

Elizabeth,

Thanks for your help on this.

Joanne isn't quite clear in the explanation for the slide depicting a graph comparing Shell Eggs v. Beyond Eggs Coverage Volume.

She mentions that Beyond Eggs garnered coverage in Wall Street Journal and Forbes, and yet the graph shows they're at less than 10K posts. I think Joanne might be confusing impressions with posts. In the slide explanation it states "...in the last 30 days, (eggs are) being talked about in traditional and social media 95 % more than Beyond Eggs. What's the definition of "traditional media"?"

Joanne is also asking why the abrupt drop in the graph after January 20 for both Shell Eggs and Beyond Eggs?

I'm here all day until 4pm if you need to chat live.

Elisa

Elisa Maloberti | *Director of Egg Product Marketing*

American Egg Board

☎ 847.296.7043 | 📠 224.563.3711

PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068

AEB.org IncredibleEgg.org



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From: Jensen, Elizabeth (Schreiber) [<mailto:elizabeth.jensen@edelman.com>]

Sent: Thursday, January 23, 2014 10:40 AM

To: Elisa Maloberti

Cc: Maher, Missy

Subject: RE: Egg Replacer Response

Hi Elisa,

We put together the attached slides for your presentation, highlighting the approach to Beyond Eggs along with what we're doing via traditional media and online. We also included some research that was just approved! We have dropped in all of the details in the notes section for Joanne.

If this works for you/Joanne, we can make these slides pretty, add logos, etc. for the presentation. Of course, please let us know if you have any questions!

Best,
Elizabeth

From: Elisa Maloberti [<mailto:EMaloberti@aeb.org>]

Sent: Tuesday, January 21, 2014 9:34 AM

To: Jensen, Elizabeth (Schreiber)

Subject: Egg Replacer Response

Hi Elizabeth,

I'm working on an AEB update presentation for egg processors that will be given during next week's Poultry Show in Atlanta. This will be a joint presentation given by both myself and Joanne. I'll be presenting an egg product marketing update, and Joanne has been specifically asked to present an egg replacer/Beyond Eggs update. It would be helpful if you could provide me a couple of bullet points that would address the following:

What PR has Edelman created

Media interviews

and any other helpful info that I can incorporate into a PPT. Joanne is out until Thursday, and I'd like to have something to show her when she's back from vacation.

I'm in the office every day this week if you'd like to chat live.

Thanks,
Elisa

Elisa Maloberti | *Director of Egg Product Marketing*

American Egg Board

☎ 847.296.7043 | 📠 224.563.3711

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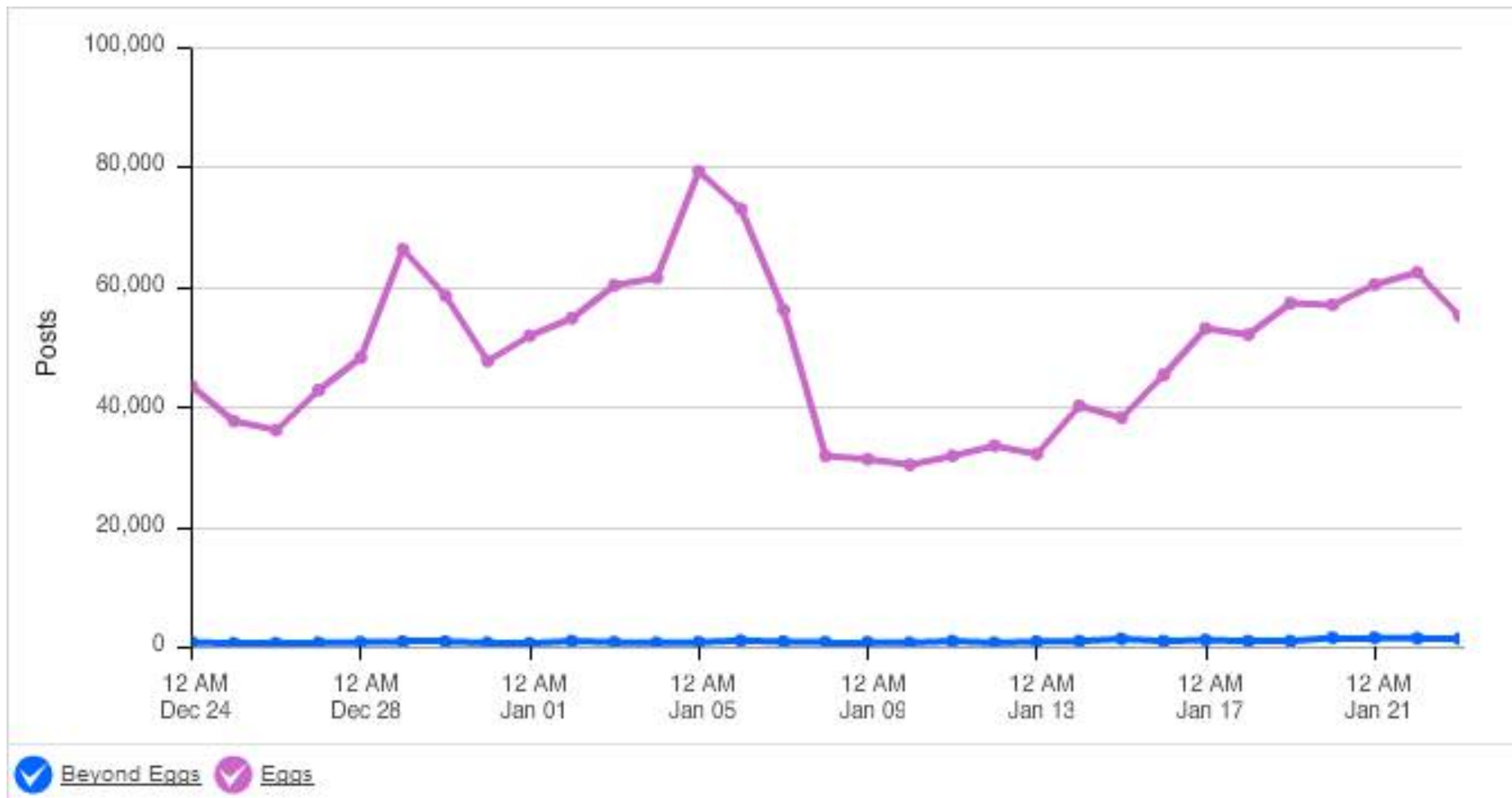
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Approach to Beyond Eggs

- Continue to tell the good news of the tried and true good egg
- Showcase the benefits of eggs – from nutrition to environmental footprint to animal care – to keep shell eggs top of mind

Shell Eggs v. Beyond Eggs Coverage Volume



In the last 30 days, shell eggs were covered 1.4 million times more compared than Beyond Eggs.

Lutton, Sara - AMS

From: Sheryl Slagle
Sent: Wednesday, August 06, 2014 10:29 AM
To: John Howeth; Elisa Maloberti; Kevin Burkum; Serena Schaffner; Joanne Ivy
Subject: Hampton Creek pitch deck

Have you seen Hampton Creek's pitch deck? Really very interesting, <http://www.businessinsider.com/hampton-creek-pitch-deck-2014-3#this-is-the-hampton-creek-logo-1>

Thank you,

Sheryl Slagle | American Egg Board

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IncredibleEgg.org AEB.org



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Lutton, Sara - AMS

From: Dean Hughson (b) (6) @gmail.com>
Sent: Monday, August 18, 2014 9:46 PM
To: Joanne Ivy; Simon M Shane
Subject: hampton

<http://time.com/3117300/eggless-egg-hampton-creek-just-mayo/>

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ACTIVITIES HIGHLIGHTS APRIL 2014

Consumer Marketing

AEB is in year three of its national advertising campaign, “Wake Up to Eggs” that includes magazine ads, online banners, social media, keyword search and radio spots.

Six new print ads, three new digital banners and two more jingle radio spots are in development and will be in the marketplace starting in May.

Print ads will appear in 27 popular magazines such as *Cooking Light*, *Sports Illustrated*, *Food Network Magazine*, *Esquire*, *Parade*, *Men’s Health*, *Shape* and *Weight Watchers*. Online ads can be seen on popular sites such as MSN.com, Livestrong.com, eHow.com, Facebook and Twitter.

Key changes to AEB’s advertising media plan for 2014 include increases in impressions, as well as higher reach and frequency across nearly all media vehicles compared to last year, along with more social and mobile display efforts.

AEB’s Easter promotions, which build on the momentum from last year’s strong campaign, include:

- More Easter advertising with larger reach
- New Easter advertising creative
- A new partnership with PAAS Egg Decorating Kits
- HGTV Designers the Novogratz Family as media spokespersons
- New media partnerships with The Chew TV Show and the Huffington Post
- More social (Facebook, Twitter, Instagram, Pinterest, Foursquare).

New consumer research was conducted last fall to identify the most compelling messages that will drive consumption. Those messages are:

- Eggs are a nutritional powerhouse, with one egg containing 6 grams of high-quality protein and all 9 essential amino acids, all for 70 calories.
- Starting the day with a high-quality protein breakfast like eggs helps provide sustained mental and physical energy throughout the day.
- Eggs are the least expensive source of high-quality protein per serving.
- Eggs contain no sugar or carbohydrates, unlike most cereals and yogurt.
- Eggs are a great way to get all-natural protein in the morning.
- The high-quality protein in eggs helps you to feel fuller longer and stay energized, which contributes to maintaining a healthy weight.
- Eggs are one of the few foods that are a naturally good source of vitamin D, nothing artificial.

- One egg contains about 125 milligrams of choline, making it an excellent source of this essential nutrient required for life's most basic functions, such as normal cell activity, liver function and transporting nutrients throughout the body.

Upcoming shopper marketing promotions include a program with Keebler Cracker for an offer to *Buy Two Keebler Crackers and Get a Dozen Free Eggs*. The offer will be communicated via 2.7 million instant redeemable coupons (IRCs) on Keebler packages, in-store displays and e-newsletters.

In terms of social media, AEB now has 550,000 fans on Facebook; 10,000 Twitter followers; and 5,000 followers on Pinterest, which makes the Incredible Edible Egg one of the most popular food commodities in that space.

Egg Nutrition Center

A total of 53 letters of intent were received for the 2014 research grant program, and ENC requested 19 full proposals. In addition, 7 fellowship letters of intent were received.

ENC-funded studies from Volek, Zeisel and Tran were accepted for publication. Studies by Caudill and Khosla were recently published. The new nutrition translation plan will help integrate research and consumer programs to best maximize communication of the research outcomes.

ENC hosted "The Controversial Role of Dietary Protein in Diabetes and Related Disorders" as part of an American Society of Nutrition (ASN) conference in December, and the follow-up proceedings from the meeting that will soon be published..

Work on ENC education programs and alliances continue including efforts related to online continuing education opportunities, new nutrition education materials and the recent issue of *Nutrition Close-Up*.

The 2014 Health Professional Advisor Panel (HPA) remained the same from 2013 and the work they continue to do on behalf of ENC includes webinars, articles, blog posts and assisting with education session proposals.

The 2014 health professional (HP) outreach program includes the blogger engagement program and new banner ads to drive blog traffic and build relationships with key HP influencers.

Key findings from the 2013 Health Professional Survey include:

- Nearly all HPs agree eggs can be a part of a healthy diet (97%)
- Fewer HPs believing dietary cholesterol is a risk factor for cardiovascular disease
- Fewer HPs list cholesterol as a reason to restrict egg intake (35% vs. 46%)
- More HPs say they don't let anything prevent them from recommending eggs (49% vs. 47%)
- More HPs recommend 5 eggs or more per week for healthy patients (69% vs. 60%)
- More HPs recommend 5 eggs or more per week for patients with heart disease (38% vs. 33%)
- An increasing number are reporting the value of adequate protein intake in the diet (76% vs. 70%).

Work related to the Dietary Guidelines Advisory Committee (DGAC) is ongoing. ENC provided comments to the Committee and will continue to take advantage of such educational opportunities as they are available.

Alternate language for ENC's research contracts related to intellectual property (IP) has been approved by AEB's Executive Committee and now will go to USDA for review.

The International Egg Nutrition Consortium (IENC) is planning a scientific forum.

Egg Product Marketing

A continued effort to aggressively combat the use of egg replacers is underway. Key messages will be delivered throughout the year by:

- Increasing industry presence and participation in workshops, industry events and public relations efforts.
- Developing and implementing a strategic plan that increases the use of egg products in food and non-food applications.
- Maintaining the promotion of the 20+ functions of egg products while focusing on the health and wellness attributes of natural egg products and support AEB's sustainability initiative by communicating positive messages to our manufacturing constituents.

Plans for the 2014 Food Technology Advisory Council, May 8-9, 2014, in Chicago are underway.

The egg product nutrient analysis project is almost complete; results can be expected by early June 2014. Information from this project will be used to update all AEB's egg product nutrient figures in print and digital properties.

Three new print and digital ads are completed.

- The first's new photography highlights the functional attributes of eggs.
- As part of Clean Label series supporting how "eggs fit naturally in today's clean label marketplace," the second ad directs readers to download AEB's white paper "The Egg and Clean Labeling" as does the first ad.
- The third ad promotes the egg industry's 50-year environmental study. This ad is similar in look of the Clean Label ad with the copy "Sustainability study reveals: Eggs really can be green!" For this ad, readers are directed to download a new white paper titled "Landmark 50-year Study Documents U.S. Egg Industry Environmental Footprint" that contains simplified messages taken from the Egg Industry Center's study. All three ads contain the tagline "REAL Eggs make a REAL difference."

AEB continues to fill the media pipeline with positive egg messages (nutrition, environmental footprint and animal care) to promote the benefits of using REAL eggs in formulations. Ongoing media monitoring helps focus AEB's response towards inaccuracies on a case-by-case basis, and media interviews and responses conducted as appropriate.

AEB is funding a comparative environmental footprint study of eggs with competing animal (milk, poultry, pork and beef), plant-based food products and Beyond Eggs products. Study results are anticipated to be available in four months from beginning of study.

A new brochure is planned for food manufacturers to remind them of the benefits of REAL egg products while highlighting the formulation challenges when switching to egg replacer ingredients.

Investigation is underway to look at sports nutrition as another potential opportunity for egg products.

Export

Through USA Poultry & Egg Export Council (USAPEEC), AEB promotes the Incredible Edible Egg around the globe. Recent events include:

- Last month at the Gulfood Show as part of the USA Pavilion, USAPEEC leveraged AEB funding on exhibiting and providing education materials.
- AEB's new brochure "REAL Egg Products, Simply Incredible" is now available in Korean and can be downloaded from USAPEEC Korea's website. The brochure contains information about U.S. processed egg products – including product varieties, applications and usage suggestions.
- USAPEEC, AEB and the Hong Kong Bakery and Confectionery Association (HKBCA) recently teamed up to organize the Trendy Dessert Competition with U.S. Eggs in conjunction with the Hong Kong International Bakery Expo. Contestants were recruited by announcements in HKBCA's official magazine.
- Thanks to AEB's funding of border seminars and an import legislative assistance program in Mexico, the (USAPEEC) was recently able to clear an estimated 10 loads or 190 metric tons of U.S. egg products, valued at \$370,000, at the Laredo/Colombia border. This disruption in trade stemmed from confusion over export certificates. USAPEEC's Mexico office actively participated in resolving the situation in less than 48 hours and served as a liaison between the border trade and the U.S. Embassy/FAS Mexico.

Foodservice

Foodservice continues to develop leadership messaging, content, research and other communications to position AEB as *The Breakfast Expert* to help drive innovation and increase egg sales at Quick-Service Restaurants (QSRs).

Within National Accounts, 2014 is expected to be the continuation of the QSR breakfast wars, with increased breakfast advertising, limited time offers and the promotion of egg breakfast sandwiches with premium coffee.

In 2014, there is a need the need to increase egg usage in the top QSR chains by promoting eggs in other day parts beyond breakfast. AEB may need to expand its breakfast focus to include assistance to a few top mid-scale restaurants as they have experienced a slump in breakfast traffic.

AEB's Good Egg Project enjoyed national exposure again during early March 2014. For every Dunkin' Donuts' Eggs Benedict Sandwich purchased, America's Egg Farmers will donate one egg, up to 750,000 eggs, to eight Feeding America food banks.

AEB's newly created Incredible Breakfast Trends (IBT) content on AEB.org is a cooperative effort between foodservice and egg product marketing to leverage AEB's expertise in the breakfast arena. The rationale to include egg product marketing into IBT content is because food manufacturers look to foodservice trends as the inspiration for retail packaged goods. New breakfast trend information will be posted each quarter and will be supported by press releases and web banners to drive traffic to AEB's website.

A new area of focus is the AEB school foodservice program which features the benefits of serving eggs to students.

New school foodservice recipes (including HACCP information and meal assembly suggestions), photography and a white paper titled “The Incredible Edible Egg in School Meals” were posted on AEB.org in time for National School Breakfast Week March 3-7, 2014. Print and digital ads were developed to promote eggs as a versatile, protein-packed as well as vegetarian alternative that can help meet nutritional guidelines.

Additional interaction with school foodservice directors will take place at the annual School Nutrition Association (SNA) expo, presentations at regional SNA meetings and possibly a webinar later this year.

AEB.org work is ongoing for foodservice and food manufacturing content. A new website with improved navigation, enhanced search capability and social media integration is expected to go live soon.

AEB’s Sustainability Initiative will be supported by communicating positive messages to foodservice constituents.

Industry Programs

Good Egg Project (GEP) — The third annual Virtual Farm Field Trip will take place at Pearl Valley Eggs in Illinois that will virtually transport students and teachers from across the country to the farm. Background footage has already been filmed; photographs were also taken for AEB’s Image Library. A live Q&A will take place with Ben Thompson during the broadcast on April 10.

The online Education Station has been upgraded as well. One new component is the farm-to-table interactive online game that is targeted, like the field trip, at kindergarten through fifth grade. The game will go live on April 9. Egg farmer spotlights will highlight four farmer stories and bios.

This is AEB’s second year working with NBC Universal. This year, the TV spots will focus on sustainability, appear online and run in eight top-tier cities.

AEB’s GEP Ambassadors continue to share AEB’s messages as credible third-party spokesmen. This group of bloggers focuses on cooking, nutrition and agriculture. Their audiences are very large and view the blogs as credible sources of information.

In the education landscape, AEB’s partnerships are underway, and materials are in development, according to Roberts. Plans have been made to attend the June National Agriculture in the Classroom meeting where, in a breakout session, AEB will present its available materials.

The 50-Year Environmental Footprint Study was published in *Poultry Science*, a peer-reviewed journal, in January. AEB re-issued a press release and continues following up with the media. A follow-up study is currently underway to look at how the egg industry’s environmental footprint compares to other animal proteins and egg replacers. Results are expected for the July Board Meeting. Ongoing outreach keeps real eggs top of mind with consumers.

Work is underway on updating its crisis manual with current issues facing the egg industry.

Ten more industry spokespeople will be trained on April 3 at AEB's next Speakers' Workshop. By hosting the workshop at an area educational farm, AEB will save on hotel-related expenses including meeting room rental, food and beverage. Work on building AEB's internal assets is ongoing. A photo shoot is scheduled to coincide with filming of AEB's Virtual Farm Field Trip. The Speakers' Bureau will be highlighted on the soon-to-be updated AEB.org. Richardson also completed the first in a series of farmer stories for Discovery's Education Station, which is AEB's online resource for teachers and students.

Industry Communications — The 2013 *Annual Report* features more images than ever before with captions for each. All assessment-paying producers and industry friends will receive a copy of the report by mail following this meeting.

