

Message

From: FARMER, DONNA R [FND/1000] [/O=MONSANTO/OU=NA-1000-01/CN=RECIPIENTS/CN=180070]
Sent: 10/30/2000 6:43:13 PM
To: ACQUAVELLA, JOHN F [FND/1000] [/O=MONSANTO/OU=NA-1000-01/CN=RECIPIENTS/CN=145465]; MCKEE, MICHAEL J [FND/1000] [/O=MONSANTO/OU=NA-1000-01/CN=RECIPIENTS/CN=12692]
Subject: FW: 1999Roundup Communications Plan
Attachments: RUPplan.doc

Mike, turns out John and are meeting Janice today 2-3 in the PR conference room in A to discuss the attached (the Drake/Pollack/Fisher/ now Armstrong RUP RP plan). This is exactly what we were discussing this morning - regarding Geisy. Sorry I didn't recognize it. We have several things going with Janice and I got them confused. Please join us...I will be rushing back from a 1-2 CV meeting.

John it is on and I will see you guys there.

Donna

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

From: ARMSTRONG, JANICE M [FND/1000]
Sent: Friday, October 20, 2000 12:12 PM
To: ACQUAVELLA, JOHN F [FND/1000]; FARMER, DONNA R [FND/1000]
Subject: 1999Roundup Communications Plan

Donna and John,

I am attached the 1999 Roundup Communications Plan which was created by Lisa Drake and an outside company. Apparently, this plan was signed off by everyone and approved but never got the funding. I will be discussing this plan with Scarlett Foster when we review the Roundup Public Affairs Strategy for next year on November 1. Let me stress that at this point, I don't know if this plan is still valid, if it will get funding or if it will receive support at all. There is a section of this plan which deals with scientific outreach. I wanted to run it by you both to ascertain if there is any overlap with the scientific outreach that you have already implemented and to get your reactions to this part of the communications plan. I look forward to discussing it with you at our meeting at the end of October.

Janice

P.S. (I have November 17 marked on my calender to attend your glyphosate scientific outreach meeting.)



RUPplan.doc

UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA

TRIAL EXHIBIT 435

Case No. 3:16-cv-0525-VC

Date Entered _____

By _____
Deputy Clerk

MONGLY00921329

**Strategic Public Relations Recommendations for
Roundup™ Herbicide**

DRAFT

Prepared by Aronow & Pollock Communications, Inc.

June 8, 1999

OBJECTIVES:

- Neutralize attacks on Roundup™ herbicide by activist groups such as NCAP
- Create and foster an environment that will not hinder or negatively impact increased sales of Roundup™ herbicide
- Capitalize on the positive reputation of Roundup™ herbicide

STRATEGIES:

- Leverage environmentally sound reputation of Roundup™ herbicide to build ongoing support and consensus among leading environmental and toxicological experts
- Utilize leading environmental and toxicological experts to combat attacks from NCAP and to reinforce the benefits of Roundup™ herbicide to the media and with state and local governments
- Develop media relations/education campaign to counter potential negative fall out from NCAP
- Evaluate further, then consider developing a media relations campaign that targets key areas of dissent: California, Washington, Oregon, Florida, New York, Alabama, Texas, New Hampshire and Vermont
- Utilize independent internet web site to further communicate the benefits of Roundup and combat misinformation being disseminated by activist groups

AUDIENCES:

- Key customers/global markets
- Opinion leading scientists
- Science and environmental reporters
- Select health and medical organizations (i.e. American Medical Association, American Cancer Society)
- Garden magazine and newspaper reporters
- Managers/supervisors of IT&O markets (retail and end users)
- Sales employees (retail and seed; U.S. and International)
- Politicians/regulatory agencies
- For consideration: Attorneys General

CHALLENGES:

- Mounting negative publicity initiated by NCAP through the *Journal of Pesticide Reform* and the internet
- Pressure by activists on U.S. IT&O markets and potential Roundup™ Ready markets, resulting in statewide or local bans in some areas
- EPA directive to cut back on pesticide and herbicide use
- Threat of additional Attorneys General action on Roundup™ herbicide advertising/promotions
- Widespread negative perception about pesticide inerts

OPPORTUNITIES:

- Capitalize on environmentally solid reputation of Roundup™ herbicide
- Work with and through third-party scientists
- Build upon the solid scientific support of Roundup™ herbicide
- Take action while there is still low overall awareness of NCAP allegations against Roundup™ herbicide *

*Marketing Horizons, Inc. research study conducted for Roundup™ 4/97

TACTICS:

