

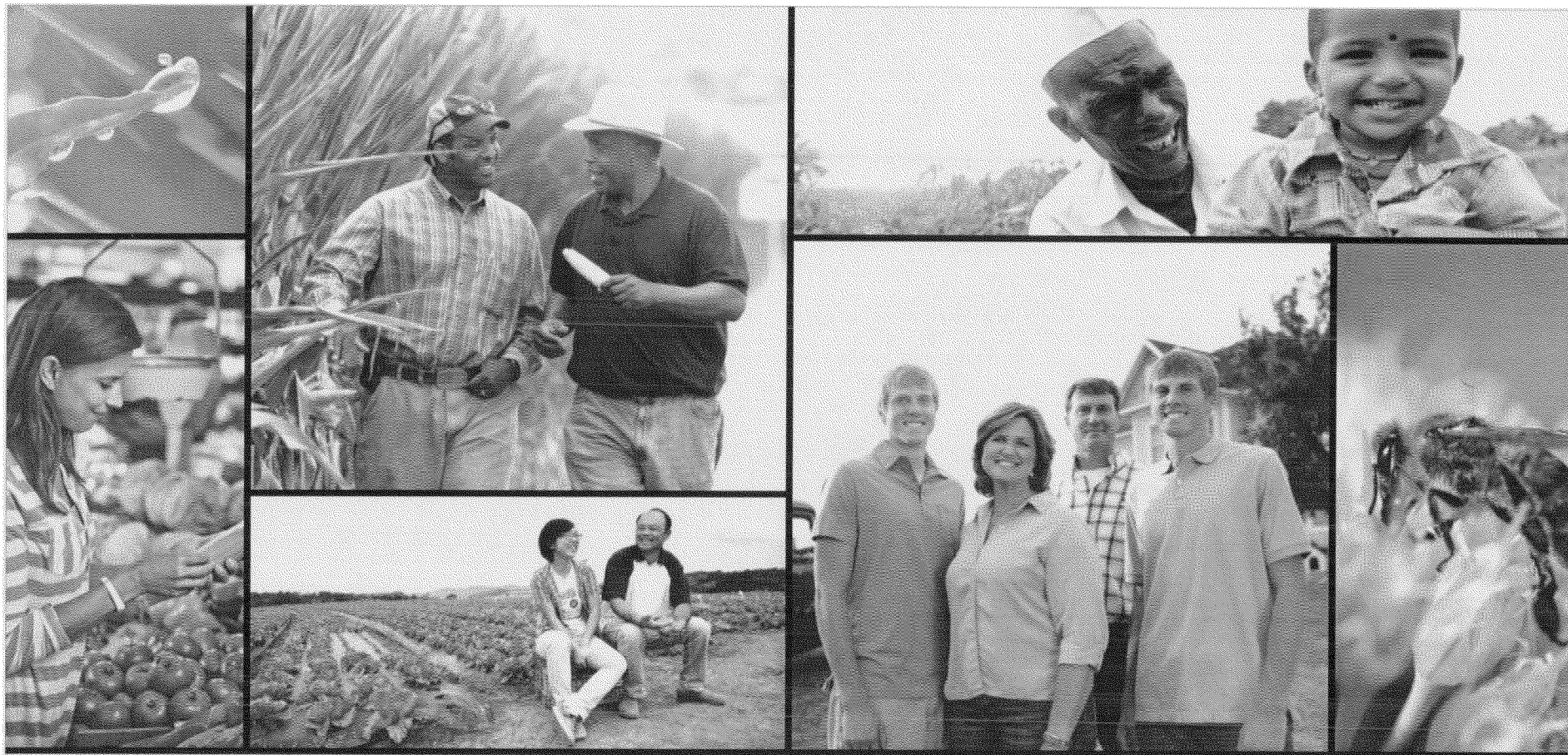

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Ken Fields
Senior Vice President and Senior Partner

Plaintiff Exhibit

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IARC Media Training

March 2, 2015



We will cover

- Your priorities
- Overview of IARC Announcement
- Key communications techniques
- Crop protection research highlights
- Practice interviews and tough conversations

Overview of IARC Announcement

What We Know...