The weekly *Media Update* and *President's Updates* continue as effective communication tools. Joanne Ivy's most recent update earned AEB's highest open rate to date. All AEB's open rates are above industry averages. AEB earned 50% more coverage in the industry press, as result of improved sharing of information directly with these editors. Richardson continues working to update AEB's contact lists as part of the ACT conversion project. Postage savings from this effort has been already noted.

State Support — In 2014, \$600,000 has been allocated to 37 states that submitted Plans of Action. Two states are not eligible for funding in 2014. If these two states submit a Plan of Actions, they are available to receive funding next year. To date, the states have earned 150,000 media impressions through print and 15 million impressions through radio.

New GEP radio spots with the Incredible Edible Egg Jingle starring Tom Stoller and Karyn Kreher are available. Le Donne shared a spot from North Carolina with Alex Simpson that was tagged with state-specific information. The Easter craft release for the states focuses on creating barnyard animals with blown-out eggs. Three recipes are tied to this release. May National Egg Month outreach will focus on bringing kids into the kitchen. The annual State Marketing Meeting will take place in Memphis this June. Several materials are in the process of being updated.

AEB has already placed the order for the White House Easter Egg Roll volunteers' hats and aprons. AEB submitted several event proposals on the South Lawn. The Commemorative Egg will again be presented to the First Lady by AEB's Chairman and President.

Lutton, Sara - AMS

From: Schaffner, Serena <Serena.Schaffner@edelman.com>
Sent: Thursday, December 05, 2013 5:54 PM
To: Kevin Burkum; Joanne Ivy
Cc: Jensen, Elizabeth (Schreiber); Grosshandler, Jennifer; Maher, Missy; Jaffe, Brad; Singer, Jamie; Torvik, Erika; Englert, Jenny; Byers, Kate; Cummins, Sally
Subject: IMMEDIATE ATTENTION: AP Reporter Ask
Importance: High

Hi Kevin and Joanne –

We spoke with Terry Chea (pronounced Chay), who is a reporter and video journalist for AP and covers breaking news and technology in Northern California. He's writing a broader article about this new generation of food tech and start-ups that are getting funding from big backers like Bill Gates. Hampton Creek is the focus.

For this article, he's specifically looking for AEB to comment on:

- What we think about the company
- Are we worried that this will affect the egg industry negatively
- There are claims that Hampton Foods is making that talk about industry inefficiency and sustainability, what do we think about those claims
- Is there a campaign that was developed to address this (clean labeling)

Additionally, this story will also be an AP TV story (he was invited to the plant and got footage). The story will run on Sunday/Monday and he'd like *someone to reach out to him today at 415.495.1708 (ask for Terry Chea), since his deadline is tomorrow.*

We'll be giving you a quick call to follow up, but if you can let us know when you can connect with him tonight, I'll shoot him a quick note for when he can expect your call. Please let us know if you have any questions.

Best,
Serena

Serena Schaffner

Edelman
200 East Randolph 65th Floor
Chicago, IL 60601
(312) 297-7023

serena.schaffner@edelman.com

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Lutton, Sara - AMS

From: Elisa Maloberti
Sent: Thursday, April 10, 2014 9:05 AM
To: 'Jeff Cutler'
Cc: Joanne Ivy; John Howeth
Subject: RE: Food Summit day two: Plant eggs, 'simply' v 'natural', and why Guinness really tastes better in Ireland ...

Follow Up Flag: Follow up
Flag Status: Flagged

Hello Jeff,

Yes, we were aware of the Food Summit, however, we didn't know that Hampton Creek would be speaking at that event. The Food Summit conflicted with another event "Protein Trends and Technologies" that both John and I attended and staffed a table-top exhibit during the showcase session.

Elisa

Elisa Maloberti | Director of Egg Product Marketing American Egg Board O 847.296.7043 | D 224.563.3711 PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068 AEB.org IncredibleEgg.org

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-----Original Message-----

From: Jeff Cutler [<mailto:jcutler@goodegg.com>]
Sent: Thursday, April 10, 2014 7:48 AM
To: Elisa Maloberti
Cc: Joanne Ivy
Subject: Food Summit day two: Plant eggs, 'simply' v 'natural', and why Guinness really tastes better in Ireland ...

Did AEB attend the Food Summit?

<http://www.foodnavigator-usa.com/Manufacturers/Food-Summit-day-two-Plant-eggs-simply-v-natural-and-why-Guinness-really-tastes-better-in-Ireland>

Sent from my iPad

Lutton, Sara - AMS

From: Joanne Ivy
Sent: Tuesday, December 03, 2013 9:55 AM
To: 'anthony@azolezzi.com'
Cc: 'Chad Gregory'; Kevin Burkum
Subject: Whole Foods & Beyond Eggs

Good morning Anthony, It was a pleasure to meet you, Tom, and your associates at the meeting on November 20. I thought it was a good meeting. A lot of thoughts and ideas were presented in the 3 ½ hour meeting, and we are still reviewing some of the ideas. As you were not aware, AEB has already done or is doing many of the ideas that were pitched, but I know that there are some ideas that we are interested in discussing further with Hall Worldwide.

In the meantime, I want to follow up on an offer you made at the meeting when we were discussing Beyond Eggs. You said that you could make a telephone call to Whole Foods to guarantee that they would not sell Beyond Eggs' *Just Mayo*. It was first publicized that Whole Foods had the Beyond Eggs' *Just Mayo* on their shelves, but we have checked and it is not currently available yet. They are now saying it will be fall. So, I would like to accept your offer to make that phone call to keep *Just Mayo* off Whole Foods shelves. Thank you in advance for placing the call to Whole Foods.

We will be getting back in to touch with Tom in the coming weeks to discuss further some of his thoughts. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

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Lutton, Sara - AMS

From: Liuzzi, Andrew <Andrew.Liuzzi@edelman.com>
Sent: Tuesday, January 14, 2014 7:15 PM
To: Joanne Ivy
Cc: Peters, Timothy; Maher, Missy
Subject: Edelman/Follow Up

Evening Joanne—hope that this note finds you well and apologies for delay in sending (I've been spending too much time in airports the past week!). Tim and I just wanted to send across a quick follow up note to thank you again for taking the time last week to sit down w/ us to discuss Hampton Creek and longer-term opportunities for AEB. While I know there's a lot going on right now, please let us know if you have any additional thoughts on our proposed strategy—happy to regroup at your convenience to answer any questions or determine how best we can support you and the team.

In addition, please let us know if you think it'd be beneficial for someone from Edelman to attend an upcoming board meeting to help gain better understanding around external pressures/internal state of play and help gain alignment from producers.

All my best,
Andy

Andrew Liuzzi
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Andrew.Liuzzi@Edelman.com

Lutton, Sara - AMS

From: Burch, Kellie <Kellie.Burch@edelman.com>
Sent: Friday, December 26, 2014 11:22 AM
To: Serena Schaffner; Kevin Burkum; John Howeth; Mitch Kanter; Ashley Richardson; Jacinta LeDonne; Joanne Ivy; Mia Roberts
Cc: Maher, Missy; Wilk, Kristen; Waltz, Allison; Englert, Jenny; Liuzzi, Andrew; Zagger, Megan; Nelson, Jared
Subject: Egg Issue Update 12.26

Hi All,

We saw light coverage around the California egg issue over the holiday, with only two new articles from the Seattle Times and The Los Angeles Times. The first discusses the Starbucks has recently announced their commitment to move to cage-free eggs for their food products. The Los Angeles Times article is an editorial information article about what the California law is and how it came about. The full text of both have been pasted below for easy reference.

New Coverage:

- [Seattle Times](#) – Starbucks vows to phase out eggs from caged chickens, as well as pork products, from animals raised in cramped gestation cages, and will ask suppliers to abandon artificial growth hormones and certain other practices.
- [The LA Times](#) - In January, California's egg-laying hens must be freed from cramped battery cages many egg farms use.

We will continue monitoring throughout the weekend and will send a comprehensive media and social report on Monday. Please let us know if you have any questions.

Best,
Kellie

[Seattle Times](#)

Starbucks moves to cage-free eggs, revises policies on animal products

Starbucks vows to phase out eggs from caged chickens as well as pork products from animals raised in cramped gestation cages, and will ask suppliers to abandon artificial growth hormones and certain other practices.

By Ángel González
Seattle Times business reporter

Starbucks, in a major revamp to its animal-welfare policy, has vowed to phase out buying eggs laid by hens tightly packed for life in crowded cages and pork products from farms that use gestation crates.

The company will also push its suppliers to abandon artificial growth hormones and fast-growth practices for poultry, as well as other animal-raising techniques considered by some consumers to be inhumane, such as dehorning, tail docking and castration.

Starbucks also wants to offer chicken products from birds slaughtered in humane ways.

The new mandate is “the most comprehensive animal-welfare policy of any national restaurant chain,” said Wayne Pacelle, president of the Humane Society of the United States, a nonprofit that focuses on the humane treatment of animals and advised Starbucks on the new policy.

The Seattle-based coffee giant didn’t say when it would start offering cage-free eggs and avoiding pork from farms that confine their breeding pigs in stifling gestation crates where they can barely move.

But the new policy posted on its website states that the company is working with the industry “on creating reasonable time frames.”

The move replaces its previous policy, which was simply a preference for purchasing cage-free eggs and other food produced with methods favored by animal-rights activists.

Starbucks’ decision to step up pressure on animal-product suppliers comes at a time when the company is ramping up its food offerings, counting on them to provide a large chunk of its growth over the next five years.

The Humane Society’s Pacelle wrote in a blog post that part of what gives Starbucks’ new cage-free policy such impact is that it includes not only eggs in a shell, but also in liquid form, which it buys in great quantity to make pastries.

Also significant is the fact that Starbucks wants to apply these new standards not only in the U.S., but in its rapidly expanding international operations as well.

The move coincides with California laws taking effect Jan. 1 that mandate cage-free production and sale of eggs within the state. Starbucks has more than 2,600 stores in California, about a fifth of its U.S. total.

Starbucks’ decision and its reluctance to specify a time frame raise the question of whether there will be enough available eggs and meat products to support the coffee giant’s buying under the new policy.

After all, Starbucks hasn’t committed to adopting organic milk despite big pressure from some groups; were it to do so, the company’s huge needs would likely run into bottlenecks in a relatively small market.

But Josh Balk, food-policy director at the Humane Society, said in an interview that Starbucks’ gradual approach to farm products puts it on a “sustainable direction.”

Other big corporations have also sought to influence farms to adopt more humane standards. Consumer-brands giant Unilever, which owns Ben & Jerry’s and Hellmann’s mayonnaise, among others, has also vowed to move to 100 percent cage-free eggs. As of the end of 2013, 40 percent of its eggs were cage-free.

According to Balk, all of Costco’s Kirkland Brand eggs are cage-free and the company has promised to phase out suppliers that use gestation crates by 2020. Burger King will adopt exclusively cage-free eggs by 2017, he said.

But Balk added that Starbucks’ policy is unusually broad, addressing a wide range of issues. “It’s extensive,” he said. “That is going to affect a whole lot of animals.”

Balk said that about 10 percent of the eggs produced in the U.S. come from a cage-free environment, up from about 1 percent a decade ago.

Likewise, while five years ago nearly all breeding sows were kept in gestation cages where they can hardly move, now only about 80 percent are, and that percentage “is continuously going down as these policies start to phase in,” he said.

[The LA Times](#)

Lutton, Sara - AMS

From: Englert, Jenny <Jenny.Englert@edelman.com>
Sent: Thursday, December 18, 2014 5:52 PM
To: Serena Schaffner; Kevin Burkum; John Howeth; Mitch Kanter; Ashley Richardson; Jacinta LeDonne; Joanne Ivy; Mia Roberts
Cc: Maher, Missy; Humbel, Leslie; Waltz, Allison; Burch, Kellie
Subject: Egg Issues Update

Hi All,

We wanted to flag a few new egg issue articles that have come through online in the past day – one in relation to the egg issues in California, and one on the topic of Hampton Creek. The first is from the [Humane Society](#), which published a press release sharing the result of a recent poll showing strong state-wide support for cage-free conversion. The second article we wanted to share is new from [Forbes](#), which discusses Hampton Creek's plan for global expansion. Eggs were mentioned in the article, but definitely far from the focus.

Please let us know if you have any questions. We'll continue to keep everyone apprised of new coverage.

Best,
Jenny

Jenny Englert

200 East Randolph Drive | Chicago, IL 60601

Tel: 312.240.3385 | Cell: (b) (6)

jenny.englert@edelman.com | www.edelman.com



Lutton, Sara - AMS

From: Englert, Jenny <Jenny.Englert@edelman.com>
Sent: Thursday, February 06, 2014 6:04 PM
To: Joanne Ivy; Kristin Livermore; Kevin Burkum; Mia Roberts; Jacinta LeDonne; Mitch Kanter; Harris, Tia; Anna Shlachter
Cc: Maher, Missy; Grosshandler, Jennifer; Jensen, Elizabeth (Schreiber); Schaffner, Serena; Burch, Kellie; Cummins, Sally; Hayes, Katie; Young, Mary; Wilk, Kristen
Subject: Eggs in Authority Nutrition

Hi all,

We wanted to quickly share a new [Business Insider](#) (6.8MM+ UVM) article and blog post from [Authority Nutrition](#) (216K+ UVM) that strongly endorse eggs. Both pieces are written by Kris Gunnars (founder of Authority Nutrition). In both articles, Kris does a great job of dispelling the cholesterol myths surrounding eggs, stating that they are an ideal source of protein and nutrients such as choline.

You may recall that Kris politely declined working with us for the Beyond Eggs blogger program, however, it looks like he may have been inspired to post about eggs after all, and we're glad to see his continued support of eggs in the media.

We'll plan to share this article via Twitter and recommend sending the [Authority Nutrition](#) article to Starcom to amplify via Outbrain. Please let us know if you are aligned!

Thanks,
Jenny

Jenny Englert

200 East Randolph Drive | Chicago, IL 60601

Tel: 312.240.3385 | Cell: (b) (6)

jenny.englert@edelman.com | www.edelman.com



Lutton, Sara - AMS

From: Englert, Jenny <Jenny.Englert@edelman.com>
Sent: Monday, March 24, 2014 3:01 PM
To: Joanne Ivy; Kevin Burkum; Kristin Livermore; Mia Roberts; John Howeth; Mitch Kanter; Jacinta LeDonne
Cc: Liuzzi, Andrew; Maher, Missy; McClamroch, Allison; Schaffner, Serena; Jensen, Elizabeth (Schreiber); Burch, Kellie
Subject: Fooducate Beyond Eggs Blog Post

Hi all,

We are happy to share that Fooducate's Beyond Eggs blog post is now [live](#), reaching an audience of 60k+ readers. Fooducate also featured the story in their monthly newsletter, reaching an additional audience of more than 1.2MM+ readers – a copy of the newsletter can be viewed below.

Fooducate highlights the top 10 reasons for loving eggs in the post, with eggs being a real food ranking high on the list. The post also includes a link and reference to the 50-year sustainability study, encouraging readers to learn more about improvements the egg industry has made in its environmental footprint.

Overall, the Beyond Eggs Blogger program garnered more than 2MM+ impressions with each post spreading the word about the importance of eating real food, like eggs and combatting the negative perception of egg farms and their environmental footprint. We were also pleased to develop relationships with people like Kris Gunners from Nutrition Authority who took the information we offered and turn them into posts advocating the benefits of eggs.

We are planning to share a link to the post on social media, and recommend sharing with Starcom for amplification on Outbrain. Please let us know if you are aligned and if you have any questions!

Best,
Jenny

Jenny Englert

200 East Randolph Drive | Chicago, IL 60601

Tel: 312.240.3385 | Cell: (b) (6)

jenny.englert@edelman.com | www.edelman.com



Lutton, Sara - AMS

From: Joanne Ivy
Sent: Monday, November 18, 2013 2:48 PM
To: Kevin Burkum; Kristin Livermore; John Howeth; Elisa Maloberti
Cc: Maher, Missy (Missy.Maher@edelman.com); Jensen, Elizabeth (Schreiber)
Subject: Forbes Magazine

FYI - I just did a lengthy interview (30 minutes) about Beyond Eggs/Egg Replacers. I felt that you should be aware. I think it went fairly well, but you never know how it will turn out.

Obviously, I played down Beyond Eggs as we don't have a campaign targeting specifically Beyond Eggs. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

O 847.296.7043 | D 224.563.3701 | C (b) (6)
PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068
IncredibleEgg.org AEB.org



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Lutton, Sara - AMS

From: Mia Roberts
Sent: Monday, March 03, 2014 1:50 PM
To: Joanne Ivy
Subject: FW: Beyond Eggs Consumer Research
Attachments: Consumer Research Questions 2.13.14.docx; Beyond Eggs SOW FINAL.DOC; AEB_Amendment 1 to SOW_Beyond Eggs.doc

Final proposed research questions and SOW, for your final review and approval. Thanks!

From: Jensen, Elizabeth (Schreiber) [<mailto:elizabeth.jensen@edelman.com>]
Sent: Monday, March 03, 2014 12:50 PM
To: Mia Roberts
Subject: RE: Beyond Eggs Consumer Research

Great! The final draft of the survey questions are attached along with the SOW amendment and original SOW for your reference!

Thank you,
Elizabeth

From: Mia Roberts [<mailto:MRoberts@aeb.org>]
Sent: Monday, March 03, 2014 12:47 PM
To: Jensen, Elizabeth (Schreiber)
Subject: RE: Beyond Eggs Consumer Research

I think this is ready to go, let's put a final draft together so I can show Joanne and we can get moving!! Mia

From: Jensen, Elizabeth (Schreiber) [<mailto:elizabeth.jensen@edelman.com>]
Sent: Thursday, February 27, 2014 4:02 PM
To: Mia Roberts
Subject: RE: Beyond Eggs Consumer Research

Hi Mia,

Hope you are well and hope you had a great time in Hawaii! We just wanted to circle back on the survey as we'd love to get it in the field before board meeting. In regards to your question below, we feel we definitely need to include the specific names of Hampton Creek, Josh, etc so that we have that individualized ammunition for communications and for producers.

Also, I was hoping to see if you have some time to connect tomorrow or Monday to chat about board meeting since it's around the corner! Let me know what works best for you!

Elizabeth

From: Mia Roberts [<mailto:MRoberts@aeb.org>]
Sent: Friday, February 21, 2014 3:57 PM
To: Jensen, Elizabeth (Schreiber)
Subject: RE: Beyond Eggs Consumer Research

Elizabeth! Gosh, I have to clean out my mailbox, I've missed a few emails this week.

I have looked at this and have a question in to Joanne -- as soon as I hear back from her, I'll respond to everyone on this thread.

My question is, do we really want to be calling out only Hampton Creek and Josh Tetrick, specifically, or should we expand that question to include other egg replacers, and not just Hampton Creek:

1. Which of the following are you familiar with? [CHOOSE ALL THAT APPLY]
 - a. Beyond Eggs
 - b. Just Mayo
 - c. Hampton Creek
 - d. Josh Tetrick

Stay tuned and apologies for the delay!

Mia

From: Jensen, Elizabeth (Schreiber) [elizabeth.jensen@edelman.com]

Sent: Friday, February 21, 2014 3:33 PM

To: Joanne Ivy; Mia Roberts

Cc: Maher, Missy; Liuzzi, Andrew; Burch, Kellie

Subject: FW: Beyond Eggs Consumer Research

Hi Joanne and Mia,

Happy Friday! We just wanted to follow up regarding the Beyond Eggs Consumer Research survey questions and SOW amendment to see if you have any feedback or questions? Just let us know when you have a chance!