I. Scientific Review Committee

- A. Tier One Experts
- B. Second Tier Scientific Expert Consultants

II. Roundup Education Program

- A. Proactive
 - 1. Information Kit
 - 2. Outreach Efforts
- B. Reactive
 - 1. Outreach Efforts

III. Optional Tactics

- A. Toxicology Web Site (Independently Hosted)
- B. Goodwill Publicity
- C. Contingency Media Relations Plan

I. Roundup Scientific Review Committee

Description:

Continue to liaise and work with internationally known scientists who are members of the Roundup Scientific Review Committee, in order to unify and balance scientific opinion and to combat negative assertions by NCAP and other activist groups. APC will build upon existing relationships and continue to call on these experts on an as needed basis to serve as spokespersons and/or to review relevant scientific documents. Members include:

- ⇒ Stuart Dobson, Ph.D., Institute of Terrestrial Ecology, UK
- ⇒ Gary M. Williams, M.D., New York Medical College
- ⇒ John P. Giesy, Ph.D., Michigan State University
- ⇒ Keith R. Solomon, Ph.D., Canadian Network of Toxicology Centres
- ⇒ Robert Kroes, Ph.D., Research Institute for Toxicology, The Netherlands
- ⇒ Richard E. Peterson, Ph.D., University of Wisconsin

Note: Due to recent pressures it would be appropriate to include one or more experts in the field of epidemiology to the first and second tier lists of scientists (John Acquavella, Ph.D. to make recommendations).

Benefits:

- Creates a scientific basis for credible public relations activities
- Helps cultivate relationships that enable Roundup™ herbicide to take its messages to appropriate audiences
- Provides independent third-party experts to review and refine the response to NCAP
- Provides access to scientific spokespersons who can respond to media inquiries based on NCAP or other misinformation
- Provides access to scientific spokespersons who can pro-actively support the benefits of Roundup™

Action Items:

- Focus on proactive strategies, developed by experts, that will rebut NCAP's list, as well as venues for

communicating positive information about Roundup™ herbicide

- Continue follow-up from expert review meeting to complete the following:
 - ⇒ Finalize both review documents for publication in peer reviewed journals (Cantox to complete)
 - ⇒ Finalize quote/message sheet of positive comments from SAP members about the safety of Roundup™ herbicide
 - ⇒ Develop positioning for Roundup™ herbicide that highlights its “environmental properties”

Second Tier Scientific Expert Consultants

- A second tier of scientists will be identified in targeted regional areas and asked to consult on the project on an as needed basis. Areas to be targeted include our U.S. target states listed on page 2 as well as South East Asia; Malaysia and Indonesia; Central and South America; Australia and New Zealand; India; Japan; South Africa and Egypt. Current consultants and Monsanto scientists will be reviewed for relevant areas of expertise. Scientists with tox expertise will be included in the second tier. Criteria for selection of the second tier includes: 1.) distinguished backgrounds; 2.) able to deal effectively with the media; and 3.) well-known and respected by the media in their geographic regions.

II. Roundup Education Program

A. Proactive

Description:

Discredit and counter negative information distributed by NCAP. Utilize information kit to directly counter NCAP's false claims and misinformation. Provide scientific support for managers, politicians and other decision makers to counter activist attacks. Generate positive publicity about the benefits of Roundup™ herbicide in order to build wall of defense to counter NCAP attacks.

1. Information Kit

Develop kit with support and review of SAP members. Kit to include:

- ⇒ NCAP review document;
- ⇒ Roundup™ herbicide fact sheet;
- ⇒ SAP member BIOS (*determined by audience*);
- ⇒ SAP quote sheet (messages) about Roundup™ herbicide;
- ⇒ favorable articles reprinted from credible journals;
- ⇒ Reprints of both manuscripts once published and publicly available; and may include
- ⇒ Issues backgrounder. ** see below

**Issue Backgrounder

Develop backgrounder that includes discussion about alternatives to pesticide use and their relative safety. The backgrounder can also be used for select speaking opportunities and will be tailored to each audience.

The backgrounder will:

- ⇒ Compare impact of alternative methods on wildlife; humans; water, earthworms and non-target plants *
(see notation on B.2.)

- ⇒ Compare control methods recommended by activist groups and others such as salt, vinegar and hot water, chain saws, and paving irrigation ditches
- ⇒ SAP members and/or independent groups will review the backgrounder

Information Kit Distribution

Distribute kit at deskside briefings; to managers and supervisors who need printed materials to reference; and to editors planning and researching negative articles. Additionally, information kits will be sent to the following groups: USDA Extension Field staff, Agriculture School Deans, and state EPA agencies. Introductory letters explaining the kit will be tailored for each audience.