- International Agency for Research on Cancer
- History of negative rulings
- Ruling on glyphosate anticipated as early as March 9/10
- Negative ruling likely to get media coverage



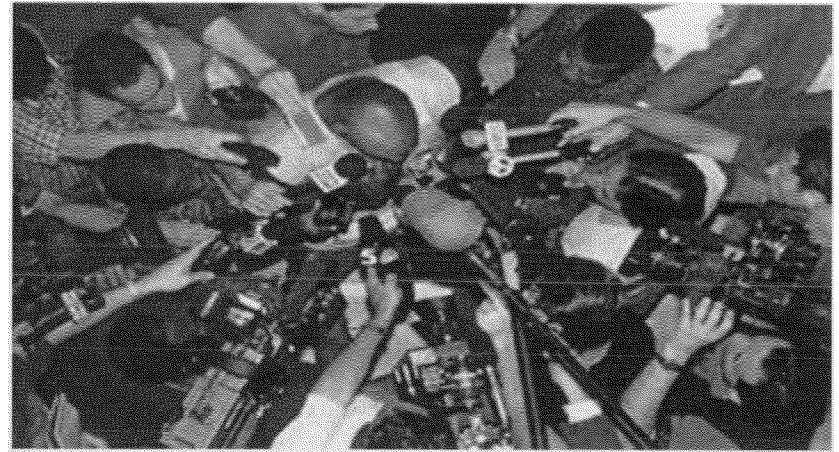
Today's News Media Realities

- Vary broadly in character and approach
- But, techniques to address them are consistent

News media

Reporters control ...

- Quotes they use from you
- Whether you get quoted
- Questions they ask
- Background they gather prior to story
- Other sources they reference
- Placement of story (to a degree)
- Visuals used with story
- Pretty much everything else ...



News media

You control ...

- The words that come out of your mouth
- The way your deliver them

— Reporters can put in words they want you to repeat
- Reporters are a path for our story
- keep bridging back.