Best,
Elizabeth

From: Jensen, Elizabeth (Schreiber)

Sent: Thursday, February 13, 2014 5:05 PM

To: 'Joanne Ivy'; Mia Roberts

Cc: Maher, Missy; Liuzzi, Andrew; Burch, Kellie

Subject: Beyond Eggs Consumer Research

Hi Joanne and Mia,

Hope all went well in Phoenix! The Beyond Eggs Consumer Research survey questions are attached for your review. As a reminder, the purpose of this research is to vet consumer perception of Beyond Eggs and provide actionable intelligence to help shape both internal (in response to producer questions/concerns) and external communications and ensure a consistent strategy moving forward. For the survey, we recommend reaching out to 1,000 primary grocery shoppers (age 18+) with five questions to gauge their knowledge of plant-based egg replacers, knowledge of Hampton Creek Foods and options on laboratory created foods.

In addition, we've attached an addendum to the original scope of work for Beyond Eggs to cover the cost of the survey. We've also included the original SOW for your reference.

Please reach out with any questions, and we look forward to your feedback.

Best,
Elizabeth

**American Egg Board
Omnibus Survey Questions**

1. How familiar are you with plant-based egg replacers?
 - a. Very familiar
 - b. Somewhat familiar
 - c. Not very familiar
 - d. Not at all familiar

2. Which of the following are you familiar with? [CHOOSE ALL THAT APPLY]
 - a. Beyond Eggs
 - b. Just Mayo
 - c. Hampton Creek
 - d. Josh Tetrick

3. Have or would you consider purchasing plant-based egg replacers over natural eggs?
 - a. Yes
 - b. Maybe
 - c. No
 - d. Not sure

4. What is your feeling towards food that is mostly artificially produced by scientists in a laboratory and not entirely by nature?
 - a. Negative
 - b. Neutral
 - c. Positive
 - d. Not sure

5. Have or would you consider purchasing or serving food that is mostly artificially produced by scientists in a laboratory and not by entirely by nature?
 - a. Yes
 - b. Maybe
 - c. No
 - d. Not sure

EXHIBIT [E]

**American Egg Board and Edelman
STATEMENT OF WORK
PROJECT NAME: BEYOND EGGS OUTREACH
November 1, 2013 –January 31, 2014**

Pursuant to the Agreement by and between The American Egg Board ("Client") and Daniel J. Edelman, Inc., doing business as Edelman ("Edelman") dated September 1, 2006, this Statement of Work is incorporated into and subject to the terms and conditions of the Agreement. The parties agree to the below Scope of Services and financial terms:

SCOPE OF SERVICES

Overview

Edelman supports the American Egg Board's (AEB) Beyond Eggs outreach program from November 1, 2013 – January 31, 2014. The partnership includes providing strategic counsel, media outreach and monitoring and blogger relations in regards to Beyond Eggs.

Deliverables/Milestones & Timeline

Program Element	Activities	Start & End Dates	Est. Fees	Est. Expenses	Est.Total
WSJ and HuffPo Letters to the Editor	Strategic counsel to date, drafting, editing, submitting and follow up of (2) Letters to the Editor submissions to WSJ and Huffington Post	November 1, 2013- January 31, 2014	\$5,500	As incurred	\$5,500
Media Relations, Monitoring and Follow-Up	Real-time response to Beyond Eggs coverage; following up with top 25 print food, features and health reporters; ongoing monitoring and reporting; drafting proactive/reactive statements, coordinating potential interviews		\$10,000	As incurred	\$10,000
Blogger Relations	Research and negotiations with 5-10 key influential bloggers in food and health/nutrition space, drafting key messaging and coordinating posts. Includes OOPs for sponsored post partnerships with bloggers (5-10)		\$18,000	\$15,000	\$33,000
Strategic Counsel	Ongoing strategic counsel, reviewing media requests, participating in calls: OOPS for misc admin expenses		\$7,000	\$1,500	\$8,500
Paid Search/Outbrain	Coordination with Starcom, reviewing content and providing links		\$2,500	As incurred	\$2,500

Any items not contemplated above will be considered outside the Scope of Services. If Client expands the Scope of Services, the amount required to perform the additional services will be agreed upon and an Addendum will be attached to the current Statement of Work.

BUDGET

Professional Fees: **\$43,000**
 Estimated Expenses: **\$16,500 + As Incurred**

Total: **\$ 59,500**

Edelman Core Rate Card:

Intern		\$67.50
Assistant Account Executive		\$121.50
Account Executive		\$130.50
Senior Account Executive		\$144.00
Account Supervisor		\$153.00
Senior Account Supervisor		\$180.00
Vice President		\$216.00
Senior Vice President		\$252.00
Executive Vice President		\$310.50
EVP GM		\$414.00

Edelman Standard Rate Card (for corporate involvement)

Intern		\$75.00
Assistant Account Executive		\$135.00
Account Executive		\$145.00
Senior Account Executive		\$160.00
Account Supervisor		\$170.00
Senior Account Supervisor		\$200.00
Vice President		\$240.00
Senior Vice President		\$280.00
Executive Vice President		\$345.00
EVP GM		\$460.00

Client authorizes Edelman to bill up to ten percent (10%) over the estimated amounts in the above Budget without seeking further approval. If fees or expenses are anticipated to exceed ten percent (10%) over the estimated amounts, Edelman will issue an addendum to the current SOW for Client's approval.

TERMS

Fee Billing. At the end of each month, Edelman shall invoice Client the exact fees based upon the hours incurred in performing the Services during that month. Such fees will be based upon Edelman's rate card ("Rate Card") as described above.

Expense Billing. Edelman shall invoice Client the actual out-of-pocket expense amount(s) at the end of the month on an as incurred basis. Actual expenses may vary from any estimated amounts provided in the Budget section.

Invoices. Edelman will render invoices to include professional services detailed by person and expenses by category. Documentation for out-of-pocket expenses will be available upon request. Payment of the invoices will be due net thirty (30) days from the invoice date. All such invoices shall be addressed to:

Name:	Joanne Ivy
Company Name:	American Egg Board
Address:	P.O. Box 738 Park Ridge, IL 60068

Purchase Order. The client Purchase Order number is **N/A**.

ACCEPTED AND AGREED TO ON THIS 23 DAY OF December, 2013.

The American Egg Board

DANIEL J. EDELMAN, INC.

By: _____

By: _____

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

February 13, 2014

Mia Roberts
American Egg Board
P.O. Box 738
Park Ridge, IL 60068

Re: First Amendment (the "Amendment") to that certain Exhibit E – Statement of Work – Beyond Eggs Outreach (the "Agreement") dated December 23, 2013 between American Egg Board (the "Company") and Daniel J. Edelman, Inc. d/b/a Edelman ("Edelman").

Dear Mia:

Subject to the full execution of this Amendment, Edelman and Company hereby agree to the following:

Edelman and Company hereby agree to extend the term of the Agreement from January 31, 2014 through April 30, 2014.

Edelman and Company hereby agree to amend the Agreement to include additional scope of services.

Therefore, paragraph entitled **Deliverables/Milestones & Timeline** of the Agreement shall be revised to include the following language:

Beyond Egg Consumer Research: Conduct qualitative/quantitative consumer research to pinpoint and prioritize areas of focus. For example, research will, ideally, provide actionable intelligence on what attacks are gaining traction with consumers and which are not so as to help industry calibrate level of communications response (if any) to ensure a consistent response strategy moving forward.

Edelman and Company hereby agree to amend the Agreement to include additional fees in the amount of \$6,000 and out-of-pocket costs to field the survey in the amount of \$4,000.

Therefore, paragraph entitled **Budget** of the Agreement shall be replaced in its entirety following language:

BUDGET

Professional Fees:	\$49,000
Administrative Charge (3%)	\$ 1,470*
Estimated Expenses:	<u>\$ 20,500 + As Incurred</u>
Total:	\$ 70,970

*Admin fee covers administrative expenses related to in-house photocopying, local telephone calls, long distance and teleconference calls as well as certain research, media databases and subscriptions that are used to service your account.

Except as specifically amended by this Amendment, all other terms and conditions of the Agreement shall continue in full force and effect during the extended term of the Agreement. A copy of the Agreement is attached for reference.

If the foregoing terms and conditions are acceptable, please sign and date both originals of this Amendment and return one (1) original to Edelman.

Very truly yours,

Daniel J. Edelman, Inc.

By: _____

Name: _____

Title: _____

Date: _____

ACCEPTED:

American Egg Board

By: _____

Name: _____

Title: _____

Date: _____

Lutton, Sara - AMS

From: Jensen, Elizabeth (Schreiber) <elizabeth.jensen@edelman.com>
Sent: Wednesday, August 13, 2014 12:45 PM
To: Joanne Ivy; Kevin Burkum; Mia Roberts
Cc: Maher, Missy; Humbel, Leslie; Waltz, Allison; Englert, Jenny; Burch, Kellie; Liuzzi, Andrew
Subject: FW: Plant-based Just Mayo to expand to mass-market shelves

Hi everyone,

Just wanted to share the following in case you didn't see today's GMA SmartBrief which showcases Just Mayo's progress and expansion to Wal-mart.

Elizabeth

From: GMA SmartBrief [mailto:gma@smartbrief.com]
Sent: Wednesday, August 13, 2014 11:38 AM
To: Jensen, Elizabeth (Schreiber)
Subject: Plant-based Just Mayo to expand to mass-market shelves



Created for elizabeth.jensen@edelman.com | [Web Version](#)



AUGUST 13, 2014



News for the food, beverage and consumer packaged goods industry

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Company Watch

Sponsored By



Pepperidge Farm: "Macro snacking" a growth driver

Citing a 7% increase in retail sales over the last fiscal year, Pepperidge Farm Inc.'s president Irene Chang Britt pointed to its bread category as a driver due to "the growing popularity of sandwich behavior." Another trend Britt noted is the \$100 billion "macro snacking" market as many consumers are eating grain products at all times of day.

instead of consuming standard meals at specific times of the day. [BakingBusiness.com](#) (8/11)

Share:     

Plant-based Just Mayo to expand to mass-market shelves

Hampton Creek's plant-based mayonnaise brand Just Mayo has become the top-selling mayonnaise at Whole Foods Market stores within just six months of hitting the market. The product is derived from pea proteins and will soon be sold at mass-markets retailers including Wal-Mart, Kroger, Dollar Tree, Costco and Safeway, Hampton Creek CEO Josh Tetrick said. [FoodNavigator](#) (8/12)

Share:     

Golazo expands line of natural sports beverages


Golazo entered the sports drink market in 2011 with its line of healthy athletic beverages that contain coconut water and boast reduced sugar and sodium content. The company offers product lines in the Hydration, Energy and new Sugar Free Energy categories. "We set off on a mission to build natural sports fuel that was going to be optimized for performance, [had] natural ingredients, and ... most [importantly] had phenomenal flavor," Golazo co-founder Richard Tait said. [BevIndustry.com](#) (8/11)

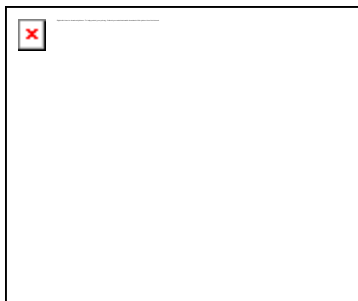
Share:     

Other News

▪ Soaring pork prices lead Smithfield to quadruple Q2 revenue

The Wall Street Journal (tiered subscription model) (8/11)

Share:     



Olives get more snackable

Musco Family Olive Co. is pleased to add three new flavors to its award-winning and innovative line of Pearls Olives to Go! ready-to-use olive cups: Kalamata, Pimiento-Stuffed Spanish Green, and Sliced Black Ripe. Each package of [Pearls Olives to Go!](#) contains four single-serving cups that are ideally portion-controlled and mess-free.

Trends

Sponsored By



Millennial consumers are full of surprises, expert says

Millennial consumers are less loyal to traditional brands, tuned in to product trends and drawn to "natural, organic and clean ingredients," according Guiding Stars Licensing strategy consultant John Eldridge, who believes the millennial generation will continue to surprise the industry. "Some of that will have to do with their outlook, attitudes and values, some with information technology and the way it keeps evolving so rapidly," he said. [FoodNavigator](#) (8/12)

Share:     

Lutton, Sara - AMS

From: Kevin Burkum
Sent: Friday, March 28, 2014 4:01 PM
To: Joanne Ivy
Subject: Fwd: Press request
Attachments: image001.png; image002.png; image003.png; image004.png; image005.png; image006.png; image007.jpg; image002.png; image003.png; image004.png; image005.png; image006.png

Are you able respond?

Kevin Burkum

Begin forwarded message:

From: "Burch, Kellie" <Kellie.Burch@edelman.com>
Date: March 28, 2014 at 12:10:44 PM CDT
To: Kristin Livermore <KLivermore@aeb.org>, "Joanne Ivy (b) (6) [REDACTED]@aol.com)" <[\[REDACTED\]@aol.com](mailto:(b)(6)[REDACTED]@aol.com)>, Mia Roberts <MRoberts@aeb.org>, 'Kevin Burkum' <KBurkum@aeb.org>
Cc: "Schaffner, Serena" <Serena.Schaffner@edelman.com>, "Jensen, Elizabeth (Schreiber)" <elizabeth.jensen@edelman.com>, "Englert, Jenny" <Jenny.Englert@edelman.com>
Subject: RE: Press request

Hi all –

We are following up the approach for the below press request. The reporter has asked for a response by end of week and we would like to get this over to her today. As a reminder, Broughton recently met with Hampton Creek and is working on an article about the company. She has asked us to answer a few questions as a follow up to her visit.

Please let us know if you are aligned and we can respond to Broughton.

Best,
Kellie

From: Burch, Kellie
Sent: Tuesday, March 25, 2014 2:18 PM
To: Kristin Livermore; Joanne Ivy (b) (6) [REDACTED]@aol.com; 'Mia Roberts'; 'Kevin Burkum'
Cc: Schaffner, Serena; Jensen, Elizabeth (Schreiber); Englert, Jenny
Subject: RE: Press request

Hi all –

We spoke with Jenna Broughton, from [Examiner.com/CBS San Francisco](http://Examiner.com/CBS%20San%20Francisco), who reached out yesterday with questions about Beyond Eggs. She recently met with Hampton Creek and is working on an article about the company. Broughton has asked us to answer the below

questions for her as a follow up to her visit. We recommend against answering each question separately and instead advise responding with the below statement, similar to others we have shared in the past. We have added subtle language to demonstrate that our product is a proven entity vs. Beyond Egg claims that have yet to be confirmed. We feel that the use of government regulations language this will provide a firewall of sorts as well.

Please let us know if you are aligned and we can respond to Broughton. She has asked for our response by EOW.

Best,
Kellie

Broughton's Questions

1. Can you elaborate on the work you all are doing to make it a healthier environment for the hens while also reducing the carbon footprint?
2. Eggs sometimes are criticized for being unhealthy and risky because of possible contamination. What do you think are the misnomers about eggs?
3. Hampton Creek is estimating that it's egg substitute will be 20 percent less than chicken eggs. How will the egg industry stay competitive?
4. Do you have a link to the full study?
5. Are you currently or are there plans to work cooperatively with organizations like the Humane Society and/or Global Viral?

Statement Response (Attributed to Mitch Kanter, PhD. Executive Director of Egg Nutrition Center)

Synthetic plant-based egg replacers are not a novel concept; they have been around for years. And while we recognize the emergence of new egg replacement options, we believe strongly that, for a variety of reasons, the time-tested, all-natural egg remains the best proven option for consumers and food service companies alike:

- *Natural eggs are a simple yet important food that, despite any current claims, have yet to be replicated by any product artificially engineered in a laboratory.*
- *There is simply no higher quality protein source than all-natural eggs.*
- *Eggs are also a nutrient-dense food for only 70 kcals and \$0.15 per serving.*

Beyond the nutritional benefits, a new study of egg production over the past 50 years demonstrates a clear commitment from the industry to reduce its environmental impact. From producing less waste to requiring fewer resources, egg farmers have made great strides toward making egg production practices more efficient. The egg industry continues to ensure that all farms meet or exceed government regulations when it comes to housing, care and production. With the growing population and egg demand on the rise, today's hens are not only as productive as they've ever been, but they are also living longer than ever before due to better ventilation, temperature and lighting advancements in their living environment. For more information on the recent study, visit <http://bit.ly/HvhyP7>.

From: Jensen, Elizabeth (Schreiber)
Sent: Monday, March 24, 2014 1:28 PM

To: Kristin Livermore
Cc: Sheryl Slagle; Schaffner, Serena; Burch, Kellie
Subject: RE: Press request

Hi there,

Kellie will be the lead on this but please continue to include me on requests! We'll reach out the reporter and follow up with details. Stay tuned!

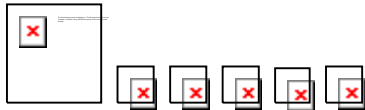
From: Kristin Livermore [<mailto:KLivermore@aeb.org>]
Sent: Monday, March 24, 2014 1:21 PM
To: Jensen, Elizabeth (Schreiber)
Cc: Sheryl Slagle
Subject: FW: Press request

Hi there – please see email trail – are you point on this? If not, let us know who these should go to moving forward, as I assume we'll have plenty more inquires of this nature.

From: Joanne Ivy
Sent: Monday, March 24, 2014 11:26 AM
To: aeb; Sheryl Slagle
Cc: Kevin Burkum; Kristin Livermore
Subject: RE: Press request

Sheryl, please forward to Edelman as they are coordinating the media responses on Beyond Eggs and already have key messages available on the Sustainability Study. I appreciate you letting me know about this request. Joanne

Joanne C. Ivy, CAE | *President & CEO*
American Egg Board
O 847.296.7043 | D 224.563.3701 | C (b) (6)
PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068
IncredibleEgg.org AEB.org



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From: aeb
Sent: Monday, March 24, 2014 11:00 AM
To: Joanne Ivy
Cc: Kevin Burkum; Kristin Livermore
Subject: FW: Press request

Hi Joanne,

Elisa told me that you are handling the Beyond Eggs media requests/responses. Please let me know if you would like to reach out to Jenna or if you'd like me to put her in contact with Edelman.

Thank you,

Sheryl Slagle | American Egg Board

O 847.296.7043 | **D** 224.563.3717 | **F** 847.296.7007

PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068

IncredibleEgg.org AEB.org



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From: Jenna Broughton [[mailto:\(b\) \(6\)@gmail.com](mailto:(b) (6)@gmail.com)]

Sent: Monday, March 24, 2014 10:49 AM

To: aeb

Subject: Press request

Hi there,

I met with Hampton Creek and am working on an article about on the company and was hoping to get responses to a few questions.

I saw at the end of last year the Egg Board released a [study](#), which indicated the environmental impact of egg production had decreased over the years. Can you elaborate on the work you all are doing to make it a healthier environment for the hens while also reducing the carbon footprint?

Eggs sometimes are criticized for being unhealthy and risky because of possible contamination. What do you think are the misnomers about eggs?

Hampton Creek is estimating that it's egg substitute will be 20 percent less than chicken eggs. How will the egg industry stay competitive?