Roundup Handbook

A Roundup Handbook will be developed using information materials for use with select groups of its sales force and key customers. The handbook would serve as a value-added resource and means of setting Monsanto ahead of the competition in terms of customer service.

The handbook would include all items listed in the information kit as well as Roundup Q&A, message/talking points where appropriate, and step by step action plans to respond to select scenarios (i.e. media calls, customer requests/complaints, local activist action at school boards/town meetings, etc.). Dissemination of such a resource book would likely be accompanied by a training seminar. (Training seminar to be conducted by Monsanto and therefore not budgeted in this program)

2. Outreach Efforts

a. Speakers Bureau

Train select expert committee members to speak to the media and call upon scientists on an as needed basis to respond to questions asked by reporters, testify at hearings and appear on television. This will be done before a crisis occurs to prepare speakers to respond to key issues.

b. Engage Support of Anti “Junk Science” Writers

Capitalize upon current anti “junk science” sentiment to frame and present the case for Roundup. Aronow & Pollock recommends approaching writers such as frequent *Wall Street Journal* contributor Michael Fumento (a senior fellow at the Hudson Institute and author of the book *Science Under Siege*). Resulting article(s) may be used in information kits and in target states and localities to increase credibility and balance of the Roundup story. *Note: such stories would also be an ideal outlet for a comparative analysis of Roundup and alternative methods of vegetation control – a risky initiative if executed by Monsanto directly.

c. Beneficials Study: crisis plan/response

Develop a plan of action to address the European study on beneficial insects. Once a thorough analysis of the research has been completed, Aronow and Pollock will make a full recommendation on how to best address the findings. The proactive plan should include backgrounding the scientific experts, development of statements and Q&A, and selecting spokespersons.

C. Reactive

1. Outreach Efforts

a. Deskside Briefings

Coordinate one-on-one meetings between editors and a SAP member to communicate accurate information about Roundup™ herbicide. Target editors in key markets who have done negative articles, but are not solidly against herbicide use.

b. Letter Writing Response Campaign

Develop a letter writing campaign, which a SAP member responds to reporter/editor when a negative article is generated with a point-for-point rebuttal to misinformation.

c. Regional Newspaper Editorial efforts

Put positive light on Roundup™ herbicide when dealing with local herbicide issues. Work with local scientists (SAP members when available) to develop editorial article for major daily newspaper when a project begins in a community that will bring the use of herbicide into consideration.

IV.

V. Optional Tactics

A. Toxicology Web Site

Description:

Support and underwrite the formation of a toxicological web site, hosted by an independent third party organization (i.e. New York Medical College) to include information on Roundup.

Benefit:

The purpose of such an initiative is to provide a credible, independent forum to disseminate information on Roundup. The site will serve as a resource for members of the news media as well as the scientific and academic communities. Site content will be limited to scientific information and may include both completed manuscripts once they have been published and are publicly available.

B. Goodwill Publicity

Description:

Announce activity with press release each time Monsanto donates Roundup™ herbicide for project. Press materials will include background on current project and information on past successful uses on Roundup™ herbicide, as seen in “From Prairie to Pompeii” brochure. Press materials also will be sent to managers/supervisors for use with politicians and decision-makers.

Benefit:

Maximize positive media coverage around benefits of Roundup™ herbicide.

Current partnerships that may offer publicity opportunities include:

- Galapagos Islands
- Machu Picchu

C. Contingency Media Relations Plan “Get the Facts Before You Decide”

(This plan will be implemented only on an “as needed” basis, in critical situations, after additional research is conducted.)

Description:

Create “news bureau” with the purpose of distributing science-based information that encourages journalists to “get the facts” before writing a story on herbicides. Increases the frequency of delivery of positive messages in current press coverage and generates more favorable articles about the benefits of Roundup™ herbicide.

Information can be distributed pro-actively to publicize “good neighbor” stories about Roundup™ use; on request, when editors want more information for a story that is planned; or on a reactive basis, to counter negative articles about Roundup™ herbicide. *

Audiences:

Primary: Science and environmental media, garden and general reporters, scientific community

Secondary: Managers/supervisors of herbicide spray programs for IT&O markets

Overall Activities:

Develop targeted lists of influential media, especially in key states, who cover related issues. Contact them regularly in response to negative articles, and to inform them on the benefits of Roundup™ herbicide and positive activities of Monsanto, such as product donations and partnership activities.

* (Note: Strategy and information pieces distributed by the news bureau will be developed following recommendations of market directive research and the SAP.)