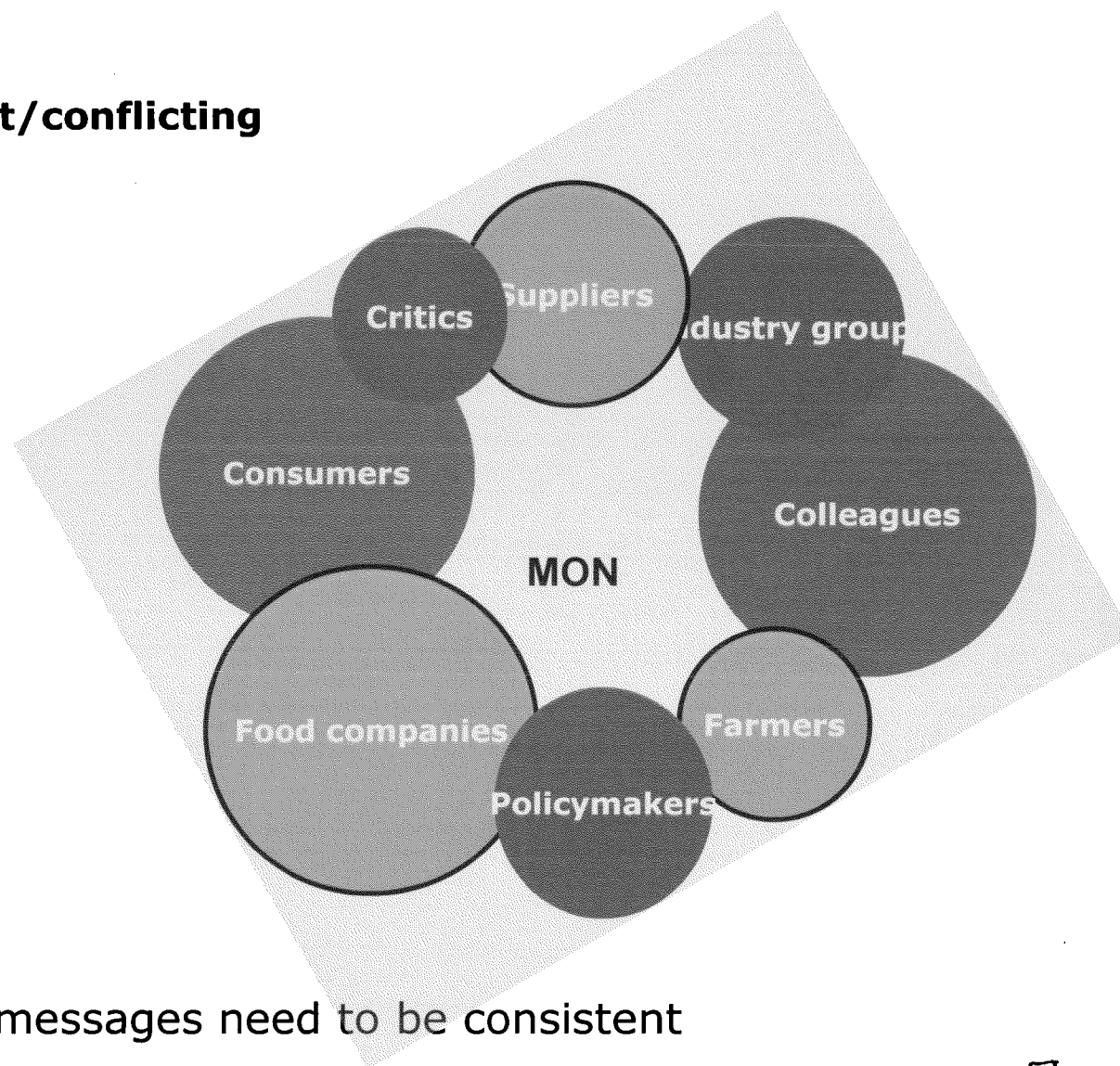
News media

Reporters everywhere are trained to ...

- Know a little about a lot of things
- Make stories simple
- Eliminate distractions from stories
- Be brief
- Be skeptical of business

Audiences

- **Audiences have different/conflicting**
 - Backgrounds
 - Levels of understanding
 - Priorities
 - Interests
 - Questions



But, the messages need to be consistent

The Right Approach

- Know your audience - Not the reporter
- Presentation, not a conversation - points of view
- Supporting statements
- Anticipate Q & A
- Consistent use of consistent messages
- Anticipate hard questions - what you do
- what is your role
- If it's not what you came there to say, don't say it

?

Pause speak

Reporters can use pause to get you to fill the space

Know your audience

- What do they care about?
- How much can you expect them to understand?
- What do you want them to remember/do?
- Would you be persuaded if you were in their place?
- What do I want to achieve?
- How do I communicate with them non-verbally? (expressions, clothes, etc.)

Presentation, not a conversation

Focus on your audience

Tell a personal story with passion

- Why do you do what you do?
- What difference do you/colleagues make in the world?

Practice what you want to say

Prepare to use those questions to deliver your messages



"Who has questions for my answers?"

—Henry Kissinger

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Get the message down

Boil it down to a few key points:

Avoid jargon

- Simple, direct words

→ Repeat and emphasize the points

Pause

Avoid words that don't help

Hand them data, tell them a story

- Study after study

Add supportive detail

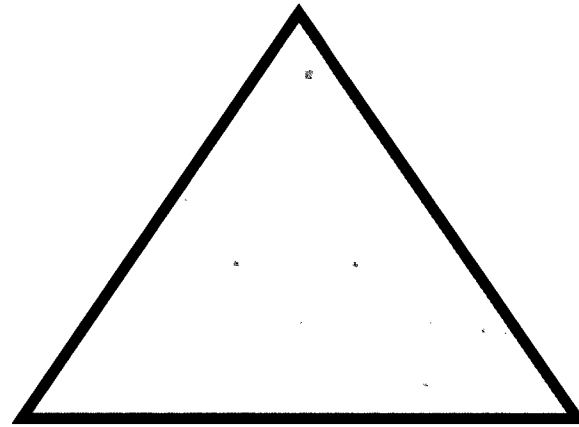
- research after research

- Evidence after evidence



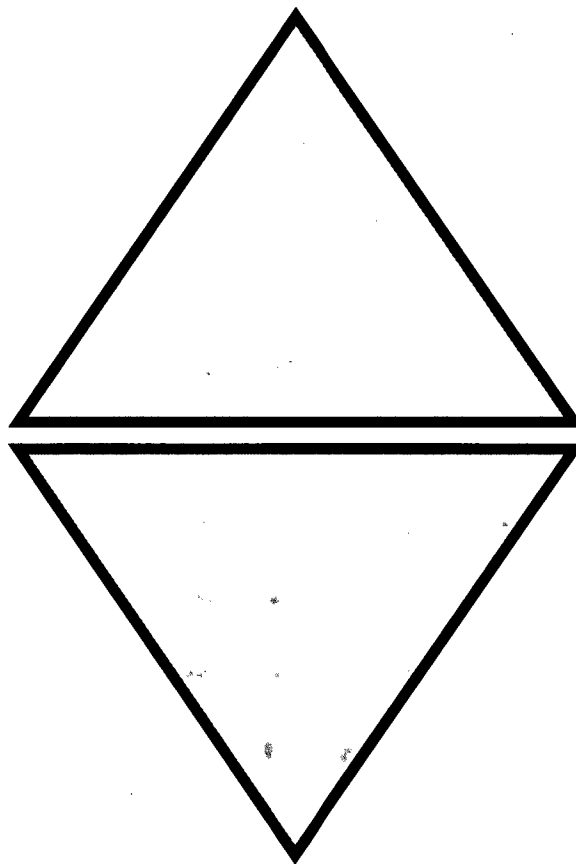
Get the message out

The message triangle



Get the message out

The message diamond



Anticipate hard questions

What are the logical tough questions?

- Be skeptical
- Remember, reporters and consumers are less informed than you
- Reporters usually talk to competitors, critics first
- *If you dread it, you will get it*

Say what you came there to say

- Have a message ready to go
- Don't be trapped by the way questions are asked
- Categorize questions

Blocking and bridging

Moving from the question to the answer you want to give

Don't evade ... restructure

Use "connectors"

- "Every day the people of Monsanto are focused on ..."
- "The most important thing is ..."
- "I can't speak to that issue, but I can tell you ..."

To the contrary (allegation)

about the data

Science & com

Headlining

Designed to signal key points

Listeners and interviewers pay more attention to what follows

- “The most important thing to remember is ...”
- “For us, it all boils down to ...”
- “If I could leave you with one thing, it would be ...”

This



Making it personal

- Why do you do what you do?
- How does it help society?
- What drove you/your colleagues to this?
- Think about a particular person – are you persuading them?



What to Expect

- Detailed questions and follow-ups
- Two-, three-, four-part questions
- Interruptions
- A premise, followed by a question
- The same question over and over
- Casual small talk
- An effort to highlight controversial aspects, conflict, drama

Key message Review

- Prioritize
- Personalize
- Practice

teams

Crop Protection Research Highlights

- Consumers understand pesticides are necessary but are concerned about HOW they're used
- Many assume they are being used excessively and as a result, are potentially unsafe
- Putting pesticides in the context of all the things farmers do to produce healthy harvests addresses this perception head on and makes CP use sound precise and judicious
- Currently, consumers view the majority of farmers as a part of large corporations and generally distrust that farmers have the consumers interest at heart.
 - However, qualifying farmers as certified and trained in pesticide use greatly enhances the credibility of the farmer and, in turn, the perception of pesticides in general.
- In terms of a message that provides "umbrella coverage" for Monsanto's future plans with respect to CP, the idea of precision appeals; precision means:
 - The right protection: more prescriptive by field and moving beyond just chemicals
 - In the right amount: not in excess
 - At the right time: audiences acknowledge that part of precision is timing, so in "certain seasons, the need for pesticides will be higher"

BREAK

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Practice

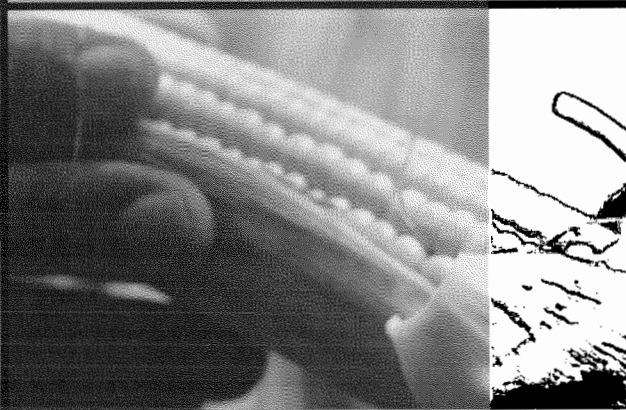


Q&A





Thank You



- safely used over 40 years and
- reviewed multiple times by teams of government scientists

IARC found it a 2b carcinogen
-> Do you agree with that or not?
- how final?
- how a cancer

~~Here~~ finally this backs up what we have
- assuming this already

~~already used~~ Glyphosate has been safely
used over 40 years and
undergoes multiple reviews
by teams of government
scientists on

questions about safety

- Monocult
- 2,4-D
- 100 percent certain
- Breast milk
- autism
-

- fully confident

- fine one to reach

Complete confidence in the safety of
these products - the