Best,
Jenna

--

Lutton, Sara - AMS

From: Chad Gregory <chaduep@unitedegg.com>
Sent: Monday, February 17, 2014 6:14 PM
To: Joanne Ivy
Cc: Jim Dean; Roger Deffner; Chad Gregory
Subject: Hampton creek

FYI

<http://m.us.wsj.com/articles/BL-VCDB-14016>

Chad Gregory, CEO
United Egg Producers

Lutton, Sara - AMS

From: Englert, Jenny <Jenny.Englert@edelman.com>
Sent: Monday, December 22, 2014 10:22 PM
To: Serena Schaffner; Kevin Burkum; John Howeth; Mitch Kanter; Ashley Richardson; Jacinta LeDonne; Joanne Ivy; Mia Roberts
Cc: Maher, Missy; Wilk, Kristen; Waltz, Allison; Burch, Kellie
Subject: Hampton Creek Article

Hi All,

We wanted to quickly flag a new [Newsweek](#) article about Hampton Creek, stating the company's mission is no less than to abolish the chicken egg from the American diet. The article goes on to profile the chefs that are helping Hampton Creek to create their new products and provides a detailed overview of the financial backing that Hampton Creek has received to date – stating that the company has met some opposition in the form of The American Egg Board, specifically citing last year's BuzzFeed article about the paid support that the American Egg Board was running against Hampton Creek as a source.

While it is disappointing to see how biased this article is in favor of Hampton Creek, we feel encouraged that the reporter has no other source to quote than an article from a year ago. Overall, coverage of Hampton Creek has been minimal since that time, but we will keep you apprised of any new coverage that comes of this piece. Please let us know if you have any questions.

Best,
Jenny

Jenny Englert

200 East Randolph Drive | Chicago, IL 60601

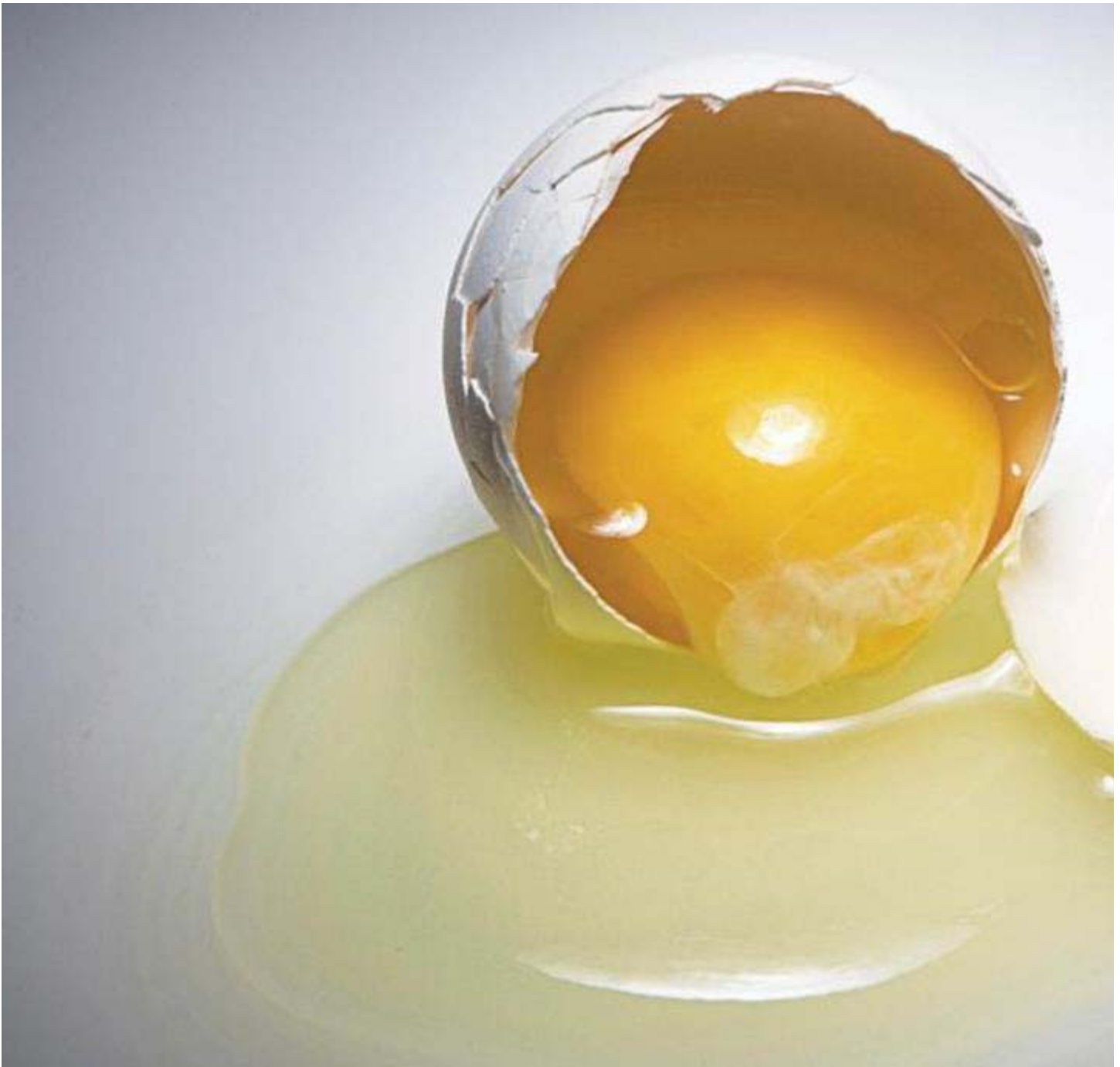
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An Eggless Egg You Can Fry

BY [ANDREW ZALESKI](#) / DECEMBER 22, 2014 3:45 PM EST



If you were going to reinvent food from scratch with people's health in mind, the first thing you'd do is abolish the chicken egg. JAMES BURGER/GETTY

- Chris Jones remembers well the meals he made for himself in the earliest days of his cooking career as a poor journeyman apprentice, long before he achieved any fame as a contestant on *Top Chef*: ramen soup with an egg on top, washed down with a can of Pabst Blue Ribbon. While the ramen and PBR still fit harmoniously with Jones's life today working for a San Francisco–based startup, the egg doesn't. As the [director of culinary innovation](#) at Hampton Creek Foods, Jones is one of about 70 employees working for a company whose mission is no less than abolishing chicken eggs from the American diet.

It's not a wholly original idea. An egg replacement derived [from chia seeds and garbanzo beans](#) exists, as does another [created from potato and tapioca starch](#). But Hampton Creek Foods has arguably attracted the most attention. Since its founding almost three years ago, the company has sought to reinvent popular foods such as mayonnaise and cookie dough that require the gelling, binding and emulsifying properties of eggs. It does this by substituting proteins extracted from plants for chicken eggs. Co-founders Josh Balk and Josh Tetrick came to their plant-based egg solution after extensive trials extracting and analyzing the proteins of over 4,000 different plants worldwide. They found about a dozen plants—the Canadian yellow pea was the best of them—that mimicked egg emulsion, without any of the environmental effects of the caged-chicken industry—[fecal matter, dust and ammonia, to name some](#)—or any of the high costs associated with the free-range chicken business. Investors, among them Microsoft billionaire Bill Gates, have put \$30 million into the startup so far, and the company recently [announced](#) an additional \$90 million in venture capital funding from investors including Marc Benioff of Salesforce and Eduardo Saverin, co-founder of Facebook. Hampton Creek's current line of products—Just Mayo, Just Cookies and Just Cookie Dough—can now be found in stores like Whole Foods and Wal-Mart. “The deep, deep *why* behind everything we're doing is this recognition that the food that we feed ourselves today is explicitly shitty for our body and for the planet,” says Tetrick, a 34-year-old Alabama native who worked in Africa for seven years, including a stint with the United Nations Development Programme in Kenya. “Food that is better for the body and the world—what if it's more delicious and more affordable?”

At the core of Hampton Creek's philosophy is the belief that the environmental footprint of global egg production—the land, water, and fossil fuels required—is unsustainable. It takes about [39 calories of energy](#) to farm one calorie's worth of egg protein. And in 2007, 59 million tons of eggs were produced, [according to the U.N.'s Food and Agriculture Organization](#), a number expected to dramatically increase by 2030. All that farming is rendering huge amounts of environmental damage: [Excess nitrogen and phosphorous](#) from chicken manure [contaminate rivers](#), and [ammonia ventilated from henhouses](#) pollutes the soil.

Eggs are clearly bad for the health of the planet. As for our health, [disagreement abounds over](#) any association between eating eggs and heart disease, but egg yolks are high in cholesterol and can lead to [buildup of carotid plaque](#) in the arteries, especially if you already have high cholesterol or other heart health risks.

Hampton Creek's products might be cholesterol-free and safe for those with egg allergies, but what Tetrick is really after is a reimagination of the entirety of food production. If

Hampton Creek can figure out how to replace eggs with the proteins of plants that don't use much land or water, are relatively inexpensive and could be grown by farmers around the globe, it might figure out a way to better feed the world's catastrophically increasing population.

Leading this effort is an elite lineup of trained chefs. Along with Jones, who [left the restaurant world in 2012](#) for his job at Hampton Creek, there's [pastry chef Ben Roche](#) and [Trevor Niekowal](#), the startup's two research-and-development chefs. All three used to work together at Moto, the Chicago restaurant once routinely featured on the Discovery Channel show Future Food. (Roche was [a co-host with Moto owner Homaro Cantu](#).) In a former time, the three chefs, who are all in their early 30s and have more than 50 years of restaurant experience among them, lived for the Saturday night dinner shift, when recipes and dishes they had perfected and prepared were given their final test: the plate of a hungry patron. Those days are gone, traded in for a 9-to-5 in which the goal is to create Just Scramble, a liquid scrambled egg made wholly from plant proteins and set for release in 2015.

The greatest moments of discovery for these chefs are often bittersweet; their optimism surrounding a startup poised to disrupt your morning plate of over-easy eggs wears thin when they realize how removed they are from your breakfast experience. "As a chef, a lot of things are instant gratification," Jones says. "If you have a great service or a bad service, you know right away. In the lab, you're working on a formula months on out, and you have to take the victories as they come."

The present version of uncooked Just Scramble looks as if a person took an egg and whisked it up with a fork—a big victory, according to Roche, who says that at one point it had the viscosity of pancake batter. Now it's more watery and cooks almost instantly when dropped into a sizzling skillet, just as a chicken egg would. "It's definitely heading in a positive direction," says Roche. "It cooks up more like an egg. It looks like an egg. It has a very similar mouth-feel to an egg."

The experimentation goes down inside the spacious, garage-like kitchen-laboratory-office of Hampton Creek Foods, where Jones and his cooking compatriots are huddled over stoves and pans and seated beside bioengineers, food scientists and data analysts. "We're that intuitive tool that these scientists need," says Jones. "A lot of the times we're answering the question 'What works?' as opposed to why it works."

Indeed, while the bioengineers and food and data scientists are busy picking apart plants—the goal is to create a database of the [more than 400,000 plants known to man](#) for their potential applicability in food—analyzing proteins, and determining which have certain properties more amenable to coagulation or emulsion, Hampton Creek’s chefs have the grand task of figuring out how all of Hampton Creek’s food products are functional and flavorful. In other words, they are responsible for figuring out if they’ve got a product your grandmother would put in her kitchen cabinet.

“I don’t like when people think these innovative new food companies are making science-food or growing weird things in test tubes,” Roche says. “We’re making real food.”

Hampton Creek’s opponents beg to differ. Unilever, the \$60 billion multinational food corporation behind Hellmann’s mayonnaise, had filed a lawsuit against [Hampton Creek Foods in U.S. federal court](#) for, Unilever claimed, falsely advertising Just Mayo—whose label features an egg shooting up from a plant stalk—as, well, mayo. Unilever eventually dropped the suit, “so that Hampton Creek can address its label directly with industry groups and appropriate regulatory authorities,” said Mike Faherty, vice president for foods of Unilever North America, in a statement.

Hampton Creek’s efforts to replace eggs pit the company against a very powerful industry. They’ve already started to see some pushback: Late last year, for example, BuzzFeed [reported](#) that, in an effort to steer consumers away from egg replacements, the American Egg Board—a large egg marketing organization whose members are all egg producers—was purchasing advertisements that ran whenever someone performed a Google search for Hampton Creek products.

But Hampton Creek is focusing on the frying pan test at hand instead of possible courtroom battles. “People cook eggs thousands of different ways with different fats in the pans, with different heats, with different pans, with different style stoves,” Niekowal says. “The true test is when we can have 50 people walk through and cook our egg off and it turns out perfectly.”

It’s a tall order. An egg produced from plant proteins might gel, but if the gel doesn’t hold any water once it’s in the pan, the egg will evaporate the instant it touches the pan’s hot oils. Discovering complementary foods that react well with plant proteins to drive and mimic egg emulsion—something Jones, Roche and Niekowal are tight-lipped about—took six months. Niekowal recalls being overwhelmed leaving his post at Portland, Oregon’s Le Pigeon restaurant—a two-time James Beard Award recipient—taking his first step into Hampton Creek Foods, and being told to create an egg from a plant.

“Here you might have two weeks where you’re not hitting very well. Things are just not going well. Your experiments aren’t turning out the right way,” says Niekowal. “But you’re also not just serving 100 people. Instead of touching 120 people a night who are paying upward of \$200 a head, we can do this for millions of people every single day of our lives.”

Lutton, Sara - AMS

From: Kevin Burkum
Sent: Wednesday, November 19, 2014 2:41 PM
To: Joanne Ivy
Subject: Hampton Creek Key messages

Do you have the key messages for Hampton Creek? I can't seem to find them.

Kevin Burkum | *Senior Vice President of Marketing*

American Egg Board

O 847.296.7043 | D 224.563.3702 | F 847.296.7007

PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068

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Lutton, Sara - AMS

From: Joanne Ivy
Sent: Tuesday, December 17, 2013 9:04 AM
To: Kevin Burkum
Cc: John Howeth; Mitch Kanter
Subject: RE: Just Mayo

Thanks. I am saving that info. As you know, Anthony said he could block having Just Mayo sold at Whole Foods. Joanne

Joanne C. Ivy, CAE | President & CEO
American Egg Board
O 847.296.7043 | D 224.563.3701 | C (b) (6) PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068
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-----Original Message-----

From: Kevin Burkum
Sent: Tuesday, December 17, 2013 8:02 AM
To: Joanne Ivy
Cc: John Howeth; Mitch Kanter
Subject: RE: Just Mayo

Came from Hampton Foods twitter feed.

Kevin Burkum | Senior Vice President of Marketing American Egg Board O
847.296.7043 | D 224.563.3702 | F 847.296.7007 PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068
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-----Original Message-----

From: Joanne Ivy
Sent: Tuesday, December 17, 2013 5:33 AM
To: Kevin Burkum
Cc: John Howeth; Mitch Kanter
Subject: Re: Just Mayo

Was this on their website or in another article? Does it say what manufacturer is making just Mayo? Thanks for update.
Joanne

Sent from my iPad

> On Dec 16, 2013, at 10:10 PM, "Kevin Burkum" <KBurkum@aeb.org> wrote:

>

> According to Hampton Creek Foods, Just Mayo now available at Whole Foods in Atlanta, Utah, Colorado, New Mexico and Kansas.

>

> Kevin Burkum

>

Lutton, Sara - AMS

From: Steve Gemperle <sgemperle@gemperle.com>
Sent: Tuesday, November 18, 2014 11:20 AM
To: Joanne Ivy
Cc: Arnie Riebli; Dave Crockett; Debbie Murdock
Subject: Re: Mayonaise

Safeway sells Just Mayo in California and they advertise it as Mayonnaise. It bugs me and I think it is illegal. That Hampton Creek should be called dressing and not Mayonnaise. I question if Just Mayo should even be allowed.

Sent from my iPhone

> On Nov 18, 2014, at 8:17 AM, "Joanne Ivy" <Jlvvy@aeb.org> wrote:

>

> Steve: I know that if you refer to mayonnaise as a dressing, it has a totally different Standard of Identity as a Dressing than as Mayonnaise. We are looking at the code of Federal Regulations, Part 169, Food Dressings and Flavorings, which also covers Mayonnaise. For Mayonnaise, according to this Regulation, Mayonnaise must include an egg ingredient, such as egg yolks, whole eggs or egg whites.

>

> The regulation gets a little detailed, so if you want to review for yourself go to:

> <http://www.ecfr.gov/cgi-bin/text-idx?SID=ae5cb085b3ead834b5034f8e22e80a>

> 3e&node=21:2.0.1.1.41&rgn=div5#21:2.0.1.1.41.2.1.2

>

>

> Joanne C. Ivy, CAE | President & CEO American Egg Board O

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>

> -----Original Message-----

> From: Steve Gemperle [<mailto:sgemperle@gemperle.com>]

> Sent: Tuesday, November 18, 2014 9:40 AM

> To: Arnie Riebli; Dave Crockett; Debbie Murdock; Joanne Ivy

> Subject: Mayonaise

>

> I knew there were mayonnaise rules. We should ask the state or Federal government to challenge this. I believe there are rules that exactly define mayonnaise. It must have egg.

>

Lutton, Sara - AMS

From: Joanne Ivy
Sent: Thursday, December 12, 2013 11:06 PM
To: Mitch Kanter
Cc: Jensen, Elizabeth (Schreiber); Kevin Burkum; Anna Shlachter; Kristin Livermore; Maher, Missy; Grosshandler, Jennifer; Byers, Kate; Torvik, Erika; Englert, Jenny; Liuzzi, Andrew
Subject: Re: Media request Mitch

Mitch, your comments about egg replacers are right on! As you know, BE is just another plant-based egg replacer that has been around for years. BE is not a replacer for shell eggs; it is a synthetic egg developed to replace REAL eggs as an ingredient in food formulations. According to Josh, food manufacturers are his target for the purchase of the Beyond Egg products.

Sent from my iPad

On Dec 12, 2013, at 10:05 PM, "Mitch Kanter" <MKanter@eggnutritioncenter.org> wrote:

Reads well. I think you can add something about the 13 vitamins and minerals in an egg. That it is called out in the 2010 Dietary Guidelines as an excellent nutrient dense food; that it provides great nutrition for only 70 kcals and 15 cents per egg. That it is a food source that is being employed in third world countries to nourish people who are protein malnourished. That no egg replacer we're aware of can do that. Also that egg farmers have worked to improve the environment of the hens to the extent that hens are now as productive as they've ever been. That they produce more eggs and remain healthier longer than at any time in the past.

Also, don't know that you want to go this route, but there is nothing particularly new about egg replacers. They have been around for quite some time. So other than the PR spin that BE has employed there does not seem to be anything particularly novel about this egg replacer.
Mitch

From: Jensen, Elizabeth (Schreiber) [elizabeth.jensen@edelman.com]
Sent: Thursday, December 12, 2013 8:55 PM
To: Mitch Kanter
Cc: Joanne Ivy; Kevin Burkum; Anna Shlachter; Kristin Livermore; Maher, Missy; Grosshandler, Jennifer; Byers, Kate; Torvik, Erika; Englert, Jenny; Liuzzi, Andrew
Subject: RE: Media request Mitch

Thank you Mitch. Joanne – let us know your thoughts. In the meantime, we went ahead and drafted the attached statement from Mitch to share with the show's producer. He is hoping to hear back as soon as possible so if we can get back to him tomorrow that would be great.

Thank you!

From: Mitch Kanter [<mailto:MKanter@eggnutritioncenter.org>]
Sent: Thursday, December 12, 2013 6:02 PM
To: Jensen, Elizabeth (Schreiber)
Cc: Joanne Ivy; Kevin Burkum; Anna Shlachter; Kristin Livermore; Maher, Missy; Grosshandler, Jennifer; Byers, Kate; Torvik, Erika; Englert, Jenny; Liuzzi, Andrew
Subject: Re: Media request Mitch

I'm ok with whatever you suggest. I like street fights myself. Would love to talk a little nutrition with Josh. But I understand the risks.

Please have Joanne weigh in with a perspective, and I'll do whatever you suggest.

