealing to farmers as well as Consumer Food Connectors – this is a kernel of an idea that needs further exploration:

- A need to alleviate shopper guilt
- A way to bring in the customers
- A way to level the playing field for conventional, organic and natural

In 2015, we will conduct further research to test this concept and further develop.
Food Dialogues®: What’s Next?
Food Dialogues: What’s next?

+ Regional water focus
+ Animal Welfare
+ Bees & Butterflies
+ Key partnerships
+ Revamping what a dialogue means
  • Bringing more people to the conversation/not just big events
  • Reinventing the format
  • New content considerations: Pollinators and neonicotinoids
Convening voices around cross-industry trust issues
Issues Convening

+ Focus on three key areas: GMOs, Antibiotics, Crop Inputs, Animal Welfare

+ Key content and message focus
  • Task forces for each
  • Ongoing media/spokesperson focus
  • Digital content focus
  • Customer outreach resources and programs (Boot camps model)
  • New Pesticide Message released this fall
More Focus on Earned Media

+ New Media Room on FoodDialogues.com
USFRA is the ONLY organization to...

• Bring a compelling and respected documentary (FARMLAND) about American agriculture to the market
  • Academy, Emmy, Grammy-award winning director
  • Premiering at Tribeca film festival; accepted at three other film festivals
  • Running in theaters in 40+ markets
• Begin moving detractors like Michael Pollan to more neutral territory
  • Only organization called out by name to have impact
• Put mainstream agriculture into popular culture
  • FARMLAND, Anderson Cooper, Discovery Channel, CBS, etc.
• Bring the organic and conventional worlds together for productive dialogue and solutions
  • Food Dialogues approach is cutting edge and being duplicated by others
USFRA is the ONLY organization to...

• Represent farmers’ and ranchers’ voices specifically
• Reach customers with content that can change their business decisions (McDonald’s GMO boot camp)
  • Goes beyond same old messaging and academic theories to real education, actions and relationships
• Change the digital conversation by making information and questions consumers are looking for findable
  • Unparalleled engagement levels on social media
  • Biggest SEO/SEM program
  • First to use terms like GMOs so consumers and influencers can find information
• Work across all of agriculture
  • Crops and livestock
  • Big and small
  • Industry partners at the table
  • Open to all
Q&A