Sent from my iPhone

On Dec 12, 2013, at 4:26 PM, "Jensen, Elizabeth (Schreiber)" <elizabeth.jensen@edelman.com> wrote:

Hi Mitch,

Kate shared the email below, and we followed up on the opportunity with Aljazeera America, which is a TV news show that airs on Current TV. We spoke with the producer and learned that they would like to conduct a live interview with you, a moderator and Hampton Creek Foods guest who is to be determined (potentially Josh Tetrick himself). The interview would be focused on the topic of nutrition, comparing Beyond Eggs to shell eggs, but also a discussion of the industry as a whole (i.e., if Beyond Eggs takes off, how it could change distribution, demand etc.).

We recommend declining on this interview opportunity as there is too much risk involved – this could be the “street fight” Tetrick is looking for. In its place, we recommend providing the reporter with a written statement outlining our position. There is always the chance that not participating and providing a statement could be used against us but it's the lesser of two evils. Please let us know if you have any questions or if you'd like to hop on the phone to further discuss.

Best,
Elizabeth

From: Mitch Kanter [<mailto:MKanter@eggnutritioncenter.org>]
Sent: Thursday, December 12, 2013 9:16 AM
To: Anna Shlachter; Grosshandler, Jennifer; Byers, Kate
Cc: Joanne Ivy
Subject: FW: Media request Mitch

Thanks for forwarding Anna.

Jennifer/Kate-is this something you could/should vet for us? I'm happy to talk to them. Maybe having you get back to them first would give us a chance to see what kind of interview they have in mind.

Who says I didn't learn anything at media training the other day?
Mitch

From: Anna Shlachter
Sent: Thursday, December 12, 2013 7:57 AM
To: Mitch Kanter
Subject: Media request Mitch

Someone from Aljazeera America called yesterday about the Egg Replacers and Egg Nutrition. Laurenz Peter # 646-706-2747 is his number. He was wondering if you would be on a segment (that would also have a second person but he wouldn't say who just that the person would have another view)...which sounds

fishy. http://america.aljazeera.com/?utm_source=google&utm_medium=cpc&utm_campaign=MS&utm_term=al%20jazeera%20america

Just passing the info along

Anna Shlachter, MS, RDN, LDN | *Program Manager Nutrition Education & Communications*

Egg Nutrition Center

O 224.563.3721 | **C** (b) (6) | **F** 847.768.7055

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EggNutritionCenter.org

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Lutton, Sara - AMS

From: Joanne Ivy
Sent: Friday, December 06, 2013 10:04 AM
To: Mitch Kanter
Cc: Missy Maher; Elizabeth Jensen; Kevin Burkum
Subject: Re: Messaging

Remember Beyond Egg is an egg replacer for food manufacturers. It appears the price will be cheaper, but it has not been confirmed. Beyond Egg is not a shell egg replacer, but we can still talk about eggs affordability. I just thought I should remind you that we are talking about the cost as an egg replacer. Joanne

Sent from my iPhone

On Dec 6, 2013, at 9:53 AM, "Kevin Burkum" <KBurkum@aeb.org> wrote:

See additional note from Mitch below. Might be good to include Incredible in the key message as well?

Sent from my iPhone

Begin forwarded message:

From: Mitch Kanter <MKanter@eggnutritioncenter.org>
Date: December 6, 2013 at 7:43:15 AM EST
To: Kevin Burkum <KBurkum@aeb.org>
Subject: Re: Messaging

The things I mentioned the other day were sustainability, affordability, health, natural, and clean label. The statement addresses most if these; affordability being the exception. Beyond Eggs claims to be cheaper, but I suppose we can zing them by saying that penny for penny, eggs are the most affordable high quality protein source. A nutrient dense food that delivers far more natural nutrition, at only 15 cents per egg, than any egg substitute can hope to.
Mitch

Sent from my iPhone

On Dec 6, 2013, at 7:13 AM, "Kevin Burkum" <KBurkum@aeb.org> wrote:

Thanks for agreeing to help out. You had mentioned in a meeting earlier this week a message that spoke to our advantages over Beyond Eggs. Does the message Edelman created capture that?

Sent from my iPhone

Lutton, Sara - AMS

From: Mark Oldenkamp <moldenkamp@vffi.com>
Sent: Thursday, January 23, 2014 8:22 PM
To: Joanne Ivy
Subject: RE: New Environmental Research

How is this vote going, I only saw two??

From: Joanne Ivy [<mailto:Jlvy@aeb.org>]
Sent: Friday, January 17, 2014 7:17 AM
To: Mark Oldenkamp
Cc: Bruce Dooyema; chris@esbenshadefarmmill.com; Tom Hertzfeld; Robert Krouse; Greg Nelson (office@npfi.us); Amos Baer; Larry Thomason; (b) (6) @dtnspeed.net; Mia Roberts; James Chakeres
Subject: Re: New Environmental Research

Thanks

Sent from my iPhone

On Jan 17, 2014, at 9:43 AM, "Mark Oldenkamp" <moldenkamp@vffi.com> wrote:

My vote is yes

Sent from moldenkamp@vffi.com

On Jan 17, 2014, at 5:14 AM, "Joanne Ivy" <Jlvy@aeb.org> wrote:

To Industry Programs Committee, I have discussed this research with Mia, and we would like to recommend funding a follow-up study to Hongwei's 50-year Life Cycle Assessment and Environmental Footprint Study that will compare the environmental footprint of U.S. eggs with other plant and animal food sources. I have attached a copy of this study for your reference.

In light of the extensive media coverage of Hampton Creek's Beyond Eggs, which attacks modern egg production practices, this type of study has been recommended as a way to address this situation. Hampton Creek is attacking eggs on animal cruelty and egg production practices. Although, the publicity has subsided, it has not gone away and will continue.

The findings from this type of research would be important to have regardless of the Beyond Eggs situation. We think that egg production will have a lower footprint compared to a laboratory-created egg products such as Beyond Eggs and other plant-based egg replacers as well as other animal proteins.

We would like to start this study by February 15 to be completed by June 30; thus, we did not want to wait until the March Board Meeting to get approval. The study will cost approximately \$75,000. I have worked with Hongwei to conduct the study at the lowest cost without affecting the quality of

the research. We have the \$75,000 in budget, but would like your approval to move forward with this study. Please vote **Yes** or **No** to proceed with this study and copy Mia. Thanks. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

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<Egg vs Other Protein Sources study proposal-Xin etal - updated Jan 16-2014.pdf>

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Lutton, Sara - AMS

From: Kevin Burkum
Sent: Friday, June 14, 2013 11:53 AM
To: 'Schaffner, Serena'; Joanne Ivy; Kristin Livermore; Mia Roberts; Jacinta LeDonne
Cc: Maher, Missy; McClamroch, Allison; Jensen, Elizabeth (Schreiber); Torvik, Erika; Vaswani, Priya; Englert, Jenny
Subject: RE: NPR and Beyond Eggs

Thanks Serena. Concerning indeed.

Kevin Burkum | *Senior Vice President of Marketing*

American Egg Board

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From: Schaffner, Serena [mailto:Serena.Schaffner@edelman.com]
Sent: Thursday, June 13, 2013 8:32 PM
To: Joanne Ivy; Kevin Burkum; Kristin Livermore; Mia Roberts; Jacinta LeDonne
Cc: Maher, Missy; McClamroch, Allison; Jensen, Elizabeth (Schreiber); Torvik, Erika; Vaswani, Priya; Englert, Jenny
Subject: NPR and Beyond Eggs

Hi All –

Wanted to let you know that today, NPR's All Things Considered did a [five minute segment](#) covering Beyond Eggs – egg substitute made out of plant-based products. The movement behind Beyond Eggs is in response to the concern that the earth can't sustain the current rate of growth in animal-based foods for too much longer. The story notes that Bill Gates has begun investing in the venture and according to experts interviewed for the piece, there is growing global demand for plant-based foods.

We know you've been corresponding with Allison regarding the Gates Foundation and were wondering if there was an update as it looks like they are taking their message broader. Please let us know if you would like us to bring in Matt Vander Laan from our Corporate team, who has connections there to help.

This also underscores the importance of the recent sustainability piece and the promotional plans behind it. Please let us know if you have any questions.

Best,
Serena

Why Bill Gates Is Investing In Chicken-Less Eggs

by [Allison Aubrey](#)



The egg of the future may not involve a chicken at all. In fact, in the high-tech food lab at Hampton Creek Foods in San Francisco, the chicken-less egg substitute has already been hatched.

"We're trying to take the animal totally out of the equation," [Josh Tetrick](#), founder and CEO of [Hampton Creek Foods](#), told me.

Hampton Creek's egg substitute product is called Beyond Eggs. It's made from bits of ground-up peas, sorghum and a few other ingredients, and it's attracting the attention of high-tech investors including Bill Gates.

If you listen to my story on *All Things Considered*, you'll hear that it's pretty hard to distinguish between cookies made with Beyond Eggs and those made traditionally with real eggs. The company has also developed an eggless mayonnaise and salad dressing using its egg substitute.

And why does this matter? Well, investors like Gates are betting that our planet can't sustain the current rate of growth in animal-based foods for too much longer.

In 2000, the global demand for eggs was about 14 million tons, according to the U.N.'s Food and Agriculture Organization. By 2030, that's expected to climb to 38 million tons.

This is part of a broader global trend: As nations become wealthier, people begin to eat more animal products. In fact, the annual per capita consumption of meat has doubled since the 1980s in developing countries, and meat production is projected to double again by 2050, according to [this](#) FAO report.

"Raising meat takes a great deal of land and water and has a substantial environmental impact," Gates [writes](#). (Note: The Gates Foundation is a funder of NPR's coverage of global health). "Put simply, there's no way to produce enough meat for 9 billion people," Gates concludes.

A big part of the environmental footprint of eggs and meat (as this [infographic](#) shows) is the amount of water and land it takes to grow the grain that's fed to animals used in food production. There's also the fossil fuel energy needed to produce and transport the products.

So increasingly, innovators are looking to develop plant-based alternatives. For instance, [Beyond Meat](#) is producing a meat-substitute product that's gaining a lot of attention. And there are more companies marketing egg-substitute products, such as [Bob's Red Mill](#) and [Ener-G Inc.](#)

"Egg replacements are not something new," says food scientist and food industry consultant [Kantha Shelke](#) of Corvus Blue.

But she says what is new is the growing global demand for plant-based foods.

"Today, having an egg-replacement or non-egg label [on a packaged food] is very appealing in the food industry," says Shelke.

There are lots of reasons behind the eggless appeal. Fake eggs don't raise the same food-safety concerns (as we [reported](#), a salmonella outbreak linked to eggs sickened 1,600 people in 2010). And some consumers also worry about food allergies and the cholesterol found in eggs.

So, what's Tetrack's next challenge in bringing his plant-based egg one step closer to the real thing? He wants to perfect his version of the scrambled egg. So far, it's been tough to get the texture right, he says: His eggs tend to crumble into little pieces in the mouth.

###

Lutton, Sara - AMS

From: Jensen, Elizabeth (Schreiber) <elizabeth.jensen@edelman.com>
Sent: Thursday, February 27, 2014 11:10 AM
To: Joanne Ivy; Maher, Missy
Cc: Elisa Maloberti; John Howeth; Mia Roberts; Mitch Kanter; Kevin Burkum
Subject: RE: press enquiry - Bloomberg BusinessWeek

Hi all,

We are looping in Andy and will get back to you asap!

Elizabeth

From my Android phone on T-Mobile. The first nationwide 4G network.

----- Original message -----

From: Joanne Ivy <JIvy@aeb.org>
Date: 02/27/2014 9:09 AM (GMT-06:00)
To: "Maher, Missy" <Missy.Maher@edelman.com>, "Jensen, Elizabeth (Schreiber)" <elizabeth.jensen@edelman.com>
Cc: Elisa Maloberti <EMaloberti@aeb.org>, John Howeth <JHoweth@aeb.org>, Mia Roberts <MRoberts@aeb.org>, Mitch Kanter <MKanter@eggnutritioncenter.org>, Kevin Burkum <KBurkum@aeb.org>
Subject: FW: press enquiry - Bloomberg BusinessWeek

Missy, I am forwarding another media request to discuss Beyond Eggs. I am looking for your advice how to handle. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

☎ 847.296.7043 | 📠 224.563.3701 | 📄 (b) (6)
PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068
IncredibleEgg.org AEB.org



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From: Elisa Maloberti
Sent: Thursday, February 27, 2014 8:56 AM
To: Joanne Ivy
Cc: John Howeth; Mitch Kanter; Mia Roberts; Kevin Burkum
Subject: FW: press enquiry - Bloomberg BusinessWeek

Joanne,

Here's another interview request to discuss Beyond Eggs.

Elisa

From: aeb
Sent: Thursday, February 27, 2014 8:47 AM
To: Elisa Maloberti
Subject: FW: press enquiry - Bloomberg BusinessWeek

Hi Elisa,

Do you want to address? Sounds like Beyond Eggs.

Thank you,

Sheryl Slagle | American Egg Board

O 847.296.7043 | D 224.563.3717 | F 847.296.7007
PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068
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From: ted greenwald [[mailto:\(b\)\(6\)@gmail.com](mailto:(b)(6)@gmail.com)]
Sent: Wednesday, February 26, 2014 5:41 PM
To: aeb
Subject: press enquiry - Bloomberg BusinessWeek

Hello,

I'm a reporter on assignment from Bloomberg BusinessWeek reporting on the market for eggs and egg substitutes. I'm hoping to speak with a representative of the AEB by the end of this week. I'd like to learn about the size of the egg industry, how it divides between various uses (whole eggs, baking, sauces, etc.), and the competitive issues arising from substitutes.

I'm available much of the time during west coast business hours at 415.310.0302. Thank you.

Regards,
Ted Greenwald

Lutton, Sara - AMS

From: Joanne Ivy
Sent: Friday, December 13, 2013 1:18 PM
To: Kevin Burkum
Cc: Elizabeth Jensen (elizabeth.jensen@edelman.com); Maher, Missy (Missy.Maher@edelman.com)
Subject: RE: Report to industry

Kevin, On the surface, I would not think it is needed. They may hear about Beyond Eggs in the media, but I am thinking the average consumer probably has not heard about it or paid any attention to it. Plus, the consumer is not going to be buying the Beyond Eggs product. They may have an opinion about buying the Mayo product once it is on the market.

I did not read the details of the consumer research project, but it does not sound like, at this time, the results would be very helpful. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

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From: Kevin Burkum
Sent: Friday, December 13, 2013 12:11 PM
To: Joanne Ivy
Cc: Elizabeth Jensen (elizabeth.jensen@edelman.com); Maher, Missy (Missy.Maher@edelman.com)
Subject: FW: Report to industry

I made some adjustments to this note to industry. Still on the fence as to whether consumer research is needed.

Kevin Burkum | *Senior Vice President of Marketing*

American Egg Board

O 847.296.7043 | D 224.563.3702 | F 847.296.7007
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IncredibleEgg.org AEB.org



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From: Jensen, Elizabeth (Schreiber) [<mailto:elizabeth.jensen@edelman.com>]
Sent: Thursday, December 12, 2013 10:18 AM
To: Joanne Ivy; Schaffner, Serena; Maher, Missy; Jaffe, Brad
Cc: Mitch Kanter; John Howeth; Kevin Burkum
Subject: RE: Report to industry

Good morning Joanne!

Please see below for the note we drafted for you to share with the industry regarding Beyond Eggs programming. We've included a placeholder at the bottom to include what John is doing as well. Please let us know if you have any questions.

Best,
Elizabeth

Hi everyone,

I wanted to provide an update on actions AEB is taking in response to the increased media coverage surrounding the new egg replacer from Hampton Creek Foods. AEB has been working diligently on your behalf to [respond and defend real eggs](#).

As you may have seen, much of the media coverage has been in the technology and business press. As we all know, there have been egg replacers before Hampton Creek Foods came along, and there will be egg replacers that come after them, but the media seems enamored with this company because of high-profile investors Bill Gates, Peter Thiel and Vinod Khosla. We are continually monitoring mainstream media along with social channels to keep a pulse on the coverage of Beyond Eggs. As news of Beyond Eggs increased over the past couple weeks due to two syndicated media articles, we conducted an analysis of the media landscape to compare whole shell egg coverage volume to that of Beyond Eggs. Despite the recent increase of Beyond Eggs news, [real eggs](#) remain at the forefront of overall coverage and conversations, **[being talked about 87 percent more than Beyond Eggs](#)**. Our current holiday baking promotional campaign, featuring advertising, in-store, search, as well as traditional and social media outreach, is clearly drowning out Hampton Creek in the consumer marketplace.

However, we do expect [media coverage of the company](#) will continue to be picked up by journalists (albeit on a less frequent basis) because it is new, well-funded, and therefore interesting. But, it is untested. Our approach is to continue to tell the good news of the tried and true good egg, focusing on the 50-year environmental study along with the many benefits of [real eggs](#) to drive egg purchase and consumption. We are continually reviewing traditional media coverage/social media commentary that offers inaccurate portrayals of the natural egg industry and responding on a case by case basis with letters to the editors, media statements, and where appropriate, media interviews.

We are also utilizing online technology tools to help maintain the focus on real eggs, including:

1. [Engaging](#) a handful of influential bloggers to showcase the many benefits of eggs [from nutrition, to environmental footprint, to animal care](#). By enlisting blogger advocates, we are able to reach consumers via outlets they implicitly trust and look to for information about foods they purchase for their families and recommend to friends, etc.
2. Paid search on [Google, Bing and Yahoo](#) so that when consumers search for [terms related to](#) Beyond Eggs, they will [also](#) see a link to our website [where](#) they will be directed to information on the 50-year environmental study.
3. Behavioral and content targeting where users who are viewing content about Beyond Eggs will be presented with links to positive egg industry information selected by us.

Food Manufacturers

XXX

From: Joanne Ivy [<mailto:Jlvy@aeb.org>]
Sent: Tuesday, December 10, 2013 8:58 AM
To: Jensen, Elizabeth (Schreiber); Schaffner, Serena; Maher, Missy
Cc: Mitch Kanter; John Howeth; Kevin Burkum
Subject: Report to industry

Elizabeth, I know Mitch has a meeting today with some of the Edelman folks, but I would like for someone at Edelman to pull together what we have been doing to address the Beyond Egg situation including that Edelman is monitoring their coverage and reporting to AEB staff on a twice daily schedule. There has been a lot going on, and it would be great to “package” this information to show the egg industry what is being done. I receive regular calls asking what AEB is doing.

I would like to start off the report with the activities that AEB has been doing in conjunction with Edelman, which will probably be the greatest portion of this report/update. I will then add to my report what John Howeth is doing. I will also add anything that I know AEB has done that is not included in your report. If I could get your portion by end-of-day on Thursday, it would be greatly appreciated, and then I have Friday to finish it up.

I was hoping to get this out on Monday as a President’s message that goes to the full egg industry. I may also repurpose it to go to the trade press. Thanks. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

☎ 847.296.7043 | 📠 224.563.3701 | 📧 (b) (6)
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Lutton, Sara - AMS

From: Elisa Maloberti
Sent: Thursday, February 27, 2014 9:54 AM
To: Joanne Ivy
Cc: John Howeth; Kevin Burkum; Mia Roberts; Mitch Kanter
Subject: RE: the interview request of CCTV

Hi Joanne,

An email request for an interview about Beyond Eggs came through our AEB.org general email box. See below.

Elisa

From: aeb
Sent: Thursday, February 27, 2014 8:48 AM
To: Elisa Maloberti
Subject: FW: the interview request of CCTV

Hi Elisa,

Here is another request RE: Beyond Eggs.

Thank you,

Sheryl Slagle | American Egg Board

O 847.296.7043 | D 224.563.3717 | F 847.296.7007
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From: Shen Chen [<mailto:Shen.Chen@cctv-america.com>]
Sent: Wednesday, February 26, 2014 1:12 PM
To: aeb
Subject: the interview request of CCTV

To whom it might concern,

This is Shen Chen, a reporter with CCTV (China Central TV). I'm now doing a story about the beyond egg, a new egg replacement from Hampton Creek. I want to interview some of you, to talk about how do you feel about the new plant-based egg and how will it affect the food industry?

CCTV is the state TV network of China, which has over 1 billion viewers. I based in Washington DC. The interview will last for about 20 minutes and I can fly to your place if you are willing to do it. The story will be aired in CCTV Mandarin News Channel (CCTV-13).

Thank you very much and looking forward to your reply.

Best

Shen

SHEN CHEN | SPECIAL AFFAIRS CORRESPONDENT
CCTV AMERICA

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Lutton, Sara - AMS

From: Joanne Ivy
Sent: Thursday, January 16, 2014 9:53 PM
To: Clint Hickman
Cc: Kevin Burkum
Subject: Re: Thoughts on Beyond Eggs.

Thanks Clint for your comments. Always great to hear from you . Even though I think it has peaked, for now, I definitely do not think they have gone away and we will continue to deal with them for months to come.

I like the way you are thinking. I can always count on you for some very creative thinking.

Beyond Eggs continues to be top of mind for AEB's Executive Marketing Team, and we continue to strategize the best way to address BE.

Feel assured we will take your thoughts seriously as we continue planning our next steps. Thanks Clint.

If you are available, I would like to invite you to join the Strategic Planning Committee for dinner when we are in Phoenix February 12 & 13. It would be the night of the 12th. I will provide more details. Joanne

Sent from my iPhone

On Jan 16, 2014, at 7:49 PM, "Clint Hickman" <chickman@hickmanseggs.com> wrote:

First of all, thanks for sending the metrics on what is being said now about Beyond Eggs and how the news has peaked, then dropped off.

I think the industry appreciates you both and Edelman staying on top of the reporting. However, maybe we should brainstorm a little and come up with a strategy on how to react the NEXT time it comes up. I am sure all of us can admit, that having major dollars spent by big names to push this product is a story onto itself. What I see happening TWICE now is that they spend money on promoting their substandard product, then it gives them the ability to continually bash our NATURAL product.

Maybe we should do a video and link that we can answer back. Maybe a housewife in a sterile environment in a radioactive suit and helmet "frying" up eggs for her Jetson clothed children while we have a modern parent to the side of her preparing sunnyside up eggs for her kids. Then we can have the Modern parent tell the spacesuit to go back to the future.

Or a legitimate chef scrambling both products, maybe the visual alone can be used in magazines. I mean, think how dumb this is. The consumer is continually trying to eat "natural, fresh and local" and now we have a product that crows that it is lab made.

Just some ramblings, but I think Edelman might be able to pull off an answer at some point that makes us look good and proactive vs. defensive and reactive.

Clint

Lutton, Sara - AMS

From: Jensen, Elizabeth (Schreiber) <elizabeth.jensen@edelman.com>
Sent: Wednesday, October 30, 2013 12:10 PM
To: Joanne Ivy; Maher, Missy; Schaffner, Serena
Cc: Mia Roberts; John Howeth; Liuzzi, Andrew
Subject: RE: UEP media hotline call

Hi Joanne,

We've looped in Andy Liuzzi from our Issues team to take a look at the points below, and we'll get back to you asap. Stay tuned.

Elizabeth

From: Joanne Ivy [mailto:JIvy@aeb.org]
Sent: Wednesday, October 30, 2013 10:54 AM
To: Jensen, Elizabeth (Schreiber); Maher, Missy; Schaffner, Serena
Cc: Mia Roberts; John Howeth
Subject: FW: UEP media hotline call

Elizabeth: See below. I would like some assistance in how to approach the topic of Beyond Eggs. I do not want to talk with an editor of Kiplinger until I have discussed with Edelman to get your advice. USDA will not allow us to use the term "fake" eggs. I want to be careful what I say as there are still a lot of unknowns about the Beyond Egg product. I do not want to be defensive. They also attacked our production methods. I want to be "above" the attack by Beyond Egg.

I thought I could mention –

- Although Beyond Eggs has gotten a lot of attention, the American Egg Board sees this product as just another egg replacer, which is available to food manufacturers as a functional ingredient. There are already other plant-based egg replacers on the market.
- Although Beyond Eggs has made a lot of claims that we cannot substantiate as we have not tested the product, most replacers cannot provide all the functionalities that eggs can naturally. Eggs can provide all the functionalities – such as emulsification, coagulation, texture, foaming, etc. that is needed for food applications.
- The American Egg Board is addressing egg replacers by reminding food manufacturers that 93% of consumers want a clean label with common names for ingredients. They want to see ingredients that they are comfortable and familiar with – items in their homes and would use to make recipes themselves. The label for Beyond Eggs and other replacers will not be a clean label as it will include a long list of other unnatural replacers compared to simply, REAL "eggs."
- Buying trends increasingly lead to natural and clean label products.
- 85% of consumers view eggs as a nutritious, wholesome choice for their families.
- Eggs are not a genetically modified (GM) food. This includes shell eggs and eggs used for processed egg products.
- Eggs are also considered naturally gluten free and most replacers cannot make that claim.

- Except for a small community of Vegans, replacing natural REAL eggs with an egg replacer will not resonate strongly with consumers into increased sales.
- The Egg Industry Center released a landmark study that shows that while the U.S. egg production has increased over the past 50 years, the industry has also been able to significantly decrease its environmental footprint. (I could offer to send press release)

Key results of the study found that compared to 1960:

- The egg production process releases significantly less polluting emissions, including 71 percent lower greenhouse gas emissions.
- Hens now use 32 percent less water per dozen eggs produced.
- Today's hens use a little over half the amount of feed to produce a dozen eggs.
- At the same time, today's hens produce 27 percent more eggs per day and are living longer.

Those were just some thoughts. What would be the one main thing you would stress? Your help is appreciated. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

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From: Joanne Ivy
Sent: Tuesday, October 29, 2013 10:28 PM
To: Head, Mitch (ATL-GHI)
Subject: Re: UEP media hotline call

On Oct 29, 2013, at 5:36 PM, "Head, Mitch (ATL-GHI)" <MHead@GolinHarris.com> wrote:

Joanne:

Chad suggested we forward this reporter's phone inquiry (see below) to you since AEB has taken the lead on this particular issue.
Let us know if you want to handle this differently.

Thanks

Mitch

Mitch Head
Executive Director-Engage

GolinHarris

1-678-488-5252

mhead@golinharris.com

Meet the Agency for the Future at www.golinharris.com

2013 Agency of the Year, Holmes Report

2013 Large Firm of the Year, PR News

2013 Top Places to Work in PR, PR News

2012 International Consultancy of the Year, *PRWeek*

We received a message on the UEP media hotline this afternoon.

Name: Ed Maixner

Title: Editor

Outlet: Kiplinger Agriculture Letter

Contact: 202-887-6466

Deadline: This week, by Wednesday if possible

Requested to speak with someone from UEP and get perspective on the fake eggs substitute by Hampton Creek Foods. He would like to know what UEP's viewpoint is and was wondering if this could be a whole new type of competition in the egg industry.

Lutton, Sara - AMS

From: John Howeth
Sent: Tuesday, October 01, 2013 8:17 AM
To: Joanne Ivy
Cc: John Howeth
Subject: RE: UEP presentation
Attachments: AEB - Hampton Creek overview.docx

We have it prepared for you already. I did get some interesting information from Jerry Smiley as well as a media person. Attached is Jerry's report.

John Howeth
VP, Ingredient & Commercial Marketing
American Egg Board
1460 Renaissance Drive
Park Ridge, IL 60068
Office: 847.296.7043
Direct: 224.563.3705
www.AEB.org

-----Original Message-----

From: Joanne Ivy
Sent: Tuesday, October 01, 2013 6:23 AM
To: John Howeth
Subject: UEP presentation

I will be giving a presentation next week at UEP, and I will address the Beyond Egg product. Please provide me PowerPoint slides on the Clean Egg campaign launched this month and any other slides that you feel will help show how AEB is addressing replacers. It will be one of 5 topics I will be sharing as well as the updated Demand Dashboard. I will need by Thursday morning. Thanks. Joanne

Sent from my iPad



STRATEGIC GROWTH PARTNERS, INC.

Helping Companies Grow Since 2000

March 9, 2015

John Howeth
Vice President of Ingredient & Commercial Marketing
American Egg Board
1460 Renaissance Drive
Park Ridge, IL 60068

Sent via email

Dear John:

Based on your request, I have developed an overview of Hampton Creek Foods. This overview is based on a conversation that I had with an industry executive that has intimate knowledge of Hampton Creek Foods as well as additional research.

Please review and call to discuss.

Regards,

(b) (6)

Jerry P. Smiley
Partner

cc: enclosure

Hampton Creek Foods (HCF)

Overview

- While the company is getting significant press, it remains a small start-up
 - 2,400 ft.² laboratory is relatively small to develop products across multiple categories
- The Venture Capital firms that started the company are “feel good” investors that invest in eco-friendly start-ups

Technology

- HCF does not appear to be using any new technology but refinements of existing egg replacer technology (e.g., vegetable proteins, amino acids, etc.)
- Due to the many functionalities of eggs, it is using different ingredients and formulations by application; this will complicate a “made with” brand strategy
- We have not seen any ingredient statements to determine the “cupboard-friendliness” to consumers

Management

- Joshua Tetrick, CEO, has no experience with commercializing food products or even scaling a start-up to an ongoing venture
- Johann Boot, chief technical officer and COO, is essentially running the show, but he is based in Holland and is onsite 1 week per month
- Jackie Fera, VP Sales & Marketing, is ex-Unilever, but her career is in foodservice, not retail or food ingredients – the two areas that are critical for the success of the venture
- My contact referred to the venture management as “amateur hour”

Production

- Management was originally going to build a blending facility, but chose instead to have ingredients co-packed
- The egg-free mayo, Just Mayo, is likely being co-packed by Ventura Foods (California)

Potential

- While the investors have deep pockets, it is unknown how long they will continue to invest without significant payout
 - We believe that the sales and marketing budgets are quite small and focused almost exclusively on PR
- Unless they can create branded food products or branded ingredients, we suspect the endgame will involve the selling of the technology to another food company (finished goods or food ingredients).

Lutton, Sara - AMS

From: Maher, Missy <Missy.Maher@edelman.com>
Sent: Monday, November 25, 2013 11:31 AM
To: Joanne Ivy
Cc: Singer, Jamie; Jaffe, Brad; Schaffner, Serena; Kevin Burkum; Mia Roberts; Kristin Livermore; Jensen, Elizabeth (Schreiber); Liuzzi, Andrew; John Howeth; Maher, Missy; Byers, Kate
Subject: Response to Forbes
Attachments: American Egg Board letter to Forbes editor 11.25.13.docx

Attached please find a response to the Forbes writer. Joanne, his email address is rmac@forbes.com. We would also ask that you ask him to confirm receipt of the email.

Also, our media services team who initially reached out to the WSJ regarding the environmental study is following up with the reporter today. Last, while we have followed up with the environmental study to most of the Beyond Eggs articles (and reached out originally when the study came out), we think we need to do something beyond the study to get consumer attention and we are working on a POV. Please let us know if you have any immediate questions.

Also, Serena and I are here this week (Elizabeth is out) and also Brad and Jamie will be our points on crisis while Andy is out.

-Missy

Dear [editor],

I am writing on behalf of the American Egg Board in response to the recent *Forbes* article dated November 23, 2013: “Bill Gates’ Food Fetish: Hampton Creek Foods Looks to Crack the Egg Industry.” As I was interviewed and quoted as part of this article, I am disappointed that several characterizations of the natural egg industry in the article are patently false.

Environmental impact/animal welfare

The article presupposes environmental and animal welfare failings of the natural egg industry which are a woeful misreading of the truth. In reality, egg farmers in local communities across the country continue to provide safe, fresh, locally-produced eggs, while caring for hens in accordance with the highest standards in the nation. Egg farmers have also made great strides toward making egg production practices more efficient, allowing them to provide an affordable source of high-quality protein while producing less waste and requiring fewer resources. In fact, in October 2013, the Egg Industry Center released a landmark study revealing that the egg production industry has significantly reduced its environmental impact over the past 50 years. Lifecycle analysis findings of U.S. egg production from 1960-2010 found environmental efficiencies as a result of a wide range of factors:

- *Decreased pollution.* Egg production process releases significantly less polluting emissions, including 71 percent lower greenhouse gas emissions.
- *Reduction in natural resource use.* Hens now use 32 percent less water per dozen eggs produced.
- *Improved hen feed.* Today’s hens use a little more than half the amount of feed to produce a dozen eggs.
- *Better disease control and advancements in hen housing systems.* Today’s hens are living longer as a result of improved building ventilation, temperature control, better lighting and a more secure housing environment.

American Egg Board’s “Accept No Substitutes” campaign

While the article suggests our campaign targets consumers, it actually focuses on highlighting the benefits of using real eggs as opposed to egg replacer ingredients for *food manufacturers*. These benefits include that eggs are a simple food that cannot be replicated by a product produced by scientists in a laboratory; are multi-functional while retaining taste and nutritional benefits; demonstrate the latest advances in science and technology to ensure high quality; and protect the livelihood of egg farmers, their families and employees across the U.S.

Ingredient comparison

We do not feel the article presented an accurate comparison of ingredients in natural eggs vs. egg replacers. America’s egg farmers are committed to providing nutritious, all-natural eggs, which are rich in vitamins and minerals. Our research shows that 93 percent of consumers want a clean label with familiar ingredients. On the other hand, egg replacers – such as Hampton Creek Foods’ product – have a list of unnatural ingredients.

Protein comparison

In my interview, I also compared the nutrition of plant-based protein to the protein in real eggs – a point we believe is important to share with your readers but did not surface in the article. Natural eggs provide one of the highest quality proteins of any food available. In fact, the quality of egg protein is so high that scientists often use eggs as the standard for measuring the protein quality of other foods.

Clarification of “egg replacer”

Finally, the article inaccurately suggests that the American Egg Board acknowledges egg replacers like Egg Beaters have been around for years. However, this was a mischaracterization of my quote; Egg Beaters are not an egg replacer and are still an egg. Rather, I suggested in the interview that we recognize that plant-based egg replacers have been around for years.

While we recognize the emergence of new egg replacement options, we believe strongly that, for a variety of reasons, the time-tested, all-natural egg remains the best option for consumers and food service companies alike. Therefore, we are disappointed by the undeserved attacks on the natural egg industry in this article.

Given many of the characterizations of the natural egg industry were disparaging and even inaccurate in the article, we request corrections be made on the points outlined above.

Sincerely,

Joanne Ivy
President & CEO
American Egg Board

Lutton, Sara - AMS

From: Joanne Ivy
Sent: Wednesday, December 18, 2013 12:41 PM
To: 'Jensen, Elizabeth (Schreiber)'; Kevin Burkum; Mia Roberts; Englert, Jenny; John Howeth; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: RE: Beyond Eggs Coverage Update 12.17 - PM
Attachments: SKMBT_C22013121812330.pdf; SKMBT_C22013121812340.pdf

FYI - I thought I would attach a copy of an article in Egg Industry magazine. I thought Terrance did a very nice job of relating my thoughts about Beyond Eggs to the egg industry. Joanne

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

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From: Jensen, Elizabeth (Schreiber) [<mailto:elizabeth.jensen@edelman.com>]
Sent: Wednesday, December 18, 2013 11:29 AM
To: Kevin Burkum; Mia Roberts; Englert, Jenny; Joanne Ivy; John Howeth; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: RE: Beyond Eggs Coverage Update 12.17 - PM

Hi all,

We recommend sharing the following statement with Rachel from BuzzFeed and recommend attributing it to Mitch.

“Synthetic plant-based egg replacers are not a novel concept; they have been around for years. And while we recognize the emergence of new egg replacement options, we believe strongly that, for a variety of reasons, the time-tested, all-natural egg remains the best option for consumers and food service companies alike.” - Mitch Kanter, PhD. Executive Director of the Egg Nutrition Center

Let us know if you are aligned and we'll send this out to her.

From: Kevin Burkum [<mailto:KBurkum@aeb.org>]
Sent: Wednesday, December 18, 2013 10:11 AM
To: Mia Roberts; Englert, Jenny; Joanne Ivy; John Howeth; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Jensen, Elizabeth (Schreiber); Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: RE: Beyond Eggs Coverage Update 12.17 - PM

On a separate but related note, we just received a call from Rachel Sanders with BuzzFeed. She is looking for a comment from the American Egg Board on Hampton Creek. She specifically wondered if we thought they were a threat, and noticed that we're running Google Ads/search. Her phone number is 585.313.0643.

<http://www.buzzfeed.com/rachelysanders>

How should we respond?

Kevin Burkum | *Senior Vice President of Marketing*

American Egg Board

O 847.296.7043 | D 224.563.3702 | F 847.296.7007

PO Box 738, 1460 Renaissance Drive, Park Ridge, IL 60068

IncredibleEgg.org AEB.org



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From: Mia Roberts
Sent: Wednesday, December 18, 2013 10:02 AM
To: 'Englert, Jenny'; Joanne Ivy; Kevin Burkum; John Howeth; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Jensen, Elizabeth (Schreiber); Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: RE: Beyond Eggs Coverage Update 12.17 - PM

Hi Jenny – thanks for this update on coverage. We do want to follow up with Scientific American – can you please let us know next steps on this piece? Thanks very much.

From: Englert, Jenny [<mailto:Jenny.Englert@edelman.com>]
Sent: Tuesday, December 17, 2013 4:48 PM
To: Joanne Ivy; Kevin Burkum; John Howeth; Mia Roberts; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Jensen, Elizabeth (Schreiber); Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: Beyond Eggs Coverage Update 12.17 - PM

Hi all,

Coverage has remained minimal since our last update on Beyond Eggs this morning, with only three new stories hitting online. The majority of recent coverage is stemming from round-up food trend stories that are either wrapping up the biggest trends from 2013 or looking ahead, trying to predict the food trends that will make waves in 2014.

The Scientific American also published a new Beyond Eggs article online today that will be run in the January print edition of Scientific American Magazine. The article criticizes the egg industry for its ecological inefficiency, citing a 2003 American Journal of Clinical Nutrition study as a resource for information. The article also notes that Hampton Creek is working hard to ensure that Beyond Eggs will be comparable to real eggs for baking, a task that will be very difficult, according to Marc Anton of the French National Institute for Agricultural Research who is quoted in the article, saying it will be a challenge to replace the egg yolk's structure-building lipoproteins. We recommend sending a copy of the egg industry's new ecological footprint study to the contact at Scientific American since her current AJCN resource referenced in the article is very outdated. We are happy to coordinate outreach if you are aligned. Please find detailed coverage below.

Media Coverage:

- [Scientific American](#) - Start-up Aims to Replace Eggs with More Sustainable Vegetable Proteins
- [ifood.tv](#) - Bill Gates Is Eating Fake Food Too
- [Specialty Food](#) - Specialty Food Association's Top News & Trends of 2013

Please let us know if you are aligned with our recommendation to follow-up with Scientific American. We will send another coverage update tomorrow morning – please don't hesitate to reach out with questions in the meantime.

Best,
Jenny

Jenny Englert

200 East Randolph Drive | Chicago, IL 60601

Tel: 312.240.3385 | Cell: (b) (6)

jenny.englert@edelman.com | www.edelman.com



American Egg Board campaign addressing Beyond Eggs

The American Egg Board has launched a marketing campaign to counter the remarkable amount of attention that Beyond Eggs has garnered in popular media outlets.

BY TERRENCE O'KEEFE

► I wasn't surprised when Joanne Ivy, president and CEO, American Egg Board (AEB), said, "I cannot tell you how many calls and e-mails that I have gotten from egg producers. It is a huge threat the way they are publicizing Beyond Eggs to consumers." It has been hard to miss mentions of Beyond Eggs in the popular press over the last five months. *Egg Industry* even received an inquiry from a *New York Times* reporter asking about the product, but the request came from a journalist covering the

technology, not the culinary, beat.

High-tech heroes

Ivy told the audience at the United Egg Producers' annual meeting that Beyond Eggs isn't the first egg replacer to hit the market. "We know that Beyond Eggs has gotten a lot of publicity, but, if you are a further processor, you know that egg replacements have been around for a long time," she said. "This truthfully is not much different than any other

egg replacers that have been out there. There are other plant-based egg replacers; this is not a huge new item. What makes it so visible is that it's got Bill Gates, PayPal cofounder Peter Thiel and HSUS all endorsing this product. There was a very similar product several years ago that didn't make it."

The endorsements, financial and otherwise, by high-tech heroes like Gates and Thiel have attracted a lot of media attention, in spite of their lack of culinary credentials. For many in the media there seems to be an expectation that successful entrepreneurs in the computer world will also know how to pick winners in the grocery aisles.



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Research has shown that 93 percent of consumers prefer to see common names for ingredients on their food labels.

Ivy characterized the public relations approach for Beyond Eggs as “very aggressive,” and she stressed that the target market for the product is large food manufacturers. AEB has initiated a clean label campaign to counter the efforts of the makers of Beyond Eggs.

Clean label campaign

“Consumers and food manufacturers want a clean label; with Beyond Eggs it will not be a clean label,” Ivy said. “Not with all of the ingredients it takes to make this product. We have developed a website and advertising campaign to address this.”

The clean label campaign educates food processors about the continued growth of the natural trend in consumer purchases. The campaign’s white paper, “The Egg & Clean Labeling,” describes a type of consumer, the “Aware Shopper,” which tops the list of Innova Market Insights’ food and beverage predictions for 2013. The Aware Shopper

is described as informed and knowledgeable about health and value, and Aware Shoppers are said to be key drivers in shaping the clean label trend.

According to the white paper, “More and more consumers are redefining the qualities they value in the foods they eat and taking healthy diets and eating habits into their own hands. Fresh, safe, natural, healthy and chemical free are now the key words people use to describe what they’re looking for.”

These shoppers, with support from consumer advocacy groups, lobbyists, non-governmental organizations and politicians, are pushing the food and beverage industry for simplicity, transparency and credibility. Answering their concerns isn’t difficult, and according to Innova, “Simple, clear labels on products send the transparency message to consumers.”

The focus of the campaign is that eggs are one simple ingredient with over 20 functional properties that provide the natural, clean label solution that consumers want and food processors need. **EI**

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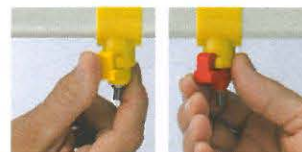


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MINUTES
Egg Product Marketing / Foodservice Committee
The Westin Savannah Harbor Golf Resort & Spa
November 7, 2013

Committee Members

Brian Joyer, Chairman
Roy Patterson
John Puglisi
Lee Regensburger
Alex Simpson
Tom Stoller
Lisa Timmerman
Blair Van Zetten

State Representative

Steve Olson

USDA

Emily DeBord (*part time*)

Presenters

Laurel Brown, NPD (*part time*)
Veronica Diaz, NPD (*part time*)
Steve Solomon, FSInsights

Egg Product Advisor

Elliot Gibber

AEB Staff

Roger Deffner (*part time*)
John Howeth
Joanne Ivy (*part time*)
Elisa Maloberti
Gwen Ramirez

Chairman Brian Joyer called the meeting to order at 1:00 p.m.

A motion was made by Blair Van Zetten, seconded by Lisa Timmerman, to accept the minutes of the July 10, 2013 Committee Meeting. Motion carried unanimously.

Egg Product Marketing Program report began with a presentation by Elisa Maloberti. She reported on AEB's Marketing and Communications programs, specifically AEB's presence at the International Baking Industry Exposition as well as the Clean Label Conference. Trade events planned for 2014 include American Institute of Baking in February; IFT Wellness in March; Protein Trends & Technologies in April; and Institute of Food Technologists Annual Expo in July. AEB will conduct workshops for Batory Foods in November 2013 and Entenmann's Bakery in January 2013. John Howeth mentioned that we are looking for more opportunities to present customized educational workshops to food manufacturers and encouraged committee members to submit names of companies that would be interested. Maloberti reviewed retail liquid egg data provided by Nielsen. Both Elliot Gibber and Blair Van Zetten believe the information presented as the volume of liquid eggs sold at retail was way too low. It is suspected that the figures presented as annual figures might have been for 12 weeks. Maloberti will double-check figures and provide committee an updated set of data.

Maloberti discussed the egg product nutrient analysis project. As recommended at the July committee meeting, four bids were obtained from labs to conduct a nutrient analysis of egg products. Maloberti recommended Covance Laboratories due to their experience conducting the 2006 egg product nutrient analysis for AEB. A conference call was held in October 2013 amongst Brian Joyer, Blair Van Zetten, Howard Magwire, Dr. Glenn Froning, Elisa Maloberti and John Howeth to discuss the specifics of the

project. Gibber was invited to participate on the call; however, he had a prior commitment. It was agreed that solids content for samples submitted to the lab be as follows: whole eggs at 24.2; egg white solids at 11.0; and egg yolk solids at 43%. Joyer suggested a Sample Analysis Request Form be developed and presented to the group on another conference call prior to requesting samples from five egg product processors. **A motion was made by Blair Van Zetten, seconded by Alex Simpson, to approve the proposed nutrient analysis project using Covance Laboratories. Motion carried unanimously.**

Maloberti gave a progress update on the Egg Replacer Response Campaign. "The Egg and Clean Label" white paper, "Real Eggs or Egg Replacers" print ad, web updates and other electronic media was discussed. Beyond Eggs was discussed at length. In 2014, AEB plans to produce video testimonials of food manufacturers that have haven't been satisfied with the results of replacer ingredients, functionality testing of egg replacers, and a question and answer document for use by egg producers when discussing egg replacers with customers.

Committee discussed the current supply/demand of egg whites which leaves egg processors a disproportionate supply of egg yolks. Howeth mentioned that the results of the recently completed analysis by Frost & Sullivan will identify other uses for both egg yolk and egg whites (should the currently supply/demand reverse), and an executive summary will be presented to the egg processing industry via webinar during Q1 2014.

Maloberti discussed the proposed 2014 Egg Product Marketing Strategies & Objectives. **A motion was made by Blair Van Zetten, seconded by Lee Regensburger, to approve the proposed 2014 Egg Product Marketing Strategies & Objectives. Motion carried unanimously.**

The Foodservice Program began with Veronica Diaz of NPD reporting on 2013 breakfast trends. Diaz explained that while breakfast is outperforming other dayparts, it is smaller in sales volume than lunch and dinner. She pointed out that breakfast sandwiches account for over half of egg servings and have increased versus a year ago, specifically breakfast burritos/wraps (grab-n-go) continued to grow. Though some chains are offering egg whites, the majority of consumers are opting for eggs. Van Zetten asked how many eggs are included in a standard breakfast sandwich at these chains. Diaz responded that because their data is collected from consumers, they do not know. Lee Regensburger asked if NPD's presentation and data can be shared. Diaz responded that we must ask them which slides can be shared prior to distributing. Regensburger felt that NPD's data was generalized and did not consider regional trends i.e. smoked sausage doing well in south but not in other areas such as Minnesota.

Foodservice Marketing and Communications programs were next reviewed by Howeth. The marketing program was covered with focus on National Accounts, Schools, and Foodservice Distributors.

The success of Denny's and The Good Egg Project was discussed. Results were 100,000,000+ impressions—just TV. Same store sales were up 1% (1.5% above forecast). Traffic was even (2% above forecast). Five hundred thousand eggs were donated to five food banks and the cost to America's egg farmers was \$25,000. Howeth played the TV commercial and Instagram video. Susan Joy asked because of the overwhelming success, will the program be repeated next year? Howeth said at best every other

year with Denny's. Joy asked what about another customer? Howeth mentioned that we may have some news about a new opportunity in the next few weeks.

National Accounts were reviewed as well as our approach to the school market. Breakfast Beat was evaluated. Overall, readers are very satisfied; AEB will be expanding from four to six newsletters in 2014. Steve Solomon of FSInsights gave a National Account Overview. Breakfast sandwiches continue to grow on menus. He reviewed McDonald's business and mentioned they had more of a focus on lunch this year. However, Solomon also pointed out that this year McDonald's has added several new egg items to their menu. Additionally, McDonald's is rolling out their Breakfast After Midnite program in many regional markets. There is no timeline for a national roll-out as the program is being incorporated when the regions/franchisees want it. This program will make eggs available from midnight to 4 AM. Three McDonald's regional radio spots were played featuring McDonald's After Midnite, as well as a Bloomberg news report discussing McDonald's business growth. Solomon gave an overview of Dunkin' Donuts. Dunkin' Donuts continues to focus on eggs and on egg limited time offers (LTOs). They are opening 3,000 new restaurants within the next two years. Solomon then gave an overview of Jack in the Box, which continues to innovate with breakfast and eggs. They serve breakfast all day and have sandwiches with double eggs. IHOP is one of the top midscale chains, but egg servings continue to decline as traffic declines. They requested AEB's support in helping them reposition their egg strategy. The re-positioning was very successful, and IHOP was most appreciative of AEB support.

Howeth discussed the proposed 2014 Foodservice Strategies & Objectives. **A motion was made by Tom Stoller, seconded by Lisa Timmerman, to approve the proposed 2014 Egg Product Marketing Strategies & Objectives. Motion carried unanimously.**

Steve Olson, State Representative, made some brief comments. First, he suggested that we should consider modifying our foodservice messages to appeal to a broader audience. Finally, he mentioned we should think about educating consumers to influence behavior in addition to promoting to them.

A brief Executive Session was held.

With no further business, Lee Regensburger made a motion to adjourn, seconded by Roy Patterson, and motion carried unanimously. The Committee meeting adjourned at 4:42 pm.

(b) (6)

Brian Joyer, Chairman

12/5/13

Date

**MINUTES
NUTRITION COMMITTEE**

American Egg Board
Westin Savannah Harbor Golf Resort and Spa
Savannah, GA
November 7, 2013

Members Present

Karyn Kreher, Chairman
Greg Herbruck
Scott Horton
Andrew Reichman
Scott Ramsdell
Diane Sparish
Patricia Stonger
Debbie Murdock, State Representative

Edelman

Katie Hayes RD
Mary Young RD

USDA

Emily DeBord (partial)

AEB/ENC Staff

Mitch Kanter, PhD
Don Layman, PhD
Tia Rains, PhD
Anna Shlachter RDN, LDN

Members Not Present

Jill Benson
Jesse LaFlamme

External Speaker

Maro Ibarburu

Chairman Karyn Kreher called the Nutrition Committee Meeting to order at 1:00 pm CT.

A motion was made by Scott Ramsdell and seconded by Diane Sparish to approve the minutes of the July 10, 2013 Nutrition Committee meeting. Motion unanimously approved.

Dr. Mitch Kanter welcomed members and provided the meeting overview.

Dr. Tia Rains discussed the research timeline; two recently published ENC-funded studies; and the 2014 research pillars. Rains also reviewed steps being taken to strengthen grant program processes. The program has grown over the past four years and there are approximately 25 active studies and more new studies are funded yearly.

Dr. Donald Layman reviewed the status of 2013 grants, including multiple collaborative studies with other commodity groups. Layman also discussed the Protein Summit 2.0 meeting that was held in Washington DC in October, as well as background information and outcomes from the 2010 Summit. He stated that the proceedings from the 2012 Summit will be published in the American Journal of Clinical Nutrition (AJCN). Greg Herbruck inquired whether the leucine content of the egg could be increased via the diet. Layman indicated that it was not possible to change the amino acid profile of the egg.

Dr. Rains discussed the upcoming American Society of Nutrition Symposium, *"The Controversial Role of Protein in Diabetes and Related Disorders"*, which was created and sponsored by Egg Nutrition Center. The revamp of the Nutrition Research Update (NRU) into a more scientific publication was noted, as well as enhancements to the layout and distribution of the Biweekly Research Update. The committee indicated that they would like to receive the Biweekly Research Update so their names will be added to the distribution list.

Dr. Kanter introduced the video "The Heart of the Matter". This 30 minute program aired on an Australian television station, and it questioned cholesterol research and guidance throughout the years. Committee members would like a link to the video and it was also noted the video is available on YouTube.

Kanter also mentioned ENC's partnership with Oldways/Mediterranean Foods Alliance and the recently-developed education brochure highlighting eggs as a part of the Mediterranean diet. He emphasized that partnerships like this provide a higher level of credibility with the co-branding of ENC's logo alongside other well-respected health professional organizations/groups.

Dr. Maro Ibarburu (Iowa State University) discussed the recently completed Iowa State University Sustainability Study and changes in the egg industry over the past 50 years that have improved the industry's overall environmental footprint. Herbruck asked if manure management was going to remain a key opportunity for improving sustainability in the future. Ibarburu indicated that he expects it to remain an important factor for future improvement. The work that AEB has done related to the promotion of the study was commended. Kreher asked to get copies of the sustainability report for the committee.

Anna Shlachter provided an overview of ENC alliances and relationships, as well as recent webinars and co-branded education materials. Shlachter also reviewed the new infographic as well as updates to the Nutrition Close-Up that Rains has implemented to improve content and appearance. Shlachter discussed exhibit and conference activities over the past quarter. In addition, she provided highlights from the Food and Nutrition Conference & Expo exhibit and educational breakfast. Health Professional Advisor (HPA) activities and website and blog updates were also reviewed.

Mary Young (Edelman) discussed Dietary Guidelines and reminded the Nutrition Committee that the Guidelines are a cornerstone to federal policy and nutrition recommendations. Young mentioned that ENC nominated two members who were accepted to the Guidelines Committee and that Kanter has been accepted to provide oral comments to the Committee. ENC will also submit more extensive written comments to educate the committee on newer egg-related research. Kanter reminded the group of the Tufts cholesterol evidence based analysis and, pending the outcome of the analysis, this paper would likely be submitted to the Dietary Guidelines Evidence Analysis Library. Ibarburu inquired whether changes to the Guidelines are generally significant. Young explained there have been few major changes throughout the years, but the shift from the pyramid to the plate was an important outcome of the 2010 Guidelines.

Katie Hayes (Edelman) provided an overview of ENC's media presence, and methods to drive awareness of ENC research and related activities. Hayes discussed successes of the infographic, noted radio interviews on WGN by Rains, and also introduced the new metrics dashboard as a way to track our online efforts more effectively. Ibarburu inquired if we are able to identify key trends with our process and Hayes explained this is one of the main reasons for implementing the dashboard.

Kanter discussed the International Egg Nutrition Consortium (IENC). Currently the IENC website is the main component of the program and Kanter also sends monthly email updates to the group. There are almost 50 countries that have joined IENC, including several new African countries since the meeting in Cape Town in September. Kanter reported the US, along with a few other countries, are primarily providing information for the website, and that there is a possibility of convening for a scientific conference over the next year. Pat Stonger suggested the group look into posting on the website *Doctors Without Borders* and that audio capability at an international conference could help, given language barriers. Ibarburu agreed this would be beneficial.

Kanter reviewed target audiences for 2014 and introduced the 2014 Objectives and Strategies.

Kreher suggested that ENC let Committee members know when research site visits are scheduled in their areas. Diane Sparish asked if being involved in sustainability projects would lessen ENC's credibility and dilute the science. Kanter and Layman both indicated that sustainability is becoming more prevalent in nutrition conversations. Nutrition, sustainability and affordability together create a new way of discussing egg benefits. Ibarburu suggested that an index which includes nutrition and sustainability be considered and Kanter mentioned this was an idea of a recent brainstorm. It was also noted that sustainability was discussed at the first meeting of the Dietary Guidelines Committee. Rains noted that the issue is beyond greenhouse gases and that some of the most unhealthy foods have the least environmental footprint, so this is another reason that it is being discussed in the nutrition arena.

Kanter noted that for this upcoming year ENC will monitor sustainability activity to stay abreast of the research environment.

Sparish asked how we measure if we have “moved the needle” on the health professional’s perspectives regarding eggs. Shlachter and Hayes noted that this is the purpose of the annual Health Professional Benchmarking survey and that these results will be reviewed at the March 2014 Board meeting.

Andrew Reichman made a motion and Pat Stonger seconded the motion to accept the 2014 Strategies and Objectives. Motion passed unanimously.

Kanter led an interactive discussion regarding ENC contract issues, particularly as they relate to intellectual property. He informed the group that the Executive Committee had approved ENC moving forward with USDA and legal counsel to revise contract language, so that our language is consistent with that of other commodity groups. USDA representative, Emily DeBord, reminded the committee that this process was necessary because our present contract includes the language written into our Act and Order. Now that approval from the Executive Committee has been obtained, ENC will provide DeBord with proposed language and she will present it to the Office of General Council. After the language is approved by all including the AEB Executive Committee, the changes will be effective. Debbie Murdock stated that she has facilitated a contract with the University of California (UC) Davis for another group and that she would send this information to Kanter if it would be useful in crafting new language.

Kanter provided a brief update on the Beyond Eggs product as a follow up to a conversation initiated during the last committee meeting. Kanter noted that John Howeth and his team are leading this project since it is related to food production. The claims behind the Beyond Eggs product are vague and there are different ingredients for each application, making it difficult to compare functionality and cost to eggs. Murdock noted that Whole Foods in her area is using Beyond Eggs in the deli section and she has provided a sample to AEB.

Kanter provided a status update on the vitamin D project. AEB was advised not to move forward with the plan discussed at our last Board meeting, because asking egg producers to collectively sign an agreement indicating a willingness to add vitamin D to hen feed might appear to be collusion. Kanter did mention that it was a good idea to keep vitamin D on the radar as new studies are coming out every day. In addition there could be discussions regarding over-fortification of vitamins and minerals in foods at the upcoming DGA meetings. This is an area where eggs could positively stand out.

A motion was made by Greg Herbruck and seconded by Andrew Reichmann to adjourn the meeting.

The meeting was adjourned at 4:25 pm CT.

(b) (6)

Karyn Kreher, Chairman

12/4/13

Date

Formatted: Font: (Default) +Body (Calibri), 10 pt, Underline

Lutton, Sara - AMS

From: (b) (6) @gmail.com
Sent: Thursday, September 04, 2014 3:11 PM
To: Joanne Ivy; Simon M Shane
Subject: 'Plant-based egg' maker Hampton Creek gets new strategy boss, eyes China | VentureBeat | Business | by Kia Kokalitcheva

[http://venturebeat.com/2014/09/04/plant-based-egg-maker-hampton-creek-gets-new-strategy-boss-eyes-china/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed:Venturebeat\(VentureBeat\)](http://venturebeat.com/2014/09/04/plant-based-egg-maker-hampton-creek-gets-new-strategy-boss-eyes-china/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed:Venturebeat(VentureBeat))

Sent from my iPhone

Lutton, Sara - AMS

From: Maher, Missy <Missy.Maher@edelman.com>
Sent: Tuesday, September 03, 2013 6:14 PM
To: Joanne Ivy
Subject: MilkPEP Ads - quick question

Hi Joanne,

I hope you are well – I know it's been a crazy few weeks for you with all that has been going on with Beyond Eggs and the MilkPEP ad campaign.

Given the counsel and support we've been providing on recent egg issues, I wanted to see if you would be open to providing incremental budget for Edelman time spent on Beyond Eggs and support for the MilkPEP ad campaign. I think \$7,500 will cover the time spent to date along with additional time we anticipate for future counsel along with monitoring and responding to social conversations surrounding the milk campaign. If you are aligned, we can create a scope of work to share with you.

I know in years past we've had an "Issues/Crisis" line item in the budget (it previously sat in the ENC budget bucket), but we pulled it this year for budget efficiencies. As we work to finalize 2014 budgets, we'll plan to add this line item back in just to be safe. I think it probably makes sense to include it in the industry programs budget but let me know if you feel differently.

I'd be happy to connect live with you on this as well.

Lutton, Sara - AMS

From: Joanne Ivy
Sent: Monday, September 16, 2013 3:27 PM
To: 'Simon M Shane (sshane@nc.rr.com)'
Subject: Minor change in my statement

Hi Simon, I just read over what I sent you, and I would like to change the word in the first paragraph, second sentence from “replacer” to “product.” I just think that is more appropriate. It’s minor, but I think it sounds better and less confusing to use “replacer” so much. Currently, Beyond Egg is only being used as an egg “replacer” for food manufacturers, so a major campaign is addressing that audience. An egg replacer is the terminology used for ingredient products not including eggs, such as whey, soy, etc. to replace egg as an ingredient in a food application. However, if I were addressing consumers, I would probably refer to it as an “artificial” egg. Anyway, I think I would just like to replace that word in the first paragraph, second sentence to product to be more general.

You may have seen some media coverage recently about a new egg replacer option called Beyond Eggs. We believe the reason this **product** has been getting some attention is due to the fact that it is backed by PayPal billionaire Peter Thiel and Bill Gates.

We are planning to do a major, comprehensive PR campaign to promote the findings of the 50 year sustainability study, which is a good story about the egg producer and will be excellent information to use in a consumer campaign to address the negative production comments made in the Beyond Egg release about commercial egg production. I will provide you more information on that campaign at a later date.

I hope you will be coming to our meeting in Savannah. There is a lot happening that you should hear firsthand. Joanne

Lutton, Sara - AMS

From: Burch, Kellie <Kellie.Burch@edelman.com>
Sent: Tuesday, April 29, 2014 3:15 PM
To: Kevin Burkum; Joanne Ivy; Mia Roberts; Jacinta LeDonne
Cc: Schaffner, Serena; Jensen, Elizabeth (Schreiber); Englert, Jenny; Maher, Missy
Subject: New Egg Coverage: Environmental Study + Beyond Eggs

Hi all,

We wanted to share some organic pick-up of the environmental study infographic that we've seen over the last week on the [Poultry Site](#) and the [USDA Blog](#). Both articles were posted in honor of Earth Day and applaud America's Egg Farmers for improving the egg production process to reduce the industry's environmental footprint.

We also wanted to flag an article from [Huffington Post](#), which mentions Hampton Creek Foods coming up with an egg alternative. The article attacks the sustainability of the egg industry and claims Hampton Creek's plant-based egg is healthier, safer and "just as tasty." It originally ran in [Ozy.com](#).

We will keep an eye out for additional coverage of both of these stories. Please reach out if you have any questions!

Best,
Kellie

Kellie Burch

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Tel: 312.240.2833 | Cell: (b) (6)

kellie.burch@edelman.com | www.edelman.com



FACTS FOR REFERENCE: Potential Issues and Environmental Footprint Study

ENVIRONMENTAL FOOTPRINT

- A recent study was published investigating the environmental impact of egg farms and we were excited to see the results showed egg farmers have been able to support the demands of a growing population, while at the same time, ensuring hens are living longer, using fewer resources and producing less waste.
- Better nutrition, higher quality feed and an increased focus on disease prevention have allowed the egg industry to feed more people more efficiently.
- With the growing population and egg demand on the rise, egg farmers are positioned to help fulfill the need for an affordable and nutritious source of protein in an environmentally responsible manner.

ANIMAL WELFARE

- Contrary to some perceptions, growth hormones are never given to chicks or egg-laying hens. Antibiotic usage is only considered for treatment when hens are sick. The lifespan of hens has increased due to improvements in hen health, nutrition, disease prevention and their environment.
- Egg farmers place a high priority on ensuring the health and well-being of their hens.
- We've made advancements in hen housing such as improved building ventilation, temperature control, better lighting, and a more secure housing environment to ensure that hens are protected and cared for.
- Beak trimming is practiced when it's necessary to prevent feather pecking and cannibalism and is only carried out by experts who are monitored regularly for quality control.
 - Scientific studies have shown that beak trimming may contribute to less fearfulness, less nervousness, less chronic stress and decreased mortality in egg-laying hens.
- We are continuing to explore methods and technology that can help identify male chicks from females earlier in the process. In the meantime, egg farmers remain committed to following strict steps, safeguards and practices that have been studied and mandated by animal experts when it comes to every aspect of the egg industry.

BEYOND EGGS

- We've found that our customers aren't interested in egg replacers and prefer real eggs and the benefits that come along with them.

Lutton, Sara - AMS

From: John Howeth
Sent: Wednesday, February 19, 2014 12:49 PM
To: Joanne Ivy; Kevin Burkum; Mia Roberts; Mitch Kanter
Cc: John Howeth
Subject: Placement in Food Navigator

Good morning, obviously you've all seen the Beyond Eggs announcement. If you click the link below, you'll see an unusual situation. The BE announcement surrounded by our banner. At first I was a little upset because this just didn't feel right, but after thinking about it for a while, it almost made us seem prescient.

Despite all that, our media team is going to go to Navigator and request a make-good based on the banner placement. I'm curious as to how you feel about it.

http://www.foodnavigator-usa.com/Suppliers2/Plant-egg-entrepreneur-raises-23m-in-latest-funding-round-led-by-Asia-s-richest-man-Li-Ka-shing/?utm_source=newsletter_daily&utm_medium=email&utm_campaign=Newsletter%2BDaily&c=cvrWleoMqm%2FK0BX5eiw6UA%3D%3D

John Howeth | *Vice President of Ingredient & Commercial Marketing*

American Egg Board

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Centre Daily Times

Startups aim to replace the egg

By Terence Chea
The Associated Press

SAN FRANCISCO — The startup is housed in a garage-like space in San Francisco's tech-heavy South of Market neighborhood, but it isn't like most of its neighbors that develop software, websites and mobile-phone apps. Its mission is to find plant replacements for eggs.

Inside, research chefs bake cookies and cakes, whip up batches of flavored mayonnaise, and pan-fry omelets and French toast — all without eggs.

Funded by prominent Silicon Valley investors and Microsoft founder Bill Gates, Hampton Creek Foods seeks to disrupt a global egg industry that backers say wastes energy, pollutes the environment, causes disease outbreaks and confines chickens to tiny spaces.

The company, which just started selling its first product — Just Mayo mayonnaise — at Whole Foods Markets, is part of a new generation of so-called food-tech ventures that aim to change the way we eat.

"There's nothing to indicate that this will be a trend that will end anytime soon," said Anand Sanwal, CEO of CB Insights, a New York firm that tracks venture capital investment. "Sustainability and challenges to the food supply are pretty fundamental issues."

Venture capital firms, which invest heavily in early-stage technology companies, poured nearly \$350 million into food-related startups last year, compared with less than \$50 million in 2008, according to the firm.

Plant-based alternatives to eggs, poultry and other meat could be good for the environment because it could reduce consumption of meat, which requires large amounts of land, water and crops to produce, backers say.

Techs look for healthier options

Food, continued from A1

It could also benefit people's health, especially in heavy meat-eating countries like the U.S., and reduce outbreaks of diseases such as avian flu, they say.

"The biggest challenge is that people who consume a lot of meat really like meat, and to convince them to try something different may be extremely difficult," said Claire Kremen, faculty co-director of the Berkeley Food Institute at the University of California, Berkeley.

The American Egg Board, which represents U.S. producers, said that eggs can't be replaced.

"Our customers have said they're not interested in egg substitutes. They want real, natural eggs with their familiar ingredients," Mitch Kanter, executive director of the board-funded Egg Nutrition Center, said in a statement.

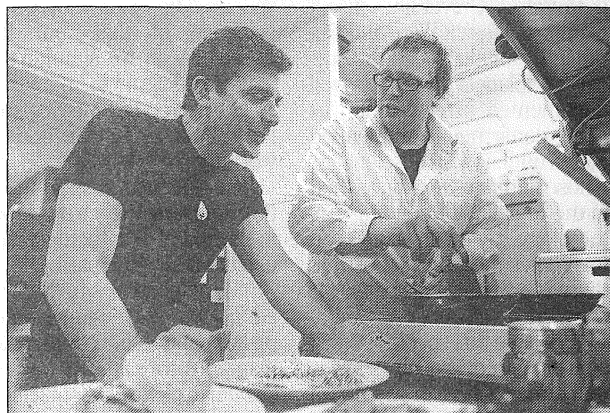
The industry has reduced its water use and greenhouse gas emissions, and hens are living longer due to better health and nutrition, he said.

Hampton Creek's quest to replace the ubiquitous chicken egg is also backed by PayPal co-founder Peter Thiel and Khosla Ventures, a venture capital fund started by Sun Microsystems co-founder Vinod Khosla.

In its food lab, biochemists grind up beans and peer through microscopes to study their molecular structure, looking for plants that can fulfill the culinary functions of eggs. So far, the company has analyzed some 1,500 types of plants from more than 60 countries.

The research has resulted in 11 "hits," said Josh Tetrick, the company's CEO.

"Our approach is to use plants that are much more



AP photo/Eric Risberg

CEO Josh Tetrick, left, watches as research and development chef Trevor Niekowal makes a plant-based scrambled egg at Hampton Creek Foods in San Francisco. Can plants replace eggs? A San Francisco startup backed by Bill Gates believes they can. Hampton Creek Foods is scouring the planet for plants that can replace chicken eggs in everything from cookies to omelets to French toast.

sustainable — less greenhouse gas emissions, less water, no animal involved and a whole lot more affordable — to create a better food system," said the former line-backer on West Virginia University's football team.

The company's first product — the mayonnaise — is sold for roughly the same price as the traditional variety. It soon hopes to start selling cookie dough and a batter that scrambles like eggs when fried in a pan.

"The egg is a miracle, so one of the hardest parts of replacing it is all the functions that it can do," said Chris Jones, the company's culinary director of innovations and a former contestant on Bravo TV's Top Chef.

While Hampton Creek takes aim at the egg, another Gates-backed company is targeting the chicken itself.

Beyond Meat, located in Southern California, sells "chicken-free strips," which have the taste and stringy texture of poultry but are

made from plant protein. It is sold at Whole Foods and natural food stores. It's also working on a product that mimics beef.

The company is also funded by Obvious Corp., a startup incubator founded by Twitter's founders and Kleiner Perkins Caulfield & Byers, one of Silicon Valley's premier venture capital firms.

"It can fit in a vegan's diet. It can fit in a carnivore's diet," said Beyond Meat CEO Ethan Brown. "We're trying to appeal to the full range of consumers that are making some shift toward healthier protein."

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Lutton, Sara - AMS

From: Kevin Burkum
Sent: Friday, April 25, 2014 9:26 AM
To: Mitch Kanter; John Howeth; Joanne Ivy; Tia Rains; Mia Roberts; Serena Schaffner (serena.schaffner@edelman.com)
Subject: Protein is the New Black

I encourage you all to read this story about protein, which an expert in the story calls, "The new black."

For instance, "After years of peddling sugar, salt and fat, companies in the \$1 trillion **food industry** are on a protein binge to capture the health-conscious consumers whose distaste for conventional packaged foods has resulted in anemic growth for household staples like Kellogg's cereals and Campbell's soups."

The reporter even suggests this move towards protein is "part of the reordering of the world's food supply, thanks to shifting consumer tastes, Chinese demand and global warming. There's more corn in Canada, vineyards in Scotland -- and a shortage of peas in North America."

<http://www.bloomberg.com/news/2014-04-23/you-will-eat-your-peas-now-as-big-food-binges-on-protein.html>

This article is all about plant proteins, and while it mentions Hampton Creek, seems to suggest that the challenge to eggs in the food ingredient world is far greater than Josh Tetrick.

Kevin Burkum | *Senior Vice President of Marketing*

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Lutton, Sara - AMS

From: Bruce Dooyema <bdooyema@cfegg.com>
Sent: Monday, March 18, 2013 12:45 PM
To: Joanne Ivy
Subject: RE: Affordable Egg Alternative

Yup, think so to.

Thanks

Bruce Dooyema
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(712)-722-0422 (fax)

From: Joanne Ivy [mailto:JIvy@aeb.org]
Sent: Monday, March 18, 2013 11:45 AM
To: Bruce Dooyema
Subject: RE: Affordable Egg Alternative

Yes, I did see this. I sent to Debbie Murdoch, PEPA, a couple of weeks to see if she knew anything about this company, but she doesn't. It may be worth a little discussion. Joanne



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From: Bruce Dooyema [mailto:bdooyema@cfegg.com]
Sent: Monday, March 18, 2013 10:19 AM
To: Joanne Ivy
Subject: FW: Affordable Egg Alternative

FYI, don't know if you've seen this.

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From: Larry Horst [[mailto:\(b\) \(6\)@hotmail.com](mailto:(b) (6)@hotmail.com)]

Sent: Saturday, March 16, 2013 6:56 AM

Subject: Affordable Egg Alternative

**Is the end near for Egg Producers and Equipment
Manufactures ????**

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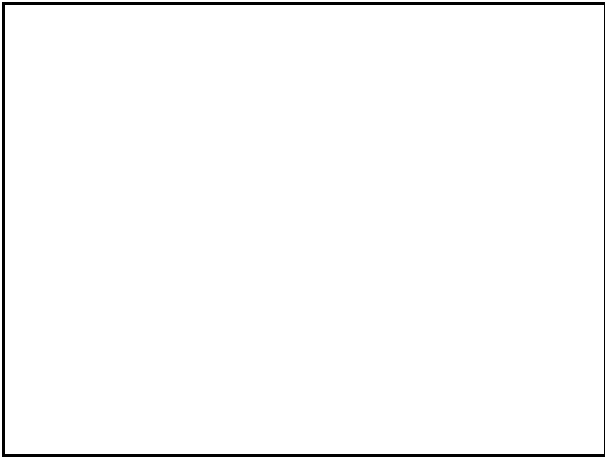
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(Photo Illustration by Adam Berry/Getty Images)



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SAN FRANCISCO (CBS SF) - A San Francisco food producer wants to make you an omelet without breaking any eggs - and they may be able to do it with one key ingredient they make in a lab - no chicken required.

From their Mission District laboratory, Hampton Creek Foods and CEO Josh Tetrick are taking aim at the egg farming industry.

"We just cannot go on eating like we all are right now with our food system," Tetrick said. "It's just unsustainable."

Many Bay Area farms let chickens roam the pastures, but the Humane Society says more than 90% of the country's egg-laying hens are kept in cramped conditions. Tetrick takes issue with the restrictive quarters, with the resources needed to feed the chickens, and the diseases they may catch and spread to humans.

"We just kind of look at that and say 'this is absurd,'" Tetrick said emphatically. "Our product is just better."

That's right - Tetrick claims Hampton Creek has improved on the egg. They call their product "[Beyond Eggs](#)."

"It's made up of a variety of plants, including peas. We use different gums. We use a host of different plant-based protein sources," Tetrick explained.

It's hard to believe a blend of plants can imitate not only the taste of an egg, but the ability to whip up into foam like an egg, or coagulate into gel like an egg, but Tetrick said his team is clever about selecting plants that not only replicate, but surpass the egg in food products.

PAGES: 1 [2](#)

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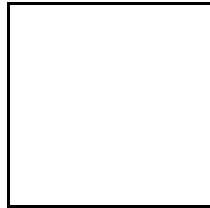
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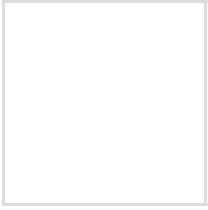
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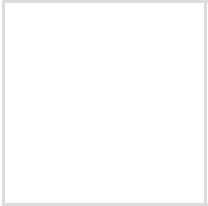
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Lutton, Sara - AMS

From: Elisa Maloberti
Sent: Tuesday, June 17, 2014 2:16 PM
To: Joanne Ivy; Xin, Hongwei [A B E]
Cc: John Howeth
Subject: RE: BE info and Maro's attendance of AEB Board meeting
Attachments: Just Mayo Glass Jar Pack..nutrients.ingredients.JPG; Just Mayo Glass Jar Pack.1...JPG; Just Mayo Deli Pack..pdf

Hello Hongwei,

We have found that Just Mayo is packed in glass jars sold on the shelf and as a deli item (chipotle flavor) in the refrigerated case (packed, weighed and priced on demand). Attached you'll find labels for both.

If anything else would be helpful, don't hesitate to ask.

Elisa

Elisa Maloberti | *Director of Egg Product Marketing*

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From: Joanne Ivy
Sent: Tuesday, June 17, 2014 12:51 PM
To: Xin, Hongwei [A B E]
Cc: John Howeth; Elisa Maloberti
Subject: Re: BE info and Maro's attendance of AEB Board meeting

Hongwei, I am thinking Maro should attend the Egg Product Committee. I will talk to John Howeth about the research results and how he wants to handle. I will relate Blair's opinion.

Elisa and John, I believe you made a picture of the full label on the Beyond Egg Mayo product sold at Whole Foods. If so, please send to Hongwei. Thanks. Joanne

Sent from my iPhone

On Jun 17, 2014, at 1:41 PM, "Xin, Hongwei [A B E]" <hxin@iastate.edu> wrote:

Hello Joanne,

Just a quick follow-up about the info you were going to send me on the Beyond Egg product that John has.

Also, which session would you like Maro to attend (to answer questions about the study report) at the upcoming AEB Board meeting?

I expect to send you the AEB funding renewal proposal (to partially support Maro's position) to you later today.

Best regards,

Hongwei

Hongwei Xin, Ph.D.
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Iowa Egg Council Endowed Professor
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Citation Indices: <http://scholar.google.com/citations?user=l02uQPAAAAAJ&hl=en>

Lutton, Sara - AMS

From: Joanne Ivy
Sent: Tuesday, December 17, 2013 10:44 AM
To: 'Englert, Jenny'; Kevin Burkum; John Howeth; Mia Roberts; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Jensen, Elizabeth (Schreiber); Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: RE: Beyond Eggs Coverage Update 12.17 - AM

Thanks

Joanne C. Ivy, CAE | *President & CEO*

American Egg Board

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From: Englert, Jenny [<mailto:Jenny.Englert@edelman.com>]
Sent: Tuesday, December 17, 2013 9:26 AM
To: Joanne Ivy; Kevin Burkum; John Howeth; Mia Roberts; Kristin Livermore; Mitch Kanter
Cc: Torvik, Erika; Jensen, Elizabeth (Schreiber); Maher, Missy; Grosshandler, Jennifer; Liuzzi, Andrew; Singer, Jamie; Cummins, Sally; Byers, Kate
Subject: Beyond Eggs Coverage Update 12.17 - AM

Hi all,

There is nothing new to report since our last coverage update on Beyond Eggs yesterday evening. We will send another update later today.

Best,
Jenny

Jenny Englert

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